



TTI
SUCCESS
INSIGHTS®

TriMetrix®
Management-Staff Coaching

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2-21-2014

Provided by Leadership Horizons ~ Creators of RealTime Coaching
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Introduction Where Opportunity Meets Talent®

The TTI TriMetrix® Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and attributes. Understanding strengths and weaknesses in each of the three areas will lead to personal and professional development and a higher level of satisfaction.

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

Behaviors

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

Motivators

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

Attributes

This section of the report will give you detailed information about your individual thought process. Understanding how you think will identify your preferences, strengths and weaknesses. This increased understanding will lead to personal and professional development.



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*



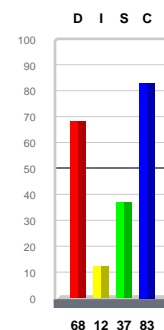
General Characteristics

Based on Seth'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 Seth's natural behavior.

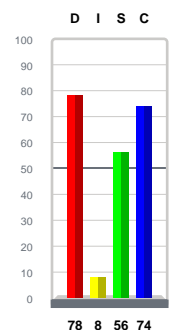
Seth has high ego strengths and may be viewed by some as egotistical. He likes people, but can be seen occasionally as cold and blunt. He may have his mind on project results, and sometimes may not take the time to be empathetic toward others. He will work hard at achieving his goals. He loves to win and hates to lose. Some may view him as being stubborn and opinionated. He views it as the price you must pay for success. He may try to "explain" his stubbornness in positive terms. Seth can be successful at many things, not because of versatility but rather because of his determination to win. He establishes many standards for himself and others. His high ego strength demands that his standards will be met. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. Seth embraces visions not always seen by others. Seth's creative mind allows him to see the "big picture." He appreciates others who are team players and will reward those who are loyal.

Seth can be direct in his approach to discovering the facts and data. He maintains his focus on results. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. Logic and people who have the facts and data to support this logic influence him. He admires the patience required to gather facts and data. He is logical, incisive and critical in his problem-solving activities. 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.

Adapted Style



Natural Style

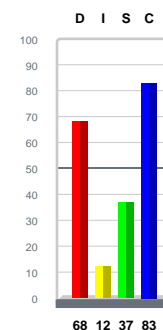




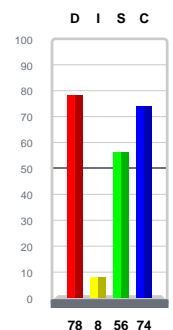
General Characteristics Continued

Seth likes people who communicate with him in a clear, precise and brief conversation. He is not influenced by people who are overly enthusiastic. They rarely get his attention. He has the ability to ask the right questions and destroy a shallow idea. Some people may feel these questions are a personal attack upon their integrity; however, this is just his way of getting the appropriate facts. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! Seth tries to remain emotionally uninvolved in what the other person is saying. He could improve his communication skills by being patient, listening and displaying genuine care for the people with whom he comes in contact. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He is influenced by people who communicate with a logical presentation of the facts, impressed by the apparent efficiency involved.

Adapted Style



Natural Style



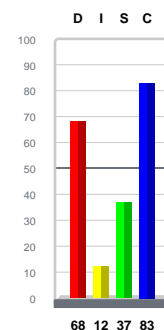


Value to the Organization

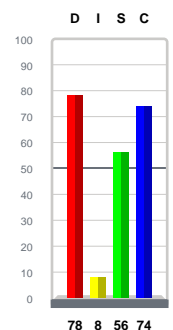
This section of the report identifies the specific talents and behavior Seth brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Will join organizations to represent the company.
- Challenge-oriented.
- Self-starter.
- Usually makes decisions with the bottom line in mind.
- Objective and realistic.
- Excellent troubleshooter.
- Suspicious of people with shallow ideas.
- Innovative.
- Tough-minded.

Adapted Style



Natural Style





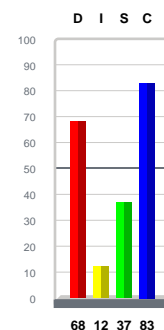
Checklist for Communicating

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 Seth. 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 Seth most frequently.

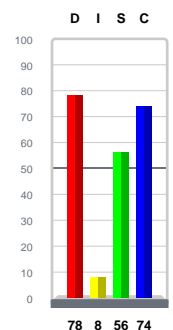
Ways to Communicate

- ☐ Use expert testimonials.
- ☐ Respect his quiet demeanor.
- ☐ Keep at least three feet away from him.
- ☐ Use the proper buzz words that are appropriate to his expertise.
- ☐ Give pros and cons on ideas.
- ☐ Read the body language--look for impatience or disapproval.
- ☐ Provide details in writing.
- ☐ Motivate and persuade by referring to objectives and results.
- ☐ Support and maintain an environment where he can be efficient.
- ☐ Be prepared with the facts and figures.
- ☐ Stick to business--let him decide if he wants to talk socially.
- ☐ Be clear, specific, brief and to the point.

Adapted Style



Natural Style





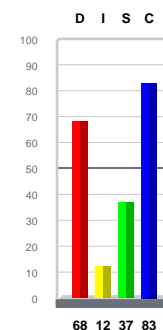
Checklist for Communicating Continued

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

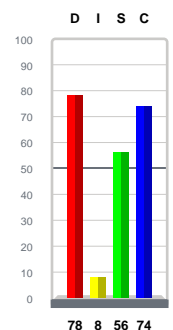
Ways NOT to Communicate

- ☐ Pretend to be an expert, if you are not.
- ☐ Leave loopholes or cloudy issues if you don't want to be zapped.
- ☐ Come with a ready-made decision, or make it for him.
- ☐ Ramble on, or waste his time.
- ☐ Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- ☐ Be disorganized.
- ☐ Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- ☐ Use inappropriate buzz words.
- ☐ Let disagreement reflect on him personally.
- ☐ Ask rhetorical questions, or useless ones.
- ☐ Touch his body when talking to him.

Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Seth'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, Seth will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

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

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

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

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

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

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

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

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

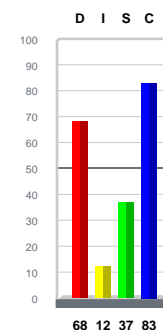


Ideal Environment

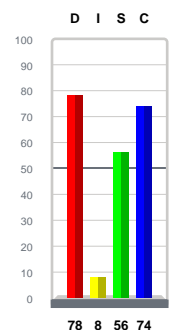
This section identifies the ideal work environment based on Seth's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Seth enjoys and also those that create frustration.

- Environment where he can be a part of the team, but removed from office politics.
- Nonroutine work with challenge and opportunity.
- Private office or work area.
- Data to analyze.
- Forum to express ideas and viewpoints.
- An innovative and futuristic-oriented environment.
- Projects that produce tangible results.
- Evaluation based on results, not the process.

Adapted Style



Natural Style





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 Seth's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Seth to project the image that will allow him to control the situation.

Self-Perception

Seth usually sees himself as being:

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

Others' Perception - Moderate

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

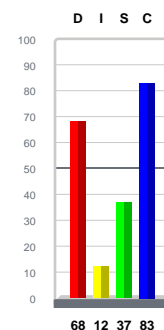
- Demanding
- Nervy
- Egotistical
- Aggressive

Others' Perception - Extreme

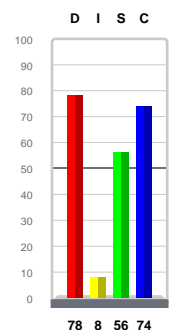
Under extreme pressure, stress or fatigue, others may see him as being:

- Abrasive
- Controlling
- Arbitrary
- Opinionated

Adapted Style



Natural Style





Descriptors

Based on Seth'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.

Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Dominance	Influencing	Steadiness	Compliance
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



Natural and Adapted Style

Seth'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

Seth is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. Seth has a tendency to make decisions with little or no hesitation.

Adapted

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

People - Contacts

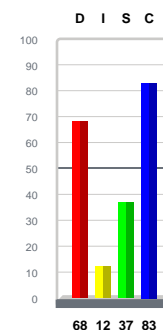
Natural

Seth feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.

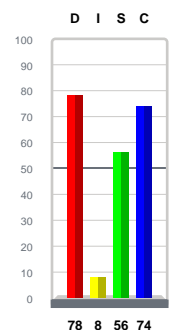
Adapted

Seth 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.

Adapted Style



Natural Style





Natural and Adapted Style Continued

Pace - Consistency

Natural

Seth is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.

Adapted

Seth feels the need for mobility and the absence of routine. He feels comfortable juggling several projects at one time and can move from one project to another fairly easily.

Procedures - Constraints

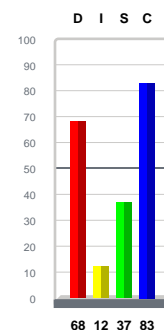
Natural

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

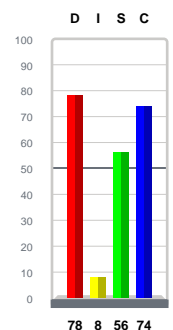
Adapted

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

Adapted Style



Natural Style



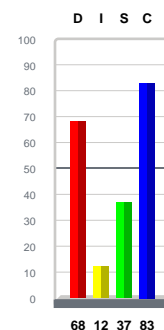


Adapted Style

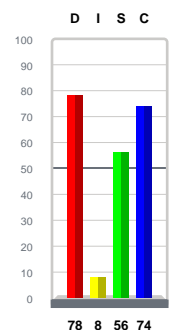
Seth sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Critical appraisal of data.
- Careful, thoughtful approach to decision making.
- Sensitivity to existing rules and regulations.
- Calculation of risks before taking action.
- Traditional, quality-oriented work model to follow.
- Limited contact with people.
- Accurate adherence to high quality standards.
- Precise, analytical approach to work tasks.
- Projecting a limited display of emotion.
- Maintaining a clean and organized work station.
- Being precise in the collection of data.
- Disciplined, meticulous attention to order.

Adapted Style



Natural Style





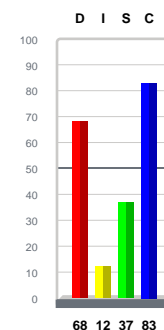
Keys to Motivating

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

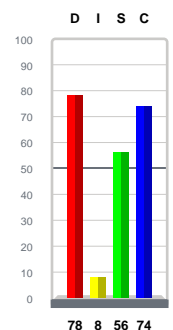
Seth wants:

- To be part of a quality-oriented work group.
- Time to perform up to his high standards.
- Tangible evidence of effort.
- Straight talk supported with facts.
- Time away from people--to be alone.
- Logical arguments.
- Information in logical order.
- Instructions so he can do the job right the first time.
- Facts and data for making decisions.
- Limited socializing.
- An environment where he can ask specific questions--not just "beat around the bush."
- To be recognized for his continuance of quality work.
- Limited exposure to new procedures.

Adapted Style



Natural Style





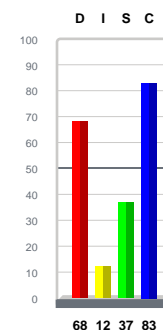
Keys to Managing

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

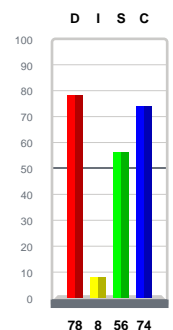
Seth needs:

- An awareness of the parameters or rules in writing.
- To sell his ideas--not just tell them.
- To understand his impact on other people.
- The opportunity to ask questions to clarify or determine why.
- To negotiate commitment face-to-face.
- Logical answers in logical order.
- To soften the edge and not be so blunt.
- To display empathy for people who approach life differently than he does.
- To know results expected and to be evaluated on the results.
- To understand his role on the team--either a team player or the leader.
- Skills to come across warm and close, when appropriate.
- Time to gather the facts and data.
- Sincerity from people with whom he works.

Adapted Style



Natural Style





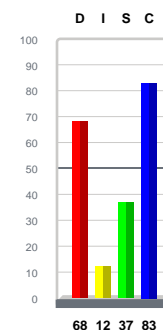
Areas for Improvement

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

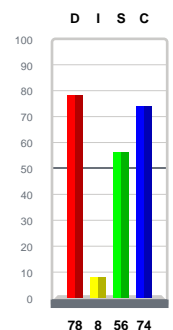
Seth has a tendency to:

- Have trouble delegating--can't wait, so does it himself.
- Overuse fear as a motivator by being overly demanding.
- Make "off the cuff" remarks that are often seen as personal prods.
- Blame, deny and defend his position--even if it is not needed.
- Lack tact and diplomacy as long as he gets the results he wants.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Set standards for himself and others so high that impossibility of the situation is common place.

Adapted Style



Natural Style





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 _____:



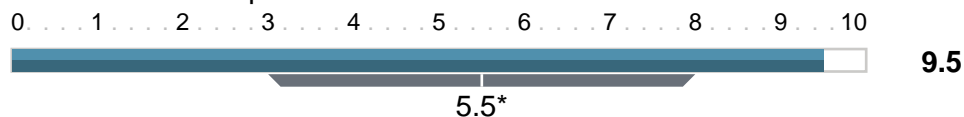
Behavioral Hierarchy

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.

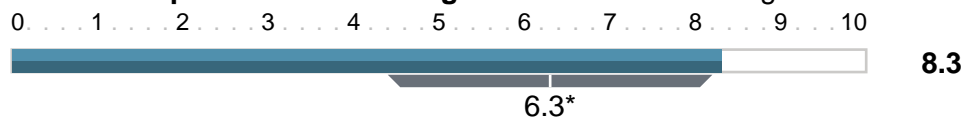
1. Organized Workplace - Systems and procedures followed for success.



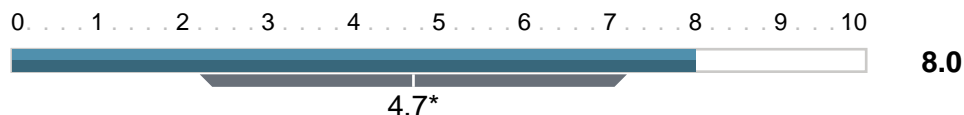
2. Analysis of Data - Information is maintained accurately for repeated examination as required.



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



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



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



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



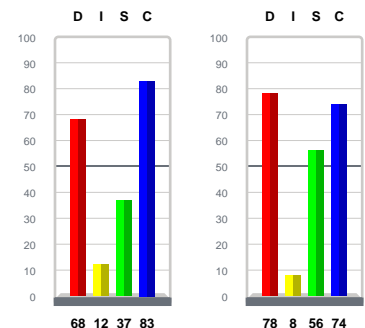
7. Urgency - Decisiveness, quick response and fast action.



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

Adapted Style

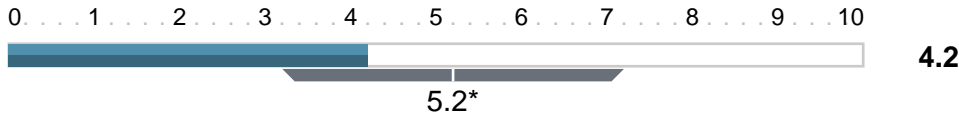
Natural Style





Behavioral Hierarchy

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



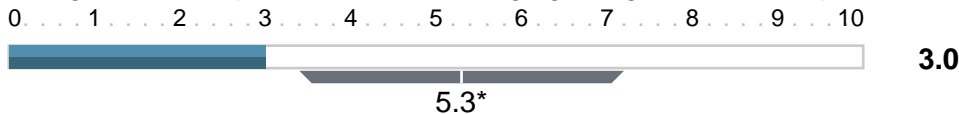
9. Customer Relations - A desire to convey your sincere interest in them.



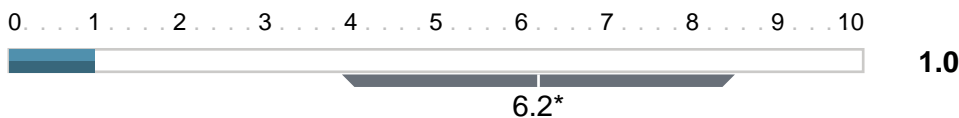
10. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



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

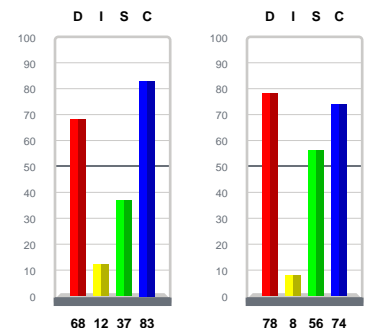


12. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



Adapted Style

Natural Style



SIA: 68-12-37-83 (24) SIN: 78-08-56-74 (41)

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

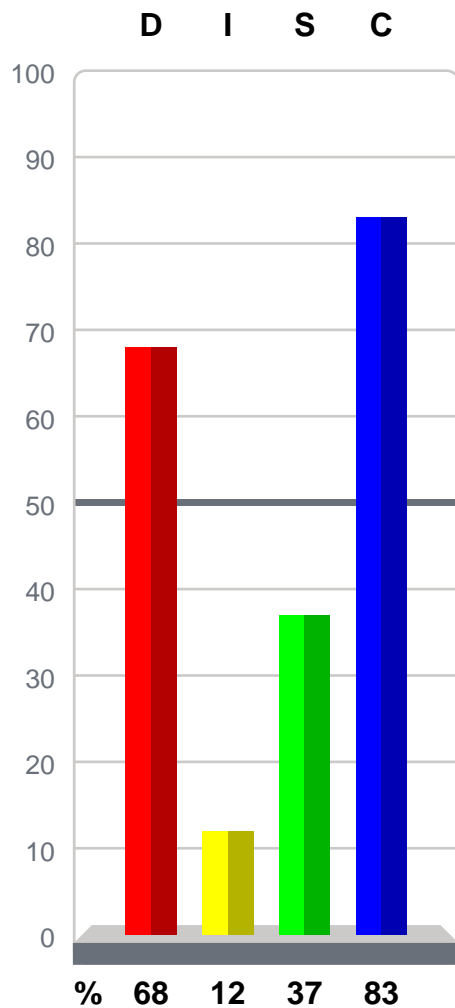


Style Insights® Graphs

2-21-2014

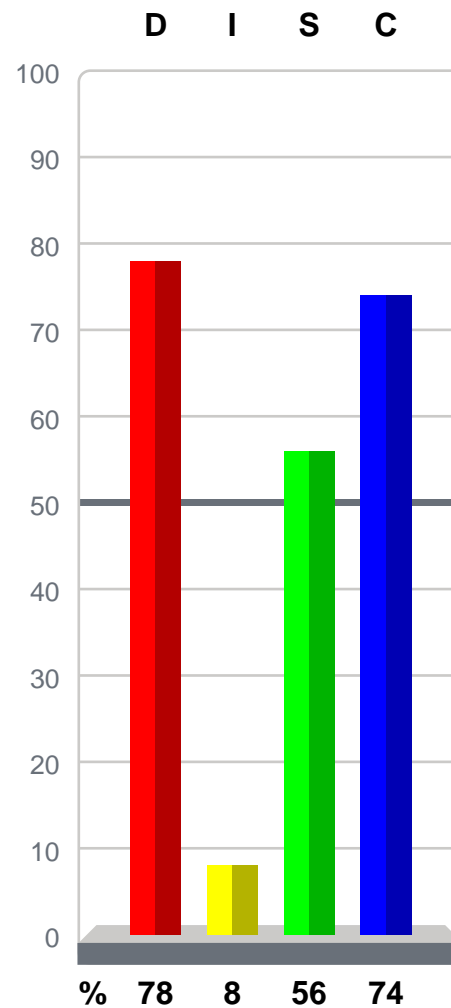
Adapted Style

Graph I



Natural Style

Graph II



Norm 2014 R4



The Success Insights® Wheel

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

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

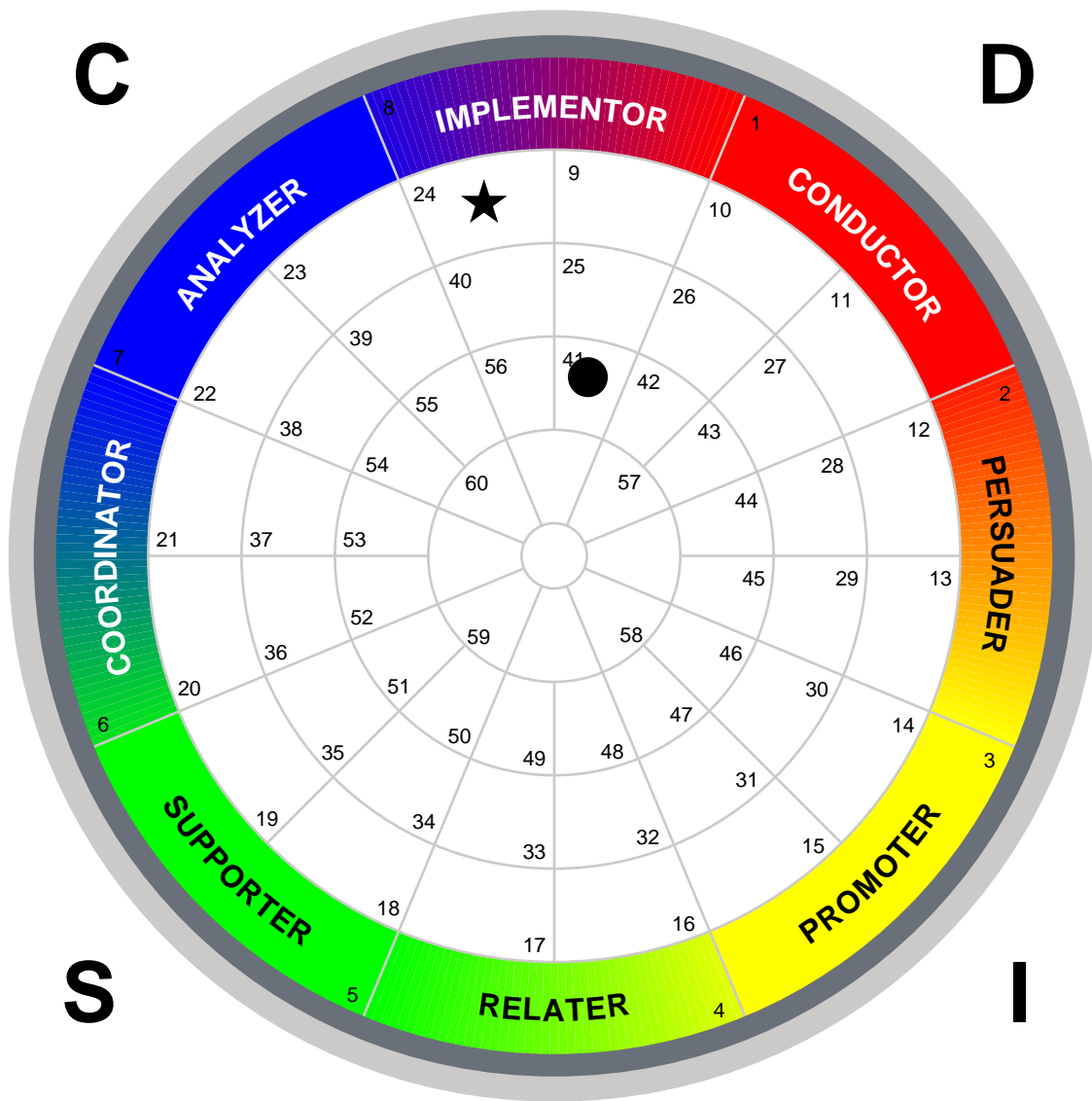
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



The Success Insights® Wheel

2-21-2014



Adapted: ★ (24) ANALYZING IMPLEMENTOR
Natural: ● (41) CONDUCTING IMPLEMENTOR (ACROSS)

Norm 2014 R4



Introduction Motivators

Knowledge of an individual's values 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 Motivation Insights® measures the relative prominence of six basic interests or values (a way of valuing life): Theoretical, Utilitarian/Economic, Aesthetic, Social/Altruistic, Individualistic/Political and Traditional/Regulatory.

Value	the Drive for
Theoretical	Knowledge
Utilitarian/Economic	Money
Aesthetic	Form and Harmony
Social/Altruistic	Helpfulness
Individualistic/Political	Power
Traditional/Regulatory	Order

Values 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 values. A knowledge of an individual's values help to tell us why they do what they do. By measuring values, we uncover some of these motivators and can identify strengths that make each person unique within an organization. Values initiate or drive our behavioral style.

Workplace Motivators Report

This document has been prepared based on careful statistical analysis of the response pattern on the Motivation Insights® instrument. Norms have been developed for this instrument from thousands of professionals. This report uses the latest information available about human cognition and memory. Content is arranged in easy-to-remember categories using an interactive page layout.



Introduction Motivators

How to get the most from this report

1. Add, delete, and write comments in this document and consider it a work-in-progress handbook or personal tool. Consult, review, revise, and update this document periodically.
2. Review the report and select items of primary importance to current projects. Determine the best steps ahead based on what the report reveals and current experiences.
3. As appropriate, share the information on the Team Building Summary with peers and managers at whatever level of disclosure feels comfortable. As communication is a two-way process, peers and managers are encouraged to share similar information from their own Team Building Summary sheets.
4. Use the information in the report to serve as a "self-management handbook" or "empowerment manual" to help clarify workplace values issues, and to assist in maintaining optimal performance.
5. Other steps and processes may emerge through team meetings.

This report includes

- A section for each of the six Values dimensions in these categories: General Characteristics; Value to the Organization; Keys to Managing and Motivating; Training, Professional Development and Learning Insights; Continuous Quality Improvement.
- A Norms and Comparisons section that reveals where your values are compared to the national mean.
- A Values Graph
- A Values Wheel
- A Values Action Plan for affirming strengths and encouraging growth and development.
- A Team Building Summary to facilitate sharing selected information with others.



Theoretical

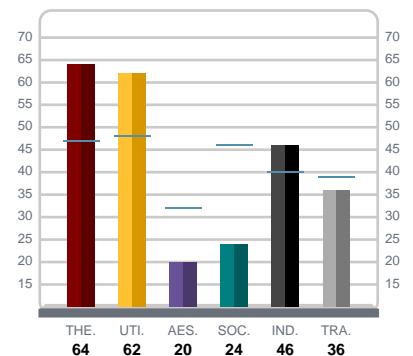
The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests 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.

General Characteristics

- Enjoys learning for learning's sake.
- Has a very high knowledge base and credibility base.
- Has a "cognitive" attitude. Looks for deeper meaning in things.
- Has many interests outside the workplace.
- Will use his knowledge to ensure economic security.
- Is good at integrating the past, present and future.
- Will use his knowledge to sell others on his ideas and beliefs.

Value to the Organization

- Others seek Seth out to answer their questions because they know of his strong knowledge base.
- He will work long, hard hours to resolve a problem.
- Asks many of the necessary questions in order to gain the maximum amount of information.
- Very high interest level, always questioning, and always learning more.
- When others (internal or external) have a question, even if Seth isn't familiar with it, he can usually create solutions.
- Has an open-minded approach that comes from broad-based research.





Theoretical

Keys to Managing and Motivating

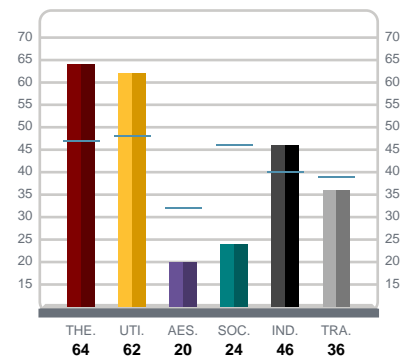
- Use Seth as a constructive critic for new ideas or when evaluating existing projects and protocol.
- Seth will provide a high degree of technical credibility when dealing with customers or internal stakeholders who need very detailed information for decision-making.
- Realize that as much as Seth has learned, he still wants to learn more.
- Seth needs opportunity to explore a variety of knowledge-based areas, as well as the opportunity to act on them.
- Find out his interests and channel related information to Seth. Send topical mail, brochures, and info-sheets to him.

Training, Professional Development & Learning Insights

- Seth scores like those who have their own on-going personal development program already in progress.
- Enjoys learning even for its own sake, and will be supportive of most training and development endeavors.
- Can be depended upon to do his homework, thoroughly and accurately.

Continuous Quality Improvements

- Selfish in sharing ideas with others, until their technical credibility has been established.
- Demonstrates aloofness, especially to those not as intellectually driven.
- Prefers to wait on a project, believing that helpful information may be forthcoming if more time is allowed.





Utilitarian/Economic

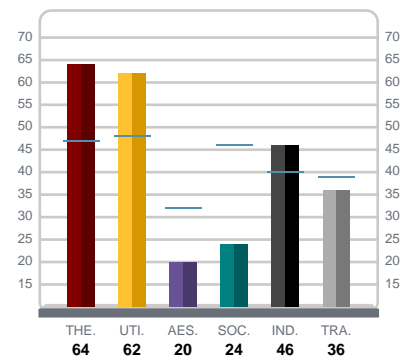
The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the 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 businessperson. A person with a high score is likely to have a high need to surpass others in wealth.

General Characteristics

- Interested in what is practical and useful in achieving his vision of success.
- Interested in what is practical and useful in meeting goals (usually economic ones).
- Fits the stereotype of the highly driven businessperson, motivated by economic incentives.
- Motivated by money and bonuses as recognition for a job well done.
- Motivated by high pay, and attaches importance to high earnings.
- May want to surpass others in wealth or materials.
- Seth tends to be hard working, competitive, and motivated mostly by financial rewards and challenging compensation plans.
- Will attempt to structure his economic dealings.

Value to the Organization

- Is highly responsive to competition, challenges, and economic incentives.
- High motivation to achieve and win in a variety of areas.
- Pays attention to R.O.I. (return on investment) in business or team activity.
- Highly productive.
- Shows a keen awareness of the revenue-clock, his own and the organization's.





Utilitarian/Economic

Keys to Managing and Motivating

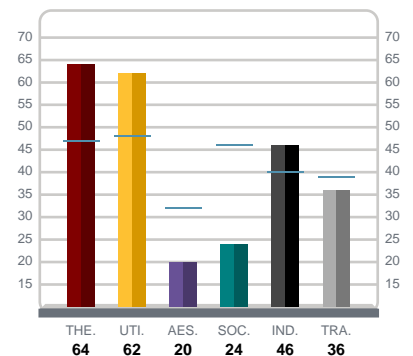
- Realize that it's not just money that motivates, but also personal payback from the job.
- Be aware that for those who score in this very high range there is a potential for low company loyalty. Be certain to reward performance, and encourage participation as an important member of the team.
- Provide substantial room for financial rewards for excellent performance.
- Remember that Seth has a keen ear to the revenue-clock. This may give him a keen economic awareness in projects and decision-making with the team.
- Be certain Seth is balancing his professional and personal life.

Training, Professional Development and Learning Insights

- Link learning outcomes to the ability to become more effective in increasing earnings for both himself and the organization.
- Provide rewards and incentives for participation in additional training and professional development.
- Scores like those who want information that will help them increase bottom-line results and effectiveness.

Continuous Quality Improvements

- Needs to learn to appreciate that not everybody is highly-motivated by wealth, return-on-investment or gain so as not to alienate a prospect, customer or client.
- Needs to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- Needs to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Utilitarian/Economic drive.





Individualistic/Political

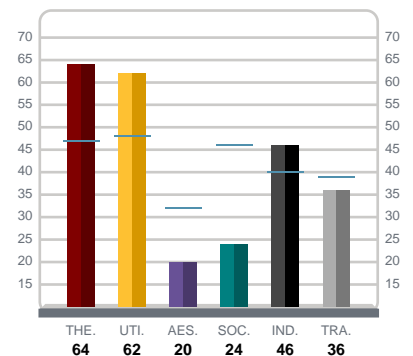
The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

General Characteristics

- Generally not considered an extremist on ideas, methods, or issues in the workplace.
- Has the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Has the ability to take or leave the limelight and attention given for special contributions.
- Shows the ability to take a leadership role when asked, and also to be supportive team member when asked.
- Seth would not be considered controversial in his workplace ideas or transactions.

Value to the Organization

- Seen as a stabilizing force in organizational operations and transactions.
- Considered flexible and versatile without being an extremist.
- Able to see both sides of the position from those with higher and lower Individualistic scores.
- Able to mediate between the needs of the higher and lower Individualistic members of the team.
- Able to take a stand with emphasis, or to be a more quiet member supporting a position.
- Able to lead or follow as asked.





Individualistic/Political

Keys to Managing and Motivating

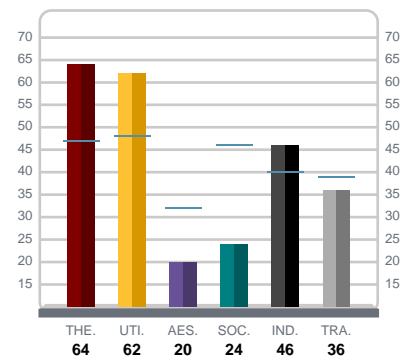
- Seth is socially flexible. He can assume an appropriate leadership role for a team; or, be a supportive team member as the situation requires.
- Remember that Seth shows the ability to get along with a wide variety of others without alienating those with opinions in extreme positions on the spectrum.
- Seth is able to be a balancing or stabilizing agent in a variety of team-related issues without being an extremist on either side.
- Seth brings an Individualistic drive typical of many professionals.
- Seek his input to gain a center-lane perspective on an organizational issue related to this Values scale.

Training, Professional Development and Learning Insights

- Able to be a flexible participant in training and development programs.
- Will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Please check other higher and lower Values areas to obtain additional insight into learning preferences.

Continuous Quality Improvements

- To gain additional insight, examine other Values drives to determine the importance of this Individualistic drive factor.
- Allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- Avoid criticizing those with higher or lower Individualistic drives since all Values positions are positions deserving respect.





Traditional/Regulatory

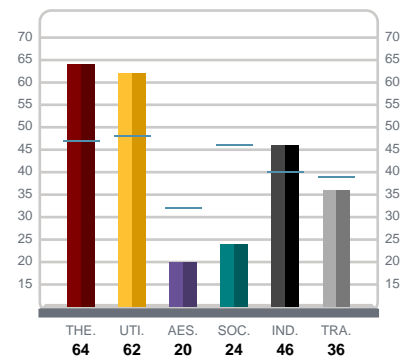
The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.

General Characteristics

- Can support and understand the position of both higher and lower Traditional/Regulatory types.
- Believes in the importance of group or team efforts, but also feels that individual rights should be honored.
- Accepts authority, but also feels that personal opinions should be honored in making decisions.
- May challenge the rules within safe boundaries to express individual ideas.
- Brings a sense of balance and stability to a variety of job-related issues that might emerge.
- Typically won't get bogged down in minutia, nor will he ignore details when decision-making.
- This value needs to be compared against other higher- and lower-scoring values to determine his driving factors.

Value to the Organization

- Brings flexibility to the team. Follows precedent when necessary and able to set new precedent when necessary.
- Seth is able to walk the line between following the rules and bending the rules, and knowing the difference.
- A stabilizing force on the team.
- Able to appreciate the needs of both the higher and lower Traditional/Regulatory individuals on the team.
- Shows respect for protocol and standard operating procedure without becoming overly rigid.





Traditional/Regulatory

Keys to Managing and Motivating

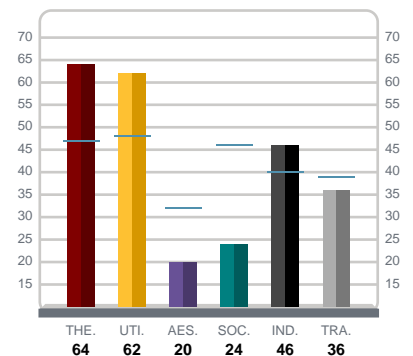
- Remember that Seth has the flexibility to follow procedures when necessary, and to set new procedures when necessary.
- Support the strength that Seth brings to the team in being a stabilizing force between those who want to follow protocol and those who want to challenge the protocol.
- Remember that Seth has the ability to be a balancing and stabilizing agent on operations, procedures, and protocol issues, without being an extremist toward either side.
- Seth brings a procedure-drive typical of many business professionals.
- Include his perspective in order to gain a middle-ground understanding of issues.

Training, Professional Development and Learning Insights

- May show flexibility in preference of professional development activities to include both individual structured activities, as well as activities of a more creative and unstructured design.
- Tends to be participatory in learning and professional development situations without trying to re-write the curriculum.
- Is able to engage in professional development activities as a supportive member of the team.

Continuous Quality Improvements

- May need to state opinions or take a visible position on some procedural or protocol issues.
- May need to take a firmer stand or position on some team issues.
- May need to examine other Values drives to determine the importance of this Traditional/Regulatory drive factor.





Social/Altruistic

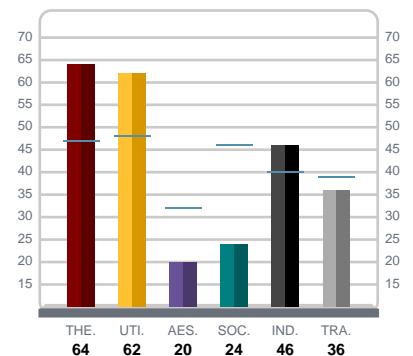
Those who score very high in this value have an inherent love of people. The Social/Altruistic person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic values cold and inhuman. Compared to the Individualistic value,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

General Characteristics

- Other values tend to take a higher motivational priority than this Social/Altruistic scale.
- Shows a bottom-line practicality regarding helping others and sharing time and resources: there must be a set of mutual wins.
- Places a business "guard" on his trust level, perhaps as a result of being burned in the past and attempting not to let it happen again.
- May keep an ear to the revenue-clock of an organization, and maintain a business sense in people transactions.
- Has a tendency to have a strong work ethic that is projected to others. "I've worked hard and have been persistent, and others should be able to do that for themselves."
- May look at those scoring higher as selfless types who are giving their security away.
- May be generous to charities outside of the job, but may balk at displaying that same generosity in the workplace.
- Motivated and driven in Values areas other than the Social/Altruistic.

Value to the Organization

- Bottom-line practicality regarding business and transactions.
- Survivor in the business arena, even in the midst of heavy competition.
- Not easily swayed in terms of emotional issues.
- Good business sense.





Social/Altruistic

Keys to Managing and Motivating

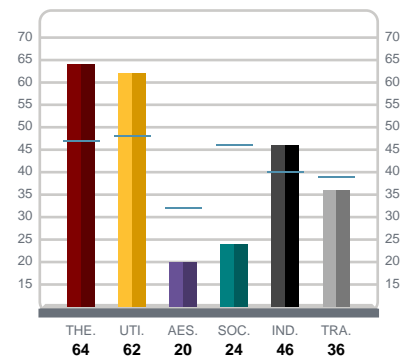
- Be careful not to overload assignments with too many coaching or counseling activities since he may not perceive an immediate business gain from those activities.
- Appeal to the practical side that Seth shows.
- Seth scores like those who set their own goals. Use those goals as primary motivators.
- Don't be emotional or paternal.
- Have your idea or approach make "business sense."

Training, Professional Development and Learning Insights

- Link learning and professional development to other items of greater self-interest.
- Find areas of the training that relate to increased business opportunity or advancement.
- Connect learning and training goals to bottom-line increases and successes.

Continuous Quality Improvements

- Some perceive a "selfishness-factor" on certain projects or when sharing information resources with the team.
- Seen as overly "guarded" by some, especially those who tend to be more open and sharing in a business sense.
- Needs to be more sensitive to the needs of others.





Aesthetic

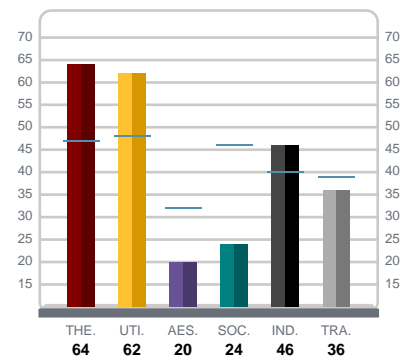
A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent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

General Characteristics

- Other values take a higher motivational priority than this Aesthetic scale.
- Check the full results and graph of the inventory to determine those values that were ranked in a higher field than this Aesthetic area.
- Keeps an ear to the revenue-clock of an organization, and doesn't want to waste time or money on ambience issues if it doesn't affect productivity.
- Not necessarily worried about form and beauty in his work environment.
- What Seth defines as his passion in life will be found in higher values scales in this report.
- Seth is a very practical person who can take or leave the Aesthetics or ambience of the work environment.
- Is motivated and driven in areas other than the Aesthetic.
- Surroundings lacking aesthetics will not stifle his creativity.
- Seth prefers to take a practical approach to workplace events.

Value to the Organization

- Unpleasant surroundings will not adversely affect his productivity and creativity.
- Sees a wider spectrum of the picture, not just from the artistic viewpoint.
- Not easily swayed in terms of emotional issues.
- Good business-sense and a good eye for that which is practical.





Aesthetic

Keys to Managing and Motivating

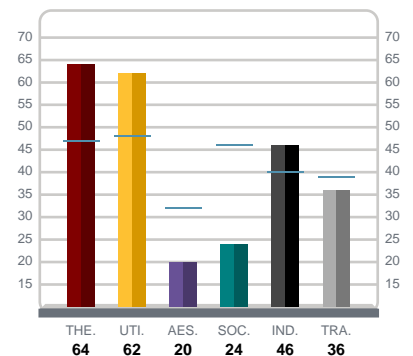
- Be careful not to overload with assignments that require significant individual creativity and self-expression.
- Appeal to the practical side that he shows in projects and leadership.
- Notice other higher plotting points on the Values graph and structure an environment that amplifies those peaks.
- Check areas for higher Values drives to determine a blend of other management or motivational insights.
- Structure job enrichment strategies into the reward system, especially those that will appeal to higher Values scores.

Training, Professional Development and Learning Insights

- Make training and development activities as practical as possible.
- Brings a bottom-line orientation to training venues and is flexible about the environment of the training session.
- Link learning and professional development to other items of greater self-interest.

Continuous Quality Improvements

- There may be an avoidance of creative or self-expressive details.
- Needs to be more open and receptive to the creative ideas of others.
- Needs to be aware of others who may have a stronger Aesthetic drive, and respect the differences.





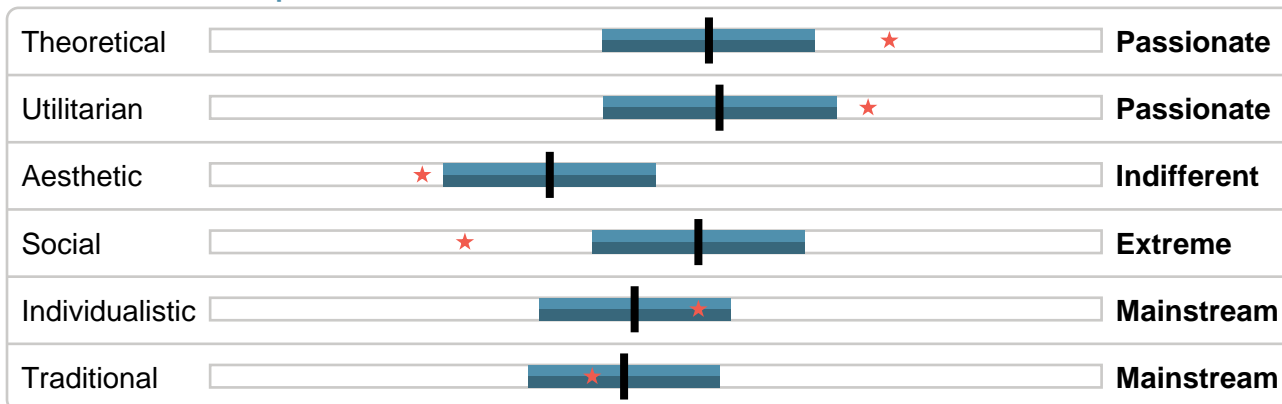
Motivators - Norms & Comparisons

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 values, you will fit in with the group and be energized. However, when surrounded by people whose values are significantly different from yours, you may be perceived as out of the mainstream. If the differences are understood, each brings strengths to the equation. If not understood, 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 values 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 value. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that value. The shaded area for each value represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2014



- 68 percent of the population - national mean - your score

Mainstream - one standard deviation of the national mean

Passionate - two standard deviations above the national mean

Indifferent - two standard deviations below the national mean

Extreme - three standard deviations from the national mean



Motivators - Norms & Comparisons

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

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

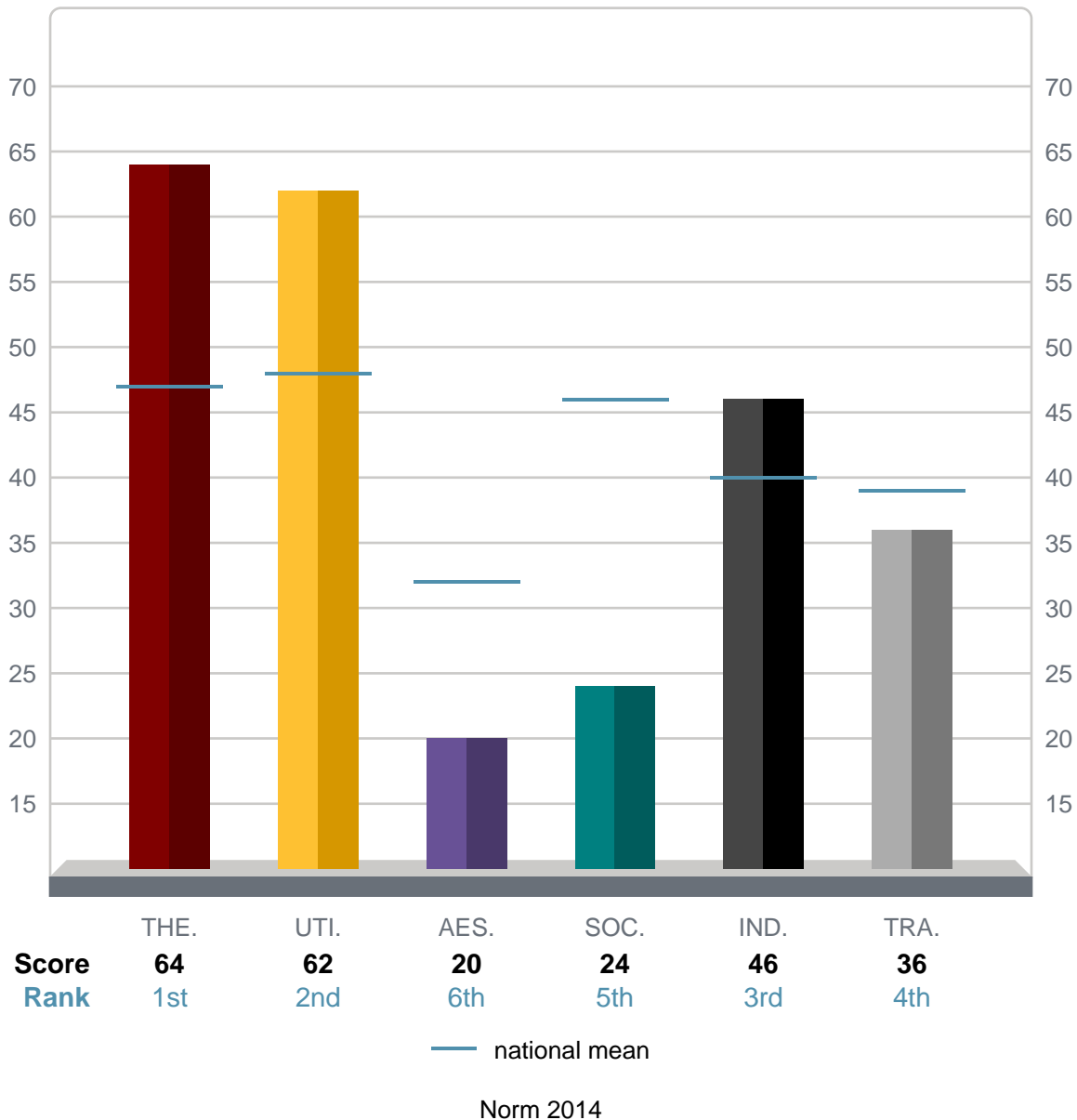
Areas where others' strong feelings may frustrate you as you do not share their same passion:

- People who emphasize the need for beauty, form and harmony in all aspects of their life may frustrate you. You have other priorities.
- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.



Motivation Insights® Graph

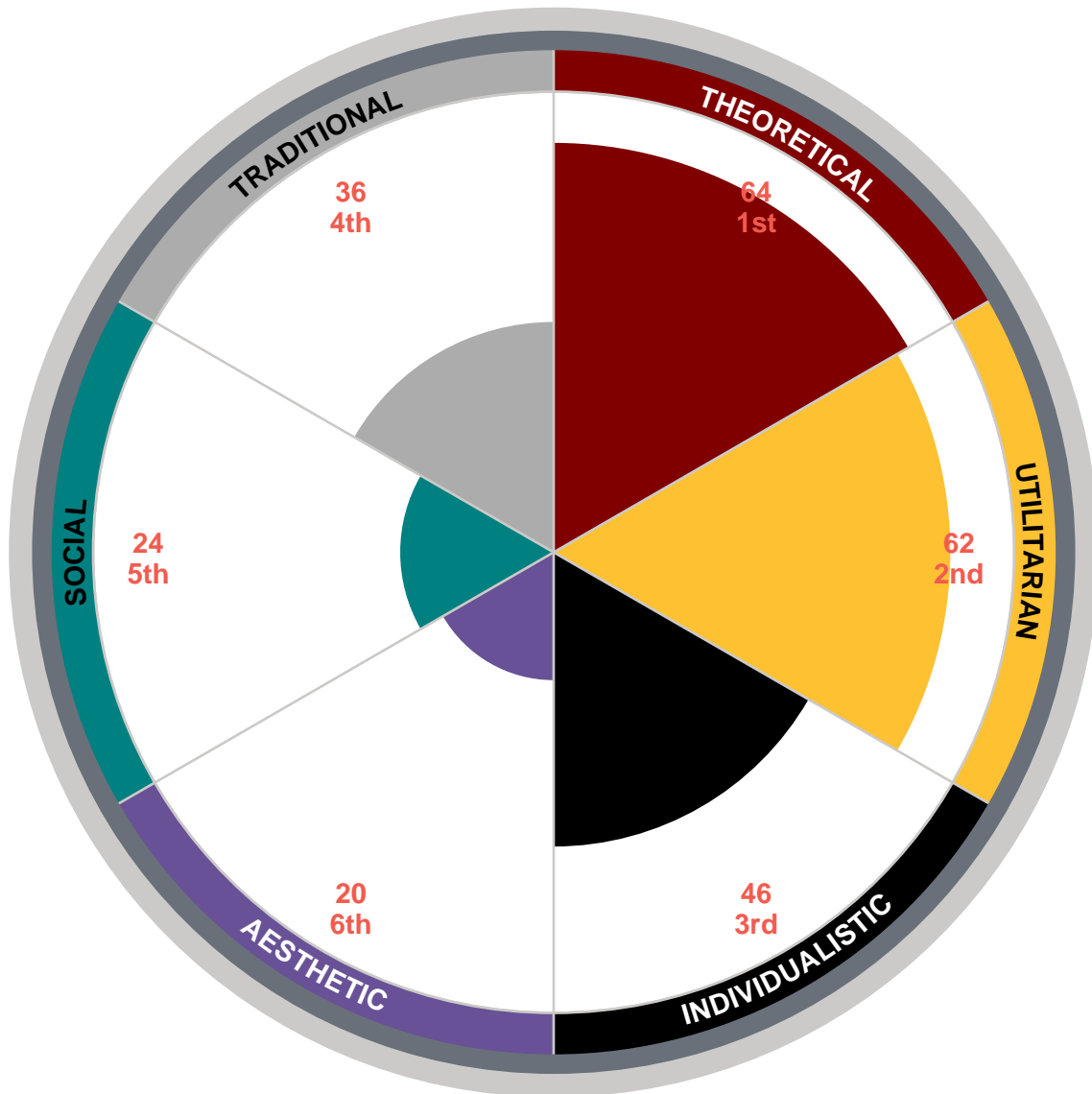
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Attitudes Wheel™

2-21-2014





Values Action Plan

This Action Plan is your tool to contribute to the process of self-development and continuous improvement. As you have reviewed information in this document, please respond to the items below as they relate to your specific professional environment.

Area 1: The greater or global mission of the team or organization.

In the space below indicate briefly one or two areas of strength that you bring to the greater mission of the organization at large.

Area 2: An immediate or shorter-term mission, task or purpose of a smaller group of people with whom you work on day-to-day operations.

In the space below, indicate briefly one or two areas of strength (different from those above), that you bring to the shorter-term tasks or day-to-day operations.



Quality Improvement Action Plan

In the area below, respond briefly as indicated. Base your answers on some of the information and results presented in this document.

Action Point 1: Things I will keep on doing.

Indicate three things that you are doing very well already, and that you plan to keep on doing.

- 1.
- 2.
- 3.

Action Point 2: Things I will modify or change slightly.

Indicate 2 things that you will modify, adjust, or change slightly in order to increase personal effectiveness.

- 1.
- 2.

Action Point 3: Things I will stop doing, or try to eliminate.

Indicate one thing that you will try to stop doing in order to increase personal effectiveness.

- 1.

Today's Date: _____

Date to review with mentor or peer: _____



Team Building Summary of Workplace Values

Pick the most important item in each category from your report in the topic areas indicated. Leave a line blank if no primary item emerges to you. This summary sheet is to be used as a primary point of dialogue between you, your peers, and your manager, provided that all have copies of their own information. This communication should be a two-way process.

(Remember, these items are related to one's intrinsic drive factors, their 'hidden motivators' not readily observable. These items are of critical importance to one's long range success. This list illuminates why we do what we do.)

General Characteristics

1. Theoretical _____
2. Utilitarian/Economic _____
3. Aesthetic _____
4. Social/Altruistic _____
5. Individualistic/Political _____
6. Traditional/Regulatory _____

Value to the Organization

1. Theoretical _____
2. Utilitarian/Economic _____
3. Aesthetic _____
4. Social/Altruistic _____
5. Individualistic/Political _____
6. Traditional/Regulatory _____



Team Building Summary of Workplace Values

Keys to Managing and Motivating:

1. Theoretical _____
2. Utilitarian/Economic _____
3. Aesthetic _____
4. Social/Altruistic _____
5. Individualistic/Political _____
6. Traditional/Regulatory _____

Training, Professional Development and Learning Insights:

1. Theoretical _____
2. Utilitarian/Economic _____
3. Aesthetic _____
4. Social/Altruistic _____
5. Individualistic/Political _____
6. Traditional/Regulatory _____



Team Building Summary of Workplace Values

Continuous Quality Improvement:

1. Theoretical _____
2. Utilitarian/Economic _____
3. Aesthetic _____
4. Social/Altruistic _____
5. Individualistic/Political _____
6. Traditional/Regulatory _____

Continuous Quality Improvement: (choose two items from any values areas)

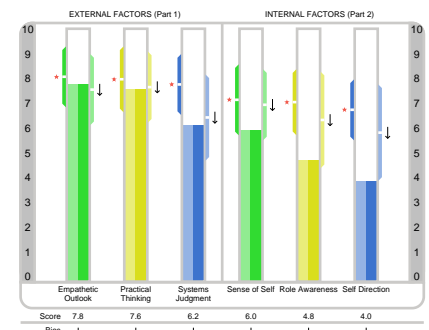
1. _____
2. _____



World View

This is how Seth sees the world around him. This view measures his clarity and understanding of people, tasks and systems. It could also be looked at in terms of feeling, doing and thinking from an external standpoint. The statements below are based primarily on the 3 dimensions on the left side of the dimensional balance page and are in a random order.

- Seth tends to view processes and systems as flexible guidelines for others.
- He would benefit from asking the reason for certain rules or systems, to better understand them.
- He will work best in a cooperative, teamwork atmosphere in which decisions are shared.
- He tends to underemphasize systems, which may include rules and policies.
- Seth should practice better balance between the value placed on others and activities compared to structure or systems.
- He likes to be a part of the process of getting things done together with others.
- He could benefit from making a conscious effort to develop better two-way communication with authority figures.
- He would benefit from gaining a clearer understanding of people and activities.
- Seth performs best in positions with hands-on management.

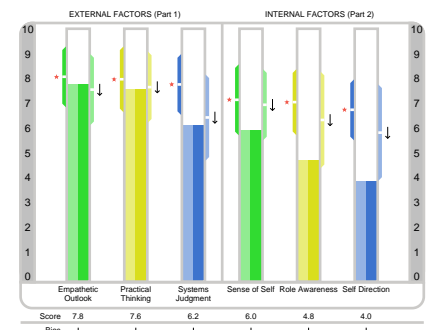




Self View

This is how Seth sees himself. This view measures his clarity and understanding of himself, his roles in life and his direction for the future. The internal dimensions are a reflection of him from both personal and professional viewpoints. The statements below are based primarily on the 3 dimensions on the right side of the dimensional balance page and are in a random order.

- Seth has little understanding about what he can achieve and his direction into the future.
- He could benefit from a clearer understanding of who he is as a person.
- He has a lack of understanding with his life roles.
- He is aware of himself but may not feel satisfied.
- Seth could benefit from a clearer understanding of his roles and sense of direction for the future.
- He places emphasis on who he is or who he could be, as a unique individual.
- He tends to rely on himself in the face of adversity.
- He is not certain about what direction to take or what goals to set for the future.
- Seth tends to appreciate himself for who he is.





Summary of Strengths and Weaknesses

The key lies in being able to measure these individual preferences in the way we think, and understanding how they shape our decisions. It is this understanding of our individual strengths and weaknesses that will enable us to effect change in our lives and achieve greater personal success. It is only by first understanding something that we are then able to change it.

The top five and bottom five scores on your Core Skills List determines the information below. Please take the national mean and the requirements of your position into consideration when determining a development plan.

Strengths

- THEORETICAL PROBLEM SOLVING
- ATTENTION TO DETAIL
- EMPATHETIC OUTLOOK
- PRACTICAL THINKING
- ATTITUDE TOWARD OTHERS

Weaknesses

- CONSISTENCY AND RELIABILITY
- JOB ETHIC
- SELF DIRECTION
- PERSISTENCE
- PERSONAL DRIVE



Theoretical Problem Solving

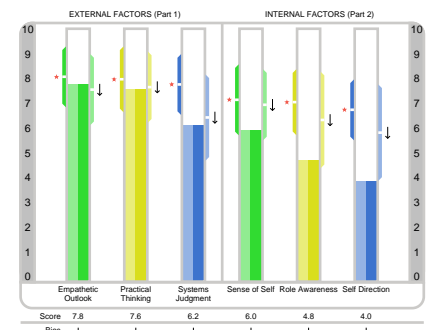
Theoretical Problem Solving is an abstract version of Problem Solving Ability. This capacity involves an individual's ability to apply problem solving in a mental scenario. This ability involves creating, operating and identifying problems in a hypothetical situation and then to manufacture the appropriate response to resolve the problem. The difference is that this takes place strictly in one's mind and requires very little quantifiable data.

Possible Strengths:

- Synthesizes and/or simplifies data, ideas, models, processes or systems.
- Develops and tests new theories to explain or resolve complex issues.
- Imagines new or revolutionary concepts or methods of managing things.

Continuous Development:

- Combine people of different backgrounds and disciplines to work on solving a problem.
- Challenge self and others to be creative. Don't just accept the traditional way of doing something.
- Try diagramming or drawing problem situations on paper or a whiteboard.





Attention to Detail

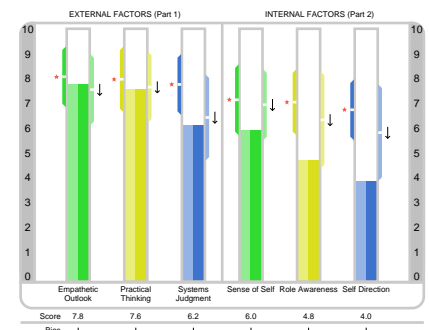
Attention to Detail is the ability to see and pay attention to details. Being able to recognize the component parts of a procedure or object. Being able to verify the correctness or error in an individual part or procedure. Although many people with low scores in the attribute may be able to be attentive to detail, it is not a natural strength for the individual and something that if required over time, can become increasingly tedious and draining for them.

Possible Strengths:

- Is thorough in the execution of responsibilities.
- Can isolate individual problem components of a situation and remedy them.
- Make checking the details of a situation a key part of one's job.

Continuous Development:

- Don't let paperwork, mail or folders pile up.
- At the end of a project, review to be sure all responsibilities were completed.
- At key intervals, compare progress towards a goal according to the established plan.





Empathetic Outlook

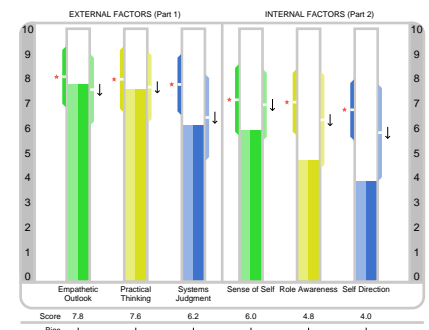
Empathetic Outlook is an individual's ability to perceive and understand the feelings and attitudes of others. The ability to place oneself "in-the-shoes" of another and to be able to view a situation from their perspective. It involves being conscious of how one's actions will impact others.

Possible Strengths:

- Demonstrates sensitivity to the feelings of others.
- Is conscious of how one's actions directly and indirectly impact others.
- Values others as human beings.

Continuous Development:

- Clearly state expectations when giving an assignment.
- Serve as an advocate for the needs, interests, and wants of others where appropriate.
- Summarize in the key points of any discussion.





Practical Thinking

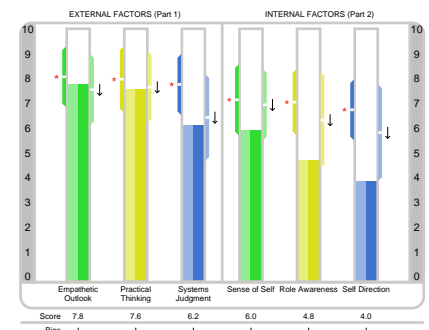
Practical Thinking measures an individual's ability to make practical, common sense decisions; to see and understand what is happening in a common sense way. It is the ability to realistically identify problems and solutions in practical terms, rather than in theoretical or conceptual terms.

Possible Strengths:

- Confident in the ability to manage new situations, keeping calm and collected in stressful or busy times.
- Sets realistic, achievable goals and objectives for self and others based on careful analysis of existing workload, natural talents, and acquired abilities.
- Organized and efficient about prioritizing and delegating responsibilities.

Continuous Development:

- Explore alternative courses of action for each problem or situation.
- Remember that quick fixes almost never really fix the problems.
- Develop strategic alliances with contacts in other organizations.





Attitude Toward Others

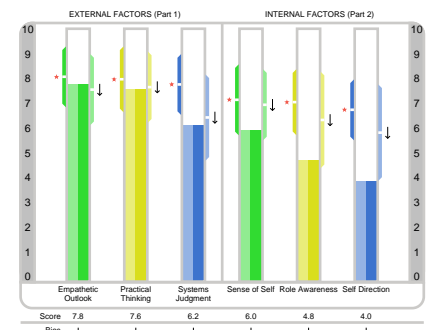
Attitude Toward Others is the ability to maintain a positive, open and objective attitude toward others. An example of an improper attitude would be a situation in which one assigns attributes to a person based solely on an unsubstantiated prejudgment. This could cause a person to exercise an unnecessary degree of caution, producing a "stand-off" attitude or could cause him or her to place an unjustified amount of trust in a person, thereby exposing him or herself to being manipulated or losing objectivity. The evaluation of this attribute is based on an individual's personal insight into others and the degree to which he or she is influenced by what he or she thinks the situation "ought" to be.

Possible Strengths:

- Recognizes and appreciates others in positive and sincere ways.
- Maintains composure in potentially stressful or difficult situations.
- Communicates with others in ways that are clear and understood.

Continuous Development:

- Actively seek feedback from trusted people.
- Work to improve difficult relationships through self-awareness and respect for differences in attitudes and perceptions.
- Give positive feedback to other people as often as possible.





Consistency and Reliability

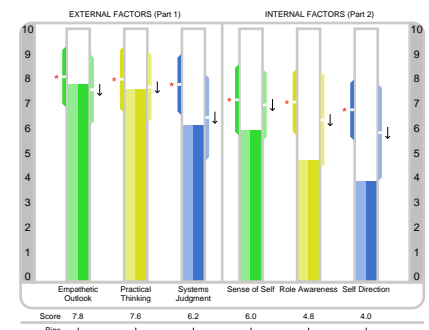
Consistency and Reliability is the ability to feel an internal motivation to be conscientious in personal or professional efforts. It is the need to be consistent and reliable in life roles.

Possible Limitations:

- May need external motivators to stay on task.
- May not maintain personal composure in the face of adversity.
- May not have an equal commitment to the job and other life priorities.

Developmental Suggestions:

- Try to monitor and manage interruptions.
- Keep promises made.
- Prioritize tasks both personally and professionally.





Job Ethic

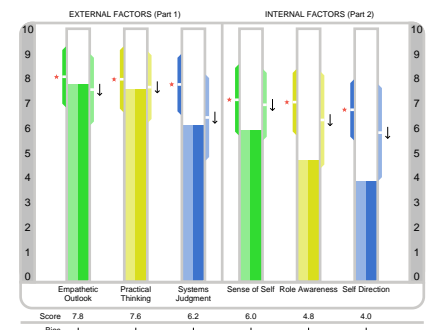
Job Ethic is the personal commitment an individual makes to execute a specific task by doing the most and the best during the hours a person is at work and by becoming the most reliable, personally, professionally and civically.

Possible Limitations:

- May have a poor understanding of role.
- May have trouble applying abilities to a given task.
- May procrastinate.

Developmental Suggestions:

- Create an inventory of tasks and projects.
- Stay focused!
- Be consciously goal-directed.





Self Direction

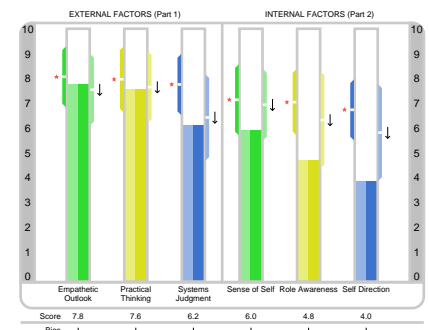
Strong Self Direction originates with an internal drive to excel in a chosen career path. If Role Awareness is a person's "objective", then 'Self-Direction' is the "path" to that objective, or the way in which a person envisions fulfilling roles. This fact makes this capacity somewhat dependent on Role Awareness since you first need an objective before a person can determine the path to that objective. It also requires an individual to have a strong desire to be "better" than he or she currently is, no matter how good the individual actually becomes.

Possible Limitations:

- May only do what is asked.
- May be averse to change.
- May not work up to full potential.

Developmental Suggestions:

- When a mistake is made, turn it into a learning experience.
- Remember, the easiest and most efficient way to do something is not always the most effective.
- Keep raising the bar. (Don't compete with other people compete with own personal best).





Persistence

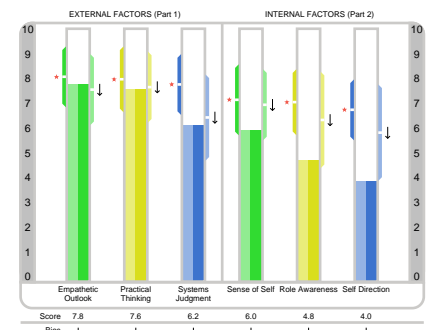
Persistence is an individual's capacity to stay the course in difficult times. It involves a level of personal commitment, a belief in what a person is doing, and an individual's project and goal focus. It is an individual's ability to remain motivated to accomplish goals in the face of adversity or obstacles.

Possible Limitations:

- May be swayed, stopped or redirected easily.
- Focuses on failures.
- May have difficulty accomplishing goals in difficult situations.

Developmental Suggestions:

- Be results oriented, not problem oriented.
- Set realistic time frames for meeting objectives.
- Focus on the potential victory, not the battle scars.





Personal Drive

A strong Personal Drive is related to the level of personal motivation an individual is capable of bringing to bear on any given task that a person feels is important. People who have strong personal drives tend to focus considerable intent on the completion of a task or objective once they are convinced of the benefits associated with its completion.

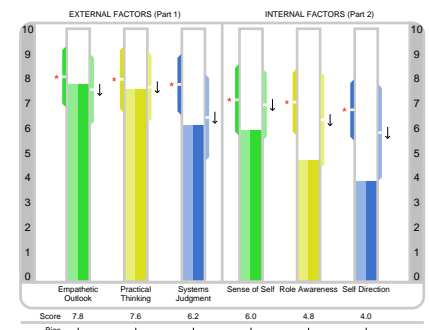
This is a measurement of how strongly a person feels the need to achieve, accomplish or complete something. This "drive" can take many forms (e.g., tasks, knowledge, career, physical, etc.), but it involves the level of personal motivation a person is capable of bringing to bear on any given task which one feels is important.

Possible Limitations:

- May have difficulty committing substantial internal resources towards completing a task.
- Has trouble avoiding procrastination.
- May not be aware of what is expected.

Developmental Suggestions:

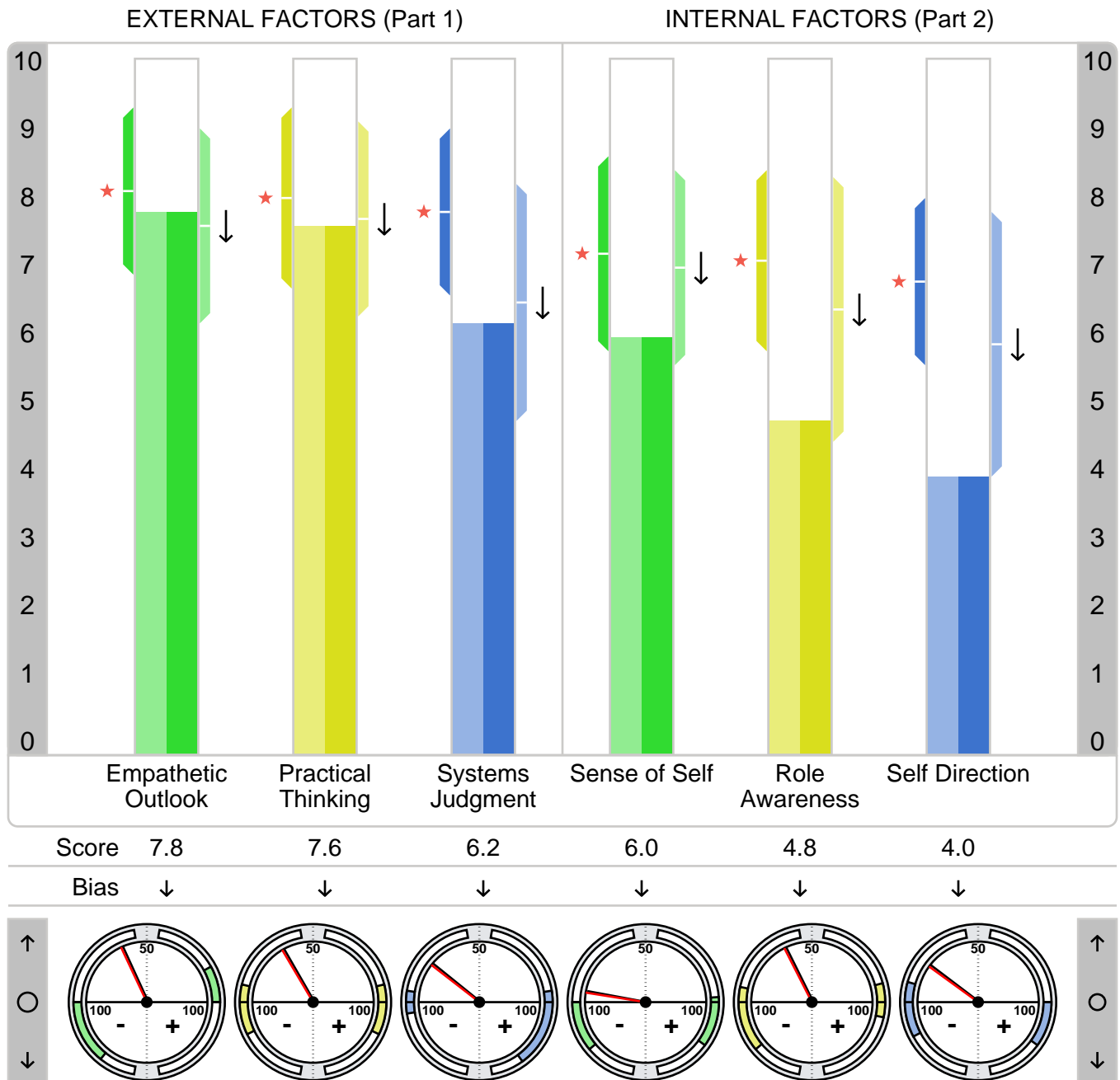
- Know what the job description is and what the supervisor expects.
- Remember if something is put off today, it will probably be put off repeatedly until it becomes bigger and more unpleasant.
- Avoid distractions, disturbances, and interruptions that prevent meaningful work from being done.





Dimensional Balance For Consulting and Coaching

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





Core Skills List For Consulting and Coaching

Score	Mean	Description
8.0	8.3	Theoretical Problem Solving
7.9	8.0	Attention to Detail
7.8	8.1	Empathetic Outlook
7.8	8.0	Material Possessions
7.6	8.0	Practical Thinking
7.3	7.9	Attitude Toward Others
7.3	7.8	Freedom from Prejudices
7.3	8.2	Realistic Goal Setting for Others
7.3	7.9	Emotional Control
7.3	7.9	Sensitivity to Others
7.3	8.1	Personal Relationships
7.2	7.8	Monitoring Others
7.1	8.1	Understanding Motivational Needs
7.0	8.1	Self Improvement
6.9	7.7	Evaluating Others
6.9	7.8	Relating to Others
6.2	7.3	Conceptual Thinking
6.2	7.9	Conveying Role Value
6.2	7.8	Systems Judgment
6.2	7.6	Status and Recognition
6.1	7.5	Quality Orientation
6.0	7.9	Correcting Others
6.0	7.3	Sense of Self
6.0	7.7	Evaluating What is Said
5.9	7.6	Concrete Organization
5.9	7.7	Realistic Expectations
5.8	7.6	Using Common Sense
5.7	8.0	Following Directions
5.7	8.0	Respect for Policies
5.3	7.9	Leading Others
5.2	7.3	Project Scheduling
5.2	7.5	Sense of Timing
5.2	7.7	Sense of Belonging
4.9	7.8	Persuading Others
4.9	7.1	Role Confidence
4.8	7.3	Results Orientation
4.8	7.0	Balanced Decision Making
4.8	7.4	Developing Others
4.8	7.1	Role Awareness
4.4	7.5	Problem Solving
4.3	7.4	Project and Goal Focus

Score	Mean	Description
4.3	7.6	Realistic Personal Goal Setting
4.3	7.9	Proactive Thinking
4.3	7.4	Enjoyment of the Job
4.0	7.5	Accountability for Others
4.0	7.1	Gaining Commitment
4.0	7.6	Long Range Planning
4.0	7.2	Personal Accountability
4.0	6.9	Meeting Standards
4.0	7.1	Internal Self Control
4.0	7.4	Self Management
4.0	7.2	Taking Responsibility
4.0	7.3	Surrendering Control
4.0	7.4	Handling Rejection
4.0	6.7	Self Assessment
4.0	7.4	Self Confidence
4.0	7.0	Handling Stress
4.0	6.9	Initiative
4.0	7.6	Integrative Ability
4.0	7.0	Intuitive Decision Making
4.0	7.3	Consistency and Reliability
4.0	7.3	Job Ethic
4.0	6.9	Self Direction
4.0	7.2	Persistence
4.0	7.3	Sense of Mission
4.0	7.1	Personal Drive



Core Skills List For Consulting and Coaching

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4.0	7.5	Accountability for Others
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4.0	6.9	Meeting Standards
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