TTI SUCCESS INSIGHTS®

TTI Talent Insights®

Management-Staff

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9/3/2017

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Neu Perspectives

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Introduction

Where Opportunity Meets Talent

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight into three distinct areas: behaviours, motivators, and their integration. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

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

Behaviours

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 Behaviours 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 behaviours and motivators blend together, your performance will be enhanced and you will experience an increase in satisfaction.

Introduction

Behaviours

Behavioural research suggests that the most effective people are those who understand their strengths and weaknesses, because they can best develop strategies to meet the demands of their environment.

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

In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no, and maybe. We are only measuring behaviour. We only report statements which are true and areas of behaviour in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

All people exhibit all four behavioural factors to varying degrees of intensity.
–W.M. Marston

Behavioural Characteristics

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

Jane embraces visions not always seen by others. Jane's creative mind allows her to see the "big picture." She can be aggressive and direct, but still be considerate of people. Other people realise that directness is one of her great strengths. She is often considered daring, bold, and gutsy. She is a risk taker who likes to be seen as an individual. She may be so self-confident that others see her as arrogant. This confidence may be something others wish they had. Jane is goal-oriented and driven by results. She is the team member who will try to keep the others on task. She is a self-starter who likes new projects and is most comfortable when involved in a wide scope of activities. She prefers an environment with variety and change. She is at her best when many projects are underway at once. She likes to be forceful and direct when dealing with others. Her desire for results is readily apparent to the people with whom she works. Jane wants to be viewed as self-reliant and willing to pay the price for success. She wants to be seen as a winner and has an inherent dislike for losing or failing. She tends to work hard and long to be successful.

Jane should realise that at times she needs to think a project through, beginning to end, before starting the project. She prefers authority equal to her responsibility. Sometimes she becomes emotionally involved in the decision-making process. She has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Jane is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits. Many people see her decisions as high-risk decisions. However, after the decision is made, she tends to work hard for a successful outcome. She likes to make decisions quickly. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process.

Jane may sometimes mask her feelings in friendly terms. If pressured, Jane's true feelings may emerge. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. She likes people who present their case effectively. When they do, she can then make a

Behavioural Characteristics

Continued

quicker assessment or decision. She may lack the patience to listen and communicate with slower acting people. Jane may lose interest in what others are saying if they ramble and fail to speak to the point. Her active mind is already moving ahead. She should exhibit more patience and ask questions to make sure that others have understood what she has said. She challenges people who volunteer their opinions. She likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others!

Value to the Organisation

This section of the report identifies the specific talents and behaviour Jane brings to the job. By looking at these statements, one can identify her role in the organisation. The organisation can then develop a system to capitalise on her particular value, making her an integral part of the team.

1. Team player.

2. Will join organisations to represent the company.

3. Competitive.

4. Initiates activity.

5. Self-starter.

6. Optimistic and enthusiastic.

7. Thinks big.

8. Builds confidence in others.

9. Tenacious.

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 Jane. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Jane most frequently.

Ways to Communicate

1. Plan interaction that supports her dreams and intentions.

2. Be clear, specific, brief, and to the point.

3. Stick to business—let her decide if she wants to talk socially.

4. Leave time for relating and socialising.

5. Ask specific (preferably "what?") questions.

6. Provide ideas for implementing action.

7. Deal with details in writing, have her commit to modes of action.

8. Provide facts and figures about probability of success or effectiveness of options.

9. Offer special, immediate, and continuing incentives for her willingness to take risks.

10. Read the body language for approval or disapproval.

11. Read the body language—look for impatience or disapproval.

12. Talk about her, her goals and the opinions she finds stimulating.

Checklist for Communicating
Continued

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

Ways **NOT** to Communicate

🚫   1.   Legislate or muffle—do not overcontrol the conversation.

🚫   2.   Let disagreement reflect on her personally.

🚫   3.   Be curt, cold, or tight-lipped.

🚫   4.   Take credit for her ideas.

🚫   5.   Ramble or waste her time.

🚫   6.   Try to build personal relationships.

🚫   7.   Forget or lose things, be disorganised or messy, confuse or distract her mind from business.

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

🚫   9.   Direct or order.

🚫   10.   Be dictatorial.

🚫   11.   Be redundant.

Communication Tips

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

Compliance

When communicating with a person who is dependent, neat, conservative, perfectionist, careful, and compliant:

- ✔ Prepare your "case" in advance.
- ✔ Stick to business.
- ✔ Be accurate and realistic.
- 🚫 Being giddy, casual, informal, or loud.
- 🚫 Pushing too hard or being unrealistic with deadlines.
- 🚫 Being disorganised or messy.

Dominance

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent, and goal-oriented:

- ✔ Be clear, specific, brief, and to the point.
- ✔ Stick to business.
- ✔ Be prepared with support material in a well-organised "package."
- 🚫 Talking about things that are not relevant to the issue.
- 🚫 Leaving loopholes or cloudy issues.
- 🚫 Appearing disorganised.

Steadiness

When communicating with a person who is patient, predictable, reliable, steady, relaxed, and modest:

- ✔ Begin with a personal comment—break the ice.
- ✔ Present your case softly, non-threateningly.
- ✔ Ask "how?" questions to draw their opinions.
- 🚫 Rushing headlong into business.
- 🚫 Being domineering or demanding.
- 🚫 Forcing them to respond quickly to your objectives.

Influence

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative, and political:

- ✔ Provide a warm and friendly environment.
- ✔ Do not deal with a lot of details (put them in writing).
- ✔ Ask "feeling" questions to draw their opinions or comments.
- 🚫 Being curt, cold, or tight-lipped.
- 🚫 Controlling the conversation.
- 🚫 Driving on facts and figures or alternatives and abstractions.

Perceptions
See Yourself As Others See You

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

Jane usually sees herself as being:

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

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

- ✔ Demanding
- ✔ Egotistical
- ✔ Nervy
- ✔ Aggressive

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

- ✔ Abrasive
- ✔ Arbitrary
- ✔ Controlling
- ✔ Opinionated

The Absence of a Behavioural Factor

The absence of a behavioural 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 minimised in a person's day-to-day environment. By understanding the contribution of a low behavioural 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 minimise behavioural stress.

- Avoid work environments requiring constant diplomacy as they may cause stress.

- Avoid situations where critical analysis is required and move toward an out-of-the-box brainstorming environment.

- Avoid working environments where risk taking is not rewarded or encouraged.

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

- The desire to be seen as a unique person may detract from the ideal outcome.

- Understand the need for detail in delegation practices as this may cause unnecessary stress for others, and the desired result will be more difficult to achieve as a consequence.

- Breaking rules that others must follow will be seen as reckless and haphazard.

Descriptors

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

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

Natural & Adapted Style

Jane'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

Jane tends to deal with problems and challenges in a demanding, driving, and self-willed manner. She is individualistic in her approach and actively seeks goals. Jane will attack problems and likes a position with authority and work that will constantly challenge her to perform up to her ability.

Adapted

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

People & Contacts

Natural

Jane's natural style is to use persuasion and emotion to the extreme. She is positive and seeks to win by the virtues of her personality and verbal skills. She will convince you that what she is saying is not only right, but is exactly what is needed. She displays enthusiasm for almost any project.

Adapted

Jane projects a positive and enthusiastic attitude toward influencing others. She sees the need to be trusting and wants to be trusted.

Natural & Adapted Style

Pace & Consistency

Natural

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

Adapted

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

Procedures & Constraints

Natural

Jane does not like constraints; at times she can be somewhat defiant and rebellious. She has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. She seeks adventure and excitement and wants to be seen as her own person.

Adapted

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

Adapted Style

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

1. Having the ability to see the "big picture" as well as the small pieces of the puzzle.

2. Dealing with a wide variety of work activities.

3. Anticipating and solving problems.

4. Skilful use of vocabulary for persuasive situations.

5. Responding well to challenges: "You say I cannot do it? Just watch me!"

6. A good support team to handle paperwork.

7. Flaunting independence.

8. Quickly responding to crisis and change with a strong desire for immediate results.

9. Dedicated to "going it alone" when necessary.

10. Acting without precedent and able to respond to change in daily work.

11. Persistence in job completion.

12. Willing to take risks when others may be hesitant.

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 maximising your use of TIME and increasing your PERFORMANCE.

Lack of a Written Plan

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

Possible Causes:

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

Possible Solutions:

1. Write down personal and job-related values and prioritise them
2. Write out a long-term plan that will support those values
3. Recognise that by having priorities clearly in mind, constant change will be replaced with change-by-design

Firefighting

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

Possible Causes:

1. Desire to solve problems quickly and sometimes without adequate information
2. Lack of delegation
3. Lack of standard operating procedures
4. Poor or the wrong priorities
5. Failure to scale intensity to the situation

Possible Solutions:

1. Establish a plan

2. Create operational procedures for tasks and known problems

3. Establish a "management by objectives" approach

Crisis Management

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

Possible Causes:

1. Lack planning

2. Place unrealistic time requirements on people and tasks

3. Always looking for problems to solve

Possible Solutions:

1. Have a well defined operational plan

2. Target key individuals to handle specific problems

3. Ask for recommendations from key people

4. Delegate authority and responsibility when possible

Poor Delegation

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

Possible Causes:

1. Do not want to give up control

2. Do not trust the abilities of others

3. Do not understand the abilities of others

4. Fear the talents of others

5. Do not want to overload others

Possible Solutions:

1. Train and mentor others

2. Develop a support team

3. Give people the opportunity to help

Time Wasters

Continued

4. Recognise the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

Snap Decisions

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

Possible Causes:

1. Impatience overrides need to wait for more information
2. Try to do too much
3. Failure to plan in advance
4. Lack specific goals

Possible Solutions:

1. Ask for recommendations
2. Establish process for decisions prior to situation occurring
3. Establish standard operating procedures and alternative procedures for possible problems

Jane Doe

Areas for Improvement

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

Jane has a tendency to:

1. Be disruptive because of her innate restlessness and disdain for sameness.

2. Be impulsive and seek change for change's sake. May change priorities daily.

3. Have trouble delegating—cannot wait, so does it herself.

4. Overstep authority and prerogatives—will override others.

5. Dislike routine work or routine people—unless she sees the need to further her goals.

6. Have no concept of the problems that slower-moving people may have with her style.

7. Fail to complete what she starts because of adding more and more projects.

8. Have difficulty finding balance between family and work.
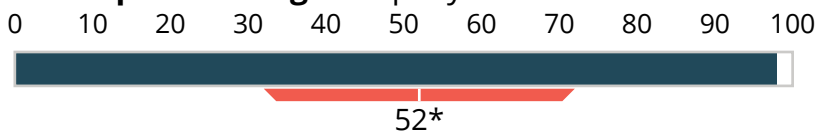
Behavioural Hierarchy

The Behavioural Hierarchy graph will display a ranking of your natural behavioural style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.
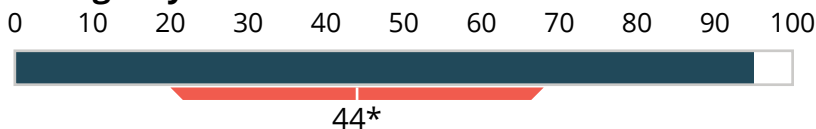
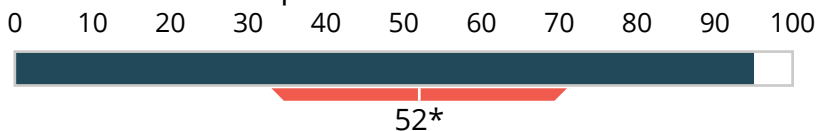**1. Competitive** - Want to win or gain an advantage.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

100

49*
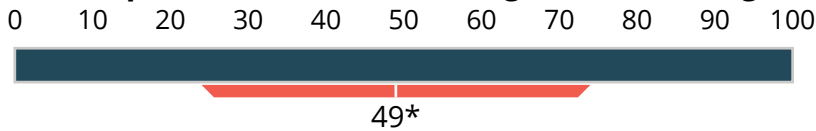
2. Frequent Change - Rapidly shift between tasks.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

98

52*

3. Urgency - Take immediate action.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

95

44*

4. Versatile - Adapt to various situations with ease.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

95

52*

5. Interaction - Frequently engage and communicate with others.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

90

61*
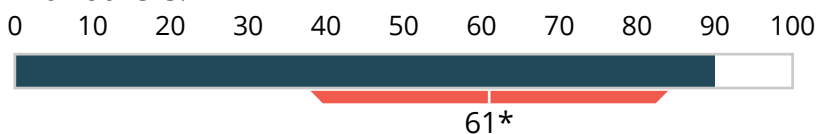
6. People-Oriented - Build rapport with a wide range of individuals.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

75

67*
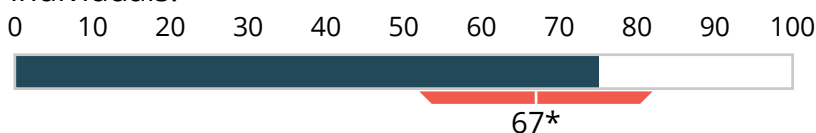
7. Customer-Oriented - Identify and fulfil customer expectations.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

35

65*
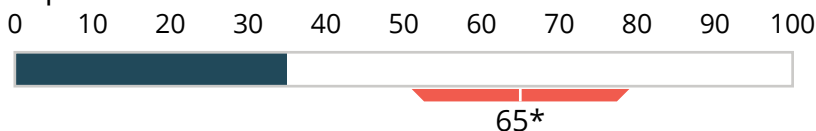
8. Consistent - Perform predictably in repetitive situations.

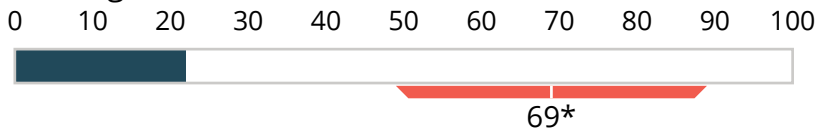| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

30

65*
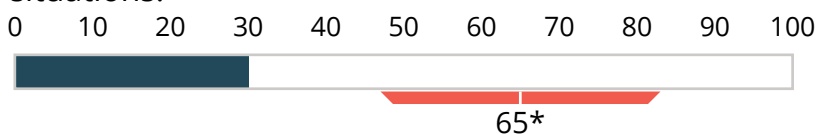
* 68% of the population falls within the shaded area.

Behavioural Hierarchy

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

22

69*

10. Analysis - Compile, confirm and organise information.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

20

55*
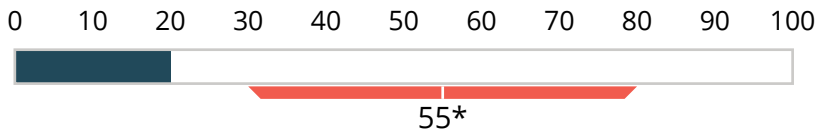
11. Persistence - Finish tasks despite challenges or resistance.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

20

63*
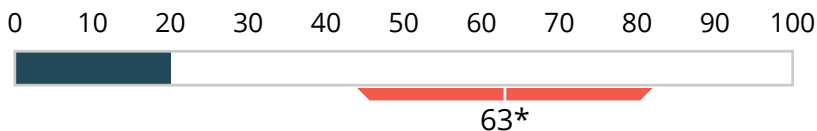
12. Organised Workplace - Establish and maintain specific order in daily activities.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

10

52*
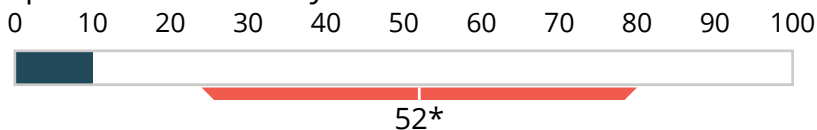
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* 68% of the population falls within the shaded area.

Style Insights® Graphs

Graph I
Adapted Style

D	I	S	C

94	**78**	**7**	**4**
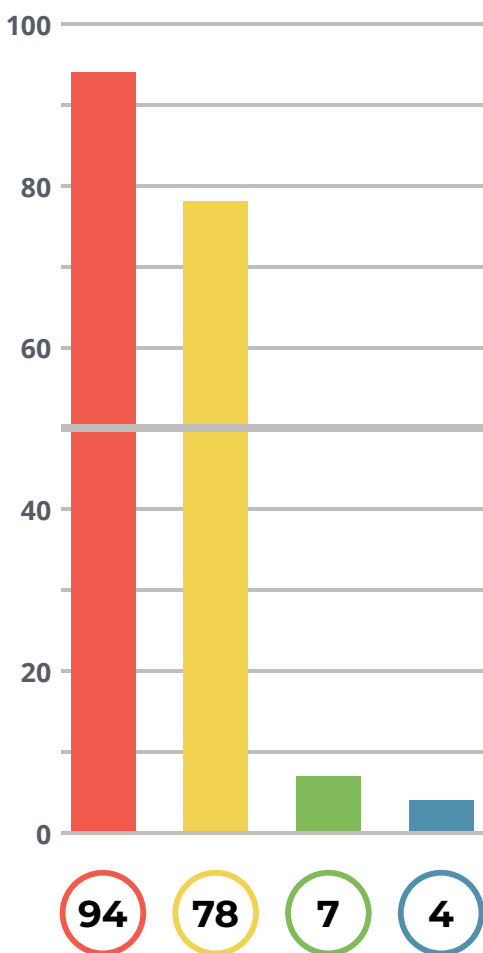
Graph II
Natural Style

D	I	S	C

94	**94**	**14**	**7**

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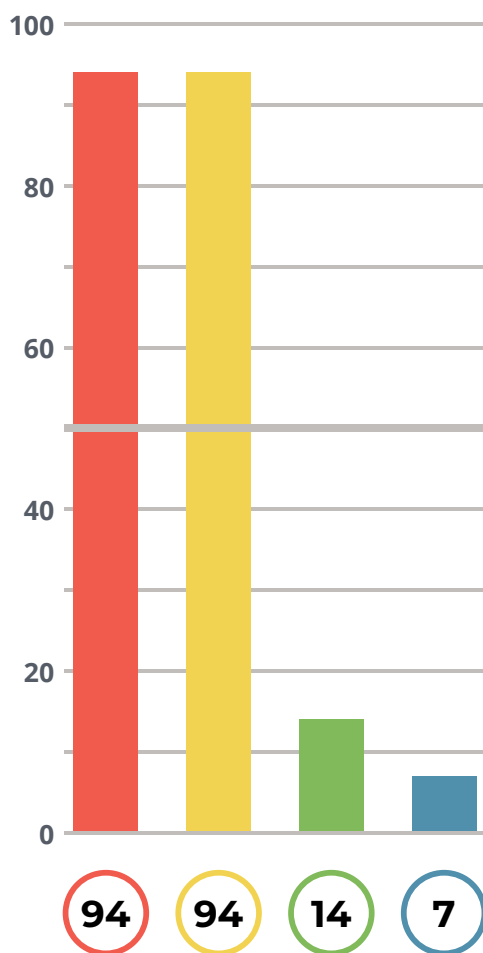
The TTI Success Insights® Wheel

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

- View your natural behavioural style (circle).

- View your adapted behavioural style (star).

- Note the degree to which you are adapting your behaviour.

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 behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

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

The TTI Success Insights® Wheel

Jane Doe
ABC Company
9/3/2017
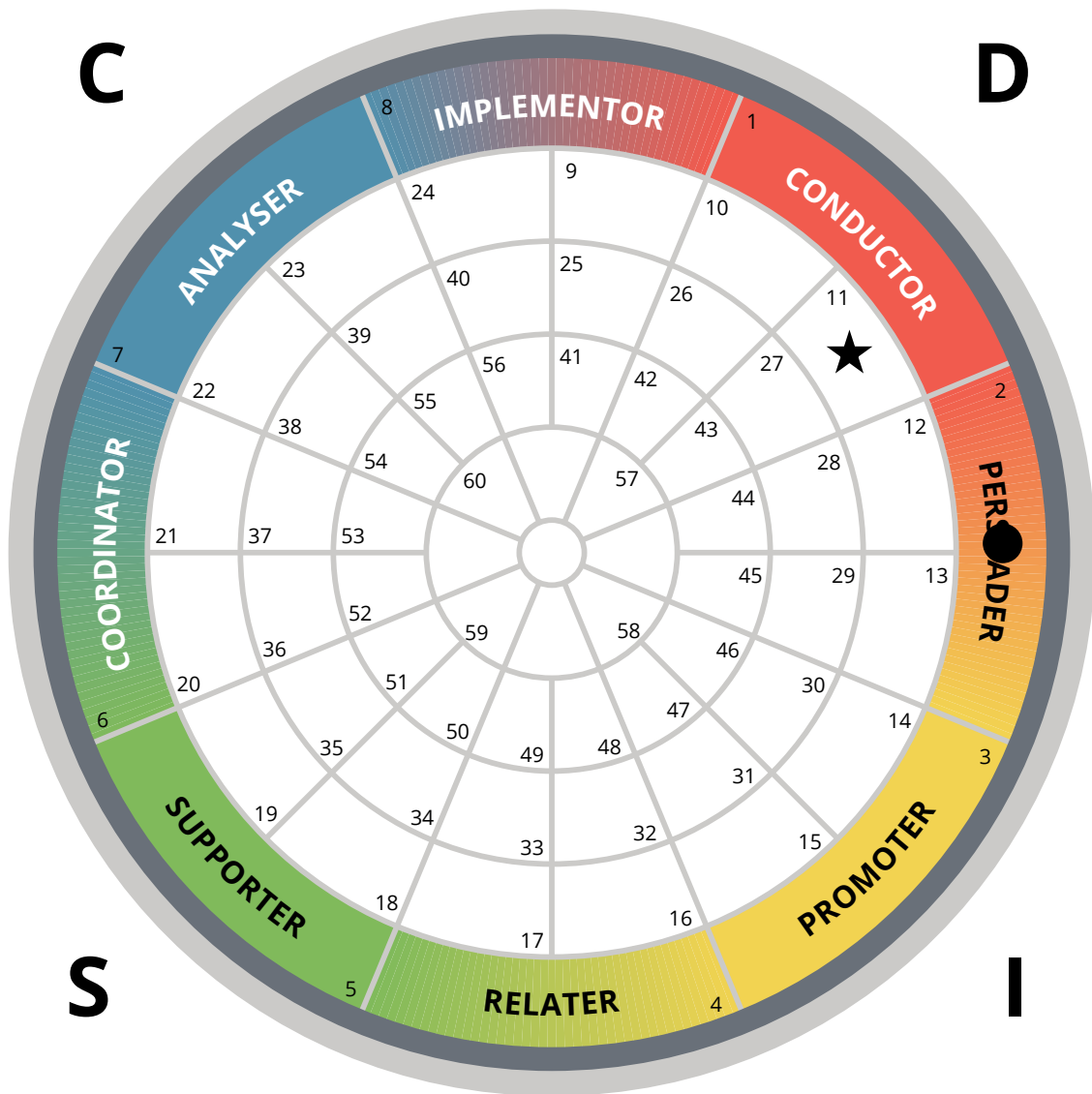
Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (2) PERSUADER

AU/NZ Norm 2014 R4

T: 5:39

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Jane Doe

Introduction
Motivators

Knowledge of an individual's motivators help to tell us WHY they do things. A review of an individual's experiences, references, education, and training help to tell us WHAT they can do. Behavioural 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 behaviour 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	Social	**Situational**
5th	Traditional	**Indifferent**
6th	Aesthetic	**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.

1. With economic security comes the freedom to advance her ideas or beliefs.

2. Jane will be motivated by her accomplishments.

3. Jane is future-oriented.

4. Jane will attempt to structure her economic dealings.

5. Having more wealth than others is a high priority for Jane.

6. Jane faces the future confidently.

7. She can be very practical.

8. A high sense of satisfaction is gained by earning and sharing her wealth.

9. Wealth provides the security Jane wants for herself and/or her family.

10. She uses money as a scorecard.

11. Jane has a long list of wants and will work hard to achieve them.

12. All attempts are made to protect future security to ensure that her legacy is protected.

Individualistic

The primary interest for this motivator is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power drive. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

1. Jane takes responsibility for her actions.

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

3. Jane believes "when the going gets tough, the tough get going."

4. If necessary, Jane will be assertive in meeting her own needs.

5. People who are determined and competitive are liked by Jane.

6. She believes "if at first you do not succeed try, try again."

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

8. Maintaining individuality is strived for in relationships.

9. Jane has the desire to assert herself and to be recognised for her 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 systematise knowledge: knowledge for the sake of knowledge.

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

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

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

4. Jane will seek knowledge based on her needs in individual situations.

5. Jane will usually have the data to support her convictions.

6. Jane has the potential to become an expert in her chosen field.

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

Social

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

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

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

Traditional

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

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

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

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

4. Traditions will not place limits or boundaries on Jane.

5. Jane can be creative in interpreting other systems or traditions and selective in applying those traditions.

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

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

Aesthetic

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

1. She wants to take a practical approach to events.

2. Jane is not necessarily worried about form and beauty in her environment.

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

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

5. Jane's passion in life will be found in one or two of the other motivators discussed in this report.

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

7. Unpleasant surroundings will not stifle her creativity.

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

Tips for Communicating with "High Aesthetic" utilising your Utilitarian.

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

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

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

- A comfort level with direct, business minded communication can be perceived as too hard and uncaring. This will shut down communication when trying to solve a problem.

- Look for clues that the Aesthetic has had the opportunity to fully absorb the situation. Once this has occurred, the parties involved will be able to move toward achieving a return out of the situation.

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

- Aesthetics are about balance and balance increases productivity. Approach the goal with the Aesthetic from a journey perspective. Communicate the current state and desired state. Then leverage the ability for the Aesthetic to get there without alienating the team.

- Having a partner to "check the temperature" of the team will help accomplish goals. Allow the Aesthetic to speak in feeling terms and listen to how a goal-directedness approach is impacting the team in a positive or negative way.

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

- Understanding that while efficiency is compelling to some, others need it to look good in addition to operating well. Ask the high Aesthetic questions in order to make them a part of the big picture. Doing so will increase the amount of people moving a project forward.

- Investing in the beautification of the organisational surroundings can increase productivity and retention. Understand this does not have to be costly, but can be about self-expression being allowed in the workplace.

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

- Seek out viewpoints from Aesthetics when presenting marketing, sales, or other influential visuals. They will be able to predict how people will feel and react to words, visuals, and colours. This can be the difference in a campaign succeeding or failing.

- Blending functionality and appearance will enhance the experience of the customer or employee. This will lead to more repeat business from a customer perspective and to more retention for employees.
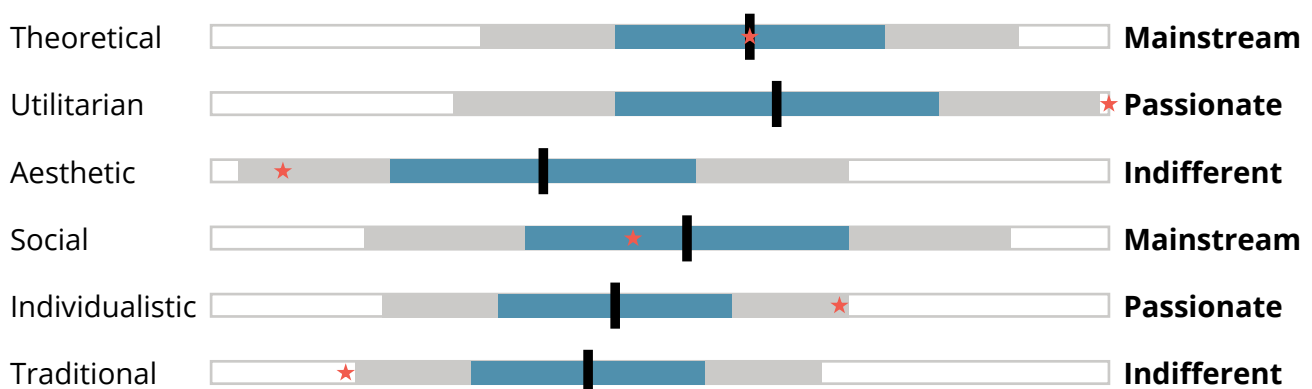
Motivators - Norms & Comparisons

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 energised. 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 - AU/NZ Norm 2014

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

■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ▮ - national mean ★ - your score
■ - 2nd Standard Deviation
□ - 3rd Standard Deviation

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

Motivators - Norms & Comparisons

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

- You 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.

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

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

- People who emphasise the need for beauty, form and harmony in all aspects of their life may frustrate you. You have other priorities.

- 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 drive to succeed in anything you do is determined by your underlying motivators. You will feel energised 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.
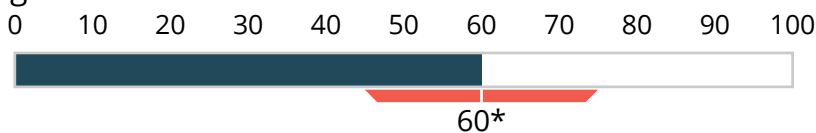
0   10   20   30   40   50   60   70   80   90   100

100

63*
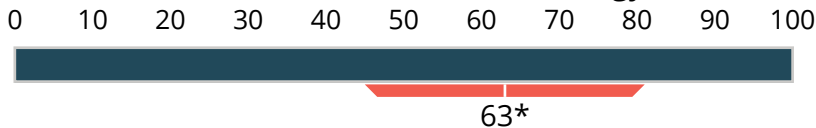
2. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.
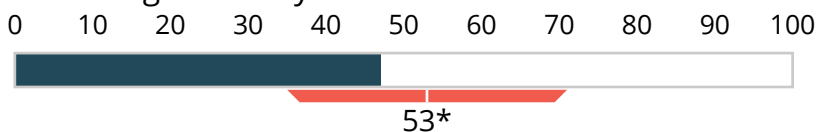
0   10   20   30   40   50   60   70   80   90   100

70

45*
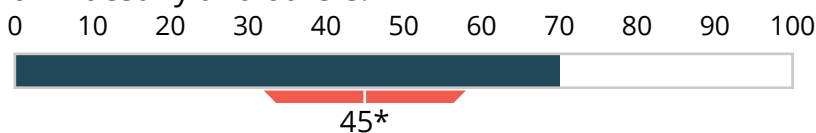
3. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

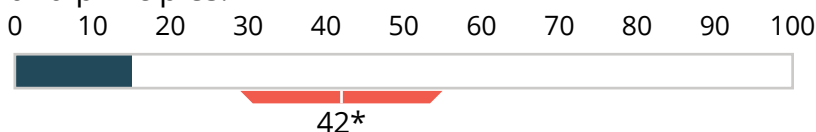0   10   20   30   40   50   60   70   80   90   100

60

60*

4. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.
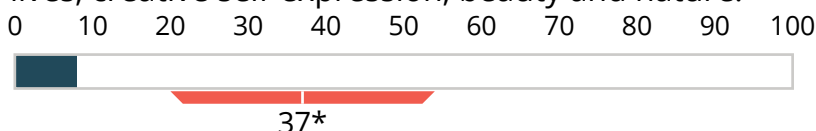
0   10   20   30   40   50   60   70   80   90   100

47

53*

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

0   10   20   30   40   50   60   70   80   90   100

15

42*

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

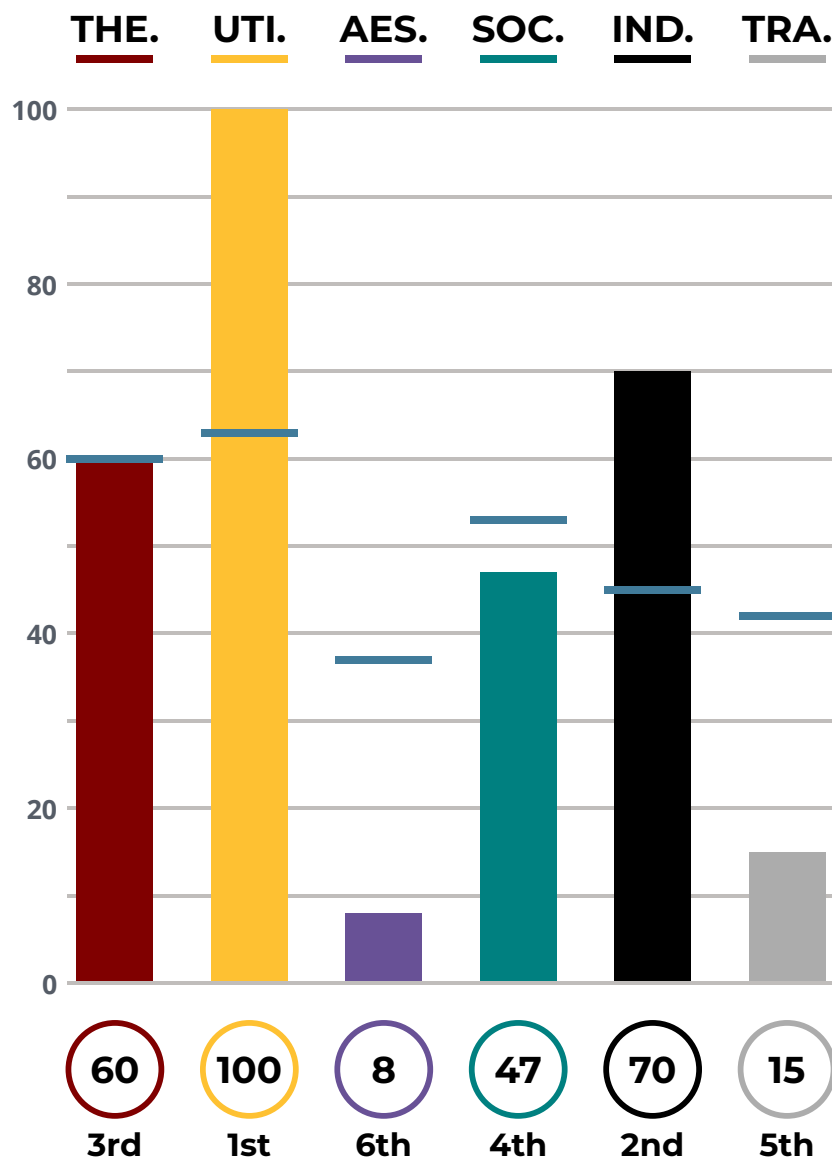0   10   20   30   40   50   60   70   80   90   100

8

37*

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

Motivation Insights® Graph

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

THE.	UTI.	AES.	SOC.	IND.	TRA.
60	100	8	47	70	15
3rd	1st	6th	4th	2nd	5th

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Jane Doe

Motivators Wheel™

9/3/2017

TRADITIONAL
15
5th

THEORETICAL
60
3rd

SOCIAL
47
4th

UTILITARIAN
100
1st

AESTHETIC
8
6th

INDIVIDUALISTIC
70
2nd
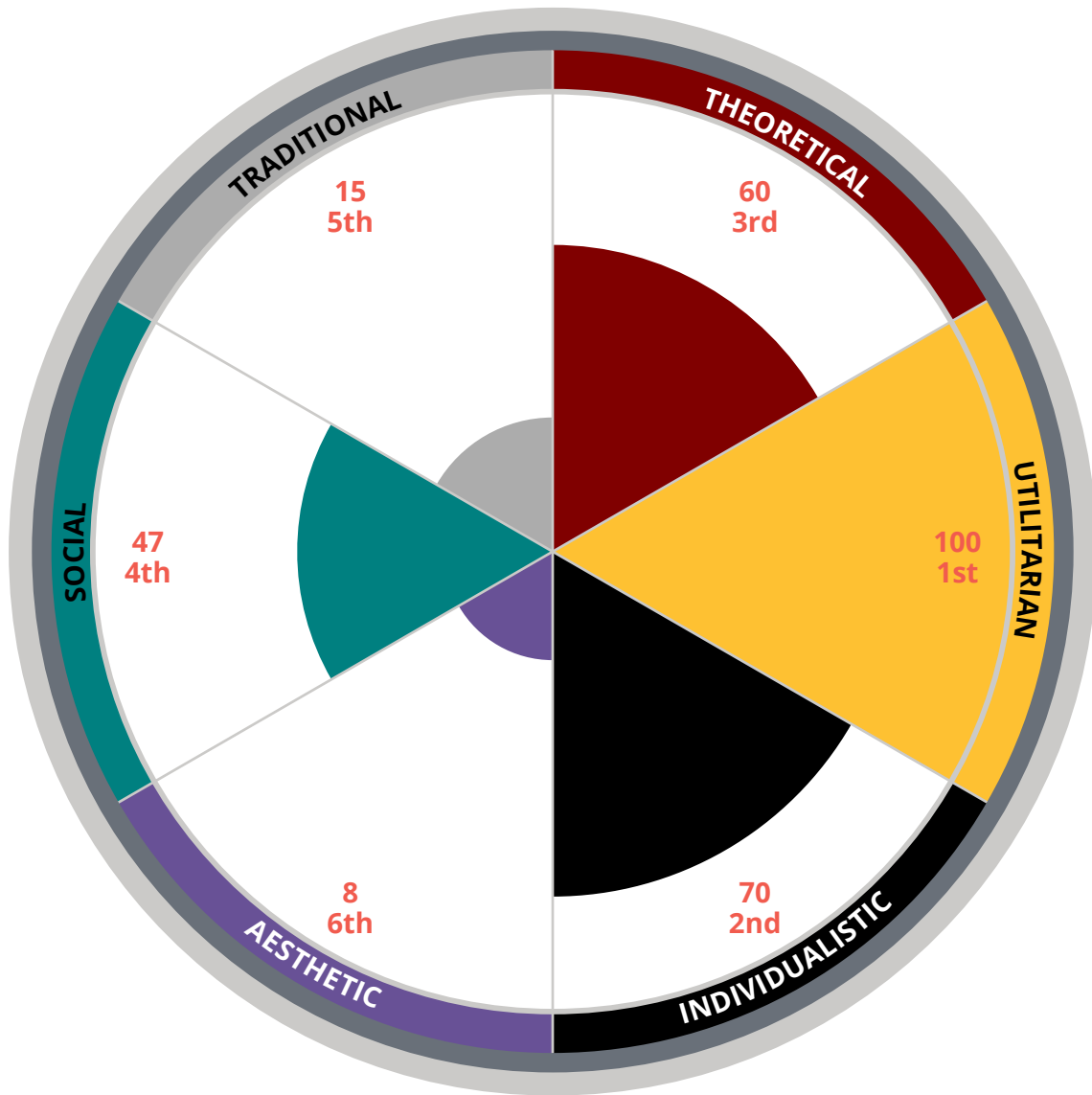
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Jane Doe

Introduction

Integrating Behaviours & Motivators

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviours and motivators. Individually, each is powerful enough to modify your actions, but the synergy of blending the two moves you to a whole new level.

In this section you will find:

- Potential Behavioural and Motivational Strengths

- Potential Behavioural and Motivational Conflict

- Ideal Environment

- Keys to Motivating

- Keys to Managing

Potential Behavioural & Motivational
Strengths

This section describes the potential areas of strengths between Jane's behavioural style and top two motivators. Identify two to three potential strengths that need to be maximised and rewarded in order to enhance on-the-job satisfaction.

1. Has an entrepreneurial mindset.

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

3. Seeks the challenge and opportunity to win.

4. A strong influencer.

5. Resourceful and influential in creating effective results.

6. Optimistic in process improvement.

7. Capable of addressing conflict in order to achieve a win-win scenario.

8. Motivates others to be the best they can be.

Potential Behavioural & Motivational
Conflict

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

1. May make a quick decision that results in a bad investment and/or wasted time.

2. Can be a workaholic.

3. Takes on too much, too soon, and too fast to maintain control.

4. Can set personal standards too high.

5. Overestimates what others will contribute.

6. Struggles with balancing efficiency and interaction with others.

7. Can disclose their agenda to the wrong people.

8. She may overestimate her authority.

Ideal Environment

This section identifies the ideal work environment based on Jane'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 behaviour and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Jane enjoys and also those that create frustration.

1. An innovative and futuristic-oriented environment.

2. Freedom from controls, supervision, and details.

3. Tasks involving motivated groups and establishing a network of contacts.

4. People-oriented returns are rewarded higher than task-oriented returns.

5. Optimism about expected results is not frowned upon.

6. Key performance measured on results and efficiency rather than people and processes.

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

8. Opportunity to assertively express her desire to control her own destiny and potentially that of others.

9. An environment to express ideas to influence people.

Keys To Motivating

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

Jane wants:

1. Power and authority to take the risks to achieve results.

2. Flattery, praise, popularity, and strokes.

3. Participation in meetings on future planning.

4. Recognition for solid use of resources and investments.

5. To be the spokesperson for team and organisational accomplishments.

6. Freedom to get desired results through efficiency and a "can do" attitude.

7. To lead people toward her vision.

8. Space and latitude to do what it takes to get the job done.

9. Public recognition of power and prestige.

Keys To Managing

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

Jane needs:

1. To negotiate commitment face-to-face.

2. Help on controlling time and setting priorities.

3. To focus conversations on work activities—less socialising.

4. To manage enthusiasm in order to be an effective listener.

5. Assistance in prioritising goals not only based on return, but also other organisational needs.

6. To assess the risk and rewards of each decision.

7. To minimise her natural way of under informing the details when delegating or giving instruction.

8. Freedom to determine how results should be achieved.

9. To understand that others need "air-time" during meetings to share their own ideas.

Action Plan

The following are examples of areas in which Jane may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education

- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

Area: _____

1.

2.

3.

Area: _____

1.

2.

3.

Area: _____

1.

2.

3.

Date to Begin: _____ Date to Review: _____