



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Management-Staff

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Helping CEOs and Business Leaders Achieve Breakthrough Performance
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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 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*



General Characteristics

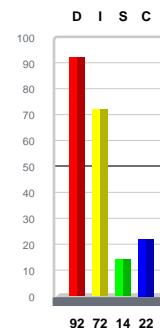
Based on Tom's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general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

Tom is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Tom is deadline conscious and becomes irritated if deadlines are delayed or missed. He wants to be seen as a winner and has an inherent dislike for losing or failing. He tends to work hard and long to be successful. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. He is a goal-oriented individual who believes in harnessing people to help him achieve his goals. He needs people with other strengths on his team. Tom needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. He displays a high energy factor and is optimistic about the results he can achieve. The word "can't" is not in his vocabulary.

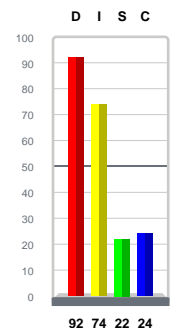
Tom will work long hours until a tough problem is solved. After it is solved, Tom may become bored with any routine work that follows. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He likes to make decisions quickly. Tom prefers authority equal to his responsibility. He should realize that at times he needs to think a project through, beginning to end, before starting the project. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Sometimes he becomes emotionally involved in the decision-making process.



Adapted Style



Natural Style



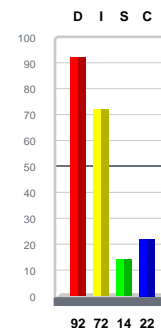


General Characteristics Continued

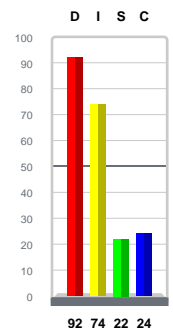
Tom likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He may sometimes mask his feelings in friendly terms. If pressured, Tom's true feelings may emerge. Tom should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lack the patience to listen and communicate with slower acting people. He tends to influence people by being direct, friendly and results-oriented. He challenges people who volunteer their opinions.



Adapted Style



Natural Style



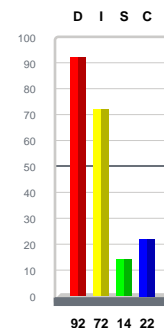


Value to the Organization

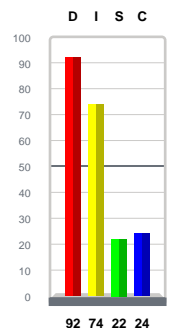
This section of the report identifies the specific talents and behavior Tom brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Few dull moments.
- Thinks big.
- Usually makes decisions with the bottom line in mind.
- Forward-looking and future-oriented.
- Initiates activity.
- Ability to change gears fast and often.
- Self-starter.
- Challenges the status quo.
- Challenge-oriented.

Adapted Style



Natural Style





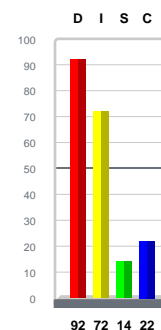
Checklist for Communicating

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 Tom. 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 Tom most frequently.

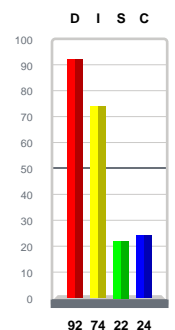
Ways to Communicate

- Read the body language--look for impatience or disapproval.
- Be specific and leave nothing to chance.
- Be clear, specific, brief and to the point.
- Put projects in writing, with deadlines.
- Ask specific (preferably "what?") questions.
- Use his jargon.
- Provide systems to follow.
- Be isolated from interruptions.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Provide time for fun and relaxing.
- Stick to business--let him decide if he wants to talk socially.
- Expect acceptance without a lot of questions.

Adapted Style



Natural Style





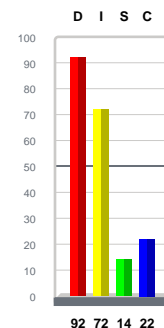
Checklist for Communicating Continued

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

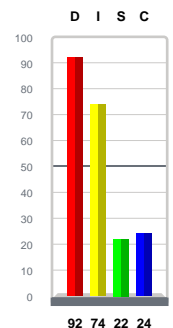
Ways NOT to Communicate

- Try to build personal relationships.
- Direct or order.
- Ask rhetorical questions, or useless ones.
- Dictate to him.
- Reinforce agreement with "I'm with you."
- Be put off by his "cockiness."
- Be redundant.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Let him change the topic until you are finished.
- Come with a ready-made decision, or make it for him.
- Let disagreement reflect on him personally.
- Try to convince by "personal" means.

Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Tom'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, Tom 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.

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

Self-Perception

Tom usually sees himself as being:

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

Others' Perception - Moderate

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

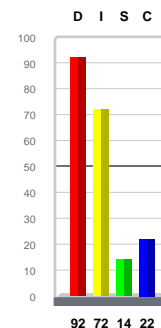
- Demanding
- Egotistical
- Nervy
- Aggressive

Others' Perception - Extreme

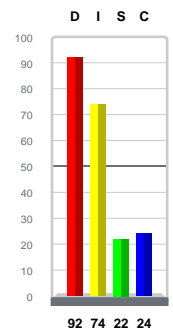
Under extreme pressure, stress or fatigue, others may see him as being:

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Adapted Style



Natural Style





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.

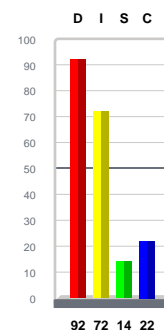
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- The need for juggling many tasks at once may jeopardize quality.
- Avoid positions that revolve around routine work.
- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.

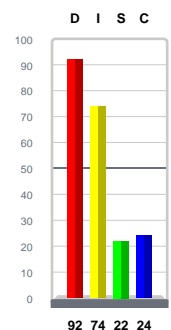
Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with S above the energy line and/or tips for seeking environments that will be conducive to the low S.

- Seek environments where change is rewarded versus discouraged.
- Recognize that others may move at a slower pace.
- Rambling, written or verbal, will be avoided to the point of missing a deadline.

Adapted Style



Natural Style





Descriptors

Based on Tom'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.

Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Dominance	Influencing	Steadiness	Compliance
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



Natural and Adapted Style

Tom'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

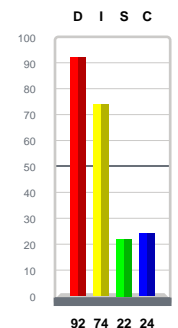
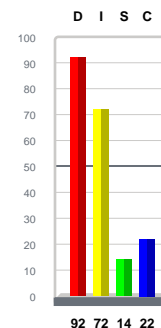
Natural	Adapted
Tom tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. Tom will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.	Tom sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People - Contacts

Natural	Adapted
Tom is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Tom is trusting and also wants to be trusted.	Tom 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.

Adapted Style

Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

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

Adapted

Tom 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

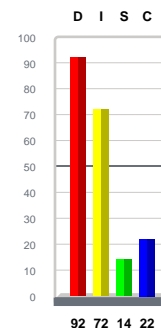
Natural

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

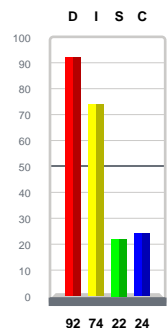
Adapted

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

Adapted Style



Natural Style



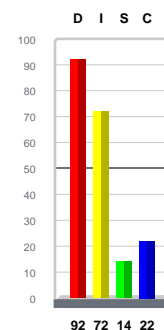


Adapted Style

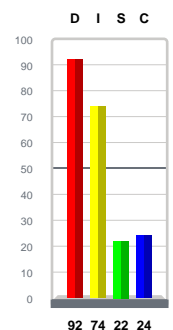
Tom sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Dealing with a wide variety of work activities.
- Exhibiting an active and creative sense of humor.
- Meeting deadlines.
- Acting without precedent, and able to respond to change in daily work.
- Anticipating and solving problems.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- A competitive environment, combined with a high degree of people skills.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Working without close supervision.
- Moving quickly from one activity to another.
- Skillful use of vocabulary for persuasive situations.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.

Adapted Style



Natural Style





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.

Snap Decisions

Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

Possible Causes:

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

Possible Solutions:

- Ask for recommendations
- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

Poor Delegation

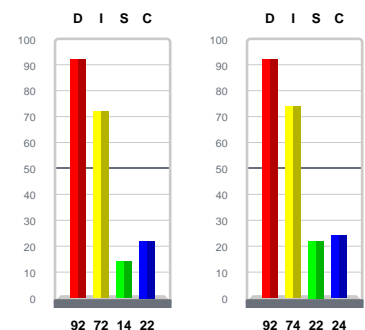
Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

Possible Causes:

- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

Adapted Style

Natural Style





Time Wasters Continued

Possible Solutions:

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

Firefighting

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

Possible Causes:

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation

Possible Solutions:

- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach

Crisis Management

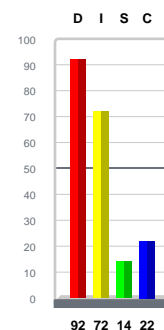
Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

Possible Causes:

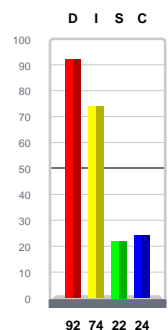
- Lack planning



Adapted Style



Natural Style





Time Wasters *Continued*

- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

Possible Solutions:

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible

Lack of a Written Plan

A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.

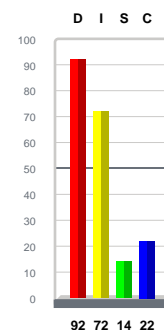
Possible Causes:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

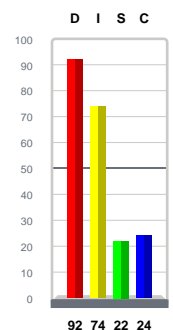
Possible Solutions:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

Adapted Style



Natural Style





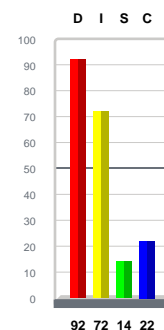
Areas for Improvement

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

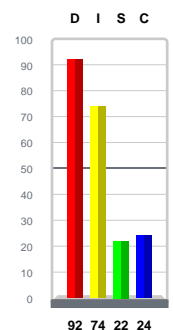
Tom has a tendency to:

- Be so concerned with big picture; he forgets to see the little pieces.
- Be disruptive because of his innate restlessness and disdain for sameness.
- Have trouble delegating--can't wait, so does it himself.
- Take on too much, too soon, too fast.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be inconsistent because of many stops, starts and ever-changing direction.

Adapted Style



Natural Style

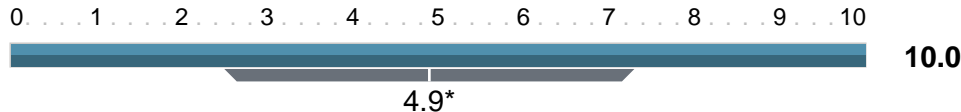




Behavioral Hierarchy

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.

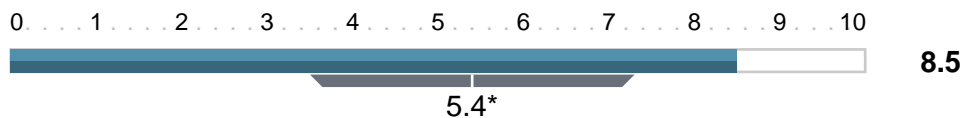
1. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



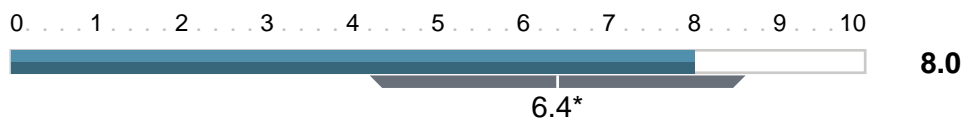
2. Urgency - Decisiveness, quick response and fast action.



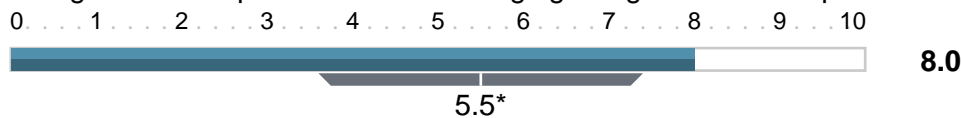
3. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



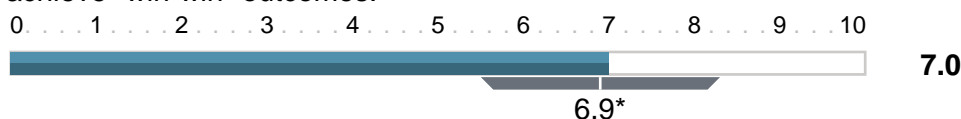
4. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



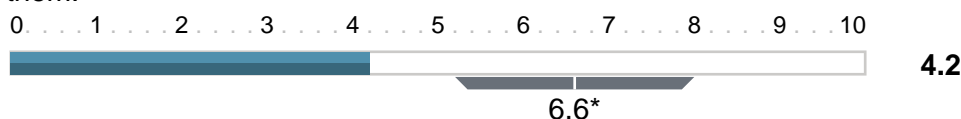
5. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



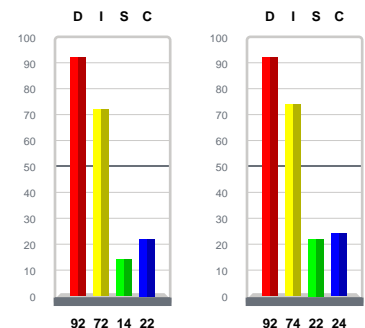
6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



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



Adapted Style Natural Style

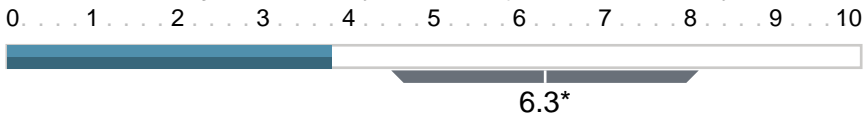


* 68% of the population falls within the shaded area.

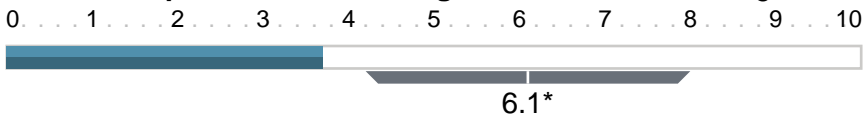


Behavioral Hierarchy

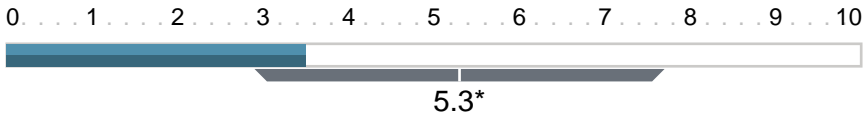
8. Consistency - The ability to do the job the same way.



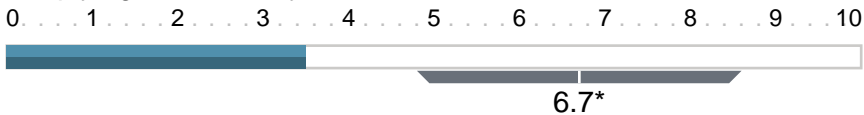
9. Follow Up and Follow Through - A need to be thorough.



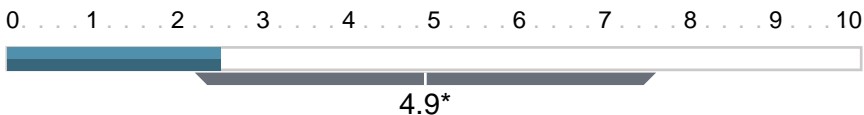
10. Analysis of Data - Information is maintained accurately for repeated examination as required.



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

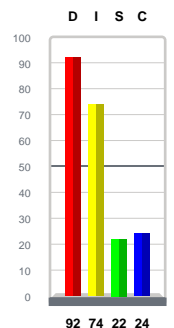
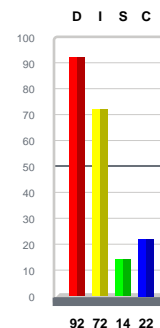


12. Organized Workplace - Systems and procedures followed for success.



Adapted Style

Natural Style



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

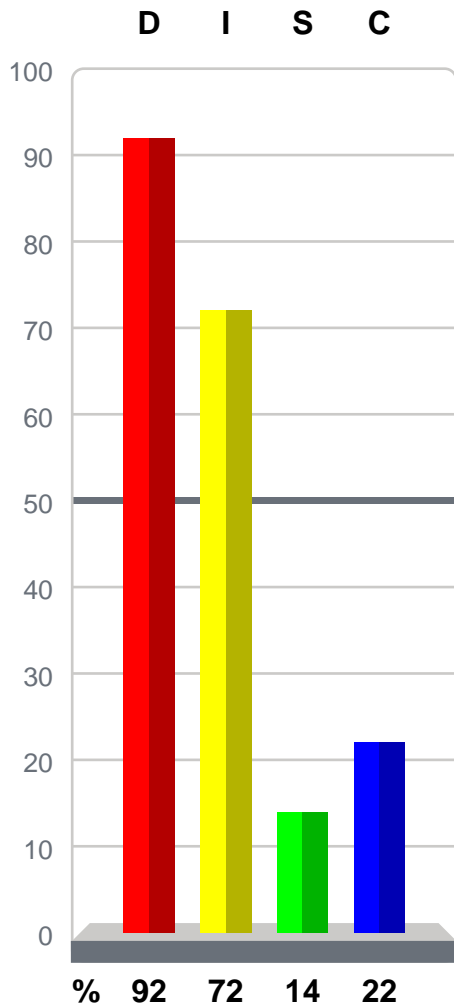


Style Insights® Graphs

4-7-2013

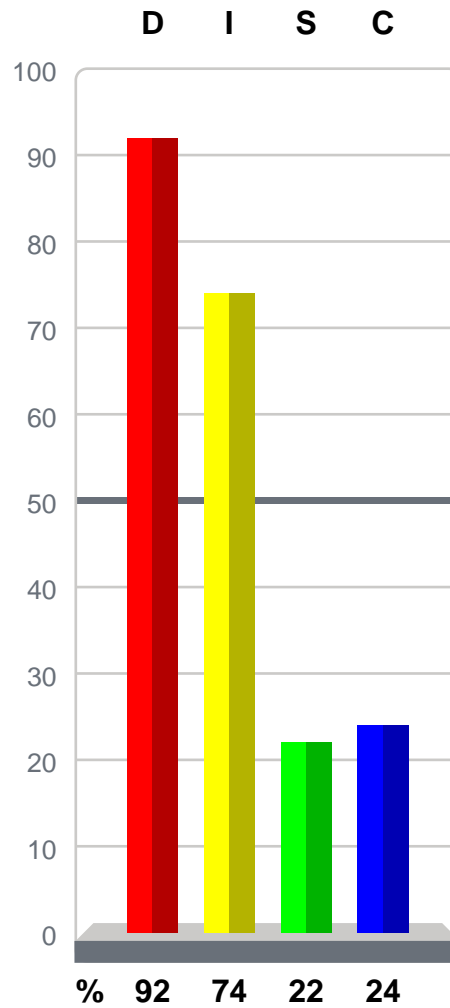
Adapted Style

Graph I



Natural Style

Graph II



Norm 2012 R4



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.

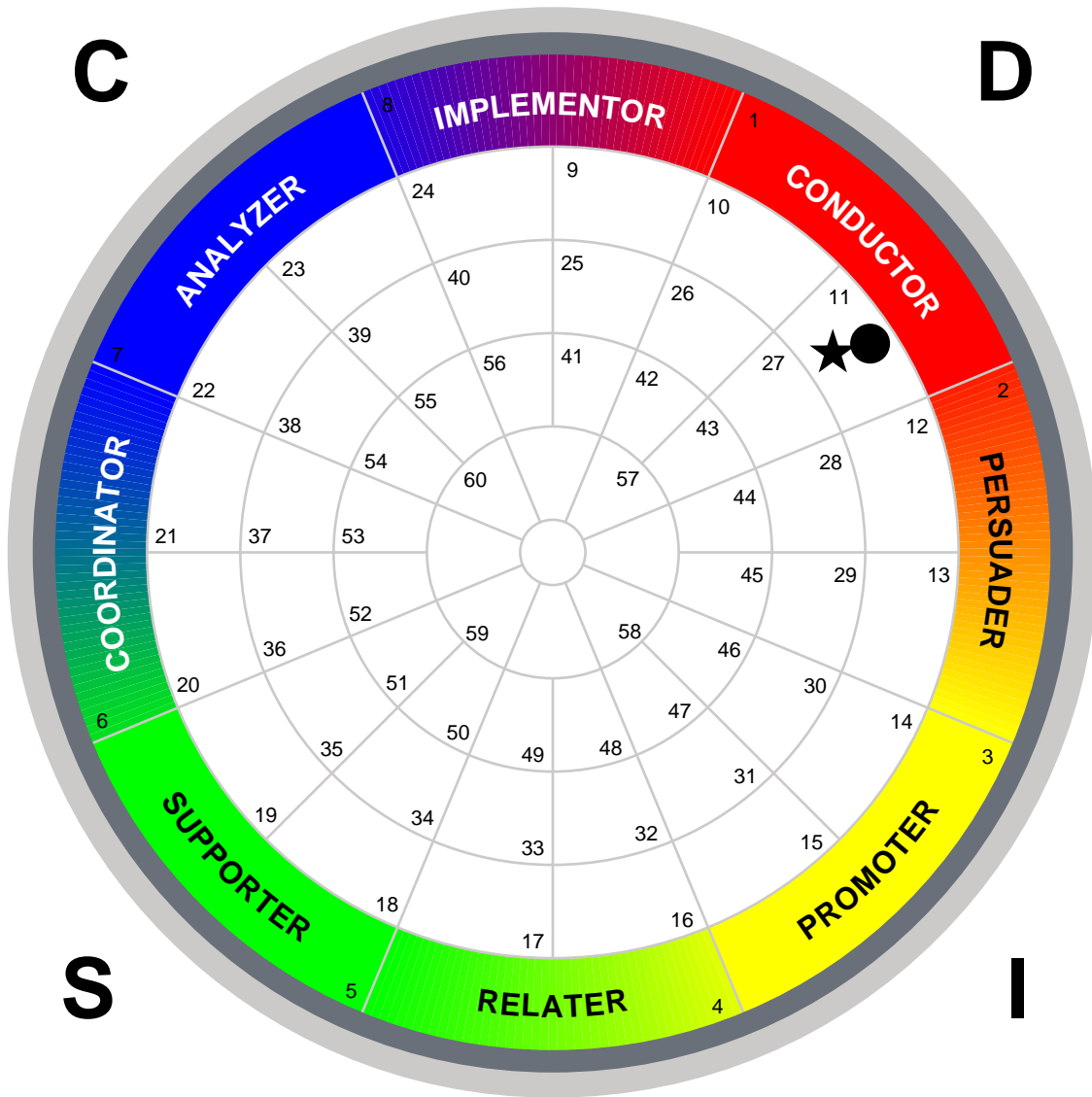
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

4-7-2013



Adapted: ★ (11) PERSUADING CONDUCTOR
 Natural: ● (11) PERSUADING CONDUCTOR

Norm 2012 R4

T: 11:21



Introduction Motivators Section

Knowledge of an individual's motivators help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. The Personal Motivators & Engagement report measures the relative prominence of six basic interests or motivators (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Motivators help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six motivators. Your top two and sometimes three motivators cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top motivators.

The feedback you will receive in this section will reflect one of three intensity levels for each of the six motivators.

- **Strong** - positive feelings that you need to satisfy either on or off the job.
- **Situational** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.
- **Indifferent** - your feelings will be indifferent when related to your 5th or 6th motivator.

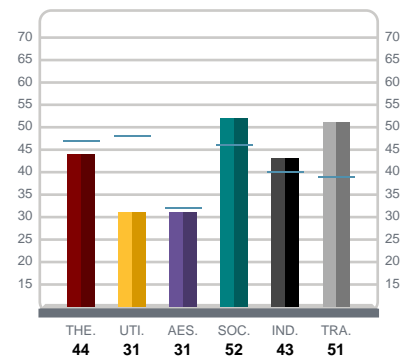
Your Personal Motivators Ranking		
1st	Social	Strong
2nd	Traditional	Strong
3rd	Theoretical	Situational
4th	Individualistic	Situational
5th	Utilitarian	Indifferent
6th	Aesthetic	Indifferent



Social

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

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

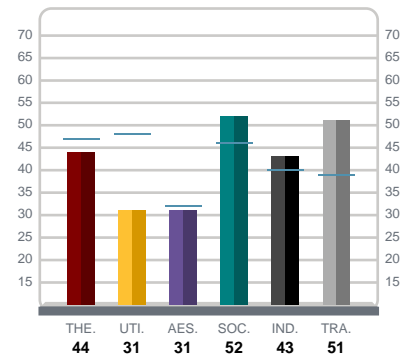




Traditional

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

- He will evaluate others based on his rules for living.
- He believes strongly in his opinions.
- Tom lets his conscience be his guide.
- Following proven procedures is more important than quick fixes.
- Tom likes unity and order in his life.
- He is true to his personal vision.

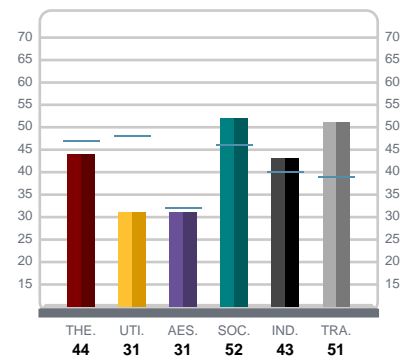




Theoretical

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.

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

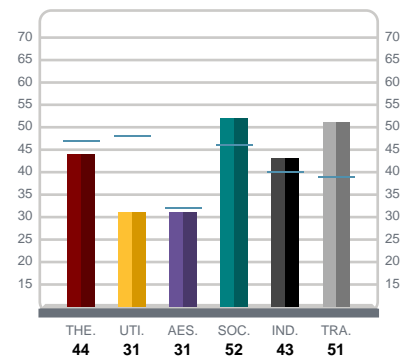




Individualistic

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.

- The amount of control he attempts will increase if he has strong feelings about the issues involved with the situation. If, however, he has little interest in the issues involved, he will not see the need for exercising control.
- At times Tom can be very competitive.
- He will evaluate each situation individually and determine how much or how little control he will want to exercise.
- Tom can be assertive in meeting his needs.

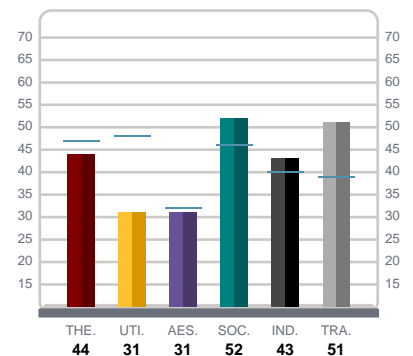




Utilitarian

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.

- There is not a tremendous need for Tom to have great sums of money.
- Financial security is not a necessity, but a long-term goal.
- Tom will not be swayed or motivated by what he feels are excessive material goals.
- Tom will accept his financial situation and not strive to change it.
- Tom will not use money as a scorecard to impress others.
- Overemphasizing the value of money will bore Tom and turn him off.
- He is motivated by internal beliefs and does not feel compelled to impress others with material things.
- Money and material possessions are not a high priority for Tom.
- Tom will use his money to satisfy his true motivation.
- Tom will seek a comfort level in his standard of living and try to maintain that level.

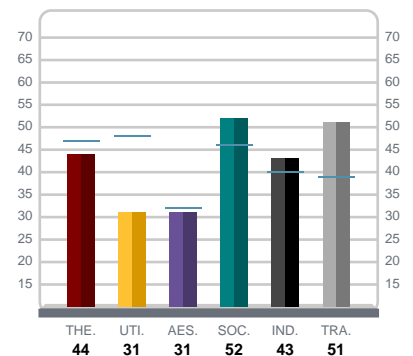




Aesthetic

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.

- Intellectually, Tom can see the need for beauty, but has difficulty buying the finer things in life.
- Tom is not necessarily worried about form and beauty in his environment.
- Tom's passion in life will be found in one or two of the other motivators discussed in this report.
- He wants to take a practical approach to events.
- The utility of "something" is more important than its beauty, form and harmony.
- Unpleasant surroundings will not stifle his creativity.
- He is a very practical person who is not sensitive to being in harmony with his surroundings.





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 Aesthetic" utilizing your Social.

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

How does the mindset of a high Aesthetic contribute to today's workforce?

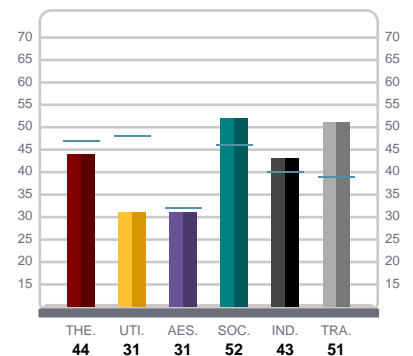
How do Aesthetics contribute to the world, your professional life and your personal life?

A person with a high Aesthetic is interested in studying and appreciating the totality of a situation.

- Allowing the time for the high Aesthetic to understand the entire situation before trying to make them an advocate will ensure their partnership in helping people as it relates to keeping the balance of the organization.
- Collaborate with high Aesthetics to get initiatives approved as they will ground the efforts in ways that prove these actions add to the overall harmony and balance of the organization.

A person with a high Aesthetic will have a strong interest in preserving the balance and harmony of the organization.

- Seek information from the high Aesthetic as to how the desire to save a person or two is impacting the health of the entire organization. Too much focus on one unhappy person can disrupt the productivity of the entire team. Ask feeling questions, and understand the perspective they bring.
- Collaborate with individuals that are strong in Aesthetic to move a cause forward. They will be able to sense where the challenges are and how the challenges affect the big picture. Ask questions like, "Where do you feel an imbalance, and how can I help you achieve balance in these areas?"





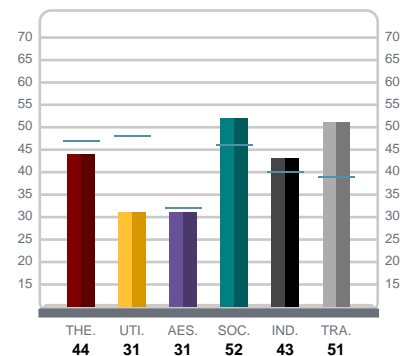
Navigating Situations Outside Your Comfort Zone

A person with a high Aesthetic is in tune with his or her inner feelings and likes surroundings that compliment these feelings.

- Recognize the allowance of self expression can be therapeutic for people going through a hard time. Partner with the Aesthetic to make a warm and inviting atmosphere where people feel safe.
- Ask questions of the Aesthetic as to how the surroundings and overall work environment can be improved in a way that benefits the people of the organization. Understand the Aesthetic is about harmony and balance of the world, which will in turn help the people in it.

Form and harmony are key in providing a high Aesthetic with an experience to remember.

- Helping people is a passion, and the Aesthetics' passion is about creating a positive experience. How can a partnership help more people while creating an experience for the participants that will be memorable and appreciated?
- The Aesthetics desire to improve the experience and the desire to help people can work together to decrease the stress individuals experience within the organization. This will achieve the goals of both parties and better the organization as a whole.





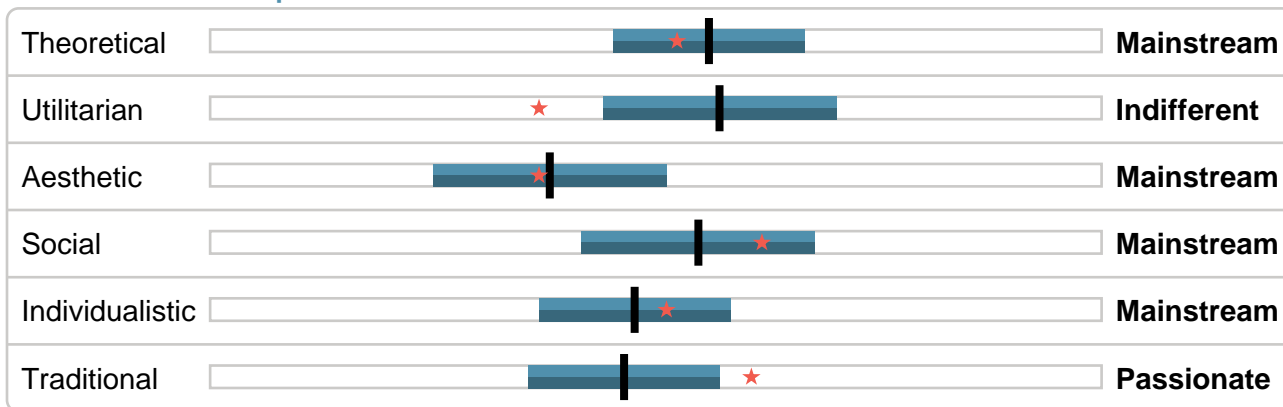
Motivators - Norms & Comparisons

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



- 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 chosen a system for living that you believe in. All of the decisions in your life are made according to the principles of your system. Your principles mean more to you than money or success. Others may feel you impose your standards on the rest of the world and may see you as being judgmental. They may think you exhibit a "holier than thou" mindset. They may believe you are closed-minded.

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

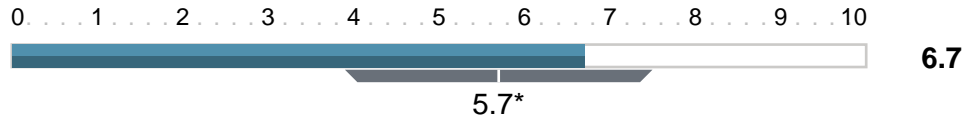
- Understanding people who view the world based on return on investment will frustrate you. Other things are more important to you.



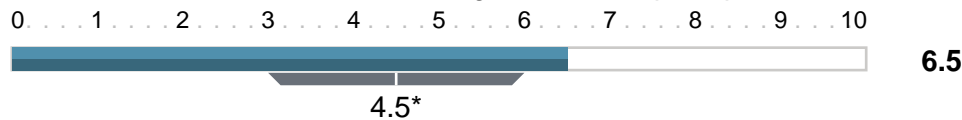
Motivators Hierarchy

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

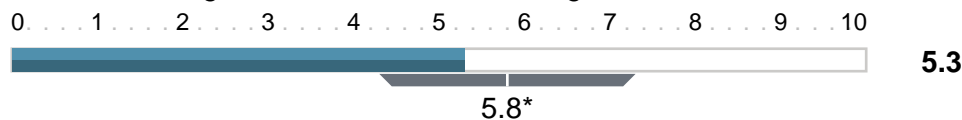
1. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



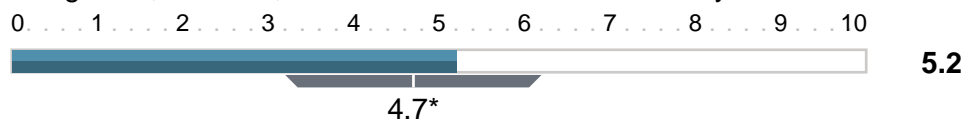
2. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



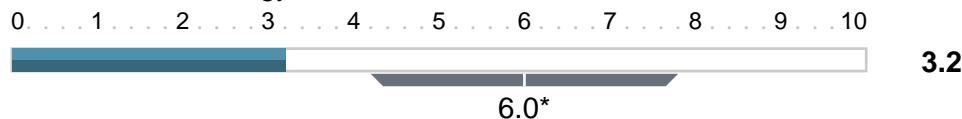
3. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



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



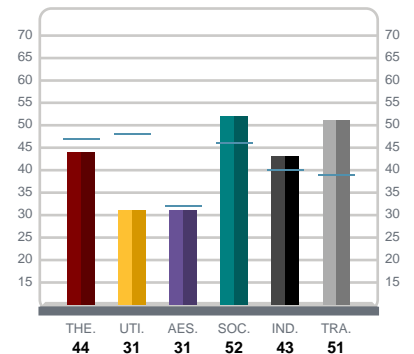
5. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



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



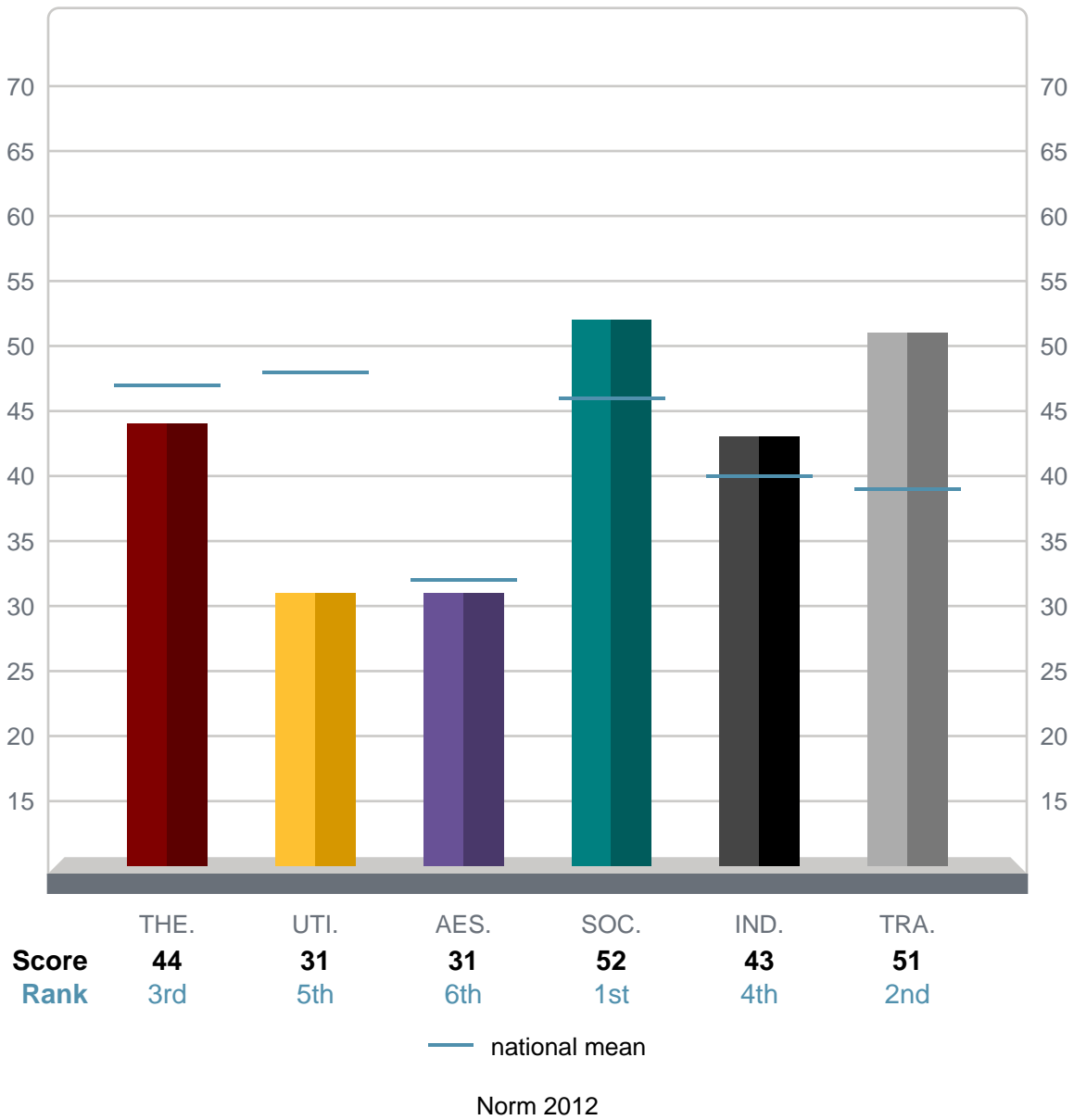
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* 68% of the population falls within the shaded area.





Motivation Insights® Graph

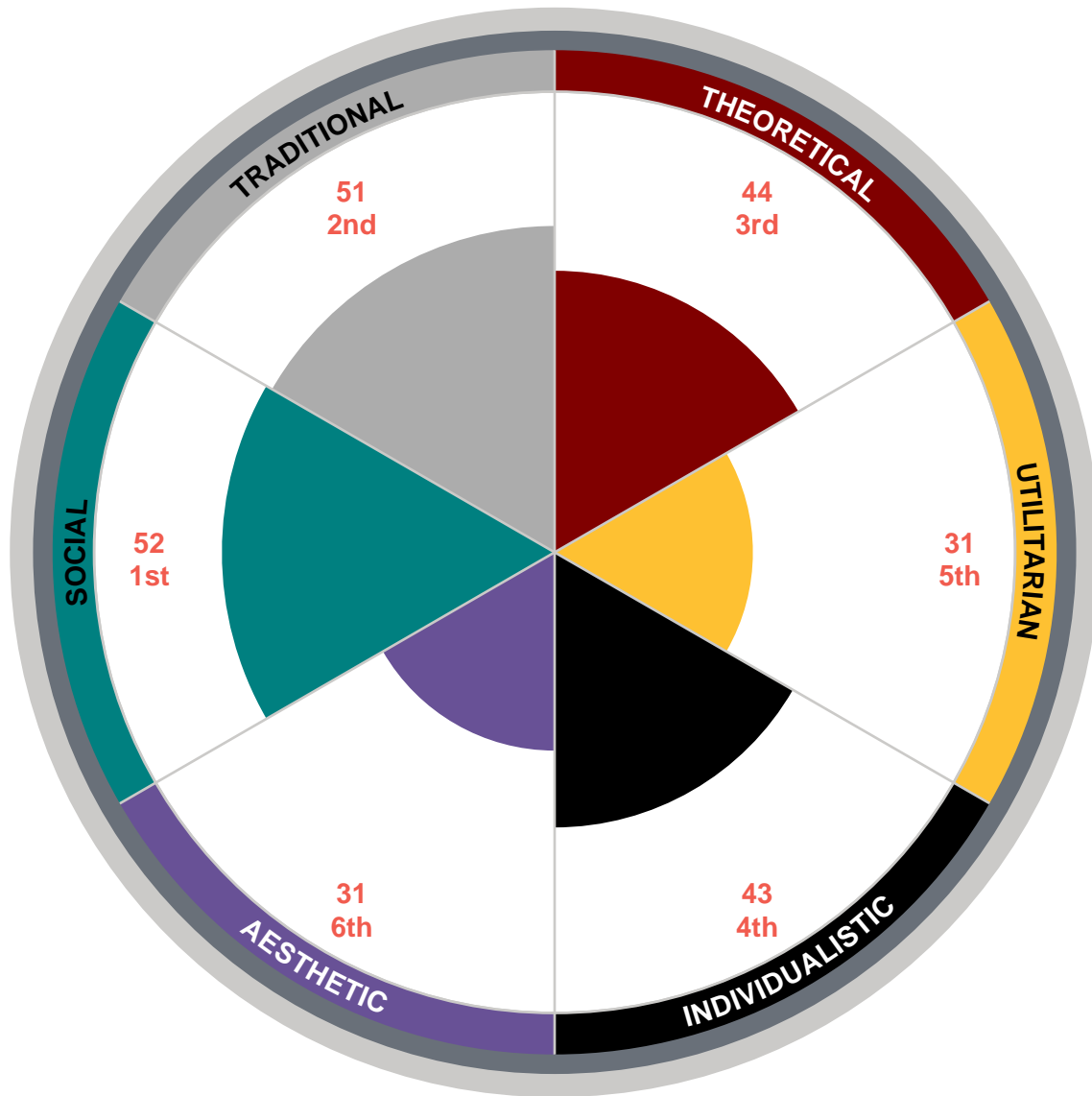
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Motivators Wheel™

4-7-2013





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 Tom'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.

- Generous and effective with their time, talent, and resources.
- Goal focused when helping others.
- A leader for those who share his traditions.
- Lives by a specific system and will do anything to protect it.
- Demonstrates a will and desire to help others in the organization.
- Good at promoting causes that improve society.
- Willing to talk to "naysayers" about conforming to the system or structure.
- Tends to promote traditional ideas and beliefs of the organization.



Potential Behavioral and Motivational Conflict

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

- Method of helping others is not negotiable.
- Difficulty deciding between results or helping others.
- May contradict his beliefs to get results.
- Unwilling to listen to outside viewpoints.
- Does not always listen to those he is helping.
- Would rather take responsibility for others' actions than have a difficult conversation with a direct report.
- May use inappropriate forums to express beliefs.
- May be ineffective in sharing his system of living with others.



Ideal Environment

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

- Freedom from controls, supervision and details.
- Democratic supervisor with whom he can associate.
- Work tasks that change from time to time.
- Rewards based on group "wins", not just individual contributions.
- A forum to advocate for the greater good as it relates to moving the organization forward.
- Groups and committees are present in order to assist charities and social causes.
- Opportunity to make an existing system quicker, better and faster.
- An environment that aligns with his system for solving problems and making decisions.
- Ability to achieve results through conformity to traditions.



Keys to Motivating

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

Tom wants:

- Opportunity for rapid advancement.
- To be seen as a leader.
- Work assignments that provide opportunity for recognition.
- To be seen as a person who helps others, both on and off the job.
- To be seen as an internal resource for people to express problems and challenges.
- To be the promoter for programs that assist others, both on and off the job.
- All systems and structures to be efficient and move things toward the desired result.
- A challenge to convince others to his way of thinking.
- The ability to solve problems with his system at the foundation of the solution.



Keys to Managing

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

Tom needs:

- An awareness of the parameters or rules in writing.
- To negotiate commitment face-to-face.
- Participatory management.
- Awareness of how his drive affects other's ability to accomplish mutual goals.
- A manager that promotes his ability to positively influence others.
- To be realistic about his ability to help others within the organizational framework.
- A manager that understands his potentially explosive nature is out of the desire to achieve and win within the system.
- Support his desire to achieve results through his own system for living.
- A manager that understands his need to defend beliefs, potentially in an emotional manner.



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 _____:
