



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

Samuel Sample

10.14.2018

Bottom Line - We Love Small Business™

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Introduction



Where Opportunity Meets Talent

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight into three distinct areas: behaviors, motivators and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

The following is an in-depth look at your personal talents in the three main sections:

Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

Motivators

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

Integrating Behaviors and Motivators

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and motivators blend together, your performance will be enhanced and you will experience an increase in satisfaction.

Introduction

Behaviors



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

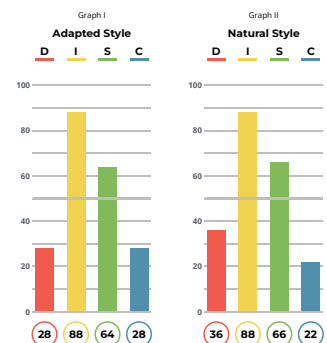
Behavioral Characteristics



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

Samuel projects a self-assured and self-confident image. He can be obliging and accommodating; that is, he likes to work with people and help them. He may tend to agree to avoid confrontation. He likes public recognition for his achievements. One of his motivating factors is recognition and praise. Samuel is approachable, affectionate and understanding. He can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. He tends to trust people and may be taken advantage of because of his high trust level. He is gregarious and sociable. He will be seen as a good mixer both on or off the job. Samuel believes in getting results through other people. He prefers the "team approach." His goal is to have and make many friends. At work, he is good at maintaining friendly public relations.

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



Samuel Sample

Behavioral Characteristics

Continued



Samuel has the ability to sense what people want to hear. He then tends to tell people what he thinks they want to hear. He will optimistically interact with people in an assured, diplomatic and poised manner. He is both a good talker and a good listener. He is people-oriented and verbally fluent. Samuel judges others by their verbal skills and warmth. He may use his time imprecisely because he likes to talk to people. He usually uses many gestures when talking. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person.



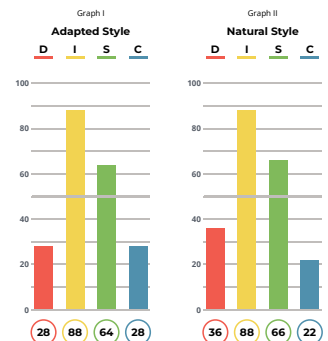
Samuel Sample

Value to the Organization



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

- ✓ Dedicated to his own ideas.
- ✓ Team player.
- ✓ Verbalizes his feelings.
- ✓ Negotiates conflicts.
- ✓ Optimistic and enthusiastic.
- ✓ Builds confidence in others.
- ✓ Inner-directed rather than tradition-directed—brings fresh ideas for solving problems.
- ✓ People-oriented.
- ✓ Creative problem solving.



Samuel Sample

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

Ways to Communicate

- ✓ Look for his oversights.
- ✓ Clarify any parameters in writing.
- ✓ Provide "yes" or "no" answers—not maybe.
- ✓ Use a motivating approach, when appropriate.
- ✓ Leave time for relating, socializing.
- ✓ Appeal to the benefits he will receive.
- ✓ Talk about him, his goals and the opinions he finds stimulating.
- ✓ Provide solutions—not opinions.
- ✓ Provide a warm and friendly environment.
- ✓ Define the problem in writing.
- ✓ Offer special, immediate and continuing incentives for his willingness to take risks.



Checklist for Communicating

Continued



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

- ❌ "Dream" with him or you'll lose time.
- ❌ Leave decisions hanging in the air.
- ❌ Ramble.
- ❌ Talk down to him.
- ❌ Let him overpower you with verbiage.
- ❌ Legislate or muffle—don't overcontrol the conversation.
- ❌ Be dictatorial.
- ❌ Be curt, cold or tight-lipped.
- ❌ Drive on to facts, figures, alternatives or abstractions.



Communication Tips



This section provides suggestions for methods which will improve Samuel's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Samuel will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

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

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.
- ✓ Don't 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 behavior and feelings may be quickly telegraphed to others. This section provides additional information on Samuel's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Samuel to project the image that will allow him to control the situation.



Samuel usually sees himself as being:

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



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

- ✓ Self-Promoting
- ✓ Overly Optimistic
- ✓ Glib
- ✓ Unrealistic



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

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

The Absence of a Behavioral Factor



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

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

- Avoid environments where micromanagement is the way of the organization.
- Avoid situations where the lack of fear is the driving force versus the return for the organization.
- Avoid situations that require strict adherence to standards without any flexibility.

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.

- Extremely formal and structured interactions may cause stress.
- Stress is demonstrated through body language; be sure to send the same message verbally and physically.
- The lack of caution exhibited may lead to unnecessary high-risk decisions being made.



Descriptors



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

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	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Natural & Adapted Style



Samuel'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

Samuel is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. Samuel will be quite cooperative by nature and attempt to avoid confrontation, as he wants to be seen as a person who is "easy" to work with.

Adapted

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

People & Contacts

Natural

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

Adapted

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

Natural & Adapted Style



Pace & Consistency

Natural

Samuel is deliberate and steady. He is willing to change if the new direction is meaningful and consistent with the past. He will resist change for change's sake.

Adapted

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



Procedures & Constraints

Natural

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

Adapted

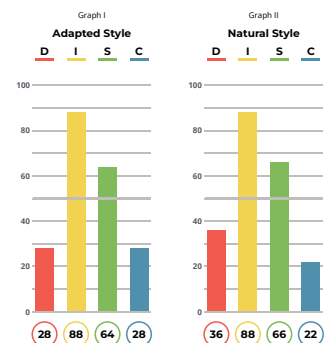
Samuel shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant, and Samuel sees little or no need to change his response to the environment.

Adapted Style



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

- ✓ Being creative and unconventional in making a point.
- ✓ Optimistic, future-oriented outlook.
- ✓ Using a creative approach in decision making.
- ✓ Contacting people using a variety of modes.
- ✓ Responding well to challenges: "You say I can't do it? Just watch me!"
- ✓ Positive, outgoing, friendly behavior.
- ✓ Making tactful decisions.
- ✓ Dedicated to "going it alone" when necessary.
- ✓ Firm commitment to accomplishments.
- ✓ Using a direct, forthright and honest approach in his communications.
- ✓ Being independent and innovative.
- ✓ Flexibility.





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.

Open Door Policy

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

Possible Causes:

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

Possible Solutions:

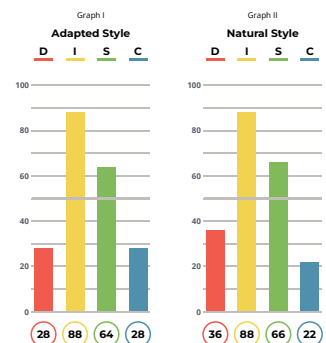
- Set aside time to "close your door" and work on projects
- Set aside time to interact with co-workers
- Learn to prioritize activities and say "no" to low priorities
- Place your desk so that it is not always in "view" of those who pass by
- Avoid eye contact with people who walk by your desk or office

Cluttered Desk

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

Possible Causes:

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





Time Wasters

Continued

Possible Solutions:

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

Procrastination

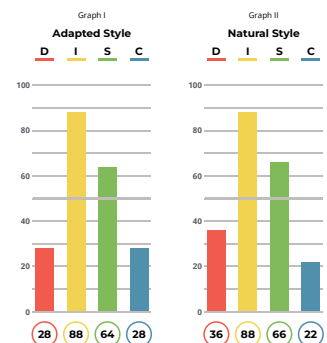
Procrastination is the process of delaying action. It is also the inability to begin action.

Possible Causes:

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

Possible Solutions:

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





Time Wasters

Continued

Poor Filing System

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

Possible Causes:

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

Possible Solutions:

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

Inability To Say No

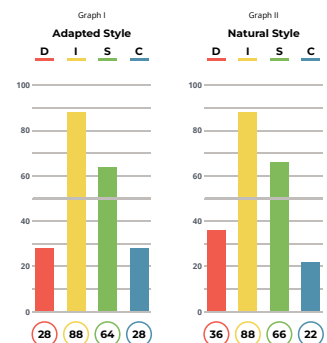
The inability to say no is when you are unable to or feel powerless to refuse any request.

Possible Causes:

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

Possible Solutions:

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





Time Wasters

Continued

Desire To Be Involved With Too Many People

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

Possible Causes:

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

Possible Solutions:

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



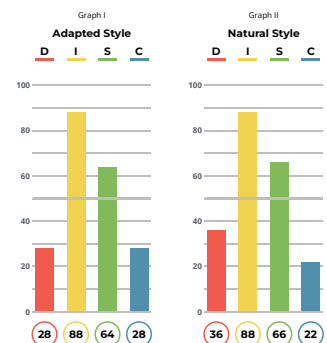


Areas for Improvement

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

Samuel has a tendency to:

- ✓ Overestimate his ability to motivate people or change others' behavior.
- ✓ Be inattentive to details—only attentive to results: "Don't ask how I did it, just if I succeeded."
- ✓ Make decisions based on surface analysis.
- ✓ Be too verbal in expressing criticism.
- ✓ Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.
- ✓ Be unrealistic in appraising people—especially if the person is a "friend."
- ✓ Underinstruct and overdelegate—will rely on personality as opposed to a disciplined approach to follow-up.
- ✓ Trust people indiscriminately if positively reinforced by those people.
- ✓ Act impulsively—heart over mind, especially if his security is not perceived to be threatened.

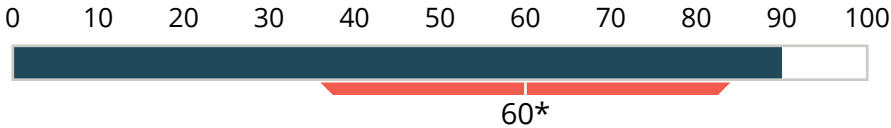


Behavioral Hierarchy



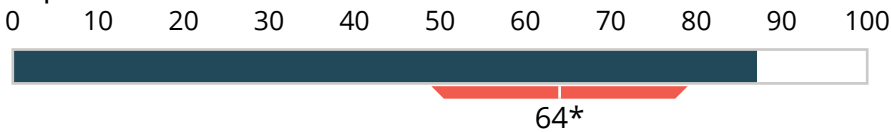
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. Interaction - Frequently engage and communicate with others.



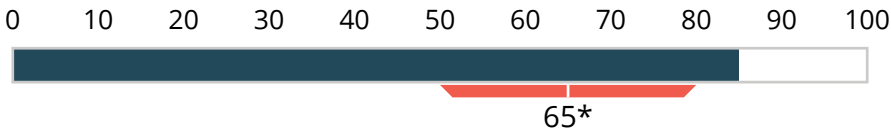
90

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



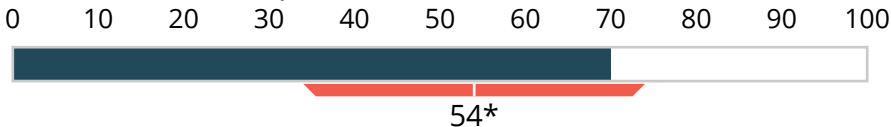
87

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



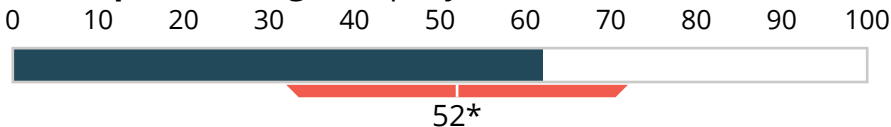
85

4. Versatile - Adapt to various situations with ease.



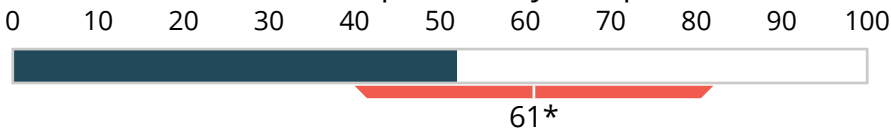
70

5. Frequent Change - Rapidly shift between tasks.

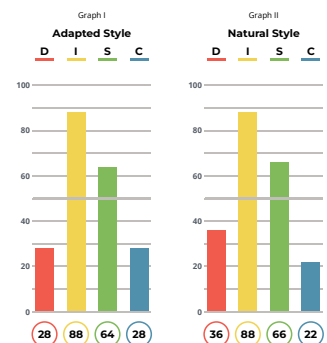


62

6. Consistent - Perform predictably in repetitive situations.



52



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

Behavioral Hierarchy



7. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



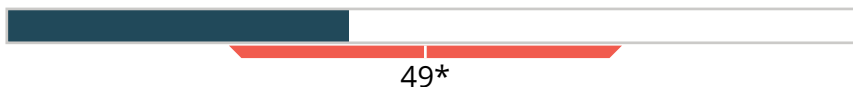
8. Following Policy - Adhere to rules, regulations, or existing methods.

0 10 20 30 40 50 60 70 80 90 100



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

0 10 20 30 40 50 60 70 80 90 100



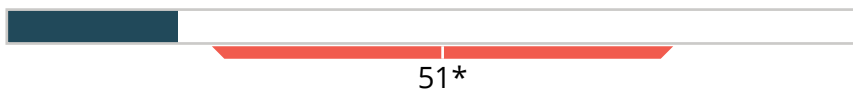
10. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



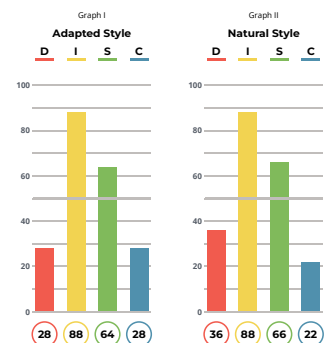
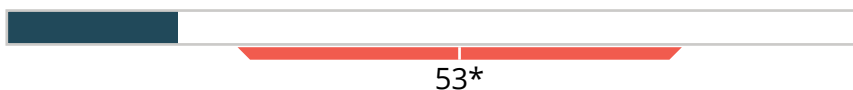
11. Organized Workplace - Establish and maintain specific order in daily activities.

0 10 20 30 40 50 60 70 80 90 100



12. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



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

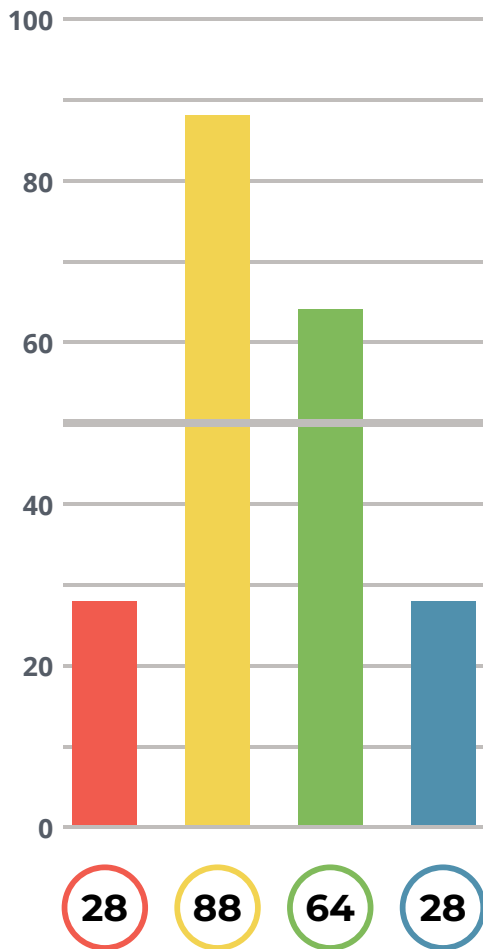
Style Insights® Graphs



Graph I

Adapted Style

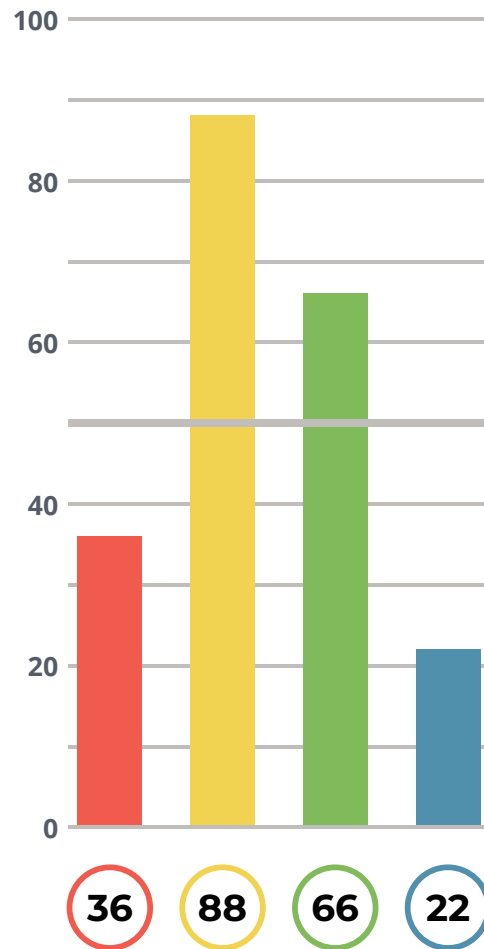
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



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Samuel Sample

The TTI Success Insights® Wheel



The TTI 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.

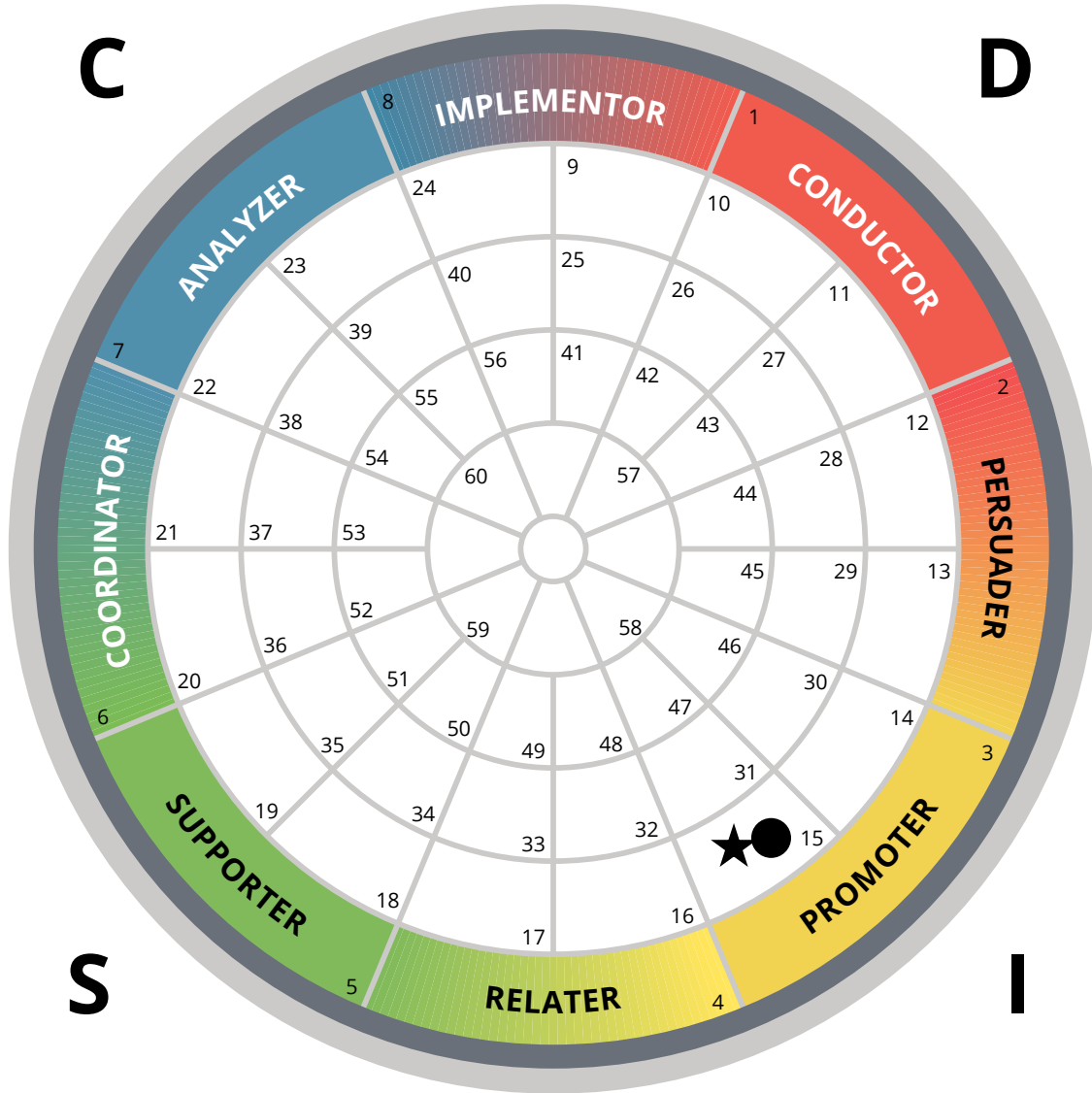
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

The TTI Success Insights® Wheel



Samuel Sample

10-14-2018



Adapted: ★ (15) RELATING PROMOTER
 Natural: ● (15) RELATING PROMOTER
 Norm 2017 R4

T: 12:23 M

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. 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.

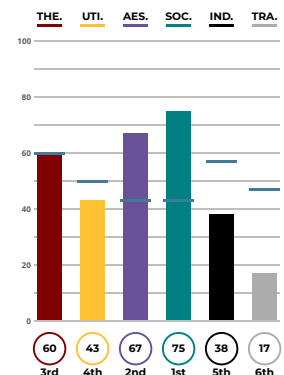
Your Personal Motivators Ranking		
1st	Social	Strong
2nd	Aesthetic	Strong
3rd	Theoretical	Situational
4th	Utilitarian	Situational
5th	Individualistic	Indifferent
6th	Traditional	Indifferent

Social



Those who score very high for this motivator have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic motivator, the Social person regards helping others as the only suitable form for human relationships. Research indicates that in its purest form, the Social interest is selfless.

- He is generous with his time, talent and resources for those in need.
- Samuel is patient and sensitive to others.
- He believes charities should be supported.
- Samuel will be generous with time, research and information on social problems.
- Saying "no" is difficult when others need his time or talent.
- Helping the homeless may be one of his concerns.

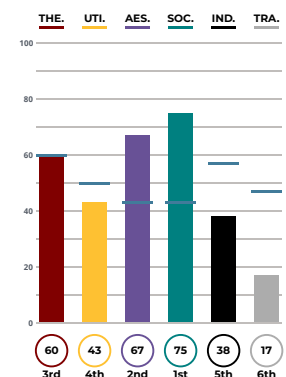


Aesthetic



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.

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



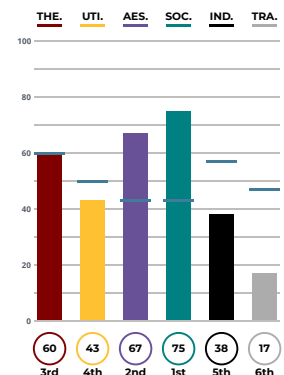
Samuel Sample

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.

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



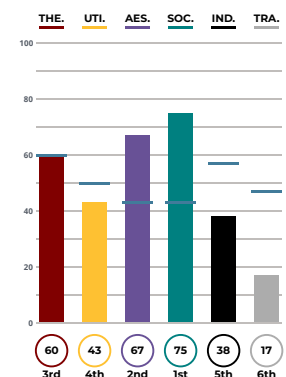
Samuel Sample

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.

- Samuel will become money-motivated when he wants to satisfy one of the other motivators mentioned in this report.
- Samuel will not alter his lifestyle in order to acquire something unless there is an immediate need (or the situation is critical).
- Money itself is not as important as what it will buy.
- He will use wealth as a yardstick to measure his work effort with certain activities.
- He will evaluate some decisions but not necessarily all based on their utility and economic return.
- Samuel can give freely of time and resources to certain causes and feel this investment will result in a future return on his investment.



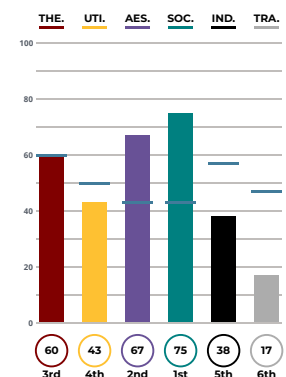
Samuel Sample

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.

- He will not attempt to overpower others' points of view or change their thinking.
- As long as Samuel's belief systems are not threatened, he will allow others to set the tone and direction of his work.
- Stability is a primary concern. Patience and fortitude will win in the long run.
- Samuel feels that struggles should be the burden of the team, not just the individuals.
- Being in total control of a situation is not a primary motivating factor.
- Samuel's passion in life will be found in one or two of the other dimensions discussed in this report.
- Samuel will be less concerned about his ego than others may be.



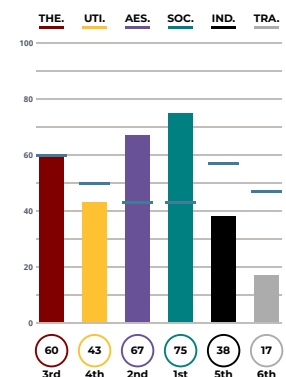
Samuel Sample



Traditional

The highest interest for this motivator may be called "unity," "order," or "tradition." Individuals with high scores for this motivator seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.

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



Samuel Sample

NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE



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

Tips for Communicating with "High Traditional" utilizing your Social.

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

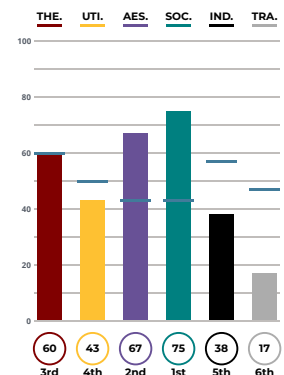
1. How does the mindset of a high Traditional contribute to today's workforce?
2. How do Traditionals contribute to the world, your professional life and your personal life?

A high Traditional seeks a system for living and wants others to follow the system of his choice.

- Identify and recruit others to help solve the problem based on the mission of the organization. Show how adding these types of efforts will increase the followers in the organization.
- Partner with each other on common causes in order to make a bigger impact through creating a foundation of systems that help for a longer time.

Once a Traditional has made up his mind on an issue, he will rarely change this opinion even if logic indicates he is/are wrong.

- Find a way to position the cause as a way to get people to agree with the belief system that the Traditional feels so strongly about. This will open people's minds to the thought processes being promoted.
- Realize the traditions that are promoted may negatively affect one or two people, but in the long-term will help the greater good. How can helping the team promote the system?



NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE

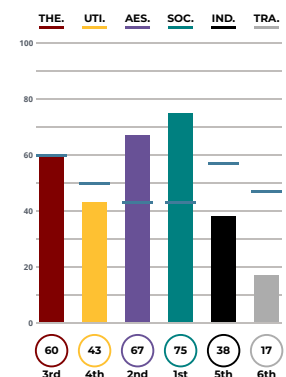


At times a high Traditional can be overly rigid in evaluating others against his standard.

- Utilize the ability to show empathy for others in order to understand the standards in which people are evaluated. Then, help people achieve the standard.
- People will often feel judged by the high Traditional. How can the ability to help others succeed be utilized to depersonalize the judgment and bring the conversation back to the people within the organization?

For a high Traditional, following proven procedures is more important than quick fixes.

- Ask questions to determine which solution is going to help the most people or the cause. If the system has always taken care of people, become an advocate for the Traditional.
- Partner with the high Traditional as to the potential risks on behalf of the people who will be affected. Communicate these concerns throughout the process in business terms.



Samuel Sample

Motivators - Norms & Comparisons

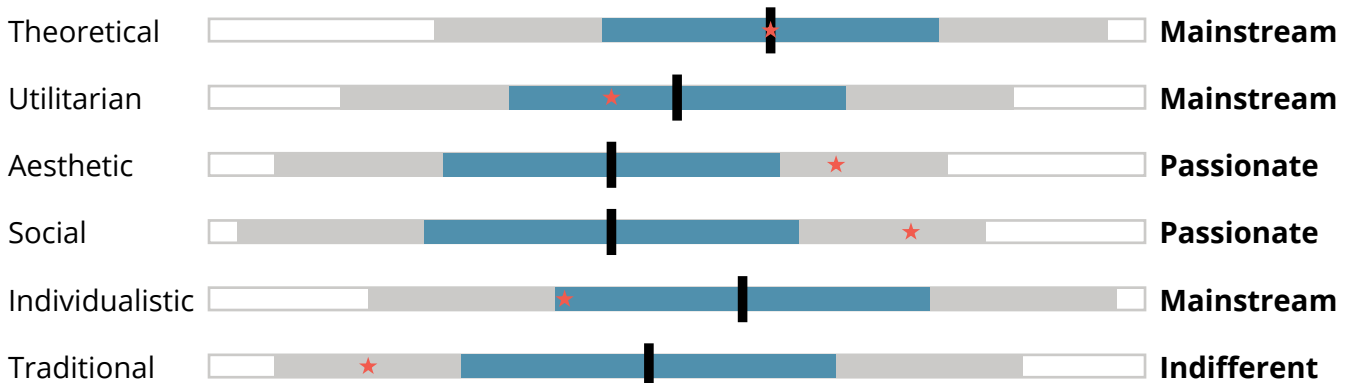


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people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



■ - 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 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.
- You have a very strong desire to help eliminate pain and conflict in the world, even to the point of personally taking on the pain of others. You will tend to give freely of your time, talent and resources expecting little or nothing in return. Others may believe you are a "doormat," always giving everything away to whoever walks in the front door, unwilling to look out for yourself or your family. They may believe you are weak and easily taken advantage of...a bleeding heart.

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

- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.

Motivators Hierarchy



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

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

0 10 20 30 40 50 60 70 80 90 100



75

43*

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

0 10 20 30 40 50 60 70 80 90 100



67

43*

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

0 10 20 30 40 50 60 70 80 90 100



60

60*

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

0 10 20 30 40 50 60 70 80 90 100



43

50*

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

0 10 20 30 40 50 60 70 80 90 100



38

57*

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

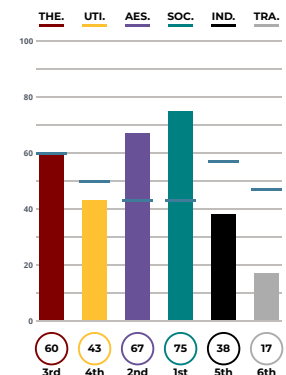
0 10 20 30 40 50 60 70 80 90 100



17

47*

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

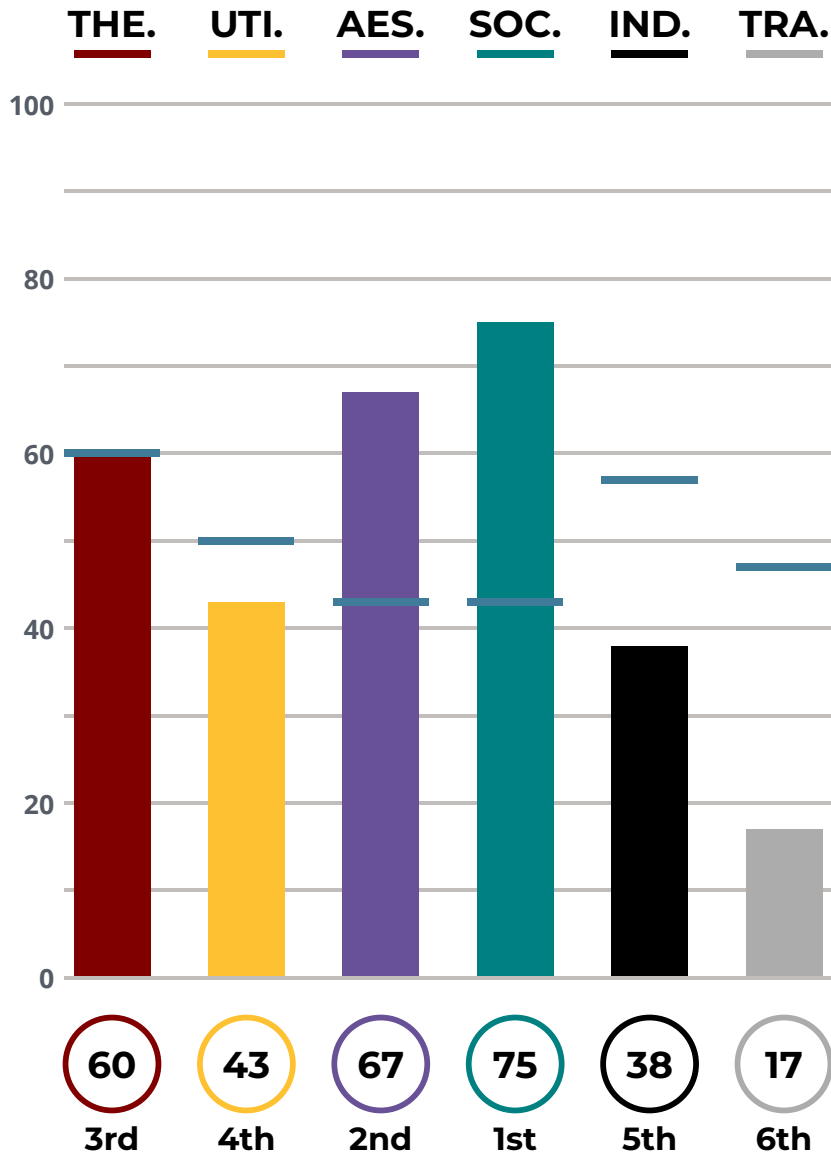


Samuel Sample

Motivation Insights® Graph



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



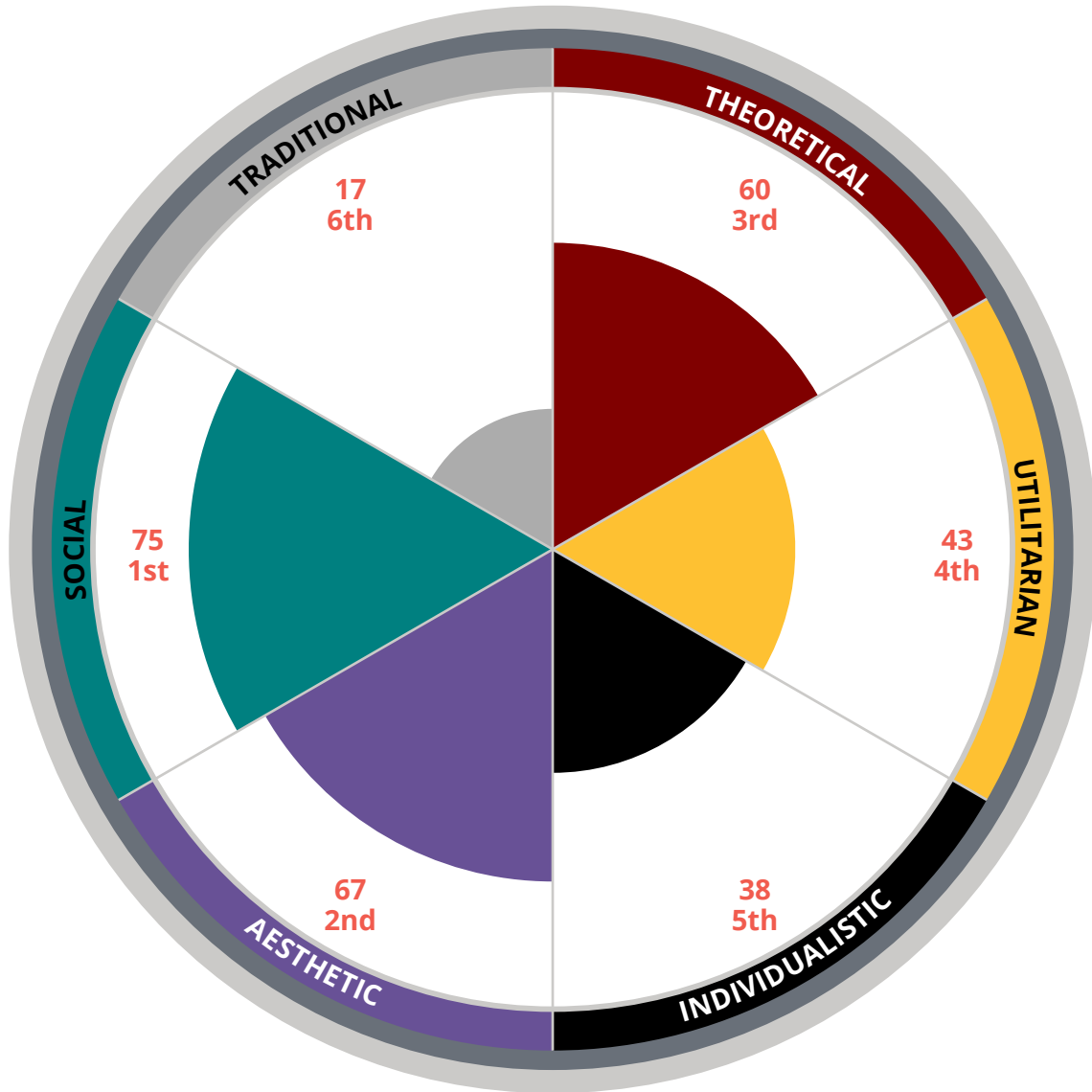
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Samuel Sample

Motivators Wheel™



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Introduction **Integrating Behaviors & Motivators**

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 & Motivational Strengths



This section describes the potential areas of strengths between Samuel'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.

- Demonstrates a will and desire to help others in the organization.
- Always willing to offer his time and perspective.
- Motivates others to express themselves.
- Always willing to share his ideas on how to enhance the surroundings.
- Accommodating and pleasing others is one of his natural talents.
- Will be persistent about moving toward the greater cause.
- Highly in tune to the environment and synergy within it.
- The "glue" that ties multiple visions together.

Potential Behavioral & Motivational Conflict



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

- Does not always listen to those he is helping.
- High trust and a desire to help could lead to being taken advantage of.
- Overly optimistic in his ability to bring balance to any situation.
- Over emphasizes the experience compared to the results.
- May have difficulty correcting others as he wants to help but not offend.
- Struggles with putting his foot down, as he doesn't want to hurt others.
- Keeps to himself resulting in unexpressed viewpoints.
- If environment is shaken, he struggles to speak up to realign it.

Ideal Environment



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

- Assignments with a high degree of people contacts.
- Little conflict between people.
- A stable and predictable environment.
- The need to be liked and to feel a part of a harmonious team.
- A fun and creative working environment.
- A forum to participate in meetings with others in an inviting meeting space.
- Groups and committees are present in order to assist charities and social causes.
- Ability to give of time, talent and resources in order to help the organization.
- An environment where interacting with others in an effort to help each person is rewarded.

Keys To Motivating



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

Samuel wants:

- Freedom from control and detail.
- Identification with fellow workers.
- Recognition for loyalty and long service.
- To demonstrate the ways he has worked on the beautification of surroundings, either materialistically or environmentally.
- The experience of the people and the surroundings to be happy and balanced.
- To be involved in keeping morale high and an overall harmonious work environment.
- To be the promoter for programs that assist others, both on and off the job.
- Time to give back both internally and externally in order to quietly change things for the better.
- To be a part of the team that contributes to causes and helping others.

Keys To Managing



In this section are some needs which must be met in order for Samuel to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Samuel and identify 3 or 4 statements that are most important to him. This allows Samuel to participate in forming his own personal management plan.

Samuel needs:

- Rewards in terms of tangible things, not just flattery and praise.
- Conditioning prior to change.
- Shortcut methods that don't affect quality of the work.
- Assistance in setting realistic and balanced expectations with tangible outcomes that allow for creativity and expression.
- To balance socializing and workload; time management could be an issue.
- A Manager with an open door policy who praises publicly.
- To be realistic about his ability to help others within the organizational framework.
- To be involved in long-term planning where people are the forefront of the plan.
- To help balance socialization and tangible assistance for others.

Action Plan

Professional Development



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

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

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

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

Action Plan

Personal Development



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

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

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

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