TTI SUCCESS INSIGHTS®

TTI Talent Insights®

Management-Staff

Sam Sample
03.08.2022

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

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

Behaviors

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

Motivators

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

Integrating Behaviors and Motivators

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

Introduction

Behaviors

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

Behavioral Characteristics

Based on Sam'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 Sam's natural behavior.

Sam wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. When people are involved, he may not always be precise about the use of his time. Once Sam has come to a decision, others may find it difficult to change his mind. If changes are inevitable, and he sees enough benefits, they will be made. He requires many good reasons, as well as the benefits involved, before agreeing to making changes. Sam can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. He wins through hard work and persistence. He likes to stay with one task until it is completed. He is a team player but can also exhibit a desire for independence. He doesn't resist change as much as he resists being changed. He needs to be an active participant in situations that will impact his work. When the time is right, Sam can stand up aggressively for what he believes. While he is usually considered as people-oriented, he does have a technical side.

Sam prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. He is persistent and persevering in his approach to achieving goals. He can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. He finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family." Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably won't want to repeat the process. He prefers to take time to analyze situations that can be felt, touched, seen, heard, personally observed or experienced. He often thinks over major decisions before acting.

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C

| 22 | 63 | 74 | 58 | 17 | 68 | 85 | 45 |

Sam is quick to pick up on group dynamics and skilled in fitting in with a group. He brings both speaking and listening skills to the group. He likes to know what is expected of him in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. He usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. He will be open with those he trusts; however, reaching the required trust level may take time. Sam likes a friendly, open style of communication.

Graph I

Adapted Style

D	I	S	C

| 22 | 63 | 74 | 58 |

Graph II

Natural Style

D	I	S	C

| 17 | 68 | 85 | 45 |

Value to the Organization

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

- ✔ Flexible.

- ✔ Builds good relationships.

- ✔ Patient and empathetic.

- ✔ Dependable team player.

- ✔ People-oriented.

- ✔ Adaptable.

- ✔ Turns confrontation into positives.

- ✔ Works for a leader and a cause.

- ✔ Respect for authority and organizational structure.

Graph I

Adapted Style

D	I	S	C
22	63	74	58

Graph II

Natural Style

D	I	S	C
17	68	85	45

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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 Sam. 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 Sam most frequently.

Ways to Communicate

- ✔ Present your case softly, non-threateningly, with a sincere tone of voice.

- ✔ Start, however briefly, with a personal comment. Break the ice.

- ✔ Be prepared.

- ✔ Be sincere and use a tone of voice that shows sincerity.

- ✔ Provide a friendly environment.

- ✔ Take time to be sure that he is in agreement and understands what you said.

- ✔ Take your time and be persistent.

- ✔ Provide personal assurances, clear, specific solutions with maximum guarantees.

- ✔ Watch carefully for possible areas of early disagreement or dissatisfaction.

- ✔ Ask "how?" questions to draw his opinions.

- ✔ Show sincere interest in him as a person. Find areas of common involvement and be candid and open.

Graph I
Adapted Style
D I S C
22 63 74 58

Graph II
Natural Style
D I S C
17 68 85 45

Checklist for Communicating
Continued

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

🚫 Talk to him when you're extremely angry.

🚫 Push too hard or be unrealistic with deadlines.

🚫 Be haphazard.

🚫 Patronize or demean him by using subtlety or incentive.

🚫 Be domineering or demanding; don't threaten with a position of power.

🚫 Give your presentation in random order.

🚫 Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.

🚫 Be abrupt and rapid.

🚫 Offer assurance and guarantees you can't fulfill.

🚫 Make promises you cannot deliver.

🚫 Force him to respond quickly to your objectives. Don't say, "Here's how I see it."

Graph I
Adapted Style

D	I	S	C
22	63	74	58

Graph II
Natural Style

D	I	S	C
17	68	85	45

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Communication Tips

This section provides suggestions for methods which will improve Sam'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, Sam 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.

Ⓒ 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, loud.
- 🚫 Pushing too hard or being unrealistic with deadlines.
- 🚫 Being disorganized 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-organized "package."
- 🚫 Talking about things that are not relevant to the issue.
- 🚫 Leaving loopholes or cloudy issues.
- 🚫 Appearing disorganized.

Ⓢ 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.
- ✔ Don't 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, 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 Sam's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Sam to project the image that will allow him to control the situation.

Sam usually sees himself as being:

- ✔ Considerate
- ✔ Thoughtful
- ✔ Good-Natured
- ✔ Dependable
- ✔ Team Player
- ✔ Good Listener

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

- ✔ Nondemonstrative
- ✔ Hesitant
- ✔ Unconcerned
- ✔ Inflexible

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

- ✔ Possessive
- ✔ Stubborn
- ✔ Detached
- ✔ Insensitive

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.

- Needs meeting and planning sessions with pre-disclosed agenda items in order to feel prepared.

- Needs the flexibility and time to collect data before having to make decisions.

- Avoid environments that focus on constant innovation.

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

- Seek partnership when forced to make decisions that do not have a procedure or set precedence.

- Remove from short term, multifaceted projects and focus on long-term single objectives.

- Share feelings faster and more often.

Graph I

Adapted Style

D	I	S	C

100

80

60

40

20

0

| 22 | 63 | 74 | 58 |

Graph II

Natural Style

D	I	S	C

100

80

60

40

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0

| 17 | 68 | 85 | 45 |

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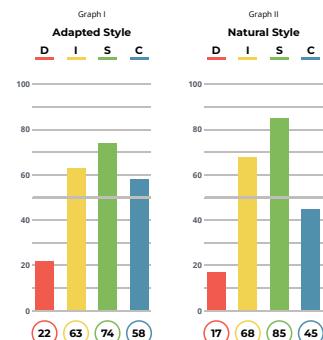
Descriptors

Based on Sam'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	**Influence**	**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

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Natural & Adapted Style

Sam'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

Sam is cautious in his approach to problem solving and does not attempt to demand that his view, or opinion, be accepted at face value. Sam likes to solve problems within the framework of a team environment. He will look for a compromise as opposed to a win-lose situation.

Adapted

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

People & Contacts

Natural

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

Adapted

Sam 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.

Natural & Adapted Style

Ⓢ Pace & Consistency

Natural

Sam is comfortable in an environment in which there are few projects going on concurrently. He is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.

Adapted

Sam feels the environment is calling for a relaxed demeanor or one in which patience is looked at as a virtue. He is predictable and stable and places an emphasis on follow-up and follow-through.

Ⓒ Procedures & Constraints

Natural

Sam is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

Adapted

Sam sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.

Adapted Style

Sam 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.

✓ Diplomatic cooperation in team interaction.

✓ Being cooperative and supportive.

✓ Freedom from confrontation.

✓ Adherence to established guidelines and procedures.

✓ Presenting a practical, proven approach to decision making.

✓ Undemanding of others' time and attention.

✓ Being conservative, not competitive, in nature.

✓ Being cordial and helpful when dealing with new clients or customers.

✓ Limited or prepared changes in routine.

✓ Exhibiting patience and good listening skills.

✓ Logical solutions.

Graph I
Adapted Style
D   I   S   C

100
80
60
40
20
0

22 63 74 58

Graph II
Natural Style
D   I   S   C

100
80
60
40
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0

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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.

Resisting Change

Resisting change is the process of consciously or subconsciously not participating in the change process. Measures of resistance may be active or passive, not doing things the new way, or making excuses for not having tasks accomplished.

Possible Causes:

- Need a high degree of security
- Like to maintain the status quo
- Routine/procedures have worked in the past
- One specific aspect of a proposed change violates sense of values
- A specific change is not seen as contributing to successful accomplishments

Possible Solutions:

- Acknowledge that change is a natural part of any job
- Develop the habit of writing down all of the pros and cons of a specific change
- Evaluate each objection to a change
- If there is one specific objection that is overriding the ability to change, share the specific concern with those involved and seek advice or input from others

Habits

A habit is a specific thought, behavior or way of doing something that was acquired by repetition or by reinforcement from self and/or others.

Possible Causes:

- Have established routines that are comfortable
- Routine creates a feeling of security
- Resist change for change's sake
- Have been praised repeatedly for a specific behavior

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Possible Solutions:

- Evaluate habits and decide which contribute to your accomplishments and which deter you from success
- Try new ways of performing a certain task
- Ask others for recommendations on different approaches
- Consciously practice changing your routine

Postpone The Unpleasant

Postponing the unpleasant is similar to procrastinating but is usually a continual reprioritizing of daily tasks. It is often a way to delay something that is not enjoyable.

Possible Causes:

- Like low-conflict environments and relationships
- Want to feel the success of accomplishment so the simple tasks are done first

Possible Solutions:

- Change your routine and, for one week, do the unpleasant tasks first
- See the accomplishment of unpleasant tasks as an equal or even greater achievement of success
- Reward yourself for every unpleasant task that you complete without postponing
- Confront those people who are causing you discomfort and discuss the problems

Failure To Clarify Precise Responsibilities With Manager

The failure to clarify precise responsibilities with your manager assumes that you have a full understanding of his/her expectations. It infers that your manager understands your job and concurs with your assessment of requirements.

Graph I
Adapted Style

D	I	S	C

| 22 | 63 | 74 | 58 |

Graph II
Natural Style

D	I	S	C

| 17 | 68 | 85 | 45 |
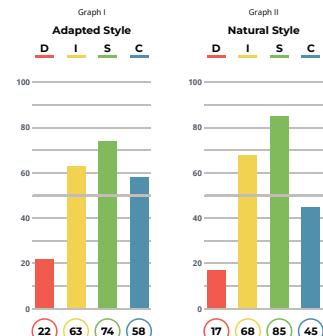
# Time Wasters
Continued

Possible Causes:

- Unsure of how you will be perceived
- Don't want to overstep authority
- Want to be a team player
- Want to help everyone so you don't object to the manager when requests are being made that are not your responsibility

Possible Solutions:

- Have informal conversations with the manager about his/her expectations
- Share with manager your expectations
- Clarify with peers and other managers your duties and responsibilities
- Read and discuss articles on "management by objectives"

Graph I

Adapted Style

D	I	S	C

| 22 | 63 | 74 | 58 |

Graph II

Natural Style

D	I	S	C

| 17 | 68 | 85 | 45 |

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Areas for Improvement

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

Sam has a tendency to:

✔ Avoid accountability by overstating the complexity of the situation.

✔ Hold a grudge if his personal beliefs are attacked.

✔ Need help in prioritizing new assignments.

✔ Not let others know where he stands on an issue.

✔ Not project a sense of urgency—others may not feel the pressure to help immediately.

✔ Yield to avoid controversy—attempt to avoid the antagonistic environment.

✔ Take criticism of his work as a personal affront.

Graph I

Adapted Style

D	I	S	C

100

80

60

40

20

0

22	63	74	58

Graph II

Natural Style

D	I	S	C

100

80

60

40

20

0

17	68	85	45

Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

**1. Customer-Oriented** - Identify and fulfill customer expectations.

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

87

63*
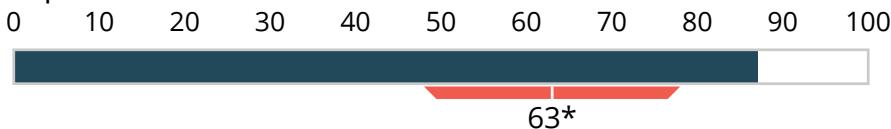
2. People-Oriented - Build rapport with a wide range of individuals.

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

85

64*
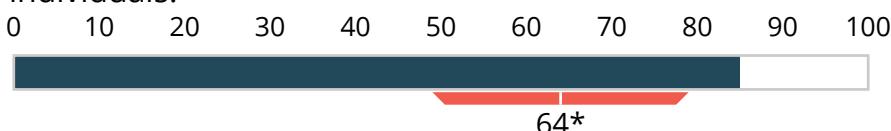
3. Consistent - Perform predictably in repetitive situations.

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

75

62*
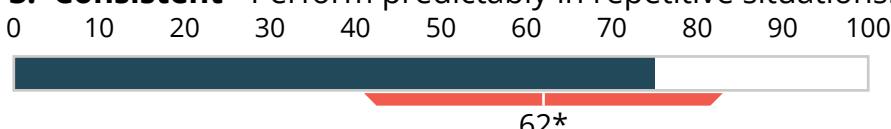
4. Interaction - Frequently engage and communicate with others.

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

70

58*
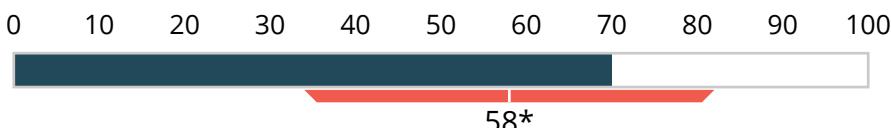
5. Following Policy - Adhere to rules, regulations, or existing methods.

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

68

61*
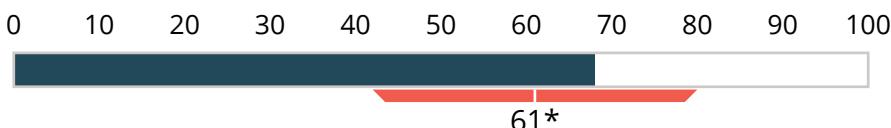
6. Persistence - Finish tasks despite challenges or resistance.

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

67

62*

Graph I
Adapted Style

D I S C

22 63 74 58

Graph II
Natural Style

D I S C

17 68 85 45
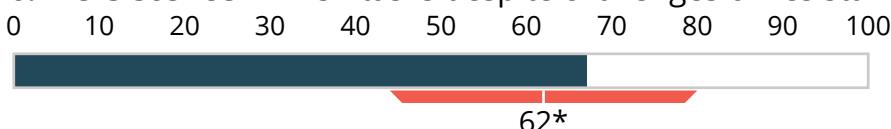
* 68% of the population falls within the shaded area.
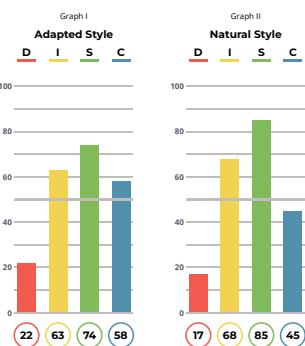
7. Analysis - Compile, confirm and organize information.

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

54*

45
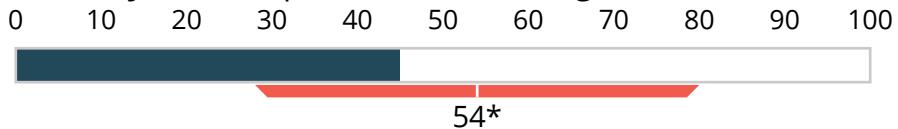
8. Versatile - Adapt to various situations with ease.

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

54*

45
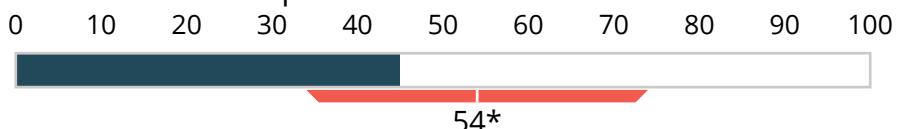
9. Organized Workplace - Establish and maintain specific order in daily activities.

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

53*

40
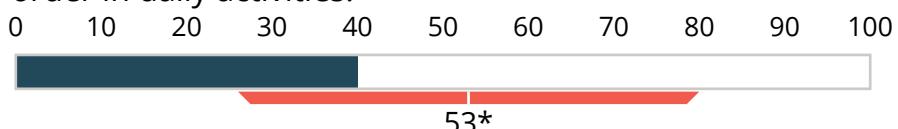
10. Frequent Change - Rapidly shift between tasks.

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

52*

40
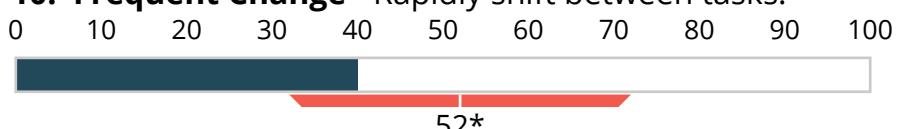
11. Competitive - Want to win or gain an advantage.

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

49*

20

12. Urgency - Take immediate action.

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

43*

16

Graph I
Adapted Style
D I S C

Graph II
Natural Style
D I S C
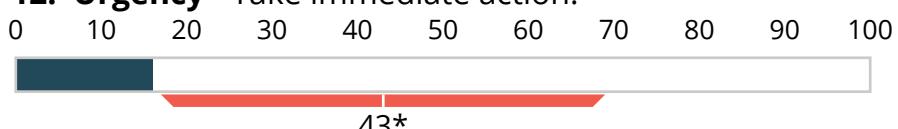
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17 68 85 45

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* 68% of the population falls within the shaded area.
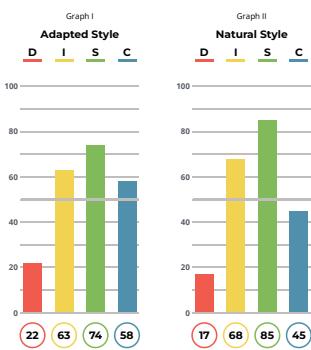
Style Insights® Graphs

Graph I

Adapted Style

D I S C

22	63	74	58

Graph II

Natural Style

D I S C

17	68	85	45

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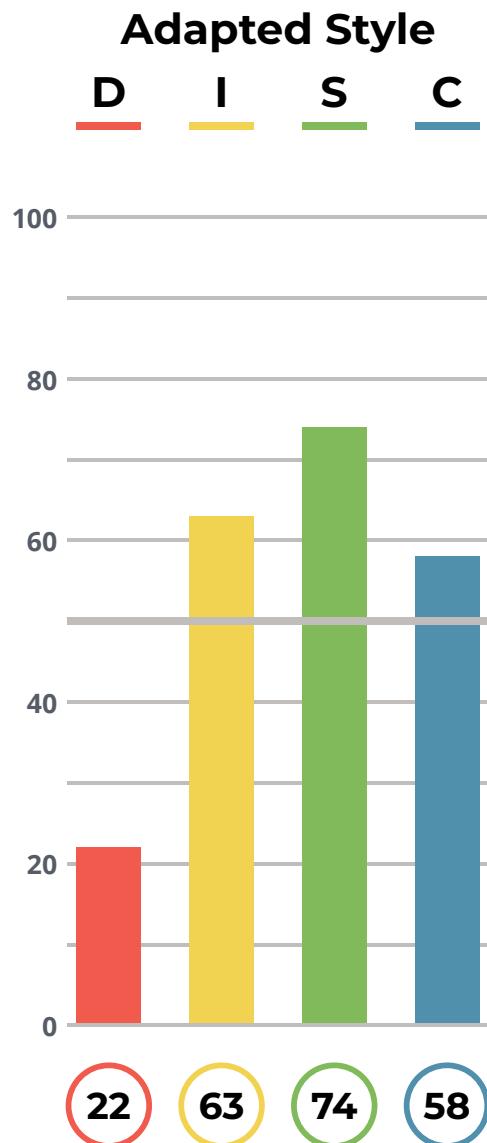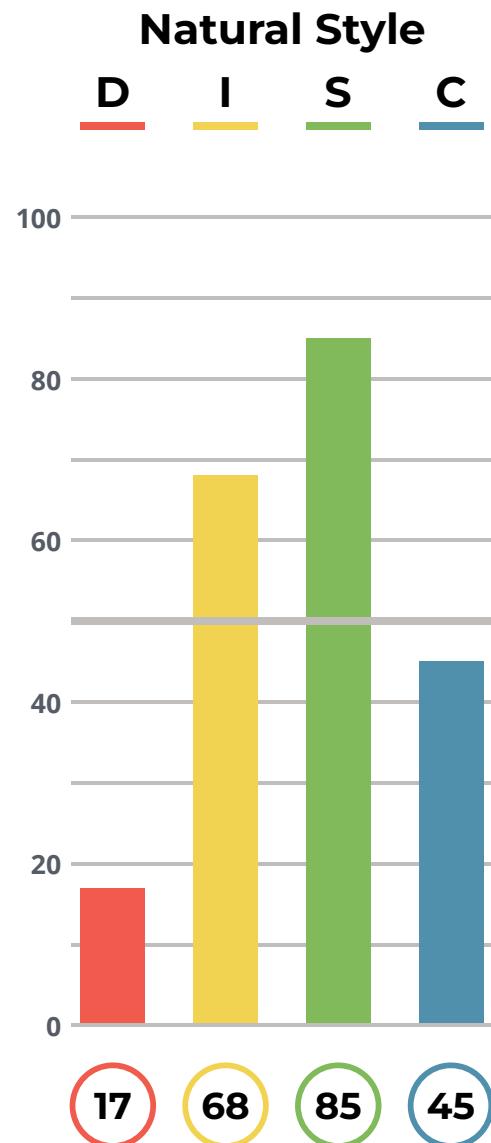
The TTI Success Insights® Wheel

The TTI 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.

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 TTI Success Insights® Wheel

Sam Sample
3-8-2022
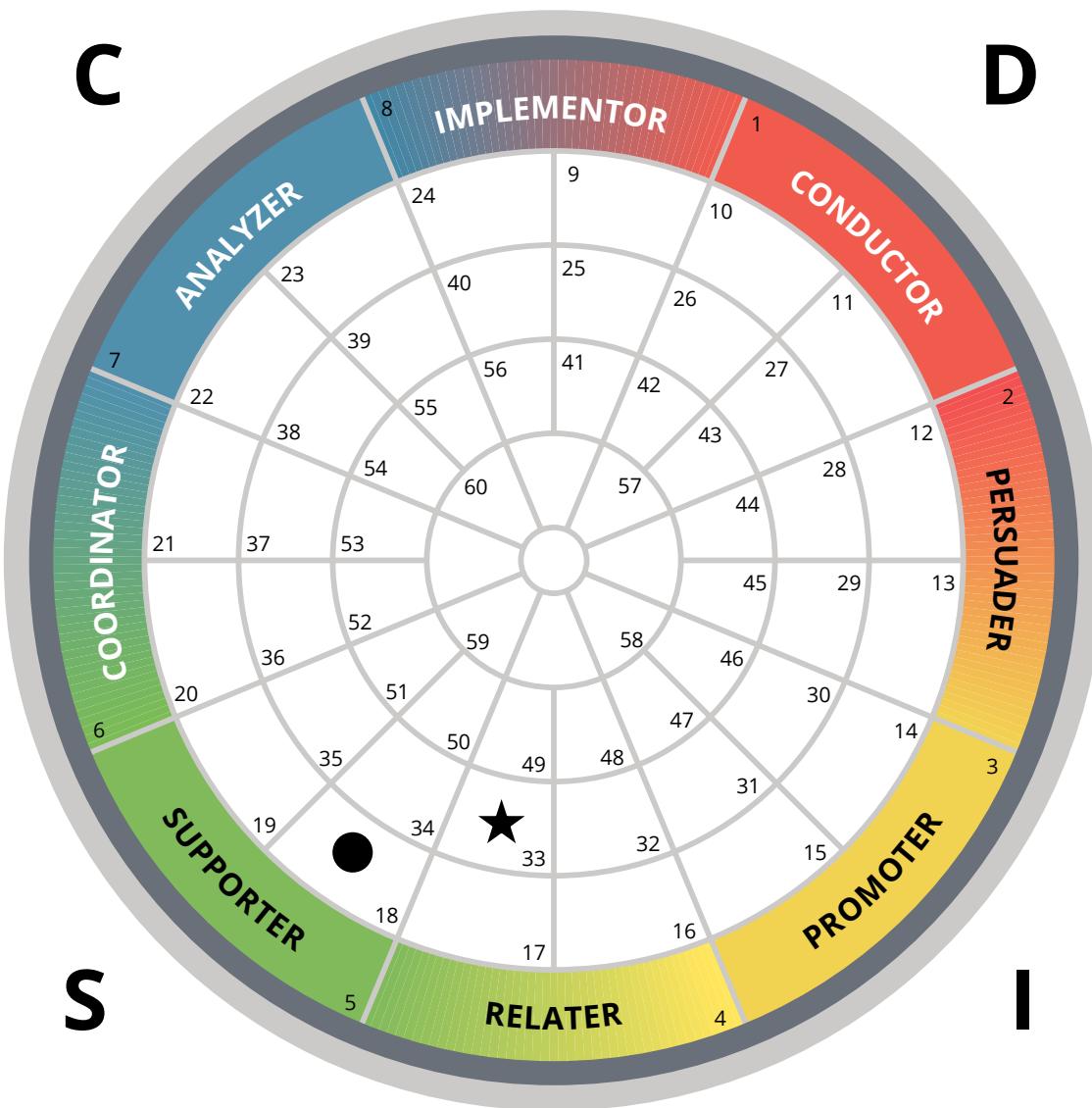
Adapted: ★ (33) SUPPORTING RELATER (FLEXIBLE)
Natural: ● (18) RELATING SUPPORTER
Norm 2021 R4

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

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.

- He will enjoy the more traditional form of beauty as compared to the abstract.

- Sam is interested in studying and appreciating the totality of a situation.

- Being recognized for creativity is the highest form of achievement for him.

- Creativity is only limited by external, not internal boundaries.

- He is in tune with his inner feelings and likes surroundings that complement these feelings.

- Sam seeks self-realization and fulfillment.

- Looking good and feeling good is one of his goals.

- Sam needs a sense of harmony and balance in his surroundings and relationships.

THE.	UTI.	AES.	SOC.	IND.	TRA.
45	65	85	3	43	58
4th	2nd	1st	6th	5th	3rd

Sam Sample
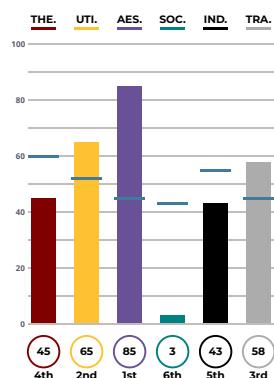
Utilitarian

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.

- He may use wealth as a yardstick to measure his work effort.

- He will work long and hard to satisfy his needs.

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

- Sam is good at achieving goals.

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

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

- He evaluates things for their utility and economic return.
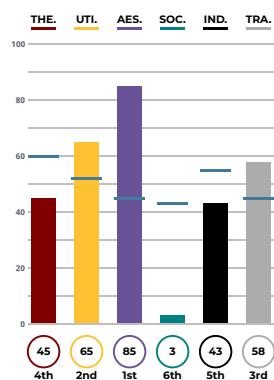
Traditional

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.

- Sam lets his conscience be his guide.

- Sam needs to be able to pick and choose the traditions and set of beliefs to which he will adhere.

- Sam at times will evaluate others based on his rules for living.

- He will have strong beliefs within a system that he feels most comfortable with, and he will not be as strong in his beliefs or approach if he lacks that interest level.

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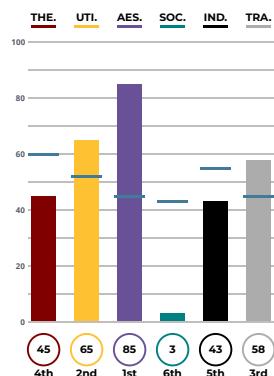
Theoretical

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.

- Sam will usually have the data to support his convictions.

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

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

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

- Sam has the potential to become an expert in his chosen field.

- If Sam 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.

- Sam will seek knowledge based on his needs in individual situations.

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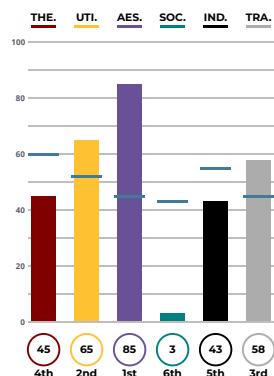
Individualistic

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.

- Sam will be less concerned about his ego than others may be.

- Sam feels that struggles should be the burden of the team, not just the individuals.

- As long as Sam's belief systems are not threatened, he will allow others to set the tone and direction of his work.

- He will not attempt to overpower others' points of view or change their thinking.

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

- Being in total control of a situation is not a primary motivating factor.

- Stability is a primary concern. Patience and fortitude will win in the long run.

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Sam Sample
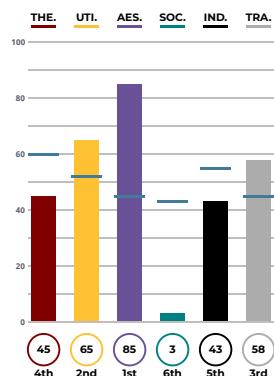
Social

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.

- Believing that hard work and persistence are within everyone's reach — he feels things must be earned, not given.

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

- Sam will be torn if helping others proves to be detrimental to him.

- Sam is willing to help others if they are working as hard as possible to achieve their goals.

- He will not normally allow himself to be directed by others unless it will enhance his own self-interest.

- He will be firm in his decisions and not be swayed by unfortunate circumstances.

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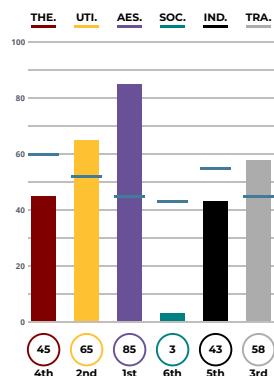
Sam Sample

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 Social" utilizing your Aesthetic.

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

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

A person with a high Social may sacrifice bottom-line profit when the decision may be detrimental to the people involved.

- A bottom-line sacrifice will allow an organization to keep in balance from the people perspective and will promote a harmonious team atmosphere.

- Creating an aesthetically pleasing environment can be a way to help people achieve a sense of belonging to the organization.

A person with a high Social has the ability and desire to be empathetic toward those who are hurting.

- Utilizing the ability to sense the overall atmosphere of the organization can be key in getting people help sooner rather than after it has a negative impact on the organization as a whole.

- A key aspect of keeping an organization in balance is making sure that the employees have the opportunity to create their own experiences.

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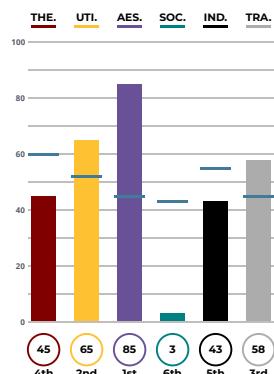
A person with a high Social will blame the system more than the individual and will work diligently to change the system.

- Changing of systems can disrupt the overall balance of the organization. Utilize intuition and the ability to understand the harmonious aspects of the organization to determine if systems need to be changed, or if it is a people problem.

- It's important to the balance of the organization to have systems that support the desired experience of the team.

A person with a high Social may have causes that cannot be won, but he may still be compelled to try.

- Communicate the impact on the organizational balance because of the ongoing pursuit to solve an unsolvable problem.

- Visualize the outcome if the problem was to be solved, so others can help create a potential path to a solution.

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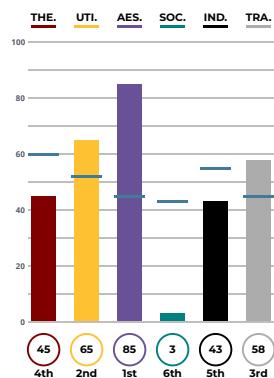
# Motivators - Norms & Comparisons

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 2021

Theoretical		**Mainstream**
Utilitarian		**Mainstream**
Aesthetic		**Extreme**
Social		**Indifferent**
Individualistic		**Mainstream**
Traditional		**Mainstream**

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

■ - 2nd Standard Deviation

□ - 3rd Standard Deviation
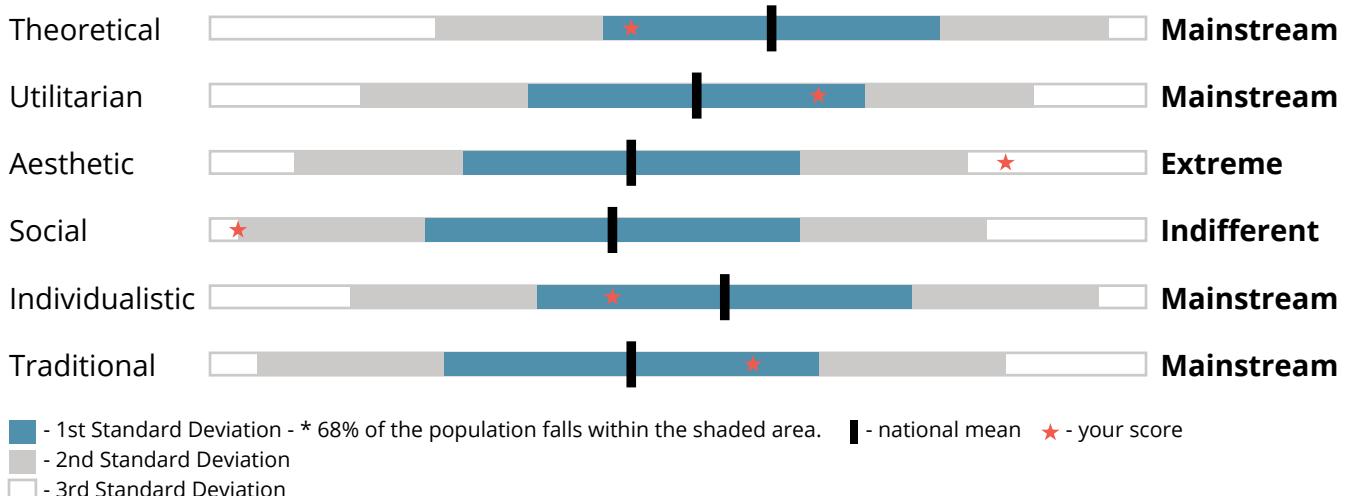
Mainstream - one standard deviation of the national mean
Passionate - two standard deviations above the national mean
Indifferent - two standard deviations below the national mean
Extreme - three standard deviations from the national mean

Motivators - Norms & Comparisons

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

- You have a strong desire to become all you can be (self-actualization). You will tend to strive for balance, form and harmony in all areas of your life. Others may not understand your subjective way of reasoning and may feel you are somewhat unrealistic. Your appreciation of the world around you and the environment may appear extreme to them.

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.

Motivators Hierarchy

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

1. 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 |

85

45*
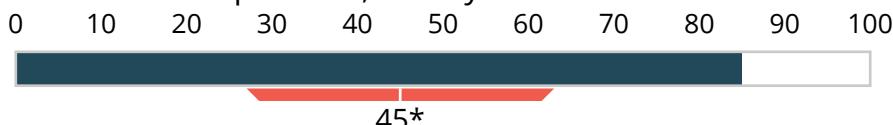
2. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

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

65

52*
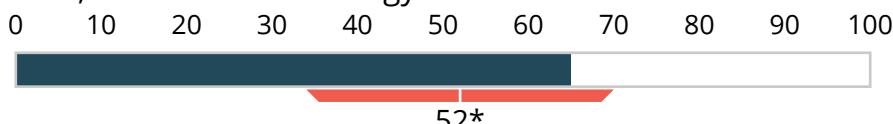
3. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

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

58

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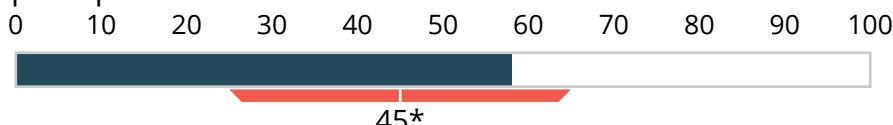
4. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

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

45

60*
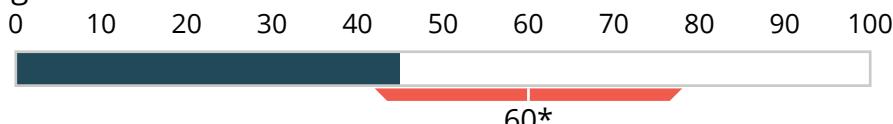
**5. Individualistic/Political** - Rewards those who value personal recognition, freedom, and control over their own destiny and others.

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

43

55*
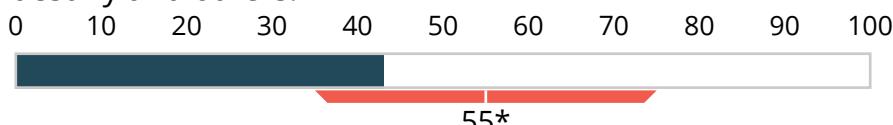
**6. Social** - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

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

3

43*

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

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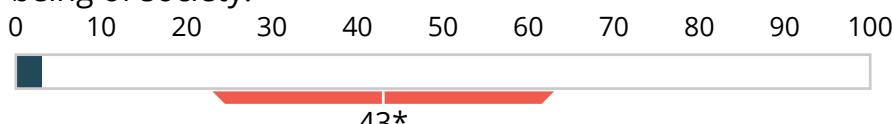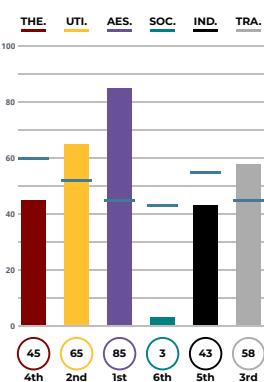
Motivation Insights® Graph

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

THE.	UTI.	AES.	SOC.	IND.	TRA.
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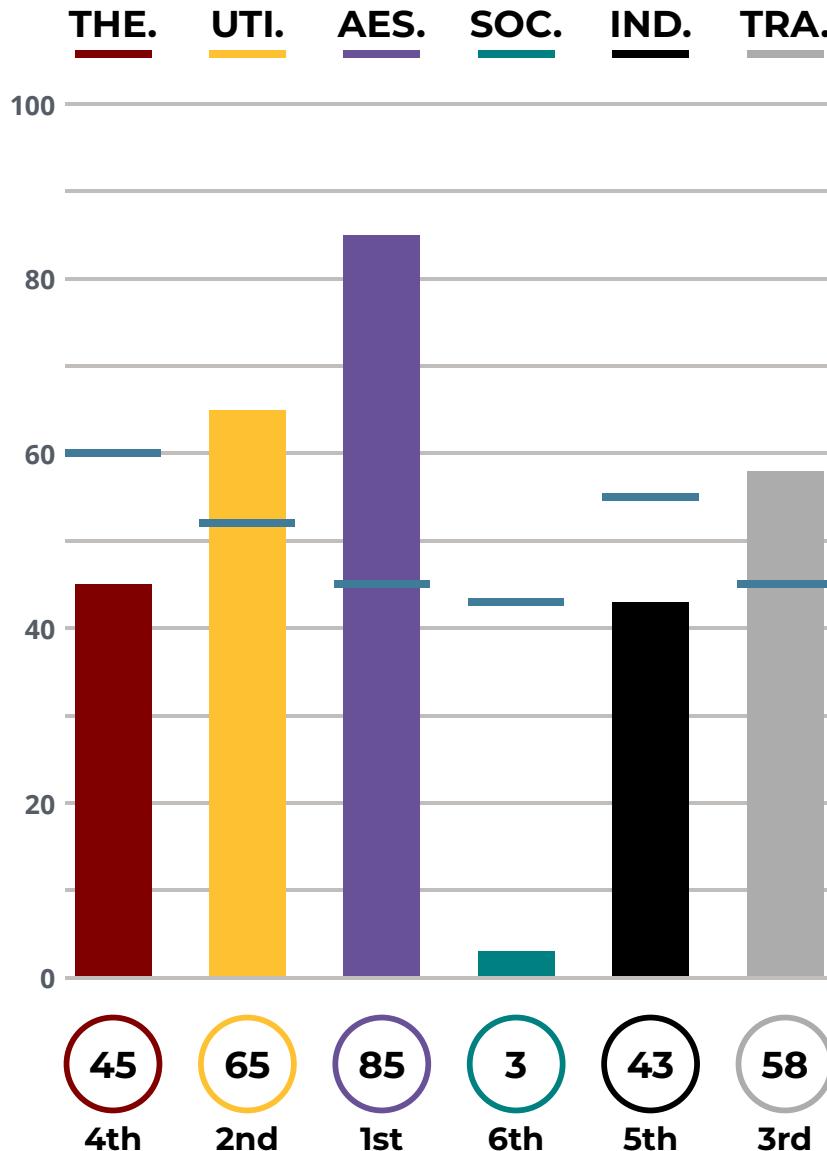
national mean
Norm 2021
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Sam Sample

Motivators Wheel™

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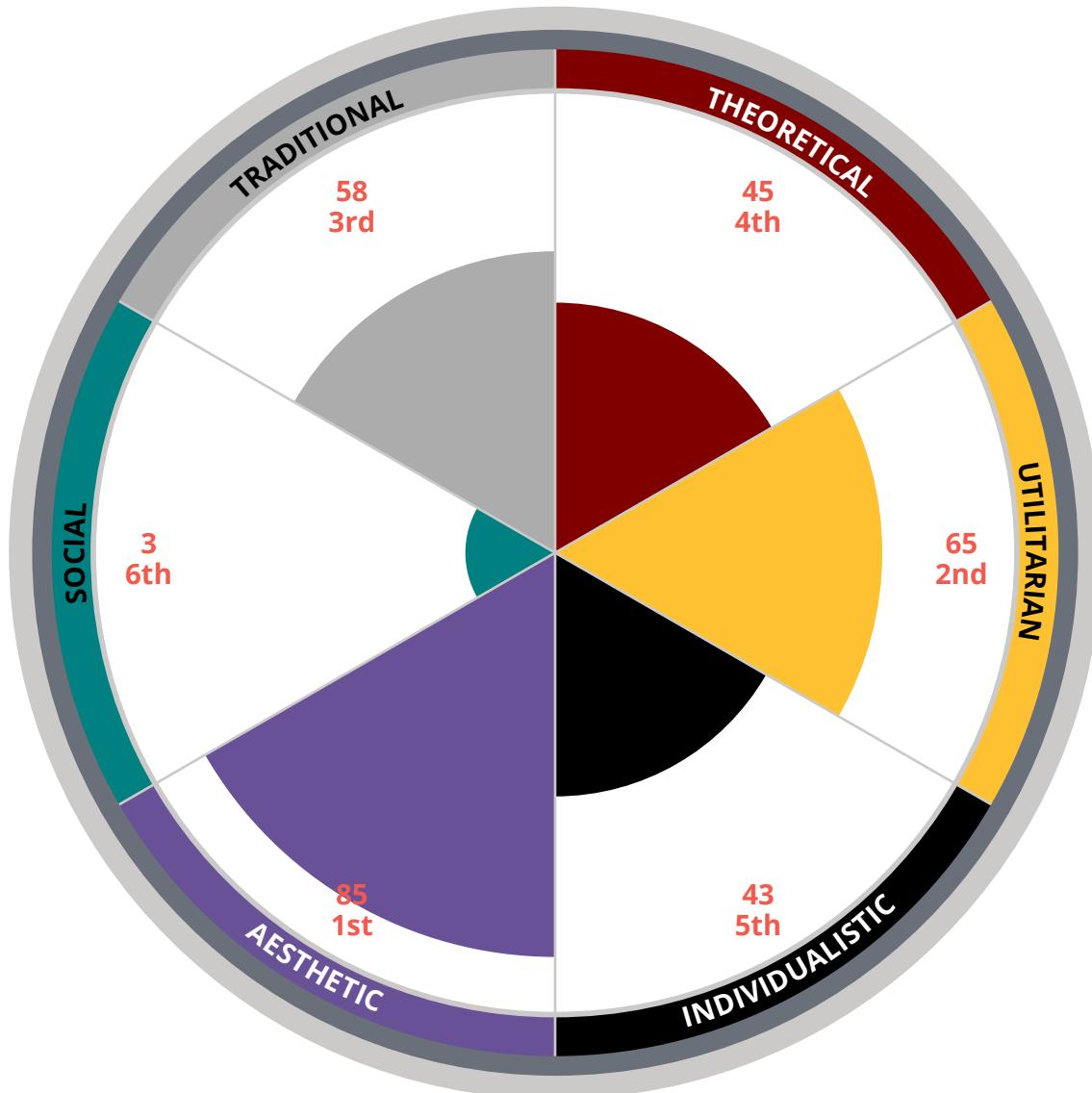
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Competitive Edge, Inc.
Tel: (770) 487-6460
support@CompetitiveEdgeInc.com

Introduction Integrating Behaviors & Motivators

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 & Motivational Strengths

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

- Highly in tune to the environment and synergy within it.

- Supports a leader and a cause that brings beauty or creativity.

- Loyal and consistent in using the resources he has been allocated.

- When stability is established, he can become entrepreneurial.

- Brings balance to the organization in a positive and friendly way.

- Expresses and strives for a balanced team.

- Resourceful and influential in creating effective results.

- Brings enthusiasm to practical situations.

Potential Behavioral & Motivational
Conflict

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

- Keeps to himself resulting in unexpressed viewpoints.

- Dislikes unwarranted change in his environment because of the disruption of balance.

- May never get a good plan off the ground if he feels rushed.

- May have difficulty breaking unwanted work-related habits for fear of wasting time.

- Spends too much time self-reflecting and not enough time following through.

- Has difficulty looking at situations objectively.

- Overestimates what others will contribute.

- May not recognize increased risk associated with bigger rewards.

Ideal Environment

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

- Little conflict between people.

- Assignments with a high degree of people contacts.

- Freedom from control and detail.

- Time to allow verification of return on investment, prior to making a change.

- Optimism about expected results is not frowned upon.

- A manager that brings people and excitement into the act of doing business.

- An environment that supports time-tested, proven processes for completing tasks.

- Time for finishing things through to completion in a way that doesn't disrupt the balance of the organization.

- Ability to complete projects and tasks through a stable and harmonious team.

Keys To Motivating

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

Sam wants:

- Activities that don't infringe on family life.

- Freedom from control and detail.

- A friendly work environment.

- Loyalty and commitment to be seen as a return on investment for the organization.

- Recognition for solid use of resources and investments.

- To be the spokesperson for team and organizational accomplishments.

- A proper work/life balance and a physical space that feels like home.

- Management to understand that he will focus on keeping up morale and the balance of the organization.

- To support company morale and harmonious causes.

Keys To Managing

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

Sam needs:

- To set professional and family goals.

- Rewards in terms of tangible things, not just flattery and praise.

- A feeling of belonging—to know how important he is to the team.

- Support in standing up for the realistic side of the equation.

- Assistance in prioritizing goals not only based on return, but also other organizational needs.

- Assistance in establishing realistic expectations of others in order to maximize contributions.

- Help understanding the need to actively engage in new assignments to promote balance in the organization.

- A manager who listens and is non-threatening, listening to their perspective.

- Needs a manager who seeks out their opinions and perspective.

Action Plan
Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

   _____

   _____

   _____

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

   _____

   _____

   _____

3. When I make changes to these behaviors, they will have the following impact on my career:

   _____

   _____

   _____

4. I will make the following changes to my behavior, and I will implement them by _____:

   _____

   _____

   _____

Action Plan
Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

   _____

   _____

   _____

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

   _____

   _____

   _____

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

   _____

   _____

   _____

4. I will make the following changes to my behavior, and I will implement them by _____:

   _____

   _____

   _____