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SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

Sample Sandy Talent Insights

Director of Accounts

ABC Company

9/2/2022

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 into three distinct areas: behaviours, 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:

Behaviours

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 Behaviours 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 behaviours and motivators blend together, your performance will be enhanced and you will experience an increase in satisfaction.

Introduction

Behaviours



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

In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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 behavioural factors in varying degrees of intensity."

–W.M. Marston

Behavioural Characteristics



Based on Sample Sandy's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behaviour 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 Sandy's natural behaviour.

Sample Sandy is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. Most people see her as a high risk-taker. Her view is, "nothing ventured, nothing gained." She seeks her own solutions to problems. In this way, her independent nature comes into play. She likes to be forceful and direct when dealing with others. Her desire for results is readily apparent to the people with whom she works. Sample Sandy 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. She can be aggressive and direct, but still be considerate of people. Other people realise that directness is one of her great strengths. Many people see her as a self-starter dedicated to achieving results. She has high ego strengths and may be viewed by some as egotistical. Sample Sandy is goal-oriented and driven by results. She is the team member who will try to keep the others on task. She may be so self-confident that others see her as arrogant. This confidence may be something others wish they had.

Sample Sandy has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. She should realise that at times she needs to think a project through, beginning to end, before starting the project. She is a good problem solver and troubleshooter, always seeking new ways to solve old problems. She will work long hours until a tough problem is solved. After it is solved, Sample Sandy may become bored with any routine work that follows. Sometimes she becomes emotionally involved in the decision-making process. She prefers authority equal to her responsibility. When faced with a tough decision, she will try to sell you on her ideas. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process.



Behavioural Characteristics



Continued

Sample Sandy tends to be intolerant of people who seem ambiguous or think too slowly. She 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. Sample Sandy may sometimes mask her feelings in friendly terms. If pressured, Sample Sandy's true feelings may emerge. She tends to influence people by being direct, friendly and results-oriented. She may lose interest in what others are saying if they ramble or do not speak to the point. Her active mind is already moving ahead. She 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!



Value to the Organisation



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

- ✓ Tenacious.
- ✓ Self-starter.
- ✓ Optimistic and enthusiastic.
- ✓ Negotiates conflicts.
- ✓ Thinks big.
- ✓ Builds confidence in others.
- ✓ Motivates others towards goals.
- ✓ Competitive.
- ✓ People-oriented.



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 Sandy. 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 Sandy most frequently.

Ways to Communicate

- ✓ Come prepared with all requirements, objectives and support material in a well-organised "package."
- ✓ Ask for her opinions/ideas regarding people.
- ✓ Provide testimonials from people she sees as important.
- ✓ Support and maintain an environment where she can be efficient.
- ✓ Leave time for relating, socialising.
- ✓ Provide facts and figures about probability of success or effectiveness of options.
- ✓ Support the results, not the person, if you agree.
- ✓ Talk about her, her goals and the opinions she finds stimulating.
- ✓ Read the body language for approval or disapproval.
- ✓ Be clear, specific, brief and to the point.
- ✓ Provide a warm and friendly environment.
- ✓ Ask specific (preferably "what?") questions.
- ✓ Stick to business—let her decide if she wants to talk socially.



Checklist for Communicating

Continued



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

- ❌ Be curt, cold or tight-lipped.
- ❌ "Dream" with her or you will lose time.
- ❌ Take credit for her ideas.
- ❌ Reinforce agreement with "I am with you."
- ❌ Talk down to her.
- ❌ Legislate or muffle—do not overcontrol the conversation.
- ❌ Try to convince by "personal" means.
- ❌ Come with a ready-made decision or make it for her.
- ❌ Ramble on, or waste her time.
- ❌ Be redundant.
- ❌ Forget or lose things, be disorganised or messy, confuse or distract her mind from business.
- ❌ Let disagreement reflect on her personally.
- ❌ Waste time trying to be impersonal, judgmental or too task-oriented.



Communication Tips



This section provides suggestions for methods which will improve Sample Sandy'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 Sandy 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.

Compliance

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

Dominance

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-organised "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganised.

Steadiness

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

- ✓ Begin with a personal comment—break the ice.
- ✓ Present your case softly, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

Influence

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

- ✓ Provide a warm and friendly environment.
- ✓ Do not deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ 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 behaviour and feelings may be quickly telegraphed to others. This section provides additional information on Sample Sandy's self-perception and how, under certain conditions, others may perceive her behaviour. Understanding this section will empower Sample Sandy to project the image that will allow her to control the situation.



Sample Sandy usually sees herself as being:

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



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

- ✓ Demanding
- ✓ Daring
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

The Absence of a Behavioural Factor



The absence of a behavioural 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 minimised in a person's day-to-day environment. By understanding the contribution of a low behavioural 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 minimise behavioural stress.

- Avoid situations where critical analysis is required and move toward an out-of-the-box brainstorming environment.
- Avoid situations that require strict adherence to standards without any flexibility.
- Avoid situations where the lack of fear is the driving force versus the return for the organisation.

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.

- Understand the need for detail in delegation practices, as this may cause unnecessary stress for others, and the desired result will be more difficult to achieve.
- The lack of caution exhibited may lead to unnecessary high-risk decisions being made.
- Stress is demonstrated through body language; be sure to send the same message verbally and physically.



Descriptors



Based on Sample Sandy's responses, the report has marked those words that describe her personal behaviour. 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	Influence	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Sceptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Natural & Adapted Style



Sample Sandy'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

Sample Sandy is ambitious in her approach to problem solving, displaying a strong will and a need to win against all obstacles. Sample Sandy has a tendency to make decisions with little or no hesitation.

Adapted

Sample Sandy sees the need to be competitive, results-oriented and a little innovative in her approach to problem solving. She has a tendency to evaluate the risk before rushing into solving a problem.

People & Contacts

Natural

Sample Sandy 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 Sandy is trusting and also wants to be trusted.

Adapted

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

Natural & Adapted Style



Pace & Consistency

Natural

Sample Sandy is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. She usually demonstrates a pronounced sense of urgency. She is eager to initiate change if for nothing else than for change's sake.

Adapted

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

Adapted

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

Adapted Style



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

- ✓ Preferring people involvement over task focus.
- ✓ Being creative and unconventional in making a point.
- ✓ Using a direct, forthright and honest approach in her communications.
- ✓ Making tactful decisions.
- ✓ Flexibility.
- ✓ Being independent and innovative.
- ✓ Maintaining an ever-changing, friendly, work environment.
- ✓ Firm commitment to accomplishments.
- ✓ Responding well to challenges: "You say I cannot do it? Just watch me!"
- ✓ Obtaining results through people.
- ✓ Participative decision making.
- ✓ Dedicated to "going it alone" when necessary.
- ✓ Acting independently and without precedent.



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 maximising your use of TIME and increasing your PERFORMANCE.

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

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
- Recognise the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks





Time Wasters

Continued

Snap Decisions

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

Possible Causes:

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

Possible Solutions:

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

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



Time Wasters

Continued

Lack of a Written Plan

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

Possible Causes:

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

Possible Solutions:

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



Areas for Improvement



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

- ✓ Set standards for herself and others so high that impossibility of the situation is commonplace.
- ✓ Be explosive by nature and lack the patience to negotiate.
- ✓ Be inconsistent because of many stops, starts and ever-changing direction.
- ✓ Take on too much, too soon, too fast.
- ✓ Be a one-way communicator—does not listen to the total story before introducing her opinion.
- ✓ Be impulsive and seek change for change's sake. May change priorities daily.
- ✓ Resist participation as part of the team, unless seen as a leader.
- ✓ Have trouble delegating—cannot wait, so does it herself.
- ✓ Dislike routine work or routine people—unless she sees the need to further her goals.

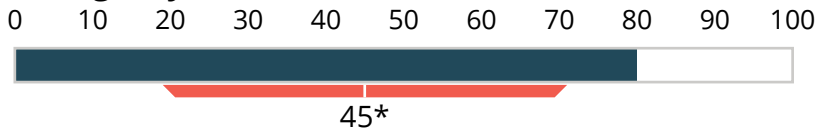




Behavioural Hierarchy

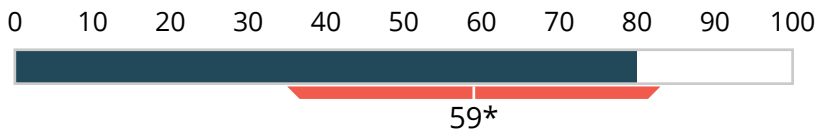
The Behavioural Hierarchy graph will display a ranking of your natural behavioural style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. Urgency - Take immediate action.



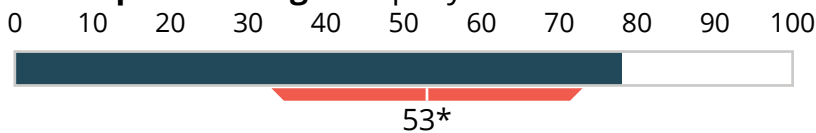
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2. Interaction - Frequently engage and communicate with others.



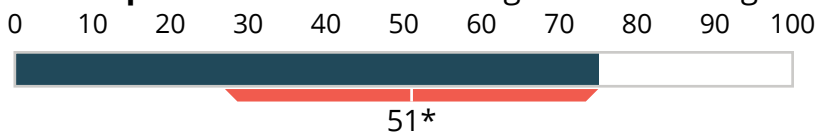
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3. Frequent Change - Rapidly shift between tasks.



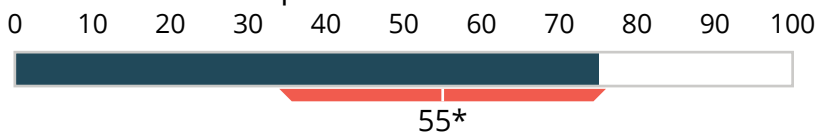
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4. Competitive - Want to win or gain an advantage.



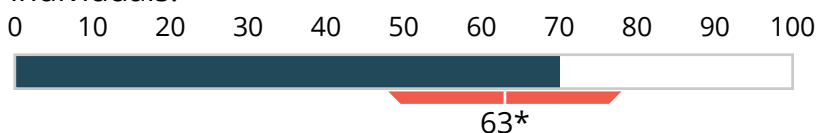
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5. Versatile - Adapt to various situations with ease.



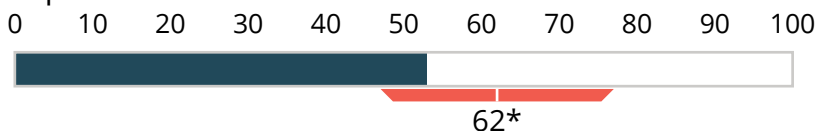
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6. People-Oriented - Build rapport with a wide range of individuals.



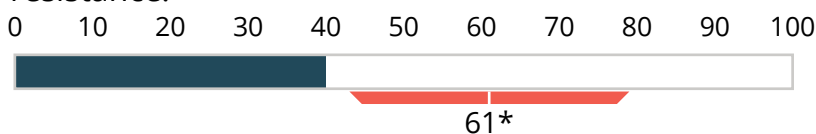
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7. Customer-Oriented - Identify and fulfil customer expectations.



53

8. Persistence - Finish tasks despite challenges or resistance.



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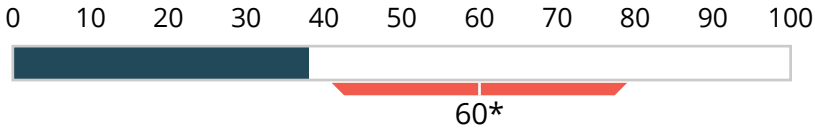


* 68% of the population falls within the shaded area.

Behavioural Hierarchy

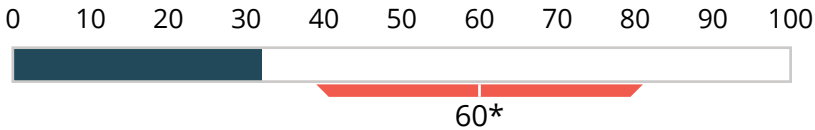


9. Following Policy - Adhere to rules, regulations, or existing methods.



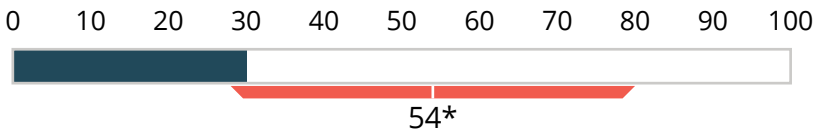
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10. Consistent - Perform predictably in repetitive situations.



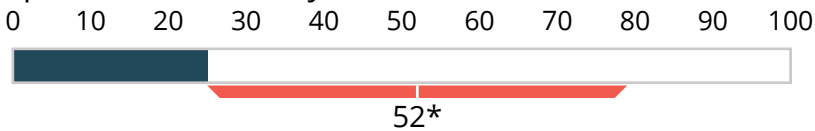
32

11. Analysis - Compile, confirm and organise information.



30

12. Organised Workplace - Establish and maintain specific order in daily activities.



25



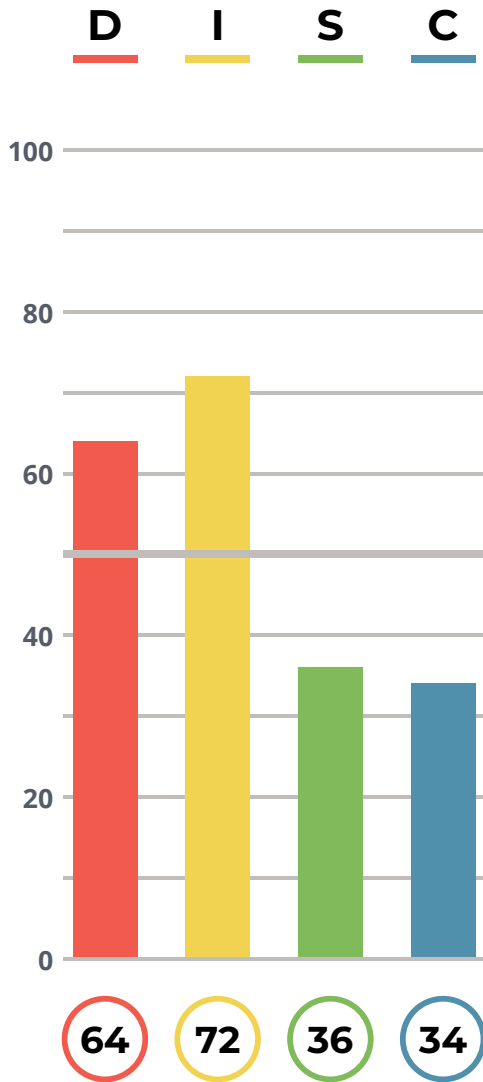
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 * 68% of the population falls within the shaded area.

Style Insights® Graphs



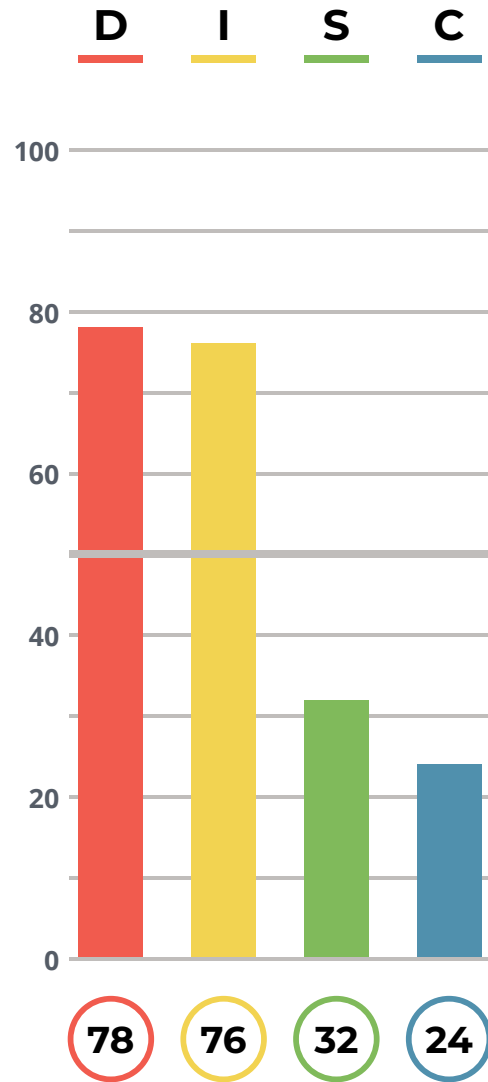
Graph I

Adapted Style



Graph II

Natural Style



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Sample Sandy Talent Insights

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The TTI Success Insights® Wheel



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

- View your natural behavioural style (circle).
- View your adapted behavioural style (star).
- Note the degree you are adapting your behaviour.

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 behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

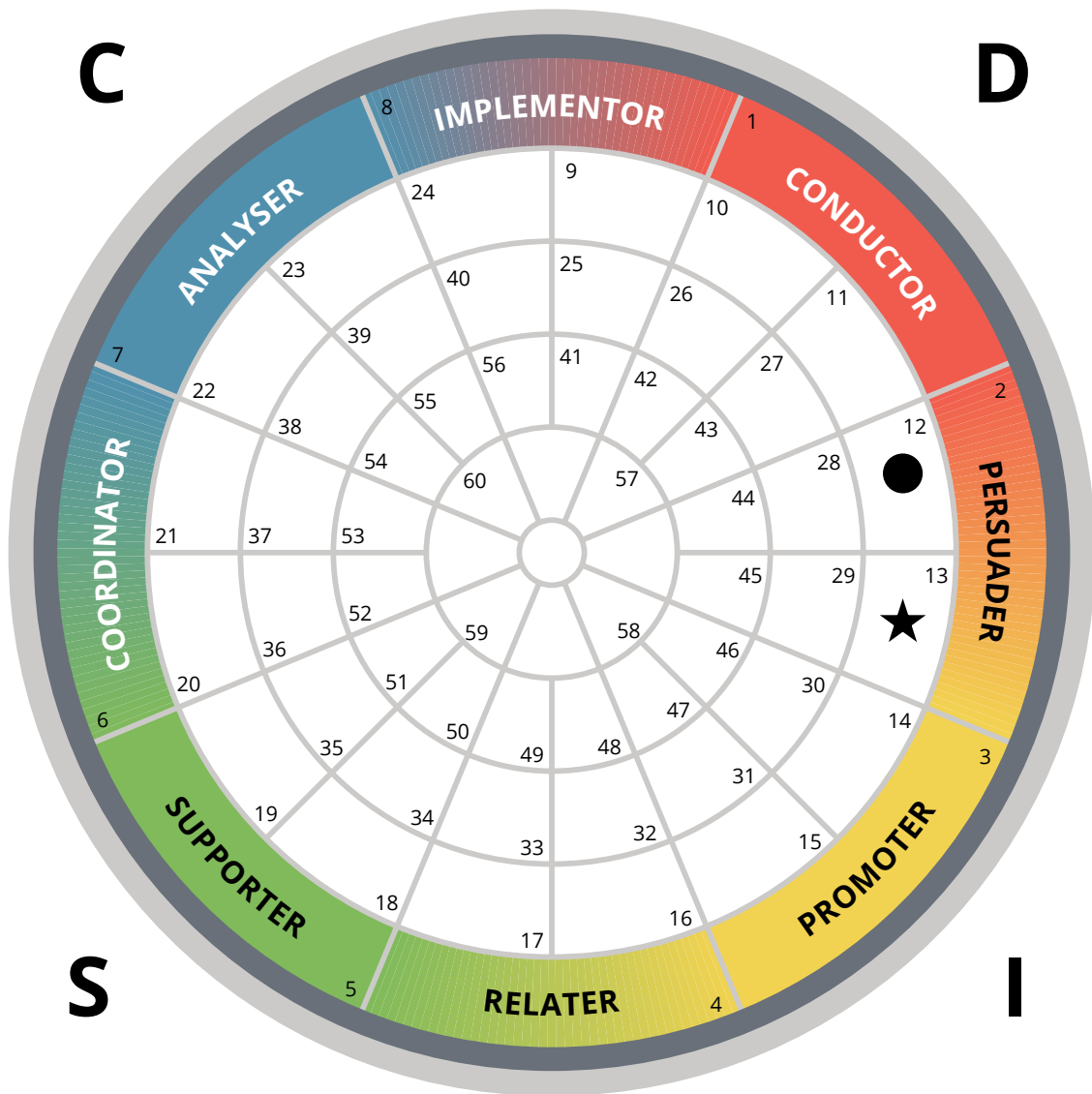
If you are part of a group or team who also took the behavioural assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

The TTI Success Insights® Wheel



Sample Sandy Talent Insights

ABC Company
9/2/2022



Adapted: ★ (13) PROMOTING PERSUADER
Natural: ● (12) CONDUCTING PERSUADER

Intl Norm 2021 R4

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Introduction

Motivators



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

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

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

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

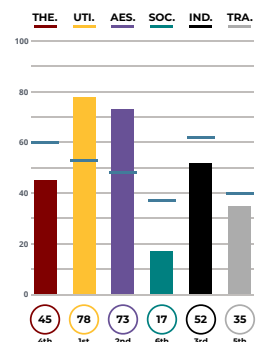
Your Personal Motivators Ranking		
1st	Utilitarian	Strong
2nd	Aesthetic	Strong
3rd	Individualistic	Situational
4th	Theoretical	Situational
5th	Traditional	Indifferent
6th	Social	Indifferent

Utilitarian



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

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

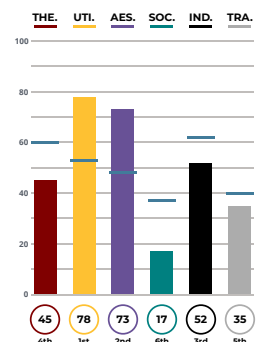


Aesthetic



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.

- Sample Sandy will evaluate things based on artistic beauty and usefulness.
- Form and harmony provide her with an experience to remember.
- Decorating her surroundings so they are visually pleasing is enjoyable for Sample Sandy.
- Dressing for success comes naturally to Sample Sandy. She enjoys the latest designer clothes when she has the funds to purchase them.
- Sample Sandy looks for and appreciates the beauty in things.
- Sample Sandy uses her aesthetic talent to impress others.

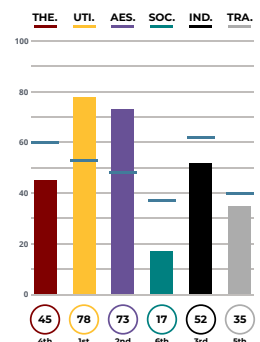


Individualistic



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

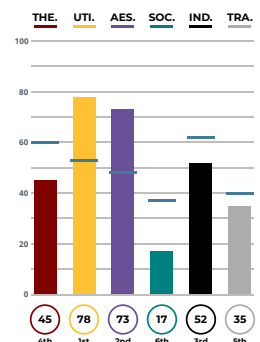


Theoretical



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 systematise knowledge: knowledge for the sake of knowledge.

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

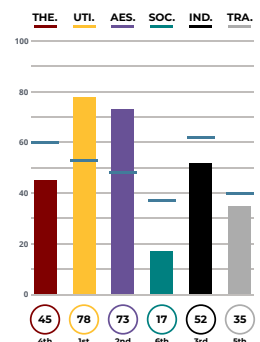


Traditional



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

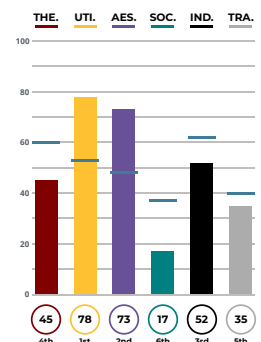


Social



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.

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



NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE



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

Tips for Communicating with "High Social" utilising your Utilitarian.

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

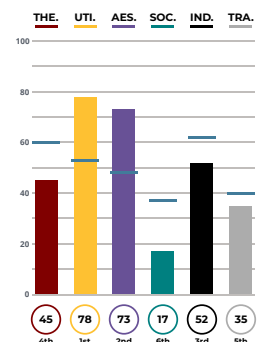
1. How does the mindset of a high Social contribute to today's workforce?
2. How do Socials contribute to the world, your professional life and your personal life?

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

- Think about a small sacrifice to the bottom line to increase the productivity and long-term output. Specifically when the bottom-line is healthy, more resources can be allocated toward the betterment of society and people.
- Converse and collaborate with the high social team members in order to jointly commit to moving the bottom-line in the right direction while giving the ability for others to give back to people.

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

- Understand the drain on the organisation if people within the company are hurting. What type of programs can be put in place to help them be more productive without involving others in the organisation?
- In order to increase retention, specifically of top performers, an organisation must be sensitive to the emotional needs of employees while keeping accountability as a part of the equation.



NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE

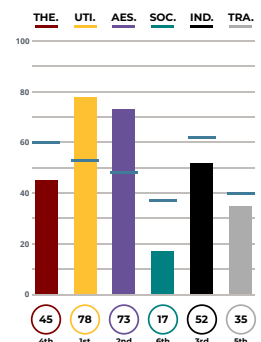


A person with a high Social will blame the system more than the individual and will work diligently to change the system.

- It is important to the organisation's bottom line for both systems and people to be performing at 100%. How can both operate more effectively, at a faster rate and with higher success?
- Every challenge should be looked at as an opportunity to improve results. Strive to eliminate blame in the discussions and focus on how the organisation can advance.

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

- Implement appropriate allocation of resources (time, talent, financials) to attempt to solve the problem and hold people accountable for this.
- Utilise inherent problem solving ability to identify new, cost effective methods to help solve the problem.



Motivators - Norms & Comparisons

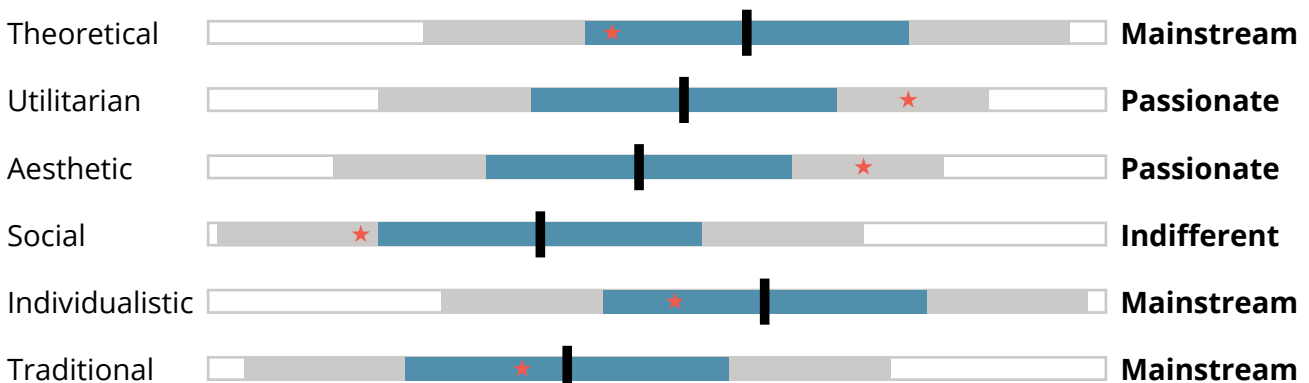


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energised. However, when surrounded by people 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 - Intl Norm 2021



■ - 1st Standard Deviation - * 68% of the population falls within the shaded area.
 ■ - 2nd Standard Deviation
 ■ - 3rd Standard Deviation
 ■ - national mean
 ★ - your score

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

Motivators - Norms & Comparisons



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

- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.
- You have a strong desire to become all you can be (self-actualization). You will tend to strive for balance, form and harmony in all areas of your life. Others may not understand your subjective way of reasoning and may feel you are somewhat unrealistic. Your appreciation of the world around you and the environment may appear extreme to them.

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

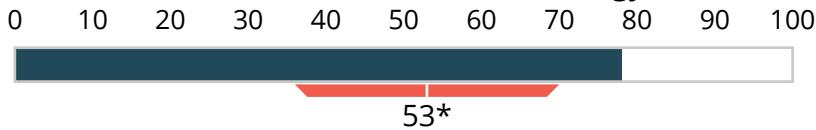
- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.



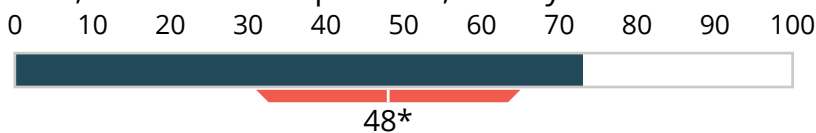
Motivators Hierarchy

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

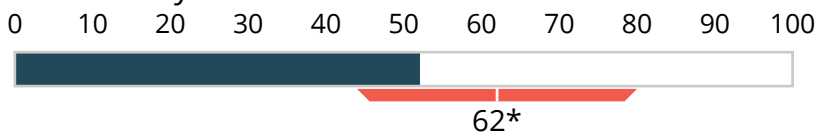
1. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



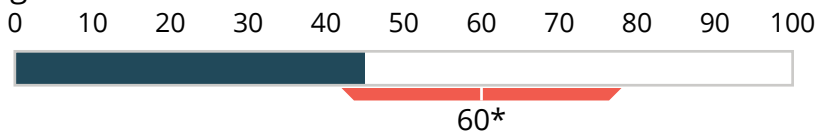
2. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



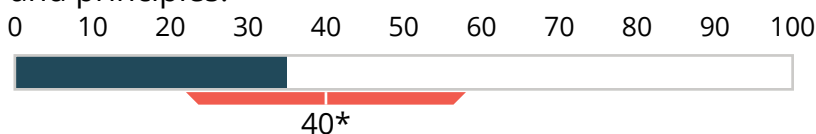
3. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



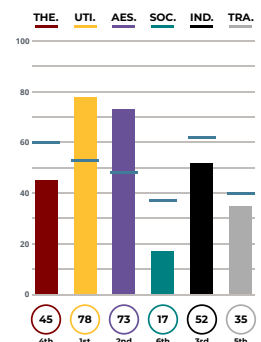
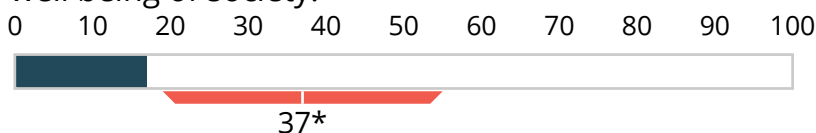
4. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



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.

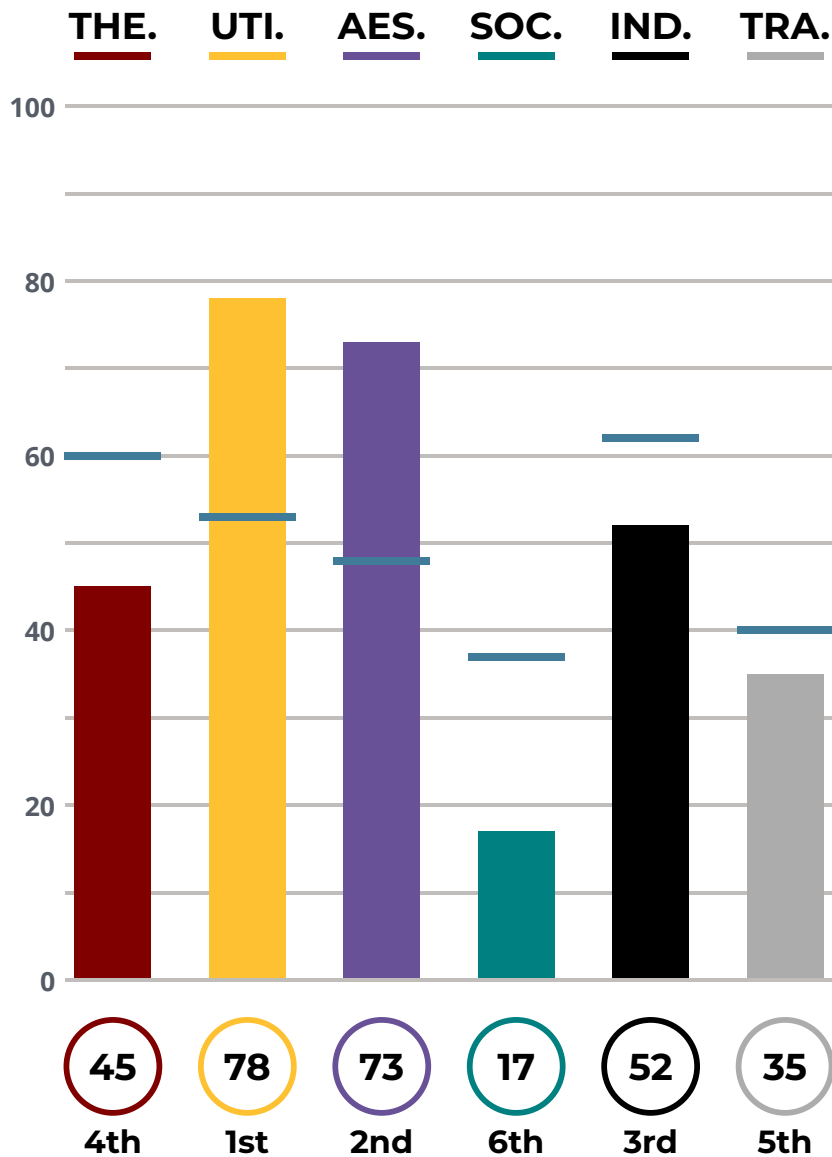


* 68% of the population falls within the shaded area.

Motivation Insights® Graph



The Motivators Graph is a visual representation of what motivates Sample Sandy and the level of intensity for each category. These categories include: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

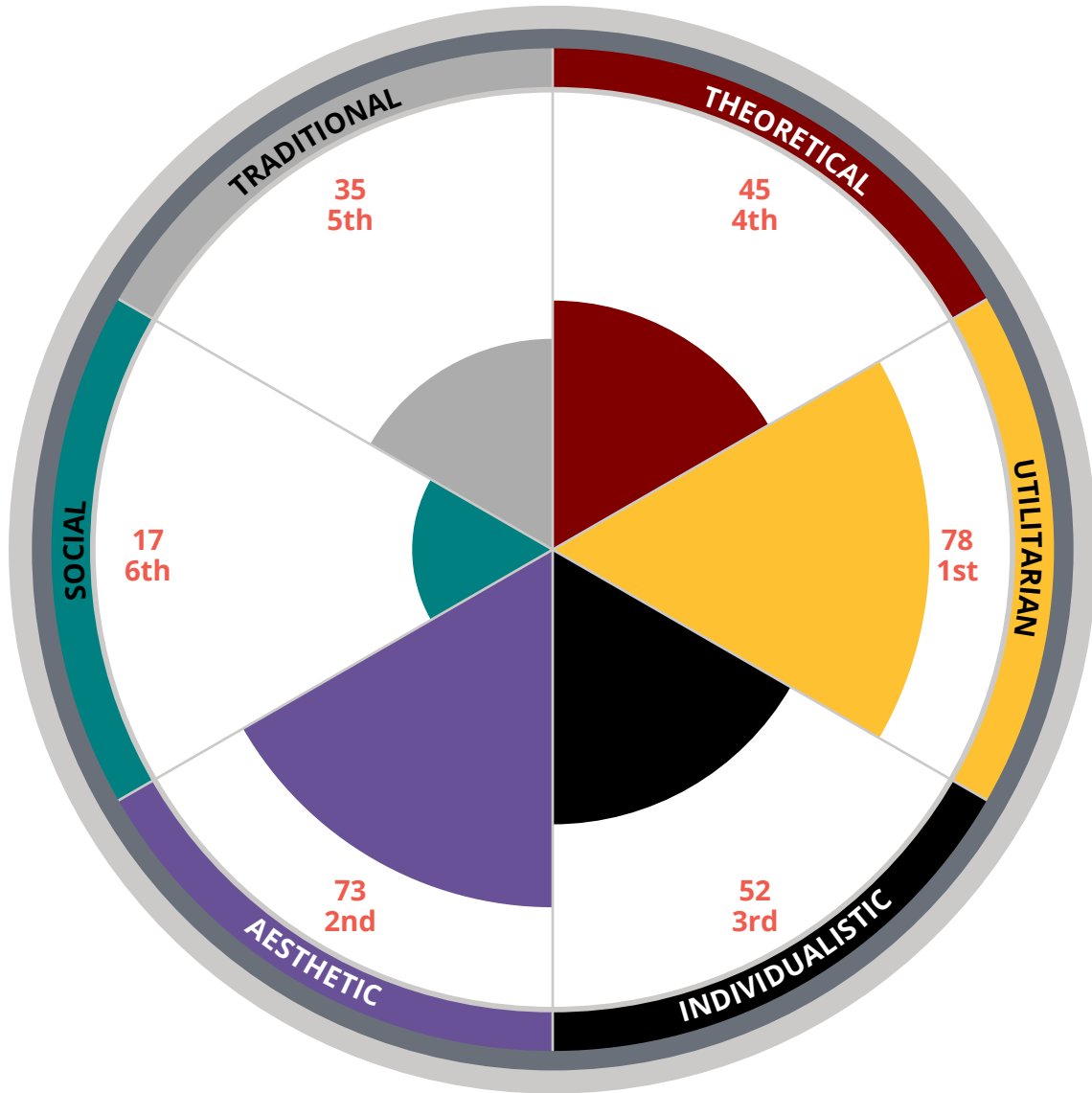


— national mean
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Motivators Wheel™



9/2/2022



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Introduction

Integrating Behaviours & Motivators

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviours 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 Behavioural and Motivational Strengths
- Potential Behavioural and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing

Potential Behavioural & Motivational Strengths



This section describes the potential areas of strengths between Sample Sandy's behavioural style and top two motivators. Identify two to three potential strengths that need to be maximised and rewarded in order to enhance on-the-job satisfaction.

- Makes decisions based on saving time, resources and improving efficiency.
- Wants to maximise time and resources now, as opposed to later.
- An independent self-starter who will refine and enhance her surroundings.
- Will do what she commits to, to ensure harmony.
- Promotes efficiency and results.
- Optimistic in process improvement.
- Brings enthusiasm to the creative process.
- Will convey optimism for new ideas.

Potential Behavioural & Motivational Conflict



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

- May take high risk for high reward too often.
- Will override other variables for the sake of an investment.
- May struggle with keeping her distance while trying to enjoy the experience.
- The need for things to be aesthetically pleasing can get in the way of results.
- Struggles balancing financial advice with actual results.
- Struggles with balancing efficiency and interaction with others.
- Can over share personal feelings or emotions.
- Situational listener to other's perspective on the experience.

Ideal Environment



This section identifies the ideal work environment based on Sample Sandy'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 behaviour and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Sample Sandy enjoys and also those that create frustration.

- Forum to express ideas and viewpoints.
- Freedom from controls, supervision and details.
- Assignments with a high degree of people contacts.
- The experience is seen as a part of the desired return on investment.
- Having economic, competitive and challenging incentives.
- Rewards for being quicker, faster, better.
- A forum to participate in meetings with others in an inviting meeting space.
- The ability to be creative when facing challenges and in achieving results.
- A forum to express ideas and concepts in an assertive way.

Keys To Motivating



This section of the report was produced by analysing Sample Sandy'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 Sandy and highlight those that are present "wants."

Sample Sandy wants:

- Power and authority to take the risks to achieve results.
- To be seen as a leader.
- A support system to do the detail work.
- Public recognition of financial rewards for returns and efficiency.
- Focus on results and rewards, not the process or journey.
- The ability to express accomplishments to others at a large scale.
- To be involved in keeping morale high and an overall harmonious work environment.
- To be seen as someone who is passionate about results within the creation of a harmonious system.
- The understanding from management that just working is not the desired outcome; the result has to fit into the overall feel of the organisation or project.

Keys To Managing



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

Sample Sandy needs:

- To negotiate commitment face-to-face.
- To know results expected and to be evaluated on the results.
- More control of body language.
- Help balancing the desire for return and the need for people interactions.
- To understand that people who do not move at her pace may still offer value and a return on investment.
- To be an active listener instead of dominating the discussion.
- Assistance in setting realistic and balanced expectations with tangible outcomes that allow for creativity and expression.
- Assistance in understanding how her emotional intensity affects the balance of the team.
- Creative competitions in order to feel like a true winner.

Action Plan

Professional Development



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

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

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

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

Action Plan

Personal Development



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

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

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

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