



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

John Doe

Sales

TTI

10.23.2025

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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 their integration. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

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

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 their strengths and weaknesses, because they can best 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 which are true and areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

All people exhibit all four behavioral factors to varying degrees of intensity.

–W.M. Marston

Behavioral Characteristics



Based on John'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 John's natural behavior.

John embraces visions not always seen by others. John's creative mind allows him to see the "big picture." He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He prefers an environment with variety and change. He is at his best when many projects are underway at once. John is extremely results-oriented, feeling a sense of urgency to complete projects quickly. He is deadline conscious and becomes irritated if deadlines are delayed or missed. Many people see him as a self-starter dedicated to achieving results. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. John seeks his own solutions to problems. In this way, his independent nature comes into play. He is a goal-oriented individual who believes in harnessing people to achieve goals. He needs people with other strengths on his team.

John will work long hours until a tough problem is solved. After it is solved, John may become bored with any routine work that follows. He likes to make decisions quickly. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He prefers authority equal to his responsibility. John is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion.

John tends to be intolerant of people who seem ambiguous or think too slowly. He challenges people who volunteer their opinions. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may sometimes



John Doe

Behavioral Characteristics

Continued



mask his feelings in friendly terms. If pressured, John's true feelings may emerge. John may lack the patience to listen and communicate with slower acting people. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lose interest in what others are saying if they ramble and fail to speak to the point. His active mind is already moving ahead. He tends to influence people by being direct, friendly, and results-oriented.



Value to the Organization



This section of the report identifies the specific talents and behavior John 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, making him an integral part of the team.

- ✓ 1. Thinks big.
- ✓ 2. Self-starter.
- ✓ 3. Forward-looking and future-oriented.
- ✓ 4. Positive sense of humor.
- ✓ 5. Optimistic and enthusiastic.
- ✓ 6. Usually makes decisions with the bottom line in mind.
- ✓ 7. Will join organizations to represent the company.
- ✓ 8. Team player.



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 John. 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 John most frequently.

Ways to Communicate

- ✓ 1. Plan interaction that supports his dreams and intentions.
- ✓ 2. Offer special, immediate, and continuing incentives for his willingness to take risks.
- ✓ 3. Ask for his opinions/ideas regarding people.
- ✓ 4. Support the results, not the person, if you agree.
- ✓ 5. Support and maintain an environment where he can be efficient.
- ✓ 6. Present the facts logically; plan your presentation efficiently.
- ✓ 7. Use enough time to be stimulating, fun-loving, and fast-moving.
- ✓ 8. Read the body language—look for impatience or disapproval.
- ✓ 9. Deal with details in writing, have him commit to modes of action.
- ✓ 10. Come prepared with all requirements, objectives, and support material in a well-organized "package."
- ✓ 11. Read the body language for approval or disapproval.



Checklist for Communicating

Continued



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

Ways NOT to Communicate

1. Ramble or waste his time.
2. Be dictatorial.
3. Come with a ready-made decision or make it for him.
4. Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
5. Let disagreement reflect on him personally.
6. Talk down to him.
7. Direct or order.
8. Take credit for his ideas.
9. Drive on to facts, figures, alternatives, or abstractions.
10. Be curt, cold, or tight-lipped.
11. Reinforce agreement with "I'm with you."



Communication Tips



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



John usually sees himself as being:

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



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

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



Under extreme pressure, stress, or fatigue, others may see him 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.

- The need for juggling many tasks at once may jeopardize quality.
- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.
- Avoid projects that require constant focus without any room for variance in task.

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

- Recognize that others may move at a slower pace.
- Rambling, written or verbal, will be avoided to the point of missing a deadline.
- Seek environments where change is rewarded rather than discouraged.



Descriptors



Based on John'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

Natural & Adapted Style



John'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

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

Adapted

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

People & Contacts

Natural

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

Adapted

John 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

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

Adapted

John sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency.



Procedures & Constraints

Natural

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

Adapted

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

Adapted Style



John 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.

- ✓ 1. Being creative and unconventional in making a point.
- ✓ 2. Possessing a strong sense of urgency toward results.
- ✓ 3. Coping with rapid changes in the work arena.
- ✓ 4. Flaunting independence.
- ✓ 5. Acting independently and without precedent.
- ✓ 6. Dedicated to "going it alone" when necessary.
- ✓ 7. Handling a variety of activities.
- ✓ 8. Being independent and innovative.
- ✓ 9. Responding well to challenges: "You say I can't do it? Just watch me!"
- ✓ 10. Questioning the status quo and seeking more effective ways of accomplishment.
- ✓ 11. Working without close supervision.
- ✓ 12. Moving quickly from one activity to another.



John Doe



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.

Poor Delegation

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

Possible Causes:

1. Do not want to give up control
2. Do not trust the abilities of others
3. Do not understand the abilities of others
4. Fear the talents of others
5. Do not want to overload others

Possible Solutions:

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

Firefighting

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

Possible Causes:

1. Desire to solve problems quickly and sometimes without adequate information
2. Lack of delegation
3. Lack of standard operating procedures
4. Poor/wrong priorities



Time Wasters

Continued



5. Failure to fit intensity to the situation

Possible Solutions:

1. Establish a plan
2. Create operational procedures for tasks and known problems
3. Establish a "management by objectives" approach

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:

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

Possible Solutions:

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

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:

1. Lack planning
2. Place unrealistic time requirements on people and tasks



Time Wasters

Continued



3. Always looking for problems to solve

Possible Solutions:

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

Snap Decisions

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

Possible Causes:

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

Possible Solutions:

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



Areas for Improvement



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

John has a tendency to:

- ✓ 1. Dislike routine work or routine people—unless he sees the need to further his goals.
- ✓ 2. Keep too many balls in the air; if his support is weak, he will have a tendency to drop some of those balls.
- ✓ 3. Have no concept of the problems that slower-moving people may have with his style.
- ✓ 4. Have trouble delegating—can't wait, so does it himself.
- ✓ 5. Be so concerned with the big picture that he forgets to see the details.
- ✓ 6. Blame, deny, and defend his position—even if it is not needed.
- ✓ 7. Resist participation as part of the team, unless seen as a leader.
- ✓ 8. Make "off the cuff" remarks that are often seen as personal prods.
- ✓ 9. Be disruptive because of his innate restlessness and disdain for sameness.



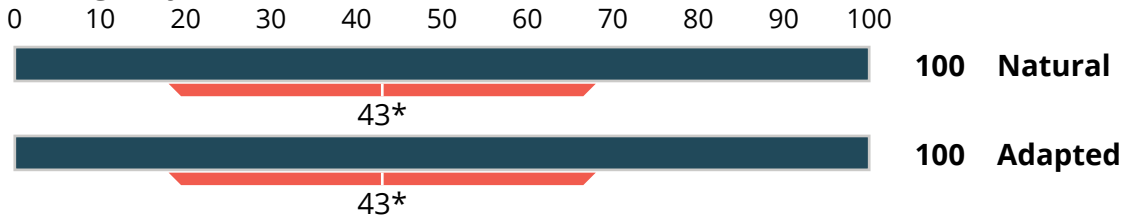
John Doe

Behavioral Hierarchy

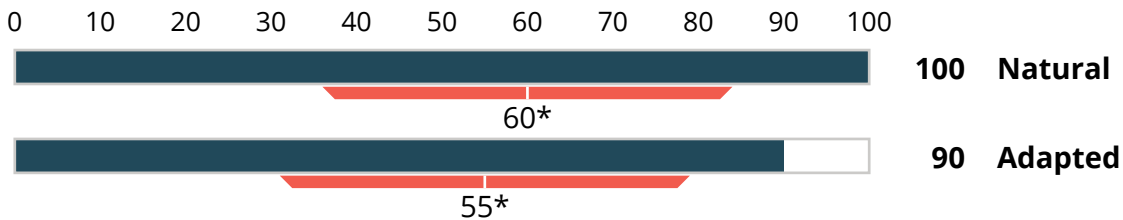


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

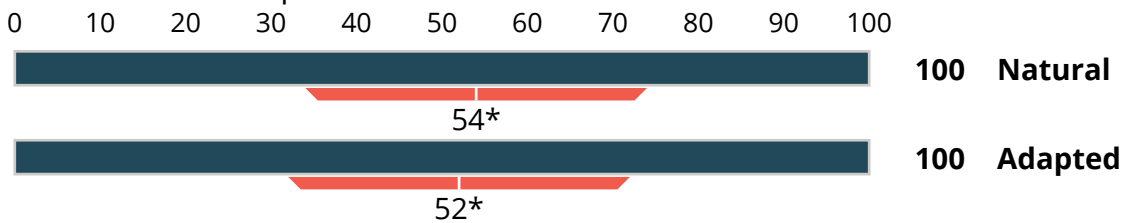
1. Urgency - Take immediate action.



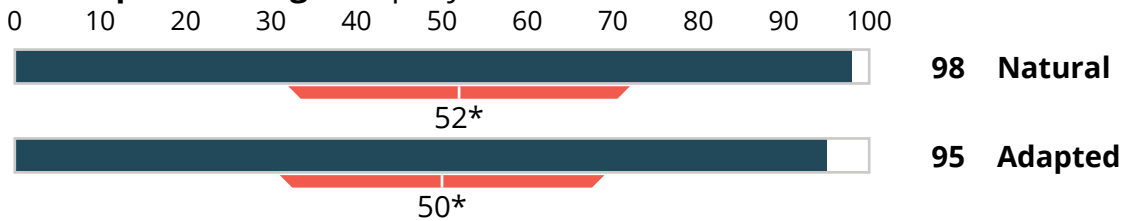
2. Interaction - Frequently engage and communicate with others.



3. Versatile - Adapt to various situations with ease.



4. Frequent Change - Rapidly shift between tasks.



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

Behavioral Hierarchy

Continued



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

0 10 20 30 40 50 60 70 80 90 100



90 Natural

49*



90 Adapted

47*

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

0 10 20 30 40 50 60 70 80 90 100



50 Natural

65*



60 Adapted

62*

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

0 10 20 30 40 50 60 70 80 90 100



37 Natural

64*



47 Adapted

62*

8. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



22 Natural

61*



25 Adapted

64*

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

Behavioral Hierarchy

Continued



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

0 10 20 30 40 50 60 70 80 90 100



18 Natural



15 Adapted

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

0 10 20 30 40 50 60 70 80 90 100



18 Natural



22 Adapted

11. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



15 Natural



10 Adapted

12. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



12 Natural



12 Adapted

SIA: 88-86-04-08 (12) SIN: 94-93-07-12 (12)

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

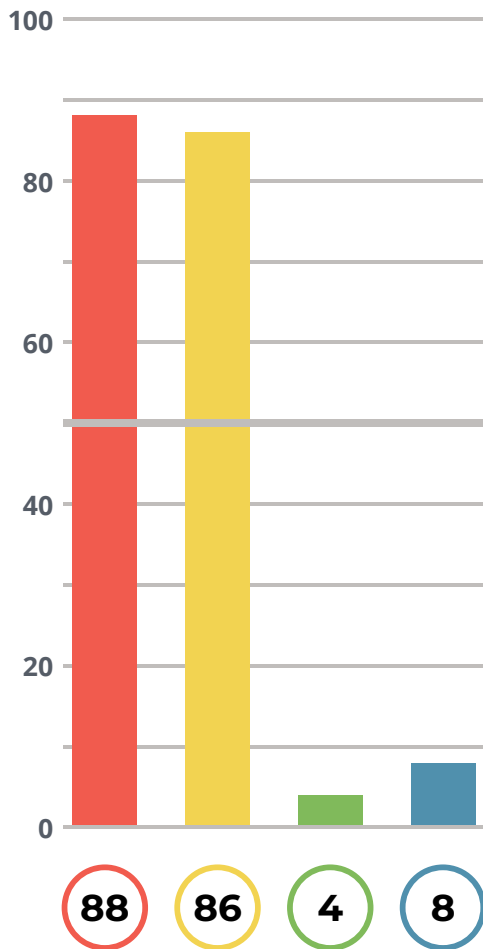
Style Insights® Graphs



Graph I

Adapted Style

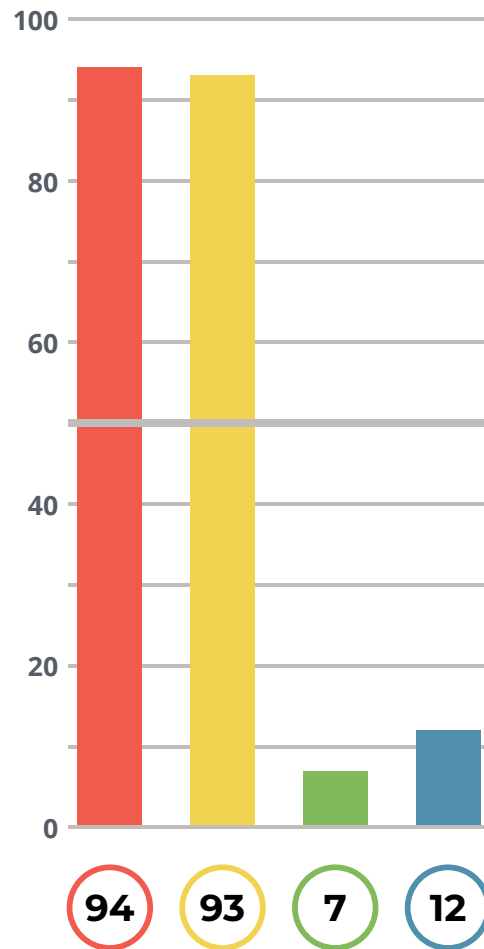
D **I** **S** **C**



Graph II

Natural Style

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



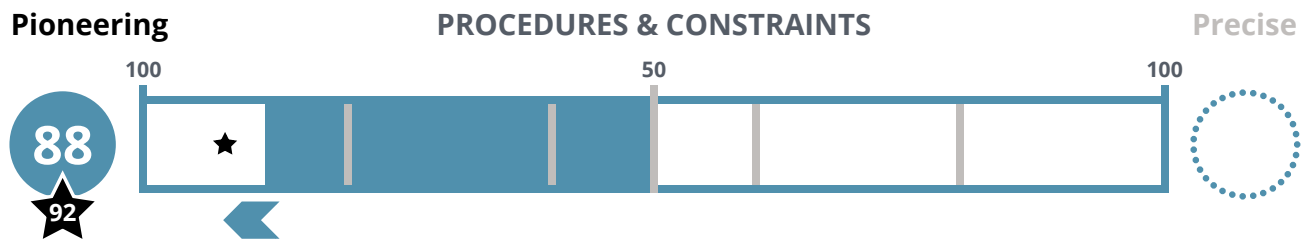
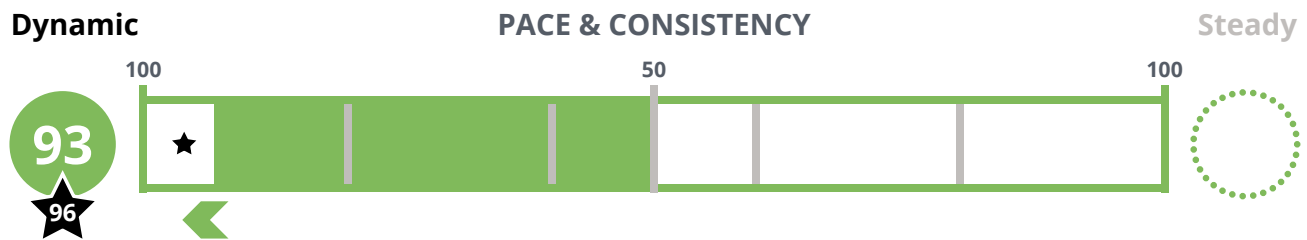
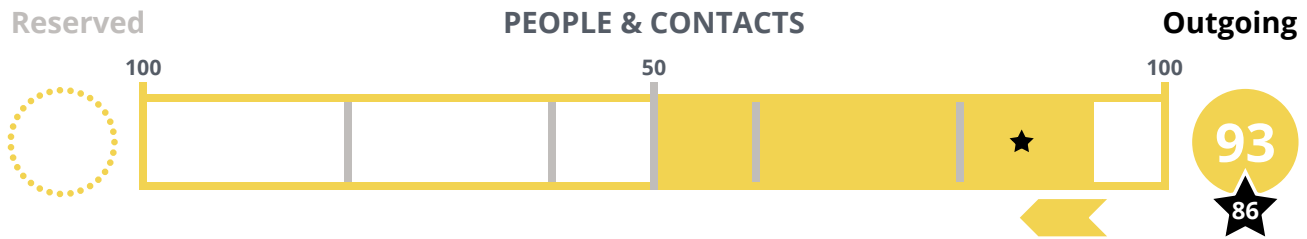
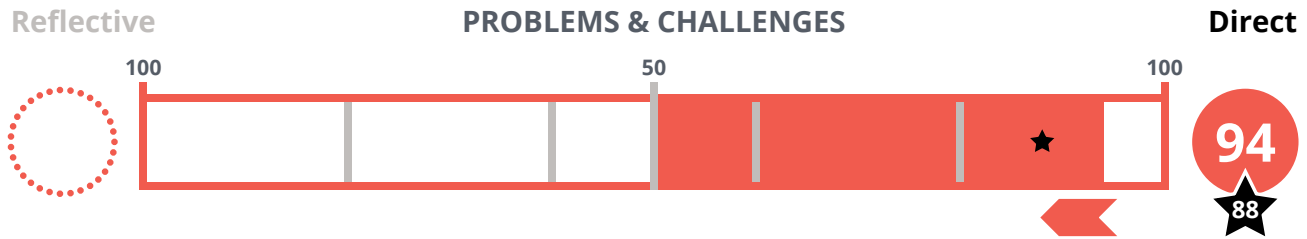
Norm 2017 R4
10-23-2025
T: 3:47

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Behavioral Continuum



Everyone has a varying level of the four main behavioral factors that create their own personal style. Each side of those factors lives on a continuum, and the combination influences individuals' levels of engagement in different situations. The graph below is a visual representation of where John falls within each continuum.



★ Adapted Position
 ◀ Adapted Movement

Norm 2017 R4
 10-23-2025
 T: 3:47

John Doe

The TTI Success Insights® Wheel



The TTI Success Insights® Wheel is a powerful tool first 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 to which 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.

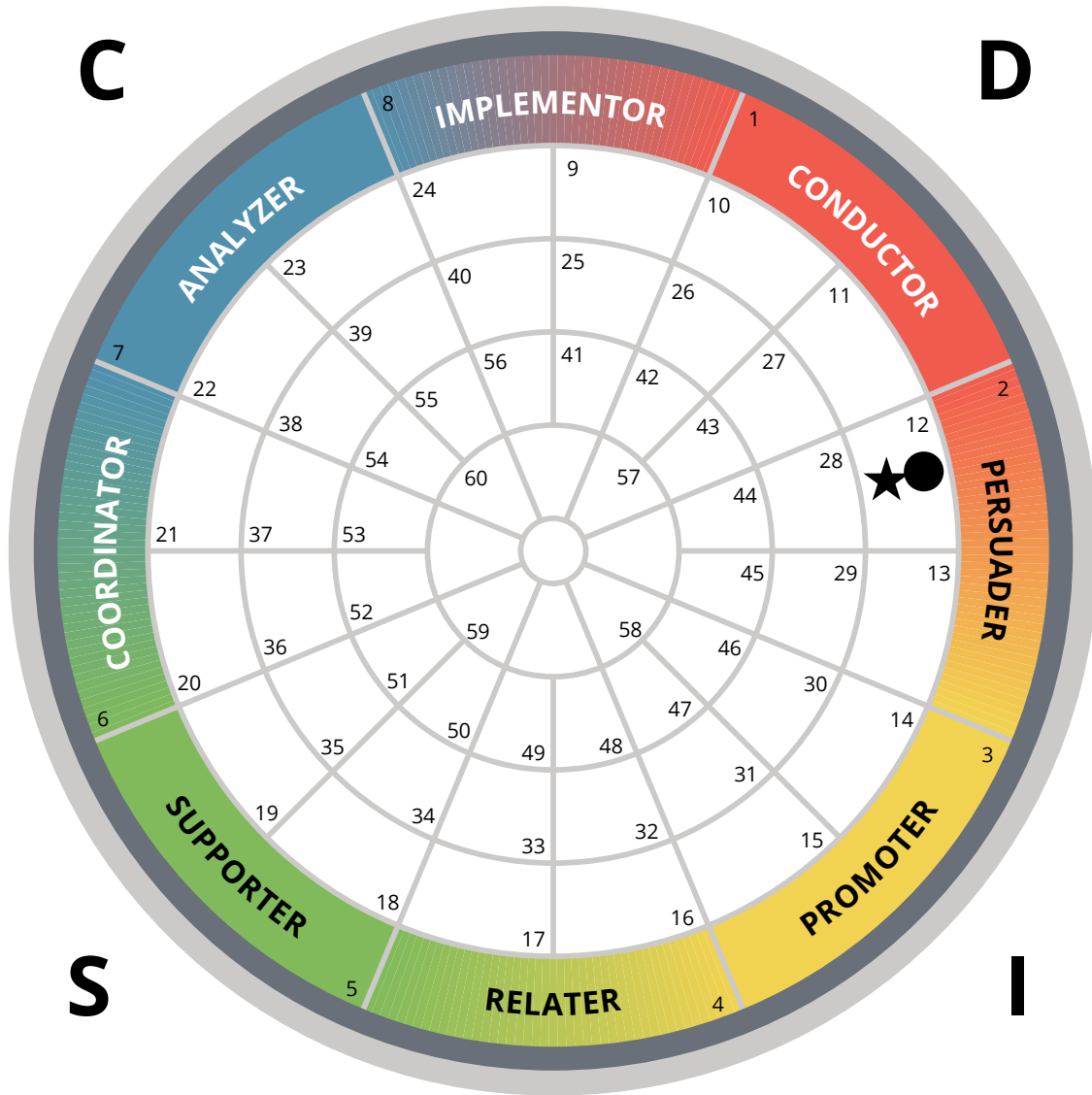
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

The TTI Success Insights® Wheel



John Doe

TTI
10-23-2025



Adapted: ★ (12) CONDUCTING PERSUADER
 Natural: ● (12) CONDUCTING PERSUADER
 Norm 2017 R4

T: 3:47

John Doe

Introduction

Motivators



Knowledge of an individual's motivators help to tell us WHY they do things. A review of an individual's experiences, references, education, and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. The Personal Motivators & Engagement report measures the relative prominence of six basic interests or motivators (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic, and Traditional.

Motivators help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six motivators. Your top two and sometimes three motivators cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top motivators.

The feedback you will receive in this section will reflect one of three intensity levels for each of the six motivators.

- **Strong** - positive feelings that you need to satisfy either on or off the job.
- **Situational** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.
- **Indifferent** - your feelings will be indifferent when related to your 5th or 6th motivator.

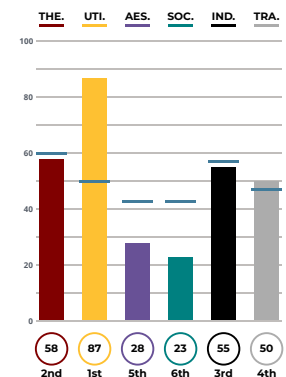
Your Personal Motivators Ranking		
1st	Utilitarian	Strong
2nd	Theoretical	Strong
3rd	Individualistic	Situational
4th	Traditional	Situational
5th	Aesthetic	Indifferent
6th	Social	Indifferent

Utilitarian



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

1. With economic security comes the freedom to advance his ideas or beliefs.
2. John will be motivated by his accomplishments.
3. He uses money as a scorecard.
4. John will attempt to structure his economic dealings.
5. John will protect his assets to ensure the future of his economic security.
6. All attempts are made to protect future security to ensure that his legacy is protected.
7. Having more wealth than others is a high priority for John.
8. Wealth provides the security John wants for himself and/or his family.
9. John faces the future confidently.
10. John has a long list of wants and will work hard to achieve them.
11. He can be very practical.



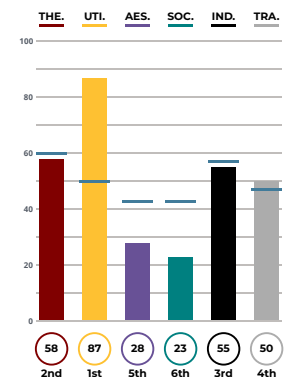
John Doe

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.

1. He will usually have the data to support his convictions.
2. John has the potential to become an expert in his chosen field.
3. John is very good at integrating past knowledge to solve present problems.
4. A comfortable job for John is one that challenges his knowledge.
5. John is comfortable around people who share his interest for knowledge and especially those people with similar convictions.
6. He may have difficulty putting down a good book.



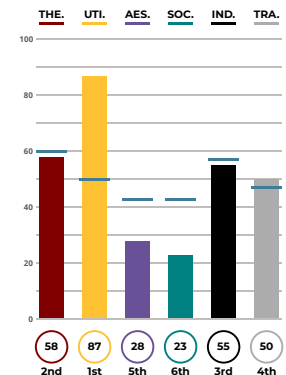
John Doe

Individualistic



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

1. The amount of control he attempts will increase if he has strong feelings about the issues involved with the situation. If, however, he has little interest in the issues involved, he will not see the need for exercising control.
2. John can be assertive in meeting his needs.
3. At times John can be very competitive.
4. He will evaluate each situation individually and determine how much or how little control he will want to exercise.



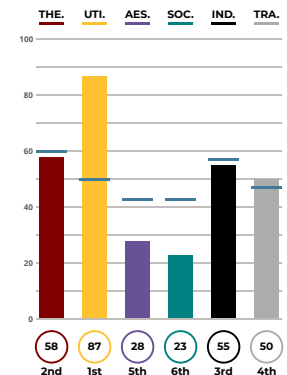
John Doe

Traditional



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

1. John lets his conscience be his guide.
2. John needs to be able to pick and choose the traditions and set of beliefs to which he will adhere.
3. 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.
4. John at times will evaluate others based on his rules for living.



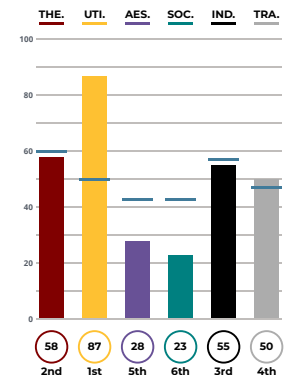
John Doe

Aesthetic



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

1. Intellectually, John can see the need for beauty but has difficulty buying the finer things in life.
2. Unpleasant surroundings will not stifle his creativity.
3. He is a very practical person who is not sensitive to being in harmony with his surroundings.
4. John is not necessarily worried about form and beauty in his environment.
5. He wants to take a practical approach to events.
6. John's passion in life will be found in one or two of the other motivators discussed in this report.
7. The utility of "something" is more important than its beauty, form and harmony.



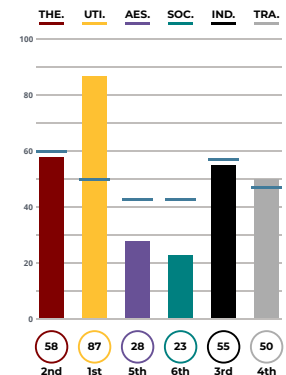
John Doe

Social



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

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



John Doe

NAVIGATING SITUATIONS OUTSIDE OF 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 Social" utilizing your Utilitarian.

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

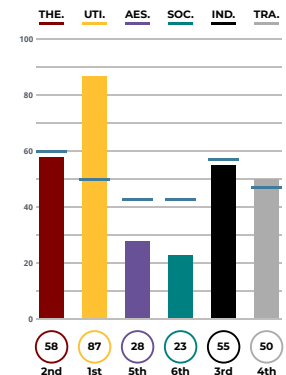
1. How does the mindset of a high Social contribute to today's workforce?
2. How do Socials contribute to the world, your professional life, and your personal life?

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

- Think about a small sacrifice to the bottom line to increase the productivity and long-term output. Specifically when the bottom-line is healthy, more resources can be allocated toward the betterment of society and people.
- Converse and collaborate with the high social team members in order to jointly commit to moving the bottom-line in the right direction while giving the ability for others to give back to people.

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

- Understand the drain on the organization if people within the company are hurting. What type of programs can be put in place to help them be more productive without involving others in the organization?
- In order to increase retention, specifically of top performers, an organization must be sensitive to the emotional needs of employees while keeping accountability as a part of the equation.



John Doe

NAVIGATING SITUATIONS OUTSIDE OF YOUR COMFORT ZONE

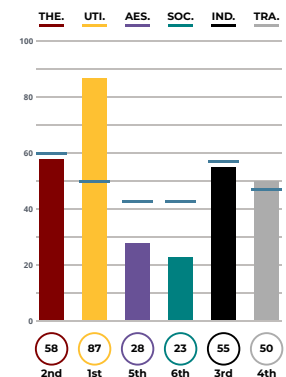


A person with a high Social will blame the system more than the individual and will work diligently to change the system.

- It's important to the organization's bottom line for both systems and people to be performing at 100%. How can both operate more effectively, at a faster rate, and with higher success?
- Every challenge should be looked at as an opportunity to improve results. Strive to eliminate blame in the discussions and focus on how the organization can advance.

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

- Implement appropriate allocation of resources (time, talent, financials) to attempt to solve the problem and hold people accountable for this.
- Utilize inherent problem solving ability to identify new, cost effective methods to help solve the problem.



John Doe

Motivators - Norms & Comparisons

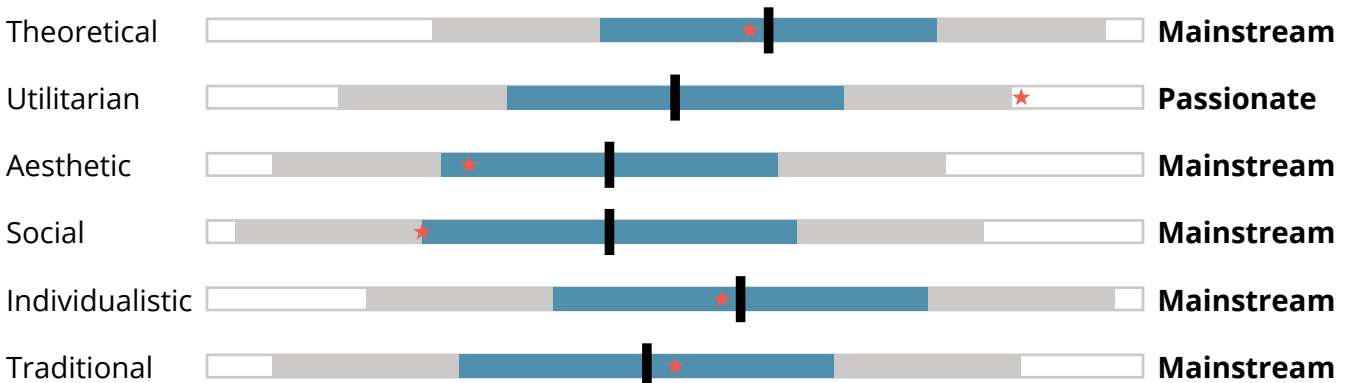


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people 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 2017



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

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

Motivators - Norms & Comparisons



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

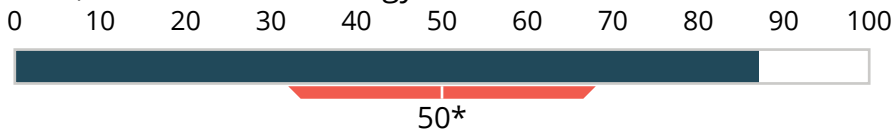
- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.

Motivators Hierarchy

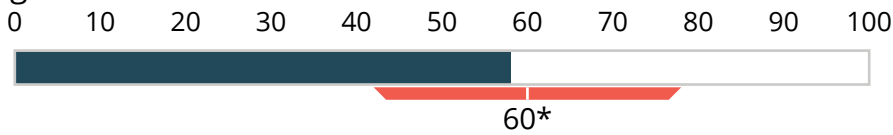


Your drive to succeed in anything you do is determined by your underlying motivators. You will feel energized and successful at work when your job supports your personal motivators. They are listed below from the highest to the lowest.

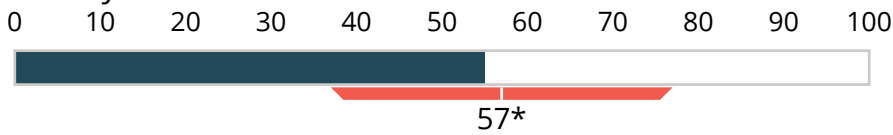
1. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



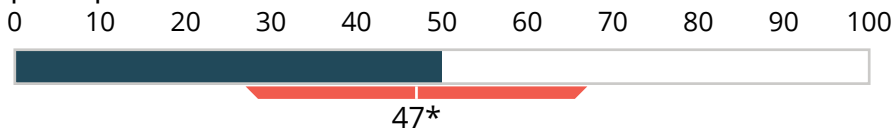
2. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



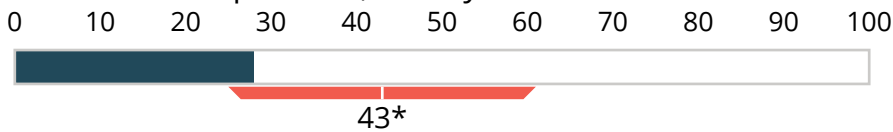
3. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



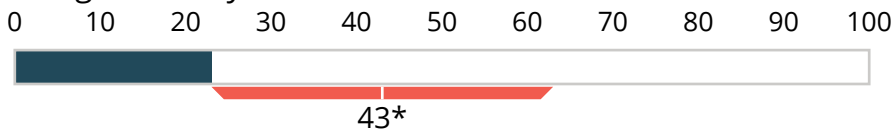
4. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



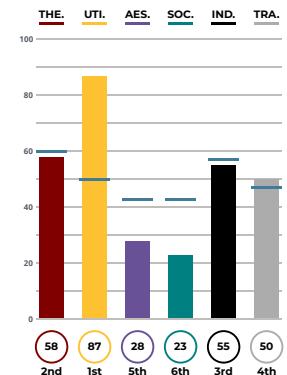
5. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



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



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

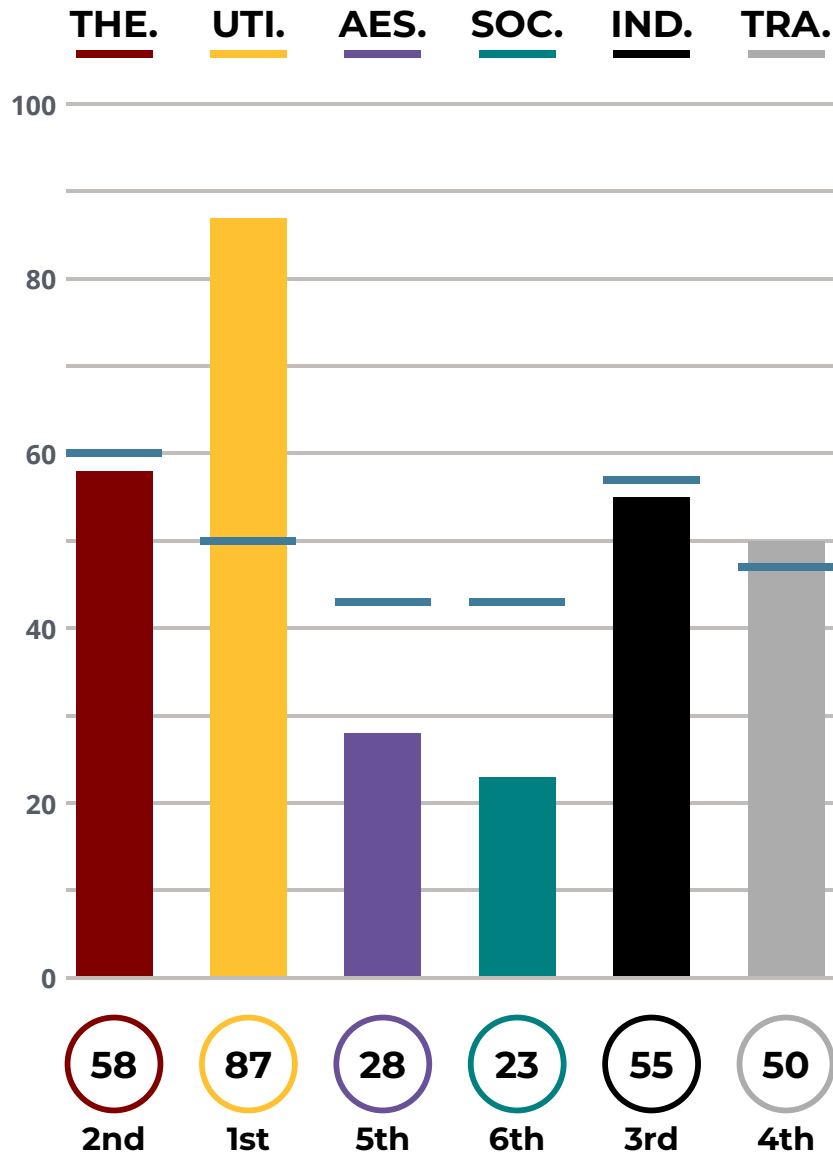


John Doe

Motivation Insights® Graph



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



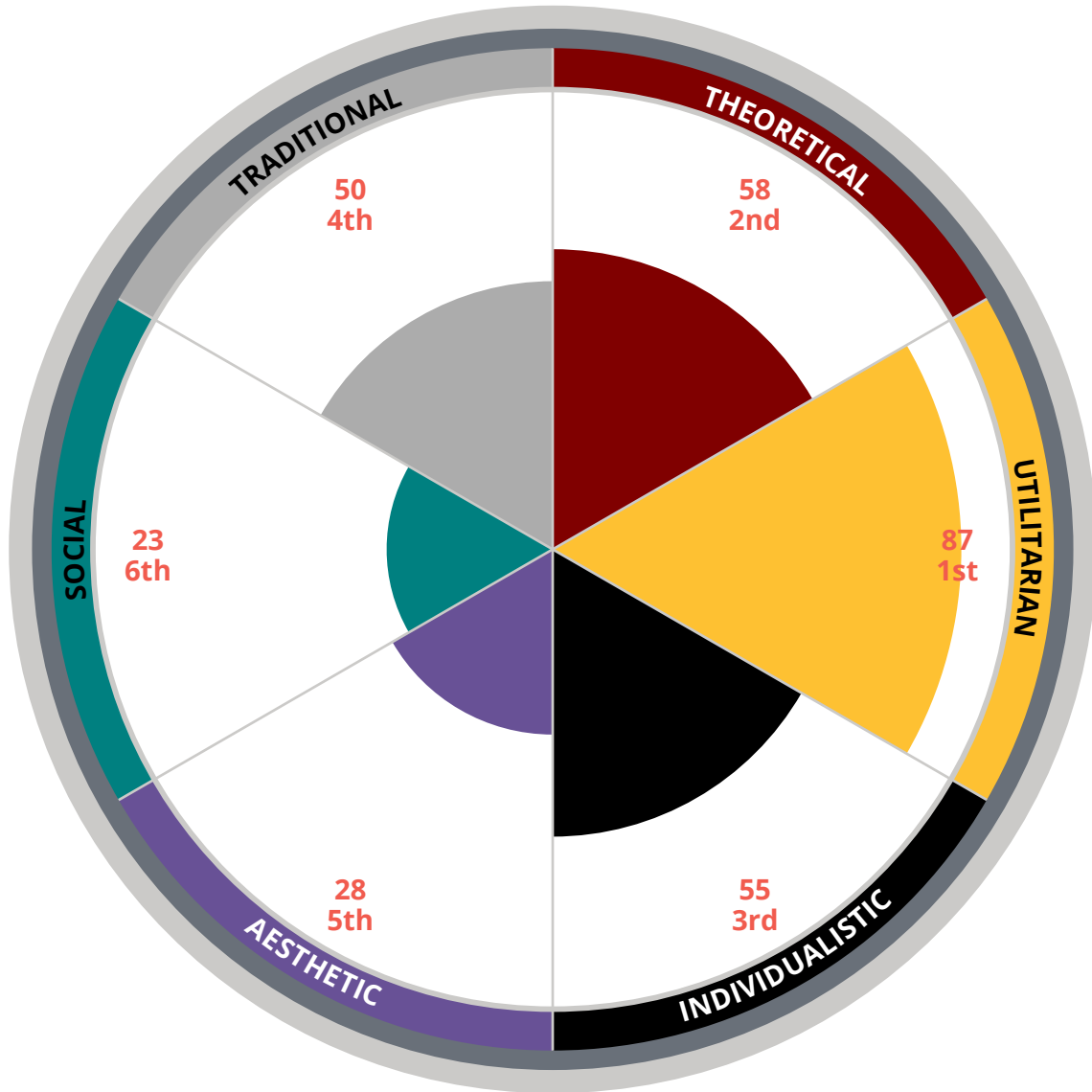
— national mean
Norm 2017
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John Doe

Motivators Wheel™



10-23-2025



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Introduction



Integrating Behaviors & Motivators

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

In this section you will find:

- Potential 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 John'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.

1. Can be resourceful in influencing others to get results.
2. Makes decisions based on saving time, resources, and improving efficiency.
3. Demonstrates a forward-looking approach to old questions.
4. Thrives on the challenge of solving problems.
5. Brings enthusiasm to practical situations.
6. Promotes efficiency and results.
7. Motivates others to continue education.
8. Volunteers his knowledge on many subjects.

Potential Behavioral & Motivational Conflict



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

1. May tend to flaunt success and use money as a scorecard.
2. Can be a workaholic.
3. Impatient when gathering information.
4. A focus on quick results may hinder quality of information.
5. May not recognize increased risk associated with bigger rewards.
6. Struggles balancing financial advice with actual results.
7. A desire to share information can impede his ability to listen and learn.
8. May present facts and figures with too much emotion.

Ideal Environment



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

1. Freedom of movement.
2. Personable supervisor with whom he can associate.
3. Evaluation based on results, not the process.
4. A forum to be curious about the discovery of new information.
5. Flexibility to explore a variety of outlets for learning in a people-rich environment.
6. The ability to be direct and pointed with the discovery of information needed to solve problems.
7. Rewards for being quicker, faster, and better.
8. A manager that brings people and excitement into the act of doing business.
9. Rewards determined by return-on-investment based contributions to team efforts.

Keys To Motivating



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

John wants:

1. Work assignments that provide opportunity for recognition.
2. Working conditions with freedom to move and to talk to people.
3. To be seen as a leader.
4. To be able to seek out, and share, new information that will be valuable to others.
5. Praise for his knowledge base and research capabilities.
6. Challenging problems where his knowledge and research capabilities can be tested and improved.
7. The ability to express accomplishments to others at a large scale.
8. Public recognition of financial rewards for returns and efficiency.
9. Freedom to include others in the celebration of achievements.

Keys To Managing



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

John needs:

1. Participatory management.
2. To focus conversations on work activities—less socializing.
3. To be confronted when in disagreement, or when he breaks the rules.
4. Seek out ways to organize thoughts in order to effectively convey the desired information.
5. Learn to prioritize ideas and thoughts according to organizational objectives.
6. To understand that all battles cannot be conquered through assertiveness and expressions of knowledge.
7. To be an active listener instead of dominating the discussion.
8. Assistance in establishing realistic expectations of others in order to maximize contributions.
9. Listen for the answer he wants in order to maximize return.

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 _____:
