



TTI  
SUCCESS  
INSIGHTS®

# TTI Talent Insights®

## Management-Staff

**Harriet Garcia**

**Accounting**

**TAG**

**12.27.2022**

**The Abelson Group**

Solutions for Hiring, Managing, Team Development, Leading & Coaching

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# Table of Contents



Introduction - <i>Where Opportunity Meets Talent</i> .....	4
Introduction - <i>Behaviors</i> .....	5
Behavioral Characteristics .....	6
Value to the Organization .....	8
Checklist for Communicating .....	9
Checklist for Communicating - <i>Continued</i> .....	10
Communication Tips .....	11
Perceptions - <i>See Yourself as Others See You</i> .....	12
The Absence of a Behavioral Factor .....	13
Descriptors .....	14
Natural & Adapted Style .....	15
Adapted Style .....	17
Time Wasters .....	18
Areas for Improvement .....	22
Behavioral Hierarchy .....	23
Style Insights® Graphs .....	26
The TTI Success Insights® Wheel .....	27
Introduction - <i>Motivators</i> .....	29
Social .....	30
Theoretical .....	31
Aesthetic .....	32
Traditional .....	33
Individualistic .....	34
Utilitarian .....	35
Navigating Situations Outside Your Comfort Zone .....	36
Motivators - Norms & Comparisons .....	38
Motivators Hierarchy .....	40
Motivation Insights® Graph .....	41
Motivators Wheel™ .....	42
Introduction - <i>Integrating Behaviors &amp; Motivators</i> .....	43
Potential Behavioral & Motivational - <i>Strengths</i> .....	44
Potential Behavioral & Motivational - <i>Conflict</i> .....	45

# Table of Contents

## Continued



Ideal Environment .....	46
Keys to Motivating .....	47
Keys to Managing .....	48
Action Plan .....	49

# Introduction

## Where Opportunity Meets Talent



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

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

### Behaviors

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

### Motivators

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

### Integrating Behaviors and Motivators

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

# Introduction

## Behaviors



**Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.**

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

**In this report we are measuring four dimensions of normal behavior. They are:**

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."*

–W.M. Marston

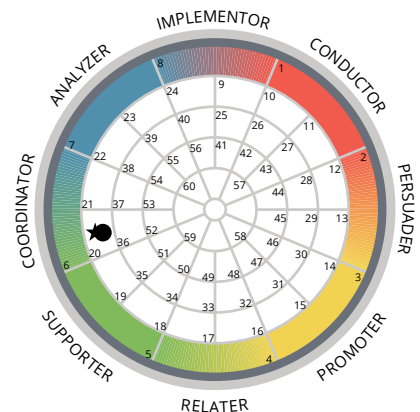
# Behavioral Characteristics



*Based on Harriet's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Harriet's natural behavior.*

Harriet has great abilities to concentrate on details. This concentration may be intense. She likes to develop a routine in both her personal and professional life and will function best when this routine is maintained. She can be motivated through teamwork. She likes to know she is a valued team member. Loyalty and being a team player are usually her goals. She is a good, steady, dependable team member. Harriet can be friendly with others in many situations, but primarily with groups of established friends and associates. She is sociable and enjoys the uniqueness of each human being. She likes to set her own pace. When others try to rush her, she feels threatened and may balk. She may have difficulty sharing her feelings if it may disturb the relationship. She is usually steady, easygoing and relaxed. Harriet requires many good reasons, as well as the benefits involved, before agreeing to making changes. She is family-oriented. She may go to great lengths to ensure the "happiness" of her personal or work family.

Harriet tries to use balanced judgment. She is the person who brings stability to the entire team. Making plans and following those plans is important to her. She uses logic to assist her in decision making. This tendency is helpful to others in her group. She may be reluctant to initiate new approaches to doing things. If she is shown the benefits, she will consider new procedures. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably won't want to repeat the process. She may tend to fight for her beliefs or those things she feels passionate about. Once she makes a decision, she can be organized in carrying it out. Logic is important when trying to influence her. She pays more attention to logic than emotional "hype."

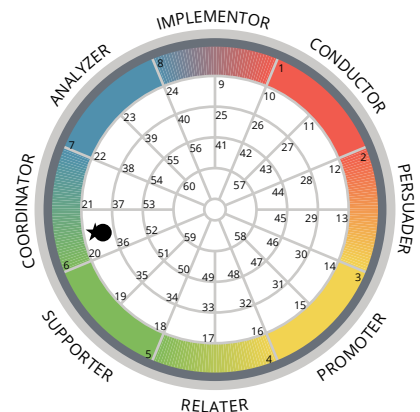


# Behavioral Characteristics

## Continued



Harriet likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Sometimes she will withdraw from a verbal battle. If she feels strongly about an issue, she may retreat to gather her resources and then return to take a stand! She can be outgoing at times. Basically introverted, she will "engage" in social conversation when the occasion warrants. She may guard some information unless she is asked specific questions. She will not willingly share unless she is comfortable with the knowledge she possesses about the topic. Harriet remains aloof from active participation in unfamiliar groups. She will talk more, however, in a group of people she trusts and has known for a long time. She does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. She is more motivated by logic than emotion. To her, logic represents tangible research. She usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted.

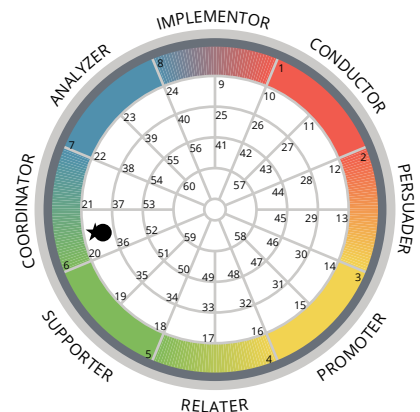


# Value to the Organization



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

- ✓ Builds good relationships.
- ✓ Consistent and steady.
- ✓ Presents the facts without emotion.
- ✓ Works for a leader and a cause.
- ✓ Patient and empathetic.
- ✓ Service-oriented.
- ✓ Objective and realistic.
- ✓ Can make decisions without getting emotionally involved.





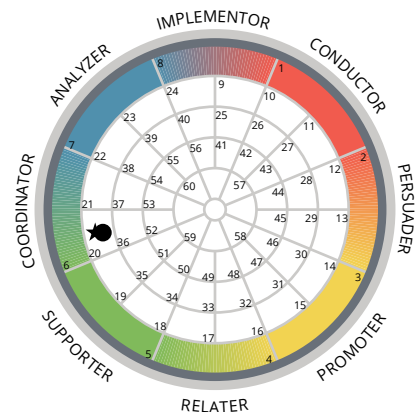
# Checklist for Communicating



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 Harriet. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Harriet most frequently.

## Ways to Communicate

- ✓ Respect her quiet demeanor.
- ✓ Be prepared with the facts and figures.
- ✓ Be patient and persistent.
- ✓ Listen to her.
- ✓ Use the proper buzz words that are appropriate to her expertise.
- ✓ Use an unemotional approach.
- ✓ Provide personal assurances, clear, specific solutions with maximum guarantees.
- ✓ Look for hurt feelings or personal reasons if you disagree.
- ✓ Give her time to analyze the data before making a decision.
- ✓ Present your case softly, non-threateningly, with a sincere tone of voice.
- ✓ Provide a friendly environment.
- ✓ Give pros and cons on ideas.



# Checklist for Communicating

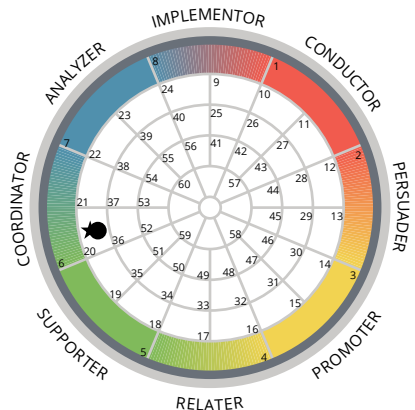
## Continued



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

- ❌ Be domineering or demanding; don't threaten with a position of power.
- ❌ Be redundant.
- ❌ Pretend to be an expert if you are not.
- ❌ Make statements you cannot prove.
- ❌ Patronize or demean her by using subtlety or incentive.
- ❌ Be disorganized.
- ❌ Use high speed, intense inputs.
- ❌ Force her to respond quickly to your objectives. Don't say, "Here's how I see it."
- ❌ Be superficial.
- ❌ Leave things open to interpretation.
- ❌ Offer assurance and guarantees you can't fulfill.



# Communication Tips



This section provides suggestions for methods which will improve Harriet's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Harriet will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

## Compliance

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

- ✓ Prepare your "case" in advance.
- ✓ Stick to business.
- ✓ Be accurate and realistic.
- ✗ Being giddy, casual, informal, loud.
- ✗ Pushing too hard or being unrealistic with deadlines.
- ✗ Being disorganized or messy.

## Dominance

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

- ✓ Be clear, specific, brief and to the point.
- ✓ Stick to business.
- ✓ Be prepared with support material in a well-organized "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

## Steadiness

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

- ✓ Begin with a personal comment—break the ice.
- ✓ Present your case softly, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

## Influence

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

- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures, alternatives, abstractions.

# Perceptions



## See Yourself As Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Harriet's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Harriet to project the image that will allow her to control the situation.



### Harriet usually sees herself as being:

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



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

- ✓ Nondemonstrative
- ✓ Hesitant
- ✓ Unconcerned
- ✓ Inflexible



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

- ✓ Possessive
- ✓ Stubborn
- ✓ Detached
- ✓ Insensitive

# The Absence of a Behavioral Factor



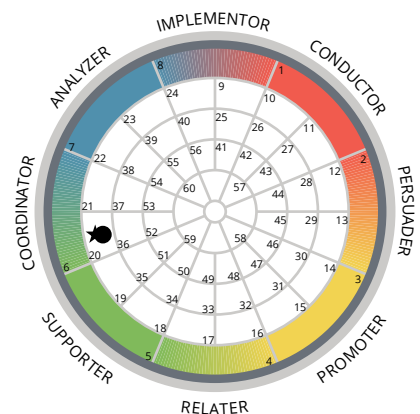
*The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral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

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

- Avoid working environments that see a realistic nature as purely pessimistic.
- Avoid situations where they are forced to trust without supporting data.
- Avoid environments that are about quantity over quality.

## 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.
- Understand when an analytical perspective is needed and valued.
- Not verbalizing feelings and perspectives may delay desired outcomes.



# Descriptors



Based on Harriet's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she responds to rules and procedures set by others.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
<b>Dominance</b>	<b>Influence</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 & Adapted Style



Harriet'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

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

### Adapted

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

## People & Contacts

### Natural

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

### Adapted

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

# Natural & Adapted Style



## Pace & Consistency

### Natural

Harriet is comfortable in an environment in which there are few projects going on concurrently. She 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

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



## Procedures & Constraints

### Natural

Harriet is concerned with doing things right. She can be quite worrisome and possibly fearful that mistakes will crop into the procedure. She 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

Harriet is displaying a natural concern for quality and procedures that acquire quality. She wants to know the rules so she can abide by them.

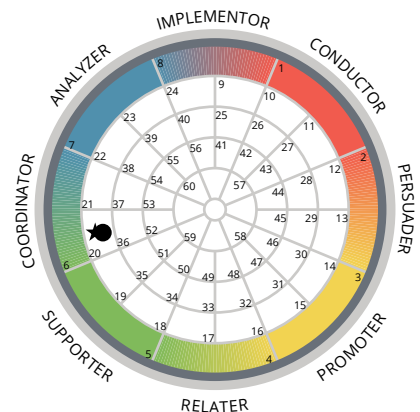


# Adapted Style



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

- ✓ Gathering data in a logical, systematic way.
- ✓ Working in a systematic, non-demonstrative manner.
- ✓ Logical solutions.
- ✓ Task focus over people focus.
- ✓ Using a disciplined approach.
- ✓ Adherence to established guidelines and procedures.
- ✓ Accomplishing tasks without many people contacts.
- ✓ Making decisions in an objective, unemotional manner.
- ✓ Limited or prepared changes in routine.
- ✓ Using a proven, procedure-oriented method when implementing change.
- ✓ Consistency of task performance.



# 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.

## Habits

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

### Possible Causes:

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

### Possible Solutions:

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

## Failure To Anticipate

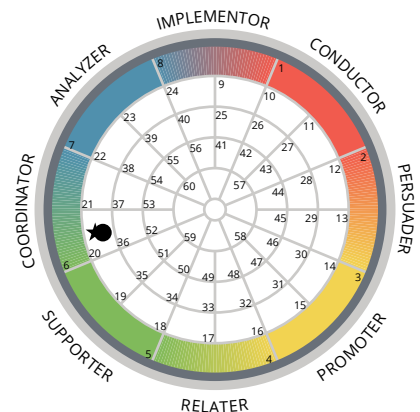
Failure to anticipate is the lack of focusing on possible outcomes or requirements.

### Possible Causes:

- Expect only the best to happen
- Expect everyone else to do their best
- Trust the system to run well
- Focus on the here and now rather than the future
- Resist change

### Possible Solutions:

- Set aside a specific amount of time each day to consider outcome possibilities



# Time Wasters

## Continued



- Talk with others who may have prior experience with a specific task or person

## Not Exercising Authority

*Not exercising authority is the inability to make decisions that might adversely impact some people and compromises the success of task accomplishment. It is also the resistance to making the tough calls.*

### Possible Causes:

- Want to be seen as supportive
- Believe people will do what is right
- Fear offending others
- Fear creating conflict between team members

### Possible Solutions:

- Have clearly defined and written performance objectives
- Have clearly written rationale for specific decisions
- Assign decision reporting to the deputy/assistant
- Appoint a strong deputy or assistant
- Have a "Good Guy/Bad Guy" image agreement with deputy/assistant

## Failure To Share Information

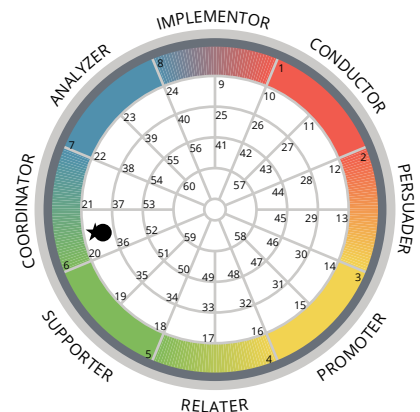
*The failure to share information is the inability or unwillingness to discuss with others.*

### Possible Causes:

- Don't think others want to know the information
- Unclear of the way the information will be used/received
- Wait until asked before sharing information

### Possible Solutions:

- Let others know that they need to ask for information
- Share with those whose opinions you trust





# Time Wasters

## Continued

### Postpone The Unpleasant

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

#### Possible Causes:

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

#### Possible Solutions:

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

### Failure To Clarify Precise Responsibilities With Manager

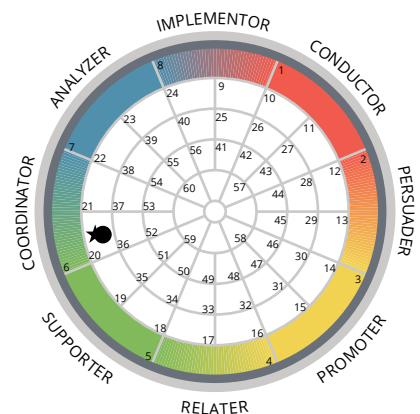
*The failure to clarify precise responsibilities with your manager assumes that you have a full understanding of his/her expectations. It infers that your manager understands your job and concurs with your assessment of requirements.*

#### Possible Causes:

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

#### Possible Solutions:

- Have informal conversations with the manager about his/her expectations

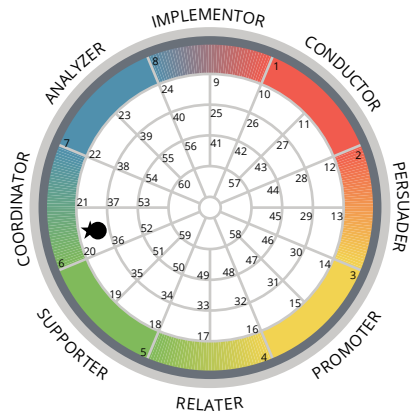


# Time Wasters

## Continued



- Share with manager your expectations
- Clarify with peers and other managers your duties and responsibilities
- Read and discuss articles on "management by objectives"



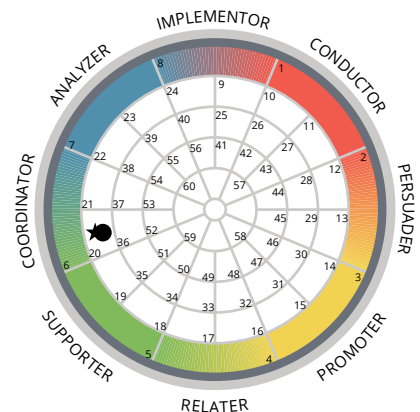
# Areas for Improvement



*In this area is a listing of possible limitations without regard to a specific job. Review with Harriet and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

## Harriet has a tendency to:

- ✓ Be dependent on others for decisions, even if she knows she is right.
- ✓ Have difficulty establishing priorities. Have a tendency to make all things a number one priority—may have trouble meeting deadlines.
- ✓ Not take action against those who challenge or break the rules or guidelines.
- ✓ Yield to avoid controversy—attempt to avoid the antagonistic environment.
- ✓ Need help in prioritizing new assignments.
- ✓ Not let others know where she stands on an issue.
- ✓ Not project a sense of urgency—others may not feel the pressure to help immediately.
- ✓ Be defensive when risk is involved—move towards maintaining status quo.
- ✓ Become resistive and indecisive when forced to act quickly. Without proper information, she will resist in a passive-aggressive manner.

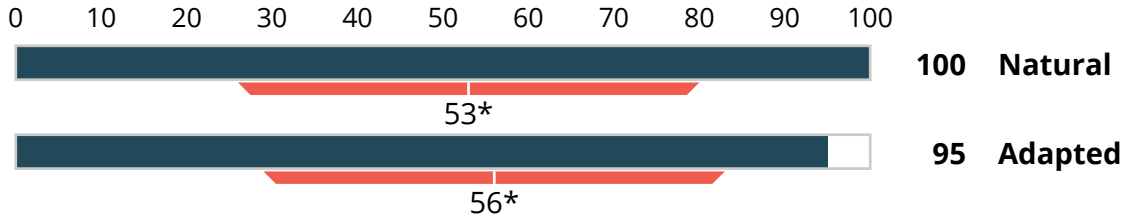


# Behavioral Hierarchy

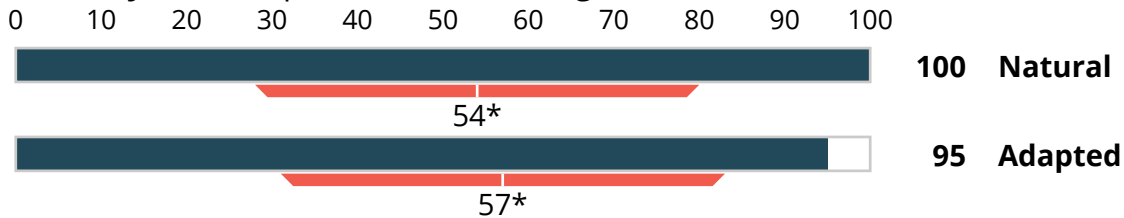


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

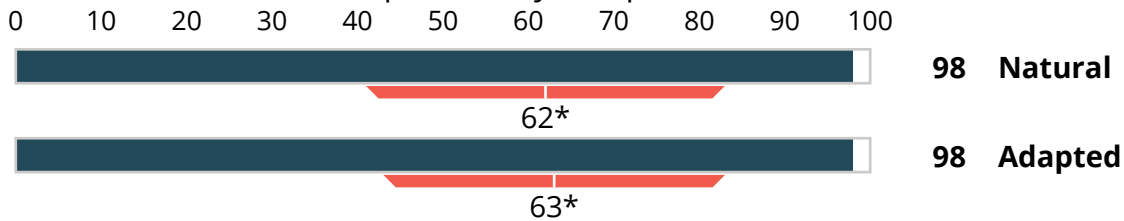
## 1. Organized Workplace - Establish and maintain specific order in daily activities.



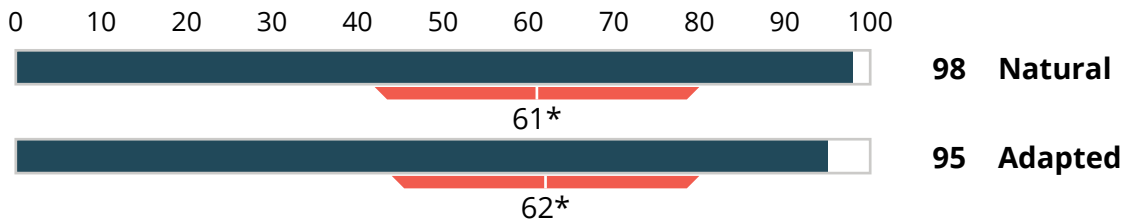
## 2. Analysis - Compile, confirm and organize information.



## 3. Consistent - Perform predictably in repetitive situations.



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



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

# Behavioral Hierarchy

## Continued



### 5. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



90 Natural

62\*



97 Adapted

63\*

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

0 10 20 30 40 50 60 70 80 90 100



55 Natural

64\*



55 Adapted

62\*

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

0 10 20 30 40 50 60 70 80 90 100



52 Natural

63\*



58 Adapted

62\*

### 8. Competitive - Want to win or gain an advantage.

0 10 20 30 40 50 60 70 80 90 100



30 Natural

49\*



20 Adapted

47\*

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



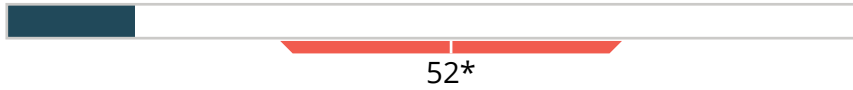
# Behavioral Hierarchy

## Continued

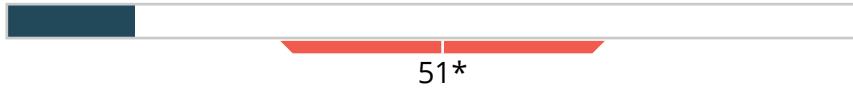


### 9. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100



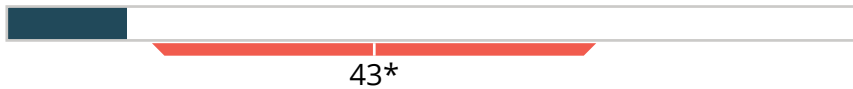
15 Natural



15 Adapted

### 10. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



14 Natural



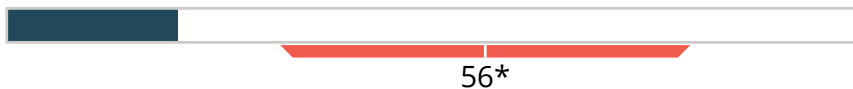
12 Adapted

### 11. Interaction - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



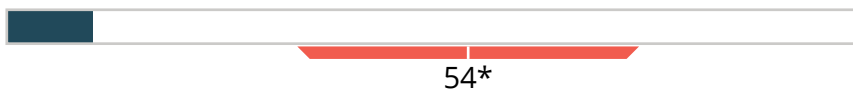
10 Natural



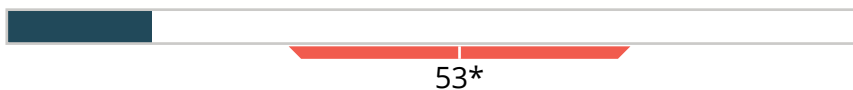
20 Adapted

### 12. Versatile - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



10 Natural



17 Adapted

SIA: 16-07-93-78 (20) SIN: 22-08-93-91 (20)

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

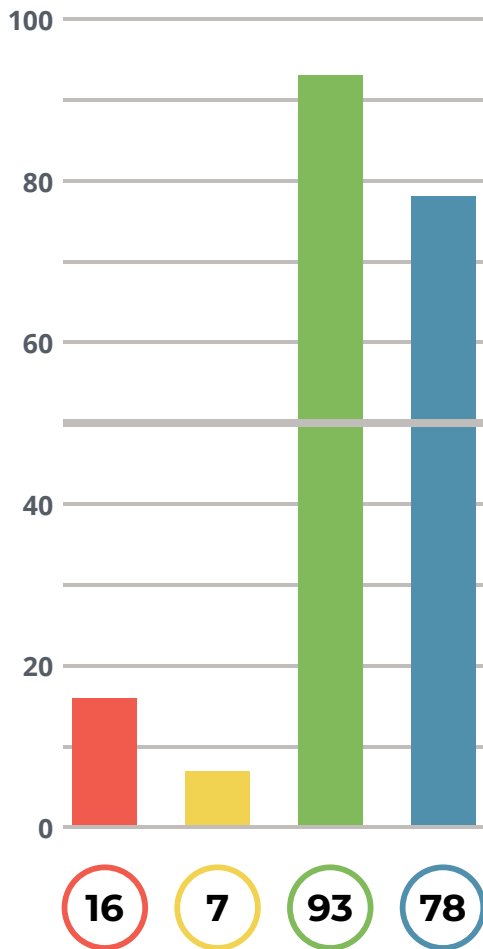
# Style Insights® Graphs



Graph I

## Adapted Style

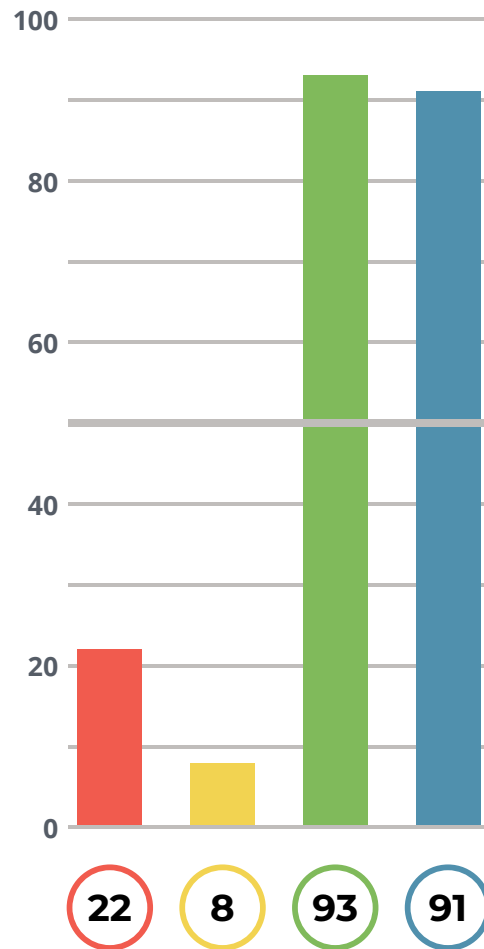
**D**   **I**   **S**   **C**



Graph II

## Natural Style

**D**   **I**   **S**   **C**



# The TTI Success Insights® Wheel



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

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.

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

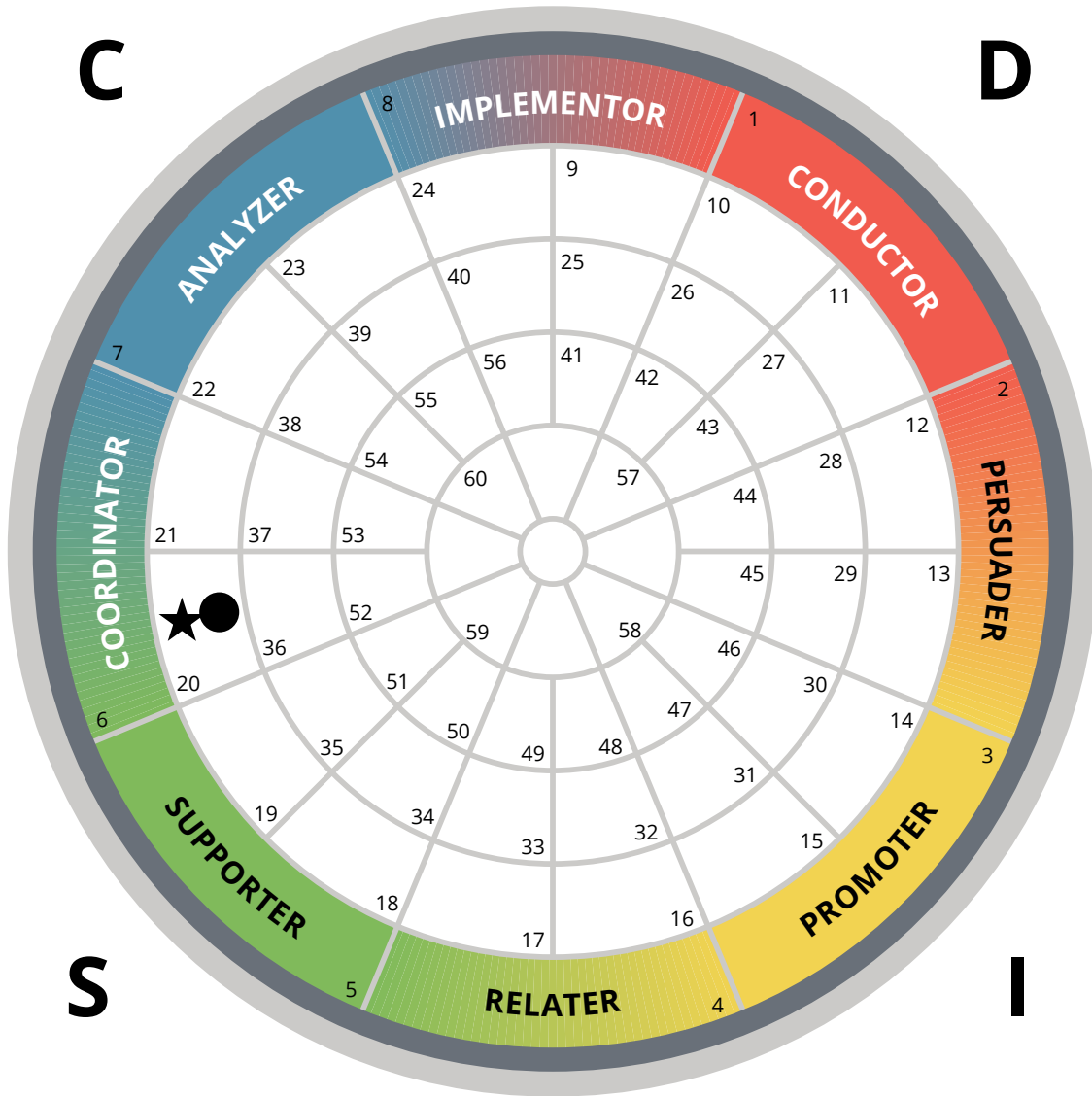
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

# The TTI Success Insights® Wheel



**Harriet Garcia**

TAG  
12-27-2022



Adapted: ★ (20) SUPPORTING COORDINATOR  
 Natural: ● (20) SUPPORTING COORDINATOR  
 Norm 2021 R4

T: 6:28

# Introduction

## Motivators



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

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

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

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

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

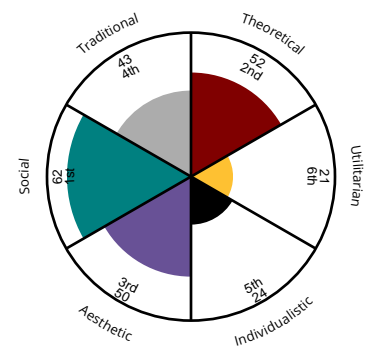
Your Personal Motivators Ranking		
1st	Social	<b>Strong</b>
2nd	Theoretical	<b>Strong</b>
3rd	Aesthetic	<b>Situational</b>
4th	Traditional	<b>Situational</b>
5th	Individualistic	<b>Indifferent</b>
6th	Utilitarian	<b>Indifferent</b>

# 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.*

- Harriet will blame the system more than the individual and will work diligently to change the system.
- Looking for the positive in a situation energizes her to solve problems that people are experiencing.
- Eliminating hate and conflict in the world is one of Harriet's passions.
- Harriet has the ability to be empathetic toward those who are hurting.
- She has the ability to instinctively notice and respond to people in need.
- She wants to promote a doctrine of fairness with regard to rules that regulate people.
- In business, she wants everyone to receive the most value money can buy.
- Wanting others to enjoy the classics and helping to preserve them for future generations is of interest to her.
- Harriet will have causes that cannot be won, satisfying her inner need for peace. Even if the cause cannot be won, she will still be compelled to try.
- If she thinks it will harm the relationship, Harriet will avoid confrontation.

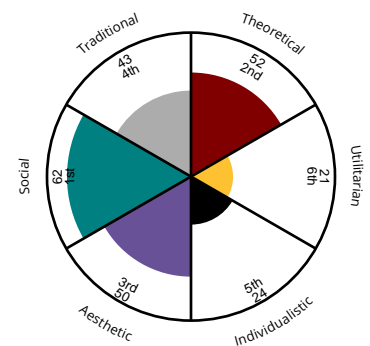


# Theoretical



*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.*

- Harriet has the potential to become an expert in her chosen field.
- Harriet is very good at integrating past knowledge to solve present problems.
- Harriet is comfortable around people who share her interest for knowledge and especially those people with similar convictions.
- She may have difficulty putting down a good book.
- A comfortable job for Harriet is one that challenges her knowledge.
- She will usually have the data to support her convictions.

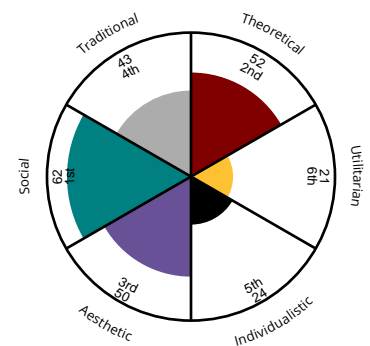


# Aesthetic



*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.*

- At times Harriet will look for the beauty in all things.
- Harriet may desire fine things for her 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 her.
- There could be a specific area that is of great interest to her. For instance, she may be appreciative of the natural beauty of mountains and streams, but may not be overly impressed by the works of Picasso or Rembrandt.



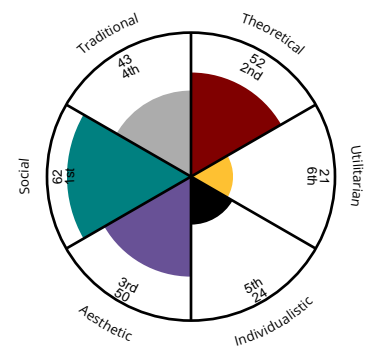


# Traditional



*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.*

- Harriet lets her conscience be her guide.
- Harriet at times will evaluate others based on her rules for living.
- Harriet needs to be able to pick and choose the traditions and set of beliefs to which she will adhere.
- She will have strong beliefs within a system that she feels most comfortable with, and she will not be as strong in her beliefs or approach if she lacks that interest level.

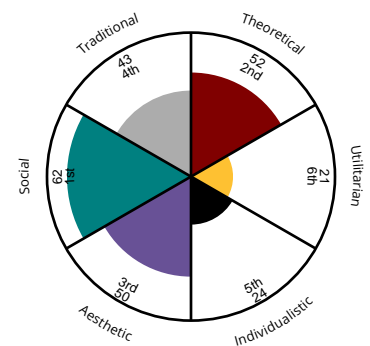


# Individualistic



*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.*

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

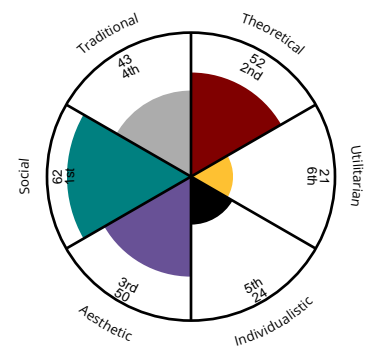


# Utilitarian



*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.*

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



# 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 Social.

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

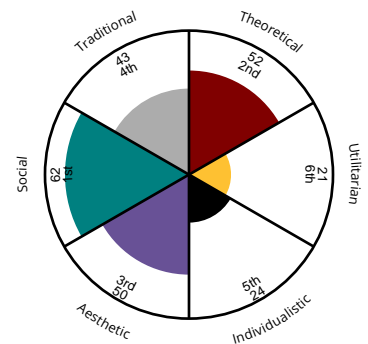
1. How does the mindset of a high Utilitarian contribute to today's workforce?
2. How do Utilitarians contribute to the world, your professional life and your personal life?

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

- Present championed causes in a way that provides some type of return for the organization, and look to partner in order to create a more efficient and effective path to solving the problem.
- Look for ideas to increase resources in order to meet the needs of the cause. If more resources are not an option, the high Utilitarian will have strategies for alternative solutions and/or stretching the current resources, therefore creating a solution that's sustainable over time.

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

- Be conscious of the fact that the high Utilitarian will always focus on return. Leverage the return on talent within the organization as a way to help causes. How can helping the cause improve the utilization of people?
- The stronger return the organization is receiving, the more funds available to promote corporate social responsibility efforts. Create a dialogue around how to achieve the common goal and satisfy both motivations.



# NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE

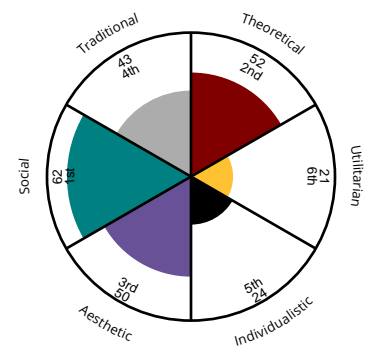


The high Utilitarian will protect her assets to ensure the future of her economic security.

- Economic security for the organization can lead to security for the employees and the overall ability to get involved in the community. Be sure to express a voice as to how decisions solely based on the organization will negatively impact retention and engagement.
- Be careful that too much focus on the smaller social matter can detract from the ability to provide a return in order to solve the larger social issues.

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

- Presenting ideas at a time when a financial crunch or situation is not occurring is going to be key. Financial security will be a factor in getting a yes. They will only invest when there is a personal benefit to giving to the cause. If they don't see something in it for them, they won't move forward.
- Recognize that Utilitarians are about self, where as Socials are about others. There is going to be some level of agreeing to disagree. However, there will also need to be a compromise as to how much "self" is too much and how much "others" is too much.



# Motivators - Norms & Comparisons

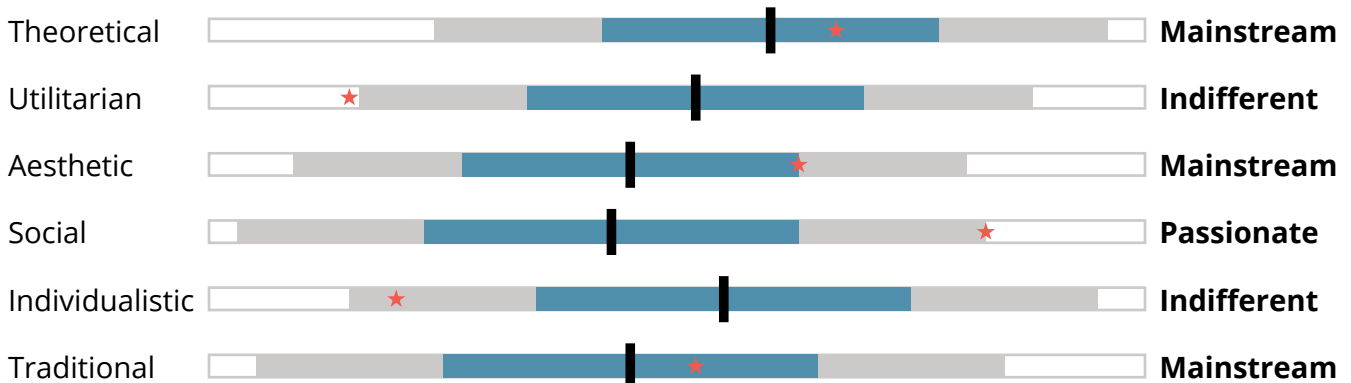


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people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

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

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

## Norms & Comparisons Table - Norm 2021



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

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

# Motivators - Norms & Comparisons



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

- You have a very strong desire to help eliminate pain and conflict in the world, even to the point of personally taking on the pain of others. You will tend to give freely of your time, talent and resources expecting little or nothing in return.

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

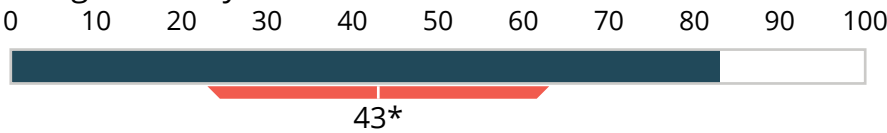
- Understanding people who view the world based on return on investment will frustrate you. Other things are more important to you.
- You can be frustrated by others who are always jockeying for position and control.

# Motivators Hierarchy

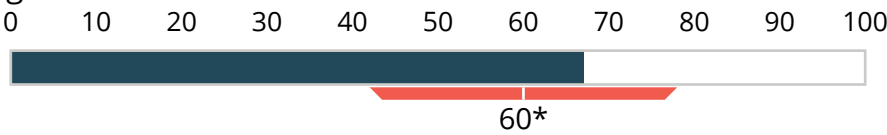


Your drive to succeed in anything you do is determined by your underlying motivators. You will feel energized and successful at work when your job supports your personal motivators. They are listed below from the highest to the lowest.

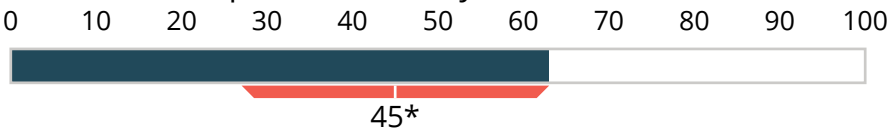
**1. Social** - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



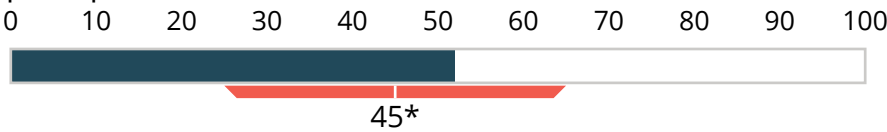
**2. Theoretical** - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



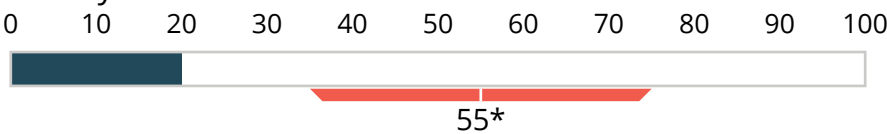
**3. Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



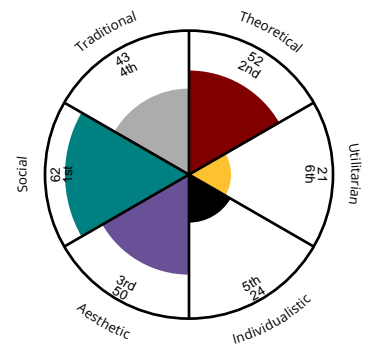
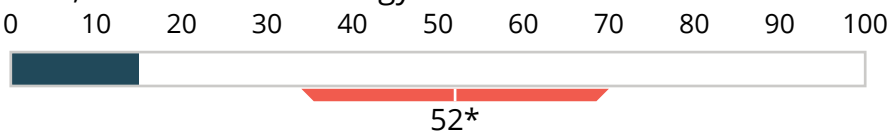
**4. Traditional/Regulatory** - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



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



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



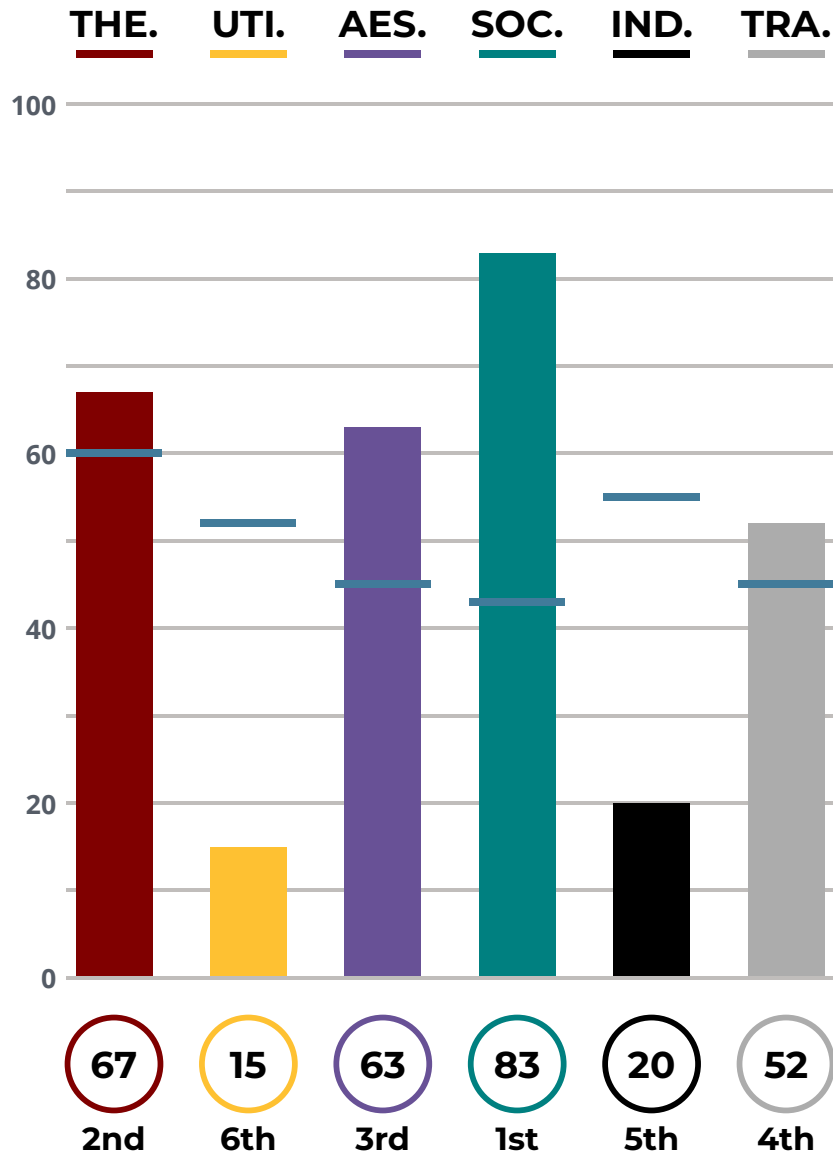
\* 68% of the population falls within the shaded area.



# Motivation Insights® Graph



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

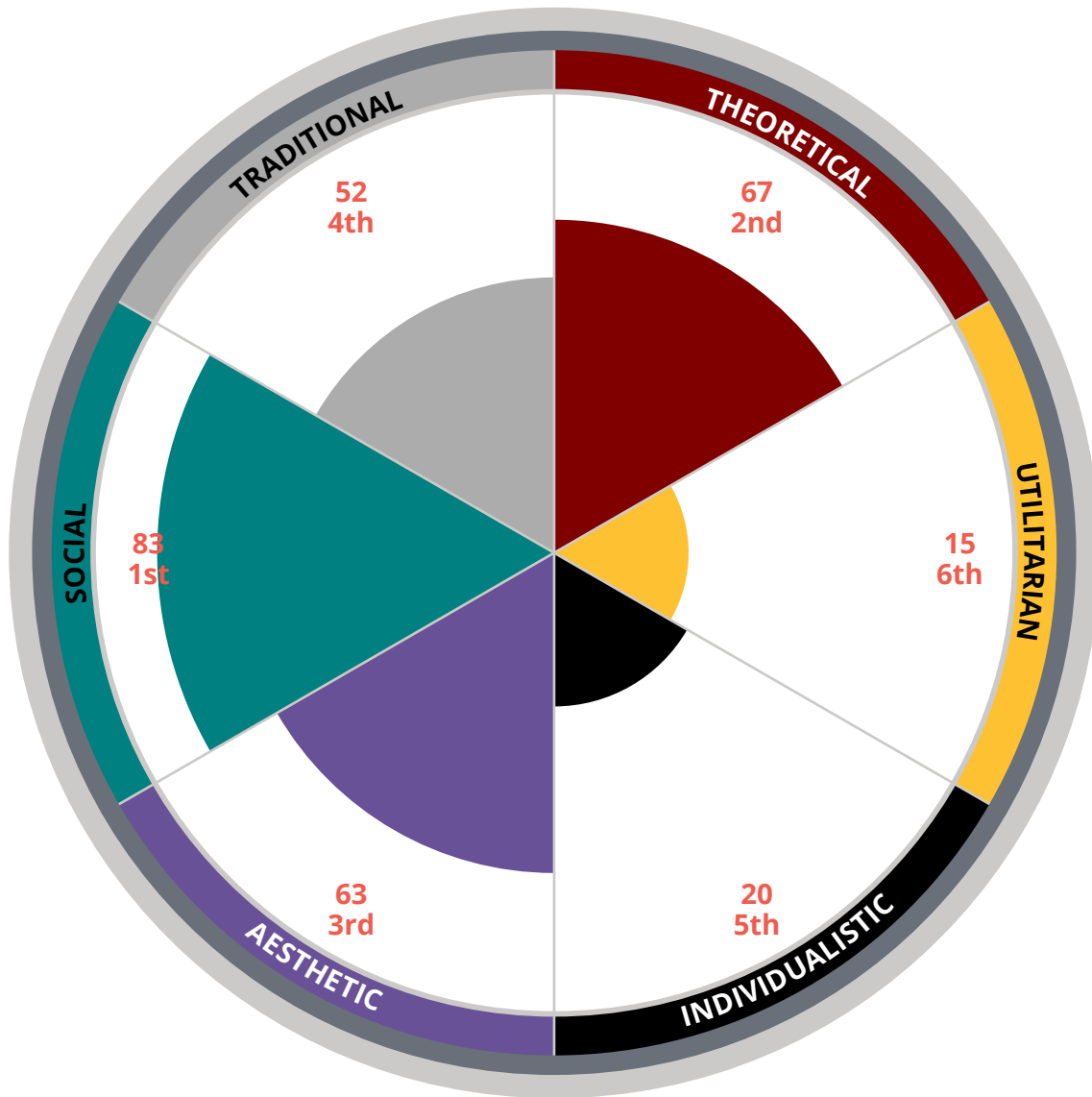


— national mean  
**Norm 2021**  
 12-27-2022  
 T: 11:51

# Motivators Wheel™



12-27-2022



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# Introduction



## Integrating Behaviors & Motivators

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

### In this section you will find:

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

# Potential Behavioral & Motivational Strengths



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

- Wants to methodically solve people-related problems that benefit the greater good.
- Accommodating and pleasing others is one of her natural talents.
- Great at retrieving information for decision makers she trusts.
- Good listener when being presented with accurate facts and figures.
- Anticipates challenges within the process in order to help people succeed.
- Brings organization for those striving for the same cause.
- Asks many questions to find the correct answers.
- Defines and clarifies procedures clearly by having and providing necessary information.

# Potential Behavioral & Motivational Conflict



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

- Sees change for change's sake as negative for herself and others.
- May have difficulty correcting others as she wants to help but not offend.
- Struggles in adapting to new situations without preparation.
- May withhold sharing of knowledge to meet her security needs.
- A desire to help is preceded with a tendency to over correct.
- May micromanage friends or family and in turn, unintentionally alienate others.
- Can be defensive when hard facts are questioned.
- May be seen as a procrastinator due to her desire for all information and fear of making a mistake.

# Ideal Environment



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

- Needs personal attention from her manager and compliments for each assignment well done.
- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Close relationship with a small group of associates.
- A forum to demonstrate the ability to gather facts and information.
- A credible manager that provides enough information.
- Information and time to make decisions.
- Have resources and tools in proper order for efficient access to help others.
- Provide functional and useful ways to help others achieve and win.
- Ability to help others within the organizational framework.

# Keys To Motivating



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

## Harriet wants:

- Limited exposure to new procedures.
- A predictable work environment.
- Activities she can start and finish.
- To understand why a procedure is going to change or not be followed prior to the start of that change.
- To be seen as the keeper of information.
- An opportunity to methodically layout research and work through the information-gathering process.
- The information and facts necessary to help others achieve their goals.
- Accountability for the desired humanitarian outcomes.
- Processes and procedures for maintaining compliance while giving back to society.

# Keys To Managing



*In this section are some needs which must be met in order for Harriet to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Harriet and identify 3 or 4 statements that are most important to her. This allows Harriet to participate in forming her own personal management plan.*

## Harriet needs:

- Time to see and test if the plan will work.
- A manager who delegates in detail.
- The facts in a logical sequence.
- To ask questions when evaluating others' efforts instead of making judgments on the perceived lack of detail.
- A consistent approach to apply new information.
- Appropriate time to research and understand new information.
- To be involved in determining how new procedures may affect people.
- To be positioned as the champion on procedures and to help others understand them.
- To utilize her drive to help others in negotiations on the job.



# Action Plan

## Professional Development



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

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---

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

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---

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

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---

---

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

---

---

---

# Action Plan

## Personal Development



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

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---

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

---

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---

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

---

---

---

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

---

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