



TTI
SUCCESS
INSIGHTS®

Talent Insights® Management-Staff

Sample Sally Smith
Customer Service Manager
Emerald Expositions
12-27-2019

Helping Leaders Build an Energetic, Committed and Drama-Free Workforce
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PROFESSIONAL DEVELOPMENT



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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 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*

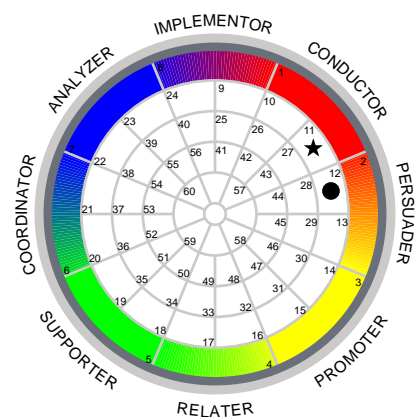


General Characteristics

Based on Sample 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 Sample Sally's natural behavior.

Sample Sally enjoys authority, independence and the freedom that goes with her aggressive approach to problem solving. She is driven toward goals completion and wants to be in a position to set policy that will allow her to meet those goals. She may have difficulty dealing with others who are slower in thought and action. She has high ego strengths and may be viewed by some as egotistical. Sample Sally wants to be seen as an individual who is totally keyed to results. She wants to get things done in a manner that is consistent with her perception of the "right way" of doing things. Under pressure, Sample Sally has a tendency to actively seek opportunities which test and develop her abilities to accomplish results. She is often frustrated when working with others who do not share the same sense of urgency. She is extremely results-oriented, with a sense of urgency to complete projects quickly. Sample Sally exudes self-confidence and exemplifies an individual who is not afraid to state her case or present new and creative ideas. She wants to be seen as a winner and has an inherent dislike for losing or failing. She tends to work hard and long to be successful.

Sample Sally is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She finds it easy to share her opinions on solving work-related problems. She is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits. Sometimes she becomes emotionally involved in the decision-making process. She has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. She likes to make decisions quickly. She should realize that at times she needs to think a project through, beginning to end, before starting the project.

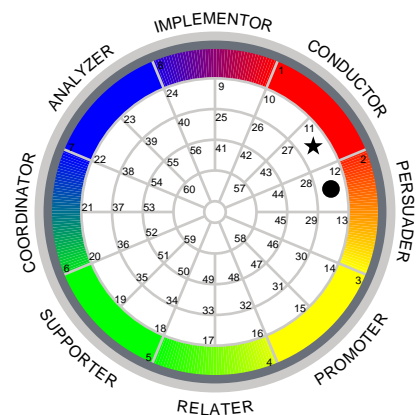


Sample Sally Smith



General Characteristics *Continued*

Sample Sally likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She challenges people who volunteer their opinions. She may lack the patience to listen and communicate with slower acting people. She tends to influence people by being direct, friendly and results-oriented. Sample Sally likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! She should exhibit more patience and ask questions to make sure that others have understood what she has said. She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead. She tends to be intolerant of people who seem ambiguous or think too slowly.



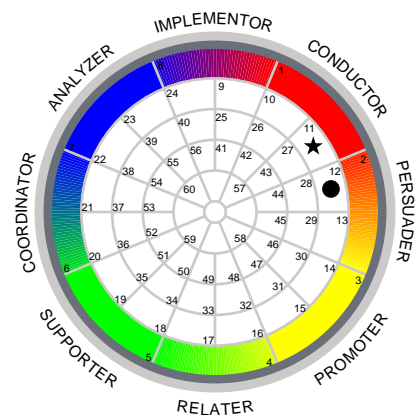
Sample Sally Smith



Value to the Organization

This section of the report identifies the specific talents and behavior Sample 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.

- Accomplishes goals through people.
- Spontaneity.
- Will join organizations to represent the company.
- Creative in her approach to solving problems.
- Self-starter.
- Innovative.
- Ability to change gears fast and often.
- Thinks big.



Sample Sally Smith

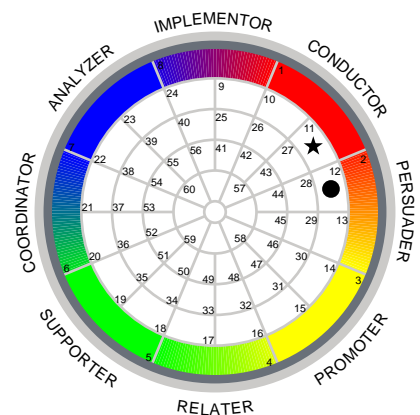


Checklist for Communicating

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

Ways to Communicate

- Expect acceptance without a lot of questions.
- Ask specific (preferably "what?") questions.
- Use her jargon.
- Provide questions, alternatives and choices for making her own decisions.
- Put projects in writing, with deadlines.
- Provide time for fun and relaxing.
- Present the facts logically; plan your presentation efficiently.
- Support the results, not the person, if you agree.
- Give strokes for her involvement.
- Support and maintain an environment where she can be efficient.
- Motivate and persuade by referring to objectives and results.
- Understand her sporadic listening skills.
- Verify that the message was heard.



Sample Sally Smith

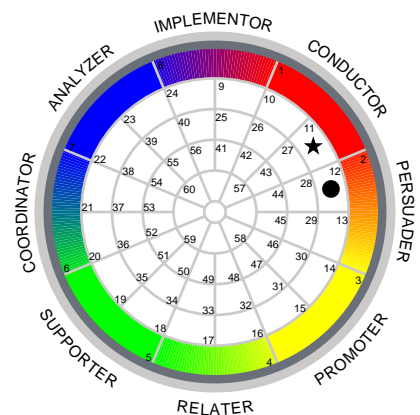


Checklist for Communicating Continued

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

- Use paternalistic approach.
- Reinforce agreement with "I'm with you."
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Ask rhetorical questions, or useless ones.
- Forget to follow-up.
- Try to convince by "personal" means.
- Be redundant.
- Assume she heard what you said.
- Let her change the topic until you are finished.
- Be put off by her "cockiness."
- Ramble on, or waste her time.
- Dictate to her.



Sample Sally Smith



Communication Tips

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

Self-Perception

Sample Sally usually sees herself as being:

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

Others' Perception - Moderate

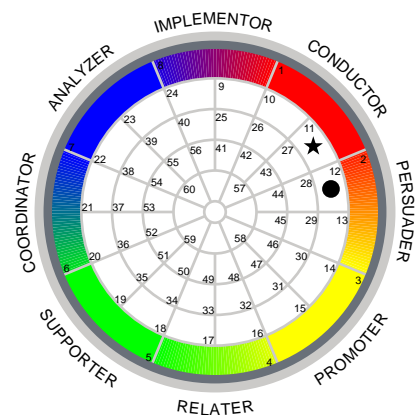
Under moderate pressure, tension, stress or fatigue, others may see her as being:

- Demanding
- Nervy
- Egotistical
- Aggressive

Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated



Sample Sally Smith



The Absence of a Behavioral Factor

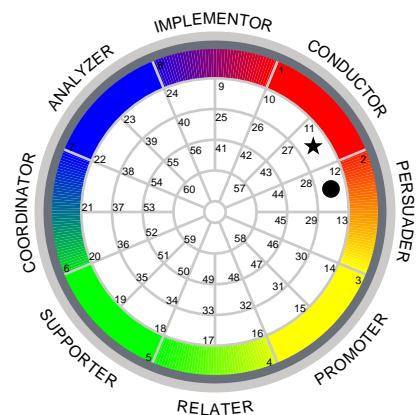
The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral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

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

- The need for juggling many tasks at once may jeopardize quality.
- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.
- Avoid projects that require constant focus without any room for variance in task.

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

- Recognize that others may move at a slower pace.
- Situations requiring active listening need to have a conscious effort.
- Seek environments where change is rewarded versus discouraged.



Sample Sally Smith



Descriptors

Based on Sample 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

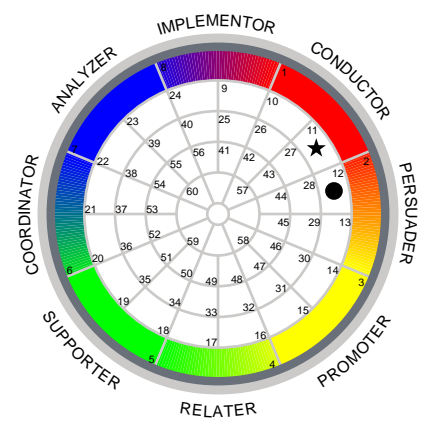
Sample Sally's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Problems - Challenges

Natural	Adapted
<p>Sample Sally tends to deal with problems and challenges in a demanding, driving and self-willed manner. She is individualistic in her approach and actively seeks goals. Sample Sally will attack problems and likes a position with authority and work that will constantly challenge her to perform up to her ability.</p>	<p>Sample Sally sees no need to change her approach to solving problems or dealing with challenges in her present environment.</p>

People - Contacts

Natural	Adapted
<p>Sample Sally is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Sample Sally is trusting and also wants to be trusted.</p>	<p>Sample Sally feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to relate.</p>



Sample Sally Smith



Natural and Adapted Style Continued



Pace - Consistency

Natural

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

Adapted

Sample 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.

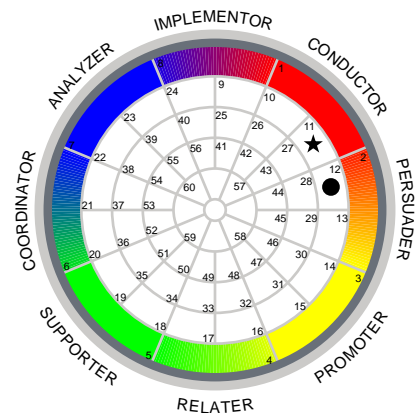
Procedures - Constraints

Natural

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

Adapted

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



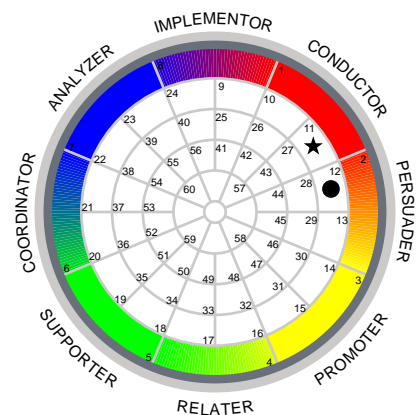
Sample Sally Smith



Adapted Style

Sample 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.

- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Exhibiting an active and creative sense of humor.
- Acting without precedent, and able to respond to change in daily work.
- A competitive environment, combined with a high degree of people skills.
- A good support team to handle paperwork.
- Meeting deadlines.
- Skillful use of vocabulary for persuasive situations.
- Working without close supervision.
- Persistence in job completion.
- Anticipating and solving problems.
- Dealing with a wide variety of work activities.
- Questioning the status quo, and seeking more effective ways of accomplishment.



Sample Sally Smith



Time Wasters

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

Poor Delegation

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

Possible Causes:

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

Possible Solutions:

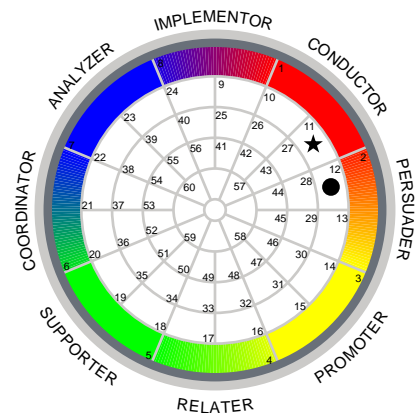
- Train and mentor others
- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

Lack of a Written Plan

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

Possible Causes:

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





Time Wasters Continued

Possible Solutions:

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

Crisis Management

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

Possible Causes:

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

Possible Solutions:

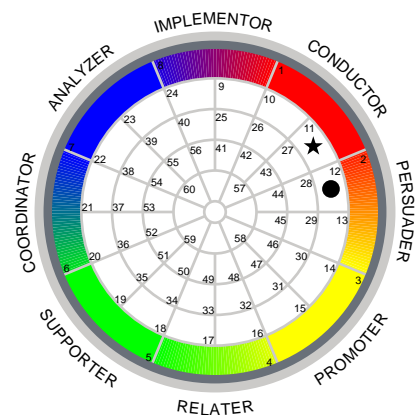
- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible

Snap Decisions

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

Possible Causes:

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



Sample Sally Smith



Time Wasters Continued

Possible Solutions:

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

Firefighting

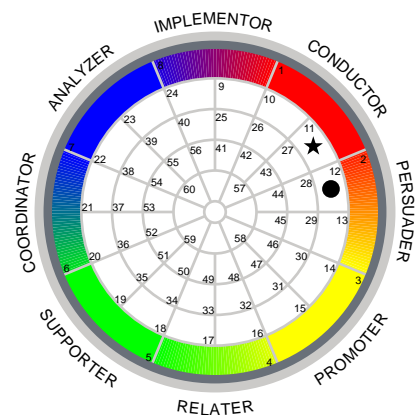
Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

Possible Causes:

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

Possible Solutions:

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



Sample Sally Smith

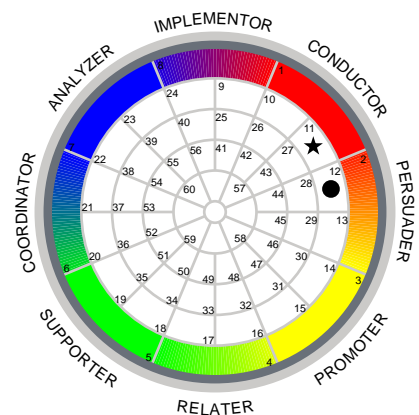


Areas for Improvement

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

Sample Sally has a tendency to:

- Fail to complete what she starts because of adding more and more projects.
- Dislike routine work or routine people--unless she sees the need to further her goals.
- Have trouble delegating--can't wait, so does it herself.
- Blame, deny and defend her position--even if it is not needed.
- Take on too much, too soon, too fast.
- Keep too many balls in the air, and if her support is weak she will have a tendency to drop some of those balls.
- Set standards for herself and others so high that impossibility of the situation is common place.
- Be inconsistent because of many stops, starts and ever-changing direction.



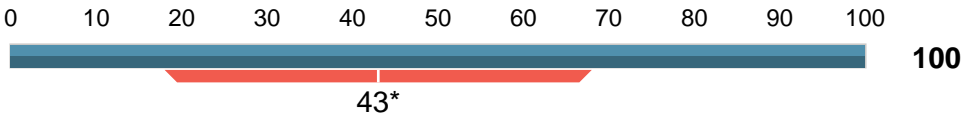
Sample Sally Smith



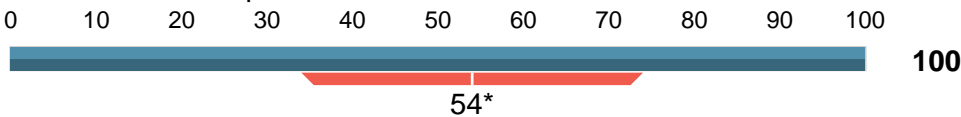
Behavioral Hierarchy

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

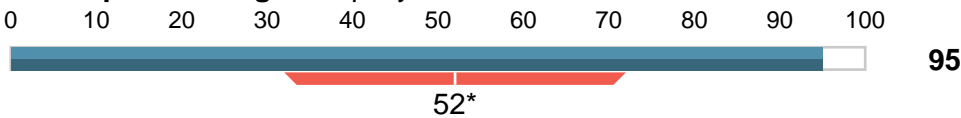
1. Urgency - Take immediate action.



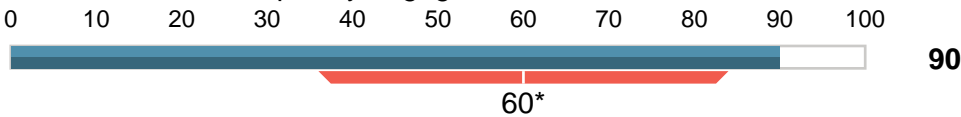
2. Versatile - Adapt to various situations with ease.



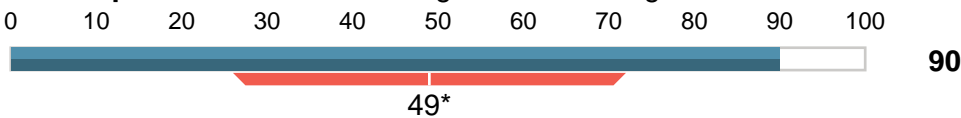
3. Frequent Change - Rapidly shift between tasks.



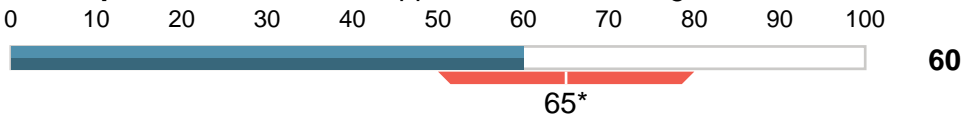
4. Interaction - Frequently engage and communicate with others.



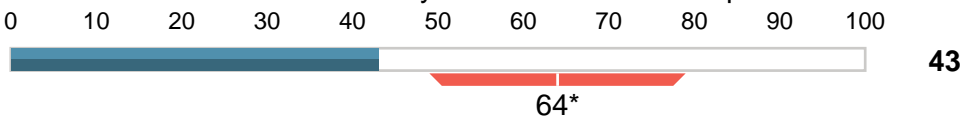
5. Competitive - Want to win or gain an advantage.



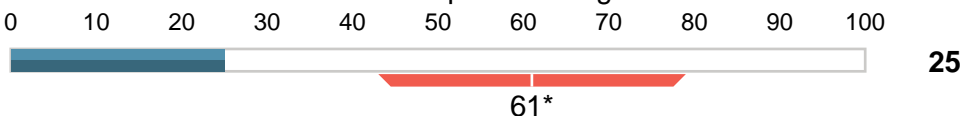
6. People-Oriented - Build rapport with a wide range of individuals.



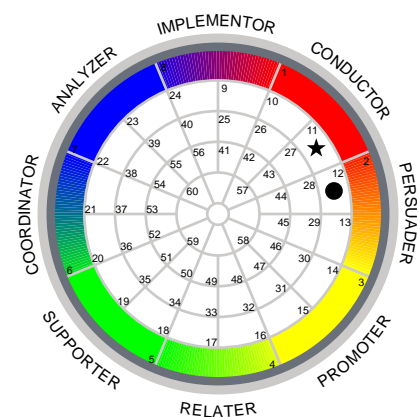
7. Customer-Oriented - Identify and fulfill customer expectations.



8. Persistence - Finish tasks despite challenges or resistance.



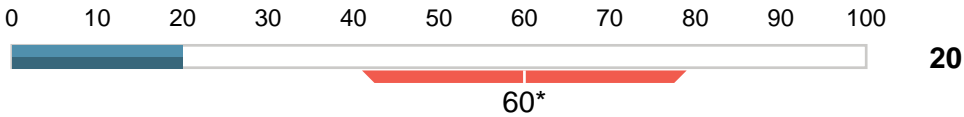
* 68% of the population falls within the shaded area.



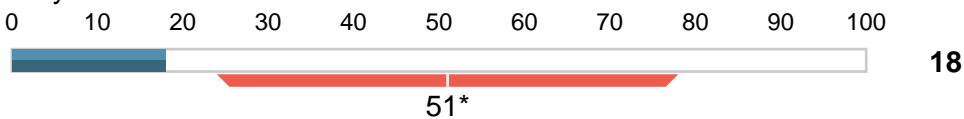


Behavioral Hierarchy

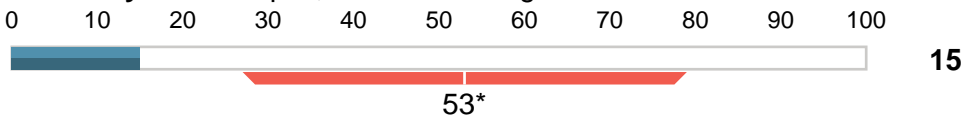
9. Following Policy - Adhere to rules, regulations, or existing methods.



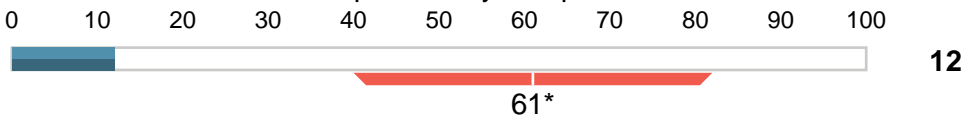
10. Organized Workplace - Establish and maintain specific order in daily activities.



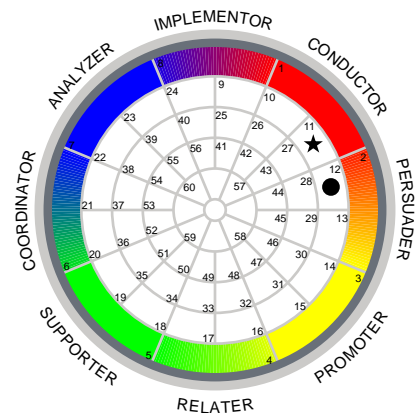
11. Analysis - Compile, confirm and organize information.



12. Consistent - Perform predictably in repetitive situations.



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



Sample Sally Smith

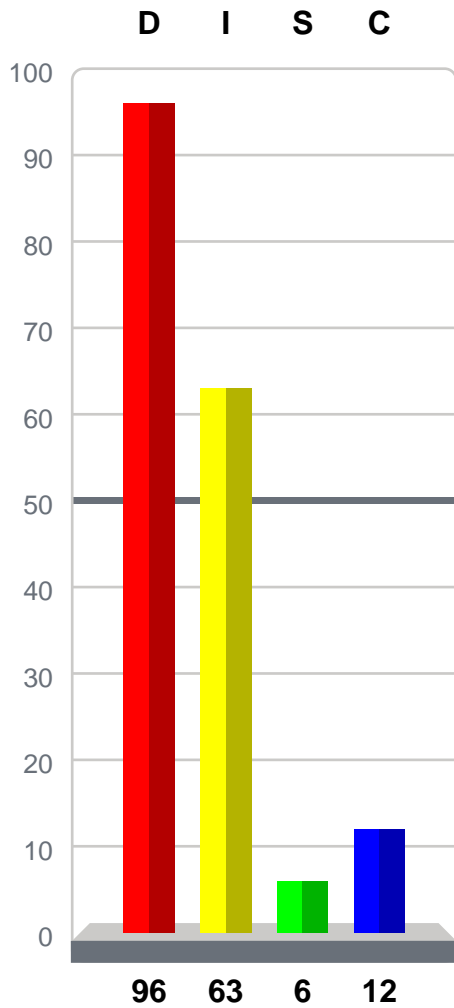


Style Insights® Graphs

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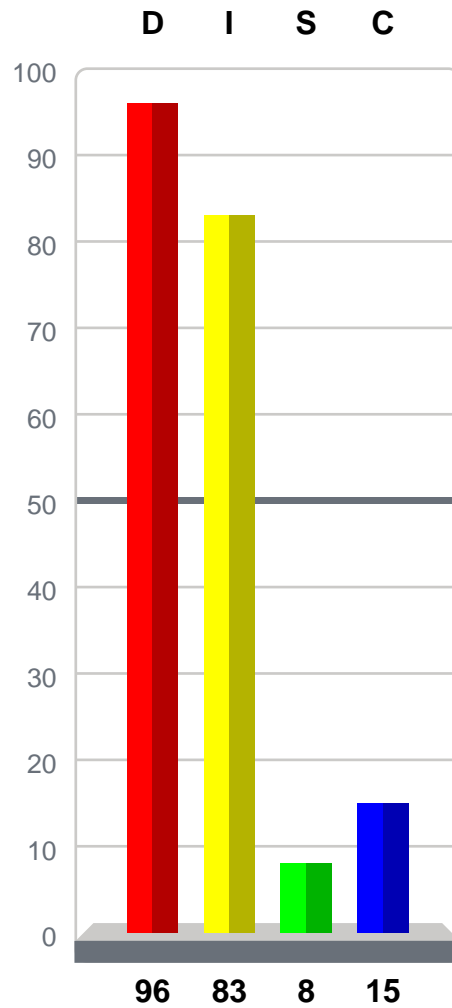
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 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.

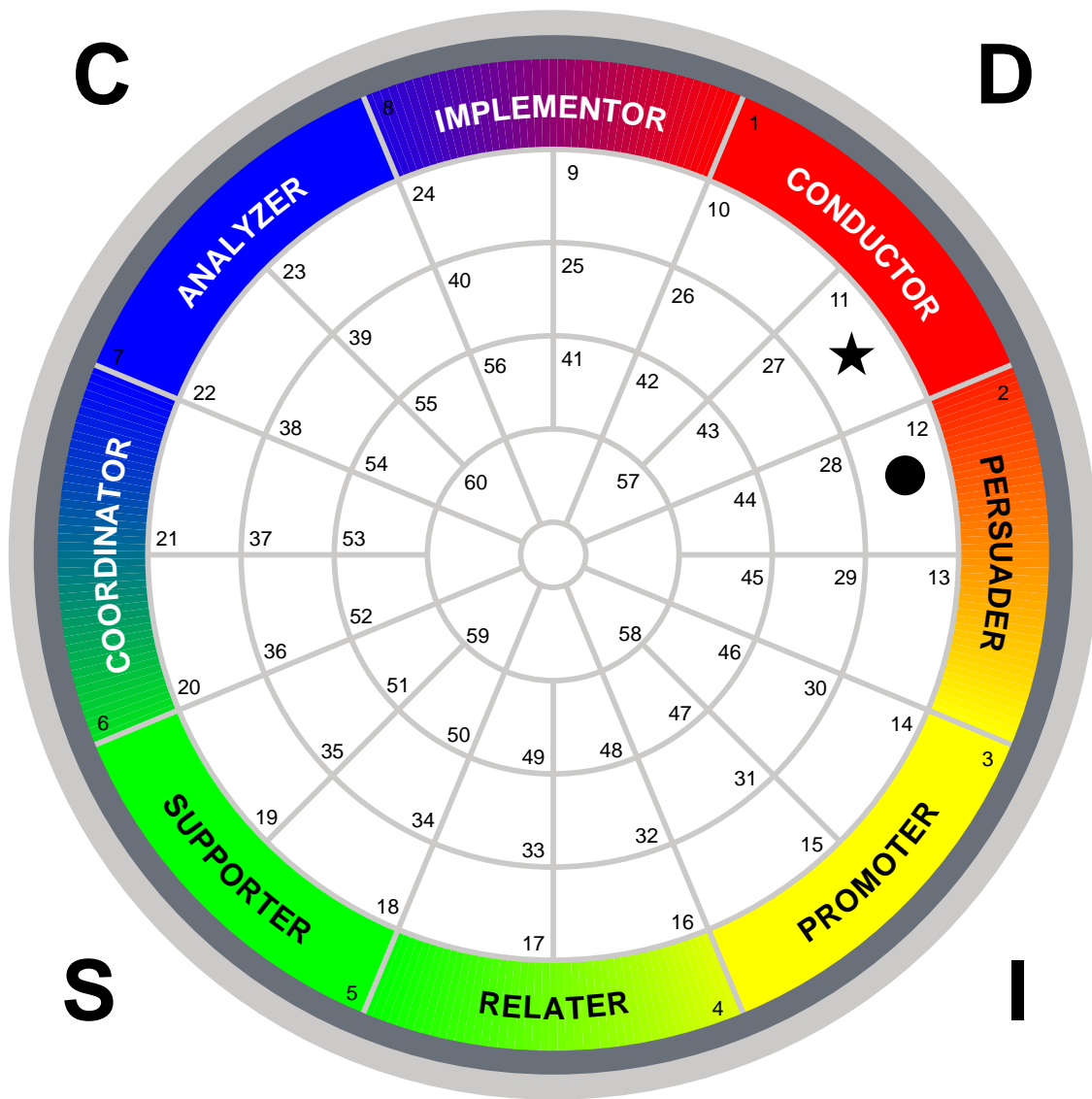
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

12-27-2019



Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (12) CONDUCTING PERSUADER

Norm 2017 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.

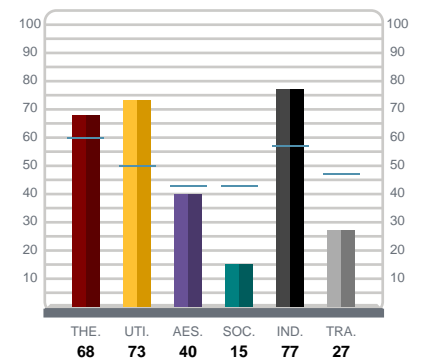
Your Personal Motivators Ranking		
1st	Individualistic	Strong
2nd	Utilitarian	Strong
3rd	Theoretical	Situational
4th	Aesthetic	Situational
5th	Traditional	Indifferent
6th	Social	Indifferent



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.

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



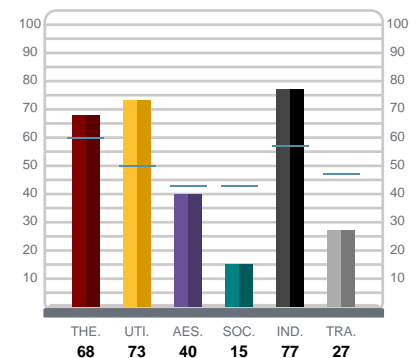
Sample Sally Smith



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.

- She may use wealth as a yardstick to measure her work effort.
- The accumulation of material possessions results from her ability to follow through and accomplish goals.
- She will work long and hard to satisfy her needs.
- Sample Sally tends to give freely of time and resources, but will want and expect a return on her investment.
- She evaluates things for their utility and economic return.
- Goals for the future are easily accomplished with her ability to integrate the past and the present.
- Sample Sally is good at achieving goals.



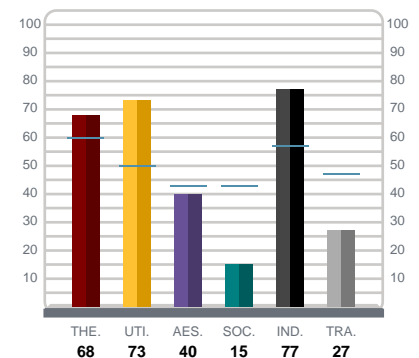
Sample Sally Smith



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.

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



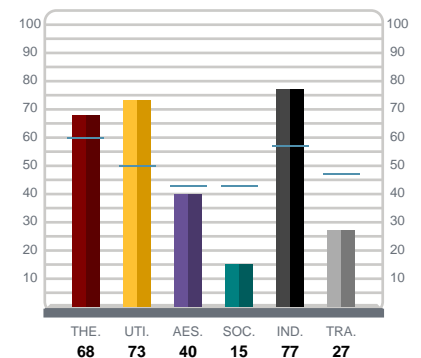
Sample Sally Smith



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 her.
- 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.
- Sample Sally may desire fine things for her spouse or family members.
- At times Sample Sally will look for the beauty in all things.



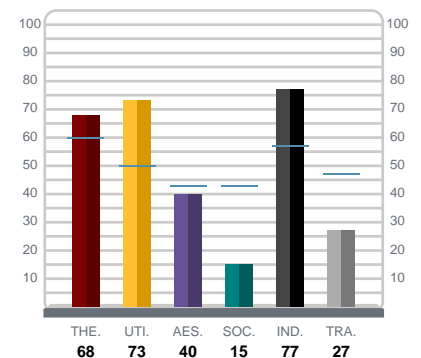
Sample Sally Smith



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.

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



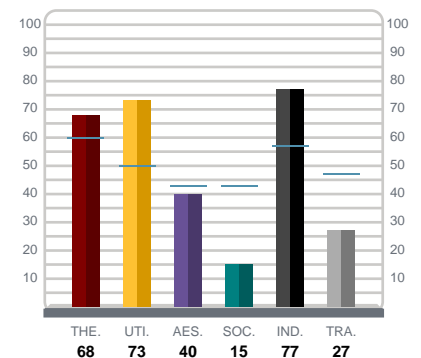
Sample Sally Smith



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.

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



Sample Sally Smith



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 Social" utilizing your Individualistic.

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

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

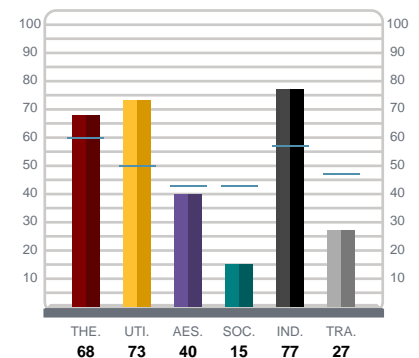
How do Socials contribute to the world, your professional life and your personal life?

A person with a high Social may sacrifice bottom-line profit when the decision may be detrimental to the people involved.

- Certain sacrifices to the bottom line can increase an organization's brand both externally and internally by effectively promoting the corporate social responsibility efforts.
- Take the position as the person and/or organization that supports causes in the community, and capitalize on the recognition that comes along with the opportunity to give back.

A person with a high Social has the ability and desire to be empathetic toward those who are hurting.

- Champion a process or program for employees to receive assistance when needed.
- Controlling the destiny of the organization will require employees to be happy and engaged. Employees that are hurting will detract from the desired image.



Sample Sally Smith



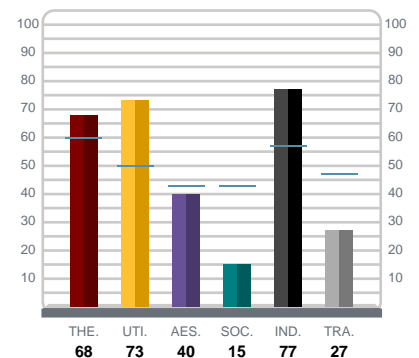
Navigating Situations Outside Your Comfort Zone

A person with a high Social will blame the system more than the individual and will work diligently to change the system.

- Organizational systems have to be changed from time to time. Take the position of the change agent that will also help the employees.
- Be seen as a leader that looks at all aspects of the problem, systems and people alike in order to support the vision of the organization.

A person with a high Social may have causes that cannot be won, but she may still be compelled to try.

- Take a firm but diplomatic stand for the organization to put a stop to the continuous drive toward solving a problem that cannot be solved or does not have a return for the organization.
- Take a leadership role to solve at least pieces of the problem, demonstrating the position of a leader for the organization and the people within it.



Sample Sally Smith



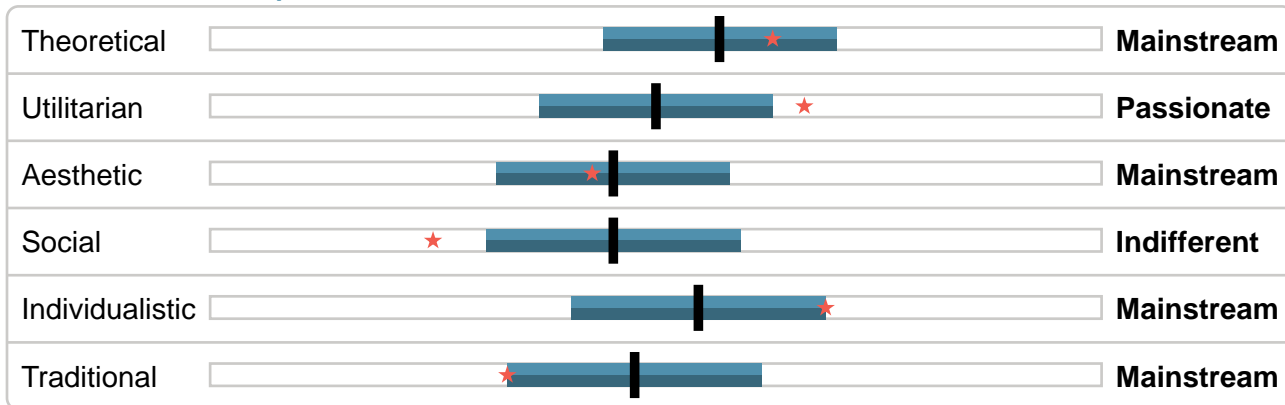
Motivators - Norms & Comparisons

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 2017



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

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



Motivators - Norms & Comparisons

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

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

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

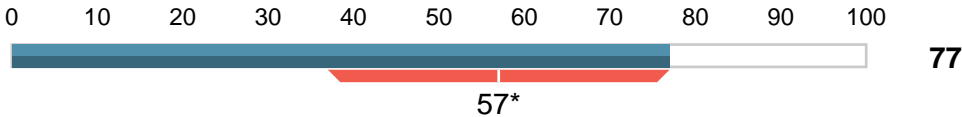
- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.



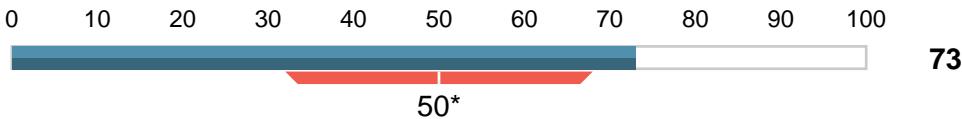
Motivators Hierarchy

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.

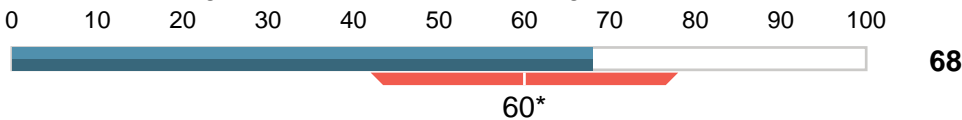
1. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



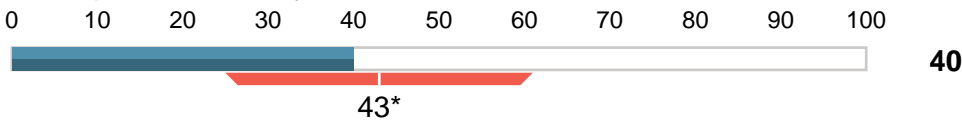
2. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



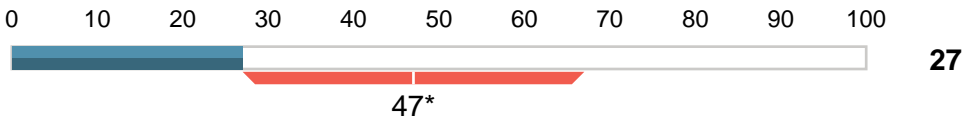
3. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



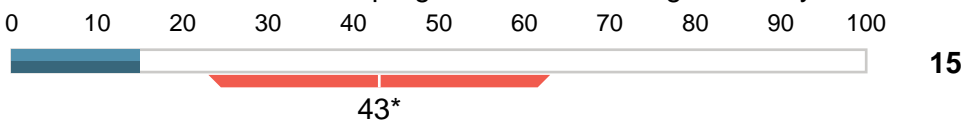
4. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



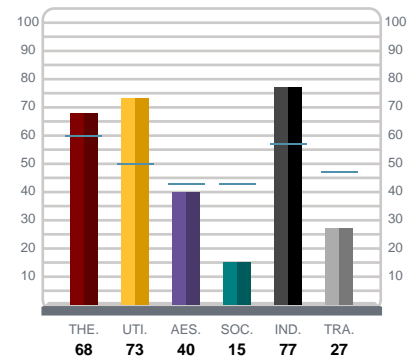
5. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



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



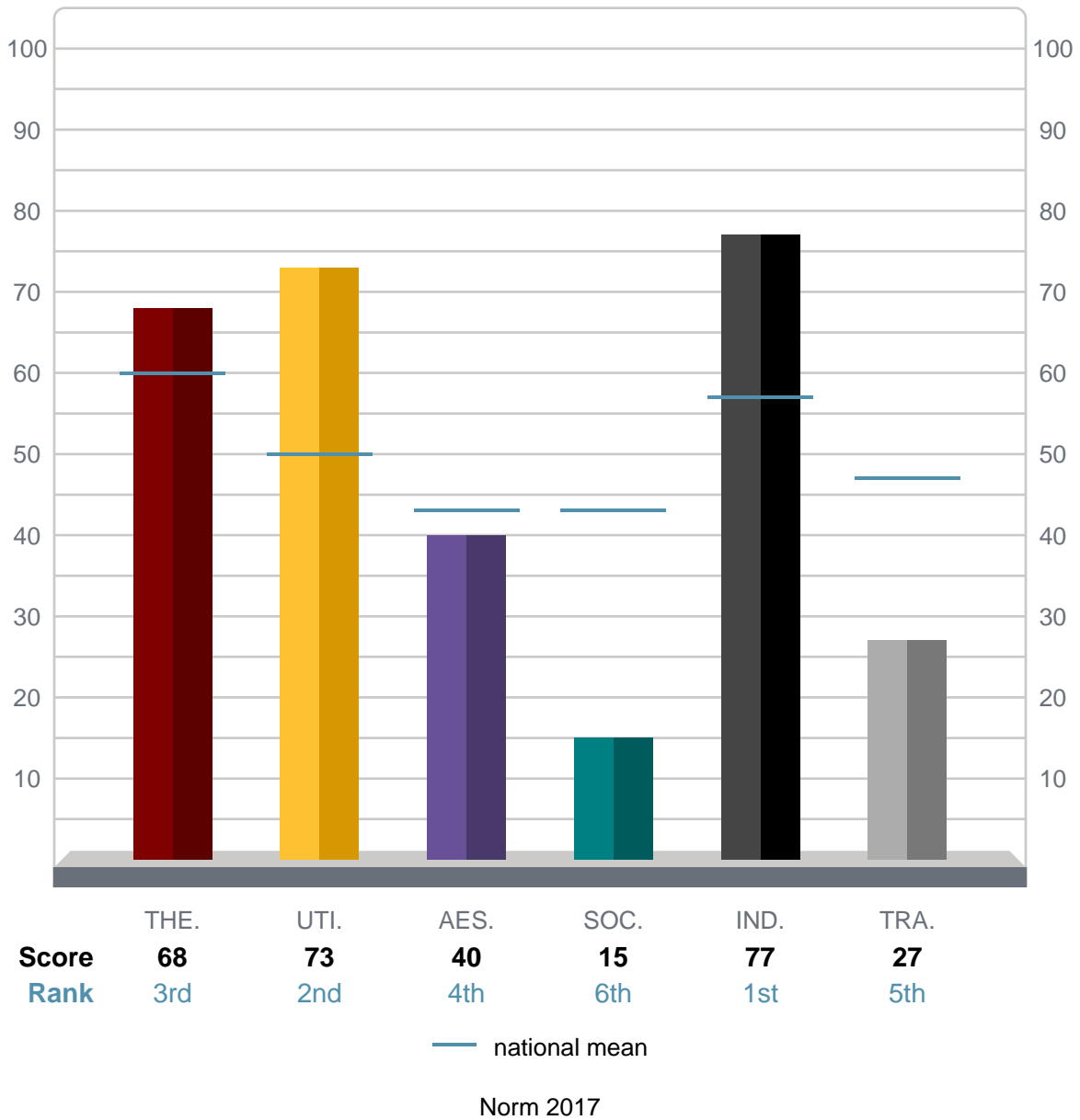
* 68% of the population falls within the shaded area.





Motivation Insights® Graph

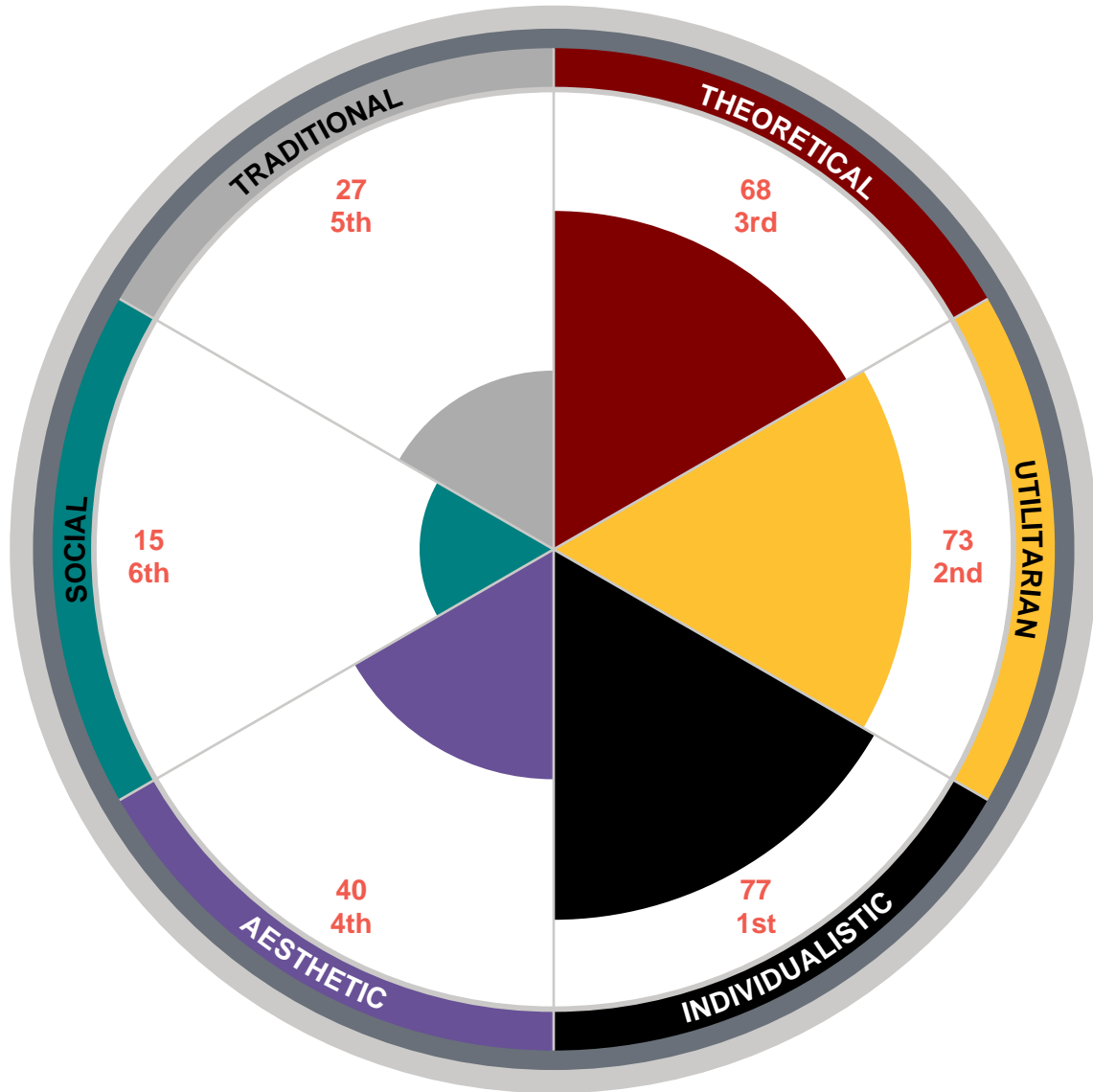
12-27-2019





Motivators Wheel™

12-27-2019





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 Sample 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.

- Innovative with strategies for success.
- A strong influencer.
- Wants to maximize time and resources now, as opposed to later.
- Can be resourceful to influence others to get results.
- Utilizes people to win and accomplish goals.
- Being an optimistic leader.
- Sees the positive in all resources and will want to use resources accordingly.
- Resourceful and influential in creating effective results.



Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between Sample Sally'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.

- Has to be big player if not the leader and may miss out on beneficial role-playing opportunities.
- Takes on too much, too soon, too fast to maintain control.
- Will override other variables for the sake of an investment.
- May tend to flaunt success and use money as a scorecard.
- As a leader may over focus on self and her own needs.
- May be viewed as someone who over promises and under delivers.
- May overlook details when weighing results.
- Overestimates what others will contribute.



Ideal Environment

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

- Forum to express ideas and viewpoints.
- Freedom of movement.
- Democratic supervisor with whom she can associate.
- Optimism about expected results is not frowned upon.
- A manager that brings people and excitement into the act of doing business.
- Rewards based-on challenging the status quo resulting in a return to the organization.
- Ability to be self-starting and forward looking as it relates to challenging the status quo.
- An environment where competition and winning is viewed as the ideal.
- An environment to express ideas to influence people.



Keys to Motivating

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

Sample Sally wants:

- Group activities outside the job.
- To be trusted.
- Freedom from control and detail.
- To be the spokesperson for team and organizational accomplishments.
- Public recognition of financial rewards for returns and efficiency.
- Freedom to get desired results through efficiency and a "can do" attitude.
- Power and control over outcomes and goals.
- Ability to create, share and control the vision.
- Public recognition of power and prestige.



Keys to Managing

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

Sample Sally needs:

- To handle routine paperwork only once.
- To be informed of things which affect her.
- A rational approach to decision making--analyze the facts.
- Assistance in prioritizing goals not only based on return, but also other organizational needs.
- Assistance in establishing realistic expectations of others in order to maximize contributions.
- The opportunity to receive rewards based on results achieved.
- Help understanding the effect on her image when she disengages from uncontrolled projects.
- To understand that not all problems are a nail, therefore all solutions cannot be a hammer.
- To understand that others need "air-time" during meetings to share their own ideas.



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 _____:
