



TTI  
SUCCESS  
INSIGHTS®

## TriMetrix® HD

Management-Staff Coaching

Tin Le  
Apprentice  
Eleven Fifty  
6-20-2016

### Providing a Fun, Fast, and Flexible Learning Experience

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## Introduction Where Opportunity Meets Talent®

The TriMetrix® HD Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to four distinct areas: behaviors, motivators, acumen and competencies. Understanding strengths and weaknesses in each of the four 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 four 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.

### Acumen Indicators

This section of the report will help you truly understand how you analyze and interpret your experiences. Your acumen, keenness and depth of perception or discernment, is directly related to your level of performance.

### Competencies

This section presents 25 key competencies and ranks them from top to bottom, defining your major strengths. The skills at the top highlight well-developed capabilities and reveal where you are naturally most effective in focusing your time.



## Introduction Behaviors Section

**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



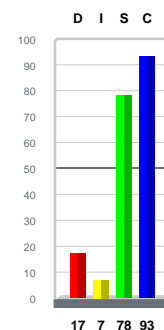
## General Characteristics

*Based on Tin'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 Tin's natural behavior.*

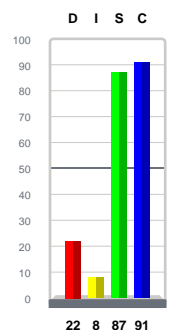
Tin likes to work behind the scene and be seen as someone who is organized and has his life in order. He prefers doing the job right the first time, rather than taking shortcuts that may lessen the quality of work. He sees it as the efficient way of task completion. In conflict situations, Tin usually remains calm and cool-headed. When things calm down, however, he may suffer some delayed reaction. His aggressiveness is tempered by his sensitivity to quality work. This is a positive strength of Tin's, and others appreciate this tendency. Tin tends to be precise about his use of time and can become frustrated when others interrupt him when in the middle of a task. He wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. Accuracy is important to him. He wants to know the company rules so he can follow them, and he may become upset when others continually break the rules. Tin prides himself on being incisive. He wants to get things done by proceeding with the facts that are at hand. He resists change if he feels the change will lower the quality of his work. If change is inevitable, he may need reassurances that his standards will continue to be met.

Tin follows company policy, if aware of it. Because he knows that he can rely on the "tried and true," Tin places high value on tradition and traditional things. He tends to postpone the decision-making process until he has all the facts. He feels tension when forced to make major decisions quickly. Tin uses data and facts to support the big decisions, because it makes him feel more confident that his decisions are correct. He places an emphasis on the cognitive process and logic when making decisions. He, capable of making daily decisions routinely, usually becomes cautious about the bigger decisions; he wants to be absolutely certain his decision is correct. He tends to base decisions on the quality of work--not on efficiency.

Adapted Style



Natural Style

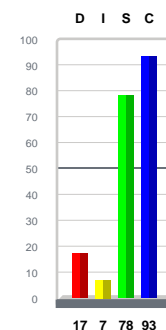




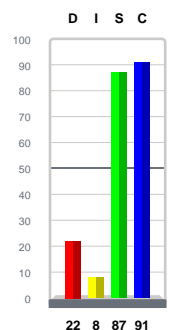
## General Characteristics Continued

Tin does not like to work for a manager who uses a confrontational management style. He tends to withdraw and not express himself, and may become unproductive if he feels threatened. Tin's work represents his true self and he will take issue when people attack the quality of his work. He prefers meetings that start and finish on time. He may get upset with people who do not adhere to rules and how things "should be done." Tin's logical, methodical way of gathering data is demonstrated by his ability to ask the right questions at the right time. Tin likes to ask questions to clarify the communications. He gathers data in order to be certain he is correct in his work, communications or decision making. He is patient and persistent in his approach to achieving goals. He responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star." He enjoys analyzing the motives of others. This allows him to develop his intuitive skills. He has a low trust level with strangers. This becomes apparent when he asks specific and perhaps blunt questions.

Adapted Style



Natural Style



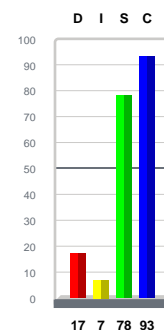


# Value to the Organization

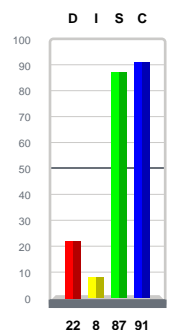
*This section of the report identifies the specific talents and behavior Tin brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.*

- Suspicious of people with shallow ideas.
- Maintains standards.
- Accurate and intuitive.
- Always looking for logical solutions.
- Can make decisions without getting emotionally involved.
- Always concerned about quality work.
- Objective and realistic.
- Defines, clarifies, gets information, criticizes and tests.
- Presents the facts without emotion.

Adapted Style



Natural Style





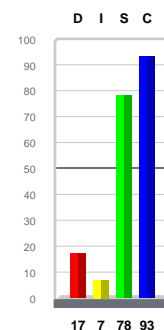
# Checklist for Communicating

*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 Tin. 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 Tin most frequently.*

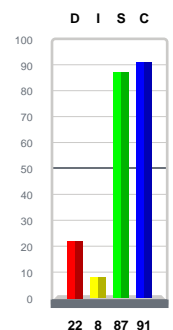
## Ways to Communicate

- ☐ Show him a sincere demeanor by careful attention to his point of view.
- ☐ Give him time to analyze the data before making a decision.
- ☐ Support his principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- ☐ Give him time to be thorough, when appropriate.
- ☐ Provide solid, tangible, practical evidence.
- ☐ Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- ☐ Give him time to verify reliability of your actions; be accurate, realistic.
- ☐ Use expert testimonials.
- ☐ Be prepared with the facts and figures.
- ☐ Make an organized presentation of your position, if you disagree.
- ☐ Keep at least three feet away from him.

Adapted Style



Natural Style





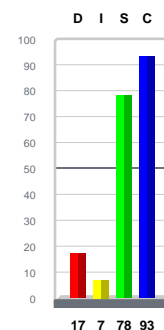
## Checklist for Communicating Continued

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

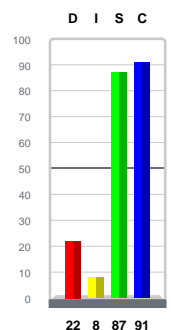
### Ways **NOT** to Communicate

- ☐ Threaten, cajole, wheedle, coax or whimper.
- ☐ Use high speed, intense inputs.
- ☐ Overuse gestures.
- ☐ Push too hard, or be unrealistic with deadlines.
- ☐ Make statements you cannot prove.
- ☐ Touch his body when talking to him.
- ☐ Use testimonies of unreliable sources; don't be haphazard.
- ☐ Be vague about what's expected of either of you; don't fail to follow through.
- ☐ Make statements about the quality of his work unless you can prove it.
- ☐ Leave things open to interpretation.
- ☐ Use inappropriate buzz words.

Adapted Style



Natural Style







# Communication Tips

*This section provides suggestions on methods which will improve Tin'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, Tin 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.



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

### Self-Perception

*Tin usually sees himself as being:*

- Precise
- Thorough
- Moderate
- Diplomatic
- Knowledgeable
- Analytical

### Others' Perception - Moderate

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

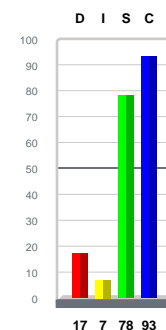
- Pessimistic
- Picky
- Worrisome
- Fussy

### Others' Perception - Extreme

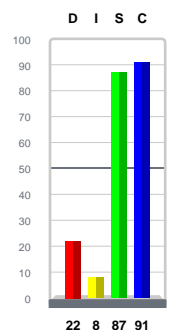
*Under extreme pressure, stress or fatigue, others may see him as being:*

- Perfectionistic
- Hard-to-Please
- Strict
- Defensive

Adapted Style



Natural Style





# The Absence of a Behavioral Factor

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

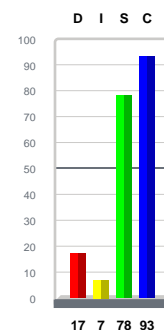
## Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid working environments that see a realistic nature as purely pessimistic.
- Avoid giving public presentations, as doing so will cause stress.
- Avoid work environments that require an open door policy.

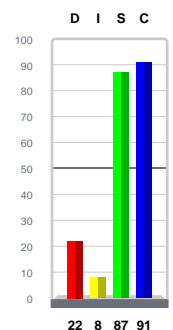
## Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with I above the energy line and/or tips for seeking environments that will be conducive to the low I.

- Daily and repetitive team meetings will detract from productivity and add to stress.
- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.
- Understand when an analytical perspective is needed and valued.

Adapted Style



Natural Style





## Descriptors

Based on Tin'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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
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 and Adapted Style

*Tin'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

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

### Adapted

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

## People - Contacts

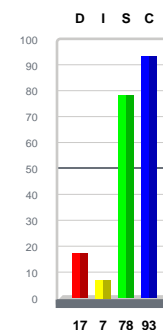
### Natural

Tin 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.

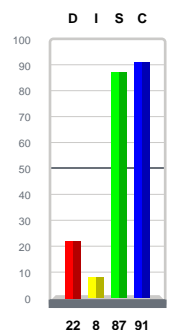
### Adapted

Tin 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

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

#### Adapted

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

### Procedures - Constraints

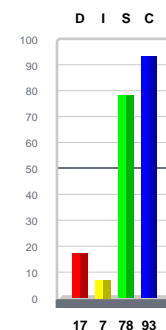
#### Natural

Tin is concerned with doing things right. He can be quite worrisome and possibly fearful that mistakes will crop into the procedure. He will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.

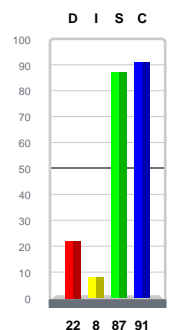
#### Adapted

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

Adapted Style



Natural Style



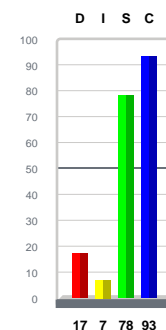


## Adapted Style

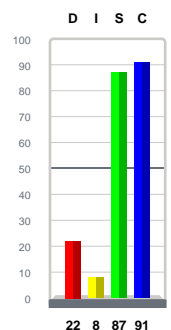
*Tin sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.*

- Traditional, quality-oriented work model to follow.
- Precise, analytical approach to work tasks.
- Critical appraisal of data.
- Being precise in the collection of data.
- Sensitivity to existing rules and regulations.
- Calculation of risks before taking action.
- Disciplined, meticulous attention to order.
- Compliance to high standards.
- Limited contact with people.
- Projecting a limited display of emotion.
- Accomplishing tasks without many people contacts.
- Precedence of quality over efficiency.
- Being attentive and dependable with detailed work activities.

Adapted Style



Natural Style





# 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.*

## Fear of Mistakes

*Fearing mistakes is the mental process of focusing on negative outcomes and is often a preoccupation with past mistakes.*

### Possible Causes:

- Want to avoid criticism
- Take criticism personally
- Want to be seen as efficient and competent

### Possible Solutions:

- Practice focusing on past successes
- For every mistake that you think might happen, write down two positive possible outcomes for a completed task
- Focus on several possible future outcomes

## Overreacting To Constructive Criticism

*Overreacting to constructive criticism is the inappropriate overt or covert response to feedback and recommendations.*

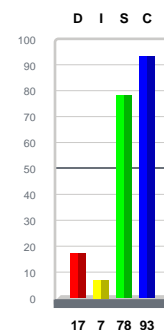
### Possible Causes:

- Have a high comfort level with past methods
- Have high standards for work performance
- Think that your way is the correct way
- Don't see the benefit of doing things differently

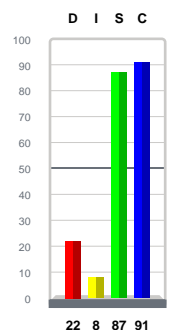
### Possible Solutions:

- Practice listening without evaluating comments from others
- Begin responding mentally with "that's interesting" or "that's a possibility" as a way of controlling immediate negative response

Adapted Style



Natural Style







## Time Wasters Continued

- Communicate feelings with peers and supervisors

### Tendency To Be Overly Neat and Orderly

*The tendency to be overly neat and orderly is usually a compulsive behavior that overrides the need to accomplish a task. More importance may be placed on cleaning off your desk than completing the actions required (out of sight, out of mind).*

#### Possible Causes:

- Easily distracted by non-related materials in view
- Need a systematic method of working
- Catalog information for later retrieval

#### Possible Solutions:

- Recognize that this is a strength as long as it is not over extended

### Seeking "All" of The Facts

*Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.*

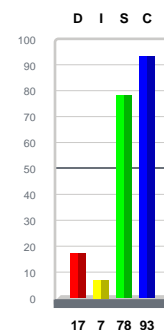
#### Possible Causes:

- Want to be certain/prepared
- Want to avoid mistakes
- Want extended time for getting tasks done

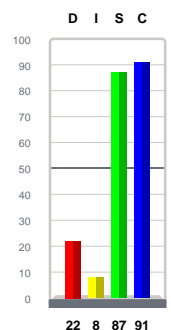
#### Possible Solutions:

- Set a timeline for gathering new information or evaluating old information and then take action
- Evaluate importance or risk factors to how much information is actually needed

Adapted Style



Natural Style





## Time Wasters Continued

### Looking For "Hidden Meaning"

*The habitual practice of looking for hidden meanings demonstrates the inability to take messages, information and people-signals at face value. It may indicate that issues and people are suspect or have potential negative impact on you and your work.*

#### Possible Causes:

- Critical listening ability may cause you to read more into a situation
- Want to look beyond the obvious
- Have a need for additional information
- Do not have a high level of trust in others

#### Possible Solutions:

- Ask questions
- Share initial evaluation/opinion with others

### Prolong Events In Order To Gain Improved Results

*Prolonging events in order to gain improved results is the process of doing and redoing, evaluating and re-evaluating and changing to and changing back as a way of "testing" the best possible outcome.*

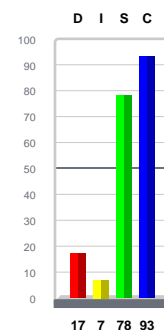
#### Possible Causes:

- Want to ensure that success is always achieved
- Feel that if rushed, the results will not be satisfactory
- Hope situations will work out themselves

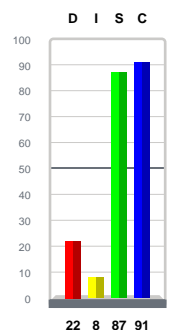
#### Possible Solutions:

- Set realistic schedule and timeline
- Follow the schedule
- Seek advice or assistance from others

Adapted Style



Natural Style





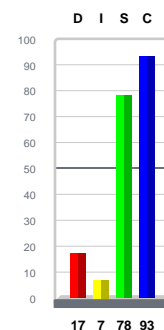
## Areas for Improvement

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

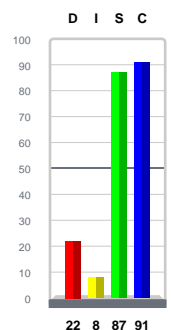
### Tin has a tendency to:

- Be bound by procedures and methods--especially if he has been rewarded for following these procedures.
- Prefer things to people--things don't show emotion or need restraint.
- Yield his position to avoid controversy.
- Lean on supervisors if information and direction is not clear.
- Want full explanation before changes are made to ensure his understanding.
- Be suspicious and pessimistic of any new project. Wants more support than is necessary.
- Be critical of any approach that is not regarded as purely logical or factual (to his standards).
- Be defensive when threatened and use the errors and mistakes of others to defend his position.

Adapted Style



Natural Style

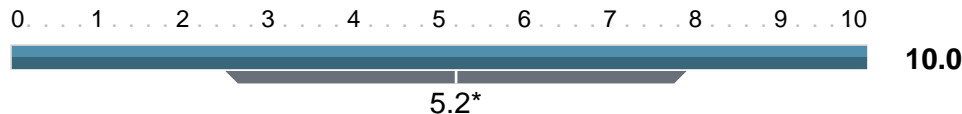




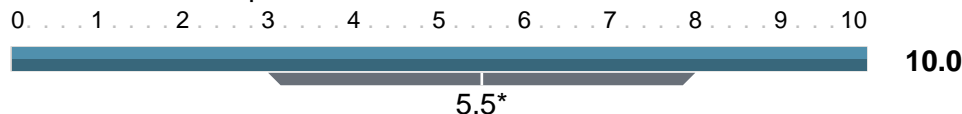
# Behavioral Hierarchy

*Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The list below ranks your behavioral traits from the strongest to the weakest.*

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



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



## 3. Consistency - The ability to do the job the same way.



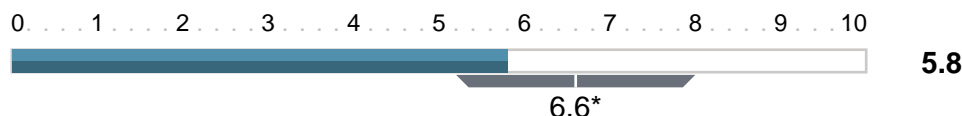
## 4. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



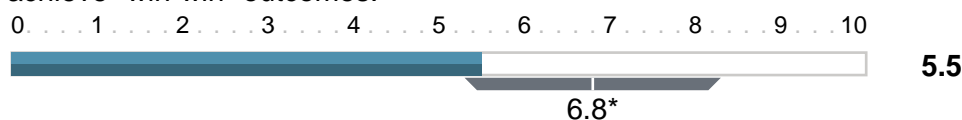
## 5. Follow Up and Follow Through - A need to be thorough.



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



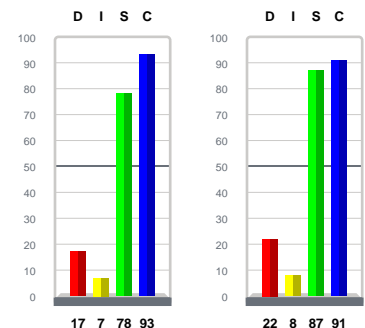
## 7. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



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

Adapted Style

Natural Style



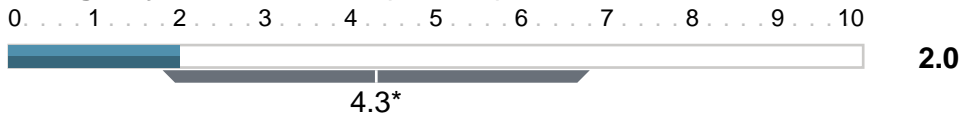


# Behavioral Hierarchy

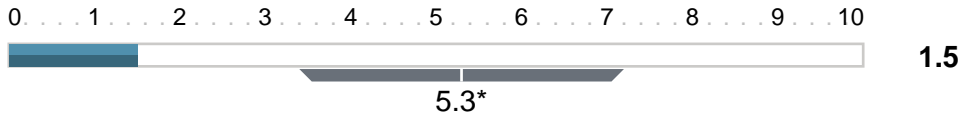
**8. Competitiveness** - Tenacity, boldness, assertiveness and a "will to win" in all situations.



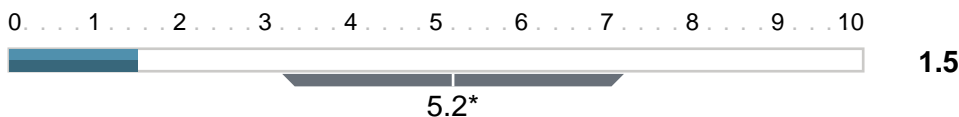
**9. Urgency** - Decisiveness, quick response and fast action.



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



**11. 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.

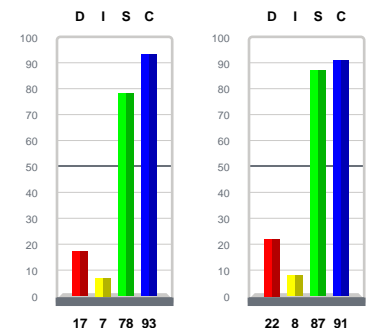


**12. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



Adapted Style

Natural Style



SIA: 17-07-78-93 (21) SIN: 22-08-87-91 (21)

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

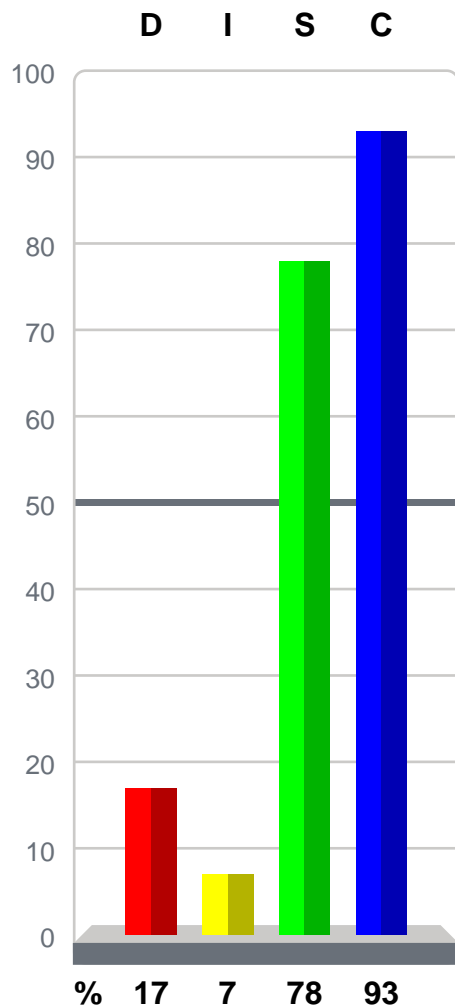


# Style Insights® Graphs

6-20-2016

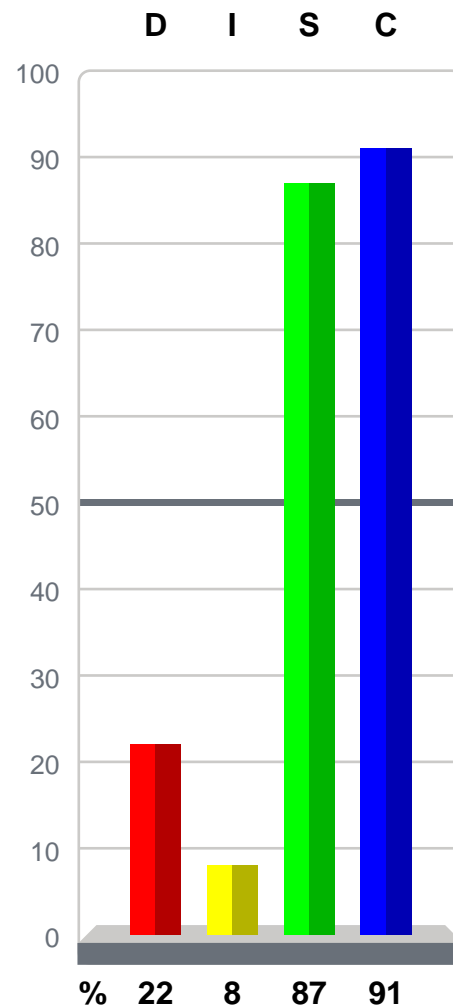
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 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.

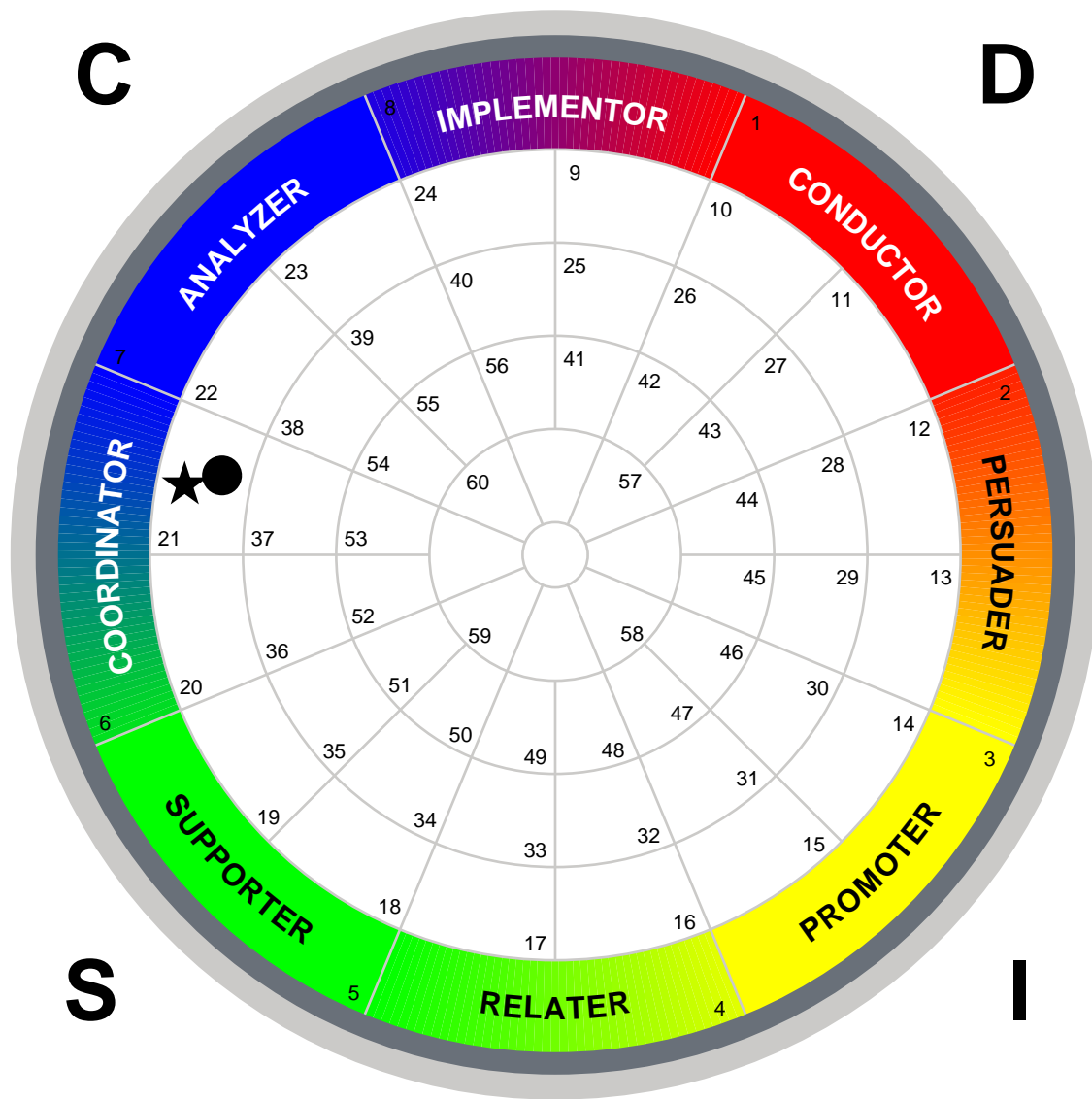
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

6-20-2016



Adapted: ★ (21) ANALYZING COORDINATOR  
Natural: ● (21) ANALYZING COORDINATOR

Norm 2015 R4

T: 7:53





## Introduction Motivators Section

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.

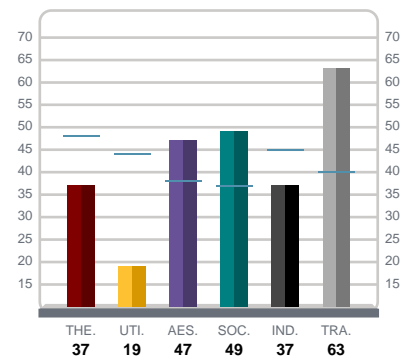
Your Personal Motivators Ranking		
1st	Traditional	<b>Strong</b>
2nd	Social	<b>Strong</b>
3rd	Aesthetic	<b>Situational</b>
4th	Theoretical	<b>Situational</b>
5th	Individualistic	<b>Indifferent</b>
6th	Utilitarian	<b>Indifferent</b>



# 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.*

- Once Tin has made up his mind on an issue, he will rarely change his mind even if logic dictates he could be wrong.
- Tin wants the security and the consistency of his belief system and will move toward those with similar tendencies.
- At times Tin can be overly rigid in evaluating others against his standard.
- A suitable position for Tin is one that is highly structured and gives him the authority to control the structure.
- He places a high value on life and wants others to follow his examples for living.
- Seeking to resist the temptation of an eclectic view, Tin will attempt to foster and protect his own belief system to ensure that consistency of thought and action are carried to a conclusion.
- Tin seeks a system for living and wants others to follow the system of his choice.
- Tin will be very helpful to others who share the same beliefs.
- Rules and regulations should be adhered to.
- Sometimes he believes in causes so strongly that he will champion the cause.
- Tin will support organizations that stand for beliefs held in common.

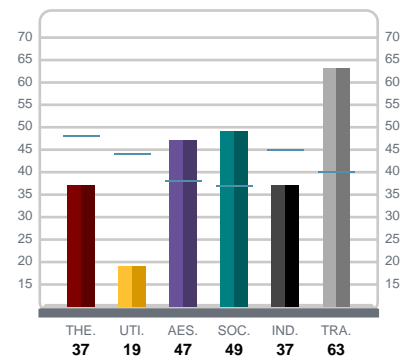




## Social

*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.*

- Tin will be generous with time, research and information on social problems.
- He is generous with his time, talent and resources for those in need.
- Tin is patient and sensitive to others.
- He will have a keen interest in improving society.
- Helping the homeless may be one of his concerns.
- He believes charities should be supported.
- Saying "no" is difficult when others need his time or talent.

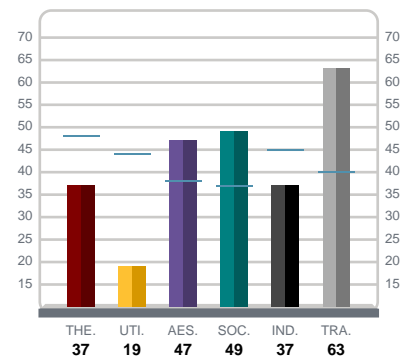




## Aesthetic

*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.*

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

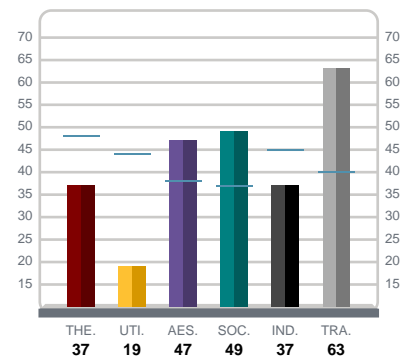




# Theoretical

*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.*

- Tin has the potential to become an expert in his chosen field.
- Tin will usually have the data to support his convictions.
- A job that challenges the knowledge will increase his job satisfaction.
- Tin will seek knowledge based on his needs in individual situations.
- If Tin is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth.
- In those areas where Tin has a special interest he will be good at integrating past knowledge to solve current problems.
- If knowledge of a specific subject is not of interest, or is not required for success, Tin will have a tendency to rely on his intuition or practical information in this area.

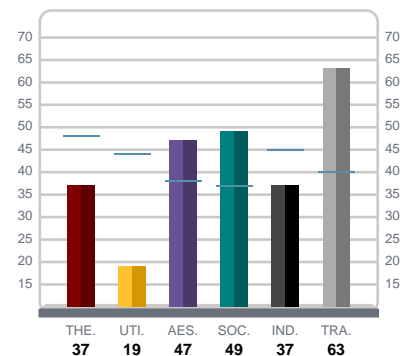




## Individualistic

*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.*

- He will not attempt to overpower others' points of view or change their thinking.
- Tin will be less concerned about his ego than others may be.
- Being in total control of a situation is not a primary motivating factor.
- Tin's passion in life will be found in one or two of the other dimensions discussed in this report.
- Tin feels that struggles should be the burden of the team, not just the individuals.
- Stability is a primary concern. Patience and fortitude will win in the long run.
- As long as Tin's belief systems are not threatened, he will allow others to set the tone and direction of his work.

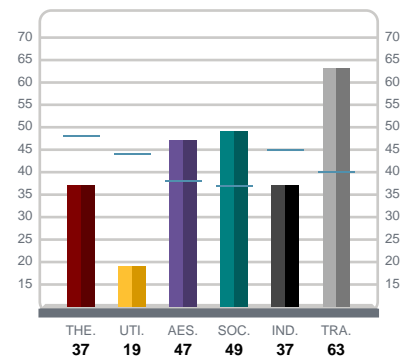




# Utilitarian

*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.*

- There is not a tremendous need for Tin to have great sums of money.
- Money and material possessions are not a high priority for Tin.
- Overemphasizing the value of money will bore Tin and turn him off.
- Tin will not be swayed or motivated by what he feels are excessive material goals.
- Tin will use his money to satisfy his true motivation.
- Tin will seek a comfort level in his standard of living and try to maintain that level.
- Tin will not use money as a scorecard to impress others.
- Tin will accept his financial situation and not strive to change it.
- He is motivated by internal beliefs and does not feel compelled to impress others with material things.
- Financial security is not a necessity, but a long-term goal.





# Navigating Situations Outside Your Comfort Zone

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

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

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

*How does the mindset of a high Utilitarian contribute to today's workforce?*

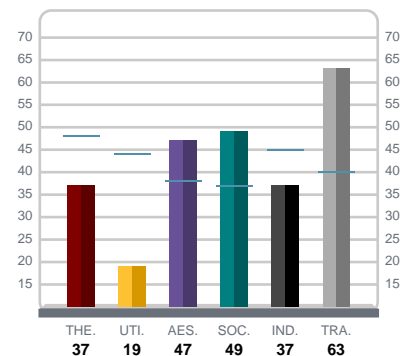
*How do Utilitarians contribute to the world, your professional life and your personal life?*

A person with a high Utilitarian possesses an entrepreneurial mindset and is future-oriented.

- Promote the protection of founding principles when discussing new ventures or ideas that put the company at risk.
- Utilize the traditional viewpoint to assist others in determining levels of risk or change involved in the new idea, as well as how a system could help in the fulfillment of the mission.

A high Utilitarian uses return on time, talent and resources as a scorecard.

- Protecting the system that has helped the organization achieve its current level of success is as important as adjusting the system in order to advance the company for future success. Work together to determine proper ROI while balancing the protection of the mission.
- Take the position of gatekeeper of the company's reputation. Be sure the desire to maintain systems and traditions is heard, but controlled, when evaluating new ways to achieve a greater return. Be an advisor versus an inhibitor.







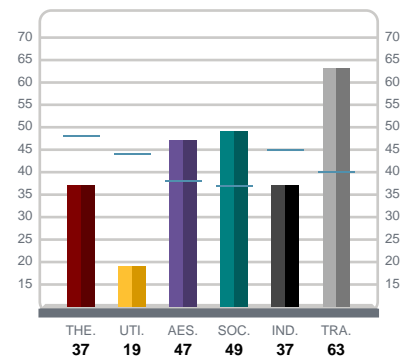
# Navigating Situations Outside Your Comfort Zone

The high Utilitarian will protect his or her assets to ensure the future of his or her economic security.

- The high Utilitarian team member also has a drive for security. Achieving the security comes from different places. Champion systems and traditions that provide evidence of creating financial security today and in the future.
- At times systems need to be revisited and modified in order to maintain business requirements based on changes in the marketplace. Start a discussion around how to keep the integrity and traditions alive while moving the company forward.

A person with a high Utilitarian will turn every conversation toward a "what's in it for me?" mindset.

- Protecting the systems and traditions are top of mind. Express to the high Utilitarian that the work and efforts previously dedicated can be leveraged for future return.
- Express the foundations of the principles and why standing strongly behind them is important to the organization. Commit to support the Utilitarian's desire for return if he or she can prove to be one with organization.





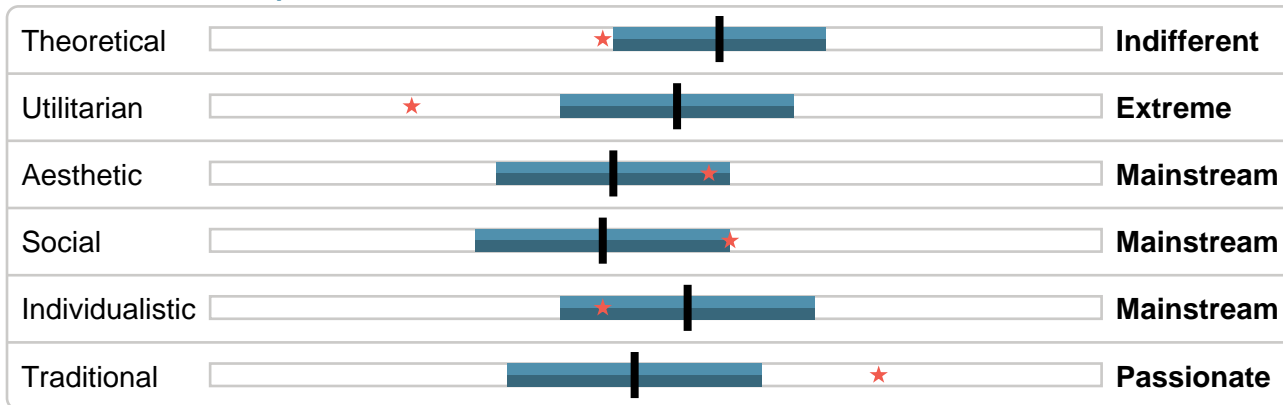
## Motivators - Norms & Comparisons

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people whose motivators are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict. **When confronted with this type of situation you can:**

- Change the situation.
- Change your perception of the situation.
- Leave the situation.
- Cope with the situation.

**This section reveals areas where your motivators may be outside the mainstream and could lead to conflict.** The further away you are from the mainstream on the high side, the more people will notice your passion about that motivator. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that motivator. The shaded area for each motivator represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

### Norms & Comparisons Table - Norm 2015



- 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 chosen a system for living that you believe in. All of the decisions in your life are made according to the principles of your system. Your principles mean more to you than money or success. Others may feel you impose your standards on the rest of the world and may see you as being judgmental. They may think you exhibit a "holier than thou" mindset. They may believe you are closed-minded.

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

- The amount of time and resources others spend in learning new things may frustrate you.
- Understanding people who view the world based on return on investment will frustrate you. Other things are more important to you.



# Motivators Hierarchy

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



8.5

4.7\*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.2

4.2\*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



5.8

4.3\*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



4.2

6.0\*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



4.2

5.5\*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

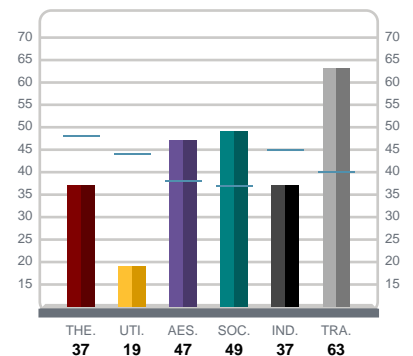


1.2

5.3\*

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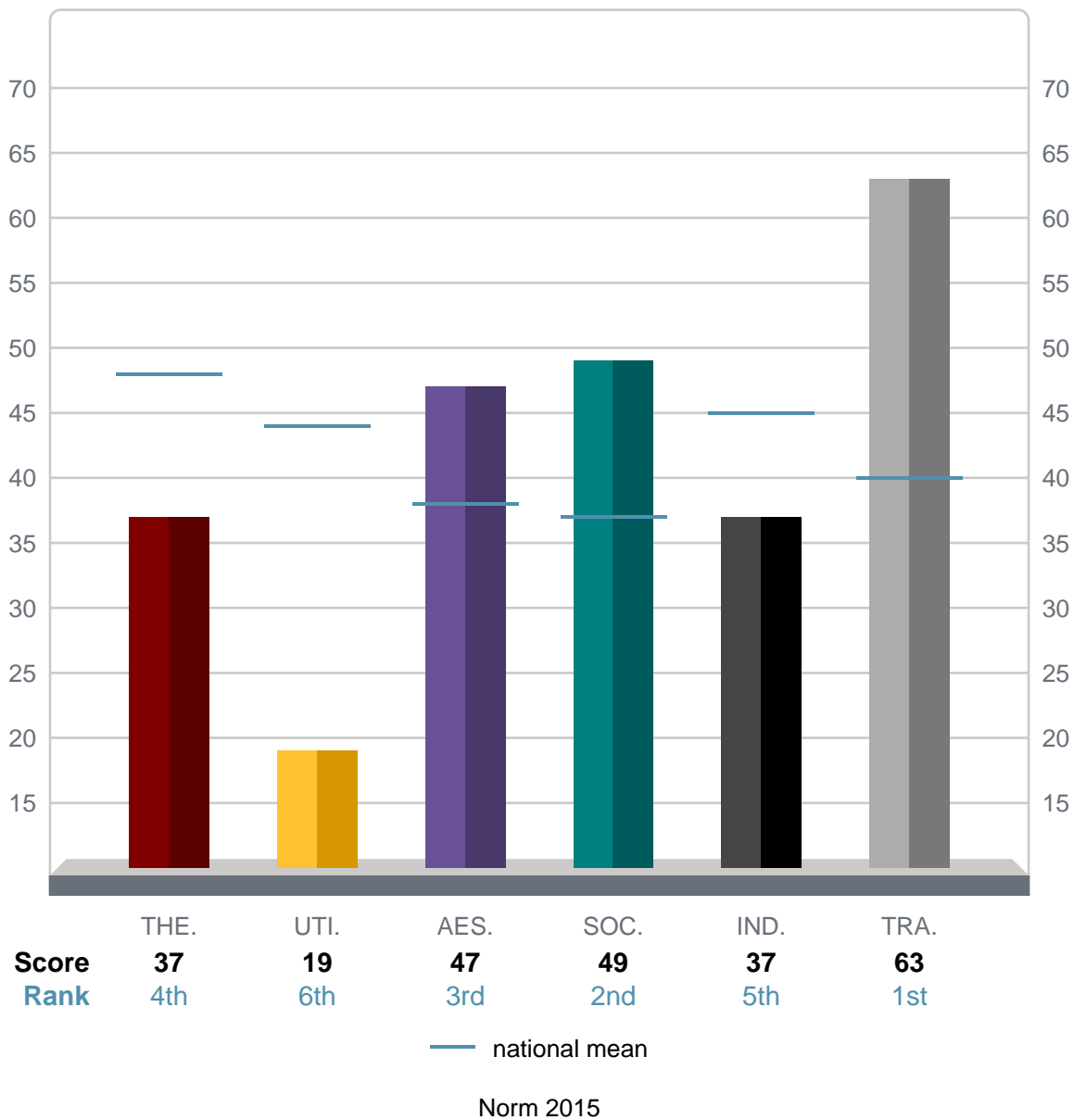
\* 68% of the population falls within the shaded area.





# Motivation Insights® Graph

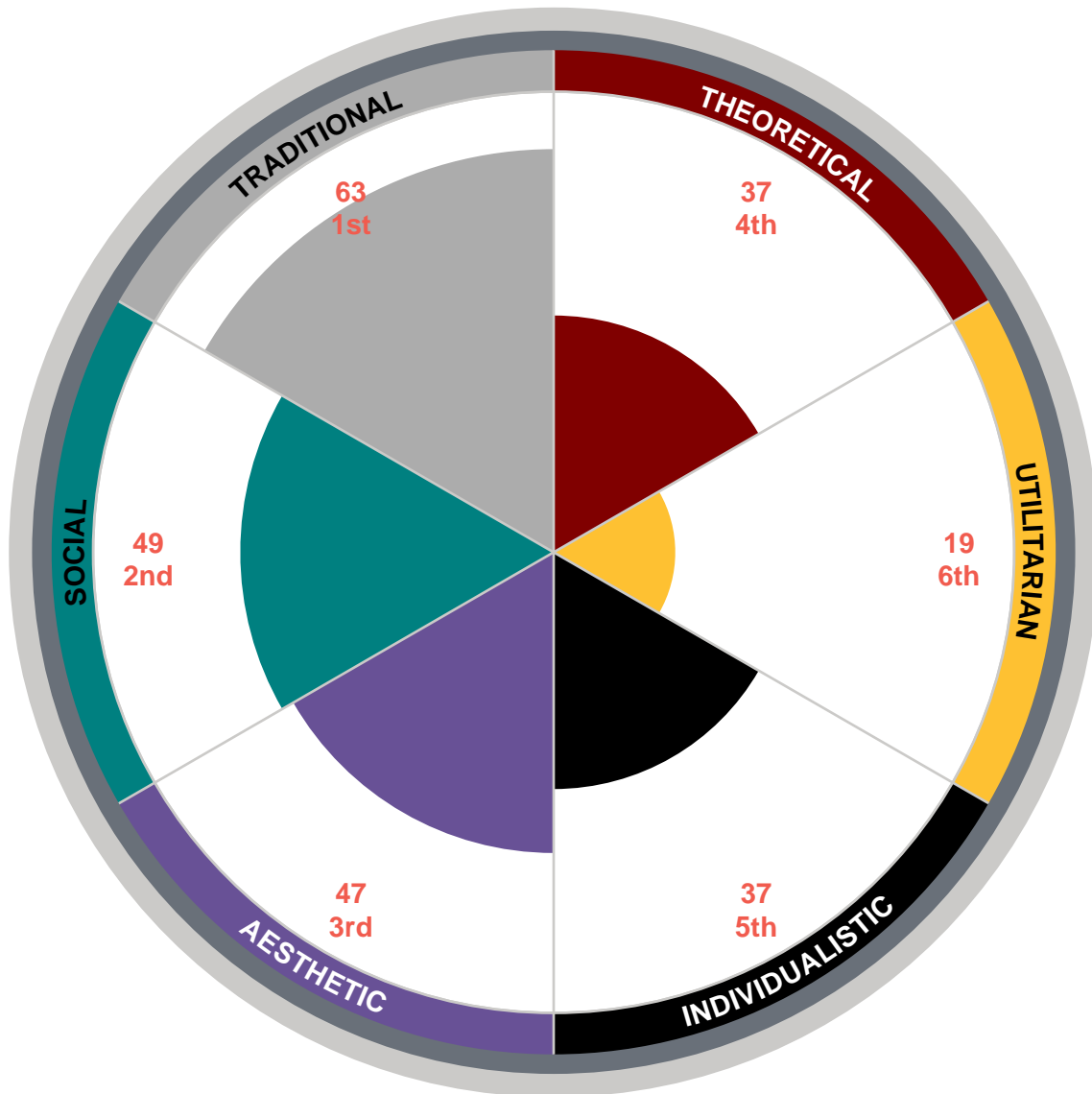
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# Motivators Wheel™

6-20-2016





## Introduction Integrating Behaviors and Motivators Section

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

### In this section you will find:

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



# Potential Behavioral and Motivational Strengths

*This section describes the potential areas of strengths between Tin'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.*

- Will do things the way they should be done the first time.
- Focused on doing his part the right way.
- Paints a very detailed picture for the benefit of others to follow.
- Could be a judge with a heart.
- Acts as the eyes and ears for a leader.
- Great at maintaining a system or process.
- Willing to be the support system behind the cause.
- Strong supporter, therefore, always willing to help.





# Potential Behavioral and Motivational Conflict

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

- May find fault in his system, which he perceived as infallible.
- Difficulty seeing past policy violations, even if the violation led to a better result.
- Viewed by others as a "watchdog", but wants to be seen as trying to help the cause move in the right direction.
- Wants to help others but sometimes gets upset when others don't follow rules.
- May struggle with change even when it complements his way of living.
- May struggle with simultaneous concern for accommodating needs and making sure processes are followed.
- May always place blame on himself.
- Struggles with delivering a tough message, even if it's to the person's benefit.



## Ideal Environment

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

- An environment where he can use his intuitive thinking skills.
- Familiar work environment with a predictable pattern.
- Prefers technical work, specializing in one area.
- Ability to give of time, talent and resources in order to help the organization.
- An opportunity to help others without being in the limelight.
- Work on a team that has common interests and desires.
- Rewards for consistently following established systems and processes.
- Rewards based on adherence to established procedures and traditions.
- To be seen as a reliable and trustworthy team player working for the organizational system.



# Keys to Motivating

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

## Tin wants:

- Instructions so he can do the job right the first time.
- A manager who follows the company policies.
- High quality work standards.
- Time to give back both internally and externally in order to quietly change things for the better.
- To develop methodical and fair ways to help others.
- To be the "doer" of helping the cause and the organization, not the spokesperson.
- Respect for privacy of his beliefs.
- Accountability for others to follow the systems and traditions put forth by the organization.
- Time to adjust to changes as it relates to systems and structure.



# Keys to Managing

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

## Tin needs:

- More confidence in his ability to perform new activities.
- A manager who prefers quality over quantity.
- To be encouraged to be more independent.
- To be involved in long-term planning where people are the forefront of the plan.
- The time to help others as it relates to his own performance objectives.
- Assistance in helping others with changes, in order to help him adopt changes faster.
- A manager that recognizes when something has gone against his system and beliefs.
- Clearly defined roles, expectations and standards.
- Support in his need to protect the processes and systems of the organization in a stable and loyal way.



## Introduction Acumen Indicators Section

Research has shown 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.

The Acumen Indicators Section is designed to help an individual truly understand themselves, how they analyze and interpret their experiences. A person's acumen, keenness and depth of perception or discernment, is directly related to their level of performance. The stronger a person's acumen, the more aware they are of their reality in both their external and internal world.

This section explores both how a person interacts with the external world and from a personal perspective. There are seven primary areas that this section will explore:

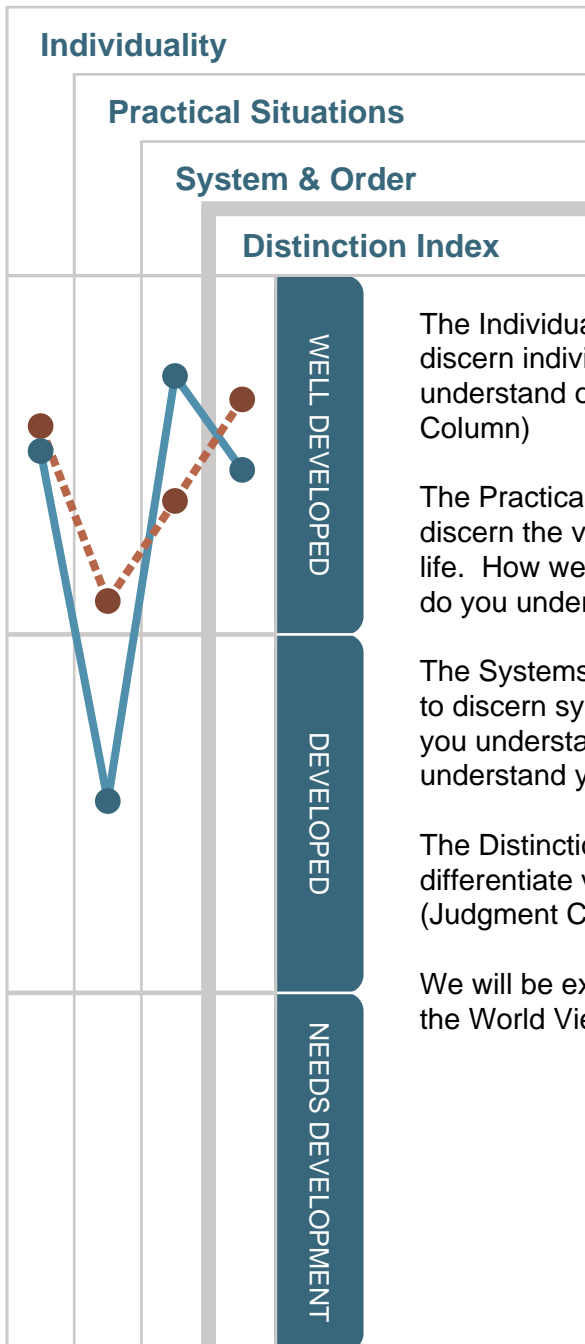
- Summary of Acumen Capacity
- World View General Characteristics
- Self View General Characteristics
- Clarity of Performance and Situational Awareness
- Capacity for Problem Solving
- Reaction Index
- Business Performance Summary

Be sure to read the entire section with an open mind. Everyone has areas where they can improve. Use the content of this section while working with your mentor, professional coach or manager in order to make improvements, both personally and professionally.



# Summary of Acumen Capacity

The Dimensions section measures Tin's capacity to understand each of the dimensions individually as well as the capacity to differentiate the value elements in situations.



The Individuality column relates to the development of your capacity to discern individuality in others and individuality in oneself. How well do you understand others? How well developed is your sense of self? (Feeling Column)

The Practical Situations column relates to the development of your capacity to discern the value in situations in the outside world and in one's own roles in life. How well do you understand all aspects of practical situations? How well do you understand your roles in life? (Doing Column)

The Systems and Order column relates to the development of your capacity to discern systems and order in the world and within oneself. How well do you understand structure and organization in the world? How well do you understand your self-organization and future direction? (Thinking Column)

The Distinction Index Column relates to your development of the capacity to differentiate values in general in the world as well as within oneself. (Judgment Column)

We will be exploring this information in more detail over the next two pages in the World View and Self View sections.

World View Self-View

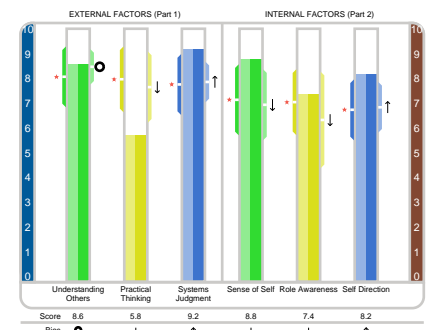




## World View

This is how Tin 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.

- Tin prefers not to get bogged down in the details of the day-to-day tasks.
- Tin would benefit from making a conscious effort to develop a stronger focus on practical tasks and activities.
- Tin tends to minimize or ignore practical information.
- Tin understands people, which could be seen as one of his greatest talents.
- Tin understands others well and tends to be sensitive to their needs and desires.
- Tin values people as individuals rather than just on their performance, even when he is in a management position.
- Tin sees things clearly from a systems perspective and this helps him understand the underlying systems in the world.
- Tin sees order and structure as necessary requirements for getting things done.
- Tin tends to do things by the book or according to a plan.
- Tin prefers not to get bogged down in the details.

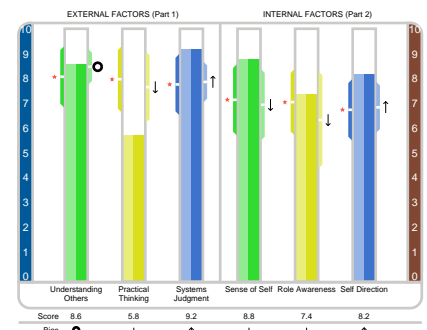




## Self View

This is how Tin 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.

- Tin may benefit from asking himself, "What are my major roles in life?"
- Tin will focus on the process of role changes when necessary to assure a smoother transition.
- Tin might benefit from listing his roles and asking himself if any of these roles are currently in transition?
- Tin is aware of his strengths and feels relatively satisfied with himself.
- Tin understands who he is.
- Tin values himself for who he is.
- Tin knows where he is going and desires to be in control of his life.
- Tin understands who he wants to become.
- Tin values himself as a planner, and this ability guides his life.



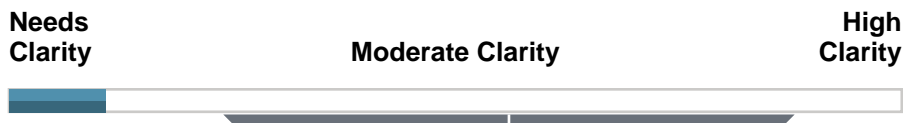




# Clarity of Performance and Situational Awareness

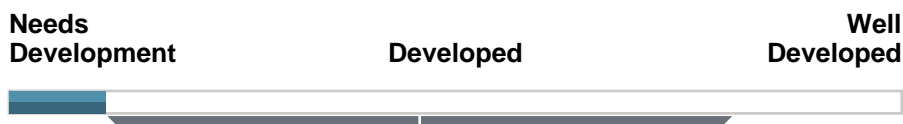
*Clarity of Performance and Situational Awareness score both internally and externally. The Clarity of Performance measures a person's ability to see the relevant in situations, their capacity for focusing on, understanding and valuing the dimensions evenly in the outside world and within oneself. The Situational Awareness score is the measurement of Tin's awareness of the reality of the outside world and within his own world.*

**External Clarity of Performance:** Development of a **sense of proportion** in evaluating personal, practical and theoretical situations in the outside world.



- Tin should seek to develop his understanding of tasks and practical matters to establish a more balanced sense of proportion about the world.
- Tin may have difficulty focusing on key issues.
- Tin may be apprehensive when confronting certain issues in his environment.

**External Situational Awareness:** Development of the awareness of the reality of the world.



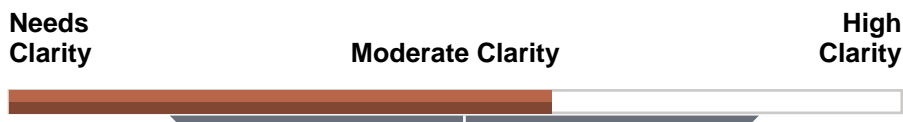
- Tin has difficulty seeing the "bigger picture."
- Tin has difficulty assessing things objectively.
- Tin has a subjective approach to people, tasks and systems.

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



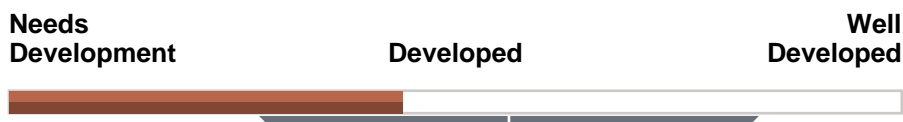
# Clarity of Performance and Situational Awareness *Continued*

**Internal Clarity of Performance:** Development of a *sense of proportion* in evaluating personal, practical and theoretical situations in oneself.



- Tin has a balanced sense of proportion when dealing with issues relating to himself but may at times overreact.
- He has a moderately balanced view when looking at his internal world, but could benefit from a clearer understanding of all of his life roles, both personal and/or professional.
- At times, Tin may lack some clarity on internal issues.

**Internal Situational Awareness:** Development of the awareness of the reality of one's own self.



- Tin may occasionally have an unrealistic view himself.
- Tin may want to seek to make his expectations for himself, his role and his goals more realistic.
- Tin demonstrates moderate objectivity in his approach to situations relating to himself.

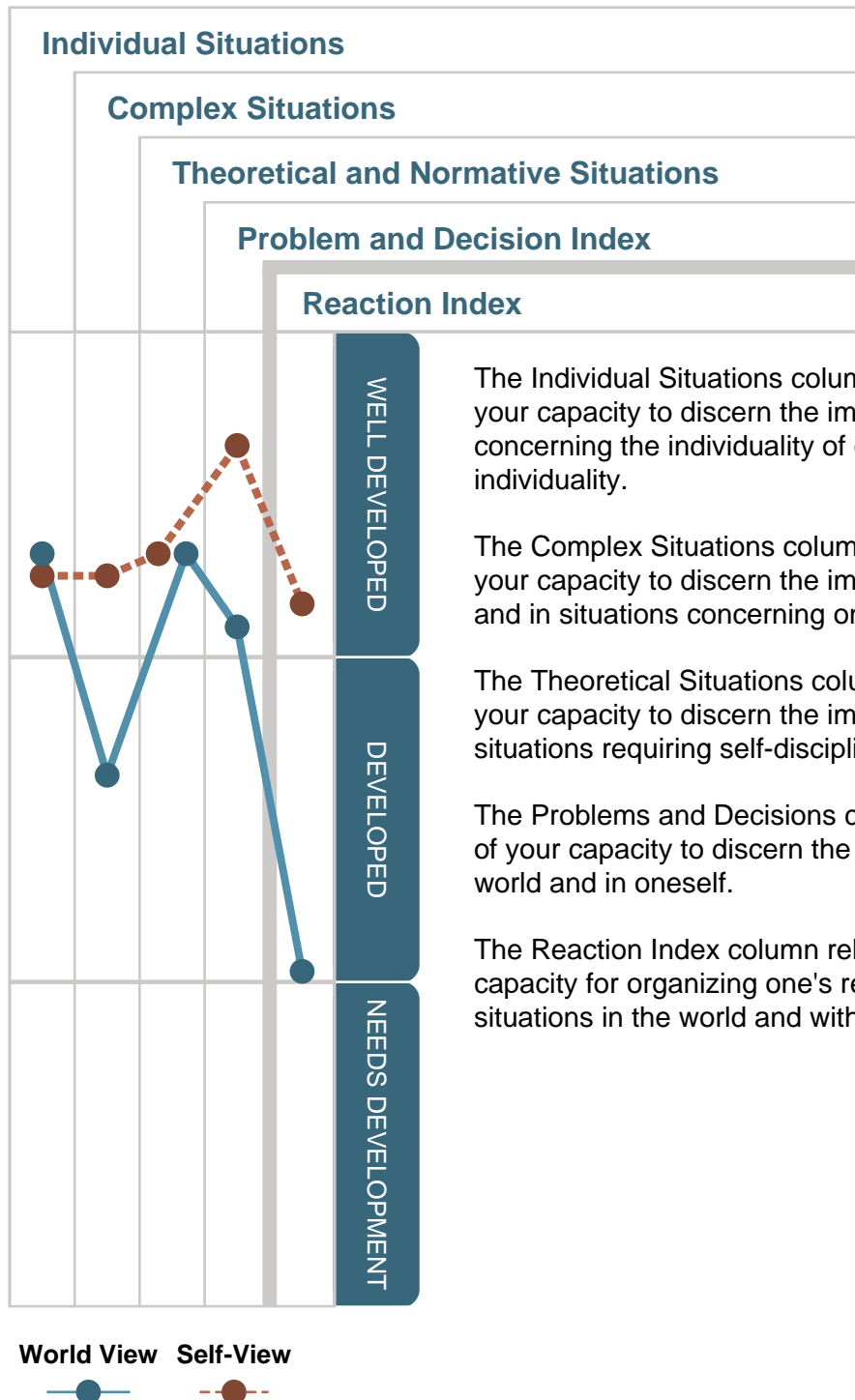
How would making improvements in these areas benefit your personal and professional life?

In what areas do you feel you would have the most benefit from further developing?

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



# Summary of Capacity for Problem Solving



The Individual Situations column relates to the development of your capacity to discern the importance within situations concerning the individuality of others and concerning one's own individuality.

The Complex Situations column relates to the development of your capacity to discern the importance within practical situations and in situations concerning one's own roles in life.

The Theoretical Situations column relates to the development of your capacity to discern the importance within systems and in situations requiring self-discipline.

The Problems and Decisions column relates to the development of your capacity to discern the importance within situations in the world and in oneself.

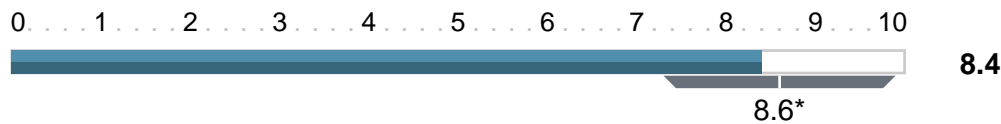
The Reaction Index column relates to the development of your capacity for organizing one's reactions when confronted with situations in the world and within oneself.



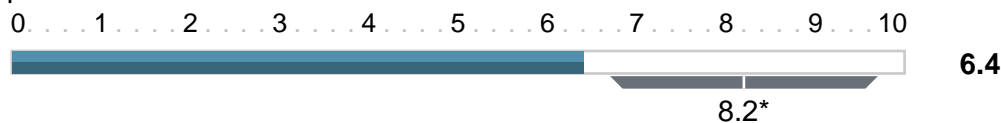
# Capacity for Problem Solving

*The Problem Solving Summary will identify Tin's capacity to solve problems and concentrate during challenging times and ability to make balanced decisions. Levels of development will be indicated by Well Developed, Developed or Needs Development as well as through a numerical score.*

**Capacity for Solving Problems Involving People** - The ability to perceive the important within the complex in outside situations concerning the individuality of others and the ability to solve personal problems of others.



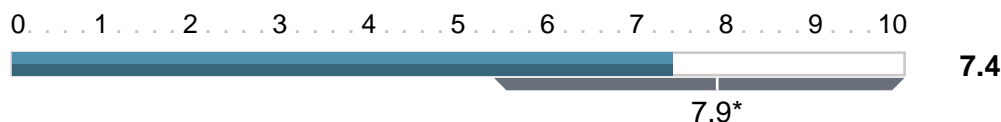
**Capacity for Solving Practical Problems** - The ability to perceive the important within the complex in outside situations in order to solve practical problems in the outside world.



**Capacity for Solving Theoretical Problems** - The ability to perceive the important within the complex in outside situations or systems in order to solve theoretical problems in the outside world.



**Capacity for Problem Solving and Decision Making in the Outside World** - The ability to perceive all relevant information needed within complex situations for the task at hand in order to make important decisions.

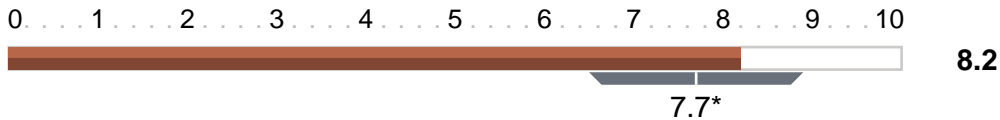


\* 68% of the population falls within the shaded area.



## Capacity for Problem Solving Continued

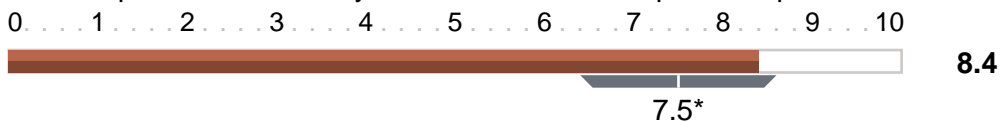
**Internal Problem Solving Ability** - The ability to perceive the important within the complex in situations that concern one's own individuality in order to solve one's own personal problems.



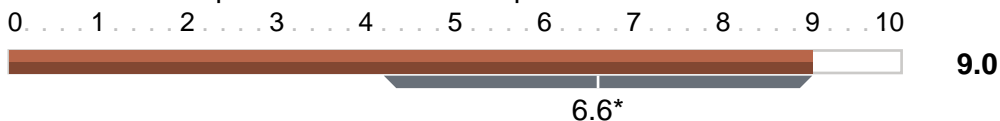
**Problem Solving Ability Within One's Roles** - The ability to perceive the important within the complex in situations which concern one's roles in order to resolve personal practical problems.



**Problem Solving Ability Regarding One's Future** - The ability to perceive the important within the complex in problems which require self-discipline and the ability to resolve theoretical personal problems.



**Capacity for Problem Solving and Decision Making Within One's Self** - The ability to perceive the important within the complex within one's self in order to resolve problems and to make personal decisions.



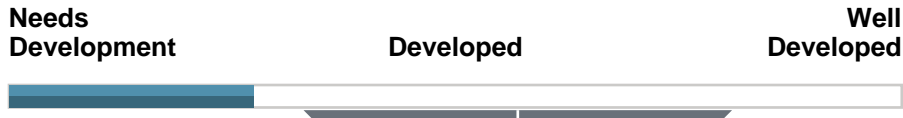
\* 68% of the population falls within the shaded area.



# Reaction Index

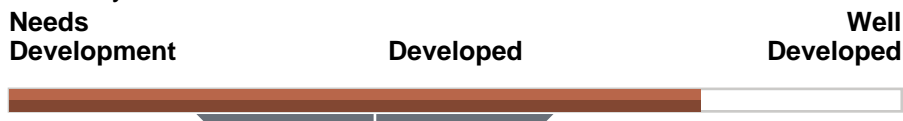
*The Reaction Index is determined by looking at Tin's External Control and Internal Control. The combination of this information will identify one's capacity for appropriate response in difficult situations. Levels of development will be indicated by Well Developed, Developed or Needs Development.*

**External Control:** The ability to appear to be rational and in control when facing problems or crises.



- He shows lack of discipline and organization when reacting to conflict, primarily dealing with problems involving practical situations.
- He shows lack of discipline and organization when reacting to conflict, primarily dealing with problems involving systems and theories.
- His capacity to organize and discipline his reactions when confronted with outside problems needs development.
- He shows lack of discipline and organization when reacting to conflict, primarily dealing with problems involving other people.

**Internal Control:** The ability to remain in conscious command of one's internal self when confronted with difficult circumstances and to respond rationally.



- He shows discipline and organization when reacting to conflict, primarily dealing with problems involving his roles in life.
- He shows discipline and organization when reacting to conflict, primarily dealing with problems involving self-discipline.
- His capacity to organize and discipline his reactions when confronted with problems within himself is well developed.
- He shows discipline and organization when reacting to conflict, primarily dealing with problems involving his own individuality.

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



# Business Performance Summary

The business performance summary will identify Tin's capacity to solve problems and concentrate during challenging times and ability to make balanced decisions. Levels of development will be indicated through a numerical score for Balanced Decision Making and External and Internal Control as well as by Well Developed, Developed and Needs Development for the Attitude Index.

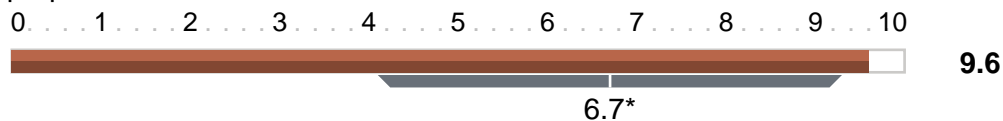
**Balanced Decision Making** - The ability to make consistently sound and timely decisions in one's personal and professional life.



**External Concentration Index** - The ability to concentrate with a sense of proportion in external situations.



**Internal Concentration Index** - The ability to concentrate with a sense of proportion in internal situations.



**Attitude Index:** Attitude Index shows the positive or negative attitude of the person toward the world and is a result of over or under-valuing the statements in the questionnaire.



■ - External   ■ - Internal   ■ - Combined External and Internal

## Attitude Index General Descriptors

- Appreciative - grateful, thankful
- Open-minded - accessible, flexible
- Approving - favorable
- Dynamic - lively, energetic, vibrant

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



## Business Performance Summary Continued

- Positive - encouraging, upbeat

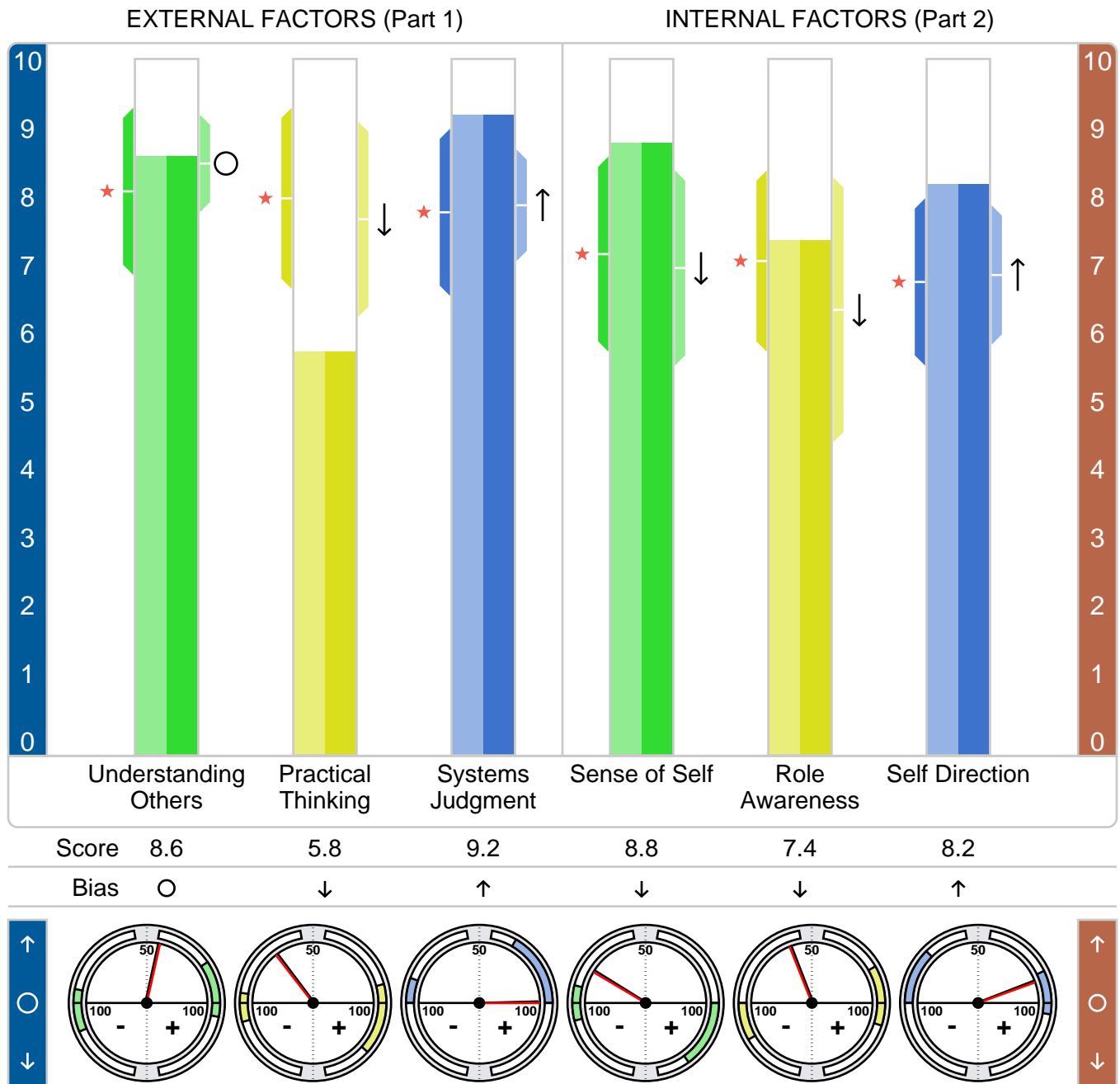
\* 68% of the population falls within the shaded area.





# Dimensional Balance

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





## Introduction Competencies Section

Your success in any job depends on the value of your contribution to the organization. Managers, mentors and professional coaches can encourage, advise and guide you as you grow professionally. However, the ultimate responsibility for your career development is yours and yours alone.

This report is designed to assist you in managing and developing your career. For many jobs, personal skills are as important as technical skills in producing superior performance. Personal skills are often transferable to different jobs, whereas technical skills are usually more specific.

**Your development of these personal skills are categorized into four levels:**

- 1) Well Developed
- 2) Developed
- 3) Moderately Developed
- 4) Needs Development

While personal skills are certainly important for career development, it is not necessary to fully develop every one. In fact, development of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development efforts on the personal skills that are required in your current job, or the job you want.

Be sure to read the entire report with an open mind. Everyone has areas where they can improve. Before deciding to work on developing personal skills you have not yet fully developed, you may want to discuss the report with a trusted peer, mentor or professional coach. You may even wish to share the report with your manager. In most cases, management takes a very positive view of individuals who wish to develop their skills.



# Development Indicator

*This section of your report shows your development level of 25 personal skills based on your responses to the questionnaire. The 25 personal skills have been categorized into four levels; based on means and standard deviations. Well Developed, Developed, Moderately Developed and Needs Development.*

Personal Skills Ranking	
1	Goal Achievement
2	Planning & Organizing
3	Continuous Learning
4	Personal Accountability
5	Creativity
6	Empathy
7	Understanding & Evaluating Others
8	Resiliency
9	Problem Solving Ability
10	Decision Making
11	Conceptual Thinking
12	Self-Management
13	Flexibility
14	Employee Development/Coaching
15	Persuasion
16	Customer Focus
17	Diplomacy & Tact
18	Leadership
19	Presenting
20	Written Communication
21	Futuristic Thinking
22	Teamwork
23	Conflict Management
24	Interpersonal Skills
25	Negotiation

**Note:** Don't be concerned if you have not developed all 25 personal skills. Research has proven that individuals seldom develop all 25. Development of the most important personal skills needed for your personal and professional life is what is critical.

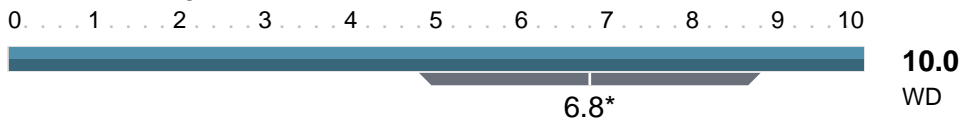
 Well Developed     Developed     Moderately Developed     Needs Development



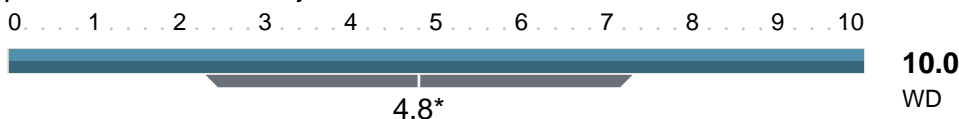
# Competencies Hierarchy

Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.

**1. Goal Achievement** - The ability to identify and prioritize activities that lead to a goal.



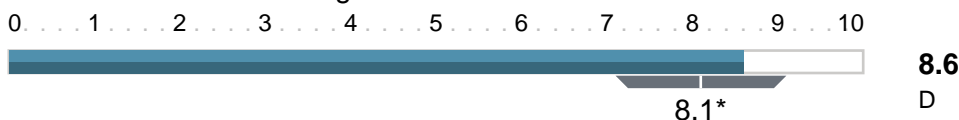
**2. Planning & Organizing** - Utilizing logical, systematic and orderly procedures to meet objectives.



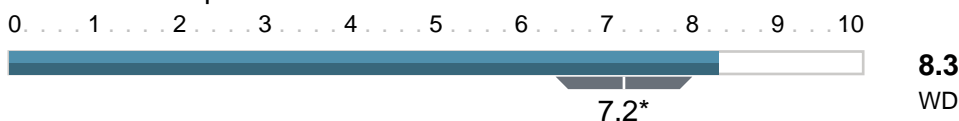
**3. Continuous Learning** - Taking initiative in learning and implementing new concepts, technologies and/or methods.



**4. Understanding & Evaluating Others** - The capacity to perceive and understand the feelings and attitudes of others.



**5. Personal Accountability** - A measure of the capacity to be answerable for personal actions.



**6. Resiliency** - The ability to quickly recover from adversity.



## Development Legend

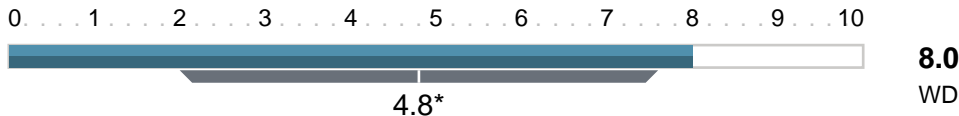
- WD = Well Developed
- D = Developed
- MD = Moderately Developed
- ND = Needs Development

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



# Competencies Hierarchy

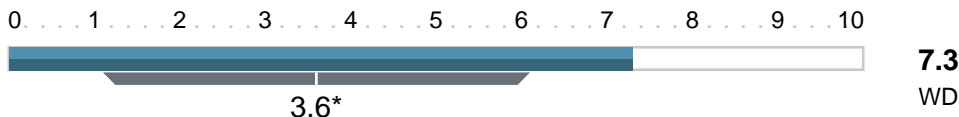
**7. Creativity** - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.



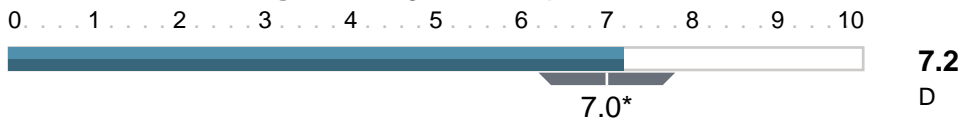
**8. Problem Solving Ability** - Anticipating, analyzing, diagnosing, and resolving problems.



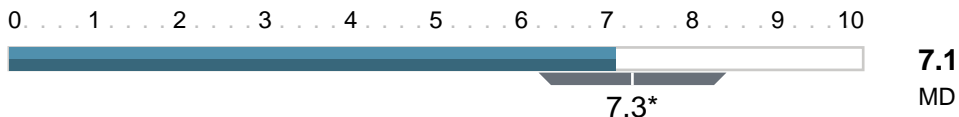
**9. Empathy** - Identifying with and caring about others.



**10. Decision Making** - Utilizing effective processes to make decisions.



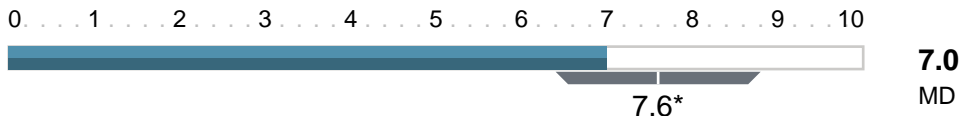
**11. Conceptual Thinking** - The ability to analyze hypothetical situations or abstract concepts to compile insight.



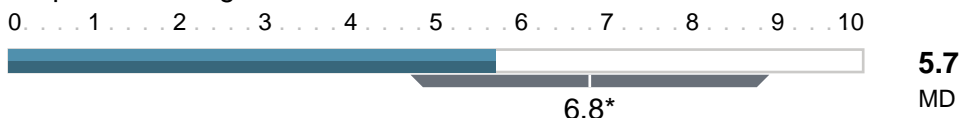
**12. Self-Management** - Demonstrating self control and an ability to manage time and priorities.



**13. Flexibility** - Agility in adapting to change.



**14. Employee Development/Coaching** - Facilitating and supporting the professional growth of others.

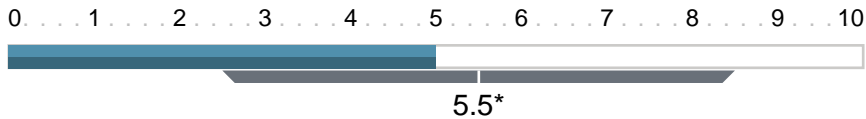


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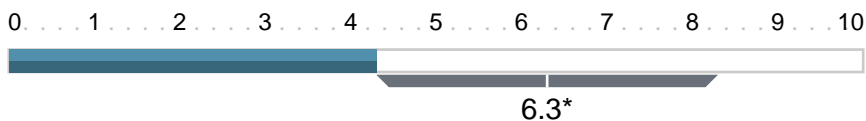
# Competencies Hierarchy

**15. Persuasion** - Convincing others to change the way they think, believe or behave.



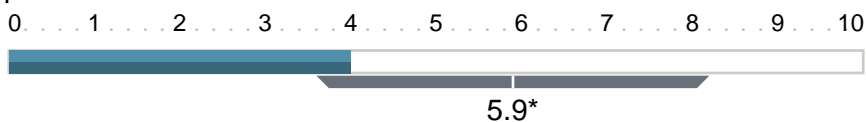
**5.0**  
MD

**16. Customer Focus** - A commitment to customer satisfaction.



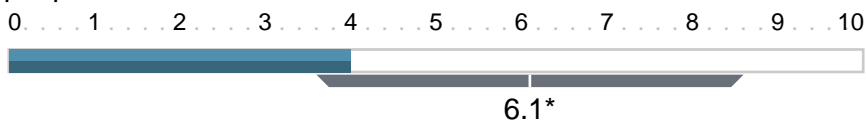
**4.3**  
MD

**17. Diplomacy & Tact** - The ability to treat others fairly, regardless of personal biases or beliefs.



**4.0**  
MD

**18. Leadership** - Achieving extraordinary business results through people.



**4.0**  
MD

**19. Presenting** - Communicating effectively to groups.



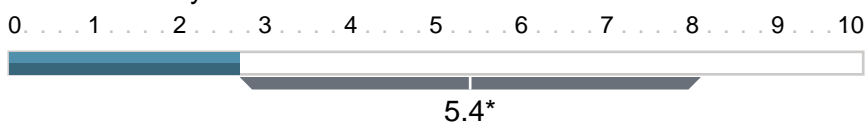
**3.0**  
MD

**20. Teamwork** - Working effectively and productively with others.



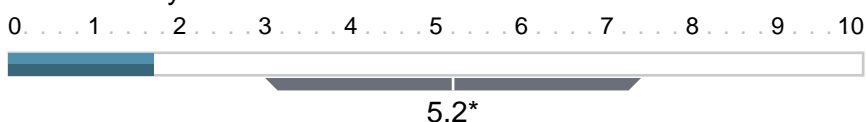
**3.0**  
ND

**21. Written Communication** - Writing clearly, succinctly and understandably.



**2.7**  
MD

**22. Conflict Management** - Addressing and resolving conflict constructively.



**1.7**  
ND

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



## Competencies Hierarchy

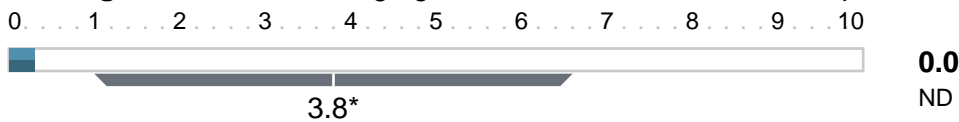
**23. Futuristic Thinking** - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



**24. Interpersonal Skills** - Effectively communicating, building rapport and relating well to all kinds of people.



**25. Negotiation** - Facilitating agreements between two or more parties.



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



# Well Developed Competencies

*This section of your report lists and describes competencies that are well developed based on your responses to the questionnaire. The statements listed below describe the consistent actions of individuals who are well developed in these competencies. Read each statement and think of when and where you have consistently demonstrated the actions described.*

**Goal Achievement:** The ability to identify and prioritize activities that lead to a goal.

- Establishes goals that are relevant, realistic and attainable
- Identifies and implements required plans and milestones to achieve specific business goals
- Initiates activity toward goals without unnecessary delay
- Stays on target to complete goals regardless of obstacles or adverse circumstances

**Planning & Organizing:** Utilizing logical, systematic and orderly procedures to meet objectives.

- Works effectively within established time frames and priorities.
- Utilizes logical, practical and efficient approaches.
- Prioritizes tasks for optimum productivity.
- Develops procedures, processes and systems for order, accuracy, efficiency and productivity.
- Anticipates probable effects, outcomes and risks.
- Develops contingency plans to minimize waste, error and risk.
- Allocates, adjusts and manages resources according to priorities.
- Monitors implementation of plans and makes adjustments as needed.

**Continuous Learning:** Taking initiative in learning and implementing new concepts, technologies and/or methods.

- Demonstrates curiosity and enthusiasm for learning.
- Takes initiative in acquiring and mastering the skills and knowledge requirements of a position.
- Keeps abreast of current or new information through reading and other learning methods.
- Actively interested in new technologies, processes and methods.
- Welcomes or seeks assignments requiring new skills and knowledge.
- Expends considerable effort and/or expense on learning.
- Genuinely enjoys learning.
- Identifies applications for knowledge.
- Is considered a knowledgeable resource by others.





# Well Developed Competencies

**Personal Accountability:** A measure of the capacity to be answerable for personal actions.

- Accepts personal responsibility for the consequences of personal actions
- Avoids placing unnecessary blame on others
- Maintains personal commitment to objectives regardless of the success or failure of personal decisions
- Applies personal lessons learned from past failures to moving forward in achieving future successes

**Creativity:** Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.

- Notices unique patterns, variables, processes, systems or relationships.
- Expresses non-traditional perspectives and/or novel approaches.
- Synthesizes and/or simplifies data, ideas, models, processes or systems.
- Challenges established theories, methods and/or protocols.
- Encourages and promotes creativity and innovation.
- Modifies existing concepts, methods, models, designs, processes, technologies and systems.
- Develops and tests new theories to explain or resolve complex issues.
- Applies unorthodox theories and/or methods.
- Imagines new or revolutionary concepts, methods, models, designs, processes, technology, systems, products, services or industries.

**Empathy:** Identifying with and caring about others.

- Demonstrates genuine concern for others.
- Respects and values people.
- Perceives and is sensitive to the emotions people experience.
- Expends considerable effort to understand the real needs, concerns and feelings of others.
- Advocates for the interests, needs and wants of others.
- Demonstrates cross-cultural sensitivity and understanding.
- Takes personal and/or professional risks for the sake of others.



## Developed Competencies

*This section of your report lists and describes the competencies in which you are developed based on your responses to the questionnaire. The statements listed below describe the consistent actions of individuals who are well developed in these competencies. Read each statement and think of when and where you have demonstrated the actions described.*

**Understanding & Evaluating Others:** The capacity to perceive and understand the feelings and attitudes of others.

- Demonstrates awareness of how actions will directly and indirectly impact others
- Listens to others attentively
- Demonstrates regard for and sensitivity to the feelings of others
- Values and respects the diversity of others and their beliefs

**Resiliency:** The ability to quickly recover from adversity.

- Continues toward goals in the face of difficulty and adversity
- Handles criticism and rejection from others with objectivity
- Recovers quickly from personal setbacks
- Moves past unforeseen obstacles without unnecessary delay

**Problem Solving Ability:** Anticipating, analyzing, diagnosing, and resolving problems.

- Anticipates, identifies and resolves problems or obstacles.
- Utilizes logic and systematic processes to analyze and solve problems.
- Defines the causes, effects, impact and scope of problems.
- Identifies the multiple components of problems and their relationships.
- Prioritizes steps to solution.
- Develops criteria for optimum solutions.
- Evaluates the potential impact of possible solutions and selects the best one.



# Developed Competencies

Decision Making: Utilizing effective processes to make decisions.

- Demonstrates an ability to make difficult decisions in a timely manner.
- Gathers relevant input and develops a rationale for making decisions.
- Evaluates the impact or consequences of decisions before making them.
- Acts decisively despite obstacles, resistance or opposition.
- Accepts consequences of decisions.
- Willing to correct erroneous decisions when necessary.
- Defends rationale for decisions when necessary.



## Moderately Developed Competencies

*This section of the report list and describes the competencies in which you are moderately developed based on your responses to the questionnaire. Very few individuals are well developed in all 25 competencies. The statements listed below describe consistent actions of individuals who are well developed in these competencies. Read each statement and place an X next to those that describe actions you need to demonstrate in order to fulfill the requirements of your job.*

**Conceptual Thinking:** The ability to analyze hypothetical situations or abstract concepts to compile insight.

- Demonstrates ability to forecast long range outcomes and develop suitable business strategies
- Identifies, evaluates and communicates potential impacts of hypothetical situations
- Defines options to leverage opportunities in achieving business goals
- Develops plans and strategies that lead to desired strategic outcomes

**Self-Management:** Demonstrating self control and an ability to manage time and priorities.

- Independently pursues business objectives in an organized and efficient manner
- Prioritizes activities as necessary to meet job responsibilities
- Maintains required level of activity toward achieving goals without direct supervision
- Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame

**Flexibility:** Agility in adapting to change.

- Responds promptly to shifts in direction, priorities and schedules.
- Demonstrates agility in accepting new ideas, approaches and/or methods.
- Effective in juggling multiple priorities and tasks.
- Modifies methods or strategies to fit changing circumstances.
- Adapts personal style to work with different people.
- Maintains productivity during transitions, even in the midst of chaos.
- Embraces and/or champions change.



# Moderately Developed Competencies

Employee Development/Coaching: Facilitating and supporting the professional growth of others.

- Expresses confidence in others' ability to perform.
- Identifies developmental needs.
- Encourages initiative and improvement.
- Provides opportunities for training.
- Gives new, difficult and/or challenging work assignments.
- Acknowledges and praises improvements.
- Trains, coaches and mentors others to develop.
- Views mistakes as opportunities for learning.
- Promotes learning and growth.

Persuasion: Convincing others to change the way they think, believe or behave.

- Utilizes the knowledge of other's needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
- Builds trust and credibility before attempting to promote concepts, products or services.
- Understands and utilizes compliance-producing behaviors to influence others such as authority, being likeable, proof of the prior compliance of others, limited availability, sampling or giving something away to create a sense of obligation.
- Uses logic and reason to develop rational arguments that challenge current assumptions, attitudes, beliefs, and behavior.
- Identifies and addresses the social, emotional, economic, and practical barriers that prevent people from complying.
- Adapts techniques and approaches to the needs and wants of those being influenced.

Customer Focus: A commitment to customer satisfaction.

- Consistently places a high value on customers and all issues related to customers
- Objectively listens to, understands and represents customer feedback
- Anticipates customer needs and develops appropriate solutions
- Meets all promises and commitments made to customers



# Moderately Developed Competencies

**Diplomacy & Tact:** The ability to treat others fairly, regardless of personal biases or beliefs.

- Maintains positive relationships with others through treating them fairly
- Demonstrates respect for others
- Understands and values differences between people
- Respects diversity in people

**Leadership:** Achieving extraordinary business results through people.

- Inspires others with compelling visions.
- Takes risks for the sake of principles, values or mission.
- Builds trust and demonstrates integrity with a noticeable congruence between words and actions (walks their talk).
- Demonstrates optimism and positive expectations of others.
- Delegates appropriate responsibilities and authority.
- Involves people in decisions that affect them.
- Addresses performance issues promptly, fairly and consistently.
- Adapts methods and approaches to the needs and motivations of others.
- Makes decisions to avoid or mitigate the negative consequences for people.
- Demonstrates loyalty to constituents.

**Presenting:** Communicating effectively to groups.

- Organizes information to be presented in succinct, logical sequence.
- Presents information in ways that makes abstract or complex concepts clear and understandable.
- Effectively utilizes language, word-pictures, stories, metaphors and humor.
- Utilizes a wide range of non-verbal communication or body language such as speech inflection, voice modulation, eye contact, facial expression and gestures.
- Implements a variety of visual and auditory devices to capture and invoke the audience's senses, participation and interest.
- Projects authenticity, confidence, conviction and passion.
- Appeals to and engages the heart and mind of the audience.
- Tailors presentation to the interests, needs and wants of audiences.
- Establishes and delivers content objectives.
- Communicates in ways that elevate audience awareness and understanding.
- Communicates in ways that enlighten, educate, challenge and persuade the audience to think, believe or behave in a specific way.
- Is recognized and relied upon as an effective spokesperson.



# Moderately Developed Competencies

Written Communication: Writing clearly, succinctly and understandably.

- Writes in ways that make abstract concepts, issues and information clear and understandable.
- Utilizes a wide range of appropriate writing techniques and methods.
- Succinctly presents objective or subjective viewpoints and arguments.
- Achieves communication objectives by organizing information in logical sequences that lead readers to come to natural conclusions.
- Determines what information needs to be communicated.
- Skillfully utilizes written language to convey key messages and meaning.
- Effectively involves readers in the material.
- Adjusts writing style to specific audiences as needed.

Futuristic Thinking: Imagining, envisioning, projecting and/or predicting what has not yet been realized.

- Demonstrates an ability to connect the dots and see the big-picture.
- Observes and analyzes the forces driving current reality that may have long-term effects.
- Utilizes foresight and intuitive perception as well as factual events to draw inferences.
- Recognizes, supports and/or champions progressive ideas.
- Anticipates future trends or events.
- Envisions possibilities others may not.
- Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning.



# Competencies Needing Development

*Very few individuals are well developed in all 25 competencies. This section of your report lists and describes the competencies you have not yet developed based on your responses to the questionnaire. The statements listed below describe the consistent actions of individuals who are well developed in these competencies. Read each statement and place an X next to those that describe actions you need to demonstrate in order to fulfill the requirements of your job.*

**Teamwork:** Working effectively and productively with others.

- Respects team members and their individual perspectives.
- Makes team mission and objectives a priority.
- Works toward consensus when team decisions are required.
- Meets agreed-upon deadlines on team assignments and commitments.
- Shares responsibility with team members for successes and failures.
- Keeps team members informed regarding projects.
- Supports team decisions.
- Recognizes and appreciates the contributions of team members.
- Behaves in a manner consistent with team values and mission.
- Provides constructive feedback to team and its members.
- Responds positively to feedback from team members.
- Raises and/or confronts issues limiting team effectiveness.

**Conflict Management:** Addressing and resolving conflict constructively.

- Readily identifies and addresses issues, concerns or conflicts.
- Recognizes opportunities for positive outcomes in conflict situations.
- Reads situations quickly and accurately to pinpoint critical issues.
- Listens to gain understanding of an issue from different perspectives.
- Diffuses tension and effectively handles emotional situations.
- Assists people in adversarial positions to identify common interests.
- Strives to settle differences equitably.
- Settles differences without damaging relationships.





# Competencies Needing Development

Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.

- Strives for self-awareness.
- Demonstrates sincere interest in others.
- Treats all people with respect, courtesy and consideration.
- Respects differences in the attitudes and perspectives of others.
- Listens, observes and strives to gain understanding of others.
- Communicates effectively.
- Sensitive to diversity issues.
- Develops and maintains relationships with many different kinds of people regardless of cultural differences.

Negotiation: Facilitating agreements between two or more parties.

- Understands both parties must get something they want before agreement is feasible.
- Listens to identify and understand what each party wants.
- Determines what each party is willing to accept in an agreement.
- Establishes a non-threatening environment, conducive to open communication for discussing possible terms of agreement.
- Develops the terms for an agreement.
- Ensures each party understands the terms of agreement.
- Binds agreements between parties with verbal and/or written contracts.



# Getting the Most From Your Report

Questions about the personal skills you are well developed in:

- Are you using the personal skills you are well developed in more in your personal or professional life?
- How is your development of these personal skills contributing to your success?
- How can you use these personal skills to advance your career, get a promotion or secure a better job?
- Do other people know that you are well developed in these personal skills?
- If not, what would be the benefit of sharing this information with them?

Questions about the personal skills in which you are developed and moderately developed:

- How has not fully developing these personal skills hindered your ability to succeed personally or professionally?
- Which of these personal skills might help you the most personally, if you developed them more thoroughly?
- Which of these personal skills might help you the most professionally, if you developed them more thoroughly?

Questions about the personal skills you have not yet developed:

- Which of these personal skills might help you the most personally, if you developed them?
- Which of these personal skills might help you the most professionally, if you developed them?