Talent Insights®
Executive

Mary Jones
President
Sample Co.
8-26-2014

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 to three distinct areas: behaviors, motivators and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

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

Behaviors

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

Motivators

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

Integrating Behaviors and Motivators

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

Introduction Behaviors Section

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

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

In this report we are measuring four dimensions of normal behavior. They are:

- How you respond to problems and challenges.

- How you influence others to your point of view.

- How you respond to the pace of the environment.

- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

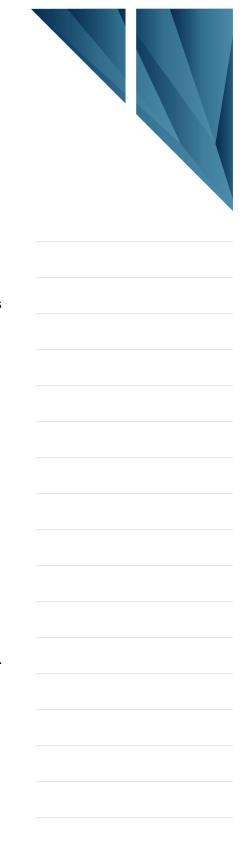*"All people exhibit all four behavioral factors in varying degrees of intensity."*
–W.M. Marston

2

General Characteristics

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

Mary is good at creating enthusiasm in others. She is driven by status and power. She tends to trust people and may be taken advantage of because of her high trust level. She prefers working as a participative manager. She does her best work in this kind of environment. Mary is most likely to be at her best in situations where important things, such as values, judgments, feelings and emotions are involved. She prides herself on her "intuition." She is optimistic about her ability to manage people. She places her focus on people. To her, strangers are just friends she hasn't met! She is gregarious and sociable. She will be seen as a good mixer both on or off the job. Mary seeks popularity and social recognition. She likes to deal with people in a favorable social environment. She tries to influence others through a personal relationship and many times will perform services to develop this relationship.
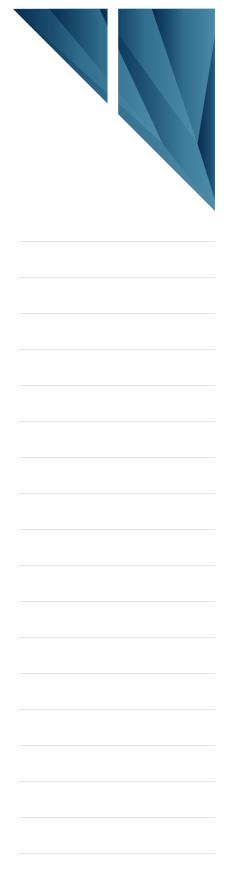
Mary tends to make snap judgments or impulsive decisions. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. She makes quick decisions. She can make decisions even though some of the facts to support the decision may be missing. Mary may leap to a favorable conclusion without considering all the facts. She may be inconsistent in disciplining others. She believes rules exist to serve rather than to be followed by her. Because of her trust and willing acceptance of people, she may misjudge the abilities of others.

3

General Characteristics Continued

Mary will often verbalize her need to be her own person. She can be intense and may not always fit the intensity to the situation. She judges others by their verbal skills and warmth. She is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Mary will attempt to put them at ease. Some see her as too talkative and emotional. She is people-oriented and verbally fluent. Sometimes she can get caught short on the facts and figures needed to support her ideas. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does!

Value to the Organization

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

- Good mixer.

- Sense of urgency.

- Positive sense of humor.

- Few dull moments.

- Verbalizes her feelings.

- Deadline conscious.

- People-oriented.

Checklist for Communicating

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Mary. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Mary most frequently.

Ways to Communicate:

- ☐ Expect acceptance without a lot of questions.

- ☐ Provide testimonials from people she sees as important.

- ☐ Be specific and leave nothing to chance.

- ☐ Give strokes for her involvement.

- ☐ Ask for her opinions/ideas regarding people.

- ☐ Put projects in writing, with deadlines.

- ☐ Plan interaction that supports her dreams and intentions.

- ☐ Be isolated from interruptions.

- ☐ Use her jargon.

- ☐ Read the body language for approval or disapproval.

- ☐ Provide systems to follow.

- ☐ Leave time for relating, socializing.

- ☐ Provide ideas for implementing action.

Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Mary. Review each statement with Mary and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways **NOT** to Communicate:

☐ Be curt, cold or tight-lipped.

☐ Take credit for her ideas.

☐ Be dictatorial.

☐ Be put off by her "cockiness."

☐ Dictate to her.

☐ Legislate or muffle--don't overcontrol the conversation.

☐ Waste time trying to be impersonal, judgmental or too task-oriented.

☐ Leave decisions hanging in the air.

☐ Drive on to facts, figures, alternatives or abstractions.

☐ Use paternalistic approach.

☐ Forget to follow-up.

Communication Tips

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

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.

Factors that will create tension or dissatisfaction:

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

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."

Factors that will create tension or dissatisfaction:

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

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, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

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.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

Perceptions
See Yourself as Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Mary's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Mary to project the image that will allow her to control the situation.

Self-Perception

Mary usually sees herself as being:

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

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

Others' Perception - Extreme

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

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

The Absence of a Behavioral Factor

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

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

- The need for juggling many tasks at once may jeopardize quality.

- Avoid projects that require constant focus without any room for variance in task.

- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.

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

- Be mindful of the signals body language send and how they affect relationships.

- Recognize that others may move at a slower pace.

- Seek environments where change is rewarded versus discouraged.

Descriptors

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

Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
		Resistant to Change	Careful
Driving	Magnetic	Nondemonstrative	Dependent
Ambitious	**Political**		Cautious
Pioneering	**Enthusiastic**	Passive	Conventional
Strong-Willed	**Demonstrative**		Exacting
Forceful	**Persuasive**	Patient	Neat
Determined	**Warm**		
Aggressive	**Convincing**	Possessive	Systematic
Competitive	**Polished**		Diplomatic
Decisive	**Poised**	Predictable	Accurate
Venturesome	**Optimistic**	Consistent	Tactful
		Deliberate	
Inquisitive	**Trusting**	Steady	Open-Minded
Responsible	**Sociable**	Stable	Balanced Judgment

Dominance	**Influencing**	**Steadiness**	**Compliance**
Conservative	Reflective	**Mobile**	**Firm**
Calculating	Factual	**Active**	**Independent**
Cooperative	Calculating	**Restless**	**Self-Willed**
Hesitant	Skeptical	**Alert**	**Stubborn**
Low-Keyed		**Variety-Oriented**	
Unsure	Logical	**Demonstrative**	**Obstinate**
Undemanding	Undemonstrative		
Cautious	Suspicious	**Impatient**	Opinionated
	Matter-of-Fact	**Pressure-Oriented**	Unsystematic
Mild	Incisive	**Eager**	Self-Righteous
Agreeable		**Flexible**	Uninhibited
Modest	Pessimistic	**Impulsive**	Arbitrary
Peaceful	Moody	Impetuous	Unbending
Unobtrusive	Critical	Hypertense	Careless with Details

11

Natural and Adapted Style

Mary'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

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

Adapted

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

People - Contacts

Natural

Mary is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Mary is trusting and also wants to be trusted.

Adapted

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

Natural and Adapted Style Continued

Pace - Consistency

Natural

Mary is comfortable in an environment that is constantly changing. She seeks a wide scope of tasks and duties. Even when the environment is frantic, she can still maintain a sense of equilibrium. She is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

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

Procedures - Constraints

Natural

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

Adapted

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

Adapted Style

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

- Flexibility.

- Maintaining an ever-changing, friendly, work environment.

- Questioning the status quo, and seeking more effective ways of accomplishment.

- Handling a variety of activities.

- Exhibiting an active and creative sense of humor.

- Motivating people to take action by using persuasive skills.

- Making tactful decisions.

- Optimistic, future-oriented outlook.

- Preferring people involvement over task focus.

- Participative management.

- Moving quickly from one activity to another.

Time Wasters

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

Open Door Policy

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

Possible Causes:

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

Possible Solutions:

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

Desire To Be Involved With Too Many People

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

Possible Causes:

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

Time Wasters Continued

Possible Solutions:

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

Excessive Socializing

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

Possible Causes:

- Enjoy people
- Want to be liked
- Are creatively motivated when with others
- Allow and even encourage visitors and telephone calls
- Haven't prioritized daily requirements
- Confuse deadlines

Possible Solutions:

- Keep daily priorities in view to keep you on task
- Set time guidelines for informal conversations, lunches and meetings
- Monitor your open door policy
- Screen and put a time limit on telephone calls
- Be willing to tell visitors and callers that you cannot be interrupted at this time

Time Wasters Continued

Cluttered Desk

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

Possible Causes:

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

Possible Solutions:

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

Long Lunches

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

Possible Causes:

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

Possible Solutions:

- Set a specific time for lunch and STICK TO IT
- Have meetings in the office

Time Wasters Continued

- Set meetings right after lunch
- Have working lunches

Poor Filing System

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

Possible Causes:

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

Possible Solutions:

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

18

Areas for Improvement

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

Mary has a tendency to:

- Be a situational listener if not given an opportunity to tell her ideas.

- Trust people indiscriminately if positively reinforced by those people.

- Be so enthusiastic that she can be seen as superficial.

- Make decisions based on surface analysis.

- Be optimistic regarding possible results of her projects or the potential of her people.

- Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.

- Overuse praise in motivating others.
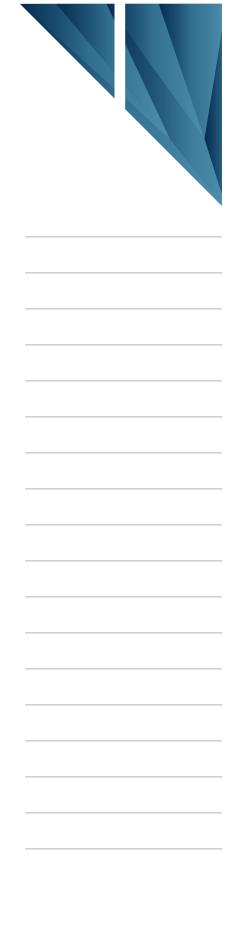
Behavioral Hierarchy

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. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

9.0

2. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

9.0

3. Urgency - Decisiveness, quick response and fast action.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.5

4. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.5

5. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.0

6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

7.5

7. Customer Relations - A desire to convey your sincere interest in them.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

5.0

8. Consistency - The ability to do the job the same way.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.5

9. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.5

Behavioral Hierarchy

10. Follow Up and Follow Through - A need to be thorough.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.0

11. Analysis of Data - Information is maintained accurately for repeated examination as required.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

2.5

12. Organized Workplace - Systems and procedures followed for success.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

2.0

Style Insights® Graphs
8-26-2014

Adapted Style
Graph I

Natural Style
Graph II

Adapted Style — Graph I

	D	I	S	C
%	76	84	12	22

Natural Style — Graph II

	D	I	S	C
%	76	84	12	28

Norm 2012 R4

T: 6:25

The Success Insights® Wheel

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

- View your natural behavioral style (circle).

- View your adapted behavioral style (star).

- Note the degree you are adapting your behavior.

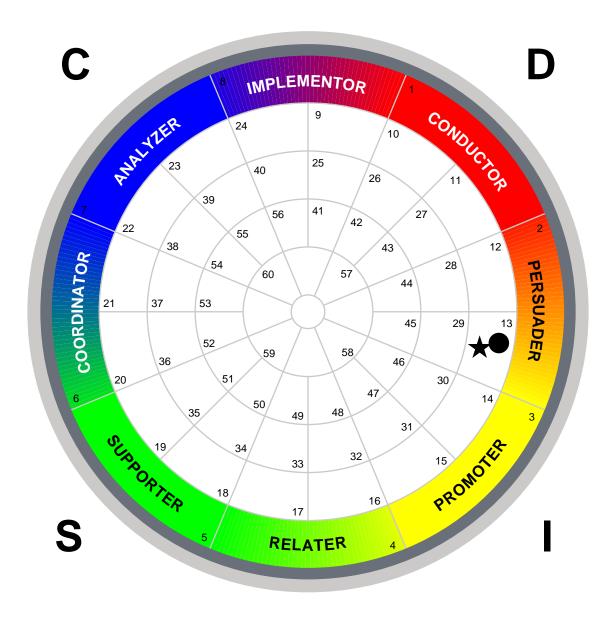- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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 Success Insights® Wheel
8-26-2014

Adapted: ★ (13) PROMOTING PERSUADER

Natural: ● (13) PROMOTING PERSUADER

Norm 2012 R4

T: 6:25

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

Utilitarian

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

- Mary is good at achieving goals.

- She will work long and hard to satisfy her needs.

- The accumulation of material possessions results from her ability to follow through and accomplish goals.

- Mary tends to give freely of time and resources, but will want and expect a return on her investment.

- She evaluates things for their utility and economic return.

- She may use wealth as a yardstick to measure her work effort.

- Goals for the future are easily accomplished with her ability to integrate the past and the present.

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.

- If necessary, Mary will be assertive in meeting her own needs.

- People who are determined and competitive are liked by Mary.

- She believes "if at first you don't succeed try, try again."

- Mary takes responsibility for her actions.

- She wants to control her own destiny and display her independence.

- Mary believes "when the going gets tough, the tough get going."

- Mary likes to be in situations that allow her the freedom to control her destiny and the destiny of others. Her team's strategy is to attempt to dilute outsiders' influence on the results of their goals.

- Mary has the desire to assert herself and to be recognized for her accomplishments.

- Maintaining individuality is strived for in relationships.

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.

- Mary will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within her.

- Mary's desire to help others (even to her own detriment) or decision not to help others, is reviewed on an individual basis.

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.

- A job that challenges the knowledge will increase her job satisfaction.

- Mary will usually have the data to support her convictions.

- In those areas where Mary has a special interest she will be good at integrating past knowledge to solve current problems.

- Mary will seek knowledge based on her needs in individual situations.

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

- Mary has the potential to become an expert in her chosen field.

- If Mary is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then she will take the initiative to learn about that subject in great depth.

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.

- She wants to take a practical approach to events.

- She is a very practical person who is not sensitive to being in harmony with her surroundings.

- The utility of "something" is more important than its beauty, form and harmony.

- Intellectually, Mary can see the need for beauty, but has difficulty buying the finer things in life.

- Mary is not necessarily worried about form and beauty in her environment.

- Unpleasant surroundings will not stifle her creativity.

- Mary's passion in life will be found in one or two of the other motivators discussed in this report.
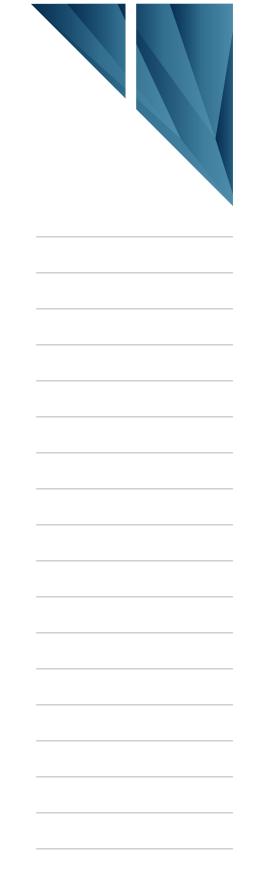
Traditional

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.

- Traditions will not place limits or boundaries on Mary.

- She will not be afraid to explore new and different ways of interpreting her own belief system.

- Mary can be creative in interpreting other systems or traditions and selective in applying those traditions.

- She will work within a broadly defined set of beliefs.

- In many cases, Mary will want to set her own rules which will allow her own intuition to guide and direct her actions.

- It may be hard to manipulate Mary because she has not defined a philosophy or system that can provide immediate answers to every situation.

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

Navigating Situations Outside Your Comfort Zone

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

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

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

> *How does the mindset of a high Traditional contribute to today's workforce?*
>
> *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 or her choice.

- Position the Traditional in a way where people want to align with the principles of the organization, as long as these principles are providing the desired return to the bottom-line.

- If principles are being adhered to that detract from the results the organization is looking for, provide factual, data-driven information as to why and how the standards should be adjusted.

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

- Look for the value of the belief system the Traditional team member possesses. Is there a way to yield a return based on the belief system and how it applies to business goals?

- It's important to understand the biases the Traditional has and determine if it's worth the return of trying to change the belief. When dealing purely with a bias, the discovery of other commonalities is necessary in order to maintain a positive relationship.
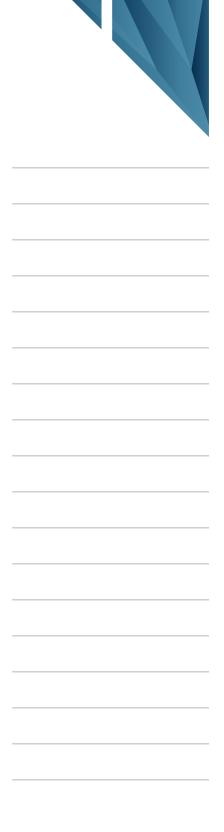
Navigating Situations Outside Your Comfort Zone

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

- The preferred standard is based on the size of the return. However, the Traditional looks at the system as the standard. Ask questions as to how to achieve the desired return and meet the standards.

- People will often feel judged by the high Traditional. How can the amount of return generated be utilized to depersonalize the judgment and bring the conversation back to the bottom-line?

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

- The proven way will not always yield the largest return. Ask questions to determine what approach will yield maximum results. Convince the high Traditional that the right fix will preserve the integrity of the foundational principles of the organization.

- Often times, the quick fix will work and will provide a return. Explain why this is the choice and communicate that although the tried and true is correct, a better result will be accomplished with the quick fix.
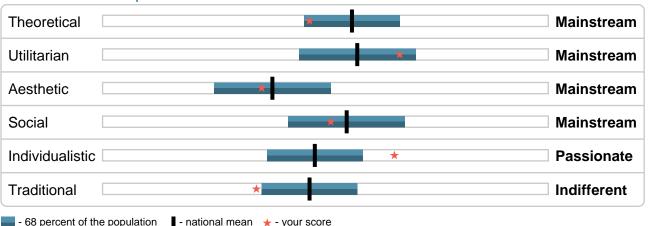
Motivators - Norms & Comparisons

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 2012

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

█ - 68 percent of the population   ▮ - national mean   ★ - your score

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

Motivators - Norms & Comparisons

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

- You have a strong desire to lead, direct and control your own destiny and the destiny of others. You have a desire to lead and are striving for opportunities to advance your position and influence. Others may believe you are jockeying for position and continually stepping "over the line." They may believe that you form relationships only to "move ahead" and gain an advantage.

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

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

Motivators Hierarchy

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

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

7.3

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

7.2

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

5.2

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

4.5

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.0

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

2.8

MI: 39-56-30-43-55-29 (THE.-UTI.-AES.-SOC.-IND.-TRA.)

Mary Jones

Motivation Insights® Graph
8-26-2014

	THE.	UTI.	AES.	SOC.	IND.	TRA.
Score	**39**	**56**	**30**	**43**	**55**	**29**
Rank	4th	1st	5th	3rd	2nd	6th

—— national mean

Norm 2012

T: 5:43

TTI SUCCESS INSIGHTS®
DISCOVER • ENGAGE • ADVANCE • PERFORM

TRADITIONAL
29
6th

THEORETICAL
39
4th

SOCIAL
43
3rd

UTILITARIAN
56
1st

AESTHETIC
30
5th

INDIVIDUALISTIC
55
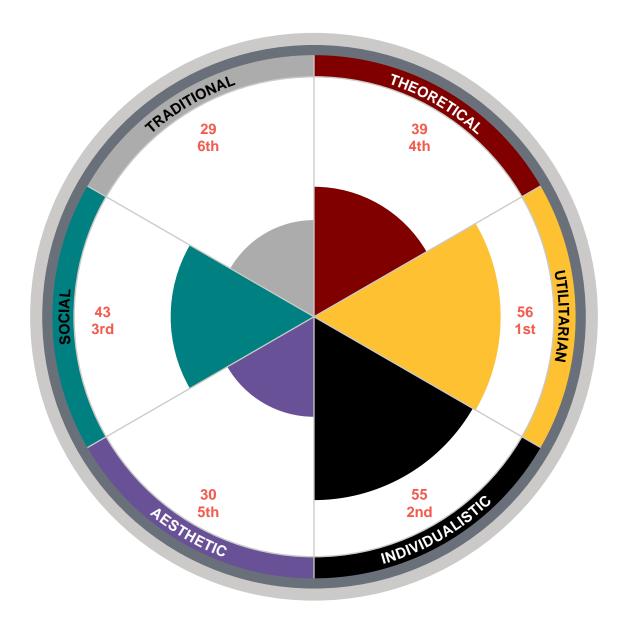2nd

T: 5:43

Introduction Integrating Behaviors and Motivators Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and motivators. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

In this section you will find:

- Potential Behavioral and Motivational Strengths

- Potential Behavioral and Motivational Conflict

- Ideal Environment

- Keys to Motivating

- Keys to Managing

Potential Behavioral and Motivational Strengths

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

- Resourceful and influential in creating effective results.

- Promotes efficiency and results.

- Willing to be the spokesperson for the team.

- Being an optimistic leader.

- Wants to maximize time and resources now, as opposed to later.

- Makes decisions based on saving time, resources and improving efficiency.

- Innovative with strategies for success.

- A strong influencer.

Potential Behavioral and Motivational Conflict

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

- Overestimates what others will contribute.

- Struggles balancing financial advice with actual results.

- May struggle with hearing and applying constructive criticism.

- May be viewed as someone who over promises and under delivers.

- May take high risk for high reward too often.

- Can be a workaholic.

- Has to be big player if not the leader and may miss out on beneficial role-playing opportunities.

- Takes on too much, too soon, too fast to maintain control.

Ideal Environment

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

- Freedom from controls, supervision and details.

- Freedom of movement.

- Assignments with a high degree of people contacts.

- Rewards determined by return on investment based contributions to team efforts.

- Rewards based-on challenging the status quo resulting in a return to the organization.

- The experience is seen as a part of the desired return on investment.

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

- An environment where she can "lead the parade".

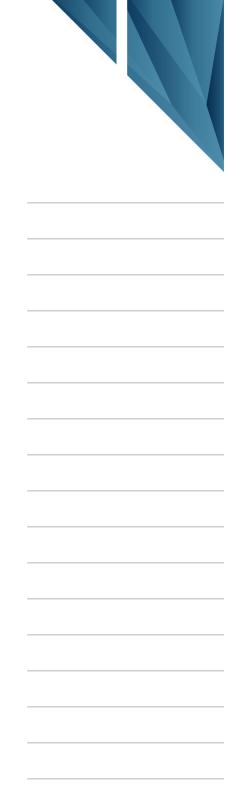- Management that appreciates and rewards powerful risk-taking.

Keys to Motivating

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

Mary wants:

- A friendly work environment.

- Group activities outside the job.

- Control of her own destiny.

- Freedom to include others in the celebration of achievements.

- Focus on results and rewards, not the process or journey.

- Public recognition of financial rewards for returns and efficiency.

- To lead people toward her vision.

- A podium to express ideas, vision and experiences.

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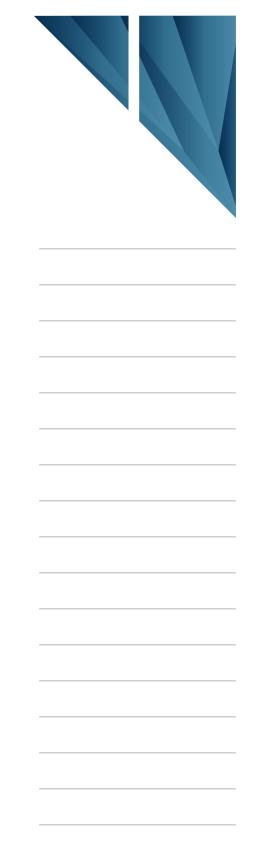
Keys to Managing

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

Mary needs:

- Better organization of record keeping.

- To handle routine paperwork only once.

- To know results expected and to be evaluated on the results.

- Listen for the answer she wants in order to maximize return.

- The opportunity to receive rewards based on results achieved.

- Help balancing the desire for return and the need for people interactions.

- To minimize her natural way of under informing of details when delegating or giving instruction.

- A manager that recognizes her need for public recognition of accomplishments.

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

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 _____:

_____

_____

_____