



TTI Success Insights®

Behaviors and Motivators Version

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

Matt Jackson

Director of Sales

ABC Company

2-25-2009



INTRODUCTION

Where Opportunity Meets Talent®

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The TTI Success Insights® Behaviors and Motivators Report was designed to increase the understanding of an individual's talents. The report provides insight to two distinct areas: behaviors and motivators. Understanding strengths and weaknesses in both of 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 two main sections:

SECTION 1: 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.

SECTION 2: 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.



INTRODUCTION

Behaviors

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

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Matt can be possessive and develop strong attachments for his work group, close friends and family. Patience, control and deliberateness characterize his usual behavior. He can be open, patient and tolerant of differences. His natural quality of being nonjudgmental is a great strength. Because he is receptive and listens well, he excels in gathering information. Others see him as a good neighbor, since he is always willing to help those he considers to be his friends. Matt wants challenging assignments that can be followed through to completion. He prefers work of a technical nature. He likes to set his own pace. When others try to rush him, he feels threatened and may balk. At times he can be quite skeptical. Others may misinterpret this strength as a negative one, but he is only seeking needed data. He can be spontaneous and casual in familiar circumstances. The familiar atmosphere allows spontaneity when he is in his comfort zone. When the time is right, Matt can stand up aggressively for what he believes. He sometimes finds it difficult to relax until all the work is completed. Leisure time activities often include friends and family.

Matt tries to use balanced judgment. He is the person who brings stability to the entire team. He uses logic to assist him in decision making. This tendency is helpful to others in



GENERAL CHARACTERISTICS

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his group. He needs to gather data and facts in a logical fashion. He is persistent and persevering in his approach to achieving goals. Matt is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. When faced with a tough decision, he will seek information and analyze it thoroughly. Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably won't want to repeat the process.

Matt can be outgoing at times. Basically introverted, he will "engage" in social conversation when the occasion warrants. He usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. He tends to be possessive of information; that is, he doesn't voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors. Sometimes he will withdraw from a verbal battle. If he feels strong about an issue, he may retreat to gather his resources and then return to take a stand! Matt may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic. He remains aloof from active participation in unfamiliar groups. He will talk more, however, in a group of people he trusts and has known for a long time.



GENERAL CHARACTERISTICS

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Rarely does he display his emotions; that is, he projects a good poker face. Others may get the feeling that he is unfriendly, when in reality he is not. He is somewhat reserved with those he doesn't trust or know. After trust has been established, he may be open and candid.



VALUE TO THE ORGANIZATION

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

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- Suspicious of people with shallow ideas.
- Tough-minded.
- Always looking for the logical solutions.
- Excellent troubleshooter.
- Builds good relationships.
- Presents the facts without emotion.
- People-oriented.
- Objective and realistic.
- Good at reconciling factions--is calming and adds stability.



CHECKLIST FOR COMMUNICATING

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

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Do:

- Be patient and persistent.
- Define clearly (preferably in writing) individual contributions.
- Look for hurt feelings or personal reasons if you disagree.
- Be prepared with the facts and figures.
- Use the proper buzz words that are appropriate to his expertise.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Have the facts in logical order.
- Keep at least three feet away from him.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Give pros and cons on ideas.
- Listen to him.
- Provide a friendly environment.
- Patiently draw out personal goals and work with him to help him achieve those goals; listen and be responsive.



DON'TS ON COMMUNICATING

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

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Don't:

- Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.
- Be vague; don't offer opinions and probabilities.
- Be disorganized.
- Offer assurance and guarantees you can't fulfill.
- Touch his body when talking to him.
- Be abrupt and rapid.
- Use high speed, intense inputs.
- Manipulate or push him into agreeing because he probably won't fight back.
- Be redundant.
- Leave things open to interpretation.
- Make statements you cannot prove.



COMMUNICATION TIPS

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

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<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ■ Prepare your "case" in advance. ■ Stick to business. ■ Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ■ Being giddy, casual, informal, loud. ■ Pushing too hard or being unrealistic with deadlines. ■ Being disorganized or messy. 	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> ■ Be clear, specific, brief and to the point. ■ Stick to business. ■ Be prepared with support material in a well-organized "package." <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ■ Talking about things that are not relevant to the issue. ■ Leaving loopholes or cloudy issues. ■ Appearing disorganized.
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> ■ Begin with a personal comment--break the ice. ■ Present your case softly, nonthreateningly. ■ Ask "how?" questions to draw their opinions. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ■ Rushing headlong into business. ■ Being domineering or demanding. ■ Forcing them to respond quickly to your objectives. 	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> ■ 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. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ■ Being curt, cold or tight-lipped. ■ Controlling the conversation. ■ Driving on facts and figures, alternatives, abstractions.



IDEAL ENVIRONMENT

This section identifies the ideal work environment based on Matt's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Matt enjoys and also those that create frustration.

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- Projects that produce tangible results.
- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Private office or work area.
- Little conflict between people.
- Environment where he can be a part of the team, but removed from office politics.
- Needs personal attention from his manager and compliments for each assignment well done.
- Data to analyze.



PERCEPTIONS

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

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"See Yourself As Others See You"

SELF-PERCEPTION

Matt usually sees himself as being:

Considerate
Good-Natured
Team player

Thoughtful
Dependable
Good listener

OTHERS' PERCEPTION

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

Nondemonstrative
Unconcerned

Hesitant
Inflexible

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

Possessive
Detached

Stubborn
Insensitive



DESCRIPTORS

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

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Dominance	Influencing	Steadiness	Compliance
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
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

Matt's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

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Natural	PROBLEMS - CHALLENGES	Adapted
<p>Matt is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. Matt is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.</p>	<p>Matt sees the need to be somewhat conservative in his approach to solving problems. He wants to accept challenges but will be calculated in his response.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Matt feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.</p>	<p>Matt feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.</p>	



NATURAL AND ADAPTED STYLE

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Natural	PACE - CONSISTENCY	Adapted
<p>Matt is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. He prefers to complete one task before starting the next and prefers an environment that is predictable.</p>	<p>Matt sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Matt is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.</p>	<p>Matt is displaying a natural concern for quality and procedures that acquire quality. He wants to know the rules so he can abide by them.</p>	



ADAPTED STYLE

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

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- Adherence to established guidelines and procedures.
- Logical solutions.
- Consistency of task performance.
- Limited or prepared changes in routine.
- Careful, thoughtful approach to decision making.
- Calculation of risks before taking action.
- Compliance to high standards.
- Diplomatic cooperation in team interaction.
- Sensitivity to existing rules and regulations.
- Critical appraisal of data.
- Precise, analytical approach to work tasks.
- Precedence of quality over efficiency.



KEYS TO MOTIVATING

This section of the report was produced by analyzing Matt's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Matt and highlight those that are present "wants."

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Matt wants:

- A predictable work environment.
- Constant appreciation, and a feeling of security on the team.
- Operating procedures in writing.
- Reassurance he is doing the job right.
- Activities that don't infringe on family life.
- Safety and security of the situation.
- Instructions so he can do the job right the first time.
- To be part of a quality-oriented work group.
- Identification with fellow workers.
- Time to perform up to his high standards.
- Advancement when he is ready.



KEYS TO MANAGING

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

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Matt needs:

- A quality product in which to believe.
- To soften the edge and not be so blunt.
- Sincere feedback from others.
- Skills to come across warm and close, when appropriate.
- Sincerity from people with whom he works.
- To be introduced to the new employees.
- Shortcut methods that don't affect quality of the work.
- A program to encourage creativity and self-worth.
- A feeling of belonging--to know how important he is to the team.
- Time to warm up to people.
- A manager who delegates in detail.



AREAS FOR IMPROVEMENT

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

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Matt has a tendency to:

- Take criticism of his work as a personal affront.
- Not take action against those who challenge or break the rules or guidelines.
- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.
- Need help in prioritizing new assignments.
- Tendency to underestimate his abilities.
- Hold a grudge if his personal beliefs are attacked.
- Become resistive and indecisive when forced to act quickly. Without proper information he will resist in a passive-aggressive manner.
- Not let others know where he stands on an issue.



ACTION PLAN

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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 _____:

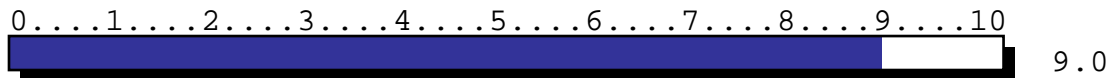


BEHAVIORAL HIERARCHY

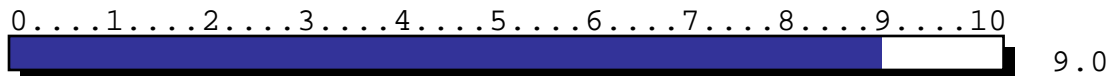
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

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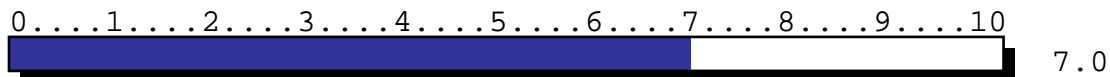
1. ORGANIZED WORKPLACE



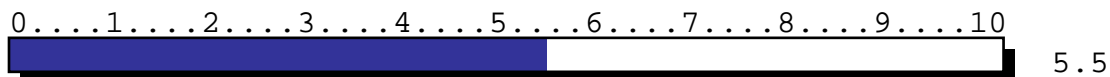
2. ANALYSIS OF DATA



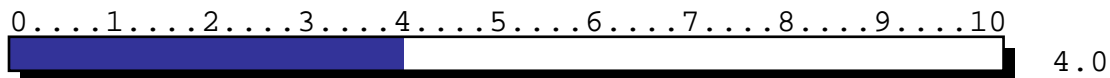
3. COMPETITIVENESS



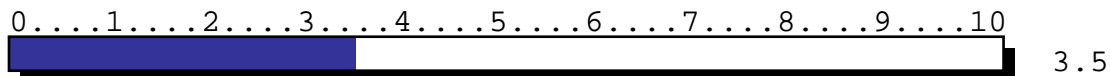
4. CUSTOMER ORIENTED



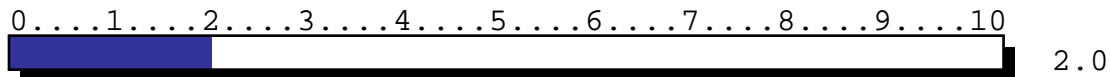
5. URGENCY



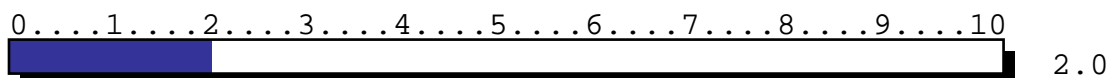
6. FREQUENT CHANGE



7. FREQUENT INTERACTION WITH OTHERS



8. VERSATILITY





STYLE INSIGHTS® GRAPHS

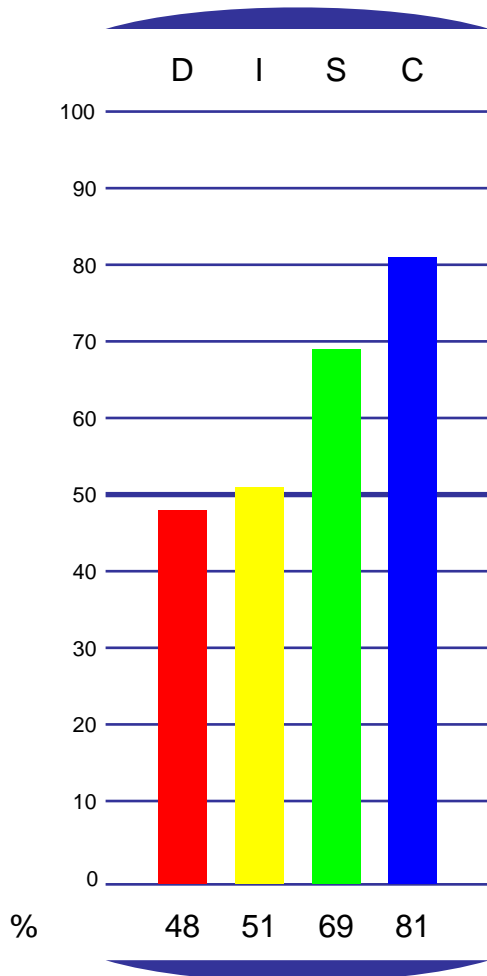
COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Matt Jackson

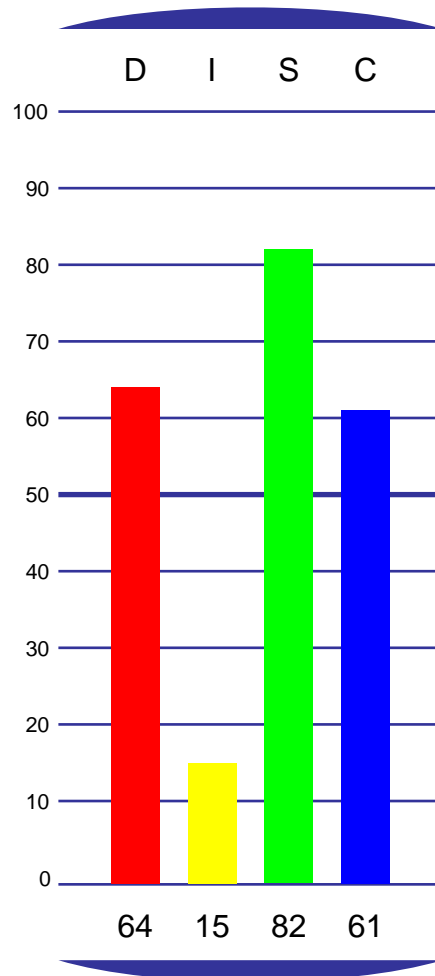
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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Norm 2003



THE SUCCESS INSIGHTS® WHEEL

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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.



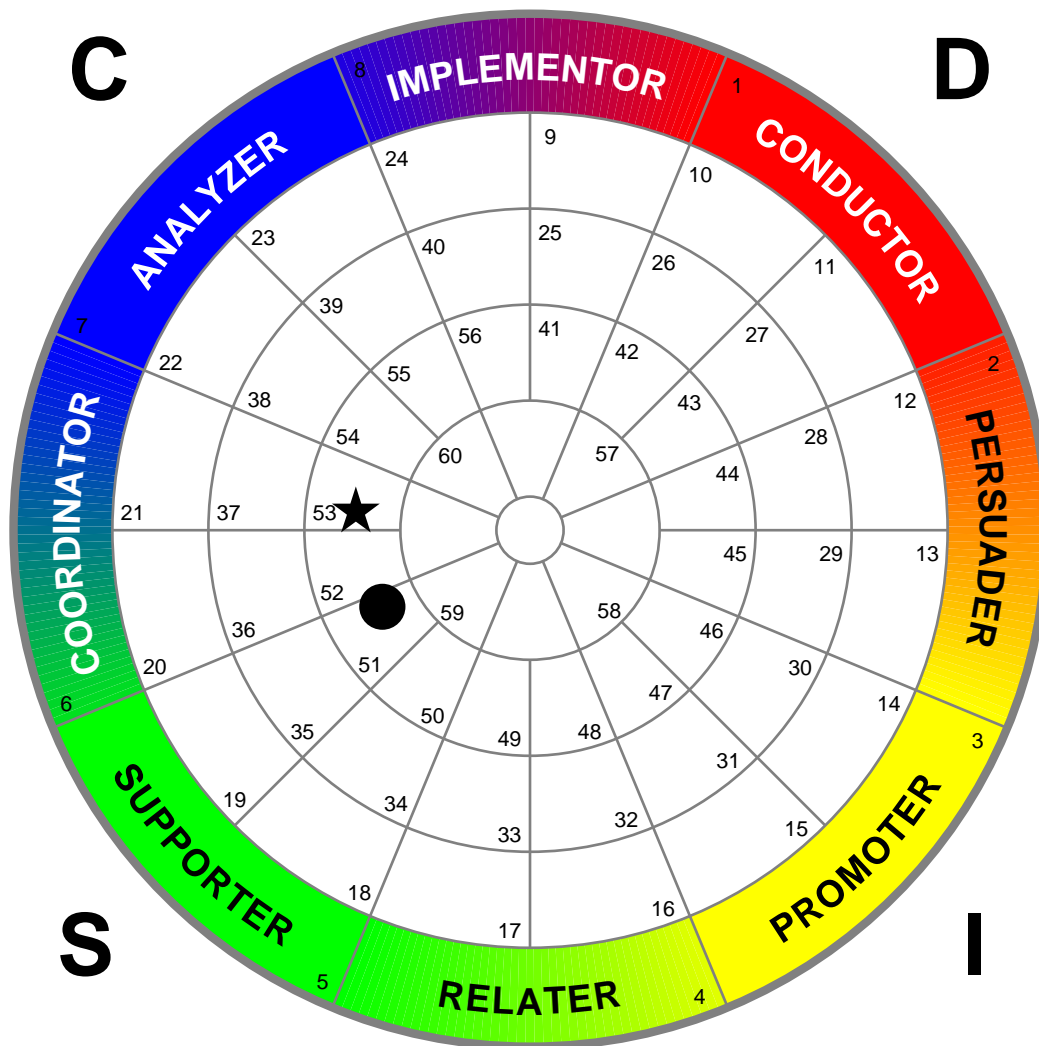
THE SUCCESS INSIGHTS® WHEEL

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Matt Jackson

ABC Company

2-25-2009



Adapted: ★ (53) ANALYZING COORDINATOR (ACROSS)
Natural: ● (51) COORDINATING SUPPORTER (ACROSS)
Norm 2003



INTRODUCTION

Motivators

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Knowledge of an individual's values 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 Motivation Insights® measures the relative prominence of six basic interests or values (a way of valuing life): Theoretical, Utilitarian/Economic, Aesthetic, Social/Altruistic, Individualistic/Political and Traditional/Regulatory.

Value	the Drive for
Theoretical	Knowledge
Utilitarian/Economic	Money
Aesthetic	Form and Harmony
Social/Altruistic	Helpfulness
Individualistic/Political	Power
Traditional/Regulatory	Order

Values 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 values. A knowledge of an individual's values help to tell us why they do what they do. By measuring values, we uncover some of these motivators and can identify strengths that make each person unique within an organization. Values initiate or drive our behavioral style.

Workplace Motivators Report

This document has been prepared based on careful statistical analysis of the response pattern on the Motivation Insights® instrument. Norms have been developed for this instrument from thousands of professionals. This report uses the latest information available about human cognition and memory. Content is arranged in easy-to-remember categories using an interactive page layout.



INTRODUCTION

Motivators

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How to get the most from this report

1. Add, delete, and write comments in this document and consider it a work-in-progress handbook or personal tool. Consult, review, revise, and update this document periodically.
2. Review the report and select items of primary importance to current projects. Determine the best steps ahead based on what the report reveals and current experiences.
3. As appropriate, share the information on the Team Building Summary with peers and managers at whatever level of disclosure feels comfortable. As communication is a two-way process, peers and managers are encouraged to share similar information from their own Team Building Summary sheets.
4. Use the information in the report to serve as a "self-management handbook" or "empowerment manual" to help clarify workplace values issues, and to assist in maintaining optimal performance.
5. Other steps and processes may emerge through team meetings.

This report includes

- A section for each of the six Values dimensions in these categories: General Characteristics; Value to the Organization; Keys to Managing and Motivating; Training, Professional Development and Learning Insights; Continuous Quality Improvement.
- A Norms and Comparisons section that reveals where your values are compared to the national mean.
- A Values Graph
- A Values Wheel
- A Values Action Plan for affirming strengths and encouraging growth and development.
- A Team Building Summary to facilitate sharing selected information with others.



INDIVIDUALISTIC/POLITICAL

The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. 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.

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General Characteristics

- This high individualism may be demonstrated in a variety of observable ways; In creative problem solving, in a risk-taking attitude, etc.
- Thrives in a team environment.
- Enjoys work and assignments which give him stature in the eyes of others and evokes respect.
- Prefers to make his own decisions about how an assignment or project is to be accomplished.
- Independent.
- Likes to have his own niche; the place where he can excel.
- There is a tendency to push the envelope a bit in situations where winning is desired.
- Comfortable being in the limelight and enjoys demonstrating his uniqueness or creativity.

Value to the Organization

- Ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- Not afraid to take calculated risks.
- Desires to be an individual and celebrate differences.
- Brings a variety of different and energetic ideas to the workplace.
- Realizes that we are all individuals and have ideas to offer.
- Enjoys making presentations to small or large groups, and is generally perceived as an engaging presenter by his audience.



INDIVIDUALISTIC/POLITICAL

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Keys to Managing and Motivating

- Allow freedom to make his own decisions about how an assignment should be completed.
- Remember to build in a continuous opportunity to learn and progress.
- Be patient in allowing for expression of his uniqueness and sense of humor.
- Matt brings a variety of strengths to the team that may not have been utilized. Explore the possibilities of expanding these opportunities.
- Be open to new ideas Matt may offer, and realize that he may do things a bit differently than standard operating procedure.

Training, Professional Development and Learning Insights

- Learning and professional development activities should be flexible, having a wide variety of options.
- Attempt to provide enough creative space for him to express his uniqueness.
- Link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

Continuous Quality Improvements

- Unique approaches do not always result in complete success, and may cause conflict with others if sensitivity is not used.
- May spend excess time telling (or selling) an audience on his uniqueness, rather than discussing the topic at hand.
- Some values clashes may be reduced if awareness of the needs of others and awareness of the job parameters and protocol are used to govern his high Individualistic behavior.



SOCIAL/ALTRUISTIC

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

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

General Characteristics

- Demonstrates a high need to help others achieve and win.
- Exhibits a strong drive to help others grow professionally.
- Possesses a high sincerity factor and helping attitude, as demonstrated in the things he does.
- Exhibits a high sincerity factor in his tone of voice in communicating with others.
- Freely gives of his time, talent, and energy to others, even without being asked.
- Seeks to contribute to the welfare of others.
- Shows an Altruistic love for helping people.
- Cares about the feelings of others on the team.

Value to the Organization

- Demonstrates high personal and professional regard for others on the team.
- Is enthusiastic and willing to work and contribute to the team efforts.
- Has a good memory for helping others. Able to keep a mental list of needs for others on the team and helps them obtain links and resources in an on-going way.
- Is a very good team player.
- Has a desire to go beyond required job description to help make things easier for others.
- Shows a willingness to give time, talent, and energy to help the organization or the team.

Keys to Managing and Motivating

- Remember also that Matt may be taken advantage of by others with fewer scruples.
- Show a genuine interest in what he wants to give to the job.
- Matt gets a high degree of motivation from helping others achieve, grow, and solve problems, both as internal team members and as external customers and clients. Provide an outlet for this strength.
- Explore the possibilities of having him bring new participants up-to-speed on a project or team effort.
- Allow for participation with interests and activities outside the team or work environment.



SOCIAL/ALTRUISTIC

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Training, Professional Development and Learning Insights

- Learning and professional development should be linked to his potential of being more effective in helping others on the team.
- Courses and training will help amplify his need to teach, coach or help others as either internal or external stakeholders.
- Learning successes can be linked to increasing his personal knowledge base to share with others.

Continuous Quality Improvements

- Tends to give away too much time, talent, and energy.
- Needs to learn to say "no" more often.
- May get taken advantage of by others.



THEORETICAL

The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, 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.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

General Characteristics

- His Theoretical need is not the most important or primary driving values factor.
- Matt may provide a balance between the very high theoretical approaches, and the very low approaches, and be able to communicate with each side.
- Is able to understand the needs of big picture issues, and appreciate the needs of trivial or minute issues without being an extremist.
- Brings a sense of balance and stability to a variety of technical issues impacting the team.
- Matt typically won't get bogged down in minutia, nor will he ignore the details when decision-making.

Value to the Organization

- Matt demonstrates awareness of the necessary technical features, and responds as needed on-the-job.
- Brings flexibility to the team; that is, being detail-oriented when necessary, and being practically-oriented other times.
- Is a stabilizing force on the team.
- Is able to appreciate the needs of both the higher and lower Theoretical.
- Shows curiosity about technical details without getting bogged down.

Keys to Managing and Motivating

- Remember that he has the ability to be a balancing and stabilizing agent on high knowledge-driven tasks/assignments/projects.
- Matt brings a knowledge-drive typical of many business professionals.
- Include the perspective he brings in order to gain a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more complete picture of specific keys to managing and motivating.



THEORETICAL

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Training, Professional Development & Learning Insights

- Is rather flexible and accepting of most training programs offered in the organization.
- Understands the needs of the high Theoreticals who want more information, and the lower Theoreticals who want only the necessary information.
- Please check other areas of higher or lower values drive for additional insight into professional development needs.

Continuous Quality Improvements

- May need to be a bit more demonstrative on some complex theoretical issues.
- May be asked to take a firmer stand or position on team initiatives.
- May need to examine other values drives to determine the importance of this Theoretical drive factor.



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.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

General Characteristics

- Shows an appropriate and realistic approach to Aesthetic appreciation without being an extremist.
- The need for and appreciation of beauty is determined on an individual basis and is not generalized in terms of the total work around him.
- Has an interest in form and harmony, but also understands there may be more important factors when making decisions.
- Can support and understand the positions of individuals with either higher or lower Aesthetic scores.
- Brings a sense of balance and stability to a variety of job-related Aesthetic issues that might emerge.

Value to the Organization

- Brings flexibility to the team regarding this Aesthetic area: able to see the issues and positions from a variety of sources with a sense of balance.
- Is a stabilizing and realistic influence on the team.
- Able to appreciate the needs of both the higher or lower Aesthetic individuals on the team.
- Shows ability to help and go the extra mile without a negative impact on his own responsibility and work-load.
- Not an extremist, and therefore when Aesthetic issues emerge Matt demonstrates an awareness of form and harmony and responds as needed on the job.

Keys to Managing and Motivating

- Remember that he shows a practicality and realism regarding Aesthetic values and positions.
- This middle ground between the extremes of higher and lower Aesthetic issues may be an appropriate stabilizing force.
- Check for other Values drives that may be higher or lower than this Aesthetic value in order to gain a better idea of specific keys to managing and motivating.
- Support the middle ground strength that he brings between various positions on team issues.



AESTHETIC

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Training, Professional Development and Learning Insights

- He is a flexible participant in training and development programs.
- Can become engaged in training activities because he sees it as a part of necessary growth and professional improvement.
- Matt will be supportive of the training efforts as well as supportive of the trainer(s) from the viewpoint of this Aesthetic dimension.

Continuous Quality Improvements

- He may need to take a more visible position with the team on some issues within the organization.
- May feel conflict as to whether or not to participate in certain team activities, unless there is some area where his creativity may be used.
- Allow space for those who differ on this Aesthetic scale, and remember that all Values positions are positions deserving of respect.



UTILITARIAN/ECONOMIC

The Utilitarian/Economic 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 value 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 businessperson. A person with a high score is likely to have a high need to surpass others in wealth.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

General Characteristics

- The lower Utilitarian/Economic drive here indicates that he may not be solely motivated by competitive financial incentives such as accelerated commissions in the compensation plan.
- Since this value's area may help to determine one's money-motivation, the results indicate that Matt may be motivated more by things other than a high paycheck (although that may still be important.)
- The lower score here also indicates that he may have already begun to reach his own level of financial security, to the extent that things other than money may now become motivating drives.
- Matt's score indicates a lower interest in materialistic things, or that he has already achieved a level of material security.
- While not driven by money, he may be sensitive to perceived inequities in wages and salaries, and does not want to be taken advantage of in that process.
- Using money or materials as a yardstick to measure or impress others is not important.
- Tends to be easy-going and supportive of others on the team.
- Motivated by money to have needs met, but money itself is not a primary driving factor.

Value to the Organization

- Sees a wider spectrum of the picture, not just the economic view.
- Enjoys monetary compensation, but especially enjoys a different type of paycheck: perhaps that of someone saying, "Thank you very much for helping me."
- Sensitive and responsive to the "people-side" of work related activities.
- Excellent team player and team member.
- Has an attitude of "We're all in this together, so let's work together."



UTILITARIAN/ECONOMIC

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Keys to Managing and Motivating

- Avoid measuring his performance by an economic incentive only.
- Praise for continued contributions to the job, sometimes even without highly visible recognition.
- Needs recognition for innovative, creative work, not just for doing his assigned responsibilities.
- Remember that "helping hands" behind the scenes are as important as the highly visible ends of a work project.
- Allow time in the schedule for helping others as he chooses.

Training, Professional Development and Learning Insights

- Comes to a training or development function typically without a "What's in it for me?" attitude.
- May prefer team-oriented activities to work and share ideas with others.
- Prefers less competition between learning groups.

Continuous Quality Improvements

- Matt needs to learn to say "no" more often.
- Needs coaching to increase return-on-investment awareness or profit motivation.
- Needs to be aware of others who have a stronger Utilitarian/Economic drive, and respect the differences.



TRADITIONAL/REGULATORY

The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value 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.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

General Characteristics

- An informal approach to rules and regulations.
- Realizes that sometimes rules need to be treated as guidelines with more flexible interpretations.
- Able to see the big picture and communicate it clearly to others.
- May behave independently from the standard operating procedure.
- Is a very flexible problem-solver.
- May challenge existing structures, rules and standards by asking, "Why?"
- Is motivated by the personal right to express himself.
- Is an active agent in team projects and conversations.

Value to the Organization

- Is able to make quick decisions without getting emotionally involved.
- Creates solutions, sometimes more through personal attempts, calculated risks, and creativity, than by-the-book or established protocol.
- Tends to be a quick-study on new projects and procedures.
- Asks lots of questions.
- Desires to learn new methods and strategies.
- Looks for creative solutions to problems.

Keys to Managing and Motivating

- Provide opportunities for professional development and growth.
- Requires specific instructions so that he can do the routine aspects of job correctly the first time.
- Prefers being allowed to make his own decisions about how the work will be done within his own authority or empowerment boundaries.
- Maximize use of his adaptability to new projects and ideas.
- Utilize his ability to see and communicate the big picture.



TRADITIONAL/REGULATORY

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Training, Professional Development and Learning Insights

- May prefer more dynamic, spontaneous, or creative learning activities.
- Tends to be more flexible and adaptable to a variety of learning activities.
- May want to create his own learning path or activities in a creative manner.

Continuous Quality Improvements

- Don't ignore the important details.
- Needs to increase patience when interacting with more rules-oriented individuals.
- Maintain awareness of facial expression and comments when in disagreement with those showing a different point of view.



MOTIVATORS - NORMS & COMPARISONS

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

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 values, you will fit in with the group and be energized. However, when surrounded by people whose values are significantly different from yours, you may be perceived as out of the mainstream. If the differences are understood, each brings strengths to the equation. If not understood, 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 values 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 value. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that value. The shaded area for each value represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

NORMS & COMPARISONS TABLE - Norm 2003		
Matt Jackson		
THEORETICAL	* █	Mainstream
UTILITARIAN	* █	Mainstream
AESTHETIC	█ *	Mainstream
SOCIAL	█ *	Mainstream
INDIVIDUALISTIC	█ *	Passionate
TRADITIONAL	* █	Mainstream

█ - 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

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

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.



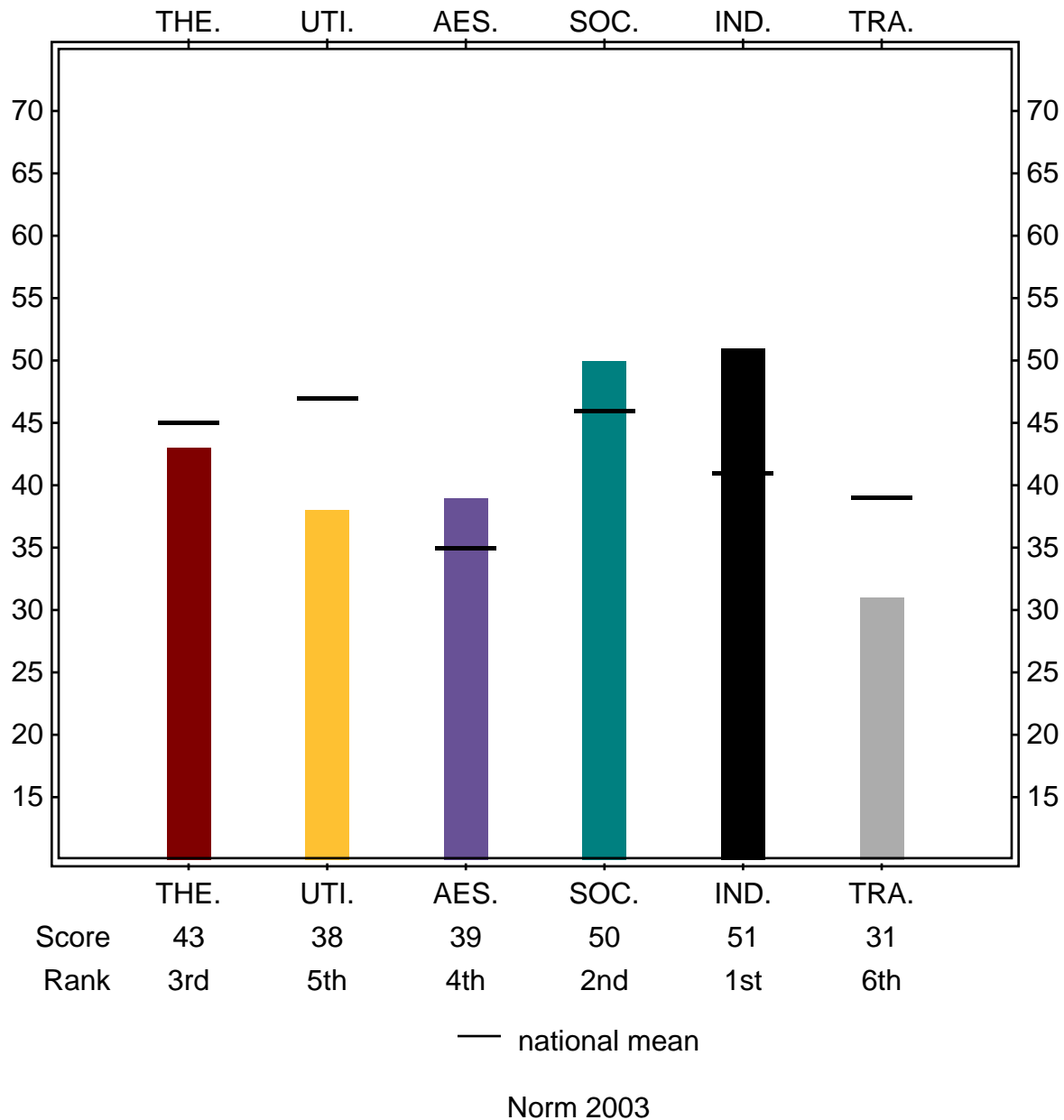
MOTIVATION INSIGHTS® GRAPH

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Matt Jackson

ABC Company

2-25-2009

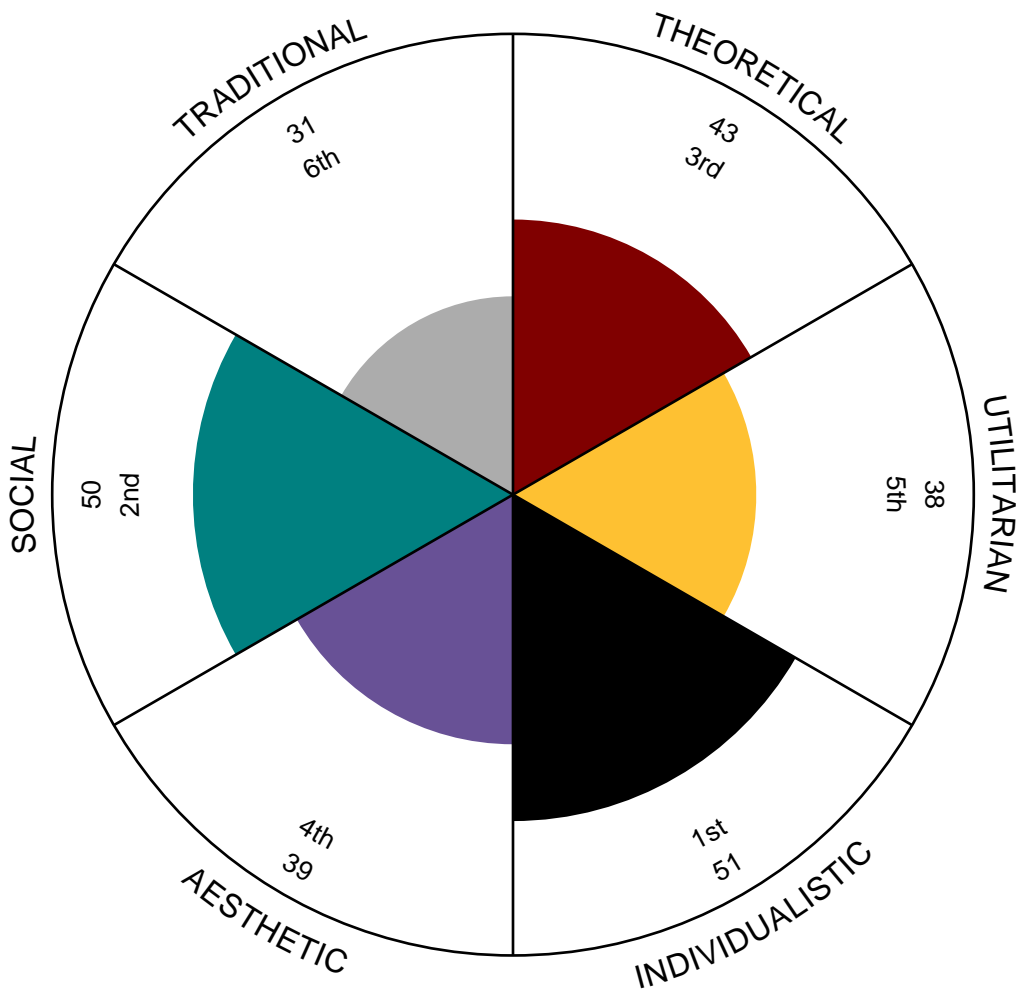




ATTITUDES WHEEL™

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Matt Jackson
ABC Company
2-25-2009





VALUES ACTION PLAN

This Action Plan is your tool to contribute to the process of self-development and continuous improvement. As you have reviewed information in this document, please respond to the items below as they relate to your specific professional environment.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Area 1: The greater or global mission of the team or organization.

In the space below indicate briefly one or two areas of strength that you bring to the greater mission of the organization at large.

Area 2: An immediate or shorter-term mission, task or purpose of a smaller group of people with whom you work on day-to-day operations.

In the space below, indicate briefly one or two areas of strength (different from those above), that you bring to the shorter-term tasks or day-to-day operations.



QUALITY IMPROVEMENT ACTION PLAN

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

In the area below, respond briefly as indicated. Base your answers on some of the information and results presented in this document.

Action Point 1: Things I will keep on doing.

Indicate three things that you are doing very well already, and that you plan to keep on doing.

- 1.
- 2.
- 3.

Action Point 2: Things I will modify or change slightly.

Indicate 2 things that you will modify, adjust, or change slightly in order to increase personal effectiveness.

- 1.
- 2.

Action Point 3: Things I will stop doing, or try to eliminate.

Indicate one thing that you will try to stop doing in order to increase personal effectiveness.

- 1.

Today's Date: _____

Date to review with mentor or peer: _____



TEAM BUILDING SUMMARY OF WORKPLACE VALUES

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Pick the most important item in each category from your report in the topic areas indicated. Leave a line blank if no primary item emerges to you. This summary sheet is to be used as a primary point of dialogue between you, your peers, and your manager, provided that all have copies of their own information. This communication should be a two-way process.

(Remember, these items are related to one's intrinsic drive factors, their 'hidden motivators' not readily observable. These items are of critical importance to one's long range success. This list illuminates why we do what we do.)

General Characteristics

1. Theoretical _____

2. Utilitarian/Economic _____

3. Aesthetic _____

4. Social/Altruistic _____

5. Individualistic/Political _____

6. Traditional/Regulatory _____

Value to the Organization

1. Theoretical _____

2. Utilitarian/Economic _____

3. Aesthetic _____

4. Social/Altruistic _____

5. Individualistic/Political _____

6. Traditional/Regulatory _____



TEAM BUILDING SUMMARY OF WORKPLACE VALUES

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Keys to Managing and Motivating:

1. Theoretical _____

2. Utilitarian/Economic _____

3. Aesthetic _____

4. Social/Altruistic _____

5. Individualistic/Political _____

6. Traditional/Regulatory _____

Training, Professional Development and Learning Insights:

1. Theoretical _____

2. Utilitarian/Economic _____

3. Aesthetic _____

4. Social/Altruistic _____

5. Individualistic/Political _____

6. Traditional/Regulatory _____



TEAM BUILDING SUMMARY OF WORKPLACE VALUES

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Continuous Quality Improvement:

1. Theoretical _____

2. Utilitarian/Economic _____

3. Aesthetic _____

4. Social/Altruistic _____

5. Individualistic/Political _____

6. Traditional/Regulatory _____

Continuous Quality Improvement: (choose two items from any values areas)

1. _____

2. _____
