



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

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Director of Estimating

ABC Corp.

10.30.2023

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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 Matt'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 Matt's natural behavior.

Matt likes a consistent pace in his life, not too fast and not too slow. Others see him as a good neighbor, since he is always willing to help those he considers to be his friends. He may not project a sense of urgency like some people with different behavioral styles. He does not always like being placed in competitive situations. He tends to lose the "team feeling" when he is involved in direct competition. Matt likes to start and finish activities. Others who work with him know they can depend on him. He needs time for some study and analysis, particularly when doing new or challenging assignments. This allows him to adjust to the changing environment. He can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. Patience, control, and deliberateness characterize his usual behavior. Matt has great abilities to concentrate on details. This concentration may be intense. He is good at concentrating in order to listen and learn. He is not easily distracted by peripheral activity.

Matt tends to make decisions based on past experiences. He prefers the "tried and true." He needs to gather data and facts in a logical fashion. When challenged he can become objective, searching hard for facts and figures. This may be his way of defending his decisions. Logic is important when trying to influence him. He pays more attention to logic than emotional "hype." Matt adheres to company policy and doesn't break the rules just for the sake of breaking them. He finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family." Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably won't want to repeat the process. He prefers to take time to analyze situations that can be felt, touched, seen, heard, personally observed, or experienced.

Matt is somewhat reserved with those he doesn't trust or know. After trust has been established, he may be open and candid. Rarely does he display his emotions; that is, he projects a good poker face.

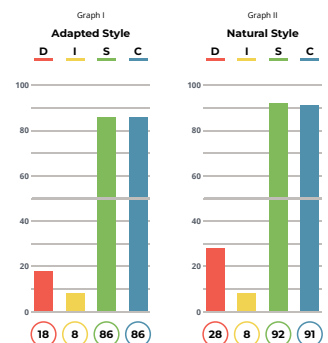


Behavioral Characteristics

Continued



Others may get the feeling that he is unfriendly, when in reality he is not. He is not easily triggered or explosive, but he may conceal some grievances because he doesn't always state his feelings. He tends to be possessive of information; that is, he doesn't voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors. Matt likes to know what is expected of him in a working relationship and to have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. He may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic. Most people see him as being a considerate and modest person. He probably won't try to steal the spotlight from others. He usually is considerate, compassionate and accepting of others; however, on some occasions he can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted.



Value to the Organization



This section of the report identifies the specific talents and behavior Matt 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. Service-oriented.
- ✓ 2. Good at reconciling factions—is calming and adds stability.
- ✓ 3. Works for a leader and a cause.
- ✓ 4. Builds good relationships.
- ✓ 5. Patient and empathetic.
- ✓ 6. Suspicious of people with shallow ideas.
- ✓ 7. Can make decisions without getting emotionally involved.



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 Matt. 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 Matt most frequently.

Ways to Communicate

- ✓ 1. Respect his quiet demeanor.
- ✓ 2. Look for hurt feelings or personal reasons if you disagree.
- ✓ 3. Use an unemotional approach.
- ✓ 4. Present your case softly, non-threateningly, with a sincere tone of voice.
- ✓ 5. Provide details in writing.
- ✓ 6. Provide guarantees that his decision will minimize risks; give assurance that provides him with benefits.
- ✓ 7. Give pros and cons to ideas.
- ✓ 8. Provide a friendly environment.
- ✓ 9. Listen to him.
- ✓ 10. Keep at least three feet away from him.
- ✓ 11. Use the proper buzz words that are appropriate to his expertise.



Checklist for Communicating

Continued



This section of the report is a list of things NOT to do while communicating with Matt. Review each statement with Matt 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. Say "trust me"—provide him with the answers to his questions.
- 2. Leave things open to interpretation.
- 3. Stand too close—give them two to three feet of space.
- 4. Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- 5. Keep deciding for him, less he'll lose initiative. Don't leave him without backup support.
- 6. Overuse gestures.
- 7. Manipulate or push him into agreeing because he probably won't fight back.
- 8. Be superficial.
- 9. Be abrupt and rapid.
- 10. Patronize or demean him by using subtlety or incentive.
- 11. Pretend to be an expert if you are not.
- 12. Overuse emotion.



Communication Tips



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



Matt usually sees himself as being:

- ✓ Considerate
- ✓ Thoughtful
- ✓ Good-natured
- ✓ Dependable
- ✓ Team Player
- ✓ Good Listener



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

- ✓ Nondemonstrative
- ✓ Hesitant
- ✓ Unconcerned
- ✓ Inflexible



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

- ✓ Possessive
- ✓ Stubborn
- ✓ Detached
- ✓ Insensitive

The Absence of a Behavioral Factor



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

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

- Avoid environments that are about quantity over quality.
- Avoid situations where they are forced to trust without supporting data.
- Avoid work environments that require an open door policy.

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

- Understand when an analytical perspective is needed and valued.
- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.
- Not verbalizing feelings and perspectives may delay desired outcomes.



Descriptors



Based on Matt'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



Matt'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

Matt is cautious in his approach to problem solving and does not attempt to demand that his view, or opinion, be accepted at face value. Matt likes to solve problems within the framework of a team environment. He will look for a compromise as opposed to a win-lose situation.

Adapted

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

People & Contacts

Natural

Matt feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.

Adapted

Matt 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

Matt is comfortable in an environment in which there are few projects going on concurrently. He is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.

Adapted

Matt 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

Matt is concerned with doing things right. He can be quite worrisome and possibly fearful that mistakes will crop into the procedure. He will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.

Adapted

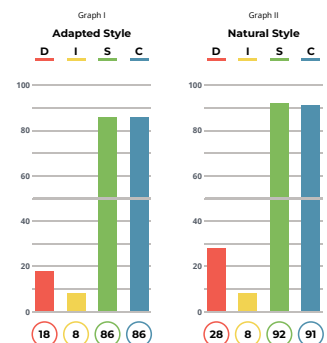
Matt shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant, and Matt sees little or no need to change his response to the environment.

Adapted Style



Matt 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. Accomplishing tasks without many people contacts.
- ✓ 2. Task focus over people focus.
- ✓ 3. Projecting a limited display of emotion.
- ✓ 4. Working in a systematic, non-demonstrative manner.
- ✓ 5. Using a proven, procedure-oriented method when implementing change.
- ✓ 6. Logical solutions.
- ✓ 7. Being attentive and dependable with detailed work activities.
- ✓ 8. Being precise in the collection of data.
- ✓ 9. Limited or prepared changes in routine.
- ✓ 10. Exhibiting patience and good listening skills.
- ✓ 11. Freedom from confrontation.



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.

Habits

A habit is a specific thought, behavior, or way of doing something that was acquired by repetition or by reinforcement from self and/or others.

Possible Causes:

1. Have established routines that are comfortable
2. Routine creates a feeling of security
3. Resist change for change's sake
4. Have been praised repeatedly for a specific behavior

Possible Solutions:

1. Evaluate habits and decide which contribute to your accomplishments and which deter you from success
2. Try new ways of performing a certain task
3. Ask others for recommendations on different approaches
4. Consciously practice changing your routine

Postpone The Unpleasant

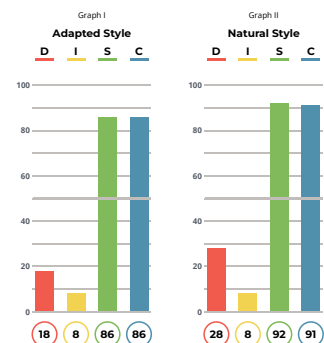
Postponing the unpleasant is similar to procrastinating but is usually a continual reprioritizing of daily tasks. It is often a way to delay something that is not enjoyable.

Possible Causes:

1. Like low-conflict environments and relationships
2. Want to feel the success of accomplishment so the simple tasks are done first

Possible Solutions:

1. Change your routine and, for one week, do the unpleasant tasks first
2. See the accomplishment of unpleasant tasks as an equal or even greater achievement of success



Time Wasters

Continued



3. Reward yourself for every unpleasant task that you complete without postponing
4. Confront those people who are causing you discomfort and discuss the problems

Failure To Share Information

The failure to share information is the inability or unwillingness to discuss with others.

Possible Causes:

1. Don't think others want to know the information
2. Unclear of the way the information will be used and/or received
3. Wait until asked before sharing information

Possible Solutions:

1. Let others know that they need to ask for information
2. Share with those whose opinions you trust

Not Exercising Authority

Not exercising authority is the inability to make decisions that might adversely impact some people and compromises the success of task accomplishment. It is also the resistance to making the tough calls.

Possible Causes:

1. Want to be seen as supportive
2. Believe people will do what is right
3. Fear offending others
4. Fear creating conflict between team members

Possible Solutions:

1. Have clearly defined and written performance objectives
2. Have clearly written rationale for specific decisions
3. Assign decision reporting to the deputy or assistant
4. Appoint a strong deputy or assistant



Time Wasters

Continued



5. Have a "Good Guy/Bad Guy" image agreement with deputy/assistant

Resisting Change

Resisting change is the process of consciously or subconsciously not participating in the change process. Measures of resistance may be active or passive, not doing things the new way, or making excuses for not having tasks accomplished.

Possible Causes:

1. Need a high degree of security
2. Like to maintain the status quo
3. Routine and previous procedures have worked in the past
4. One specific aspect of a proposed change violates sense of values
5. A specific change is not seen as contributing to successful accomplishments

Possible Solutions:

1. Acknowledge that change is a natural part of any job
2. Develop the habit of writing down all of the pros and cons of a specific change
3. Evaluate each objection to a change
4. If there is one specific objection that is overriding the ability to change, share the specific concern with those involved and seek advice or input from others

Failure To Clarify Precise Responsibilities With Manager

The failure to clarify precise responsibilities with your manager assumes that you have a full understanding of his/her/their expectations. It infers that your manager understands your job and concurs with your assessment of requirements.

Possible Causes:

1. Unsure of how you will be perceived



Time Wasters

Continued



2. Don't want to overstep authority
3. Want to be a team player
4. Want to help everyone so you don't object to the manager when requests are being made that are not your responsibility

Possible Solutions:

1. Have informal conversations with the manager about his/her/their expectations
2. Share with the manager your expectations
3. Clarify with peers and other managers your duties and responsibilities
4. Read and discuss articles on "management by objectives"



Areas for Improvement



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

Matt has a tendency to:

- ✓ 1. Dislike change if he feels the change is unwarranted.
- ✓ 2. Become resistive and indecisive when forced to act quickly. Without proper information, he will resist in a passive-aggressive manner.
- ✓ 3. Hold a grudge if his personal beliefs are attacked.
- ✓ 4. Underestimate his abilities.
- ✓ 5. Not take action against those who challenge or break the rules or guidelines.
- ✓ 6. Be dependent on others for decisions, even if he knows he is right.
- ✓ 7. Have difficulty establishing priorities. He has a tendency to make all things a number one priority—may have trouble meeting deadlines.

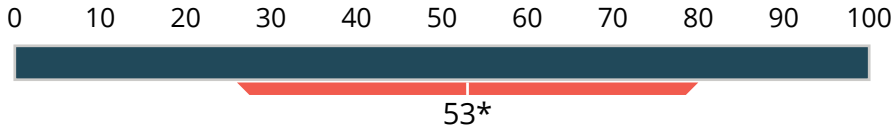


Behavioral Hierarchy



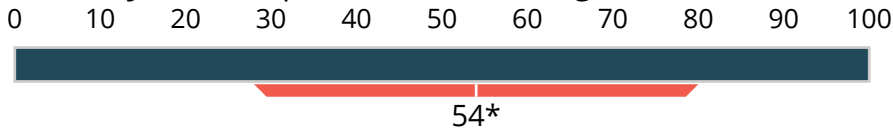
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

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



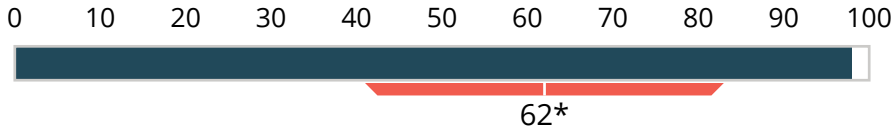
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2. Analysis - Compile, confirm and organize information.



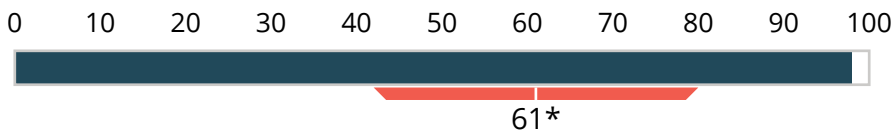
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3. Consistent - Perform predictably in repetitive situations.



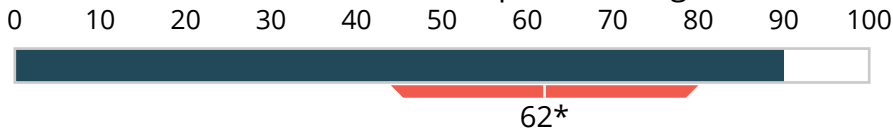
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4. Following Policy - Adhere to rules, regulations, or existing methods.



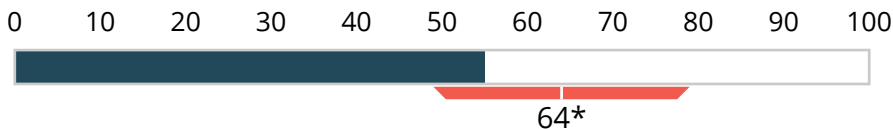
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5. Persistence - Finish tasks despite challenges or resistance.



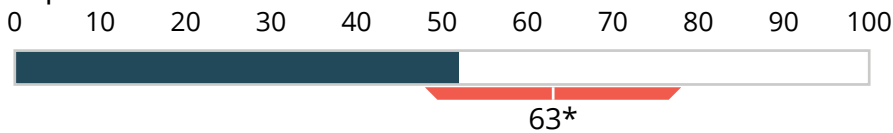
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6. People-Oriented - Build rapport with a wide range of individuals.

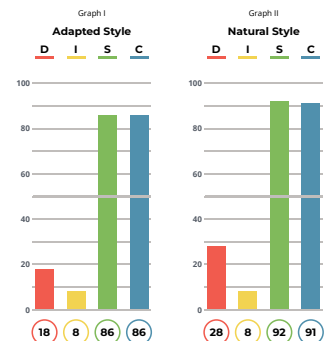


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7. Customer-Oriented - Identify and fulfill customer expectations.



52

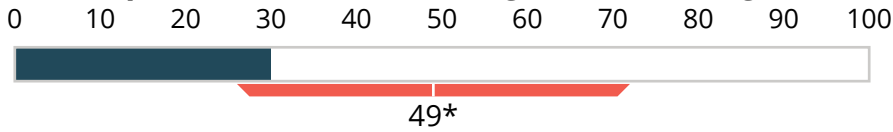


* 68% of the population falls within the shaded area.

Behavioral Hierarchy

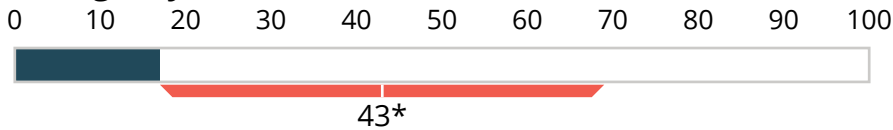


8. Competitive - Want to win or gain an advantage.



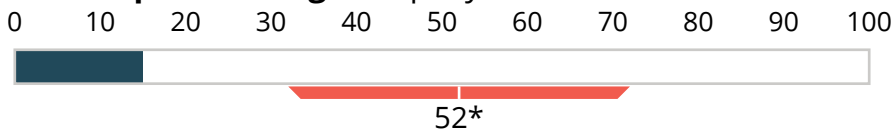
30

9. Urgency - Take immediate action.



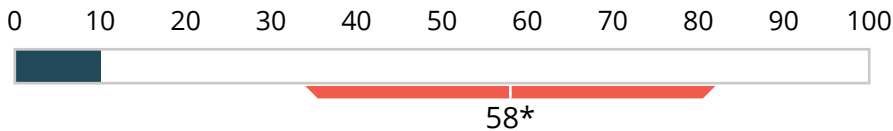
17

10. Frequent Change - Rapidly shift between tasks.



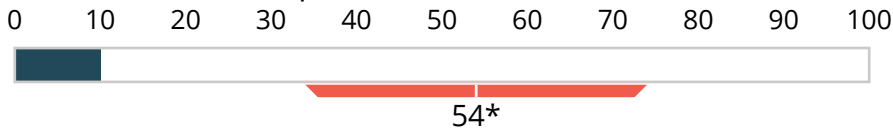
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11. Interaction - Frequently engage and communicate with others.

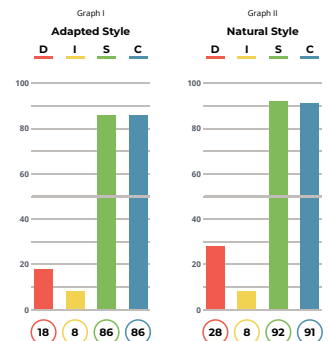


10

12. Versatile - Adapt to various situations with ease.



10



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

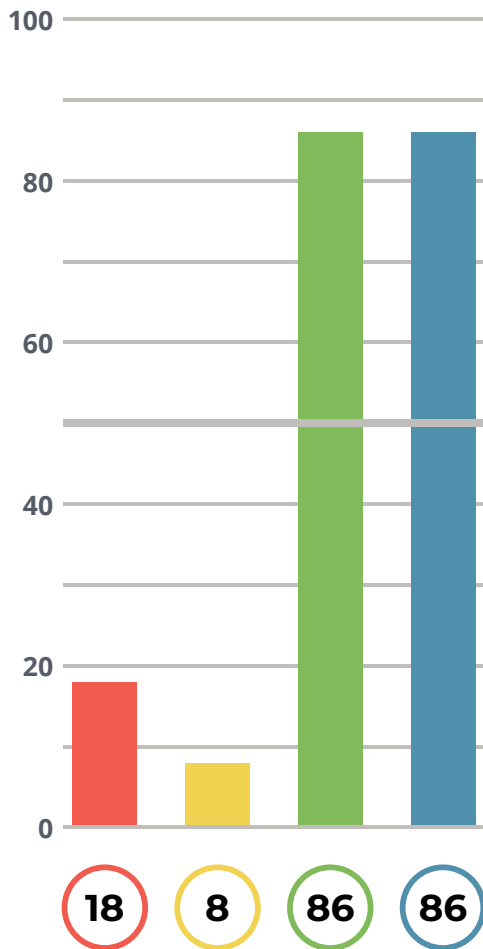
Style Insights® Graphs



Graph I

Adapted Style

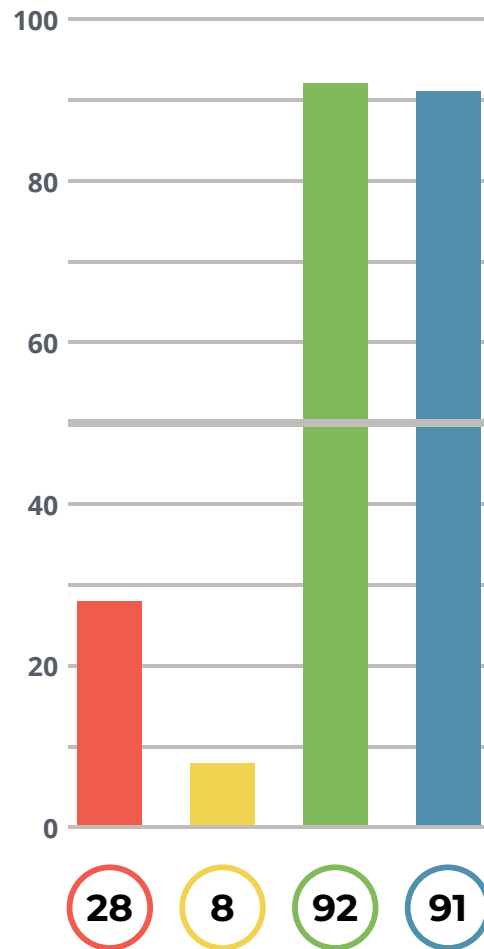
D **I** **S** **C**



Graph II

Natural Style

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



Norm 2021 R4
10-30-2023
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Matt Smith

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.

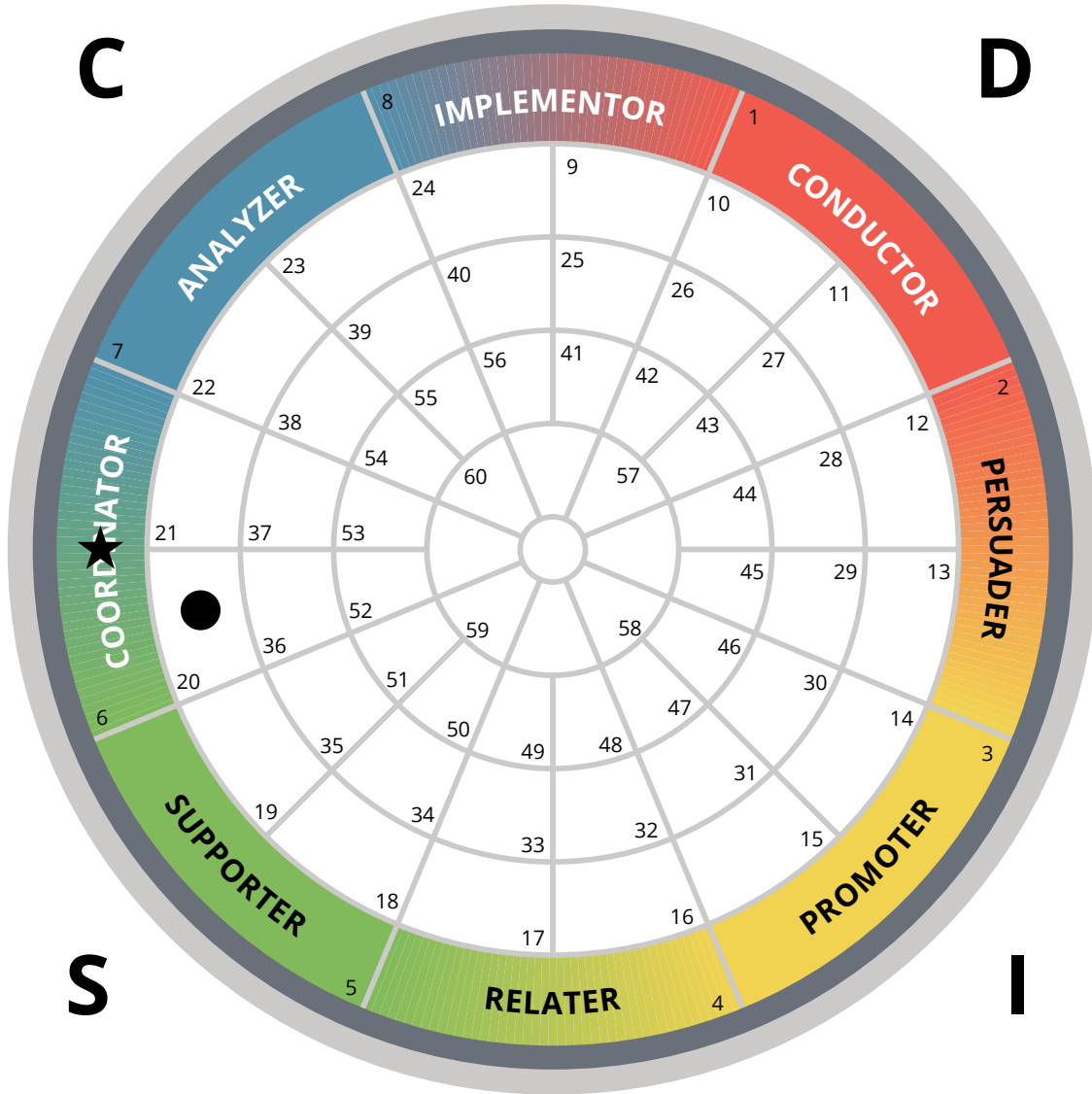
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

The TTI Success Insights® Wheel



Matt Smith

ABC Corp.
10-30-2023



Adapted: ★ (6) COORDINATOR
 Natural: ● (20) SUPPORTING COORDINATOR
 Norm 2021 R4

T: 20:54

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.

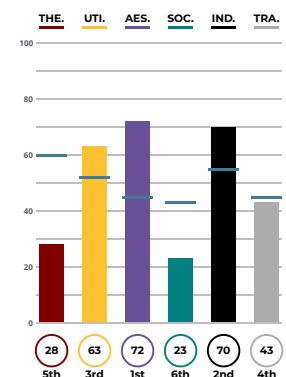
Your Personal Motivators Ranking		
1st	Aesthetic	Strong
2nd	Individualistic	Strong
3rd	Utilitarian	Strong
4th	Traditional	Situational
5th	Theoretical	Indifferent
6th	Social	Indifferent

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

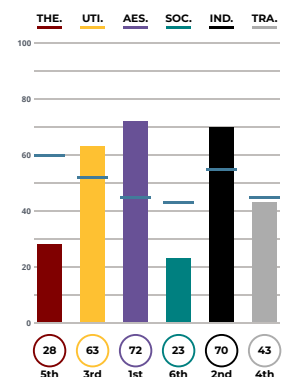


Individualistic



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. Matt believes "when the going gets tough, the tough get going."
2. He wants to control his own destiny and display his independence.
3. If necessary, Matt will be assertive in meeting his own needs.
4. Matt has the desire to assert himself and to be recognized for his accomplishments.
5. He believes "if at first you don't succeed try, try again."
6. People who are determined and competitive are liked by Matt.
7. Maintaining individuality is strived for in relationships.
8. Matt takes responsibility for his actions.
9. Matt 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.

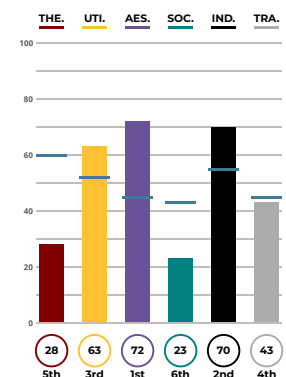


Utilitarian



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

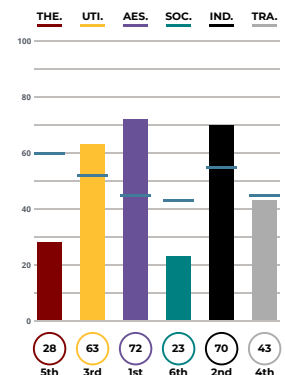


Traditional



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. Matt lets his conscience be his guide.
2. He will have strong beliefs within a system that he feels most comfortable with, and he will not be as strong in his beliefs or approach if he lacks that interest level.
3. Matt at times will evaluate others based on his rules for living.
4. Matt needs to be able to pick and choose the traditions and set of beliefs to which he will adhere.

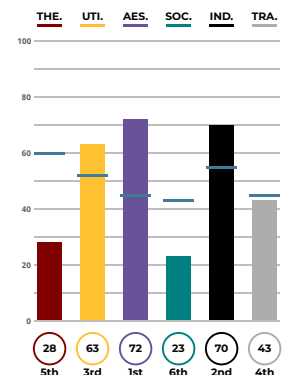


Theoretical



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. When required, Matt will seek knowledge to better understand a particular situation.
2. He may have a hobby or special interest that drives the need to know everything about a particular subject, such as computers, baseball scores, etc.
3. Matt will not seek knowledge based on curiosity or just for the sake of knowledge.
4. Matt will have a tendency to read only the articles in newspapers or magazines that appeal to his special interests.
5. Matt will use an instinctual approach to problem-solving.
6. For Matt, personal experiences are a key factor in decision making.
7. Matt can be turned off by people who talk about things in detail if he has no interest in the subject.
8. Matt will only read books that relate to his chosen field or special interests.
9. He will attempt to take the practical approach and not over-analyze the process.

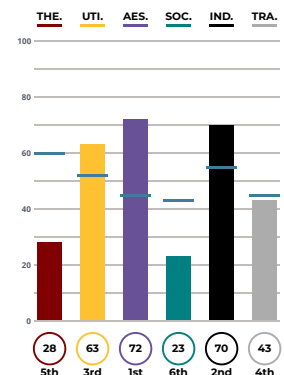


Social



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



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 Social" utilizing your Aesthetic.

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

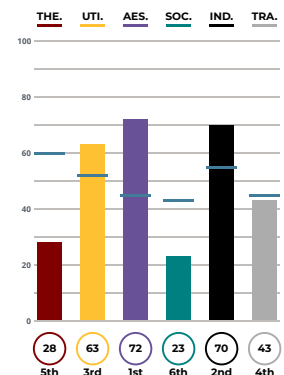
1. How does the mindset of a high Social contribute to today's workforce?
2. How do Socials contribute to the world, your professional life, and your personal life?

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

- A bottom-line sacrifice will allow an organization to keep in balance from the people perspective and will promote a harmonious team atmosphere.
- Creating an aesthetically pleasing environment can be a way to help people achieve a sense of belonging to the organization.

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

- Utilizing the ability to sense the overall atmosphere of the organization can be key in getting people help sooner rather than after it has a negative impact on the organization as a whole.
- A key aspect of keeping an organization in balance is making sure that the employees have the opportunity to create their own experiences.



NAVIGATING SITUATIONS OUTSIDE OF YOUR COMFORT ZONE

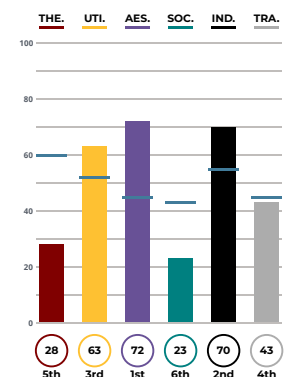


A person with a high Social will blame the system more than the individual and will work diligently to change the system.

- Changing of systems can disrupt the overall balance of the organization. Utilize intuition and the ability to understand the harmonious aspects of the organization to determine if systems need to be changed or if it is a people problem.
- It's important to the balance of the organization to have systems that support the desired experience of the team.

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

- Communicate the impact on the organizational balance because of the ongoing pursuit to solve an unsolvable problem.
- Visualize the outcome if the problem was to be solved, so others can help create a potential path to a solution.



Motivators - Norms & Comparisons

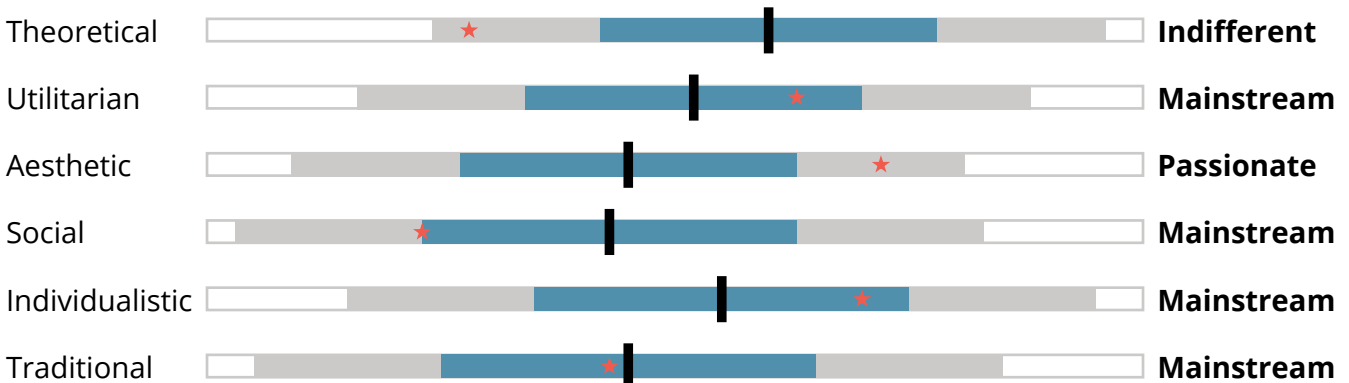


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people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



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

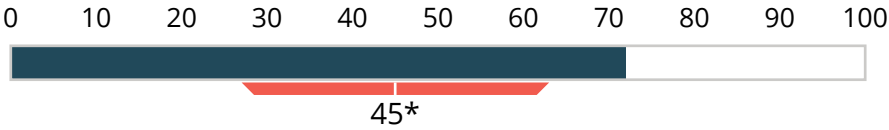
- The amount of time and resources others spend in learning new things may frustrate you.

Motivators Hierarchy



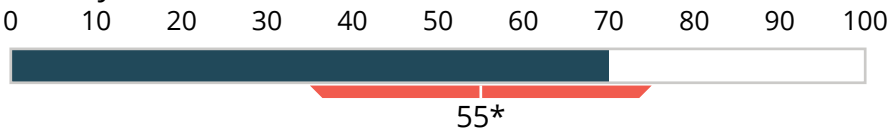
Your drive to succeed in anything you do is determined by your underlying motivators. You will feel energized and successful at work when your job supports your personal motivators. They are listed below from the highest to the lowest.

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



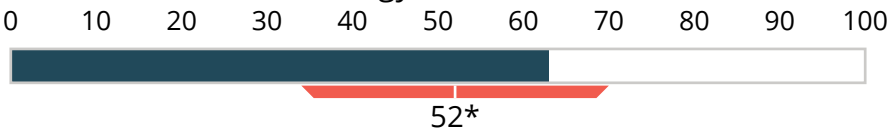
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2. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



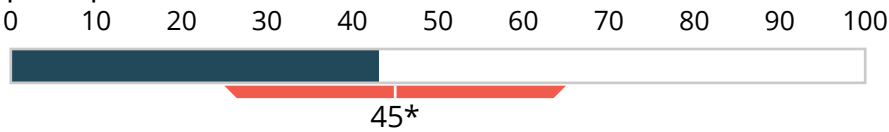
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3. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



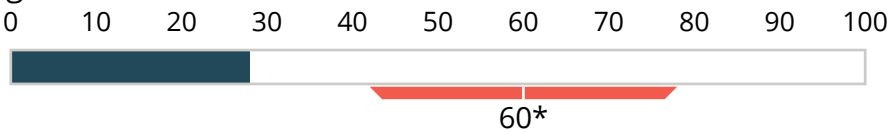
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4. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



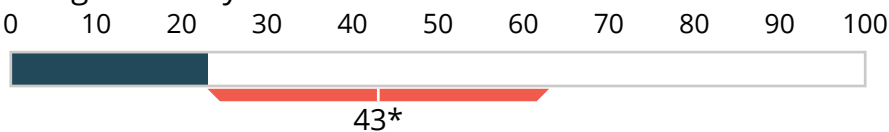
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5. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

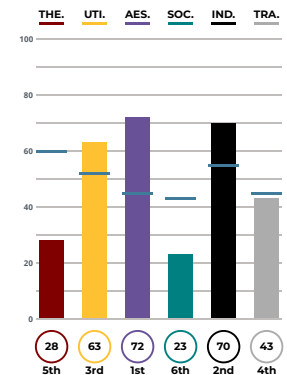


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6. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



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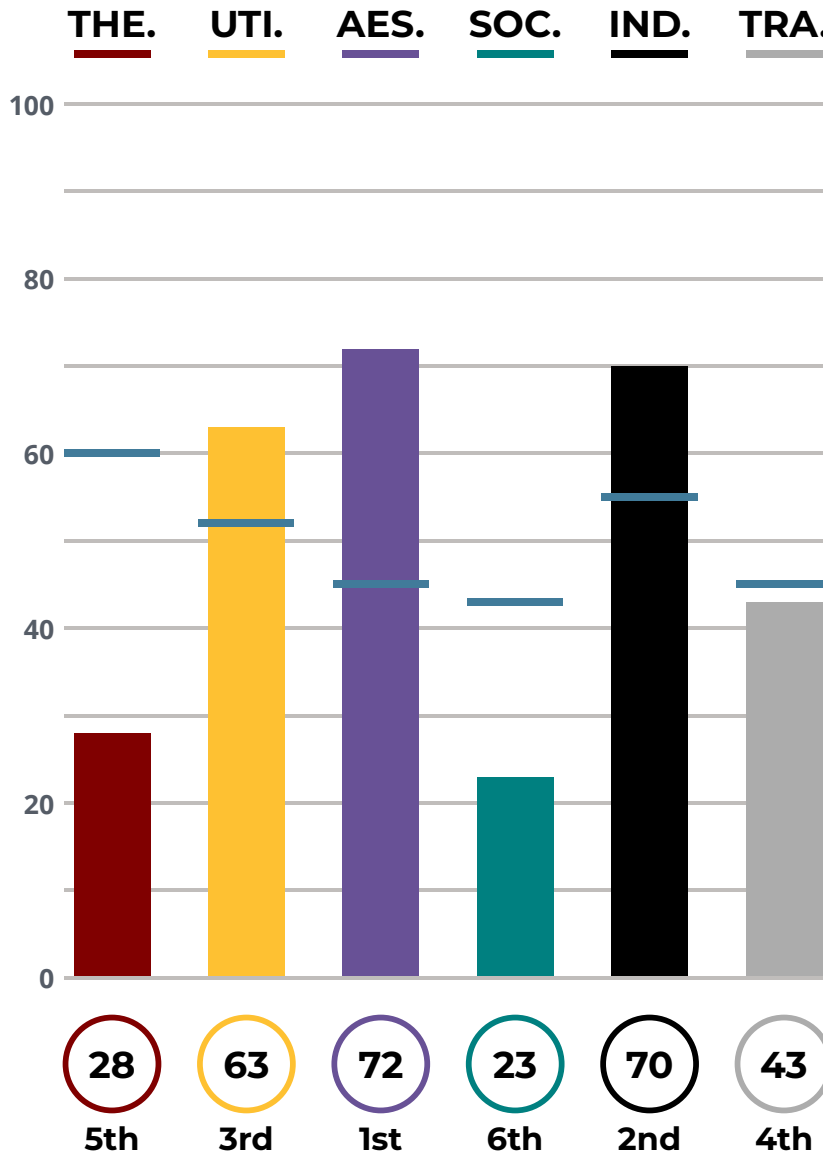


* 68% of the population falls within the shaded area.

Motivation Insights® Graph



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



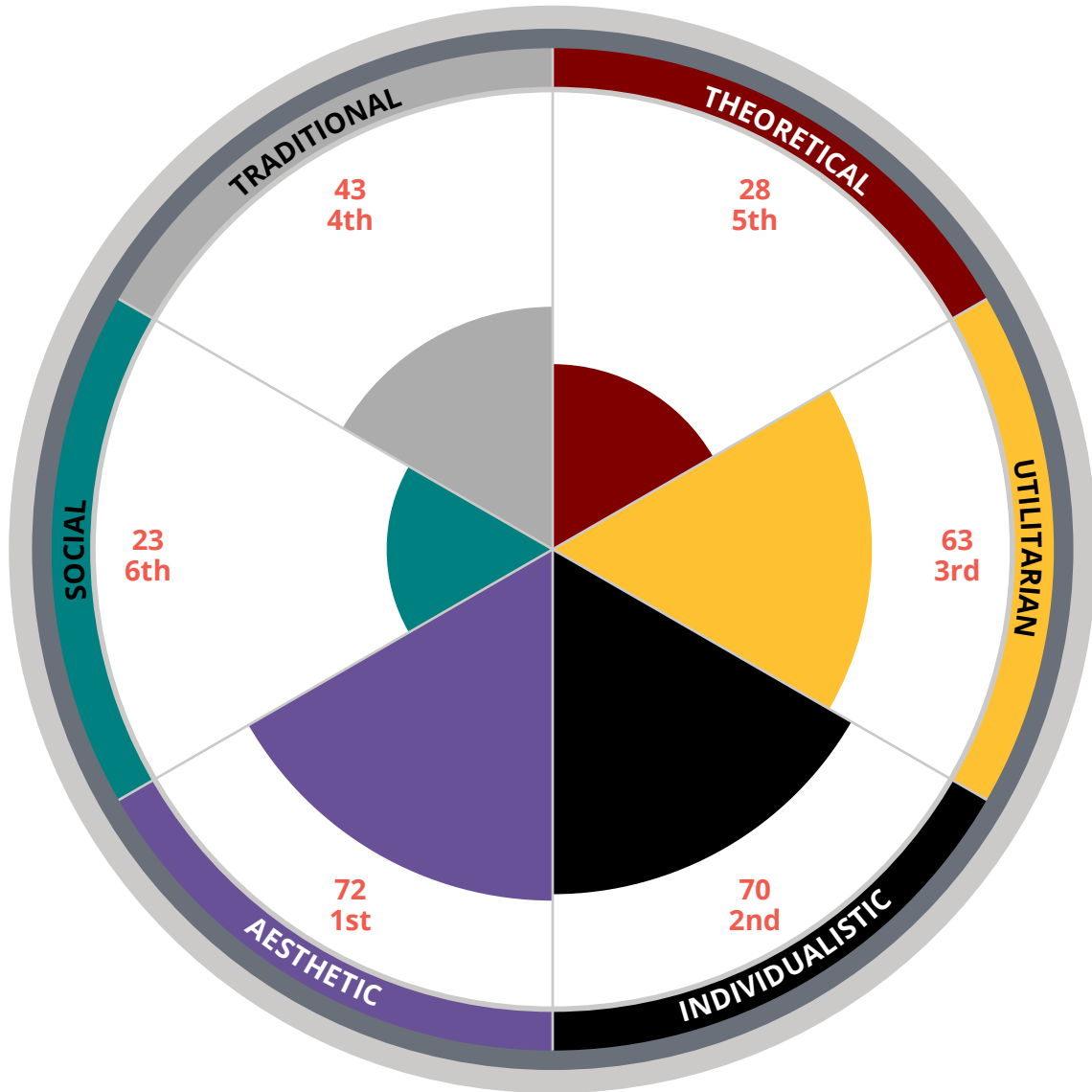
— national mean
Norm 2021
10-30-2023
T: 14:07

Matt Smith

Motivators Wheel™



10-30-2023



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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 Matt'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. An accommodating team member that brings balance to the organization.
2. The "glue" that ties multiple visions together.
3. A "winner" who is consistent but does not brag about accomplishments.
4. Leads by example and in a quiet and methodical way.
5. Brings a good mixture of procedural orientation and creativity.
6. Lets his work demonstrate his uniqueness, rather than talking about himself.
7. Likes to do it right the first time and wants recognition for this.
8. Holds others to high standards.

Potential Behavioral & Motivational Conflict



This section describes the potential areas of conflict between Matt'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. If the environment is shaken, he struggles to speak up to realign it.
2. Not willing to share opinions until comfortable about how others will receive them.
3. Will hide emotions until others push his buttons or take advantage of him.
4. May let other's criticism of his work continually frustrate him.
5. His process may not always translate to beauty or creativity.
6. Feels a better job could be done if more focus was on the experience of the project.
7. He will only feel effective when he can accomplish his agenda through structure.
8. May set unreachable standards for himself and others.

Ideal Environment



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

1. A stable and predictable environment.
2. Little conflict between people.
3. An environment that allows time to change.
4. A leader that appreciates and understands the value of team harmony and follow up and follow through.
5. An environment that supports time-tested, proven processes for completing tasks.
6. Permission to cross external boundaries in order to achieve personal creativity.
7. Forum to prove ideas and thought processes through facts and data.
8. Rewards for strict adherence to processes and procedures.
9. Opportunity to be the silent leader behind the team.

Keys To Motivating



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

Matt wants:

1. Traditional products and procedures.
2. Recognition for loyalty and long service.
3. Precision work to perform.
4. Clearly defined start and finish points on each project or task.
5. A proper work/life balance and a physical space that feels like home.
6. To have charts and information displayed for the purpose of function.
7. High standards within his control.
8. Appreciation for following procedures and protocol and how that protects the organization's image.
9. Time to determine when and where to share information.

Keys To Managing



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

Matt needs:

1. Shortcut methods that don't affect quality of the work.
2. A quality product in which to believe.
3. Recognition for what he accomplished.
4. Assistance in adjusting to change by providing information and the logic behind changes in order to maintain organizational balance.
5. Help understanding the need to actively engage in new assignments to promote balance in the organization.
6. A manager who will hold others accountable to company expectations and policies.
7. To be seen as the "owner" of procedures and protocol.
8. A manager that understands his strong stance on accuracy stems from his desire to protect the image of the organization.
9. A manager that understands the need for private recognition and one that will not take credit for Matt's ideas.

Action Plan

Professional Development



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

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

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

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

Action Plan

Personal Development



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

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

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

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

Behaviors & Motivators Graphs

