



TTI
SUCCESS
INSIGHTS®

TriMetrix® ACI
Management-Staff

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Manager
Sample Co.
7-16-2014



Introduction Where Opportunity Meets Talent®

The TriMetrix® ACI Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and acumen. Understanding strengths and weaknesses in each of the three 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.

Acumen Indicators

This section of the report will help you truly understand how you analyze and interpret your experiences. Your acumen, keenness and depth of perception or discernment, is directly related to your level of performance.



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 Jon'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 Jon's natural behavior.

Jon prefers that things be orderly and he will approach work in a systematic manner. To some people, Jon may appear to be analytical. Precision and accuracy are important to him. In the long run, he prefers quality over quantity. Following procedures is his way of ensuring quality and orderly work. Jon can be depended upon to follow set procedures of work activity. While he may not be a perfectionist with all things, he has certain activities that will always be done with the same high standards in mind. He can be sensitive about any comments regarding the quality of his work. He strives forward constantly to improvement in everything he does. He prides himself on being incisive. He wants to get things done by proceeding with the facts that are at hand. Jon is alert and sensitive to his errors and mistakes. He constantly seeks to avoid errors in his work. When Jon sees something that is wrong he wants to fix it. He is oriented toward achieving practical results.

Jon can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. He usually judges others by the quality of their work. He may find it difficult to recognize others' strengths, if their work does not meet his high standards. He tends to delay making decisions until he has all the facts. He wants to be certain that his decision is correct. He is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." Jon sees himself as factual, and "down-to-earth." He is more than casually interested in "theory." When confronted with a problem he will look for a method, a formula, a procedure or a system to solve it. He gets frustrated when well-established rules are not observed by others. He prefers to have everyone adhere to the same rules and regulations. He is a critical and systematic thinker, and this strength may not be easily recognized by others. He tends to become bogged down in details. He may accumulate so much data that the details overwhelm him.



General Characteristics Continued

Jon's work represents his true self and he will take issue when people attack the quality of his work. Because Jon wants to be certain he is performing his work assignments correctly, he enjoys working for a manager who explains what is expected of him. He can be outgoing at times. Basically introverted, he will engage in social conversation when the occasion warrants. He has a low trust level with strangers. This becomes apparent when he asks specific and perhaps blunt questions. When Jon is deeply involved in thinking through a project, he may appear to be cool and distant. He is intuitive and is able to ask good questions in order to get the critical, complete information he seeks. People who show up early or late for appointments may upset him, since his work plans are disrupted. Jon makes an agenda and prefers that others not change it. He likes to ask questions to clarify the communications. He gathers data in order to be certain he is correct in his work, communications or decision making.





Value to the Organization

This section of the report identifies the specific talents and behavior Jon 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.

- Proficient and skilled in his technical specialty.
- Comprehensive in problem solving.
- Conscientious and steady.
- Always looking for logical solutions.
- Always concerned about quality work.
- Objective--"The anchor of reality."
- Objective and realistic.
- Presents the facts without emotion.





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 Jon. 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 Jon most frequently.

Ways to Communicate

- Respect his quiet demeanor.
- Provide solid, tangible, practical evidence.
- Keep at least three feet away from him.
- Give him time to verify reliability of your actions; be accurate, realistic.
- Use expert testimonials.
- Follow through, if you agree.
- Prepare your "case" in advance.
- Be prepared with the facts and figures.
- Make an organized presentation of your position, if you disagree.
- Approach him in a straightforward, direct way; stick to business.
- Listen to him.



Checklist for Communicating Continued

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

- Threaten, cajole, wheedle, coax or whimper.
- Be disorganized or messy.
- Be redundant.
- Say "trust me"--you must prove it.
- Dillydally, or waste time.
- Use gimmicks or clever, quick manipulations.
- Leave things open to interpretation.
- Be superficial.
- Touch his body when talking to him.
- Make statements about the quality of his work unless you can prove it.
- Be vague about what's expected of either of you; don't fail to follow through.
- Be giddy, casual, informal or loud.
- Provide special, personal incentives.



Communication Tips

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

Self-Perception

Jon usually sees himself as being:

- Precise
- Thorough
- Moderate
- Diplomatic
- Knowledgeable
- Analytical

Others' Perception - Moderate

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

- Pessimistic
- Picky
- Worrisome
- Fussy

Others' Perception - Extreme

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

- Perfectionistic
- Hard-to-Please
- Strict
- Defensive





The Absence of a Behavioral Factor

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

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

- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.
- Avoid projects that require constant focus without any room for variance in task.
- Avoid positions that revolve around routine work.

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.

- Situations requiring active listening need to have a conscious effort.
- Rambling, written or verbal, will be avoided to the point of missing a deadline.
- Seek environments where change is rewarded versus discouraged.





Descriptors

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

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



Natural and Adapted Style

Jon'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
<p>Jon 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. Jon is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.</p>	<p>Jon sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>

People - Contacts

Natural	Adapted
<p>Jon is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.</p>	<p>Jon 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.</p>



Natural and Adapted Style Continued

Pace - Consistency

Natural

Jon likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

Adapted

Jon 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

Jon naturally is cautious and concerned for quality. He likes to be on a team that takes responsibility for the final product. He enjoys knowing the rules and can become upset when others fail to comply with the rules.

Adapted

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



Adapted Style

Jon 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.

- Limited contact with people.
- Calculation of risks before taking action.
- Sensitivity to existing rules and regulations.
- Careful, thoughtful approach to decision making.
- Critical appraisal of data.
- Disciplined, meticulous attention to order.
- Being precise in the collection of data.
- Precise, analytical approach to work tasks.
- Accomplishing tasks without many people contacts.
- Projecting a limited display of emotion.
- Accurate adherence to high quality standards.



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.

Overreacting To Constructive Criticism

Overreacting to constructive criticism is the inappropriate overt or covert response to feedback and recommendations.

Possible Causes:

- Have a high comfort level with past methods
- Have high standards for work performance
- Think that your way is the correct way
- Don't see the benefit of doing things differently

Possible Solutions:

- Practice listening without evaluating comments from others
- Begin responding mentally with "that's interesting" or "that's a possibility" as a way of controlling immediate negative response
- Communicate feelings with peers and supervisors

Seeking "All" of The Facts

Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.

Possible Causes:

- Want to be certain/prepared
- Want to avoid mistakes
- Want extended time for getting tasks done

Possible Solutions:

- Set a timeline for gathering new information or evaluating old information and then take action
- Evaluate importance or risk factors to how much information is actually needed



Time Wasters Continued

Looking For "Hidden Meaning"

The habitual practice of looking for hidden meanings demonstrates the inability to take messages, information and people-signals at face value. It may indicate that issues and people are suspect or have potential negative impact on you and your work.

Possible Causes:

- Critical listening ability may cause you to read more into a situation
- Want to look beyond the obvious
- Have a need for additional information
- Do not have a high level of trust in others

Possible Solutions:

- Ask questions
- Share initial evaluation/opinion with others

Fear of Mistakes

Fearing mistakes is the mental process of focusing on negative outcomes and is often a preoccupation with past mistakes.

Possible Causes:

- Want to avoid criticism
- Take criticism personally
- Want to be seen as efficient and competent

Possible Solutions:

- Practice focusing on past successes
- For every mistake that you think might happen, write down two positive possible outcomes for a completed task
- Focus on several possible future outcomes



Areas for Improvement

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

Jon has a tendency to:

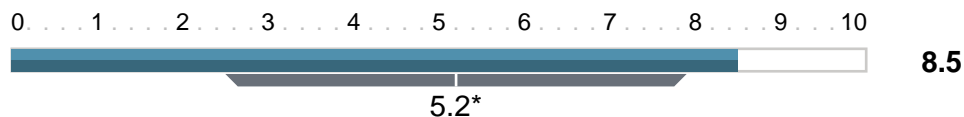
- Appear somewhat aloof and cool to the emotional appeal of others.
- Be critical of any approach that is not regarded as purely logical or factual (to his standards).
- Lean on technical achievement.
- Prefer things to people--things don't show emotion or need restraint.
- Be suspicious and pessimistic of any new project. Wants more support than is necessary.
- Tell ideas as opposed to sell ideas.
- Select people much like himself.
- Be defensive when threatened and use the errors and mistakes of others to defend his position.



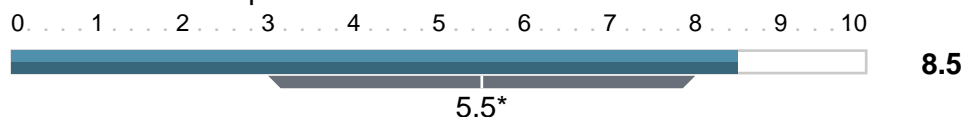
Behavioral Hierarchy

Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The list below ranks your behavioral traits from the strongest to the weakest.

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



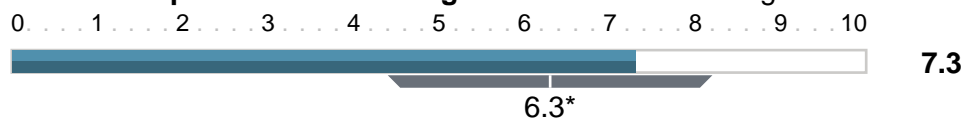
2. Analysis of Data - Information is maintained accurately for repeated examination as required.



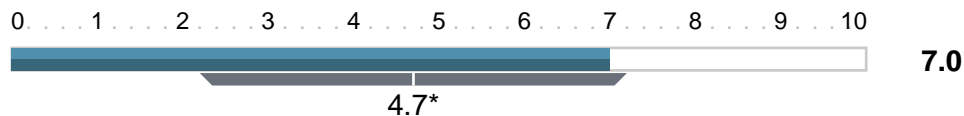
3. Urgency - Decisiveness, quick response and fast action.



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



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



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



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



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

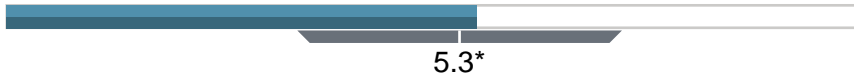




Behavioral Hierarchy

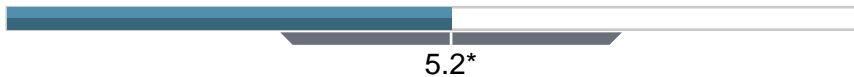
8. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.

0 1 2 3 4 5 6 7 8 9 10



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

0 1 2 3 4 5 6 7 8 9 10



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

0 1 2 3 4 5 6 7 8 9 10



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

0 1 2 3 4 5 6 7 8 9 10



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

0 1 2 3 4 5 6 7 8 9 10



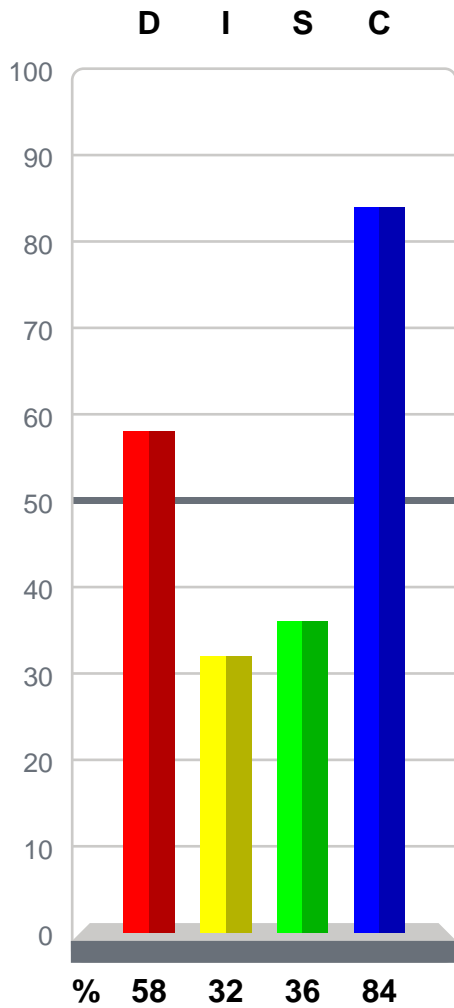


Style Insights® Graphs

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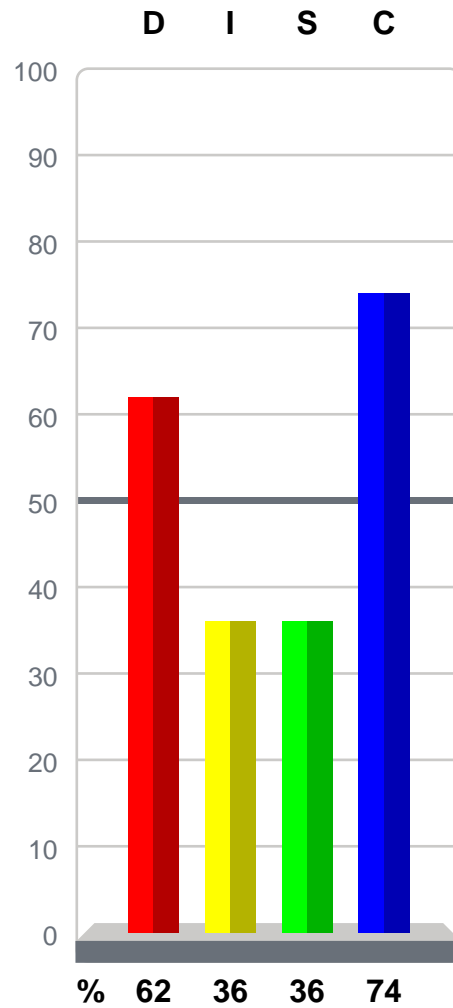
Adapted Style

Graph I



Natural Style

Graph II



Norm 2014 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.

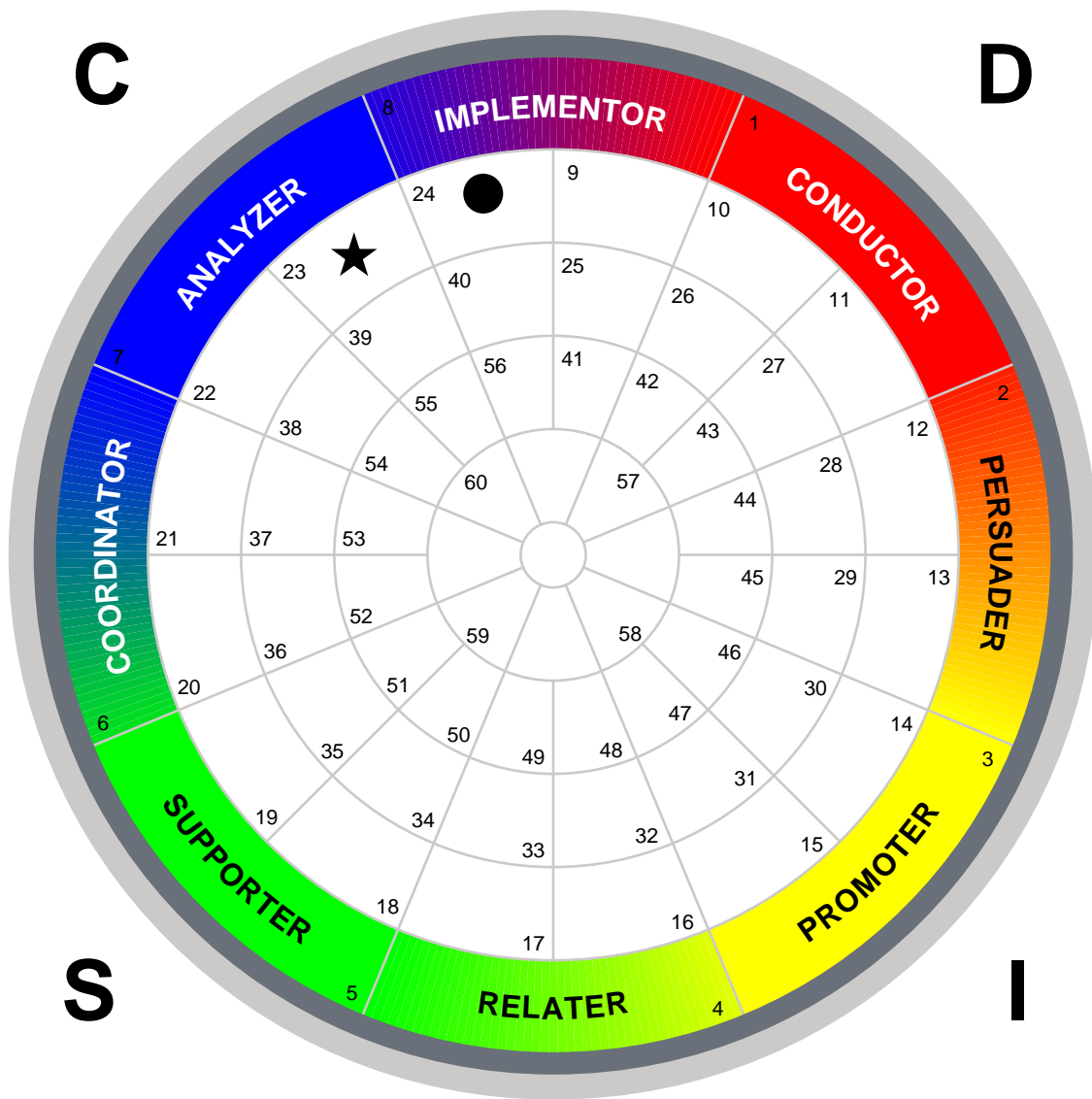
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

7-16-2014



Adapted: ★ (23) IMPLEMENTING ANALYZER
 Natural: ● (24) ANALYZING IMPLEMENTOR

Norm 2014 R4



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.

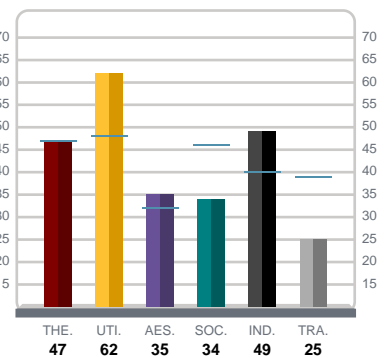
Your Personal Motivators Ranking		
1st	Utilitarian	Strong
2nd	Individualistic	Strong
3rd	Theoretical	Situational
4th	Aesthetic	Situational
5th	Social	Indifferent
6th	Traditional	Indifferent



Utilitarian

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

- All attempts are made to protect future security to ensure that his legacy is protected.
- Jon has a long list of wants and will work hard to achieve them.
- Jon faces the future confidently.
- He can be very practical.
- Having more wealth than others is a high priority for Jon.
- Jon is future-oriented.
- Jon will attempt to structure his economic dealings.
- Wealth provides the security Jon wants for himself and/or his family.
- With economic security comes the freedom to advance his ideas or beliefs.
- Jon will be motivated by his accomplishments.
- Jon will protect his assets to ensure the future of his economic security.



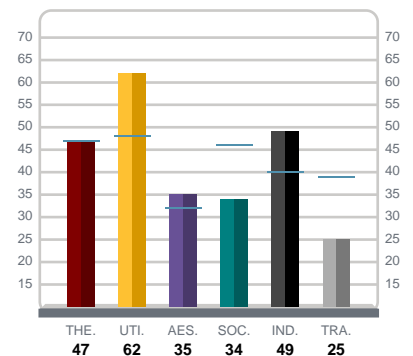


Individualistic

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.

- He believes "if at first you don't succeed try, try again."
- Maintaining individuality is strived for in relationships.
- Jon likes to be in situations that allow him the freedom to control his destiny and the destiny of others. His team's strategy is to attempt to dilute outsiders' influence on the results of their goals.
- People who are determined and competitive are liked by Jon.
- Jon believes "when the going gets tough, the tough get going."
- He wants to control his own destiny and display his independence.
- Jon takes responsibility for his actions.
- If necessary, Jon will be assertive in meeting his own needs.
- Jon has the desire to assert himself and to be recognized for his accomplishments.



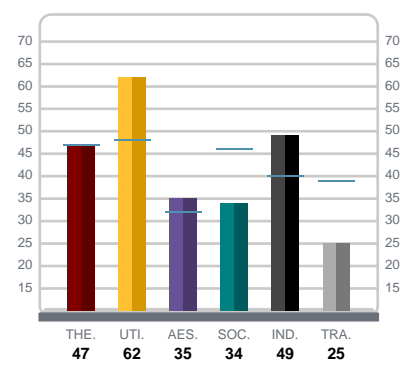


Theoretical

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.

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





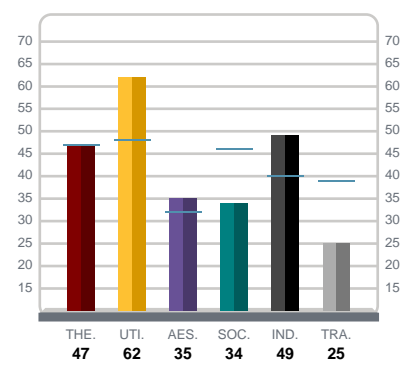


Aesthetic

A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent has talents in creative artistry. It indicates a primary interest in the artistic episodes of life.

- At times Jon will look for the beauty in all things.
- There could be a specific area that is of great interest to him. For instance, he may be appreciative of the natural beauty of mountains and streams, but may not be overly impressed by the works of Picasso or Rembrandt.
- Jon may desire fine things for his spouse or family members.
- The need for the appreciation of beauty is determined on an individual basis and is not generalized in terms of the total world around him.



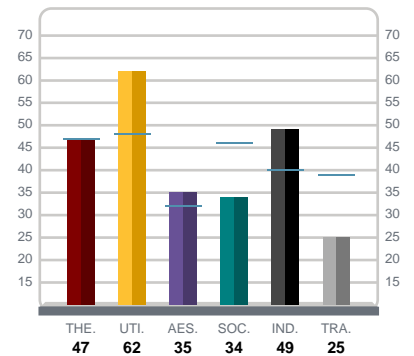




Social

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.

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

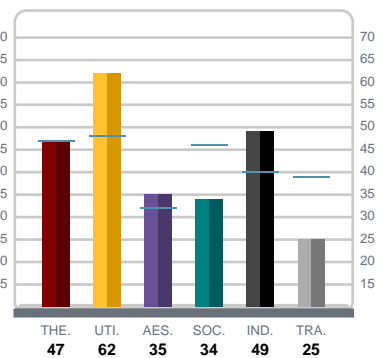




Traditional

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.

- In many cases, Jon will want to set his own rules which will allow his own intuition to guide and direct his actions.
- It may be hard to manipulate Jon because he has not defined a philosophy or system that can provide immediate answers to every situation.
- He will not be afraid to explore new and different ways of interpreting his own belief system.
- Traditions will not place limits or boundaries on Jon.
- He will work within a broadly defined set of beliefs.
- Jon can be creative in interpreting other systems or traditions and selective in applying those traditions.
- Jon's passion in life will be found in one or two of the other dimensions discussed in this report.





Navigating Situations Outside Your Comfort Zone

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

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

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

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

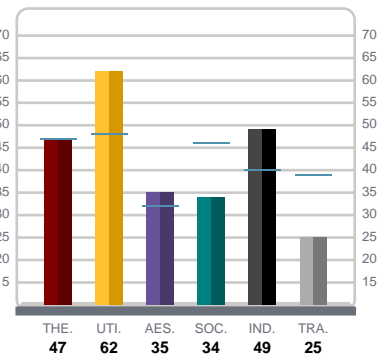
How do Traditionals contribute to the world, your professional life and your personal life?

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

- Position the Traditional in a way where people want to align with the principles of the organization, as long as these principles are providing the desired return to the bottom-line.
- If principles are being adhered to that detract from the results the organization is looking for, provide factual, data-driven information as to why and how the standards should be adjusted.

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

- Look for the value of the belief system the Traditional team member possesses. Is there a way to yield a return based on the belief system and how it applies to business goals?
- It's important to understand the biases the Traditional has and determine if it's worth the return of trying to change the belief. When dealing purely with a bias, the discovery of other commonalities is necessary in order to maintain a positive relationship.





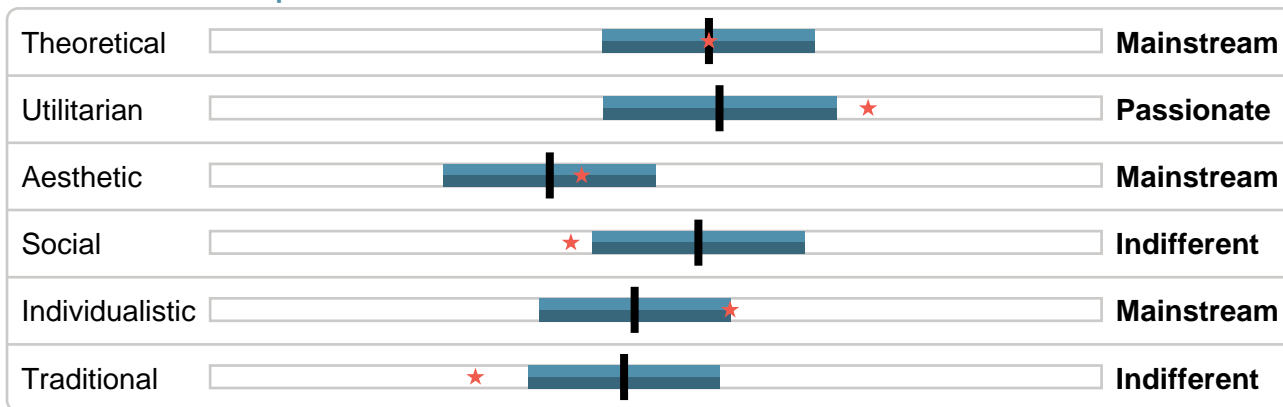
Motivators - Norms & Comparisons

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 2014



- 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 strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.

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

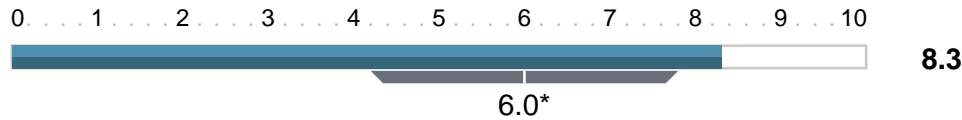
- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.



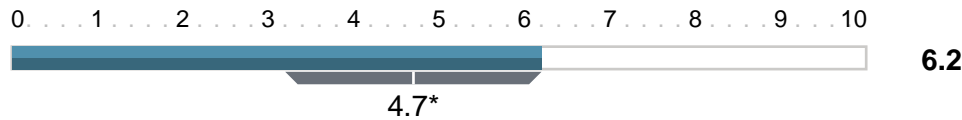
Motivators Hierarchy

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

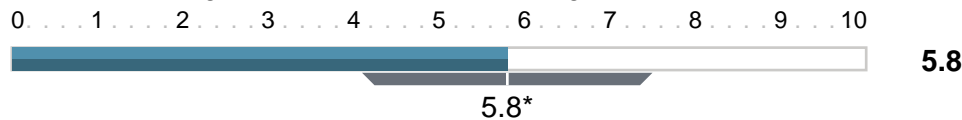
1. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



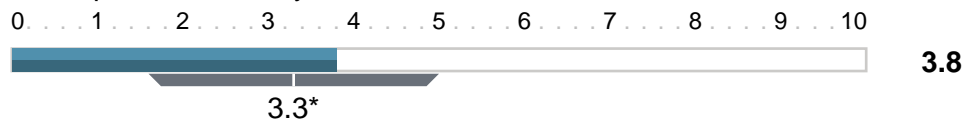
2. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



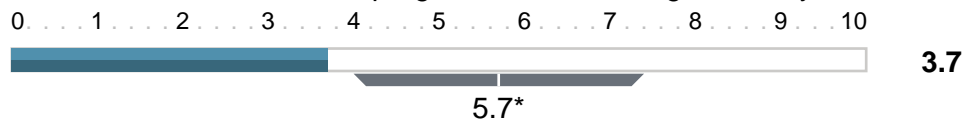
3. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



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



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

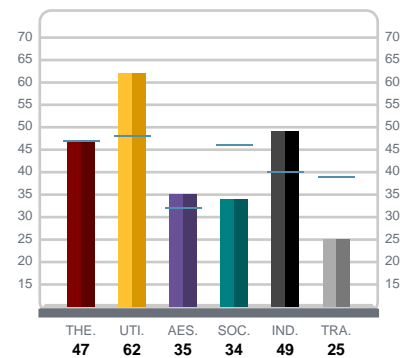


6. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



MI: 47-62-35-34-49-25 (THE.-UTI.-AES.-SOC.-IND.-TRA.)

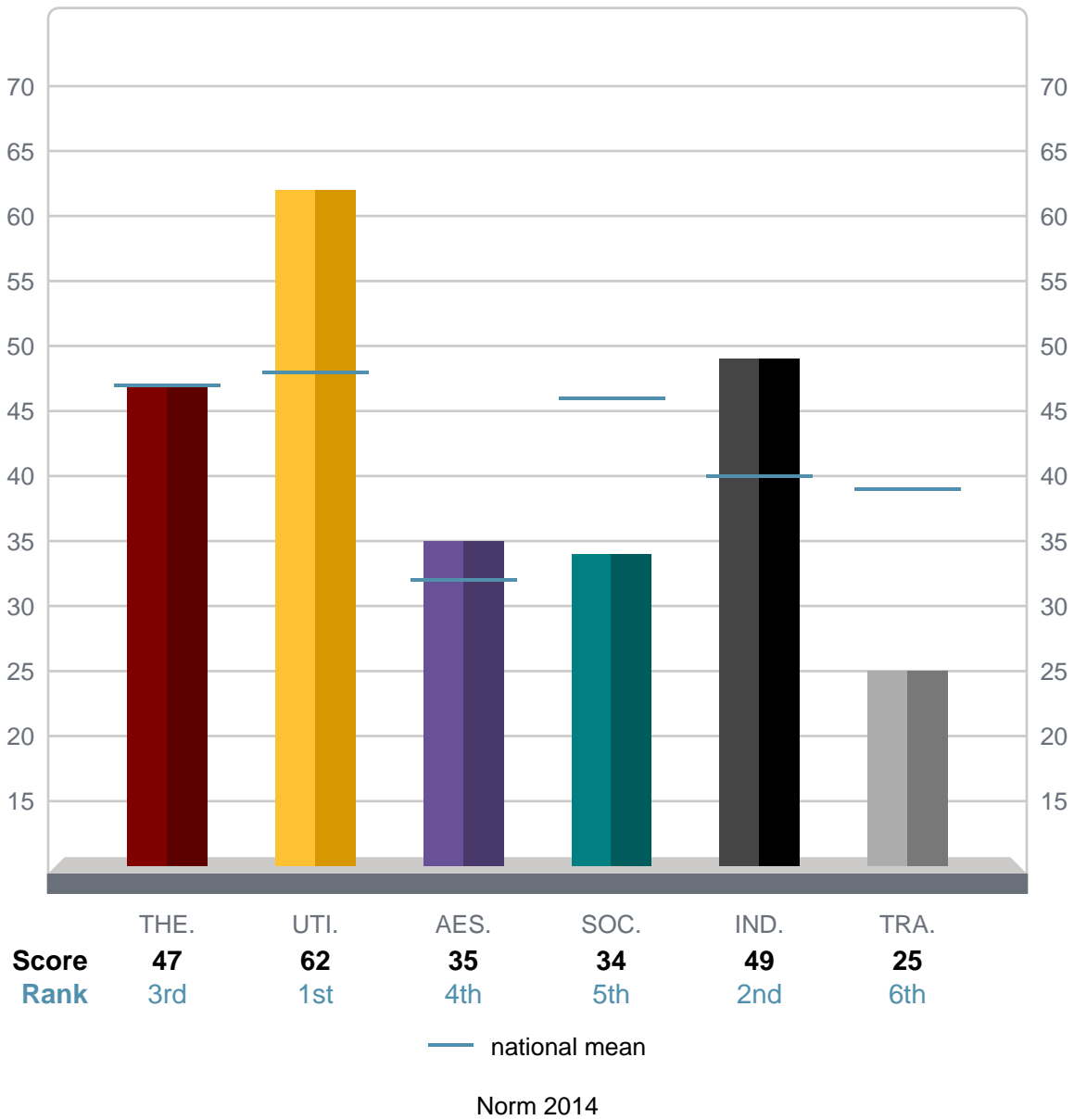
* 68% of the population falls within the shaded area.





Motivation Insights® Graph

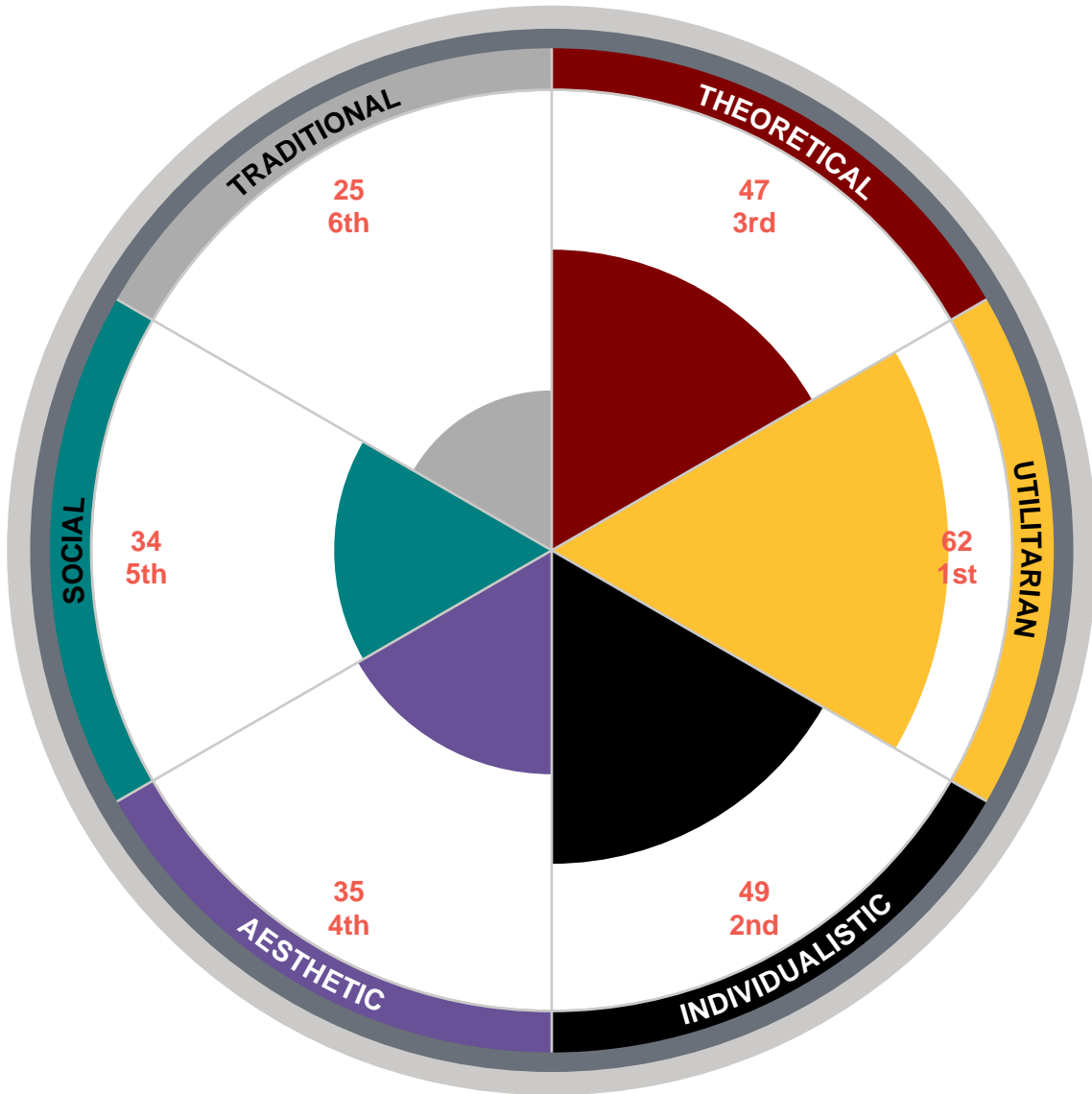
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Motivators Wheel™

7-16-2014





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 Jon'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.

- Offers an objective perspective on how the goal can be obtained within the established framework.
- Expectations are clear, tangible and have a bottom-line focus.
- Has a calculated plan to advance or win within the organizational framework.
- Likes to do it right the first time and wants recognition for this.
- Wants to maximize time and resources now, as opposed to later.
- Tends to be futuristic.
- Bottom-line focused when leading others.
- Willing to make high-risk decisions.





Potential Behavioral and Motivational Conflict

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

- Calculates every variable, which may not be the best use of his time.
- May over focus on the negative side of investments and, therefore, may miss the opportunity.
- Will control all of the details for fear of a tainted image.
- Can confuse his desire for authority or power with his want for enforcing rules.
- Will override other variables for the sake of an investment.
- May make a quick decision that results in a bad investment and/or wasted time.
- Can set personal standards too high.
- May not realize the negative consequences of his quick decisions.





Ideal Environment

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

- Close relationship with a small group of associates.
- An environment where he can use his intuitive thinking skills.
- An environment dictated by logic rather than emotion.
- Ability to be direct and to-the-point with the appropriate return on investment data.
- The ability to achieve goals in a logical and practical manner.
- An environment where direct, bottom-line efforts are appreciated.
- Ability to control the review and storage of facts and data.
- Management that appreciates and rewards powerful risk-taking.
- An environment that demands high standards with the opportunity to enforce such standards.



Keys to Managing

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

Jon needs:

- Time to see and test if the plan will work.
- To be objective and listen when others volunteer constructive criticism.
- To be more cooperative with other team members.
- A manager that understands that communication will be facts and bottom-line driven.
- Assistance in recognizing the balance between perfection and return on investment.
- To understand that not all people are driven by return and challenges.
- To set goals that are within reach.
- Help in limiting interruptions because of the desire to be involved in too many projects.
- To be able to earn the respect and trust to control his domain of expertise.



Introduction Acumen Indicators Section

Research has shown 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.

The Acumen Indicators Section is designed to help an individual truly understand themselves, how they analyze and interpret their experiences. A person's acumen, keenness and depth of perception or discernment, is directly related to their level of performance. The stronger a person's acumen, the more aware they are of their reality in both their external and internal world.

This section explores both how a person interacts with the external world and from a personal perspective. There are seven primary areas that this section will explore:

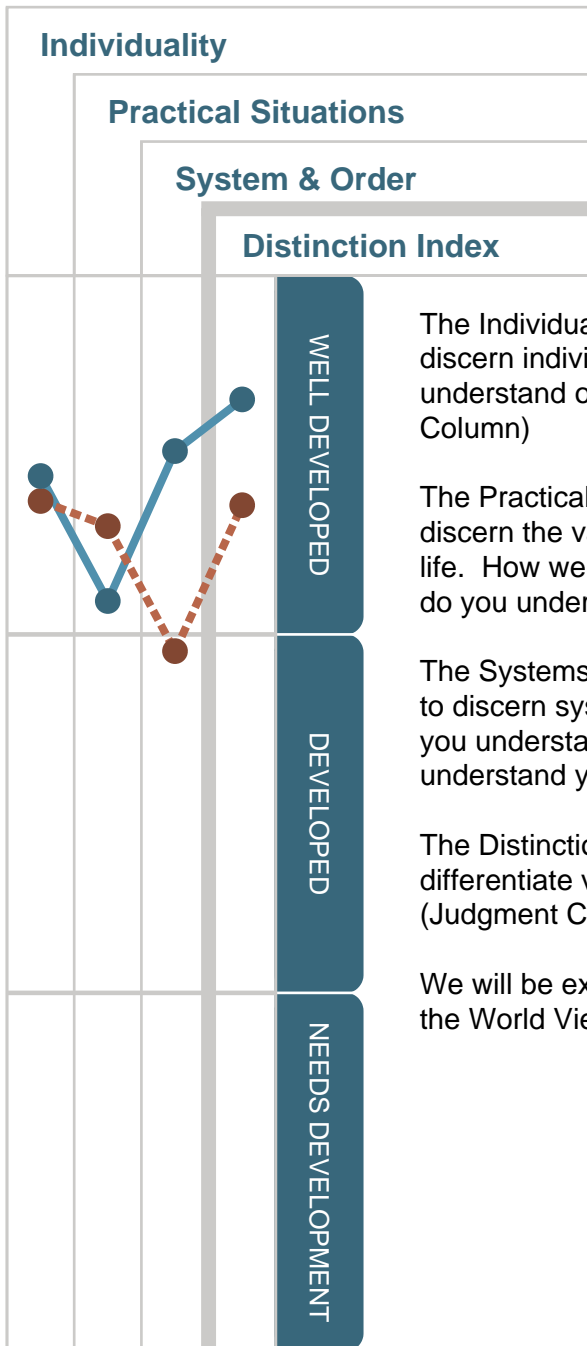
- Summary of Acumen Capacity
- World View General Characteristics
- Self View General Characteristics
- Clarity of Performance and Situational Awareness
- Capacity for Problem Solving
- Reaction Index
- Business Performance Summary

Be sure to read the entire section with an open mind. Everyone has areas where they can improve. Use the content of this section while working with your mentor, professional coach or manager in order to make improvements, both personally and professionally.



Summary of Acumen Capacity

The Dimensions section measures Jon's capacity to understand each of the dimensions individually as well as the capacity to differentiate the value elements in situations.



The Individuality column relates to the development of your capacity to discern individuality in others and individuality in oneself. How well do you understand others? How well developed is your sense of self? (Feeling Column)

The Practical Situations column relates to the development of your capacity to discern the value in situations in the outside world and in one's own roles in life. How well do you understand all aspects of practical situations? How well do you understand your roles in life? (Doing Column)

The Systems and Order column relates to the development of your capacity to discern systems and order in the world and within oneself. How well do you understand structure and organization in the world? How well do you understand your self-organization and future direction? (Thinking Column)

The Distinction Index Column relates to your development of the capacity to differentiate values in general in the world as well as within oneself. (Judgment Column)

We will be exploring this information in more detail over the next two pages in the World View and Self View sections.

World View Self-View

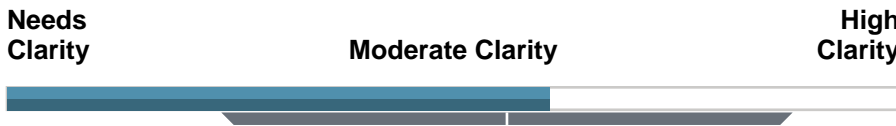




Clarity of Performance and Situational Awareness

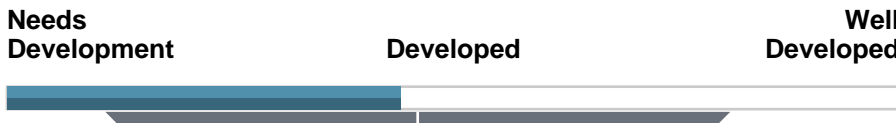
Clarity of Performance and Situational Awareness score both internally and externally. The Clarity of Performance measures a person's ability to see the relevant in situations, their capacity for focusing on, understanding and valuing the dimensions evenly in the outside world and within oneself. The Situational Awareness score is the measurement of Jon's awareness of the reality of the outside world and within his own world.

External Clarity of Performance: Development of a *sense of proportion* in evaluating personal, practical and theoretical situations in the outside world.



- In terms of people, tasks and systems, Jon has the least clarity when it comes to tasks.
- To establish a more balanced view of the world, Jon should seek to understand and appreciate tasks and practical matters.
- Jon lacks some clarity in terms of practical matters and as such has a moderately developed sense of proportion about the world.

External Situational Awareness: Development of the awareness of the reality of the world.



- Jon can improve on making his expectations more realistic in terms of matters personal, practical and theoretical in his work environment.
- Jon could strive to be more rational in his approach to issues in his work environment.
- Jon has moderate understanding of the reality of the world in terms of people, tasks and systems.

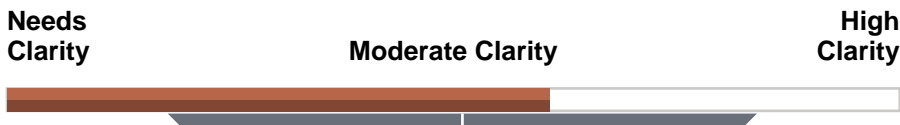


* 68% of the population falls within the shaded area.



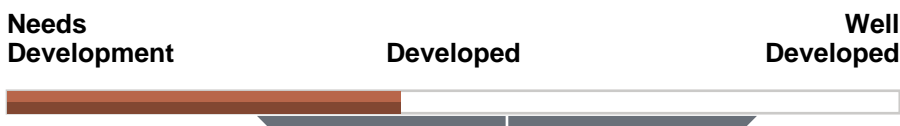
Clarity of Performance and Situational Awareness Continued

Internal Clarity of Performance: Development of a *sense of proportion* in evaluating personal, practical and theoretical situations in oneself.



- For Jon, his envisioned future is secondary to who he is as a unique individual and his current life roles.
- When confronted with personal/internal issues, Jon generally approaches the issue with moderate clarity.
- Jon has a balanced sense of proportion when dealing with issues relating to himself but may at times overreact.

Internal Situational Awareness: Development of the awareness of the reality of one's own self.



- Jon may want to seek to make his expectations for himself, his role and his goals more realistic.
- Jon has moderate understanding of his reality as it pertains to himself.
- Jon demonstrates moderate objectivity in his approach to situations relating to himself.

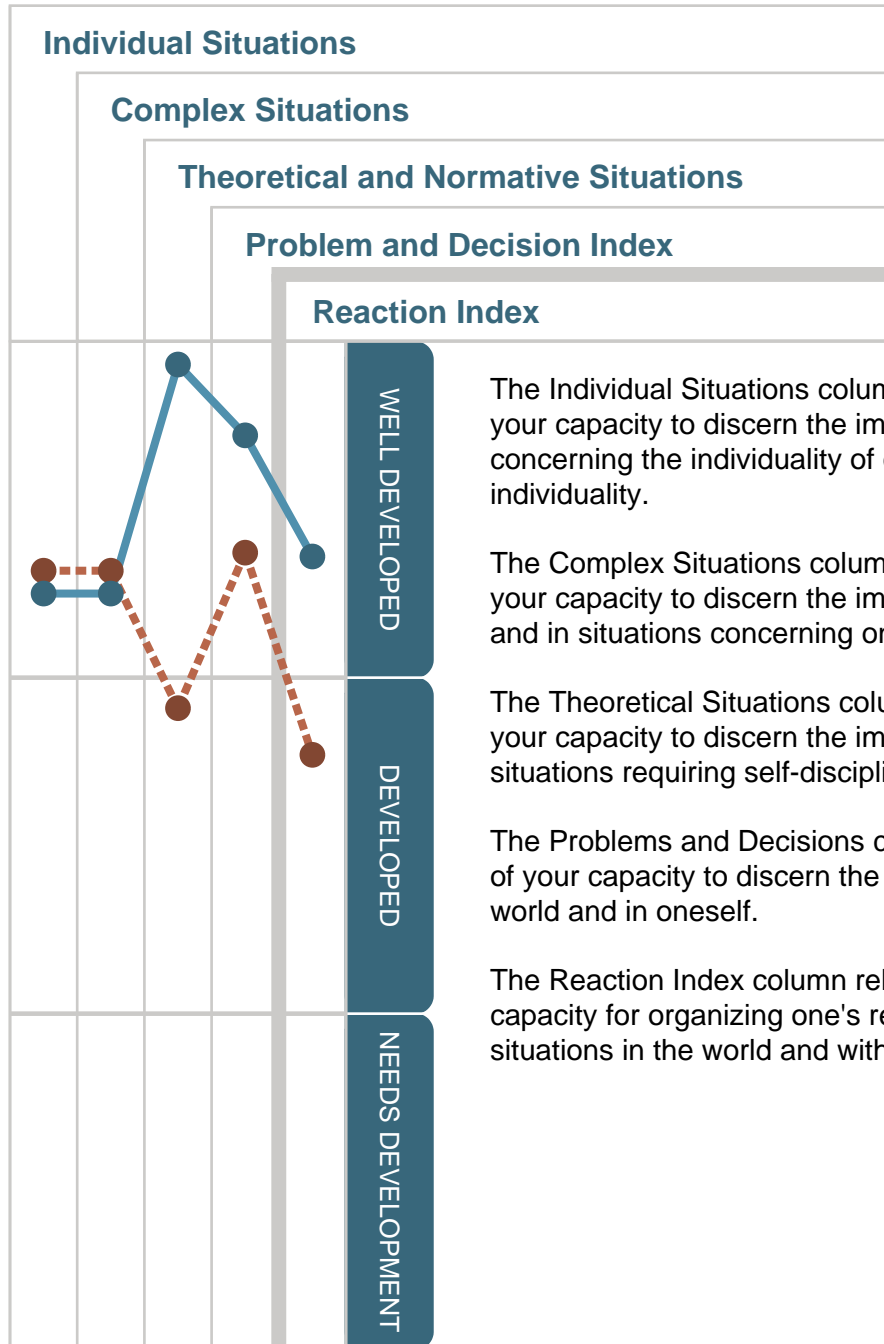
How would making improvements in these areas benefit your personal and professional life?

In what areas do you feel you would have the most benefit from further developing?

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



Summary of Capacity for Problem Solving



The Individual Situations column relates to the development of your capacity to discern the importance within situations concerning the individuality of others and concerning one's own individuality.

The Complex Situations column relates to the development of your capacity to discern the importance within practical situations and in situations concerning one's own roles in life.

The Theoretical Situations column relates to the development of your capacity to discern the importance within systems and in situations requiring self-discipline.

The Problems and Decisions column relates to the development of your capacity to discern the importance within situations in the world and in oneself.

The Reaction Index column relates to the development of your capacity for organizing one's reactions when confronted with situations in the world and within oneself.

World View Self-View

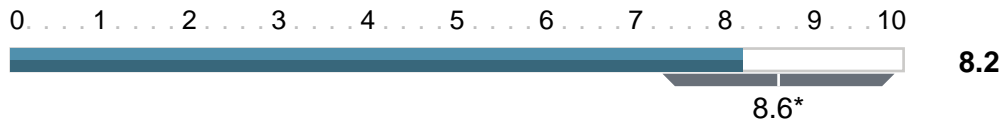




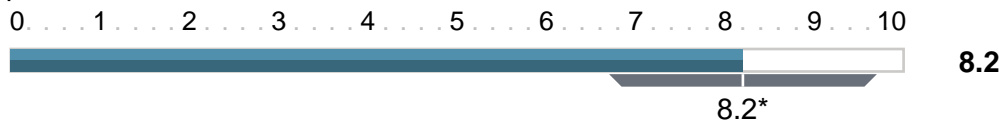
Capacity for Problem Solving

The Problem Solving Summary will identify Jon's capacity to solve problems and concentrate during challenging times and ability to make balanced decisions. Levels of development will be indicated by Well Developed, Developed or Needs Development as well as through a numerical score.

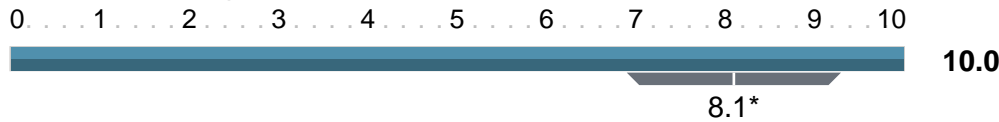
Capacity for Solving Problems Involving People - The ability to perceive the important within the complex in outside situations concerning the individuality of others and the ability to solve personal problems of others.



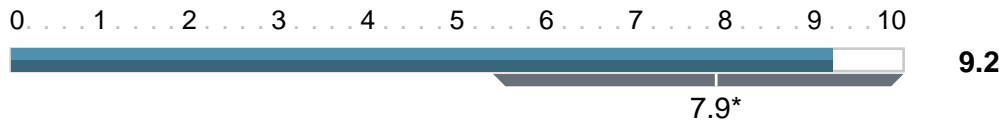
Capacity for Solving Practical Problems - The ability to perceive the important within the complex in outside situations in order to solve practical problems in the outside world.



Capacity for Solving Theoretical Problems - The ability to perceive the important within the complex in outside situations or systems in order to solve theoretical problems in the outside world.



Capacity for Problem Solving and Decision Making in the Outside World - The ability to perceive all relevant information needed within complex situations for the task at hand in order to make important decisions.

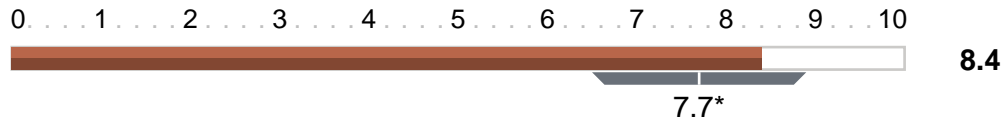


* 68% of the population falls within the shaded area.

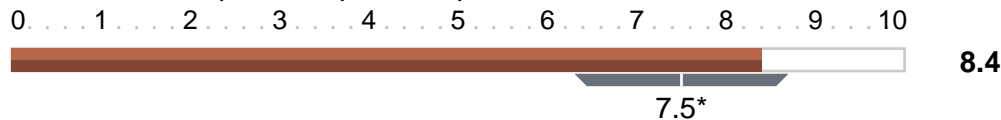


Capacity for Problem Solving Continued

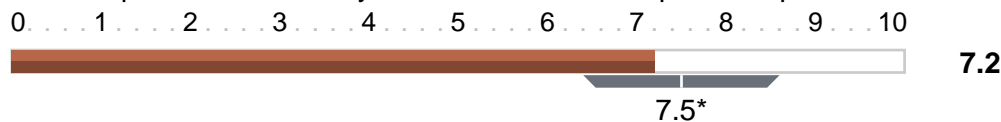
Internal Problem Solving Ability - The ability to perceive the important within the complex in situations that concern one's own individuality in order to solve one's own personal problems.



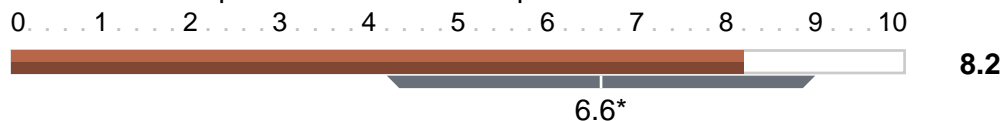
Problem Solving Ability Within One's Roles - The ability to perceive the important within the complex in situations which concern one's roles in order to resolve personal practical problems.



Problem Solving Ability Regarding One's Future - The ability to perceive the important within the complex in problems which require self-discipline and the ability to resolve theoretical personal problems.



Capacity for Problem Solving and Decision Making Within One's Self - The ability to perceive the important within the complex within one's self in order to resolve problems and to make personal decisions.

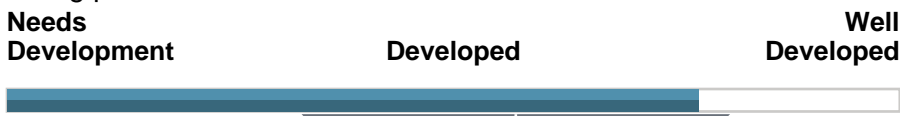


* 68% of the population falls within the shaded area.

Reaction Index

The Reaction Index is determined by looking at Jon's External Control and Internal Control. The combination of this information will identify one's capacity for appropriate response in difficult situations. Levels of development will be indicated by Well Developed, Developed or Needs Development.

External Control: The ability to appear to be rational and in control when facing problems or crises.



- He shows discipline and organization when reacting to conflict, primarily dealing with problems involving practical situations.
- He shows discipline and organization when reacting to conflict, primarily dealing with problems involving other people.
- His capacity to organize and control his reactions when confronted with outside problems is well developed.
- He shows discipline and organization when reacting to conflict, primarily dealing with problems involving systems and theories.

Internal Control: The ability to remain in conscious command of one's internal self when confronted with difficult circumstances and to respond rationally.



- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving his roles in life.
- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving his own individuality.
- His capacity to organize and discipline his reactions when confronted with problems within himself is developed.
- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving self-discipline.

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

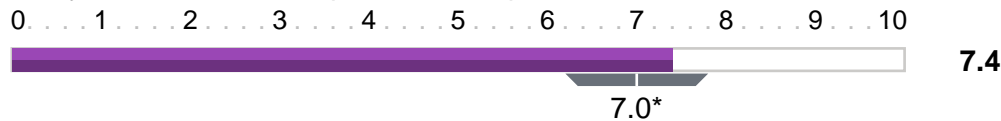




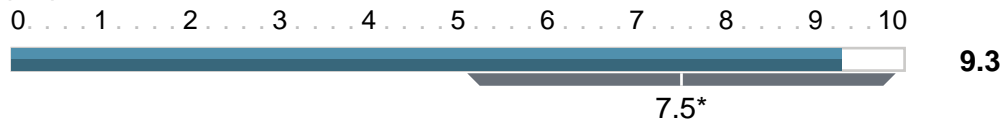
Business Performance Summary

The business performance summary will identify Jon's capacity to solve problems and concentrate during challenging times and ability to make balanced decisions. Levels of development will be indicated through a numerical score for Balanced Decision Making and External and Internal Control as well as by Well Developed, Developed and Needs Development for the Attitude Index.

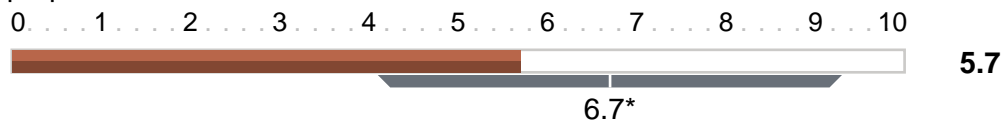
Balanced Decision Making - The ability to make consistently sound and timely decisions in one's personal and professional life.



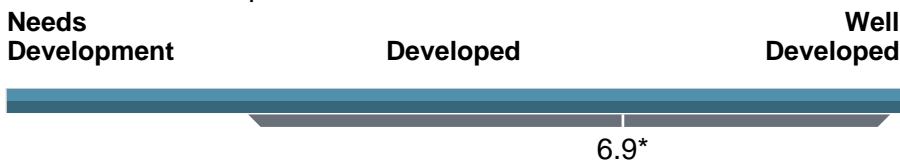
External Concentration Index - The ability to concentrate with a sense of proportion in external situations.



Internal Concentration Index - The ability to concentrate with a sense of proportion in internal situations.



Attitude Index: Attitude Index shows the positive or negative attitude of the person toward the world and is a result of over or under-valuing the statements in the questionnaire.



■ - External ■ - Internal ■ - Combined External and Internal

Attitude Index General Descriptors

- Approving - favorable
- Appreciative - grateful, thankful
- Positive - encouraging, upbeat
- Dynamic - lively, energetic, vibrant
- Open-minded - accessible, flexible

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



Development Indicator

This section of your report shows your development level of 23 personal skills based on your responses to the questionnaire. The 23 personal skills have been categorized into four levels; based on means and standard deviations. Well Developed, Developed, Moderately Developed and Needs Development.

Personal Skills Ranking	
1	Results Orientation
2	Conceptual Thinking
3	Goal Achievement
4	Empathetic Outlook
5	Leading Others
6	Planning and Organization
7	Problem Solving
8	Customer Focus
9	Interpersonal Skills
10	Decision Making
11	Flexibility
12	Objective Listening
13	Conflict Management
14	Diplomacy & Tact
15	Personal Accountability
16	Resiliency
17	Teamwork
18	Continuous Learning
19	Self Management
20	Developing Others
21	Self-Starting Ability
22	Influencing Others
23	Accountability for Others



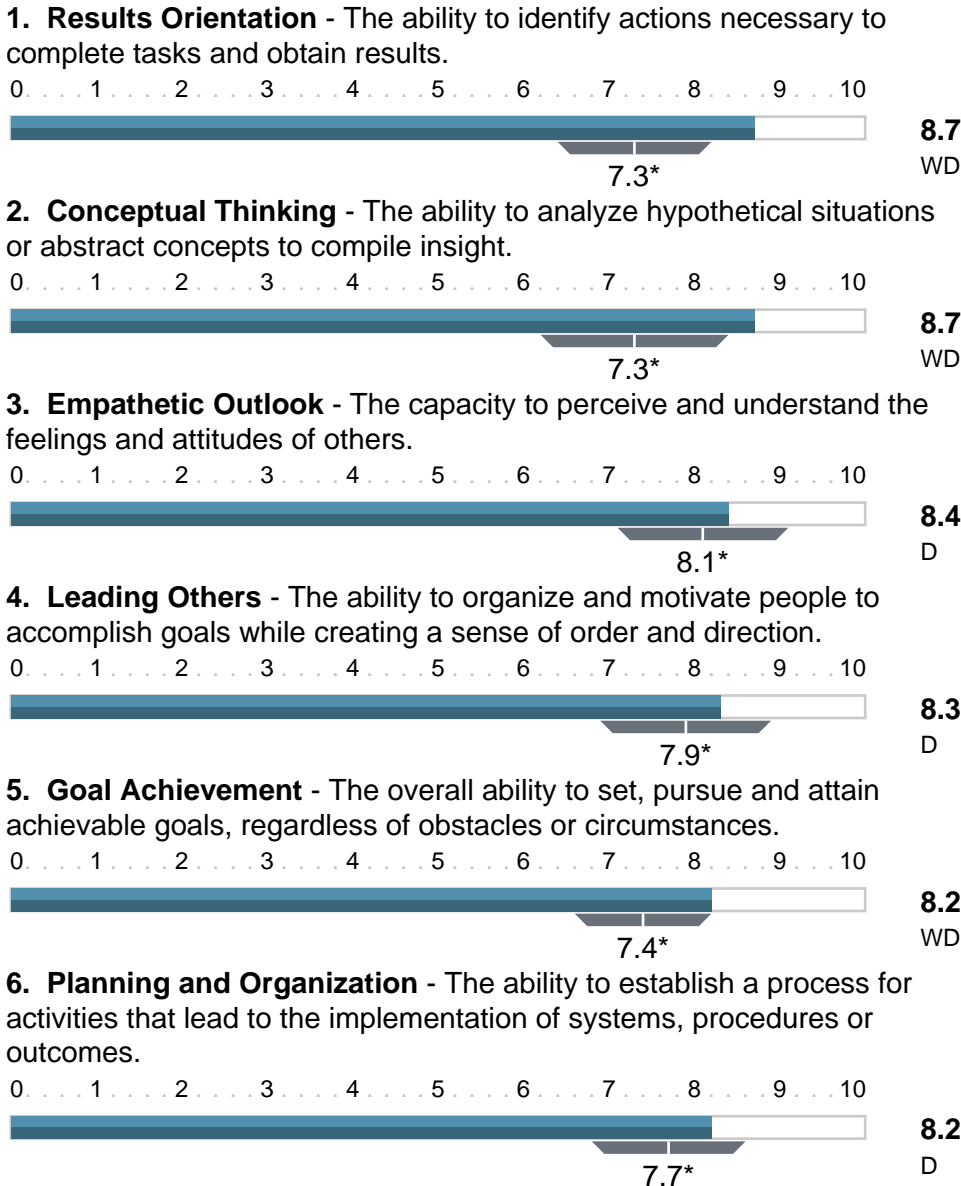
Note: Don't be concerned if you have not developed all 23 personal skills. Research has proven that individuals seldom develop all 23. Development of the most important personal skills needed for your personal and professional life is what is critical.

Well Developed
 Developed
 Moderately Developed
 Needs Development



Personal Skills Hierarchy

Your unique hierarchy of personal skills is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your personal skills from top to bottom.



Development Legend

- WD = Well Developed
- D = Developed
- MD = Moderately Developed
- ND = Needs Development

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



Personal Skills Hierarchy

7. Problem Solving - The ability to identify key components of a problem to formulate a solution or solutions.

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



7.5*

8.1
D

8. Customer Focus - A commitment to customer satisfaction.

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



7.9*

8.1
D

9. Interpersonal Skills - The ability to interact with others in a positive manner.

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



7.9*

8.1
D

10. Decision Making - The ability to analyze all aspects of a situation to gain thorough insight to make decisions.

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



7.4*

8.1
D

11. Flexibility - The ability to readily modify, respond to and integrate change with minimal personal resistance.

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



7.6*

8.1
D

12. Objective Listening - The ability to listen to many points of view without bias.

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



7.7*

8.0
D

13. Conflict Management - The ability to resolve different points of view constructively.

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



7.8*

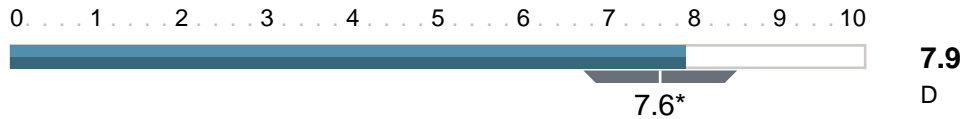
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D

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

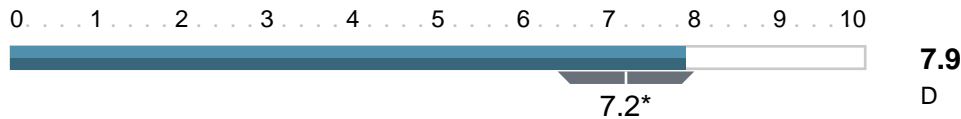


Personal Skills Hierarchy

14. Diplomacy And Tact - The ability to treat others fairly, regardless of personal biases or beliefs.



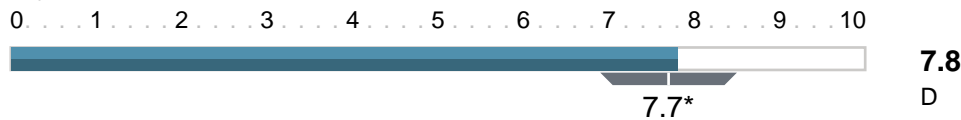
15. Personal Accountability - A measure of the capacity to be answerable for personal actions.



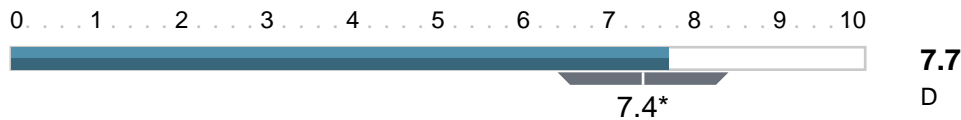
16. Resiliency - The ability to quickly recover from adversity.



17. Teamwork - The ability to cooperate with others to meet objectives.



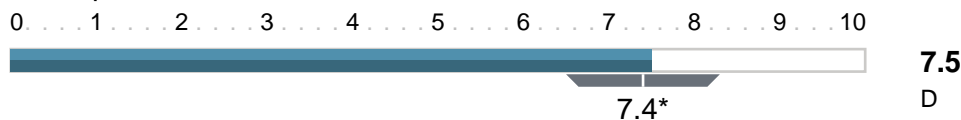
18. Continuous Learning - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



19. Self Management - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



20. Developing Others - The ability to contribute to the growth and development of others.



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

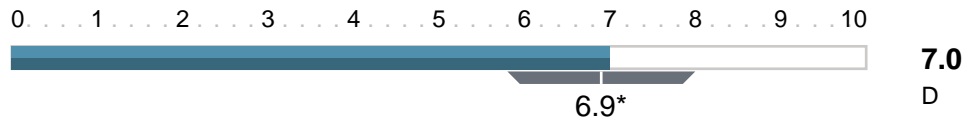


Personal Skills Hierarchy

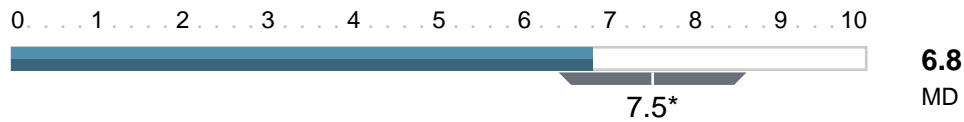
21. Influencing Others - The ability to personally affect others' actions, decisions, opinions or thinking.



22. Self Starting - The ability to initiate and sustain momentum without external stimulation.



23. Accountability for Others - The ability to take responsibility for others' actions.



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

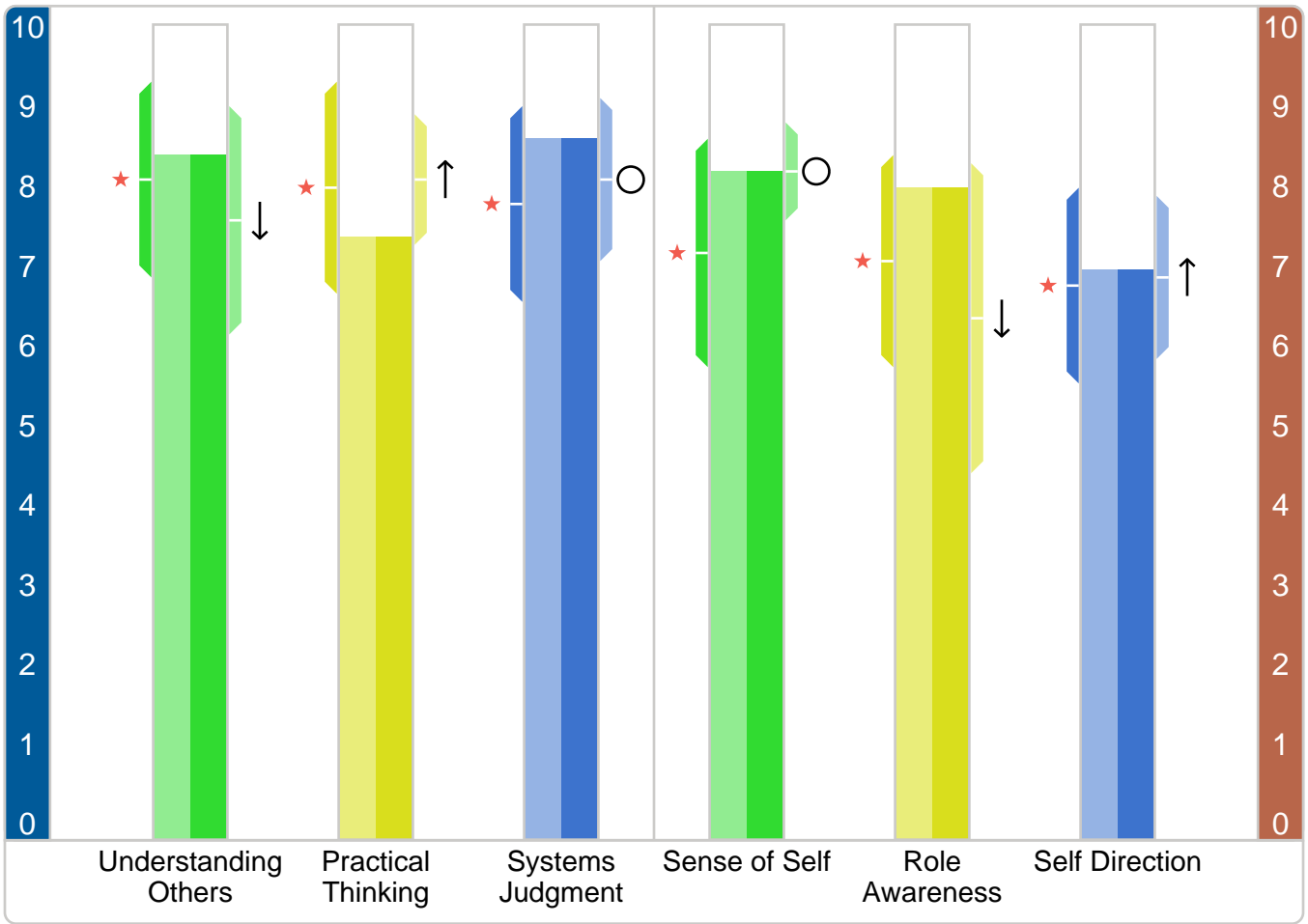


Dimensional Balance

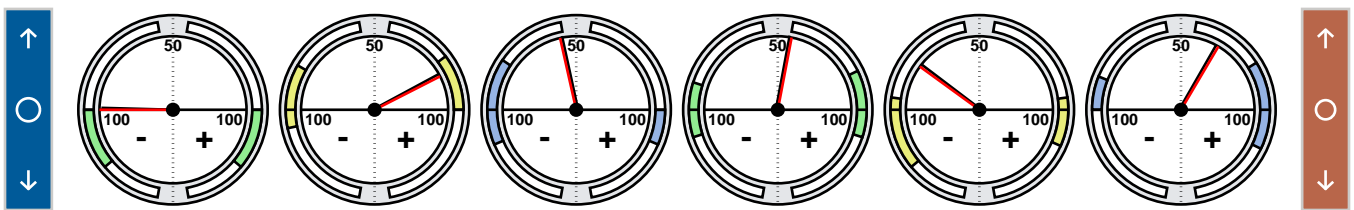
- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	8.4	7.4	8.6	8.2	8.0	7.0
Bias	↓	↑	○	○	↓	↑



Rev: 0.94-0.90