



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

Sandra Sample

Executive Leader

ABC Company

12.27.2015

Executive Coaching & Consulting Services to maximize potential for individuals and com

Simon Leads

215.620.1475

shawn@simonleads.com

SIMON  LEADS

Table of Contents



Introduction - <i>Where Opportunity Meets Talent</i>	4
Introduction - <i>Behaviors</i>	5
Behavioral Characteristics	6
Value to the Organization	8
Checklist for Communicating	9
Checklist for Communicating - <i>Continued</i>	10
Communication Tips	11
Perceptions - <i>See Yourself as Others See You</i>	12
The Absence of a Behavioral Factor	13
Descriptors	14
Natural & Adapted Style	15
Adapted Style	17
Time Wasters	18
Areas for Improvement	21
Behavioral Hierarchy	22
Style Insights® Graphs	24
The TTI Success Insights® Wheel	25
Introduction - <i>Motivators</i>	27
Theoretical	28
Individualistic	29
Aesthetic	30
Utilitarian	31
Social	32
Traditional	33
Navigating Situations Outside Your Comfort Zone	34
Motivators - Norms & Comparisons	36
Motivators Hierarchy	38
Motivation Insights® Graph	39
Motivators Wheel™	40
Introduction - <i>Integrating Behaviors & Motivators</i>	41
Potential Behavioral & Motivational - <i>Strengths</i>	42
Potential Behavioral & Motivational - <i>Conflict</i>	43

Table of Contents

Continued



Ideal Environment	44
Keys to Motivating	45
Keys to Managing	46
Action Plan	47

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 Sandra's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior 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 Sandra's natural behavior.

Sandra is goal-oriented and driven by results. She is the team member who will try to keep the others on task. She prefers an environment with variety and change. She is at her best when many projects are underway at once. She may be so self-confident that others see her as arrogant. This confidence may be something others wish they had. She is often considered daring, bold and gutsy. She is a risk taker who likes to be seen as an individualist. Sandra displays a high energy factor and is optimistic about the results she can achieve. The word "can't" is not in her vocabulary. She is extremely results-oriented, with a sense of urgency to complete projects quickly. She embraces visions not always seen by others. Sandra's creative mind allows her to see the "big picture." She seeks her own solutions to problems. In this way, her independent nature comes into play. Sandra 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. She wants to be viewed as self-reliant and willing to pay the price for success.

Sandra should realize 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. Many people see her decisions as high-risk decisions. However, after the decision is made, she tends to work hard for a successful outcome. Sandra will work long hours until a tough problem is solved. After it is solved, Sandra may become bored with any routine work that follows. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She finds it easy to share her opinions on solving work-related problems. She likes to make decisions quickly.



Behavioral Characteristics

Continued



Sandra 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! 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 may lack the patience to listen and communicate with slower acting people. She should exhibit more patience and ask questions to make sure that others have understood what she has said. Sandra tends to be intolerant of people who seem ambiguous or think too slowly. She likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She may sometimes mask her feelings in friendly terms. If pressured, Sandra's true feelings may emerge. She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead.

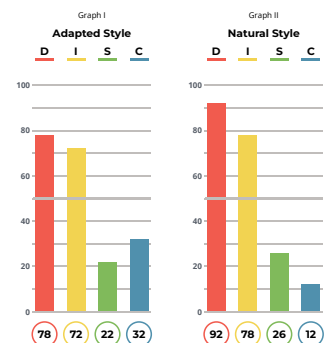


Value to the Organization



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

- ✓ Self-starter.
- ✓ Challenges the status quo.
- ✓ Usually makes decisions with the bottom line in mind.
- ✓ Pioneering.
- ✓ Dedicated to her own ideas.
- ✓ Accomplishes goals through people.
- ✓ Creative in her approach to solving problems.
- ✓ Challenge-oriented.



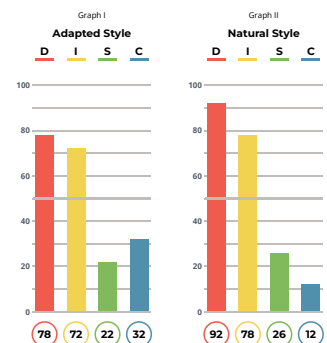
Checklist for Communicating



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 Sandra. 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 Sandra most frequently.

Ways to Communicate

- ✓ Support and maintain an environment where she can be efficient.
- ✓ Be brief—be bright—be gone.
- ✓ Expect her to return to fight another day when she has received a "no" answer.
- ✓ Present the facts logically; plan your presentation efficiently.
- ✓ Read the body language—look for impatience or disapproval.
- ✓ Use a balanced, objective and emotional approach.
- ✓ Speak at a rapid pace.
- ✓ Provide questions, alternatives and choices for making her own decisions.
- ✓ Clarify any parameters in writing.
- ✓ Ask specific (preferably "what?") questions.
- ✓ Understand her defiant nature.



Checklist for Communicating

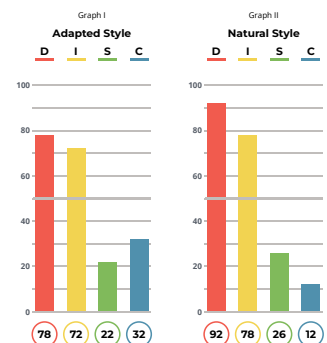
Continued



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

Ways NOT to Communicate

- ❌ Try to build personal relationships.
- ❌ Come with a ready-made decision or make it for her.
- ❌ Hesitate when confronted.
- ❌ Muffle or overcontrol.
- ❌ Be paternalistic.
- ❌ Let disagreement reflect on her personally.
- ❌ Direct or order.
- ❌ Let her overpower you with verbiage.
- ❌ Try to convince by "personal" means.
- ❌ Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- ❌ Reinforce agreement with "I'm with you."
- ❌ Be redundant.
- ❌ Take credit for her accomplishments.



Communication Tips



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



Sandra usually sees herself as being:

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



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

The Absence of a Behavioral Factor



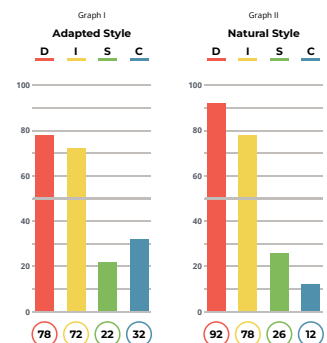
The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral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

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

- Avoid situations that require strict adherence to standards without any flexibility.
- Avoid work environments requiring constant diplomacy, as they may cause stress.
- 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 lack of caution exhibited may lead to unnecessary high-risk decisions being made.
- The desire to be seen as a unique person may detract from the ideal outcome.
- Breaking rules that others must follow will be seen as reckless and haphazard.



Descriptors



Based on Sandra's responses, the report has marked those words that describe her personal behavior. 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	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Natural & Adapted Style



Sandra'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

Sandra 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. Sandra will attack problems and likes a position with authority and work that will constantly challenge her to perform up to her ability.

Adapted

Sandra's response to the environment is to be strong-willed and ambitious in her problem-solving approach. She seeks to win against all obstacles.

People & Contacts

Natural

Sandra is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Sandra is trusting and also wants to be trusted.

Adapted

Sandra sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Natural & Adapted Style



Pace & Consistency

Natural

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

Adapted

Sandra 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

Sandra 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

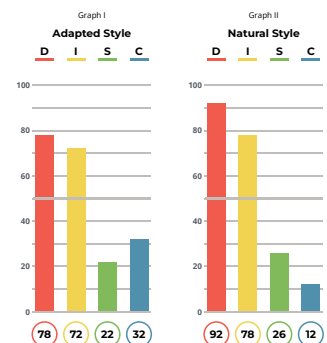
Sandra sees the environment with few constraints. She feels the necessity to rebel at too many constraints and may even flaunt this independence.

Adapted Style



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

- ✓ Exhibiting an active and creative sense of humor.
- ✓ Meeting deadlines.
- ✓ Skillful use of vocabulary for persuasive situations.
- ✓ Working without close supervision.
- ✓ Quickly responding to crisis and change with a strong desire for immediate results.
- ✓ Acting without precedent and able to respond to change in daily work.
- ✓ Anticipating and solving problems.
- ✓ Persistence in job completion.
- ✓ A good support team to handle paperwork.
- ✓ Moving quickly from one activity to another.
- ✓ Dealing with a wide variety of work activities.
- ✓ Handling a variety of activities.



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.

Crisis Management

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

Possible Causes:

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

Possible Solutions:

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

Snap Decisions

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

Possible Causes:

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

Possible Solutions:

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





Time Wasters

Continued

Poor Delegation

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

Possible Causes:

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

Possible Solutions:

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

Lack of a Written Plan

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

Possible Causes:

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

Possible Solutions:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values





Time Wasters

Continued

- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

Firefighting

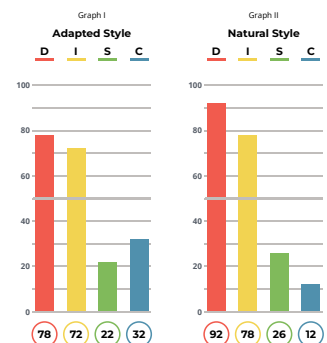
Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

Possible Causes:

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

Possible Solutions:

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



Areas for Improvement



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

Sandra has a tendency to:

- ✓ Be a one-way communicator—doesn't listen to the total story before introducing her opinion.
- ✓ Fail to complete what she starts because of adding more and more projects.
- ✓ Have no concept of the problems that slower-moving people may have with her style.
- ✓ Make "off the cuff" remarks that are often seen as personal prods.
- ✓ Resist participation as part of the team, unless seen as a leader.
- ✓ Be disruptive because of her innate restlessness and disdain for sameness.
- ✓ Have trouble delegating—can't wait, so does it herself.
- ✓ Overstep authority and prerogatives—will override others.
- ✓ Have difficulty finding balance between family and work.

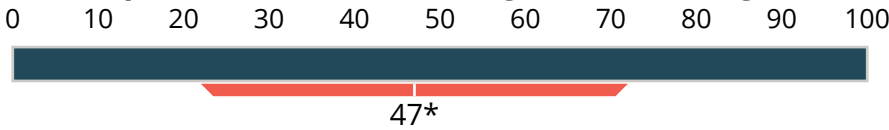


Behavioral Hierarchy

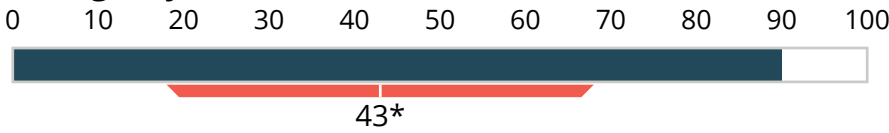


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

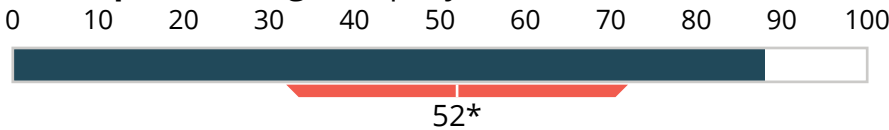
1. Competitive - Want to win or gain an advantage.



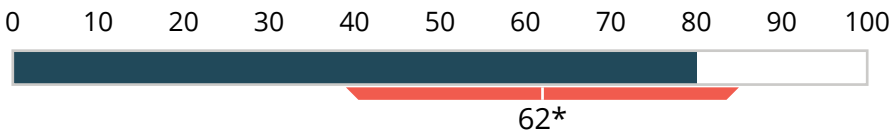
2. Urgency - Take immediate action.



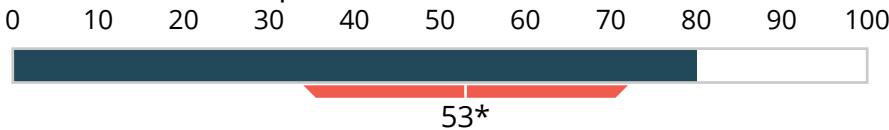
3. Frequent Change - Rapidly shift between tasks.



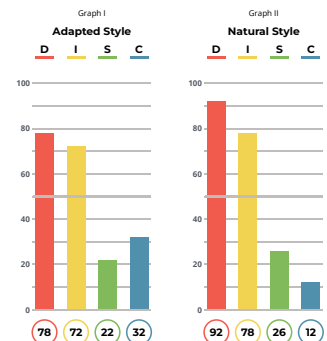
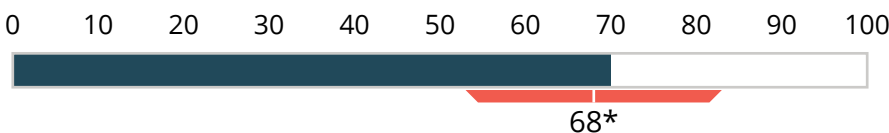
4. Interaction - Frequently engage and communicate with others.



5. Versatile - Adapt to various situations with ease.



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

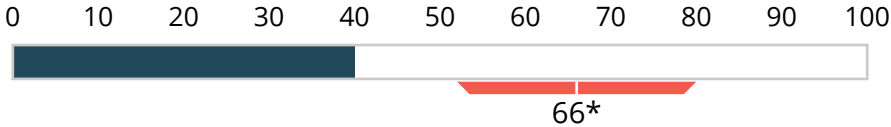


* 68% of the population falls within the shaded area.

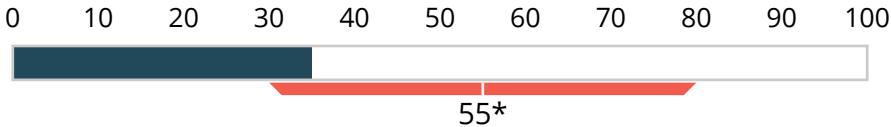
Behavioral Hierarchy



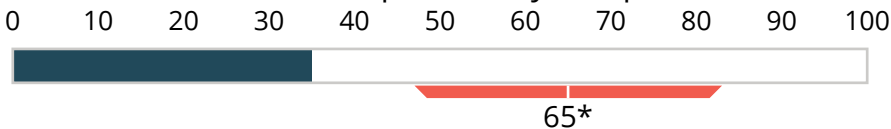
7. Customer-Oriented - Identify and fulfill customer expectations.



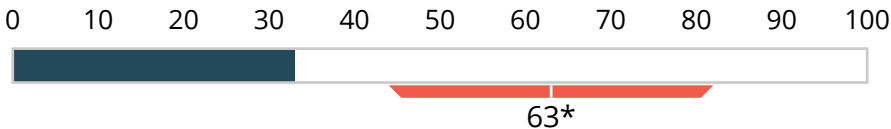
8. Analysis - Compile, confirm and organize information.



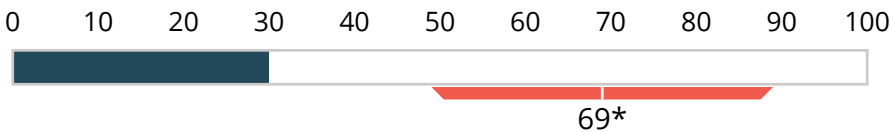
9. Consistent - Perform predictably in repetitive situations.



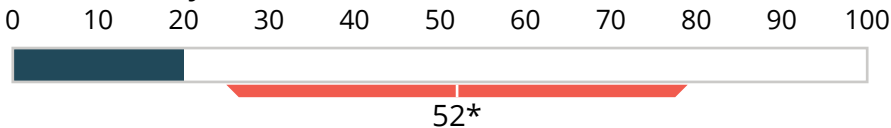
10. Persistence - Finish tasks despite challenges or resistance.



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



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



SIA: 78-72-22-32 (12) SIN: 92-78-26-12 (12)
 * 68% of the population falls within the shaded area.

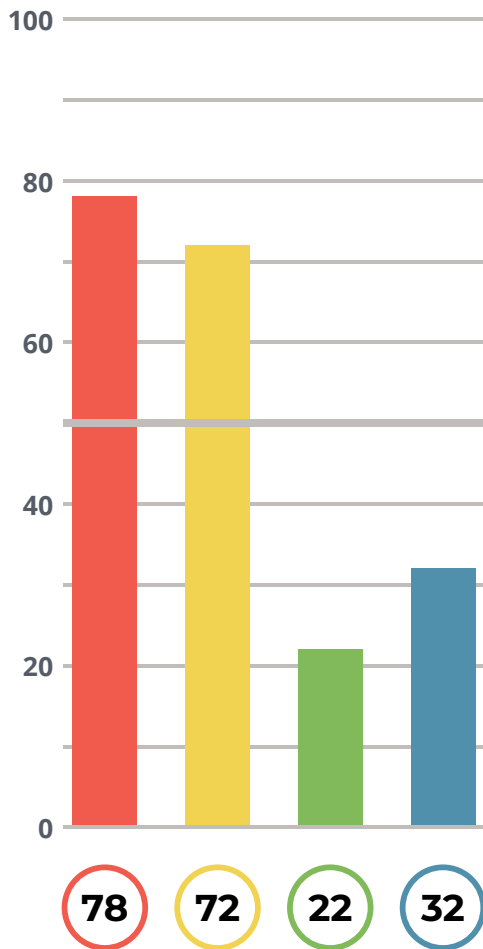
Style Insights® Graphs



Graph I

Adapted Style

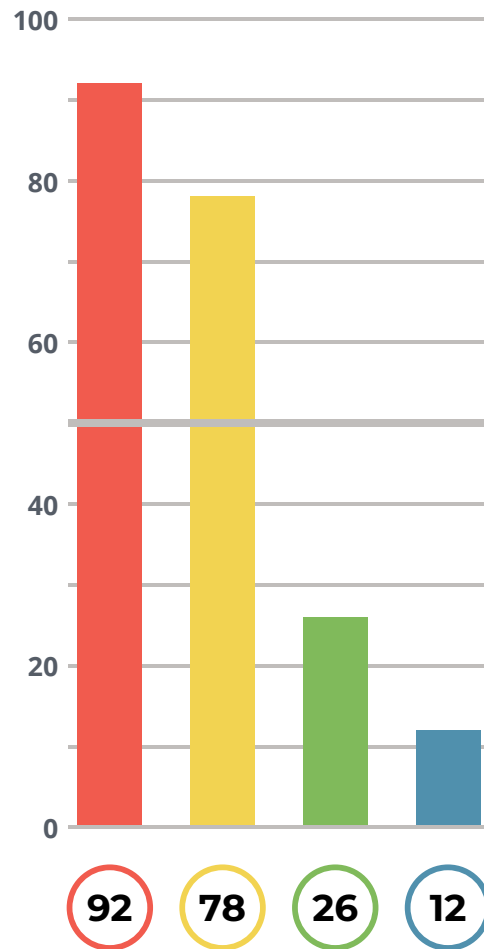
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



Norm 2015 R4
12-27-2015
T: 6:46

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.

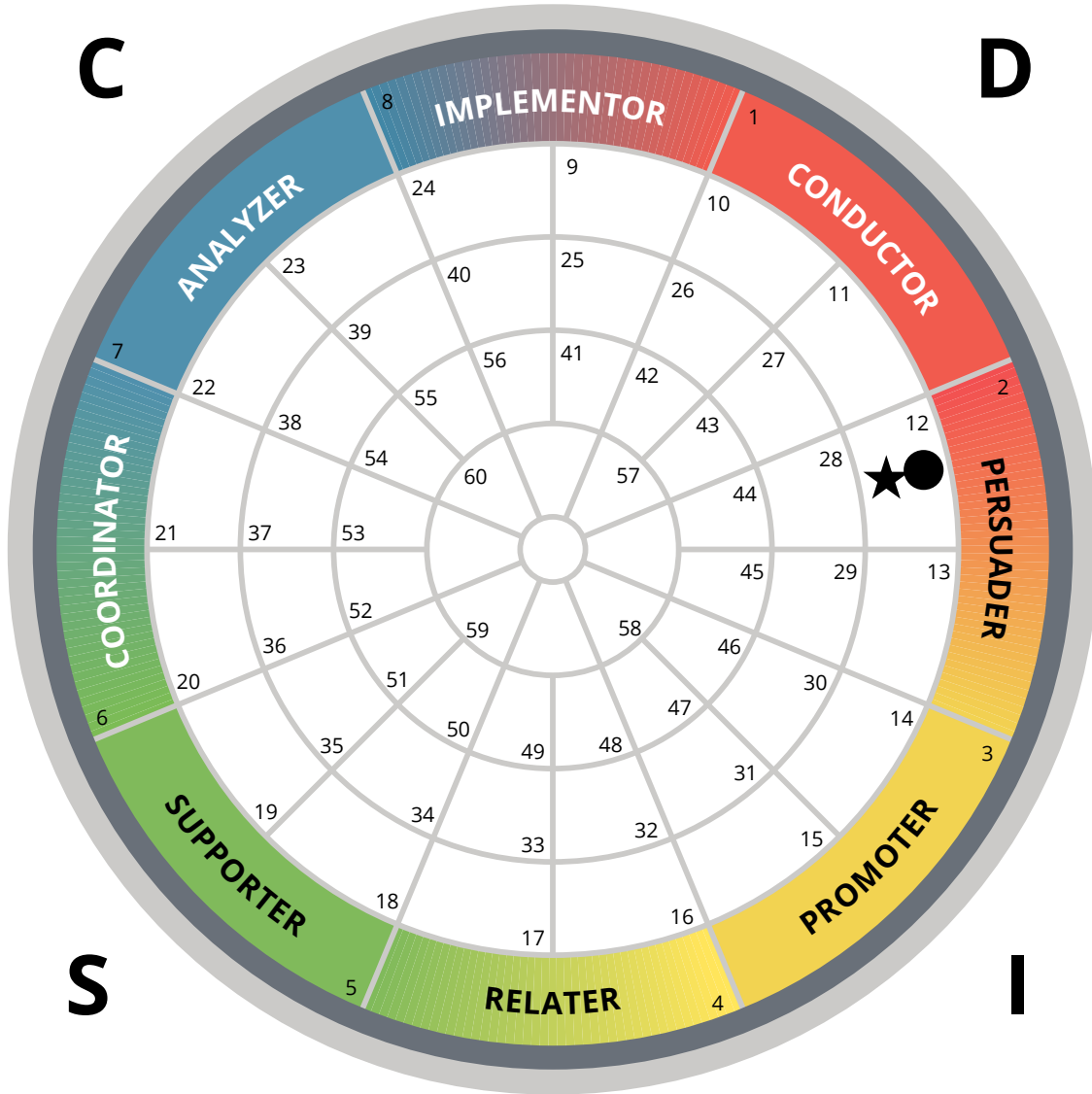
The TTI Success Insights® Wheel



Sandra Sample

ABC Company

12-27-2015



Adapted: ★ (12) CONDUCTING PERSUADER
 Natural: ● (12) CONDUCTING PERSUADER
 Norm 2015 R4

T: 6:46

Simon Leads
 215.620.1475
 shawn@simonleads.com

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.

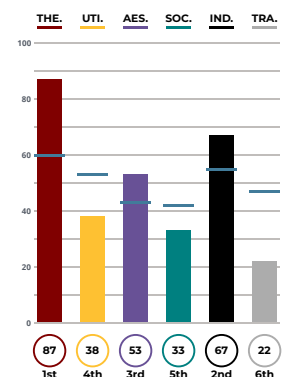
Your Personal Motivators Ranking		
1st	Theoretical	Strong
2nd	Individualistic	Strong
3rd	Aesthetic	Situational
4th	Utilitarian	Situational
5th	Social	Indifferent
6th	Traditional	Indifferent

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.

- Sandra is good at integrating the past, present and future.
- People who talk on a subject without adequate knowledge will frustrate her and cause her to lose interest in the conversation.
- Sandra never walked by a bookstore or library she didn't want to visit.
- She may have difficulty putting down a good book.
- Using knowledge and intuition, Sandra creates harmony with her surroundings.
- Adding to the body of knowledge may be more important than the application of the knowledge.
- The process is not as important to her as the results.
- Sandra may use her specialized knowledge of a topic to control the situation.
- She has a keen interest in formulating theories and asking questions to assist in problem-solving.
- Sandra will seek the "truth," yet "truth" is relative and will be defined by her own standards.
- Sandra will use her knowledge to ensure economic security.
- Many may see her as an intellectual.

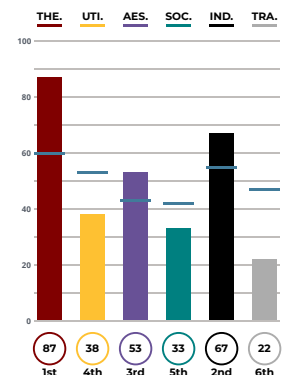


Individualistic



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.

- People who are determined and competitive are liked by Sandra.
- If necessary, Sandra will be assertive in meeting her own needs.
- She believes "if at first you don't succeed try, try again."
- Sandra has the desire to assert herself and to be recognized for her accomplishments.
- Maintaining individuality is strived for in relationships.
- Sandra believes "when the going gets tough, the tough get going."
- She wants to control her own destiny and display her independence.
- Sandra 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.
- Sandra takes responsibility for her actions.

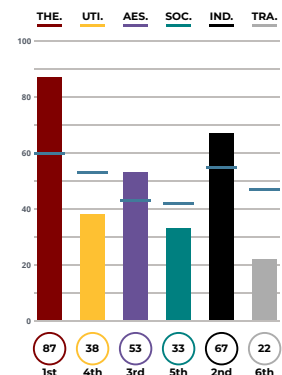


Aesthetic



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.

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

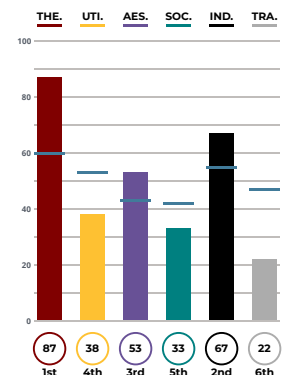


Utilitarian



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.

- She will evaluate some decisions but not necessarily all based on their utility and economic return.
- Sandra can give freely of time and resources to certain causes and feel this investment will result in a future return on her investment.
- Money itself is not as important as what it will buy.
- She will use wealth as a yardstick to measure her work effort with certain activities.
- Sandra will not alter her lifestyle in order to acquire something unless there is an immediate need (or the situation is critical).
- Sandra will become money-motivated when she wants to satisfy one of the other motivators mentioned in this report.

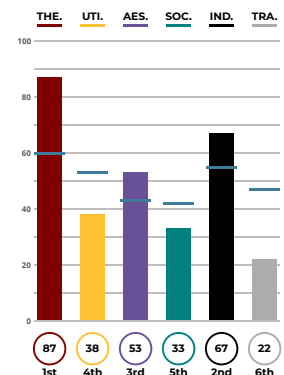


Social



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.

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

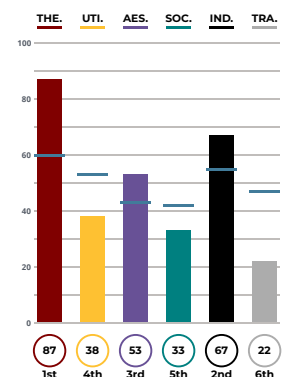


Traditional



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.

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



NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE



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

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

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

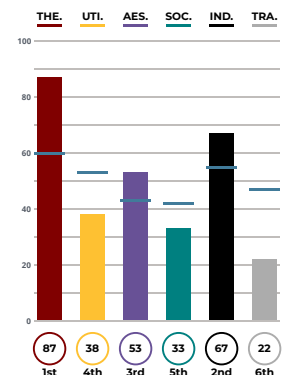
1. How does the mindset of a high Traditional contribute to today's workforce?
2. How do Traditionals contribute to the world, your professional life and your personal life?

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

- Look at this as a discovery and research opportunity. Ask questions to learn more, and this will position you as someone that is open to the Traditional's way of living.
- Approach questioning from an area of learning, not educating from past research. When a difference in views occurs, agreeing to disagree may be the best option.

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

- It's important to understand personal biases of both parties. If a conversation is being addressed dealing purely with a bias, finding some level of commonalities will have to happen in order to maintain a positive relationship.
- Be careful when the primary tool of influence is knowledge and information, because no amount of information or logic will solve a belief conflict. Look for other areas to connect in an attempt to build trust before attempting to change the thoughts.



NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE

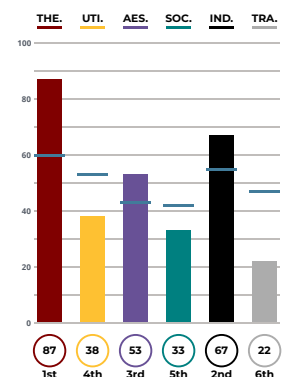


At times a high Traditional can be overly rigid in evaluating others against her standard.

- Provide information as to how the team can be of assistance to the mission. Present this information in a way that connects specifically with the beliefs of the Traditional.
- People will often feel judged by the high Traditional. How can information be utilized to depersonalize the judgment and bring the conversation back to the facts?

For a high Traditional, following proven procedures is more important than quick fixes.

- Partner with the high Traditional to discover the information to determine if the proven procedure is the right way to go, or if there is a better way. Understand that the high Traditional will not easily be convinced to change the procedure.
- The agreement will come from not wanting a quick fix. However, the Traditional will rely on the past traditions for solving the problem whereas the Theoretical will tend to look for new solutions.



Motivators - Norms & Comparisons

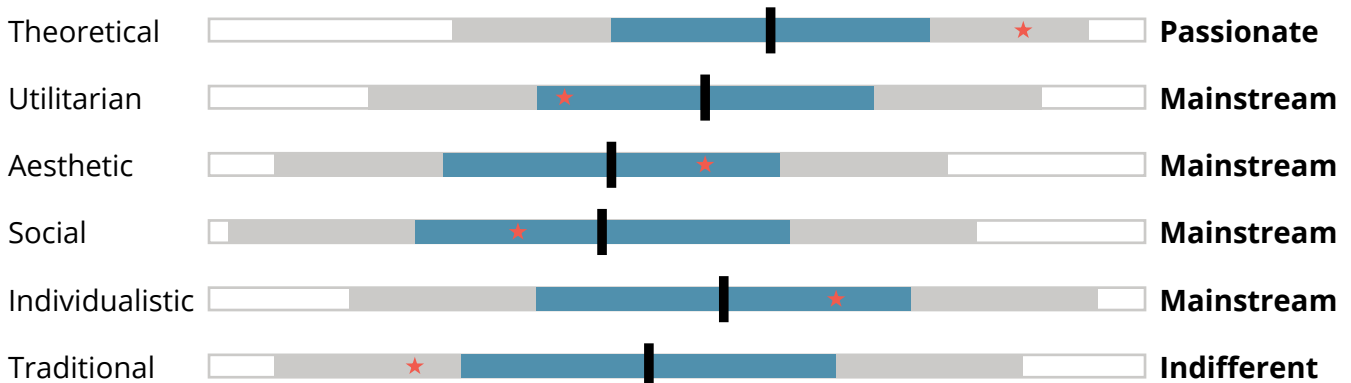


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people 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 2015



■ - 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 an intense passion for learning new things, always searching for opportunities to advance your knowledge. Others may struggle with the amount of time and resources you are willing to invest to learn new things. They might think you should stop learning and start doing.

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

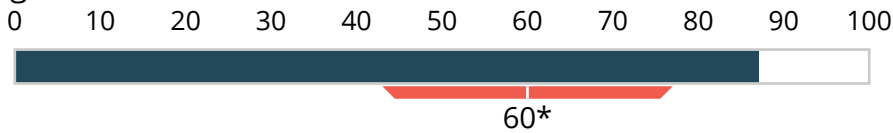
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.

Motivators Hierarchy

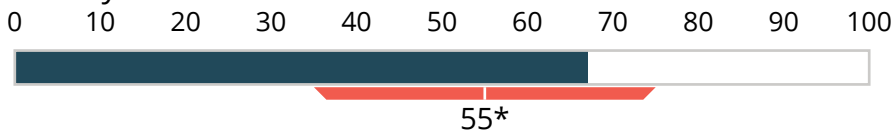


Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. They are listed below from the highest to the lowest.

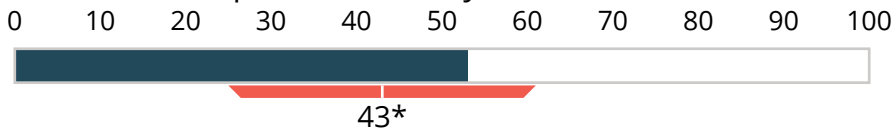
1. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



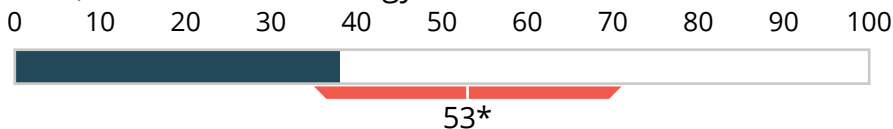
2. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



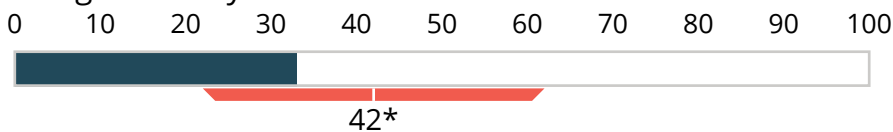
3. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



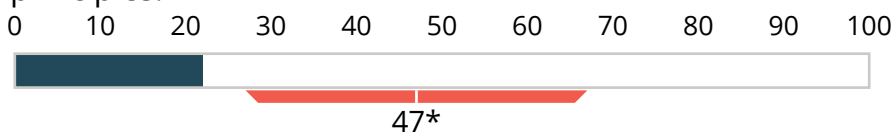
4. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



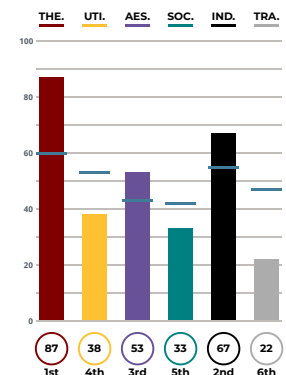
5. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



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



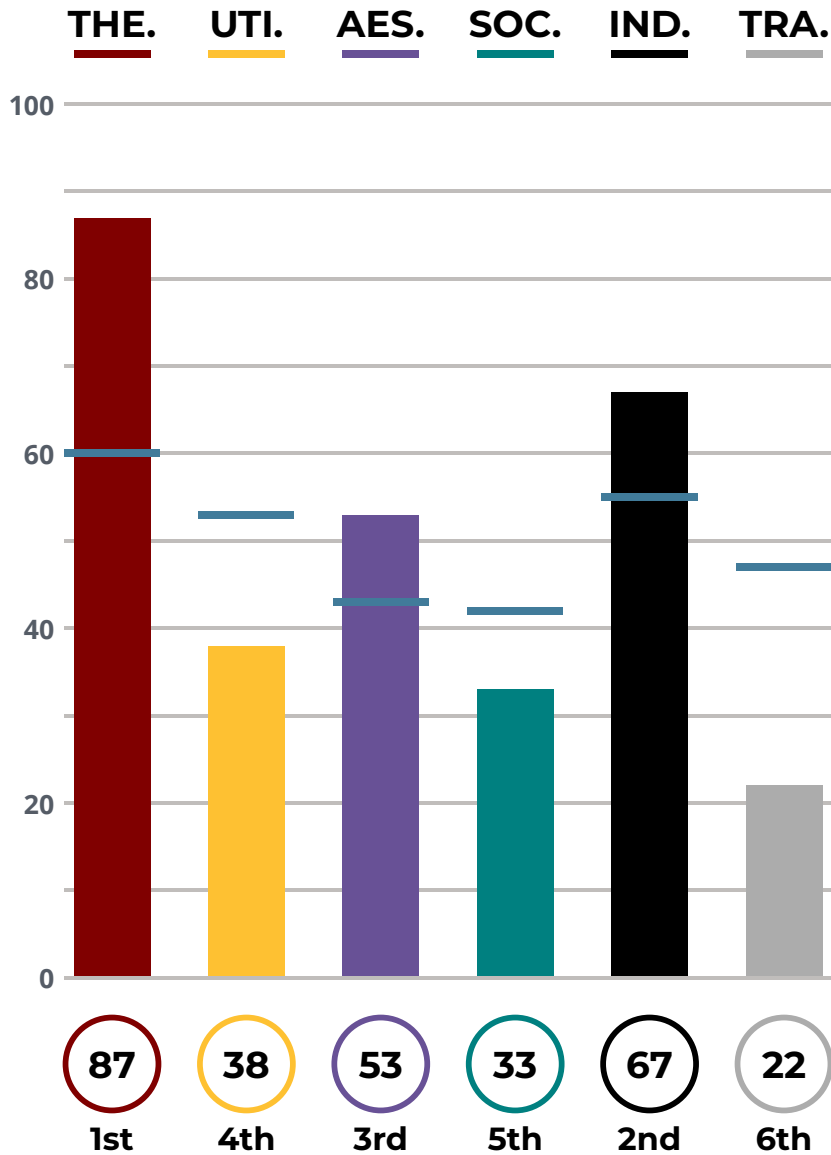
* 68% of the population falls within the shaded area.



Motivation Insights® Graph



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

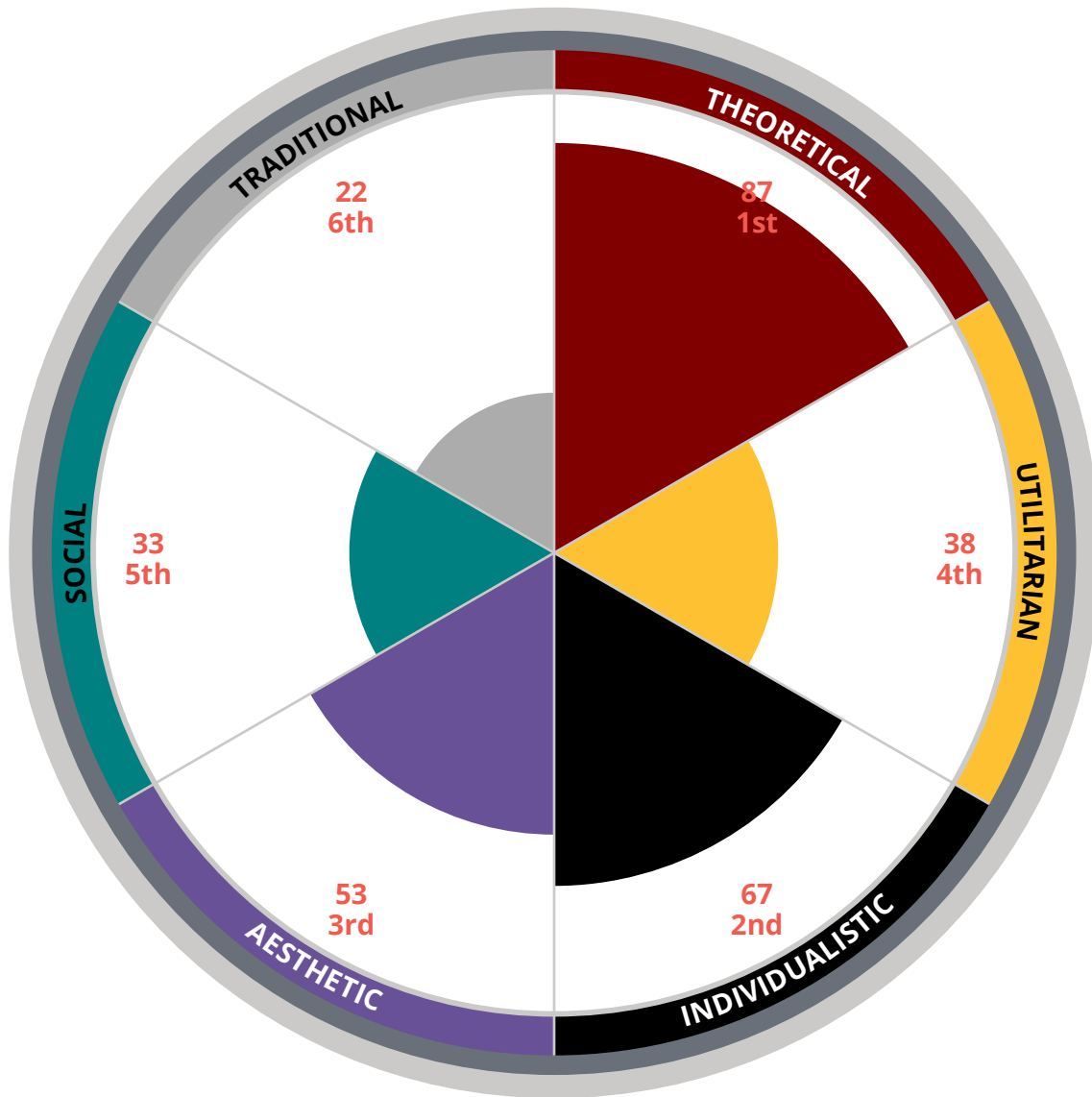


— national mean
Norm 2015
 12-27-2015
 T: 5:21

Motivators Wheel™



12-27-2015



T: 5:21

Simon Leads
215.620.1475
shawn@simonleads.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 Sandra'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.

- Thrives on the challenge of solving problems.
- Offers informed opinions on a variety of topics.
- Seeks the challenge and opportunity to win.
- A strong influencer.
- Will bring high energy and enthusiasm to the researching process.
- Looks for the positive side of every situation.
- Utilizes people to win and accomplish goals.
- Positively promotes the image of the organization.

Potential Behavioral & Motivational Conflict



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

- A focus on quick results may hinder quality of information.
- The need to research everything and the corresponding need to do everything too soon and too fast.
- Takes on too much, too soon, too fast to maintain control.
- May not realize the negative consequences of her quick decisions.
- Ability to learn is diminished due to her lack of focus on one thing.
- Will tend to elaborate on limited data.
- As a leader may over focus on self and her own needs.
- May only interact with those she feels complement her goals.

Ideal Environment



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

- Nonroutine work with challenge and opportunity.
- Evaluation based on results, not the process.
- Work tasks that change from time to time.
- A forum to be curious about the discovery of new information.
- Flexibility to explore a variety of outlets for learning in a people-rich environment.
- New and challenging questions or projects.
- Opportunity to assertively express her desire to control her own destiny and potentially that of others.
- Continual opportunity to challenge and win.
- A forum to celebrate successes as an individual.

Keys To Motivating



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

Sandra wants:

- Freedom from control and detail.
- A support system to do the detail work.
- Opportunity to verbalize her ideas and demonstrate her skills.
- Praise for her knowledge base and research capabilities.
- To research new information in a team environment requiring people interaction.
- Complete information in bulleted format for her own investigation.
- Space and latitude to do what it takes to get the job done.
- New and difficult challenges that lead to prestige and status.
- Opportunities for advancement and new experiences.

Keys To Managing



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

Sandra needs:

- A rational approach to decision making—analyze the facts.
- More logical presentations—less emotional.
- Help on controlling time and setting priorities.
- Seek out ways to organize thoughts in order to effectively convey the desired information.
- Learn to prioritize ideas and thoughts according to organizational objectives.
- To be able to seek out new ways to achieve desired results.
- Freedom to determine how results should be achieved.
- Assistance in staying on task when she is not the leader of the project.
- To set realistic goals that can be accomplished without disrupting the organizational objectives.

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 _____:
