



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Executive

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ABC Corp.

11.13.2019

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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 Bruce'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 Bruce's natural behavior.

Bruce appreciates others who are team players and will reward those who are loyal. He wants to be seen as a winner and has an inherent dislike for losing or failing. He tends to work hard and long to be successful. He may be so self-confident that others see him as arrogant. This confidence may be something others wish they had. He can be successful at many things, not because of versatility but because of his determination to win. Some may view him as being stubborn and opinionated. He views it as the price you must pay for success. He may try to "explain" his stubbornness in positive terms. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people he manages. He is an aggressive individual who wins through hard work and persistence; that is, he will come up with a good idea and follow through. He wants to be viewed as self-reliant and willing to pay the price for success. Bruce will work hard at achieving his goals. He loves to win and hates to lose. He is a goal-oriented manager who believes in harnessing people to help him achieve his goals.

Bruce is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. Logic and people who have the facts and data to support this logic influence him. He admires the patience required to gather facts and data. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. Bruce has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He finds it easy to share his opinions on solving work-related problems. When faced with a tough decision, he will try to sell you on his ideas. He should realize that at times he needs to think a project through, beginning to end, before starting the project.

Bruce challenges people who volunteer their opinions. He is influenced by people who communicate with a logical presentation of the facts, impressed by the apparent efficiency involved. He may



Behavioral Characteristics

Continued



sometimes mask his feelings in friendly terms. If pressured, Bruce's true feelings may emerge. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! Bruce has the ability to ask the right questions and destroy a shallow idea. Some people may feel these questions are a personal attack upon their integrity; however, this is just his way of getting the appropriate facts. He may lose interest in what others are saying if they ramble and fail to speak to the point. His active mind is already moving ahead. He tends to influence people by being direct, friendly, and results-oriented. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision.



Value to the Organization



This section of the report identifies the specific talents and behavior Bruce 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. Creative in his approach to solving problems.
- ✓ 2. Dedicated to his own ideas.
- ✓ 3. Accomplishes goals through people.
- ✓ 4. Can support or oppose strongly.
- ✓ 5. Usually makes decisions with the bottom line in mind.
- ✓ 6. Self-reliant.
- ✓ 7. Innovative.



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 Bruce. 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 Bruce most frequently.

Ways to Communicate:

- ✓ 1. Be clear, specific, brief, and to the point.
- ✓ 2. Stick to business—let him decide if he wants to talk socially.
- ✓ 3. Read the body language—look for impatience or disapproval.
- ✓ 4. Support the results, not the person, if you agree.
- ✓ 5. Provide solutions—not opinions.
- ✓ 6. Appeal to the benefits he will receive.
- ✓ 7. Look for his oversights.
- ✓ 8. Use a balanced, objective, and emotional approach.
- ✓ 9. Flatter his ego.
- ✓ 10. Present the facts logically; plan your presentation efficiently.
- ✓ 11. Understand his defiant nature.
- ✓ 12. Provide facts and figures about probability of success or effectiveness of options.



Checklist for Communicating

Continued



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

1. Try to build personal relationships.
2. Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
3. Reinforce agreement with "I'm with you."
4. Ramble or waste his time.
5. Muffle or overcontrol.
6. Be paternalistic.
7. Come with a ready-made decision or make it for him.
8. Try to convince by "personal" means.
9. Let disagreement reflect on him personally.
10. Be redundant.
11. Direct or order.



Communication Tips



This section provides suggestions on methods which will improve Bruce's communications with others. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, Bruce 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.

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



Bruce usually sees himself as being:

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



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



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

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

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 working environments where risk taking is not rewarded or encouraged.
- Avoid environments where micromanagement is the way of the organization.
- Avoid situations where the lack of fear is the driving force as opposed to the return for the organization.

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.

- Breaking rules that others must follow will be seen as reckless and haphazard.
- Extremely formal and structured interactions may cause stress.
- Stress is demonstrated through body language; be sure to send the same message verbally and physically.



Descriptors



Based on Bruce'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



Bruce'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

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

Adapted

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

People & Contacts

Natural

Bruce is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.

Adapted

Bruce 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

Bruce 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

Bruce 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

Bruce 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

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

Adapted Style



Bruce 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. A good support team to handle paperwork.
- ✓ 2. Being creative and unconventional in making a point.
- ✓ 3. Responding well to challenges: "You say I can't do it? Just watch me!"
- ✓ 4. Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- ✓ 5. Anticipating and solving problems.
- ✓ 6. Flaunting independence.
- ✓ 7. Dedicated to "going it alone" when necessary.
- ✓ 8. Being independent and innovative.
- ✓ 9. Persistence in job completion.
- ✓ 10. Willing to take risks when others may be hesitant.
- ✓ 11. Quickly responding to crisis and change with a strong desire for immediate results.
- ✓ 12. Using a creative approach in decision making.



Time Wasters



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

Poor Delegation

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

Possible Causes:

1. Do not want to give up control
2. Do not trust the abilities of others
3. Do not understand the abilities of others
4. Fear the talents of others
5. Do not want to overload others

Possible Solutions:

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

Crisis Management

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

Possible Causes:

1. Lack planning
2. Place unrealistic time requirements on people and tasks
3. Always looking for problems to solve

Possible Solutions:

1. Have a well defined operational plan



Time Wasters

Continued



2. Target key individuals to handle specific problems
3. Ask for recommendations from key people
4. Delegate authority and responsibility when possible

Firefighting

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

Possible Causes:

1. Desire to solve problems quickly and sometimes without adequate information
2. Lack of delegation
3. Lack of standard operating procedures
4. Poor or the wrong priorities
5. Failure to scale intensity to the situation

Possible Solutions:

1. Establish a plan
2. Create operational procedures for tasks and known problems
3. Establish a "management by objectives" approach



Areas for Improvement



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

Bruce has a tendency to:

- ✓ 1. Have trouble delegating—can't wait, so does it himself.
- ✓ 2. Dislike routine work or routine people—unless he sees the need to further his goals.
- ✓ 3. Make "off the cuff" remarks that are often seen as personal prods.
- ✓ 4. Set standards for himself and others so high that impossibility of the situation is commonplace.
- ✓ 5. Overstep authority and prerogatives—will override others.
- ✓ 6. Blame, deny, and defend his position—even if it is not needed.

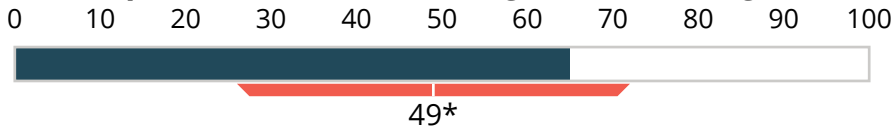


Behavioral Hierarchy



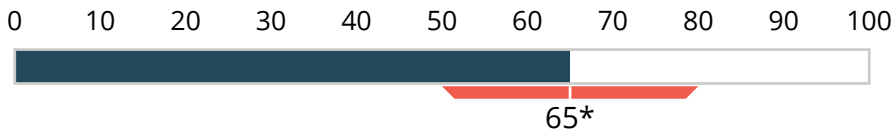
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

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



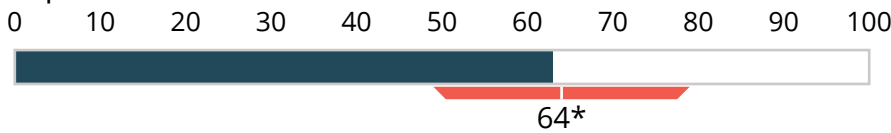
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2. People-Oriented - Build rapport with a wide range of individuals.



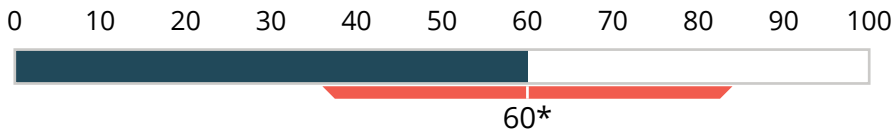
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3. Customer-Oriented - Identify and fulfill customer expectations.



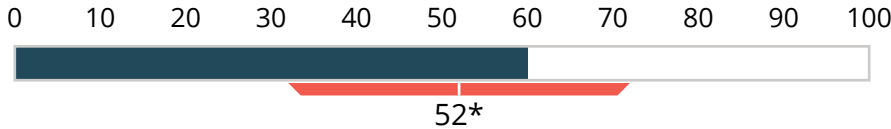
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4. Interaction - Frequently engage and communicate with others.



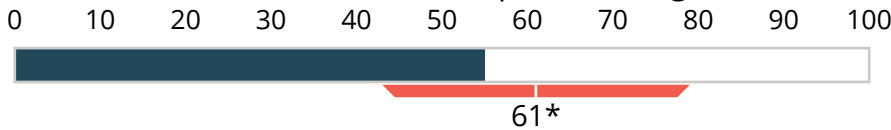
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5. Frequent Change - Rapidly shift between tasks.



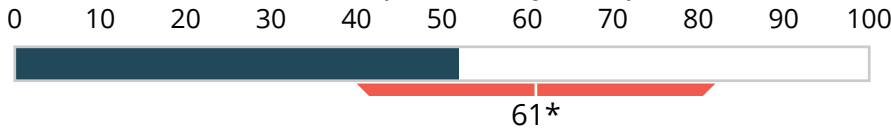
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6. Persistence - Finish tasks despite challenges or resistance.



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7. Consistent - Perform predictably in repetitive situations.



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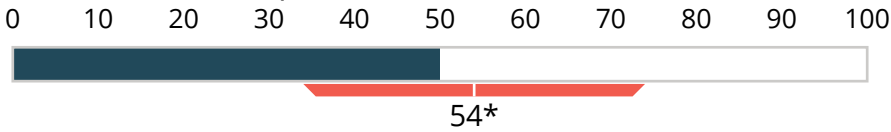


* 68% of the population falls within the shaded area.

Behavioral Hierarchy

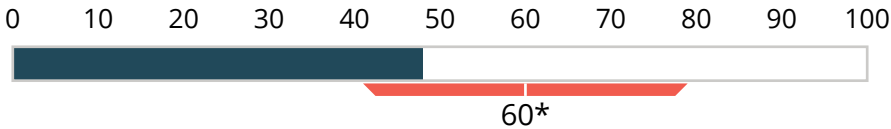


8. Versatile - Adapt to various situations with ease.



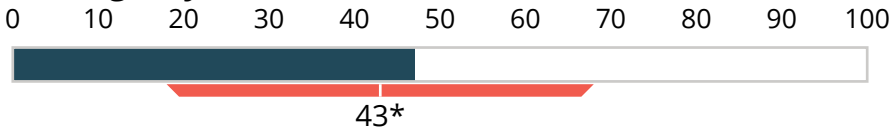
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9. Following Policy - Adhere to rules, regulations, or existing methods.



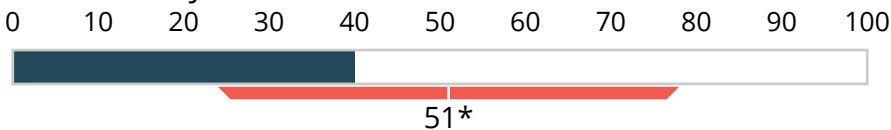
48

10. Urgency - Take immediate action.



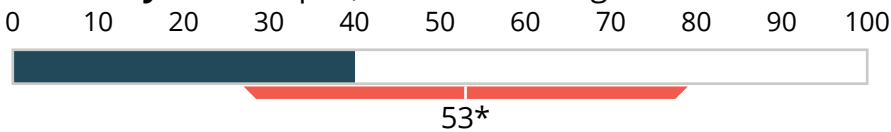
47

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



40

12. Analysis - Compile, confirm and organize information.



40



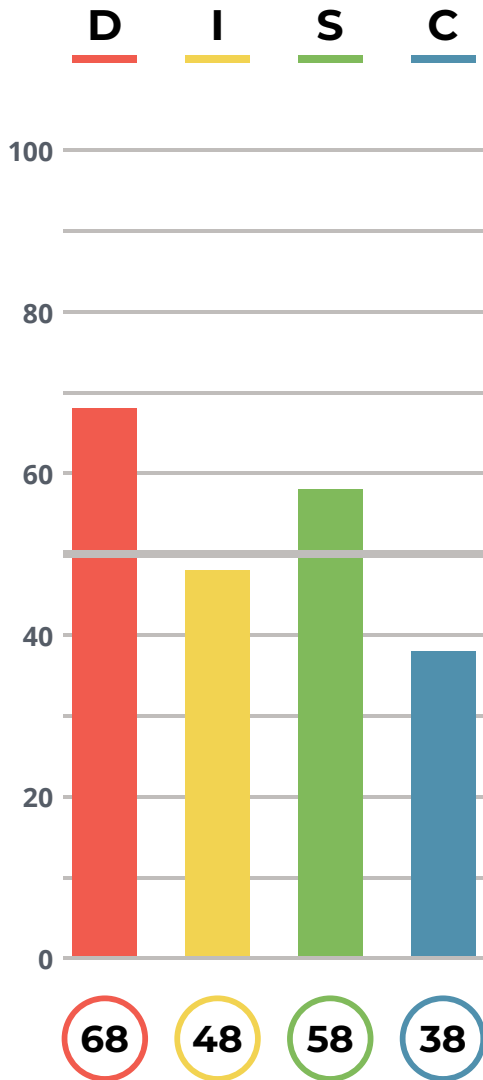
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 * 68% of the population falls within the shaded area.

Style Insights® Graphs



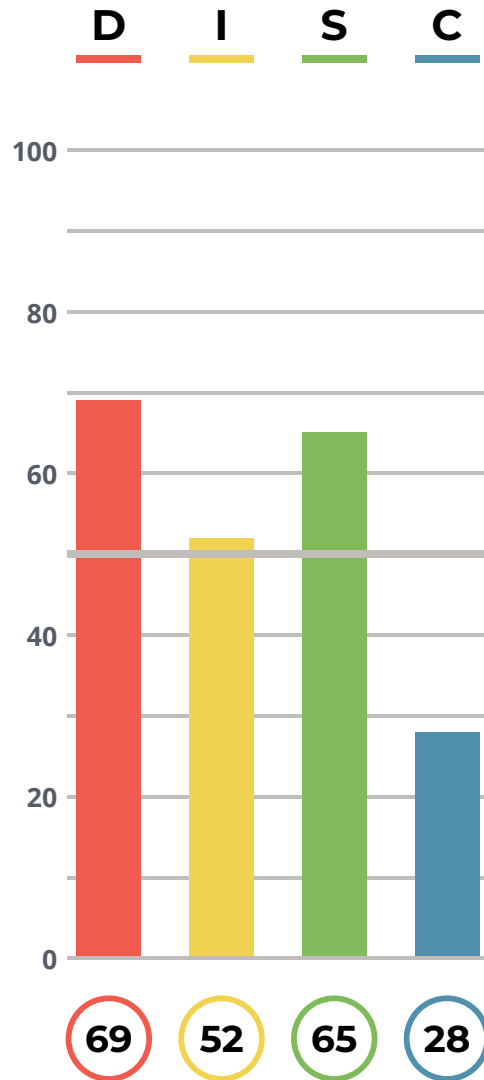
Graph I

Adapted Style



Graph II

Natural Style



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.

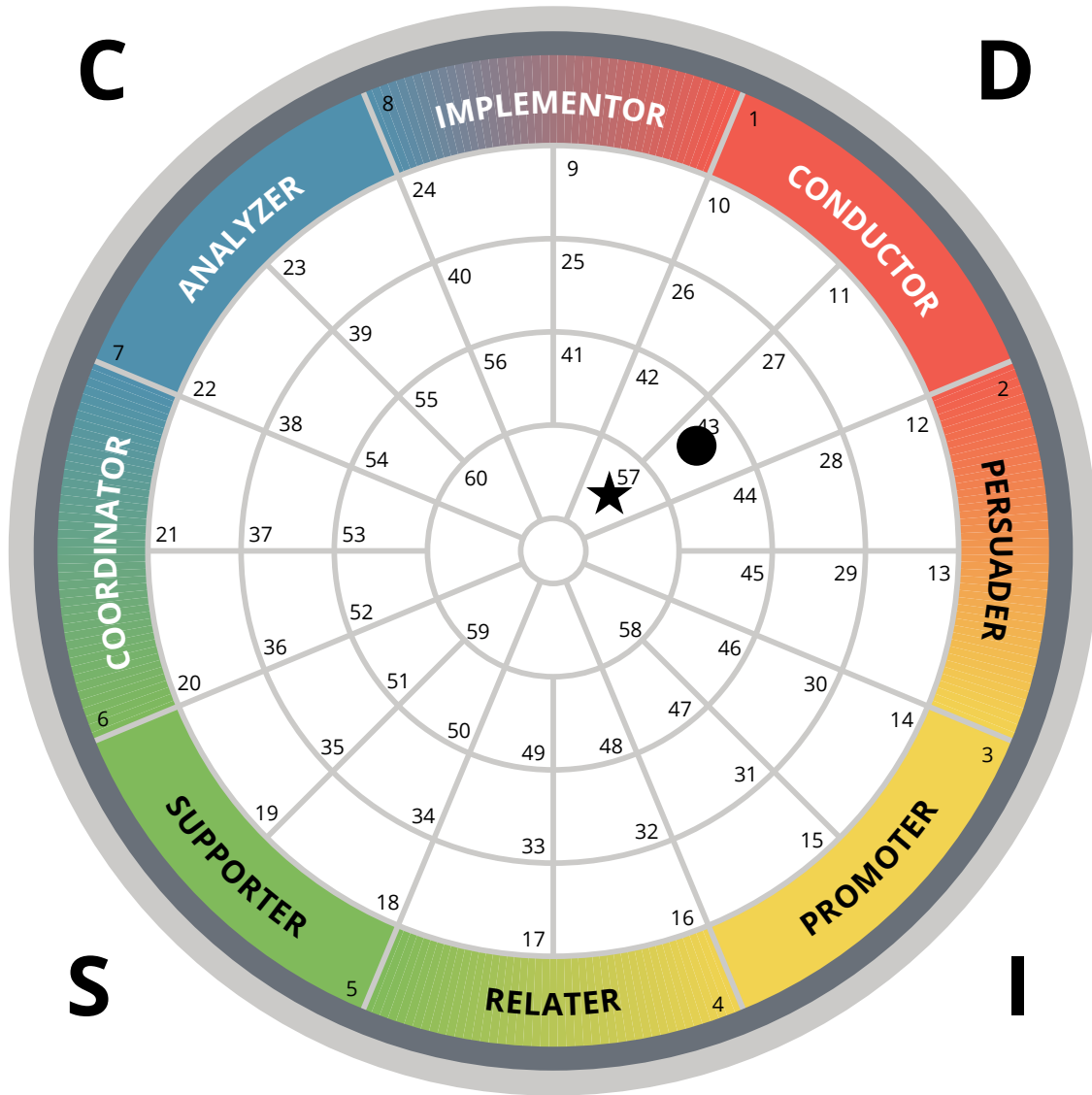
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

The TTI Success Insights® Wheel



Bruce Smith

ABC Corp.
11-13-2019



Adapted: ★ (57) SUPPORTING CONDUCTOR (ACROSS)

Natural: ● (43) PERSUADING CONDUCTOR (ACROSS)

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Introduction

Motivators



Knowledge of an individual's motivators help to tell us WHY they do things. A review of an individual's experiences, references, education, and training help to tell us WHAT they can do. 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.

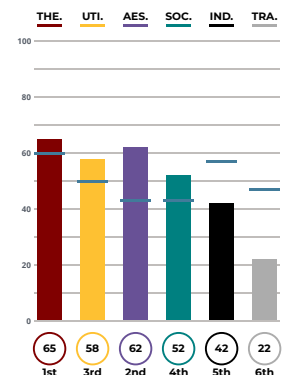
Your Personal Motivators Ranking		
1st	Theoretical	Strong
2nd	Aesthetic	Strong
3rd	Utilitarian	Strong
4th	Social	Situational
5th	Individualistic	Indifferent
6th	Traditional	Indifferent

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

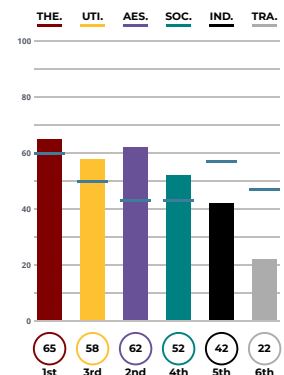


Aesthetic



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

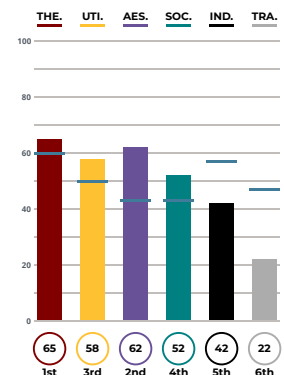


Utilitarian



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

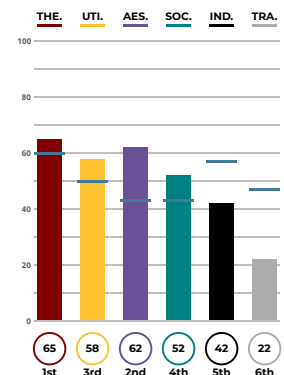


Social



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. Bruce's desire to help others (even to his own detriment) or decision not to help others, is reviewed on an individual basis.
2. Bruce will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within him.

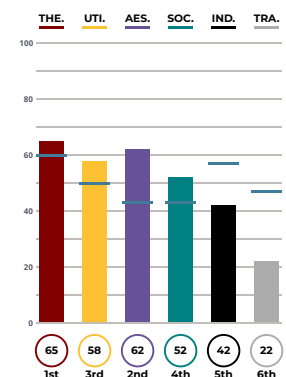


Individualistic



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

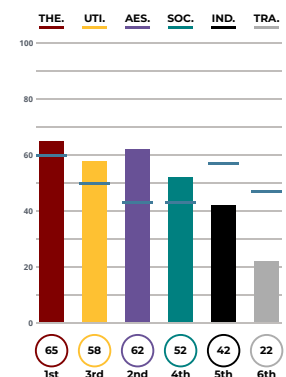


Traditional



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. Traditions will not place limits or boundaries on Bruce.
2. In many cases, Bruce will want to set his own rules which will allow his own intuition to guide and direct his actions.
3. Bruce'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 Bruce because he has not defined a philosophy or system that can provide immediate answers to every situation.
5. Bruce can be creative in interpreting other systems or traditions and selective in applying those traditions.
6. He will not be afraid to explore new and different ways of interpreting his own belief system.
7. He will work within a broadly defined set of beliefs.



NAVIGATING SITUATIONS OUTSIDE OF 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 Theoretical.

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

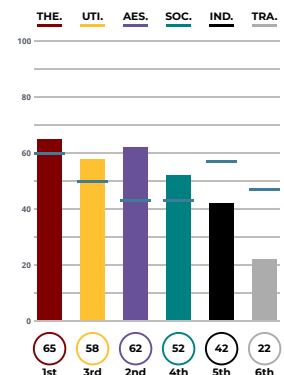
1. How does the mindset of a high Traditional contribute to today's workforce?
2. How do Traditionals contribute to the world, your professional life, and your personal life?

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

- Look at this as a discovery and research opportunity. Ask questions to learn more, and this will position you as someone that is open to the Traditional's way of living.
- Approach questioning from an area of learning, not educating from past research. When a difference in views occurs, agreeing to disagree may be the best option.

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

- It's important to understand personal biases of both parties. If a conversation is being addressed dealing purely with a bias, finding some level of commonalities will have to happen in order to maintain a positive relationship.
- Be careful when the primary tool of influence is knowledge and information, because no amount of information or logic will solve a belief conflict. Look for other areas to connect in an attempt to build trust before attempting to change thoughts.



NAVIGATING SITUATIONS OUTSIDE OF YOUR COMFORT ZONE

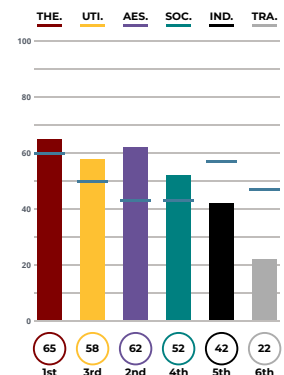


At times a high Traditional can be overly rigid in evaluating others against his standard.

- Provide information as to how the team can be of assistance to the mission. Present this information in a way that connects specifically with the beliefs of the Traditional.
- People will often feel judged by the high Traditional. How can information be utilized to depersonalize the judgment and bring the conversation back to the facts?

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

- Partner with the high Traditional to discover the information to determine if the proven procedure is the right way to go or if there is a better way. Understand that the high Traditional will not easily be convinced to change the procedure.
- The agreement will come from not wanting a quick fix. However, the Traditional will rely on the past traditions for solving the problem whereas the Theoretical will tend to look for new solutions.



Motivators - Norms & Comparisons

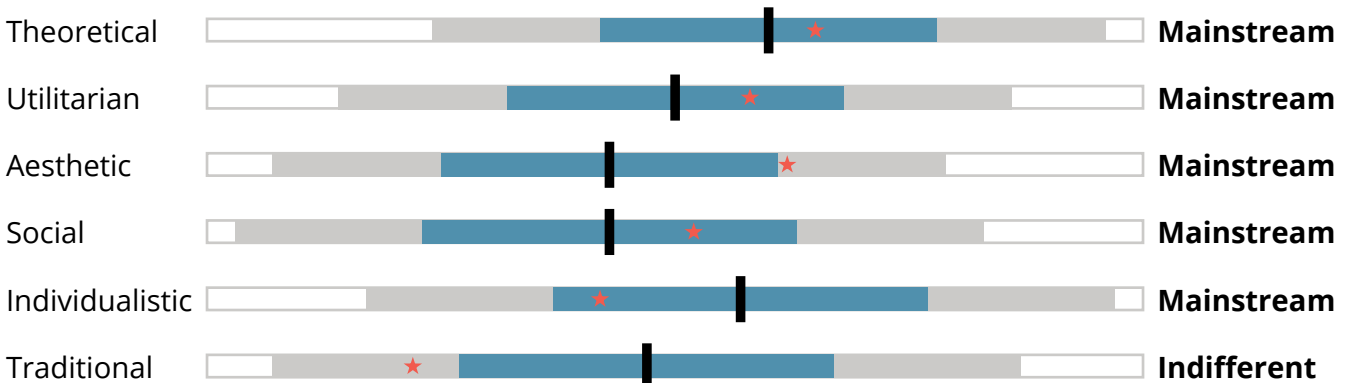


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people 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.
 ■ - 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 where others' strong feelings may frustrate you as you do not share their same passion:

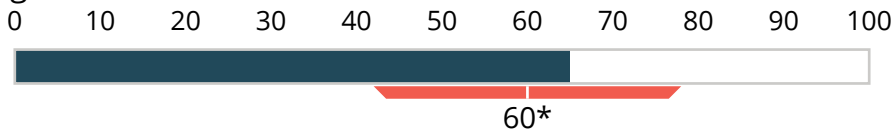
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.

Motivators Hierarchy

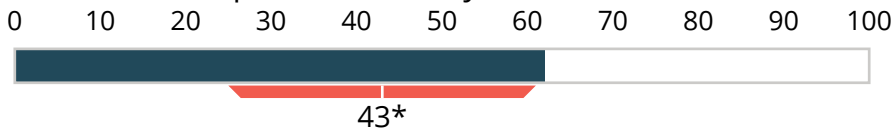


Your drive to succeed in anything you do is determined by your underlying motivators. You will feel energized and successful at work when your job supports your personal motivators. They are listed below from the highest to the lowest.

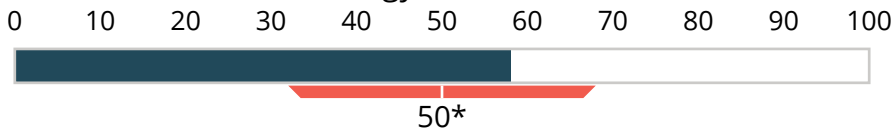
1. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



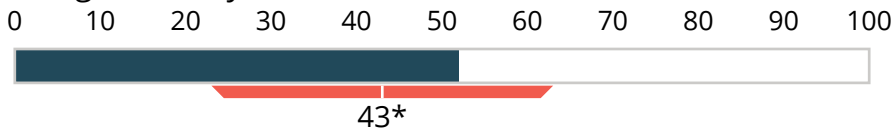
2. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



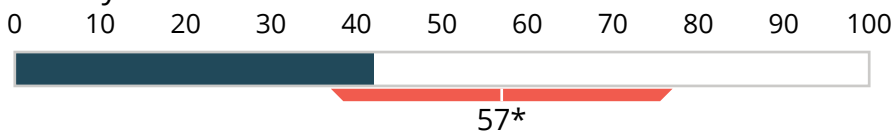
3. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



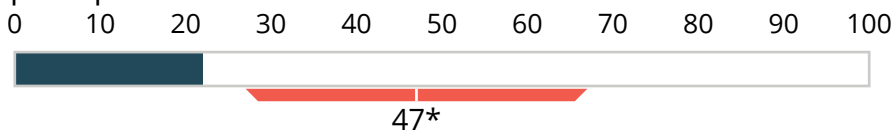
4. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



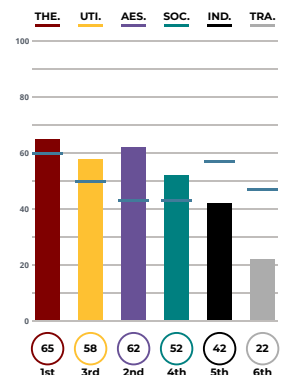
5. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



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



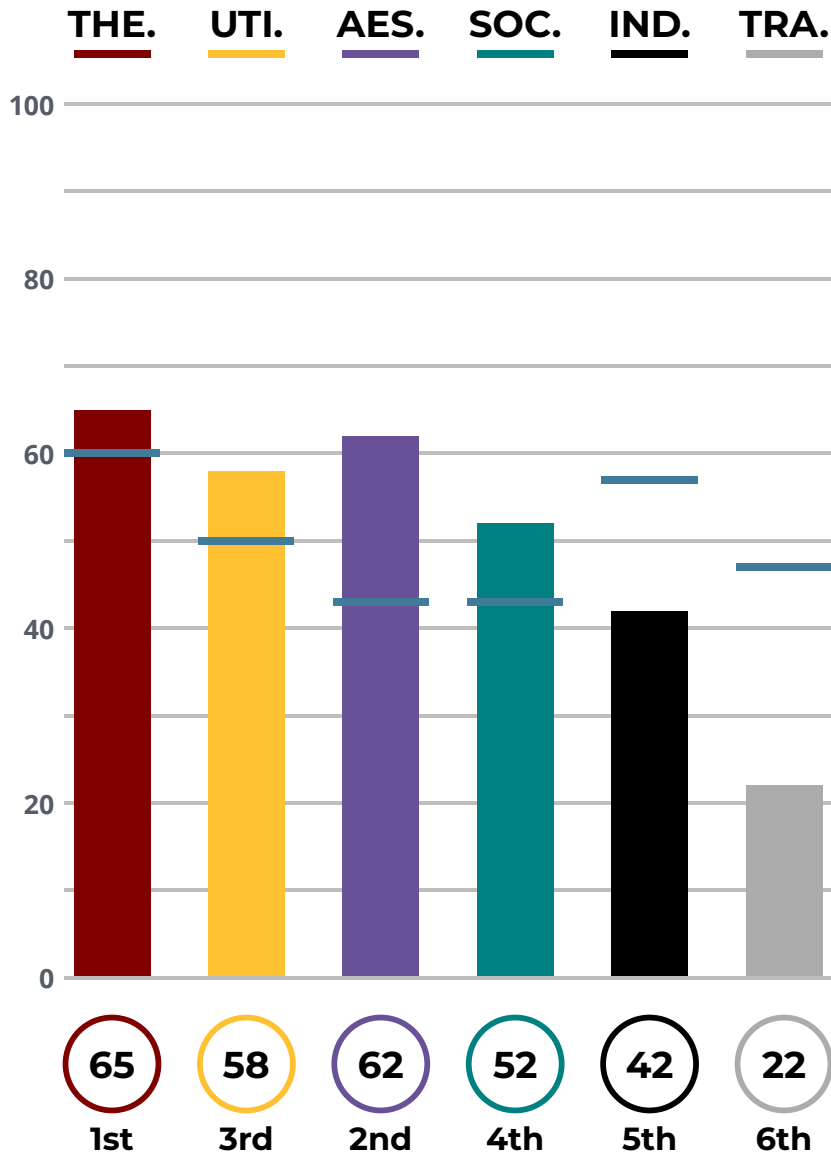
* 68% of the population falls within the shaded area.



Motivation Insights® Graph



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

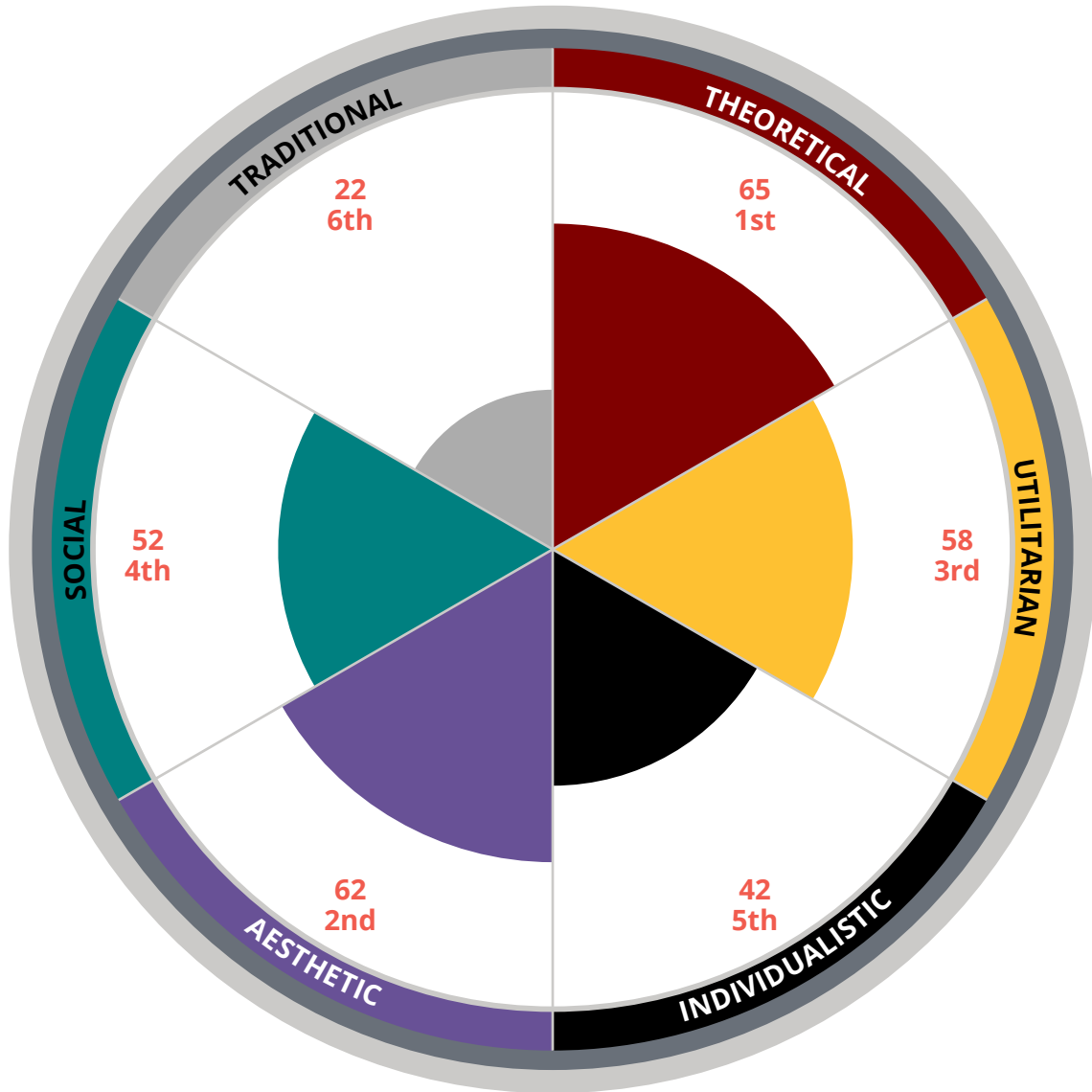


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Motivators Wheel™



11-13-2019



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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. 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 Bruce'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. Will be decisive and make fact-based decisions.
2. Uses knowledge to support his position.
3. Seen as a leader in his hobbies and interests.
4. Initiates action to create or enhance.
5. Delivers his knowledge and wisdom objectively.
6. Great at retrieving information for decision makers he trusts.
7. Supports a leader and a cause that brings about beauty or creativity.
8. A steady, consistent, and balanced member of the team.

Potential Behavioral & Motivational Conflict



This section describes the potential areas of conflict between Bruce'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. An urgency to get things done may conflict with a desire to know all there is to know about a given subject.
2. When confronted with a major decision, he will want the facts before deciding but may make the decision anyway.
3. May communicate bluntly and not fully express what he thinks and feels.
4. Will only see his perspective in the here and now.
5. Resents change without logical facts and reasoning behind the change.
6. Struggles in adapting to new situations without preparation.
7. Dislikes unwarranted change in his environment because of the disruption of balance.
8. Difficulty dealing with diverse situations involving objective views.

Ideal Environment



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

1. Freedom from controls, supervision, and details.
2. Little conflict between people.
3. An environment in which he may deal with people on a personal, intimate basis.
4. Ability to be an independent thinker.
5. Time necessary to gather enough information in order to move forward.
6. Information to support the reasons for change.
7. Freedom to decorate office area with a status-consciousness efficiency.
8. An environment that supports time-tested, proven processes for completing tasks.
9. A forum to express ideas and concepts in an assertive way.

Keys To Motivating



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

Bruce wants:

1. Opportunity for rapid advancement.
2. To be seen as a leader.
3. Recognition for loyalty and long service.
4. To be seen as the keeper of information.
5. The time to research and structure information in a methodical way.
6. An opportunity to methodically layout research and work through the information-gathering process.
7. Things done now and to the highest level of appeal possible in a streamlined way.
8. A proper work/life balance and a physical space that feels like home.
9. 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.

Keys To Managing



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

Bruce needs:

1. To be confronted when in disagreement, or when he breaks the rules.
2. To develop an appreciation for people who have a different approach to work.
3. A feeling of belonging—to know how important he is to the team.
4. To exhibit patience for those still learning what he is already an expert in.
5. Support in being seen as an expert within the organization.
6. To showcase areas of expertise when appropriate.
7. Clear expectation of himself and others in order to eliminate unnecessary conflict within the team.
8. Help understanding the need to actively engage in new assignments to promote balance in the organization.
9. Creative competitions in order to feel like a true winner.

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 _____:
