



TTI
SUCCESS
INSIGHTS®

TriMetrix® ACI
Executive

John Doe
Position XYZ
ABC Company

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Introduction Where Opportunity Meets Talent®

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

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

Behaviors

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

Motivators

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

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.



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

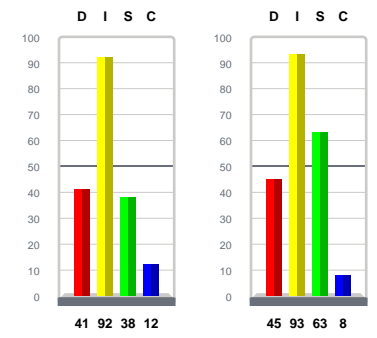
Based on John's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general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

John is good at creating enthusiasm in others. He is gregarious and sociable. He will be seen as a good mixer both on or off the job. He is enthusiastic and usually slow to anger. He is optimistic and usually has a positive sense of humor. John is approachable, affectionate and understanding. He can combine and balance enthusiasm and patience. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He seeks popularity and social recognition. He likes to deal with people in a favorable social environment. John likes to develop people and build organizations. He tends to trust people and may be taken advantage of because of his high trust level.

John is good at solving problems that deal with people. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He likes to participate in decision making. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. John likes working with others who make quick decisions. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship.



Adapted Style Natural Style

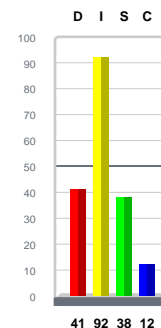




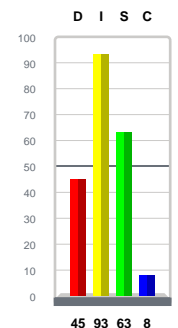
General Characteristics Continued

John tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. He is good at negotiating conflict between others. John feels that "if everyone would just talk it out, everything would be okay!" He usually uses many gestures when talking. John is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He is both a good talker and a good listener. It is important for John to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He judges others by their verbal skills and warmth.

Adapted Style



Natural Style





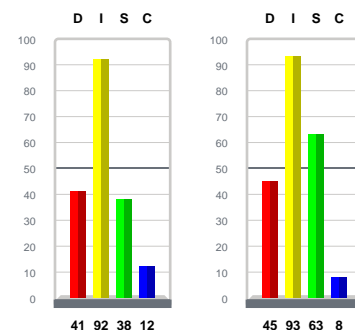
Value to the Organization

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

- People-oriented.
- Builds confidence in others.
- Big thinker.
- Optimistic and enthusiastic.
- Negotiates conflicts.
- Verbalizes his feelings.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Positive sense of humor.
- Team player.

Adapted Style

Natural Style



John Doe



Checklist for Communicating

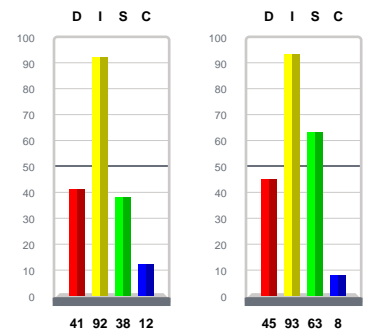
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with John. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with John most frequently.

Ways to Communicate:

- Appeal to the benefits he will receive.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Define the problem in writing.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Provide ideas for implementing action.
- Use a balanced, objective and emotional approach.
- Clarify any parameters in writing.
- Provide "yes" or "no" answers--not maybe.
- Read the body language for approval or disapproval.
- Provide testimonials from people he sees as important.
- Look for his oversights.



Adapted Style Natural Style





Checklist for Communicating Continued

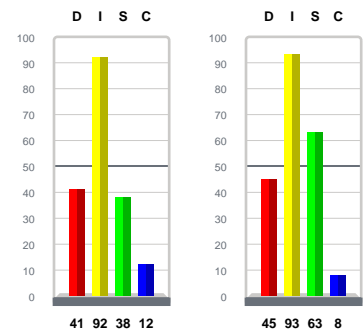
This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Ways NOT to Communicate:

- Be dictatorial.
- Ramble.
- Leave decisions hanging in the air.
- "Dream" with him or you'll lose time.
- Legislate or muffle--don't overcontrol the conversation.
- Drive on to facts, figures, alternatives or abstractions.
- Let him overpower you with verbiage.
- Talk down to him.
- Be curt, cold or tight-lipped.



Adapted Style Natural Style





Descriptors

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

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



Perceptions

See Yourself as Others See You

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

Self-Perception

John usually sees himself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

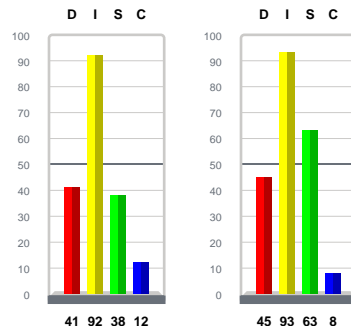
Others' Perception - Extreme

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

- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter

Adapted Style

Natural Style





Communication Tips

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

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.



Areas for Improvement

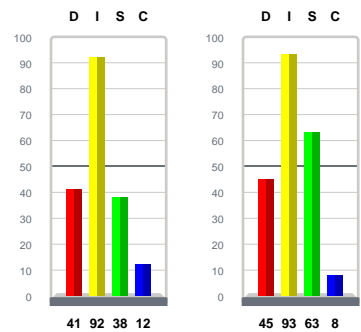
In this area is a listing of possible limitations without regard to a specific job. Review with John and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

John has a tendency to:

- Overestimate his ability to motivate people or change others' behavior.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- Make decisions based on surface analysis.
- Be too verbal in expressing criticism.
- Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Be so enthusiastic that he can be seen as superficial.



Adapted Style Natural Style



Natural and Adapted Style

John's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Problems - Challenges

Natural

John is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. John will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a person who is "easy" to work with.

Adapted

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

People - Contacts

Natural

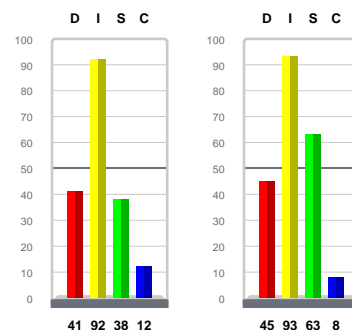
John's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

Adapted

John sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Adapted Style

Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

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

Adapted

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

Procedures - Constraints

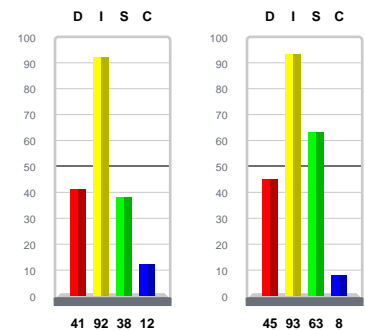
Natural

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

Adapted

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

Adapted Style Natural Style





Adapted Style

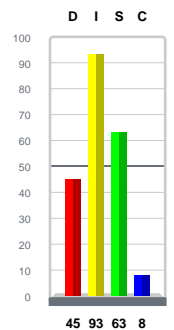
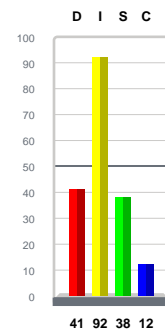
John sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Being independent and innovative.
- Acting independently and without precedent.
- Using a direct, forthright and honest approach in his communications.
- Motivating people to take action by using persuasive skills.
- Maintaining an ever-changing, friendly, work environment.
- Optimistic, future-oriented outlook.
- Positive, outgoing, friendly behavior.
- Participative management.
- Firm commitment to accomplishments.
- Making tactful decisions.
- Flexibility.
- Willing to take risks when others may be hesitant.



Adapted Style

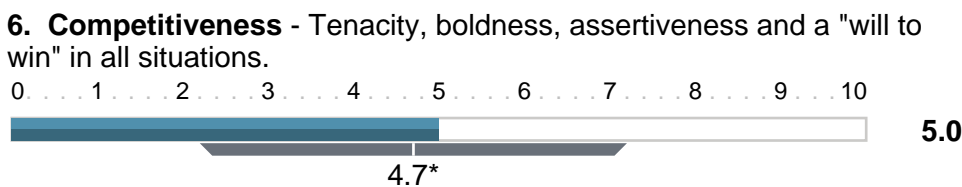
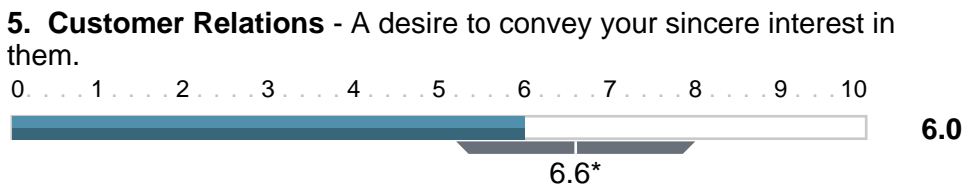
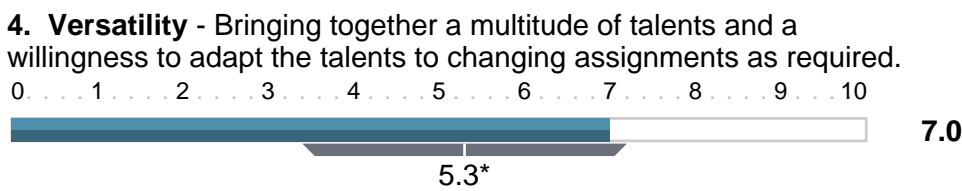
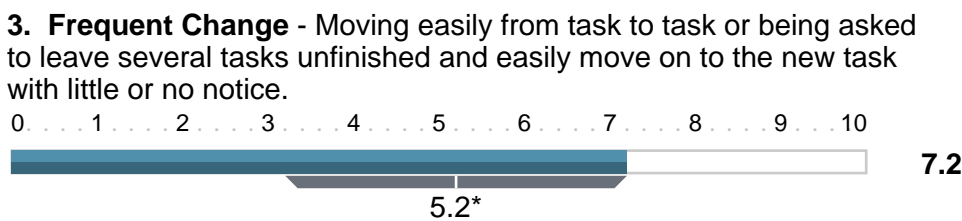
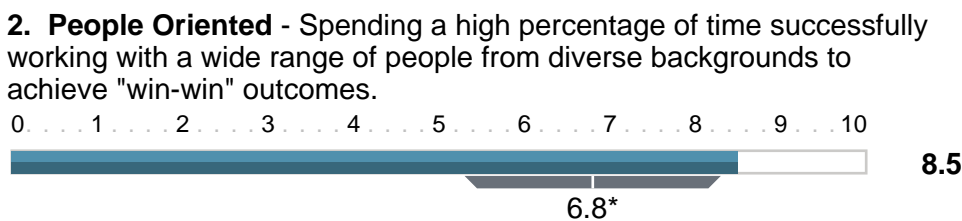
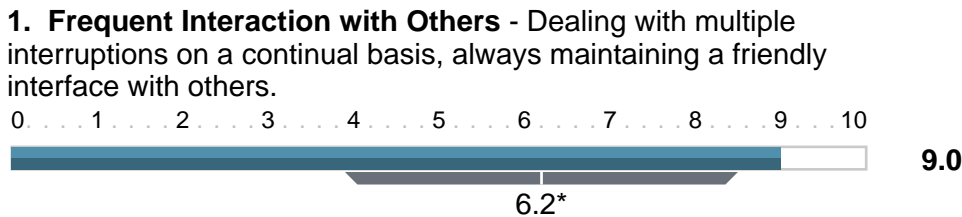
Natural Style





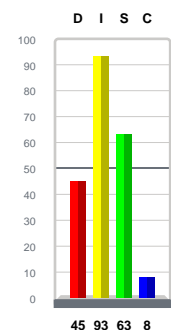
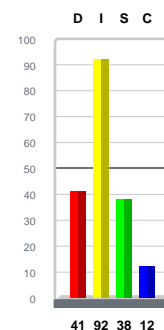
Behavioral Hierarchy

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.



Adapted Style

Natural Style

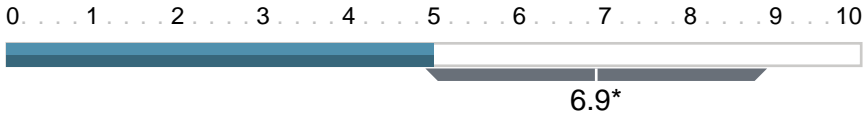


* 68% of the population falls within the shaded area.



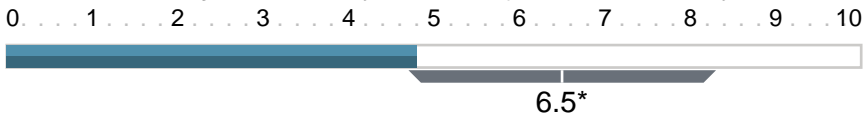
Behavioral Hierarchy

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



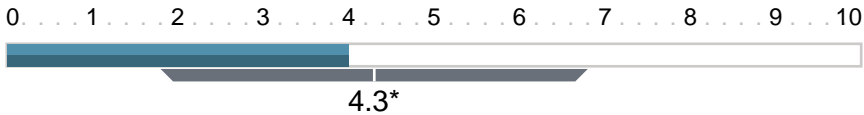
5.0

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



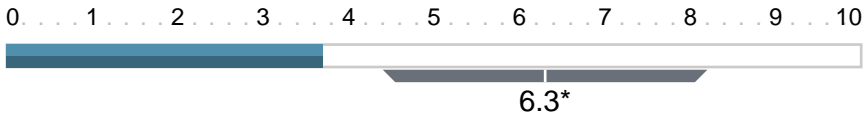
4.8

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



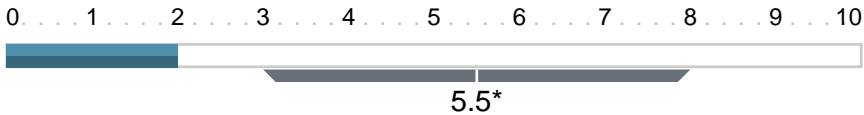
4.0

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



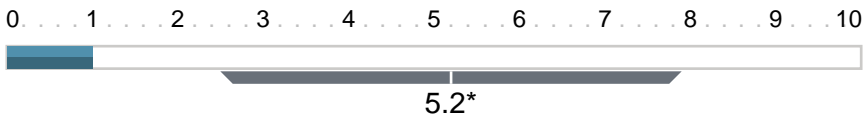
3.7

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



2.0

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

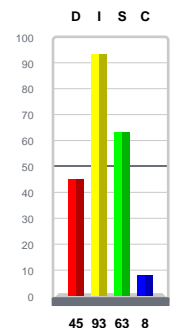
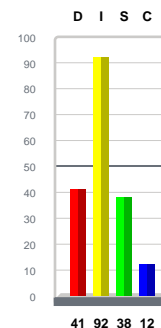


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Adapted Style

Natural Style



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

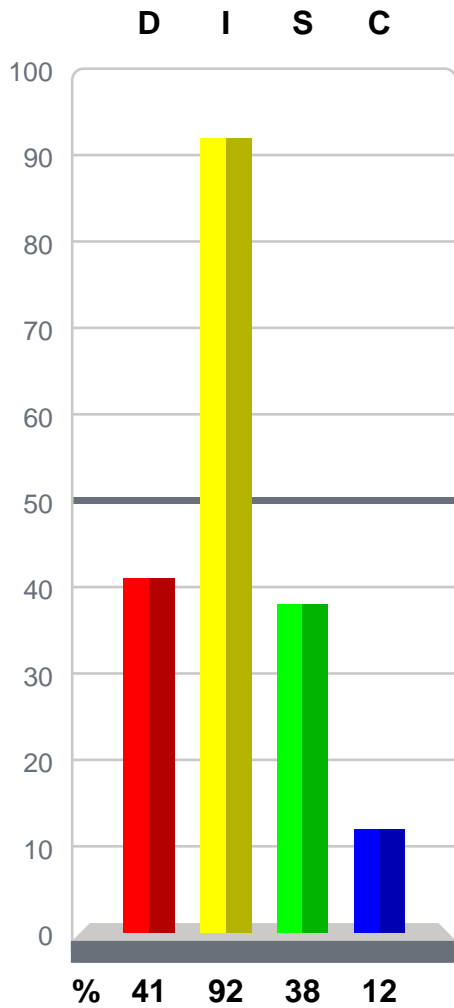


Style Insights® Graphs

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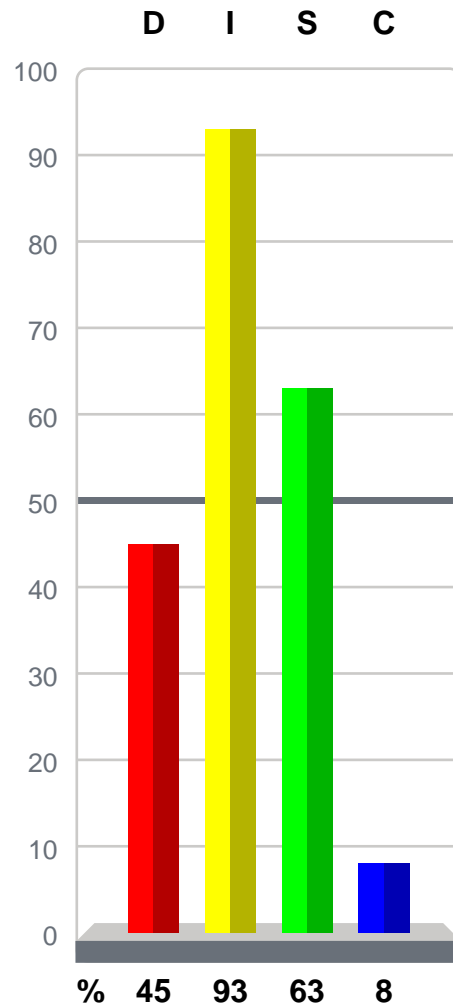
Adapted Style

Graph I



Natural Style

Graph II



Norm 2014 R4



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.

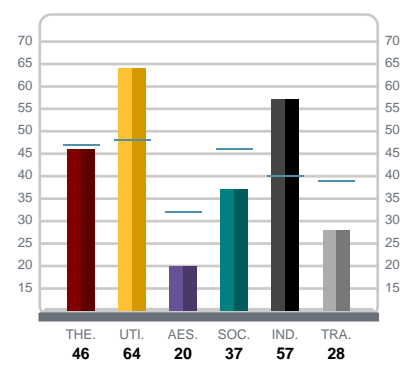
Your Personal Motivators Ranking		
1st	Utilitarian	Strong
2nd	Individualistic	Strong
3rd	Theoretical	Situational
4th	Social	Situational
5th	Traditional	Indifferent
6th	Aesthetic	Indifferent

Utilitarian

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

- John faces the future confidently.
- He can be very practical.
- Having more wealth than others is a high priority for John.
- John is future-oriented.
- With economic security comes the freedom to advance his ideas or beliefs.
- John will protect his assets to ensure the future of his economic security.
- John will be motivated by his accomplishments.
- Wealth provides the security John wants for himself and/or his family.
- John will attempt to structure his economic dealings.
- John has a long list of wants and will work hard to achieve them.
- He uses money as a scorecard.





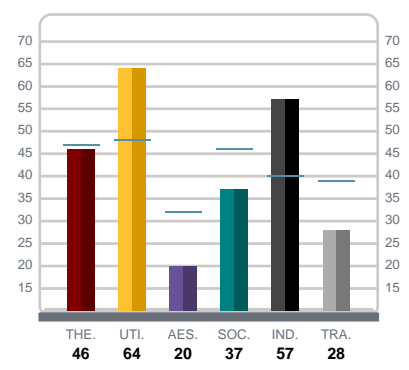


Individualistic

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.

- If necessary, John will be assertive in meeting his own needs.
- He wants to control his own destiny and display his independence.
- He believes "if at first you don't succeed try, try again."
- People who are determined and competitive are liked by John.
- John has the desire to assert himself and to be recognized for his accomplishments.
- John believes "when the going gets tough, the tough get going."
- John takes responsibility for his actions.
- Maintaining individuality is strived for in relationships.
- John likes to be in situations that allow him the freedom to control his destiny and the destiny of others. His team's strategy is to attempt to dilute outsiders' influence on the results of their goals.





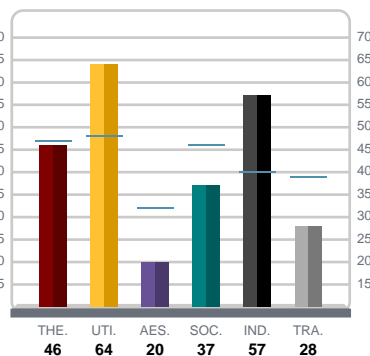
John Doe



Theoretical

The primary drive with this motivator is the discovery of TRUTH. In pursuit of this drive, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical and rational, the person appears to be an intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.

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



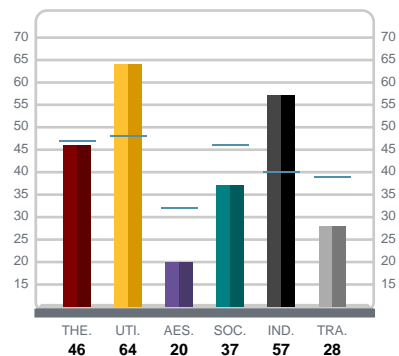


Social

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.

- John's desire to help others (even to his own detriment) or decision not to help others, is reviewed on an individual basis.
- John will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within him.





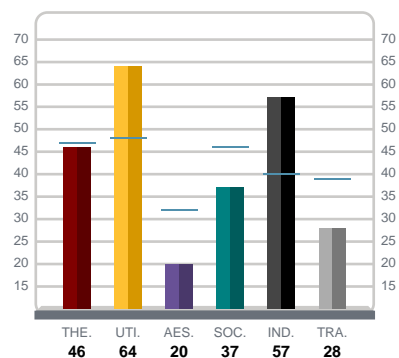
John Doe



Traditional

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

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



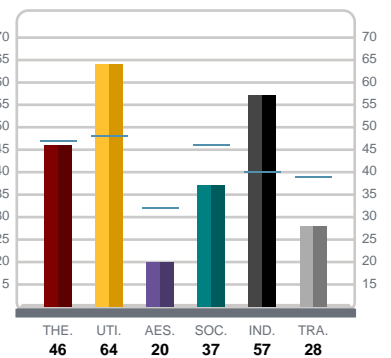
John Doe



Aesthetic

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

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





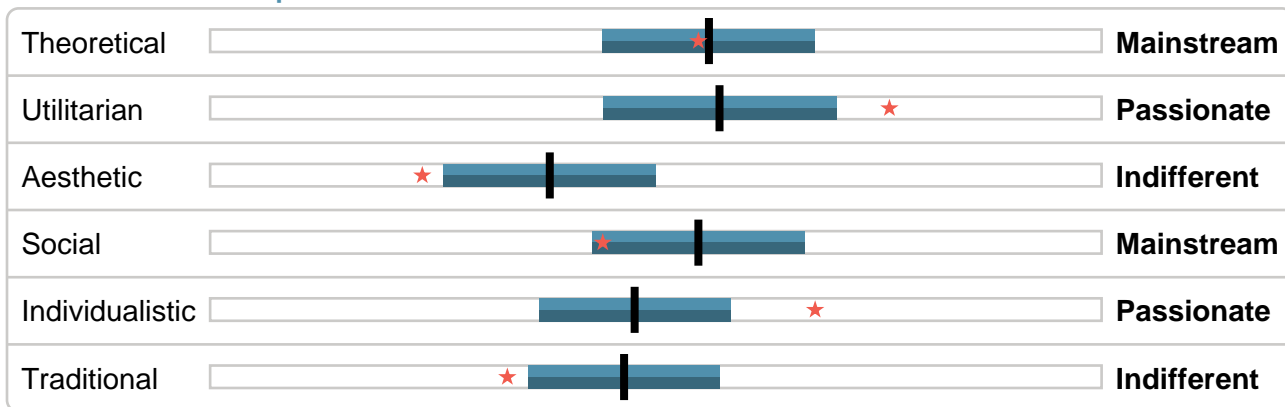
Motivators - Norms & Comparisons

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 2014



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

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



Motivators - Norms & Comparisons

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

- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.
- You have a strong desire to lead, direct and control your own destiny and the destiny of others. You have a desire to lead and are striving for opportunities to advance your position and influence. Others may believe you are jockeying for position and continually stepping "over the line." They may believe that you form relationships only to "move ahead" and gain an advantage.

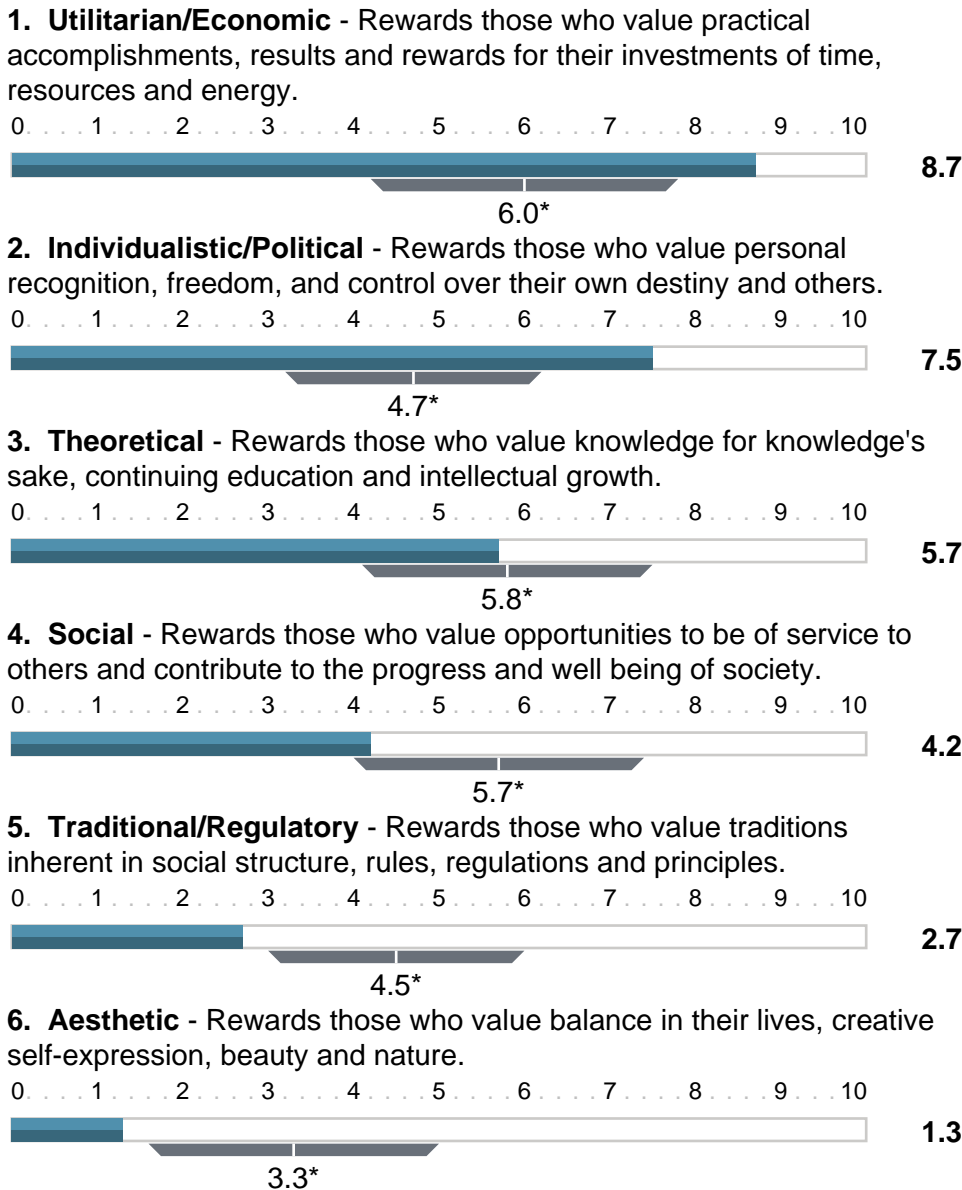
Areas where others' strong feelings may frustrate you as you do not share their same passion:

- People who emphasize the need for beauty, form and harmony in all aspects of their life may frustrate you. You have other priorities.
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.



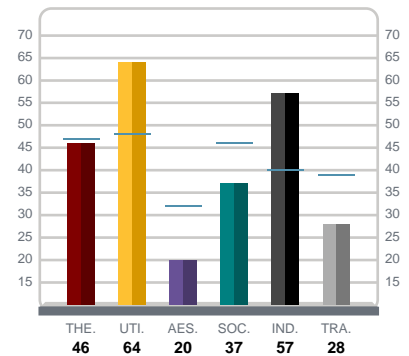
Motivators Hierarchy

Your motivation to succeed in anything you do is determined by your underlying 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.



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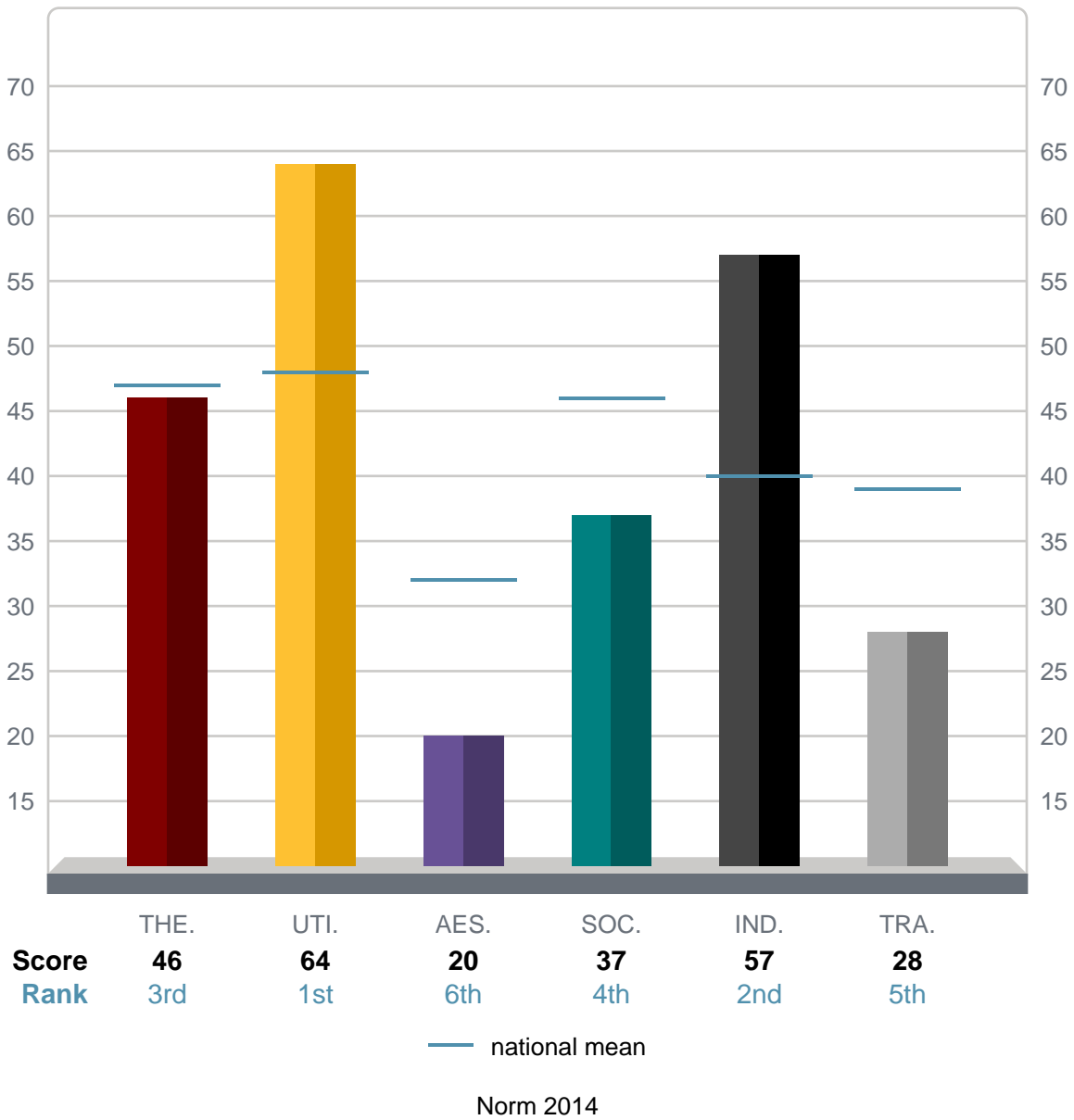
* 68% of the population falls within the shaded area.





Motivation Insights® Graph

12-18-2014





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 John's behavioral style and top two motivators. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.

- Sees the positive in all resources and will want to use resources accordingly.
- Optimistic in process improvement.
- Motivates others to be the best they can be.
- Being an optimistic leader.
- Good at selling reliable products and service to people he knows.
- Supports a leader and a cause.
- Wants to control his destiny, but does so in a soft way.
- Leads by example and in a quiet and methodical way.



Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between John'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 overlook details when weighing results.
- Struggles with balancing efficiency and interaction with others.
- He may overestimate his authority.
- May be viewed as someone who over promises and under delivers.
- Sees unwarranted change as a waste of resources.
- Could miss out on opportunities by not acting swiftly.
- Forgives but has a hard time forgetting.
- A fear of change prevents him from advancing.





Ideal Environment

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

- Democratic supervisor with whom he can associate.
- An environment in which he may deal with people on a personal, intimate basis.
- Assignments with a high degree of people contacts.
- The experience is seen as a part of the desired return on investment.
- People-oriented returns are rewarded higher than task-oriented returns.
- Where protection of the organization's bottom-line is rewarded and valued.
- A "can-do" environment filled with optimistic people.
- An environment to express ideas to influence people.
- Desires to be seen as the gatekeeper of information and sensitive materials.



Keys to Motivating

This section of the report was produced by analyzing John's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with John and highlight those that are present "wants."

John wants:

- A friendly work environment.
- Public recognition of his ideas and results.
- Freedom to talk and participate on the team.
- Public recognition of financial rewards for returns and efficiency.
- Freedom to include others in the celebration of achievements.
- Time to prove the process for achieving return on investment.
- To lead people toward his vision.
- Public recognition of power and prestige.
- The power to protect those he trusts or is loyal to.





Keys to Managing

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

John needs:

- A manager who delegates in detail.
- To focus conversations on work activities--less socializing.
- More control of body language.
- Help balancing the desire for return and the need for people interactions.
- To manage enthusiasm in order to be an effective listener.
- To know when to change directions in order to preserve expected return.
- To minimize his natural way of under informing of details when delegating or giving instruction.
- To understand that others need "air-time" during meetings to share their own ideas.
- To be in control of information and how it's utilized in achieving company objectives.



World View

This is how John 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.

- John may tend to ignore problems or interruptions in order to stay focused on the task or assignment.
- John has good practical skills and can relate well to tangible things and events.
- John has the ability to focus on the objective at hand.
- John understands people, which could be seen as one of his greatest talents.
- John has a high understanding of people and can build and maintain relationships.
- John may do well in positions that involve the management, coaching or leadership of others.
- John tends to have good thinking and planning ability.
- John may benefit from improving his relationships with authority figures.
- John may tend to do things by the book or according to a plan.
- John tends to view rules and systems as flexible guidelines, versus being set in stone.





Self View

This is how John 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.

- John is a person who focuses on his personal and professional roles.
- John has a strong emphasis on actually performing and fulfilling various role responsibilities.
- John has a strong identification with his professional and personal roles.
- John is aware of his strengths and feels relatively satisfied with himself.
- John has a deep understanding of himself, which results in a strong sense of self.
- John has a good sense of self worth.
- John keeps his life direction somewhat open for new and better opportunities.
- John focuses on where his future may lead.
- John has a grasp of his potential accomplishments.





Development Indicator

This section of your report shows your development level of 23 personal skills based on your responses to the questionnaire. The 23 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	Leading Others
2	Interpersonal Skills
3	Empathetic Outlook
4	Customer Focus
5	Diplomacy & Tact
6	Conflict Management
7	Problem Solving
8	Objective Listening
9	Planning and Organization
10	Influencing Others
11	Teamwork
12	Self Management
13	Resiliency
14	Goal Achievement
15	Flexibility
16	Taking Responsibility
17	Developing Others
18	Continuous Learning
19	Self-Starting Ability
20	Accountability for Others
21	Decision Making
22	Results Orientation
23	Conceptual Thinking

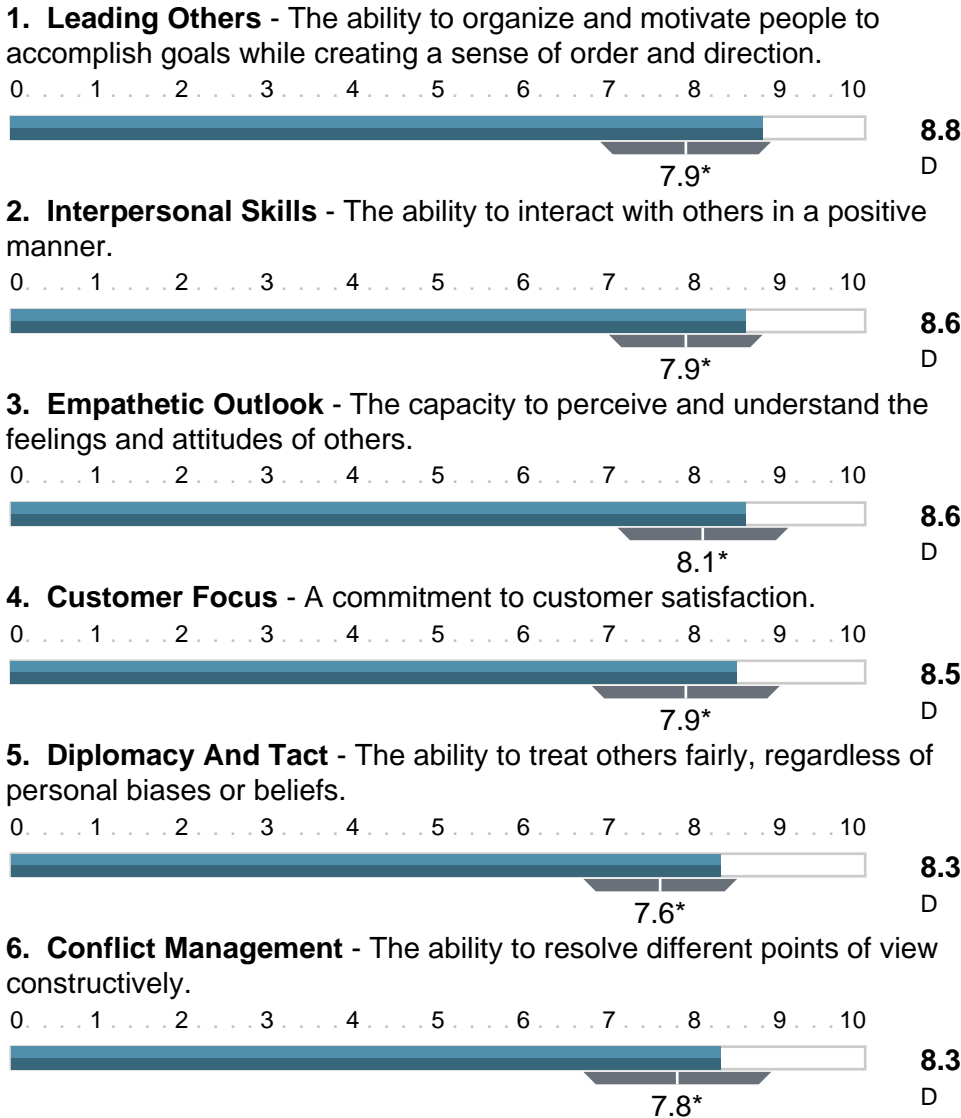
Note: Don't be concerned if you have not developed all 23 personal skills. Research has proven that individuals seldom develop all 23. Development of the most important personal skills needed for your personal and professional life is what is critical.

Well Developed
 Developed
 Moderately Developed
 Needs Development



Personal Skills Hierarchy

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



Development Legend

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

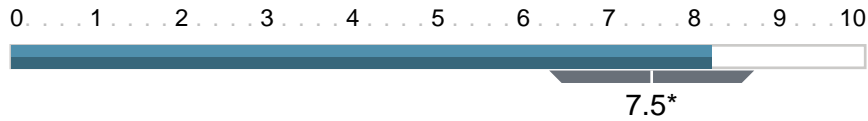
* 68% of the population falls within the shaded area.





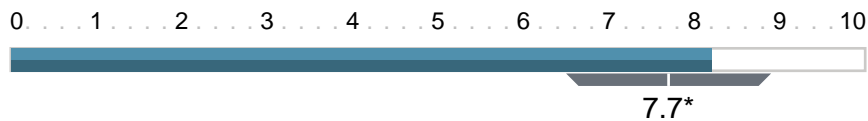
Personal Skills Hierarchy

7. Problem Solving - The ability to identify key components of a problem to formulate a solution or solutions.



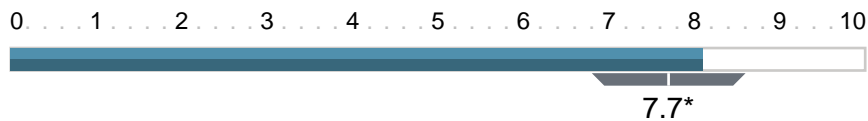
8.2
D

8. Objective Listening - The ability to listen to many points of view without bias.



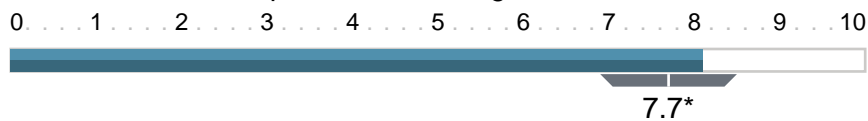
8.2
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9. Planning and Organization - The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



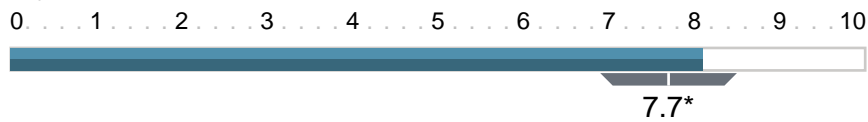
8.1
D

10. Influencing Others - The ability to personally affect others' actions, decisions, opinions or thinking.



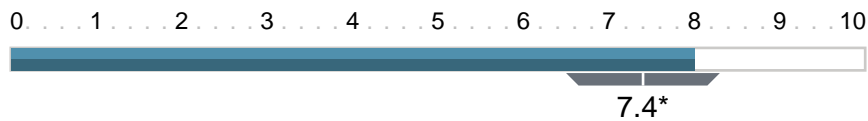
8.1
D

11. Teamwork - The ability to cooperate with others to meet objectives.



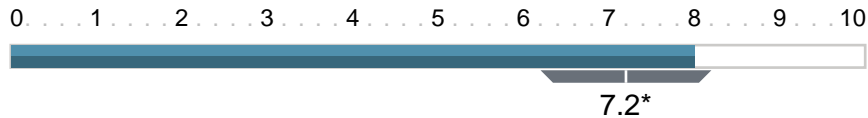
8.1
D

12. Self Management - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



8.0
D

13. Resiliency - The ability to quickly recover from adversity.



8.0
D

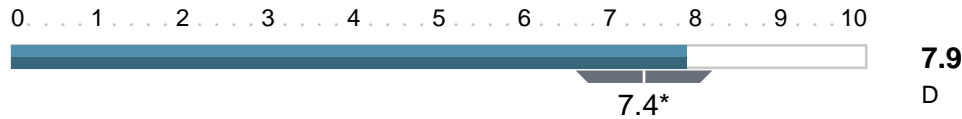


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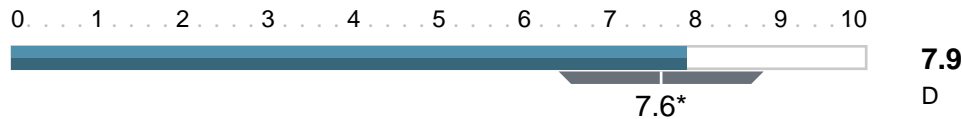


Personal Skills Hierarchy

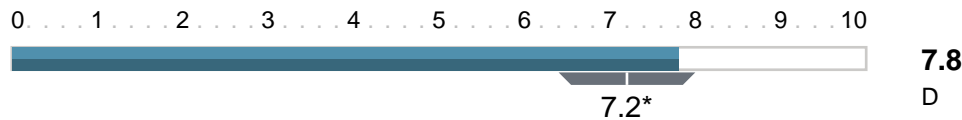
14. Goal Achievement - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



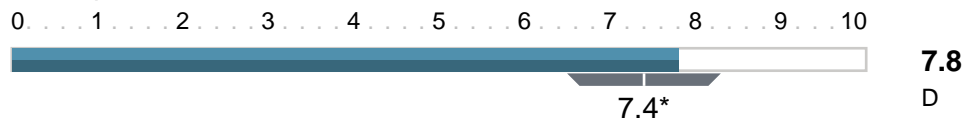
15. Flexibility - The ability to readily modify, respond to and integrate change with minimal personal resistance.



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



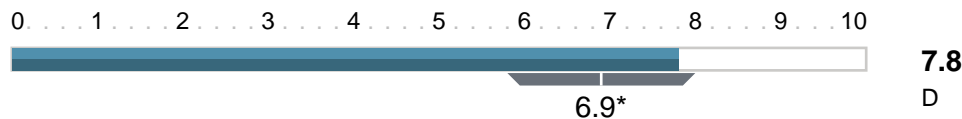
17. Developing Others - The ability to contribute to the growth and development of others.



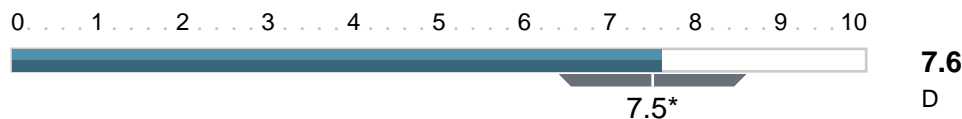
18. Continuous Learning - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



19. Self Starting - The ability to initiate and sustain momentum without external stimulation.



20. Accountability for Others - The ability to take responsibility for others' actions.



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

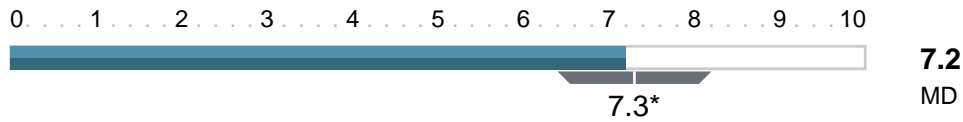


Personal Skills Hierarchy

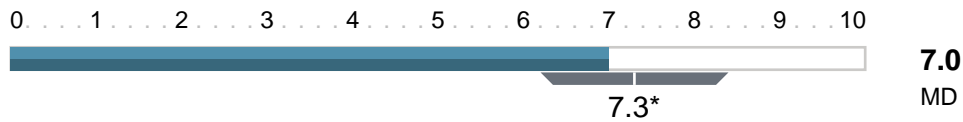
21. Decision Making - The ability to analyze all aspects of a situation to gain thorough insight to make decisions.



22. Results Orientation - The ability to identify actions necessary to complete tasks and obtain results.



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

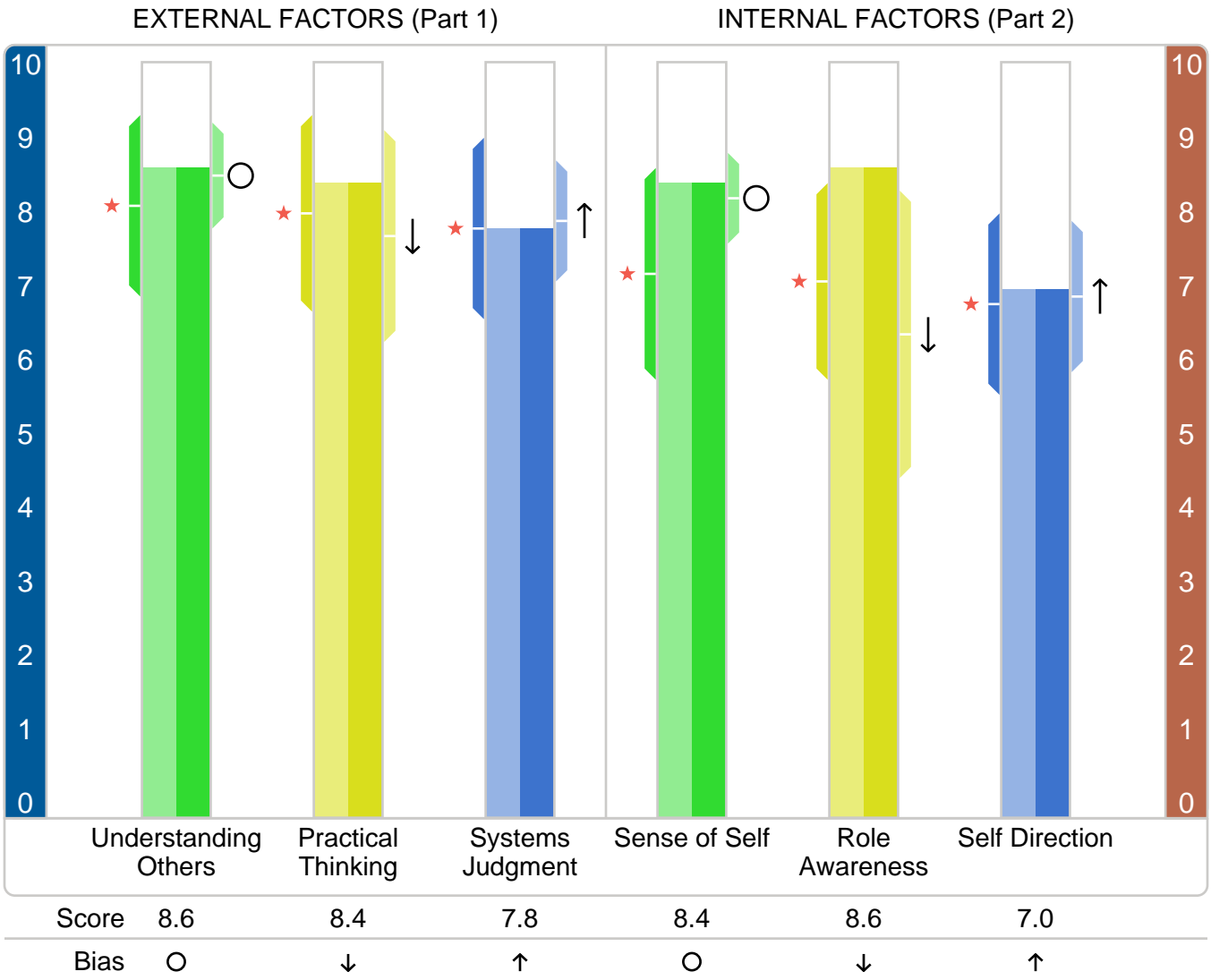


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Dimensional Balance

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

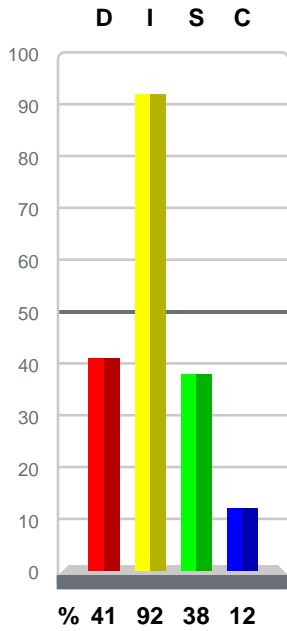


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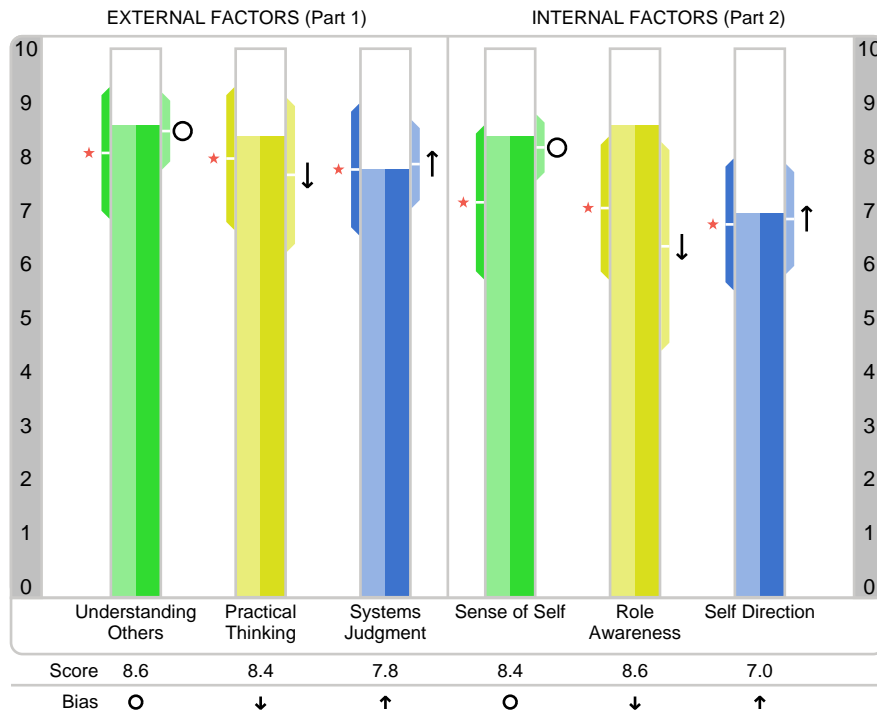
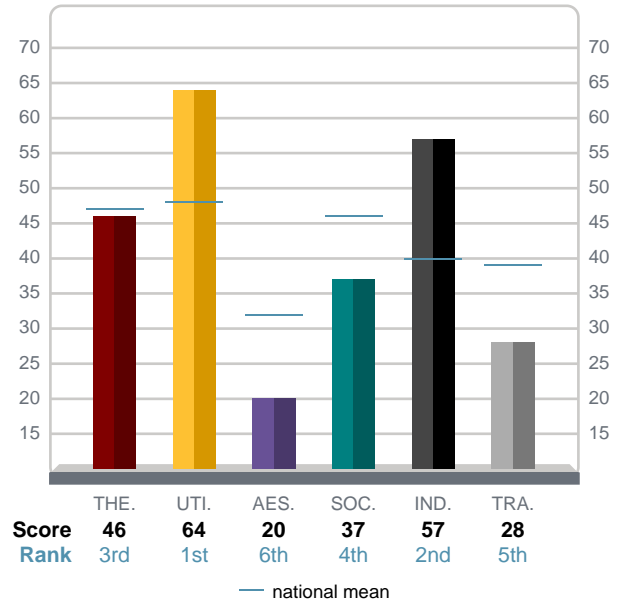
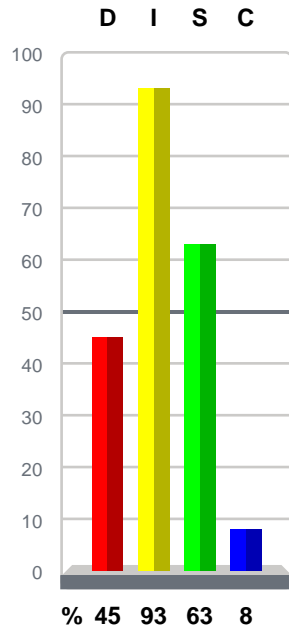


Trigraph

Adapted Style



Natural Style



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