TTI SUCCESS INSIGHTS®

TTI Talent Insights®

Management-Staff

Steve Smith
Preconstruction Director
ABC Corp.
08.08.2023

KERRHILL

Advancing People in 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 their integration. 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 their strengths and weaknesses, because they can best 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 which are true and areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

All people exhibit all four behavioral factors to varying degrees of intensity.
–W.M. Marston

Behavioral Characteristics

Based on Steve'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 Steve's natural behavior.

Steve, as a manager, supervisor, or group leader, can use his people skills to build group involvement and increase participation from the group. He is optimistic and usually has a positive sense of humor. He likes public recognition for his achievements. One of his motivating factors is recognition and praise. He projects a self-assured and self-confident image. Steve likes feedback from his manager on how he is doing. He is gregarious and sociable. He will be seen as a good mixer, both on or off the job. He wants to be seen not only as a team player, but also as a leader of the team. He tries to influence others through a personal relationship and many times will perform services to develop this relationship. Steve is driven by status and power. He likes quality social relationships. He often will become friends with his customers or clients.

Steve may leap to a favorable conclusion without considering all the facts. He makes quick decisions. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He can make decisions despite some relevant facts being missing. Steve likes to be involved in the decision-making process. Sometimes he will seek a quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He tends to break the rules and then attempts to sell you on the fact that it was the proper thing to do. He tends to make snap judgments or impulsive decisions.

Steve will often verbalize his need to be his own person. He will know many people. He has a tendency to be a name dropper. He may do this without thinking, trying to establish rapport with people he may not know well. He usually uses many gestures when talking. Communication can extend from friendly to argumentative discourse with Steve. Steve can be intense and may not always fit this intensity to what the situation calls for. He judges others by their verbal skills and warmth. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He is people-oriented and verbally fluent.

Graph I
Adapted Style

D	I	S	C
62	92	38	6

Graph II
Natural Style

D	I	S	C
67	93	32	12

Steve Smith
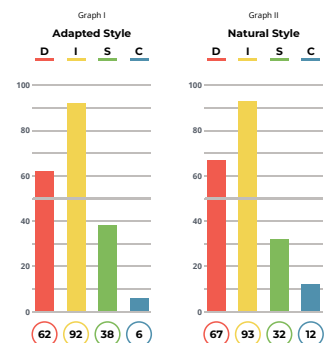
Value to the Organization

This section of the report identifies the specific talents and behavior Steve 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, making him an integral part of the team.

1. Has the confidence to do the difficult assignments.

2. Dedicated to his own ideas.

3. People-oriented.

4. Team player.

5. Motivates others towards goals.

6. Negotiates conflicts.

7. Verbalizes his feelings.

Graph I

Adapted Style

D	I	S	C
62	92	38	6

Graph II

Natural Style

D	I	S	C
67	93	32	12

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 Steve. 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 Steve most frequently.

Ways to Communicate

✓ 1. Provide testimonials from people he sees as important.

✓ 2. Speak at a rapid pace.

✓ 3. Define the problem in writing.

✓ 4. Talk about him, his goals and the opinions he finds stimulating.

✓ 5. Offer special, immediate, and continuing incentives for his willingness to take risks.

✓ 6. Clarify any parameters in writing.

✓ 7. Deal with details in writing, have him commit to modes of action.

✓ 8. Read the body language for approval or disapproval.

✓ 9. Expect him to return to fight another day when he has received a "no" answer.

✓ 10. Provide solutions—not opinions.

✓ 11. Provide ideas for implementing action.

✓ 12. Use a motivating approach, when appropriate.

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C
62 92 38 6	67 93 32 12

Steve Smith

Checklist for Communicating
Continued

This section of the report is a list of things NOT to do while communicating with Steve. Review each statement with Steve 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 <u>NOT</u> to Communicate

🚫   1.   Talk down to him.

🚫   2.   Be dictatorial.

🚫   3.   Give him your opinion unless asked.

🚫   4.   Legislate or muffle—don't overcontrol the conversation.

🚫   5.   Dream with him or you'll lose time.

🚫   6.   Hesitate when confronted.

🚫   7.   Drive on to facts, figures, alternatives, or abstractions.

🚫   8.   Ramble.

🚫   9.   Be paternalistic.

🚫   10.   Leave decisions hanging in the air.

🚫   11.   Let him overpower you with verbiage.

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C
62 92 38 6	67 93 32 12

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Communication Tips

This section provides suggestions for methods which will improve Steve'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, Steve 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, or 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 or alternatives and abstractions.

Steve Smith

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 Steve's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Steve to project the image that will allow him to control the situation.

Steve usually sees himself as being:

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

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

- ✔ Self-Promoting
- ✔ Glib
- ✔ Overly Optimistic
- ✔ Unrealistic

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

- ✔ Overly Confident
- ✔ Talkative
- ✔ Poor Listener
- ✔ Self-Promoter
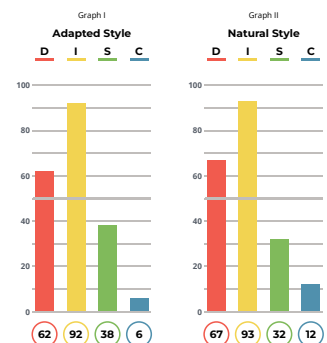
The Absence of a Behavioral Factor

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 situations where the lack of fear is the driving force as opposed to the return for the organization.

- Avoid working environments where risk taking is not rewarded or encouraged.

- Avoid work environments requiring constant diplomacy as they may cause stress.

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

- Stress is demonstrated through body language; be sure to send the same message verbally and physically.

- Breaking rules that others must follow will be seen as reckless and haphazard.

- The desire to be seen as a unique person may detract from the ideal outcome.

Graph I

Adapted Style

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Natural Style

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Descriptors

Based on Steve'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

Steve Smith

Natural & Adapted Style

Steve'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

Steve is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. Steve is not necessarily confrontational by nature; but if a problem does exist, he will not turn down the opportunity for confrontation.

Adapted

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

People & Contacts

Natural

Steve'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

Steve 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.

Steve Smith

Natural & Adapted Style

Pace & Consistency

Natural

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

Adapted

Steve 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

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

Adapted

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

Adapted Style

Steve 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.

✓ 1. Being independent and innovative.

✓ 2. Acting independently and without precedent.

✓ 3. Positive, outgoing, and friendly behavior.

✓ 4. Preferring people involvement over task focus.

✓ 5. Participative decision making.

✓ 6. Using a creative approach in decision making.

✓ 7. Being creative and unconventional in making a point.

✓ 8. Using a direct, forthright, and honest approach in his communications.

✓ 9. Obtaining results through people.

✓ 10. Motivating people to take action by using persuasive skills.

✓ 11. Responding well to challenges: "You say I can't do it? Just watch me!"

✓ 12. Dedicated to "going it alone" when necessary.

Graph I
Adapted Style

D	I	S	C

| 62 | 92 | 38 | 6 |

Graph II
Natural Style

D	I	S	C

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Steve Smith

Time Wasters

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

Long Lunches

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

Possible Causes:

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

Possible Solutions:

1. Set a specific time for lunch and STICK TO IT
2. Have meetings in the office
3. Set meetings right after lunch
4. Have working lunches

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:

1. Have many interests
2. Want to be seen as one of the gang
3. Need praise and approval from others

Possible Solutions:

1. Recognize your time constraints

Graph I
Adapted Style

D	I	S	C

| 62 | 92 | 38 | 6 |

Graph II
Natural Style

D	I	S	C

| 67 | 93 | 32 | 12 |
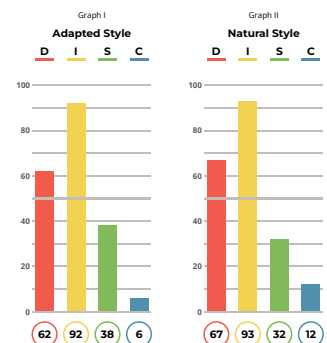
Time Wasters

Continued

2. Be selective in getting involved in activities
3. Monitor energy level
4. Keep personal and job related priorities in view

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:

1. See organizing and filing activities as a waste of time
2. Want everything at fingertips
3. Do not conceptualize a system for grouping information and materials
4. Have not established a timeline for tasks or projects
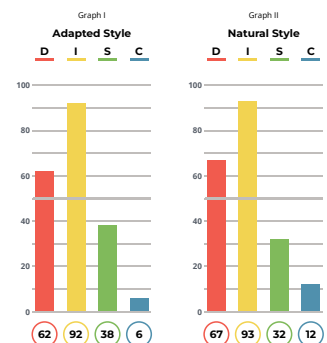
Possible Solutions:

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

Excessive Socializing

Excessive socializing is defined as those interactions that go beyond the usual required time for discussing an issue or task. It can also be interacting too frequently with those who do not support or contribute to the accomplishment of daily priorities.

Possible Causes:

1. Enjoy people
2. Want to be liked

Steve Smith

Continued

3. Are creatively motivated when with others
4. Allow and even encourage visitors and telephone calls
5. Haven't prioritized daily requirements
6. Confuse deadlines

Possible Solutions:

1. Keep daily priorities in view to keep you on task
2. Set time guidelines for informal conversations, lunches, and meetings
3. Monitor your open door policy
4. Screen and put a time limit on telephone calls
5. Be willing to tell visitors and callers that you cannot be interrupted at this time
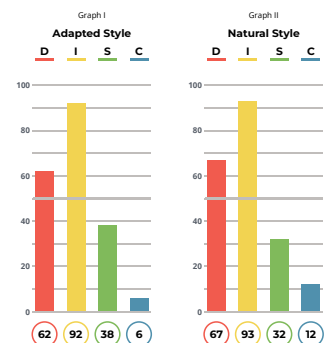
Inability To Say No

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

Possible Causes:

1. Have many interests and want to be involved
2. Confuse priorities
3. Fail to set priorities
4. Do not want to hurt others' feelings
5. Do not want to refuse a superior's request
6. Do not feel comfortable giving the "real" reason and would rather not lie

Possible Solutions:

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

Graph I

Adapted Style

D	I	S	C
62	92	38	6

Graph II

Natural Style

D	I	S	C
67	93	32	12

## Continued

Procrastination

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

Possible Causes:

1. Priorities have not been set
2. Do not see projects or tasks clearly
3. Overwhelmed with commitments
4. Hope that time will solve or eliminate the problem
5. Fear of failure

Possible Solutions:

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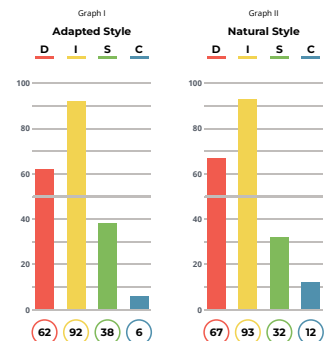5. Remind yourself that you will avoid the stress of putting something off until the last minute
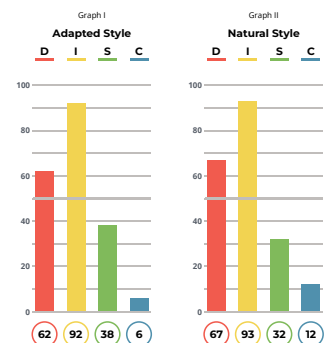
Areas for Improvement

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

Steve has a tendency to:

✔ 1. Be too verbal in expressing criticism.

✔ 2. Be a situational listener if not given an opportunity to tell his ideas.

✔ 3. Trust people indiscriminately if positively reinforced by those people.

✔ 4. Have difficulty planning and controlling time expenditure.

✔ 5. Be so enthusiastic that he can be seen as superficial.

✔ 6. Overuse praise in motivating others.

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

✔ 8. Underinstruct and overdelegate—will rely on personality as opposed to a disciplined approach to follow-up.

✔ 9. Take information at face value without validation or substantial investigation.

<table>
<tr><td colspan="4">Graph I</td><td colspan="4">Graph II</td></tr>
<tr><td colspan="4">Adapted Style</td><td colspan="4">Natural Style</td></tr>
<tr><td>D</td><td>I</td><td>S</td><td>C</td><td>D</td><td>I</td><td>S</td><td>C</td></tr>
<tr><td>62</td><td>92</td><td>38</td><td>6</td><td>67</td><td>93</td><td>32</td><td>12</td></tr>
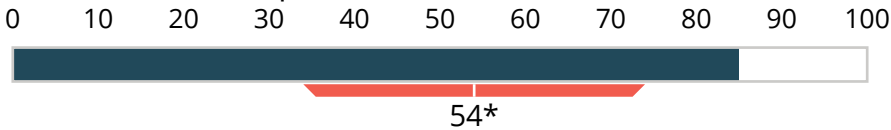</table>

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.

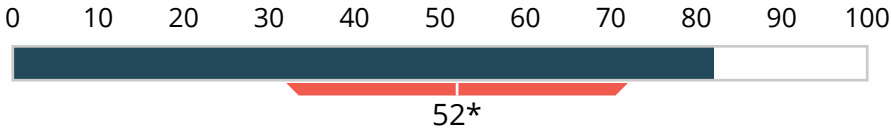**1. Interaction** - Frequently engage and communicate with others.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

58*
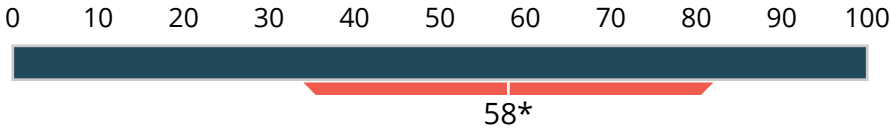
100

2. Versatile - Adapt to various situations with ease.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

54*

85

3. Frequent Change - Rapidly shift between tasks.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

52*

82

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

49*
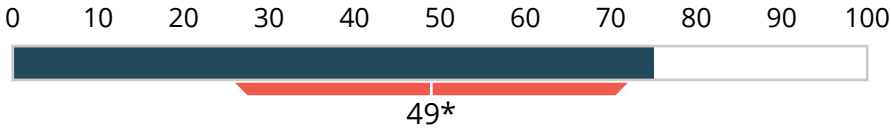
75

5. Urgency - Take immediate action.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

43*
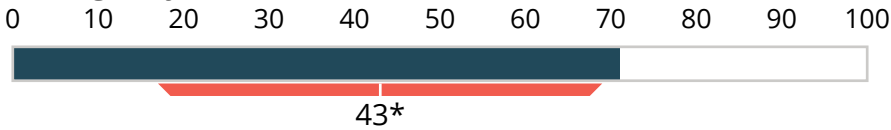
71

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

64*
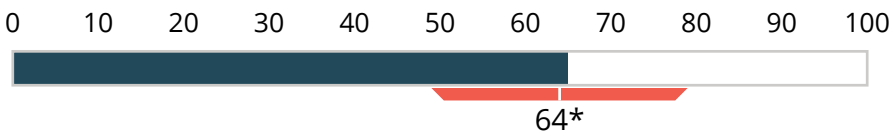
65

7. Customer-Oriented - Identify and fulfill customer expectations.
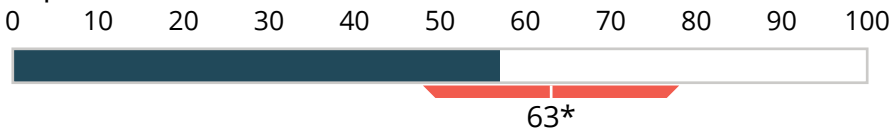
| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

63*

57

Graph I
Adapted Style

| D | I | S | C |

| 62 | 92 | 38 | 6 |

Graph II
Natural Style

| D | I | S | C |

| 67 | 93 | 32 | 12 |

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

8. Persistence - Finish tasks despite challenges or resistance.

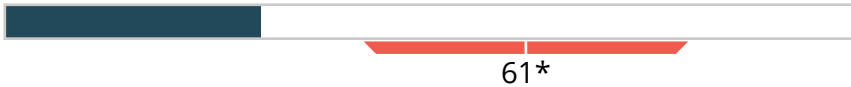0   10   20   30   40   50   60   70   80   90   100

35

62*

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

0   10   20   30   40   50   60   70   80   90   100

30

61*

10. Consistent - Perform predictably in repetitive situations.

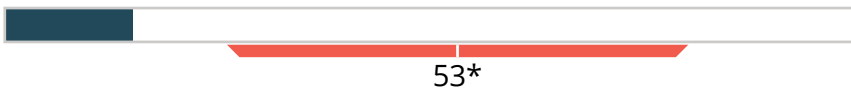0   10   20   30   40   50   60   70   80   90   100

28

62*

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

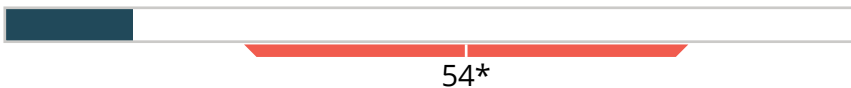0   10   20   30   40   50   60   70   80   90   100

15

53*

12. Analysis - Compile, confirm and organize information.

0   10   20   30   40   50   60   70   80   90   100

15

54*

Graph I
Adapted Style
D   I   S   C

Graph II
Natural Style
D   I   S   C
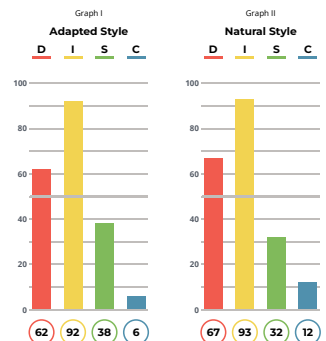
62 92 38 6

67 93 32 12

SIA: 62-92-38-06 (14)   SIN: 67-93-32-12 (14)
* 68% of the population falls within the shaded area.

Style Insights® Graphs

Graph I

Adapted Style

D I S C
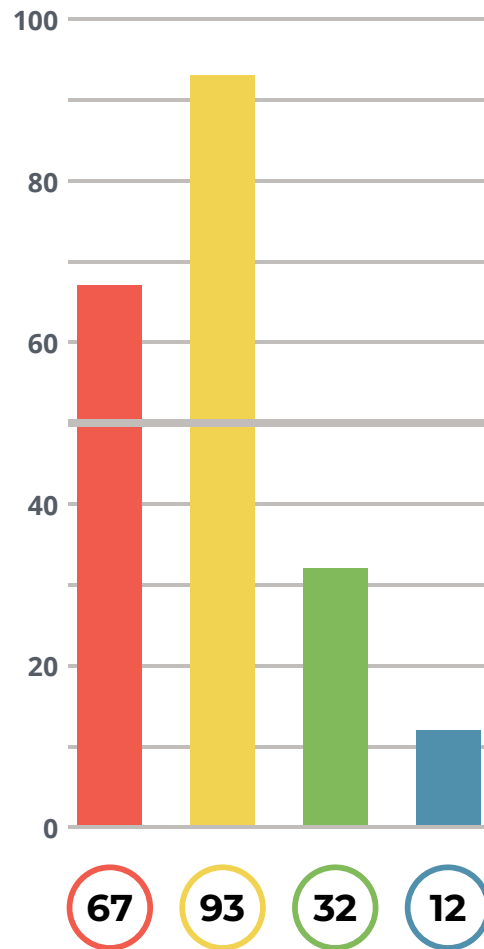
100

80

60

40

20

0

62 **92** **38** **6**

Graph II

Natural Style

D I S C

100

80

60

40

20

0

67 **93** **32** **12**

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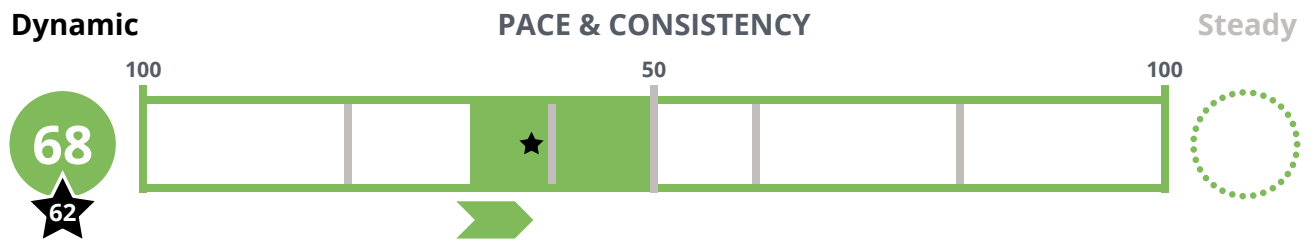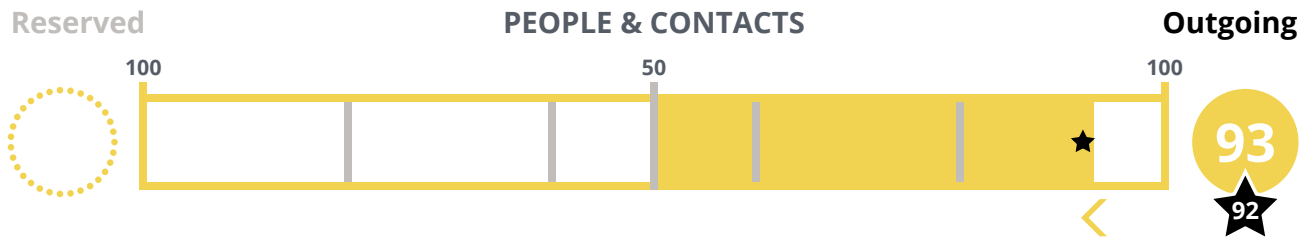
Behavioral Continuum

Everyone has a varying level of the four main behavioral factors that create their own personal style. Each side of those factors lives on a continuum, and the combination influences individuals' levels of engagement in different situations. The graph below is a visual representation of where Steve falls within each continuum.

Reflective   **PROBLEMS & CHALLENGES**   **Direct**

100   50   100

67   62

Reserved   **PEOPLE & CONTACTS**   **Outgoing**

100   50   100

93   92

Dynamic   **PACE & CONSISTENCY**   **Steady**

100   50   100

68   62

Pioneering   **PROCEDURES & CONSTRAINTS**   **Precise**

100   50   100

88   94
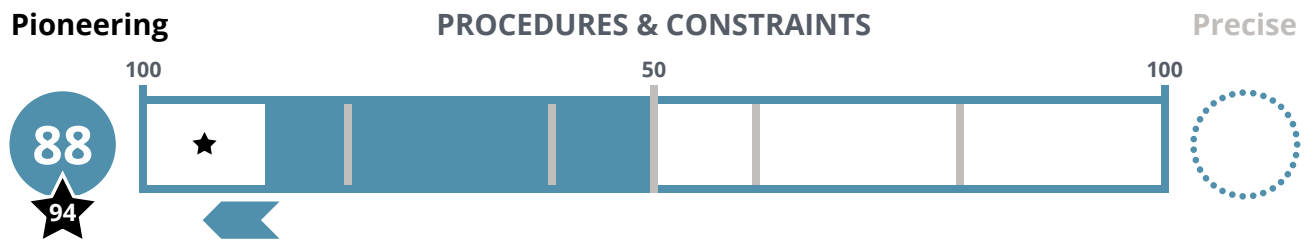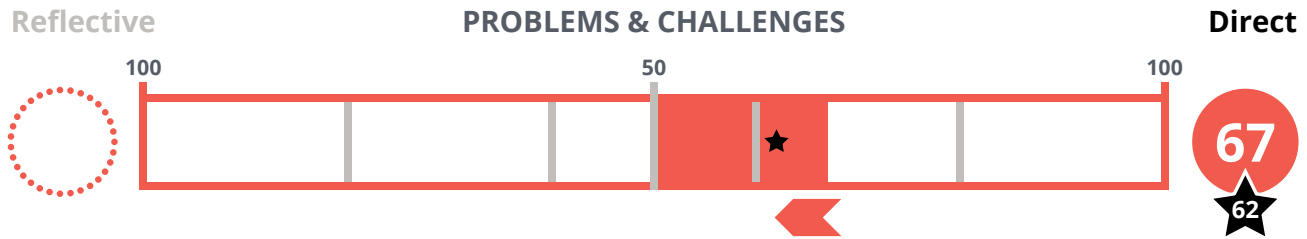
★ Adapted Position
◄ Adapted Movement

Norm 2021 R4
8-8-2023
T: 11:38

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The TTI Success Insights® Wheel

The TTI Success Insights® Wheel is a powerful tool first 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 to which 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.
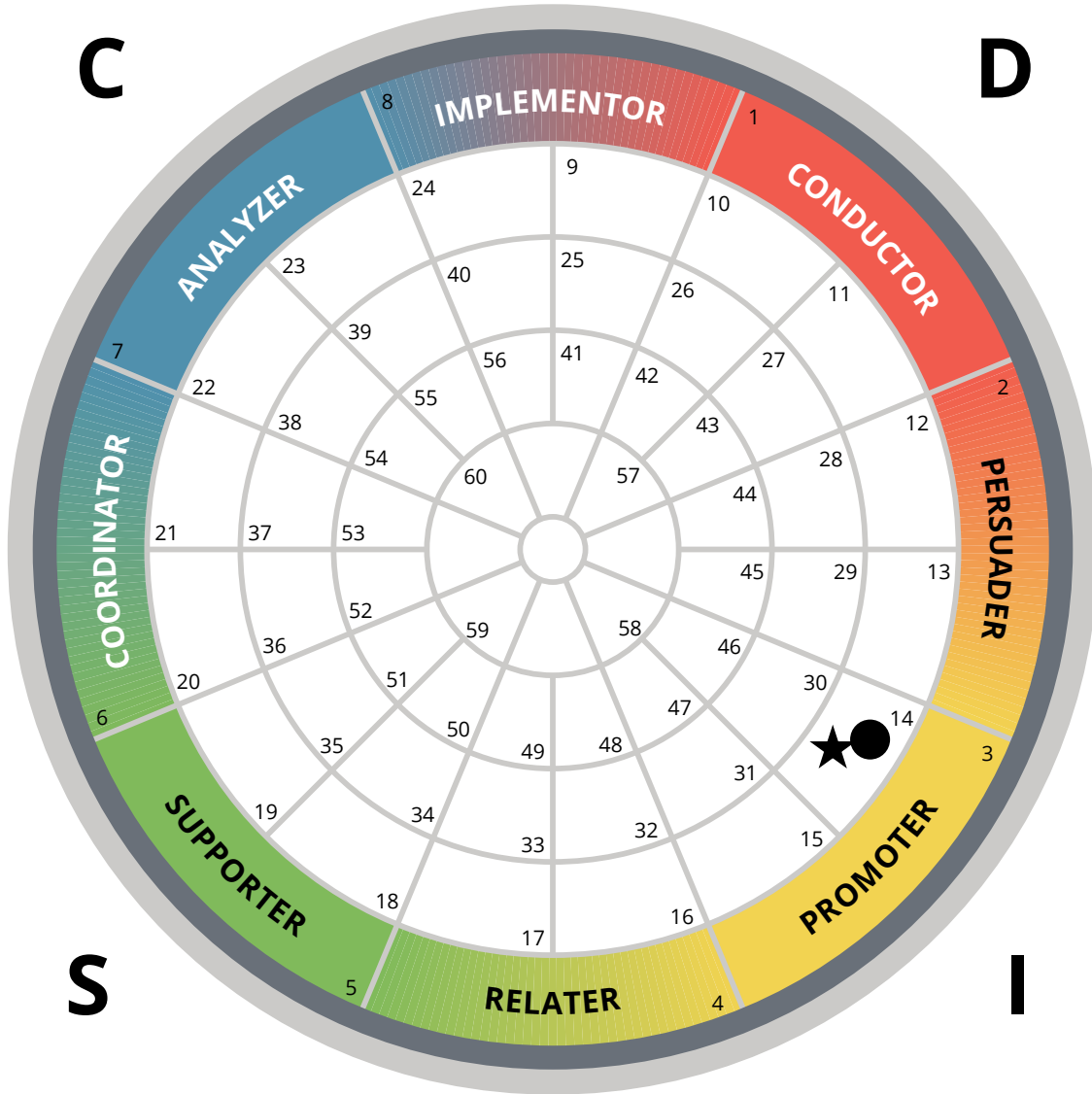
The TTI Success Insights® Wheel

Steve Smith
ABC Corp.
8-8-2023

Adapted: ★ (14) PERSUADING PROMOTER
Natural: ● (14) PERSUADING PROMOTER
Norm 2021 R4

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Steve Smith

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	Aesthetic	**Strong**
2nd	Individualistic	**Strong**
3rd	Theoretical	**Situational**
4th	Utilitarian	**Situational**
5th	Social	**Indifferent**
6th	Traditional	**Indifferent**

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.

1. Steve looks for and appreciates the beauty in things.

2. Dressing for success comes naturally to Steve. He enjoys the latest designer clothes when he has the funds to purchase them.

3. Form and harmony provide him with an experience to remember.

4. Steve uses his aesthetic talent to impress others.

5. Decorating his surroundings so they are visually pleasing is enjoyable for Steve.

6. Steve will evaluate things based on artistic beauty and usefulness.

THE.	UTI.	AES.	SOC.	IND.	TRA.
60	40	78	28	72	22
3rd	4th	1st	5th	2nd	6th

Steve Smith
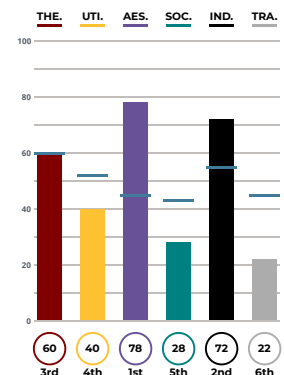
Individualistic

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.

1. People who are determined and competitive are liked by Steve.

2. Steve takes responsibility for his actions.

3. He believes "if at first you don't succeed try, try again."

4. Steve has the desire to assert himself and to be recognized for his accomplishments.

5. Steve likes to be in situations that allow him the freedom to control his destiny and the destiny of others. His team's strategy is to attempt to dilute outsiders' influence on the results of their goals.

6. If necessary, Steve will be assertive in meeting his own needs.

7. Maintaining individuality is strived for in relationships.

8. Steve believes "when the going gets tough, the tough get going."

9. He wants to control his own destiny and display his independence.

THE.	UTI.	AES.	SOC.	IND.	TRA.
60	40	78	28	72	22
3rd	4th	1st	5th	2nd	6th
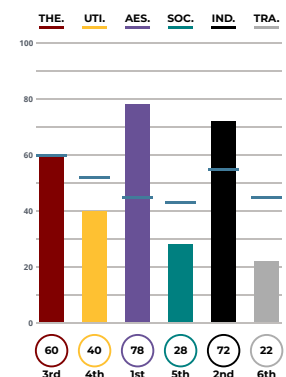
Theoretical

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.

1. Steve will usually have the data to support his convictions.

2. Steve will seek knowledge based on his needs in individual situations.

3. If Steve 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.

4. Steve has the potential to become an expert in his chosen field.

5. A job that challenges the knowledge will increase his job satisfaction.

6. In those areas where Steve has a special interest, he will be good at integrating past knowledge to solve current problems.

7. If knowledge of a specific subject is not of interest or is not required for success, Steve will have a tendency to rely on his intuition or practical information in this area.

THE.	UTI.	AES.	SOC.	IND.	TRA.
60	40	78	28	72	22
3rd	4th	1st	5th	2nd	6th

Steve Smith
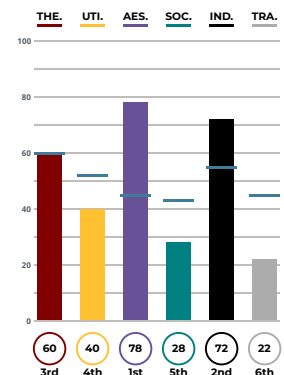
Utilitarian

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

1. Money itself is not as important as what it will buy.

2. He will evaluate some decisions but not necessarily all based on their utility and economic return.

3. Steve will become money-motivated when he wants to satisfy one of the other motivators mentioned in this report.

4. He will use wealth as a yardstick to measure his work effort with certain activities.

5. Steve will not alter his lifestyle in order to acquire something unless there is an immediate need (or the situation is critical).

6. Steve can give freely of time and resources to certain causes and feel this investment will result in a future return on his investment.

	THE.	UTI.	AES.	SOC.	IND.	TRA.
	60	40	78	28	72	22
	3rd	4th	1st	5th	2nd	6th

Steve Smith
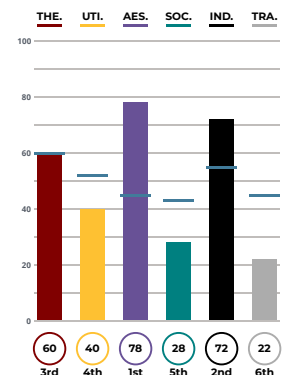
Social

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

1. He will not normally allow himself to be directed by others unless it will enhance his own self-interest.

2. Believing that hard work and persistence are within everyone's reach — he feels things must be earned, not given.

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

4. Steve is willing to help others if they are working as hard as possible to achieve their goals.

5. Steve will be torn if helping others proves to be detrimental to him.

6. He will be firm in his decisions and not be swayed by unfortunate circumstances.
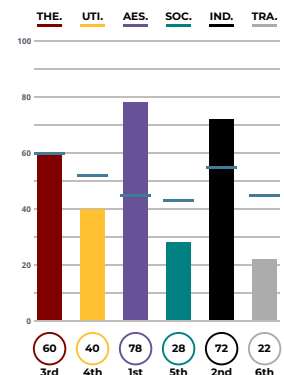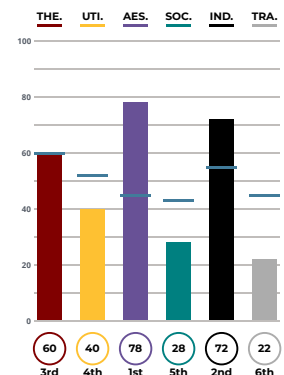
Traditional

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.

1. He will not be afraid to explore new and different ways of interpreting his own belief system.

2. Steve can be creative in interpreting other systems or traditions and selective in applying those traditions.

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

4. It may be hard to manipulate Steve because he has not defined a philosophy or system that can provide immediate answers to every situation.

5. Traditions will not place limits or boundaries on Steve.

6. He will work within a broadly defined set of beliefs.

7. In many cases, Steve will want to set his own rules which will allow his own intuition to guide and direct his actions.

THE.	UTI.	AES.	SOC.	IND.	TRA.
60	40	78	28	72	22
3rd	4th	1st	5th	2nd	6th

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Steve Smith

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 Aesthetic.

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.

- Draw connections between creating balance and harmony and the systems in which the company was founded. Get creative around spreading the word throughout the company and why the corporation operates the way it does.

- Decorate the traditions of the organization in order to enhance the appeal of the company. This will lead to more loyalty and retention because people will feel they are a part of something bigger than themselves.

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

- Find a way to position the harmony and balance of the organization 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.

- If the system or thought process is going to disrupt the organization, how can the feelings of the organization be connected to the belief and manage the way it's implemented into the organization?

| THE.	UTI.	AES.	SOC.	IND.	TRA.
60	40	78	28	72	22
3rd	4th	1st	5th	2nd	6th
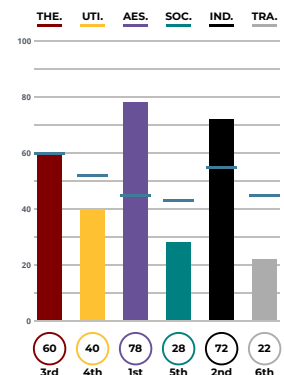
At times a high Traditional can be overly rigid in evaluating others against his standard.

- Utilize the ability to sense organizational balance in order to understand the standards in which people are evaluated and how it impacts the organization. How can the experience be as smooth as possible for people as they strive to meet the standard?

- People will often feel judged by the high Traditional. How can the ability to create balance and harmony 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 create the most balance and harmony for the organization. If the system has always maintained the atmosphere, become an advocate for the Traditional.

- Partner with the high Traditional as to the potential risks on behalf of employees whose morale will be affected. Communicate these concerns throughout the process in business terms.

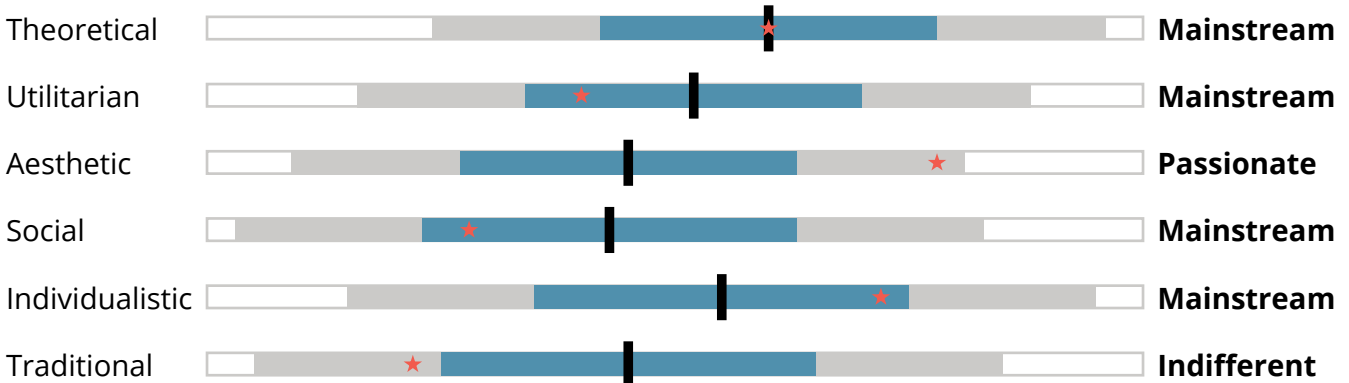| THE.	UTI.	AES.	SOC.	IND.	TRA.
60	40	78	28	72	22
3rd	4th	1st	5th	2nd	6th
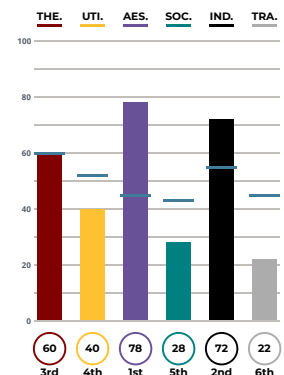
Motivators - Norms & Comparisons

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 2021

Motivator		Category
Theoretical		**Mainstream**
Utilitarian		**Mainstream**
Aesthetic		**Passionate**
Social		**Mainstream**
Individualistic		**Mainstream**
Traditional		**Indifferent**

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

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

Motivators - Norms & Comparisons

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

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

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

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

1. 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

78

45*
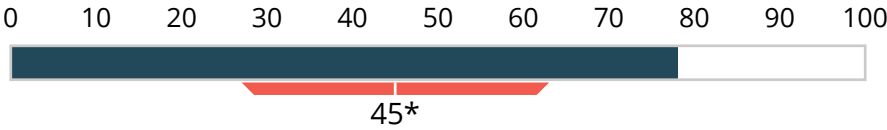
2. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.

0   10   20   30   40   50   60   70   80   90   100

72

55*
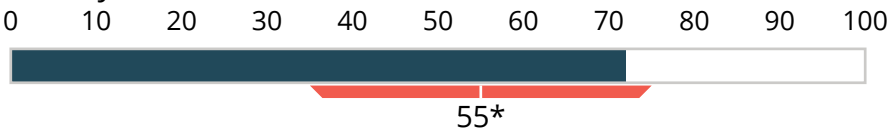
3. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

0   10   20   30   40   50   60   70   80   90   100

60

60*
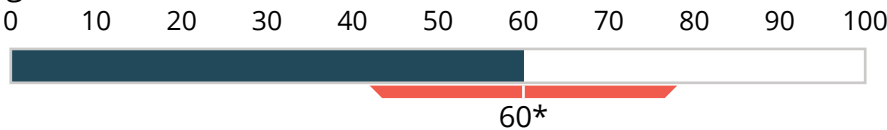
4. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

0   10   20   30   40   50   60   70   80   90   100

40

52*
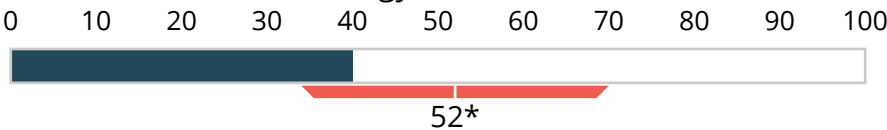
5. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

0   10   20   30   40   50   60   70   80   90   100

28

43*
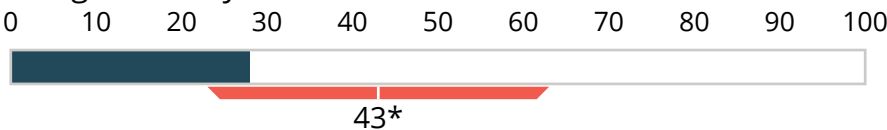
6. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

0   10   20   30   40   50   60   70   80   90   100

22

45*

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

THE.	UTI.	AES.	SOC.	IND.	TRA.
60	40	78	28	72	22
3rd	4th	1st	5th	2nd	6th
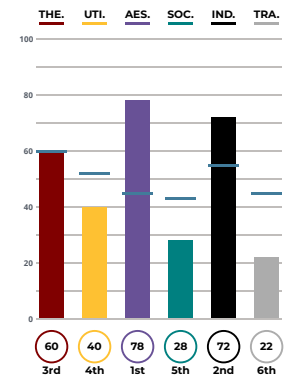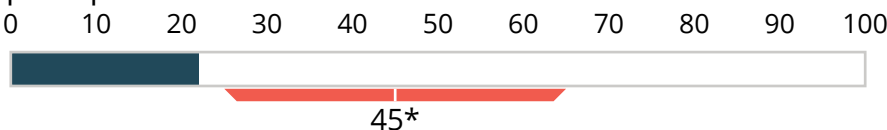
Motivation Insights® Graph

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

	THE.	UTI.	AES.	SOC.	IND.	TRA.
Score	60	40	78	28	72	22
Rank	3rd	4th	1st	5th	2nd	6th
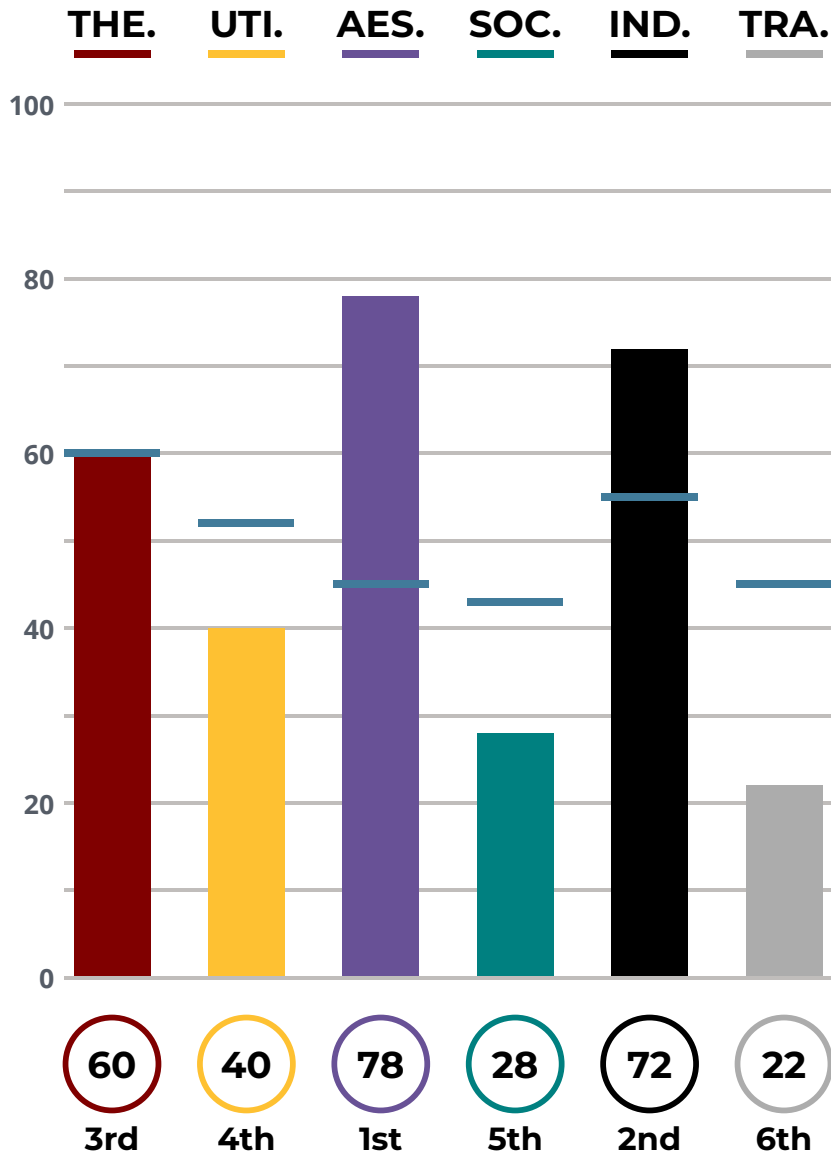
national mean
Norm 2021
8-8-2023
T: 6:00

Steve Smith

Motivators Wheel™

8-8-2023

TRADITIONAL
22
6th

THEORETICAL
60
3rd

UTILITARIAN
40
4th

SOCIAL
28
5th

AESTHETIC
78
1st

INDIVIDUALISTIC
72
2nd

T: 6:00

Steve Smith
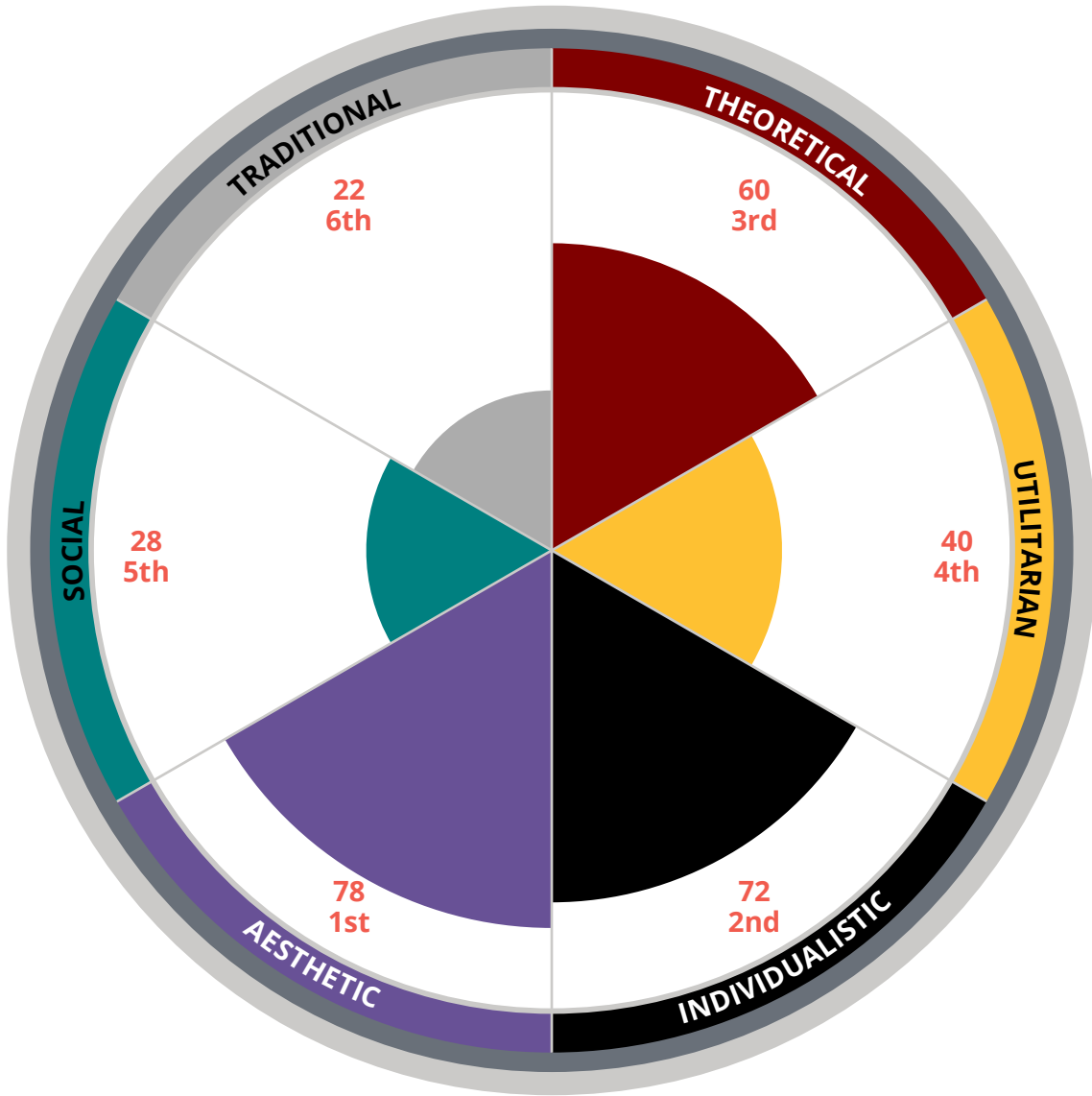
Introduction

Integrating Behaviors & Motivators

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and motivators. Individually, each is powerful enough 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 Steve'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.

1. Brings balance to the organization in a positive and friendly way.

2. Always willing to share his ideas on how to enhance the surroundings.

3. Utilizes people to win and accomplish goals.

4. Willing to be the spokesperson for the team.

5. Initiates action to create or enhance.

6. Seen as a leader in his hobbies and interests.

7. Innovative with strategies for success.

8. A strong influencer.

Potential Behavioral & Motivational
Conflict

This section describes the potential areas of conflict between Steve'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.

1. Spends too much time self-reflecting and not enough time following through.

2. Over emphasizes the experience compared to the results.

3. As a leader, may overfocus on the self and his own needs.

4. May struggle with hearing and applying constructive criticism.

5. May overfocus on standards of beauty.

6. Will want balance and harmony immediately.

7. Has to be a big player, if not the leader, and may miss out on beneficial role-supporting opportunities.

8. Takes on too much, too soon, and too fast to maintain control.

Ideal Environment

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

1. Freedom from controls, supervision, and details.

2. Democratic supervisor with whom he can associate.

3. Nonroutine work with challenge and opportunity.

4. A forum to express ideas and concepts in an assertive way.

5. Harmonious, results-driven environment.

6. Ability to develop new and out-of-the box ideas with others.

7. A "can-do" environment filled with optimistic people.

8. Management that appreciates and rewards powerful risk-taking.

9. Opportunity to assertively express his desire to control his own destiny and potentially that of others.

Keys To Motivating

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

Steve wants:

1. Work assignments that provide opportunity for recognition.

2. Power and authority to take the risks to achieve results.

3. Prestige, position, and titles so he can control the destiny of others.

4. The understanding from management that just working isn't the desired outcome; the result has to fit into the overall feel of the organization or project.

5. Physical attributes to indicate the status of success.

6. Positive and open interactions between co-workers and management.

7. To lead people toward his vision.

8. A manager and a team that understands the value of short-term and fast-moving ideas and results.

9. Space and latitude to do what it takes to get the job done.

Keys To Managing

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

Steve needs:

1. Participatory management.

2. To negotiate commitment face-to-face.

3. To be confronted when in disagreement, or when he breaks the rules.

4. Challenges that utilize his creativity and self-expression.

5. Creative competitions in order to feel like a true winner.

6. To balance socializing and workload; time management could be an issue.

7. To minimize his natural way of under informing the details when delegating or giving instruction.

8. Help in limiting interruptions because of the desire to be involved in too many projects.

9. Freedom to determine how results should be achieved.

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 _____:

   _____

   _____

   _____

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Action Plan
Personal Development

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

   _____

   _____

   _____

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:

   _____

   _____

   _____

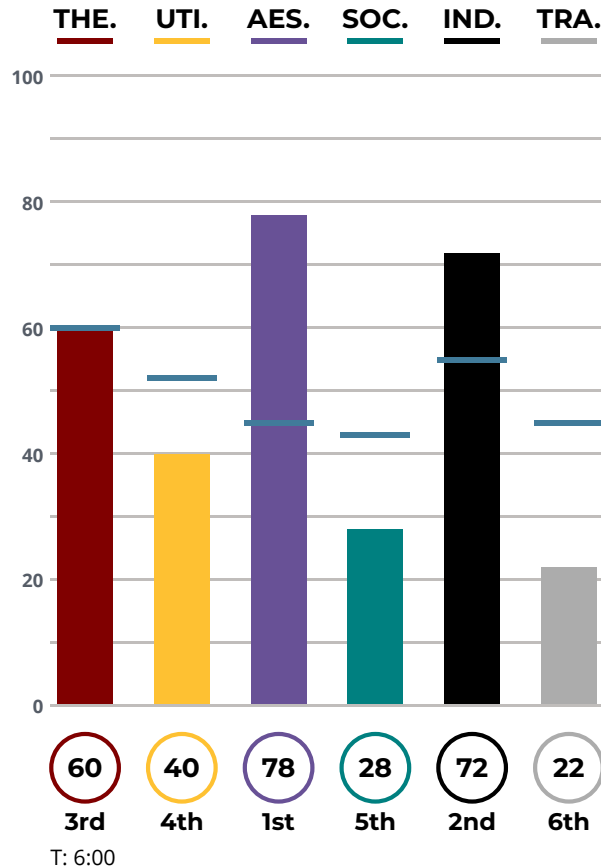4. I will make the following changes to my behavior, and I will implement them by _____:

   _____

   _____

   _____

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Behaviors & Motivators Graphs

PROBLEMS & CHALLENGES

Reflective | **Direct**

100 · 50 · 100

67
62

PEOPLE & CONTACTS

Reserved | **Outgoing**

100 · 50 · 100

93
92

PACE & CONSISTENCY

Dynamic | Steady

100 · 50 · 100

68
62

PROCEDURES & CONSTRAINTS

Pioneering | Precise

100 · 50 · 100

88
94

T: 11:38

THE.	UTI.	AES.	SOC.	IND.	TRA.

100

80

60

40

20

0

60	**40**	**78**	**28**	**72**	**22**
3rd	4th	1st	5th	2nd	6th

T: 6:00

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Steve Smith
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Behaviors & Motivators Graphs

Graph I
Adapted Style

D   I   S   C

| 62 | 92 | 38 | 6 |

T: 11:38

Graph II
Natural Style

D   I   S   C

| 67 | 93 | 32 | 12 |

THE.   UTI.   AES.   SOC.   IND.   TRA.

| 60 | 40 | 78 | 28 | 72 | 22 |
| 3rd | 4th | 1st | 5th | 2nd | 6th |

T: 6:00

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