



TTI
SUCCESS
INSIGHTS®



TriMetrix® DNA Management-Staff

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Guest Services
Sample Co.
7-14-2014

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Introduction

The TTI TriMetrix® DNA Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and competencies. 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 Section

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 Section

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.

Competencies Section

This section presents 23 key competencies and ranks them from top to bottom, defining your major strengths. The skills at the top highlight well-developed capabilities and reveal where you are naturally most effective in focusing your time.



Introduction Behaviors

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 Mark'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 Mark's natural behavior.

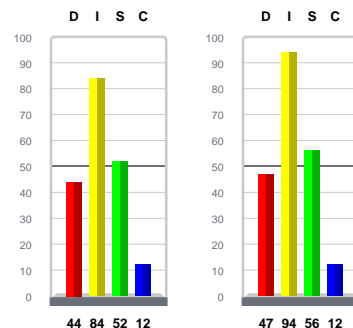
Mark is optimistic and usually has a positive sense of humor. He is enthusiastic and usually slow to anger. He can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. He places his focus on people. To him, strangers are just friends he hasn't met! Mark is gregarious and sociable. He will be seen as a good mixer both on or off the job. He likes feedback from his manager on how he is doing. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He is good at creating enthusiasm in others. Mark may tend to agree to avoid confrontation. He believes in getting results through other people. He prefers the "team approach."

Mark prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. 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. He likes working for managers who make quick decisions. He likes to participate in decision making. 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 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.



Horizontal lines for notes.

Adapted Style Natural Style





Checklist for Communicating

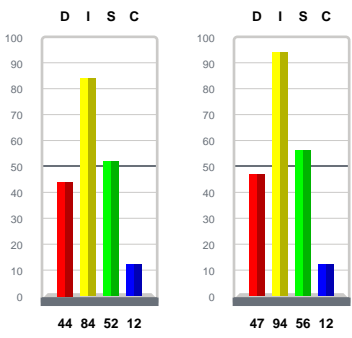
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Mark. Read each 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 Mark most frequently.

Ways to Communicate

- Provide a warm and friendly environment.
- Provide solutions--not opinions.
- Leave time for relating, socializing.
- Use a balanced, objective and emotional approach.
- Clarify any parameters in writing.
- Provide testimonials from people he sees as important.
- Use a motivating approach, when appropriate.
- Define the problem in writing.
- Appeal to the benefits he will receive.
- Talk about him, his goals and the opinions he finds stimulating.
- Look for his oversights.
- Provide "yes" or "no" answers--not maybe.



Adapted Style Natural Style



Mark Van



Checklist for Communicating Continued

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

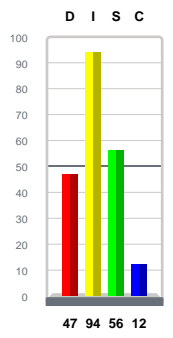
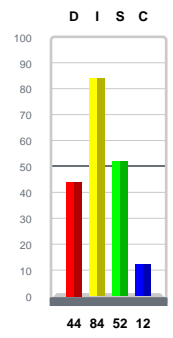
Ways NOT to Communicate

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



Adapted Style

Natural Style





Communication Tips

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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



Perceptions

See Yourself as Others See You

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

Self-Perception

Mark 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

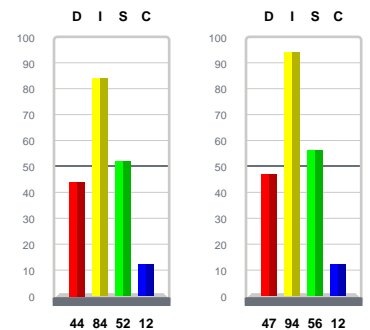
Others' Perception - Extreme

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

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



Adapted Style Natural Style





Descriptors

Based on Mark'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 Egoentric 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	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details
Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive			



Natural and Adapted Style

Mark'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

Mark 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. Mark 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

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



People - Contacts

Natural

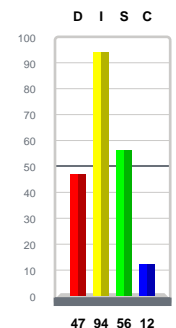
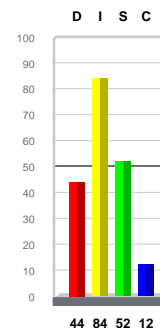
Mark's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

Adapted

Mark 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

Mark 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

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

Procedures - Constraints

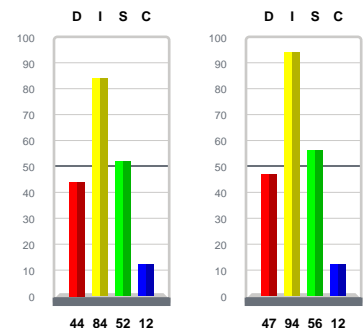
Natural

Mark 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

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

Adapted Style Natural Style





Adapted Style

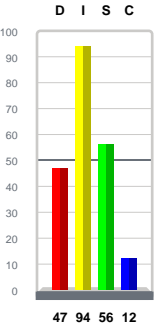
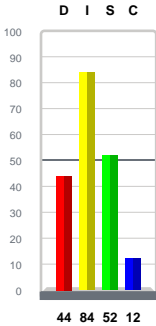
Mark sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Obtaining results through people.
- Making tactful decisions.
- Acting independently and without precedent.
- Motivating people to take action by using persuasive skills.
- Flaunting independence.
- Participative decision making.
- Using a direct, forthright and honest approach in his communications.
- Flexibility.
- Firm commitment to accomplishments.
- Using a creative approach in decision making.
- Willing to take risks when others may be hesitant.



Adapted Style

Natural Style





Time Wasters

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

Procrastination

Procrastination is the process of delaying action. It is also the inability to begin action.

Possible Causes:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

Possible Solutions:

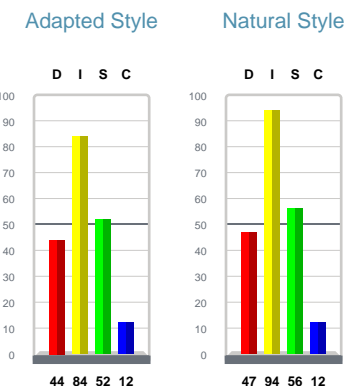
- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute

Inability To Say No

The inability to say no is when you are unable to or feel powerless to refuse any request.

Possible Causes:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request





Time Wasters Continued

- Do not feel comfortable giving "real" reason and doesn't want to lie

Possible Solutions:

- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

Desire To Be Involved With Too Many People

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

Possible Causes:

- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

Possible Solutions:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view

Daydreaming

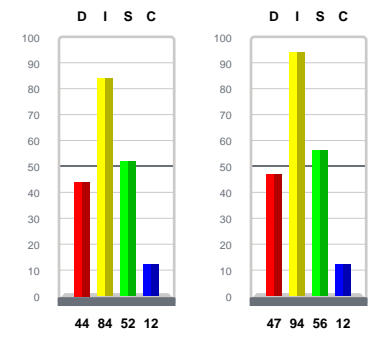
Daydreaming is being preoccupied with non-task or non-work related thoughts. It is being easily distracted from at-hand tasks and focusing on past or future events for prolonged periods of time.

Possible Causes:

- Being a creative thinker and always thinking of new ideas
- Being more excited about the future than the here and now



Adapted Style Natural Style





Time Wasters *Continued*

- Bring personal problems to work
- See work as routine and unexciting
- Experience stress from working on something too long
- Focus on past pleasant experiences as a way of coping with routine and stress

Possible Solutions:

- Learn to read body signals for fatigue
- Change routine
- Remind yourself that worrying about personal problems interferes with your productivity
- Set tasks/objectives

Long Lunches

Long lunches are those that extend beyond the normal time for eating. They could be kept within a specific time frame but are not.

Possible Causes:

- Get involved in the excitement of conversation and forget about time
- See long lunches as a networking opportunity
- Like doing business in a social, non-threatening environment
- Use long lunches as a way to avoid unpleasant tasks, people or the work environment

Possible Solutions:

- Set a specific time for lunch and **STICK TO IT**
- Have meetings in the office
- Set meetings right after lunch
- Have working lunches







Time Wasters Continued

Poor Filing System

A poor filing system is one that has no predetermined method for subject matter grouping. It is one that you may understand but is not usable by others who may need to retrieve information from your files.

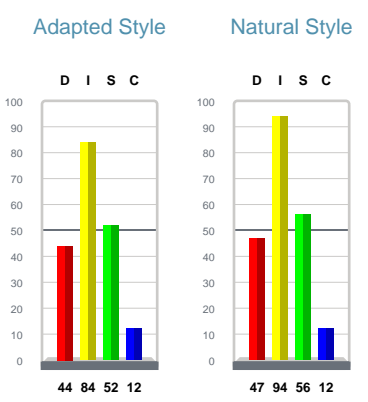
Possible Causes:

- Have not determined or prioritized subject matter groupings
- Categorize by emotions

Possible Solutions:

- Set up a cataloging system that you AND others can use easily
- Have someone assist you in setting up a system
- Use cross-referencing indexes
- Computerize information







Areas for Improvement

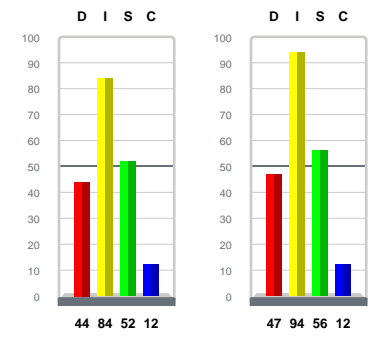
In this area is a listing of possible limitations without regard to a specific job. Review with Mark and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Mark has a tendency to:

- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Be optimistic regarding possible results of his projects or the potential of his people.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Overuse praise in motivating others.
- 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 details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Be so enthusiastic that he can be seen as superficial.



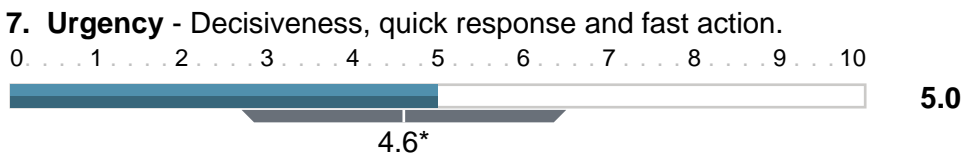
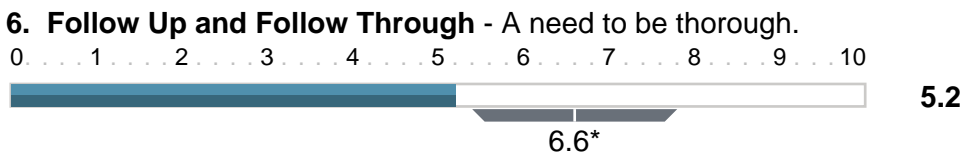
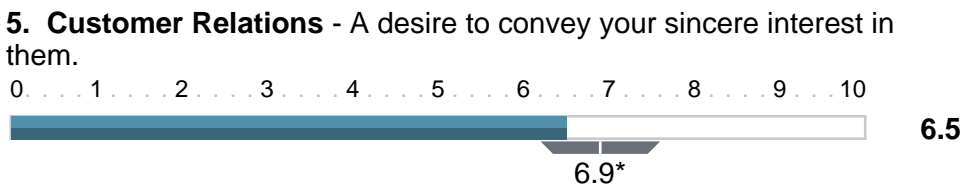
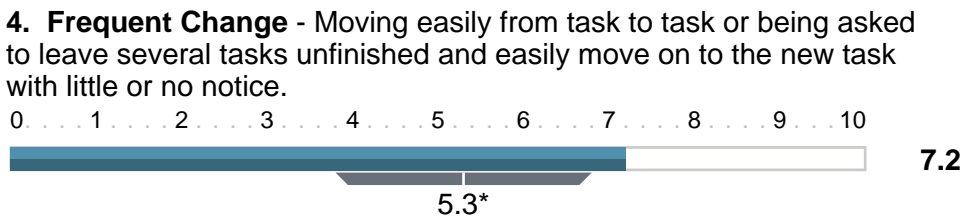
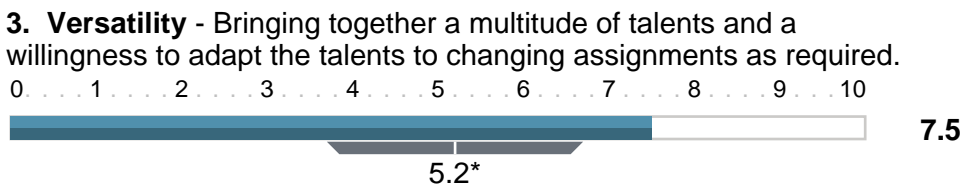
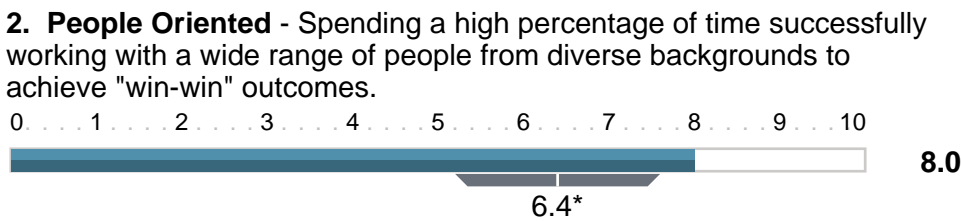
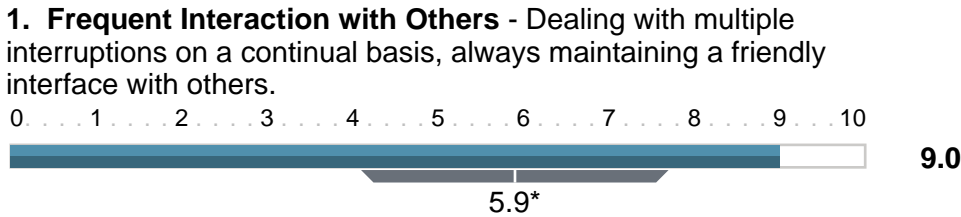
Adapted Style Natural Style





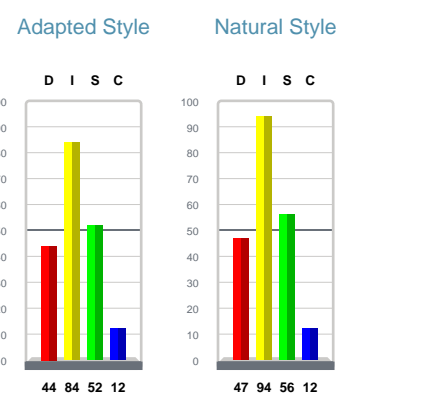
Behavioral Hierarchy

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.



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

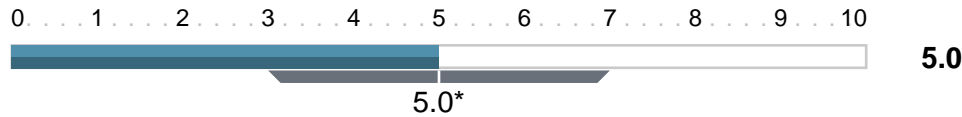






Behavioral Hierarchy

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



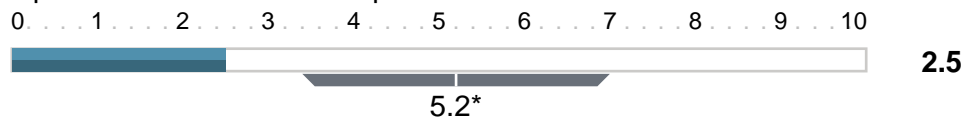
9. Consistency - The ability to do the job the same way.



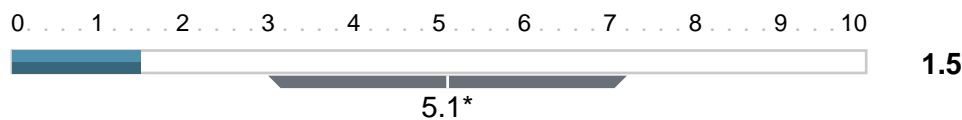
10. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



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

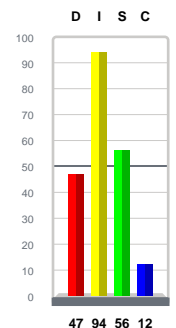
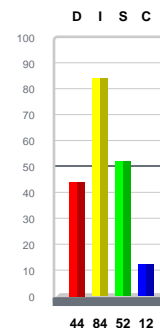


12. Organized Workplace - Systems and procedures followed for success.



Adapted Style

Natural Style



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

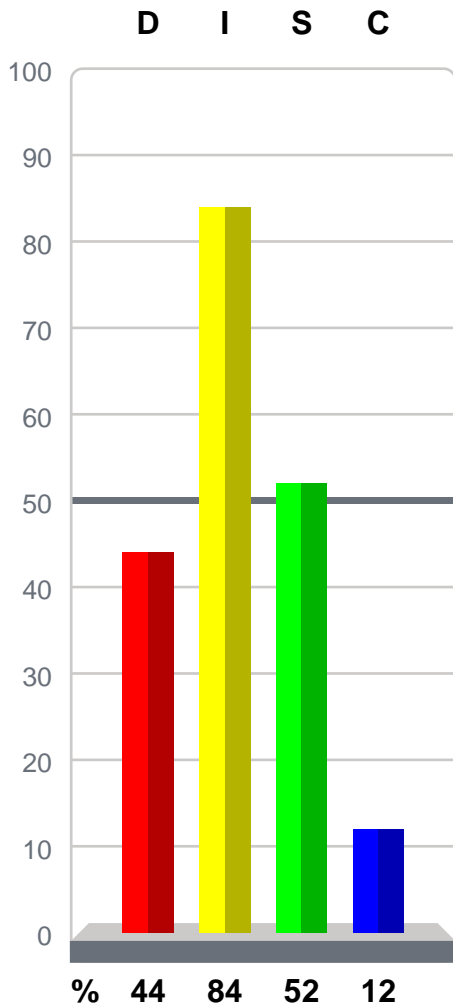


Style Insights® Graphs

7-14-2014

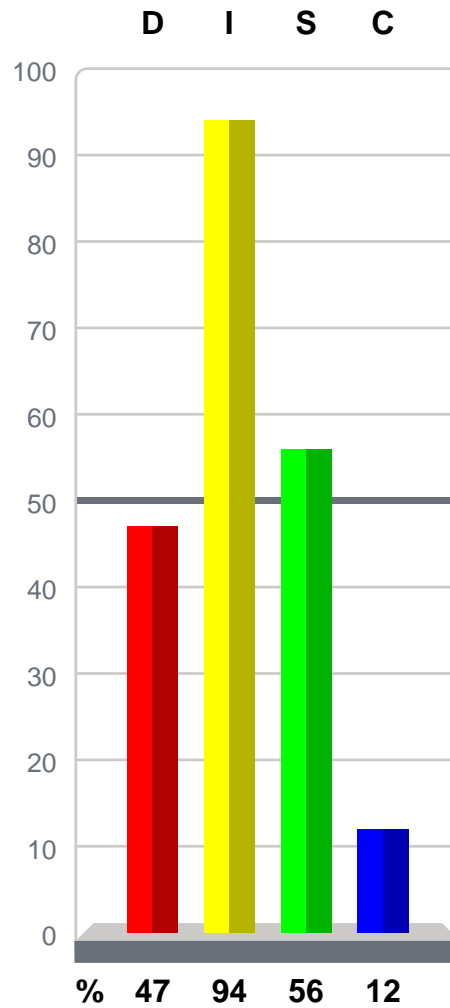
Adapted Style

Graph I



Natural Style

Graph II



Norm 2012 R4



The Success Insights® Wheel

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

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

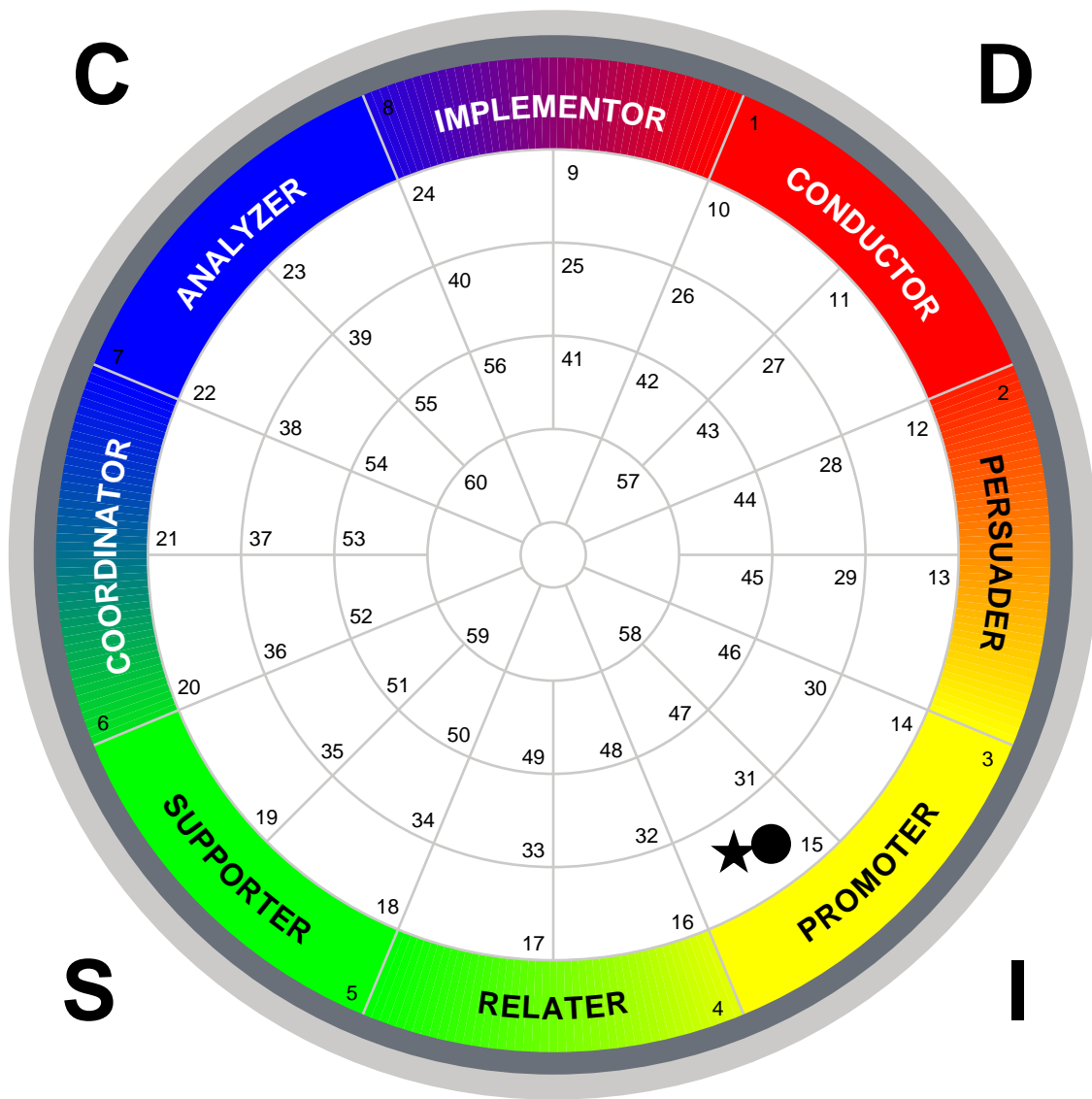
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



The Success Insights® Wheel

7-14-2014



Adapted: ★ (15) RELATING PROMOTER
 Natural: ● (15) RELATING PROMOTER

Norm 2012 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.

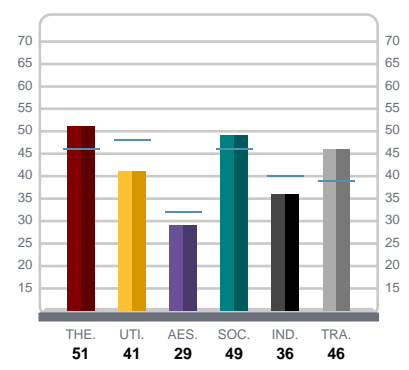
Your Personal Motivators Ranking		
1st	Theoretical	Strong
2nd	Social	Strong
3rd	Traditional	Situational
4th	Utilitarian	Situational
5th	Individualistic	Indifferent
6th	Aesthetic	Indifferent



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.

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



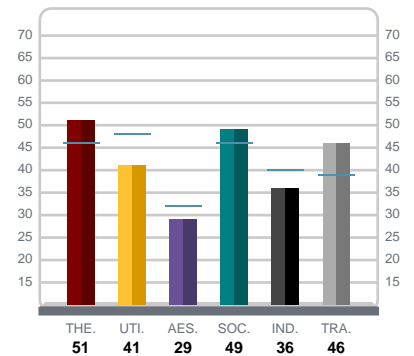


Social

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.

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





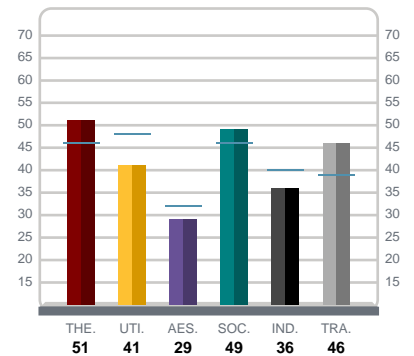


Traditional

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





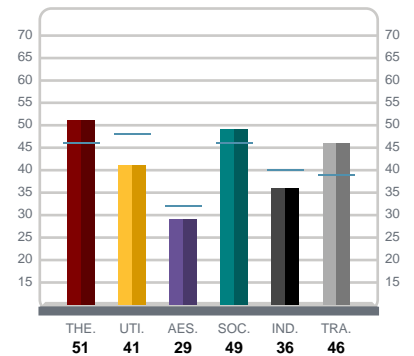
Mark Van



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.

- Money itself is not as important as what it will buy.
- Mark will become money motivated when he wants to satisfy one of the other motivators mentioned in this report.
- He will evaluate some decisions but not necessarily all based on their utility and economic return.
- He will use wealth as a yardstick to measure his work effort with certain activities.
- Mark can give freely of time and resources to certain causes and feel this investment will result in a future return on his investment.
- Mark will not alter his lifestyle in order to acquire something unless there is an immediate need (or the situation is critical).

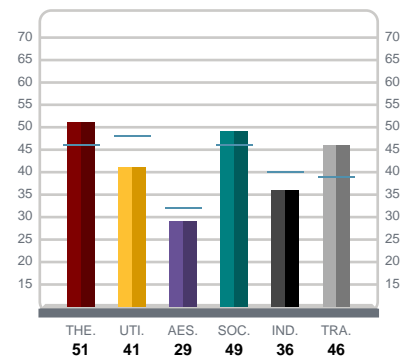




Individualistic

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.

- 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.
- He will not attempt to overpower others' points of view or change their thinking.
- As long as Mark's belief systems are not threatened, he will allow others to set the tone and direction of his work.
- Mark's passion in life will be found in one or two of the other dimensions discussed in this report.
- Mark feels that struggles should be the burden of the team, not just the individuals.
- Mark will be less concerned about his ego than others may be.

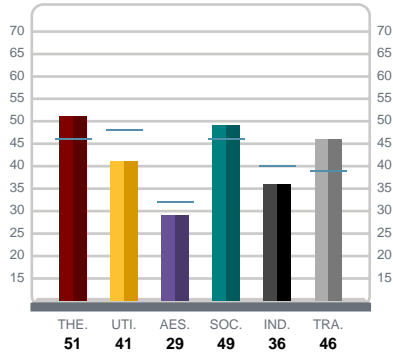




Aesthetic

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.

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



Mark Van



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 Aesthetic" utilizing your Theoretical.

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

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

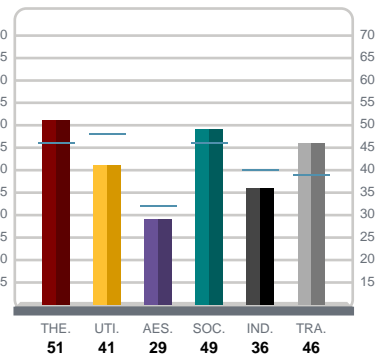
How do Aesthetics contribute to the world, your professional life and your personal life?

A person with a high Aesthetic is interested in studying and appreciating the totality of a situation.

- Connect the common need to look at problems from a holistic viewpoint. Understand one viewpoint is through the objective data analysis versus that of the Aesthetic, which is from a subjective, or feeling related, standpoint.
- Ask questions to bring the Aesthetic perspective into reality, and utilize visuals in order to influence them. Partner with them in order to visually represent shared opinions.

A person with a high Aesthetic will have a strong interest in preserving the balance and harmony of the organization.

- Provide the high Aesthetic with information and data to substantiate why decisions that may disrupt the balance need to be made at times. Assist with bringing the objective to the subjective
- Understand that a harmonious organization is more likely to be comfortable with the vulnerability that comes with the need for continuous learning. If fear is present in the organization, it will be less likely to get new information to spread through the company.





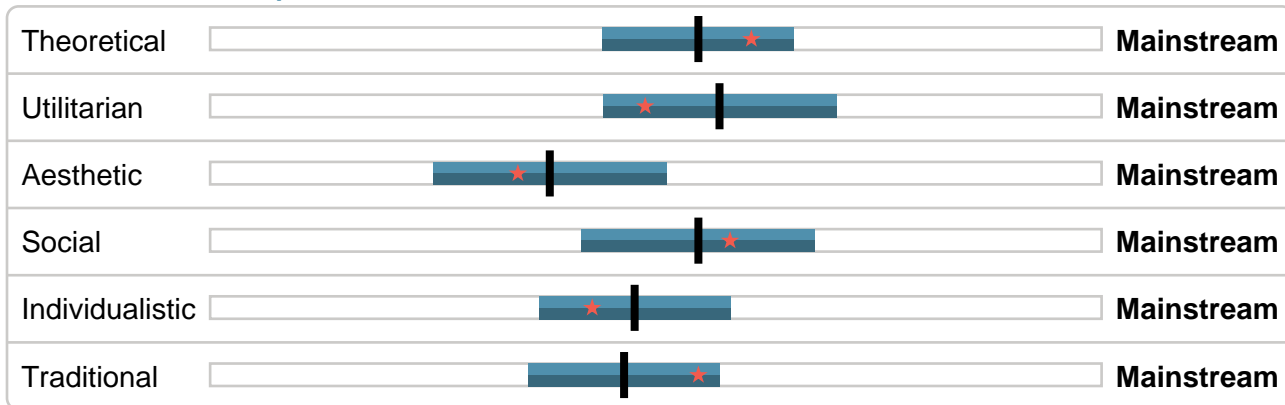
Motivators - Norms & Comparisons

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 2012



- 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

All of your attitude scores fall within one standard deviation of the national mean. This means that 68% of the population have similar attitudes and feelings on each of the six attitudes. Having all your scores close to the national mean indicates the following:

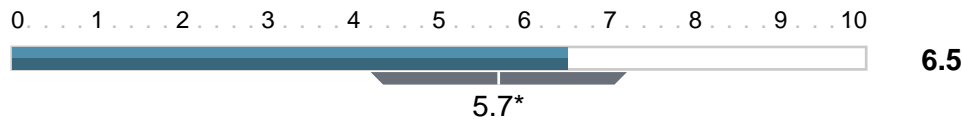
- You will be seen by others as a team player.
- You will be able to relate to a large percentage of our society.
- You will have less conflict with other people.
- You will have a larger selection of friends and careers than most people.



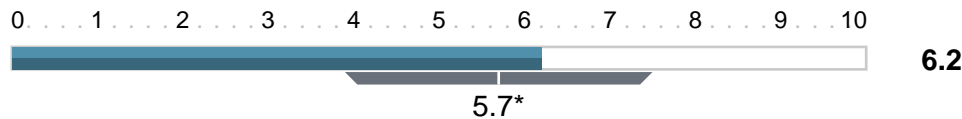
Motivators Hierarchy

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

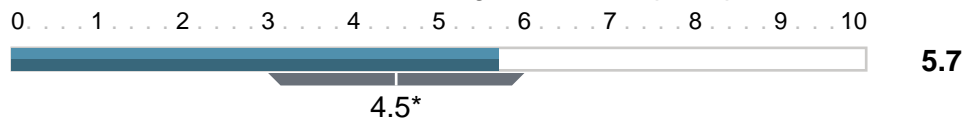
1. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



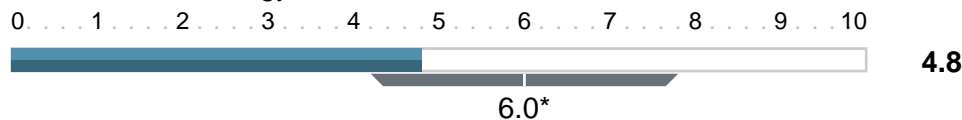
2. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



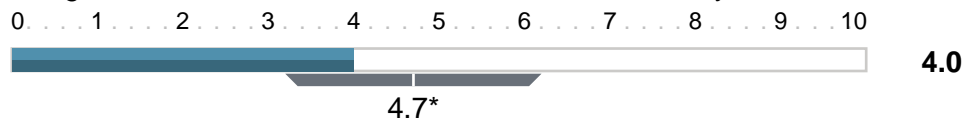
3. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



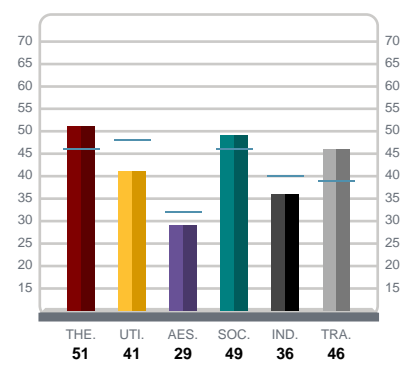
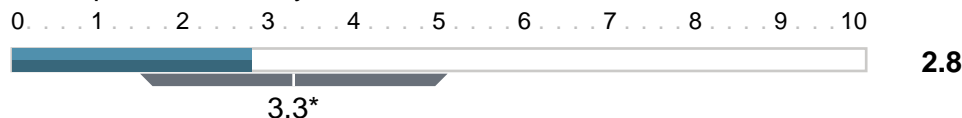
4. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



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



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

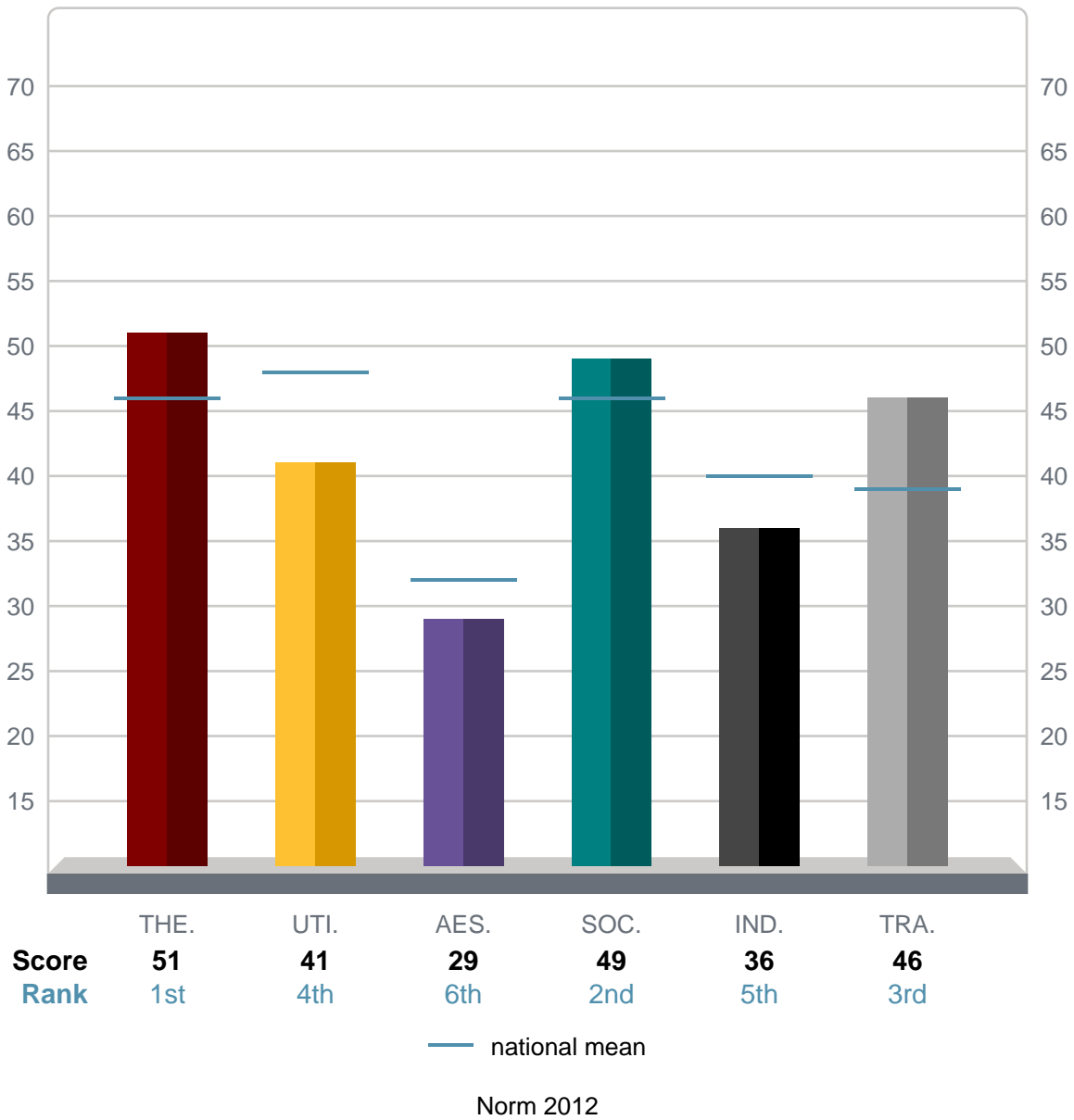


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* 68% of the population falls within the shaded area.



Motivation Insights® Graph

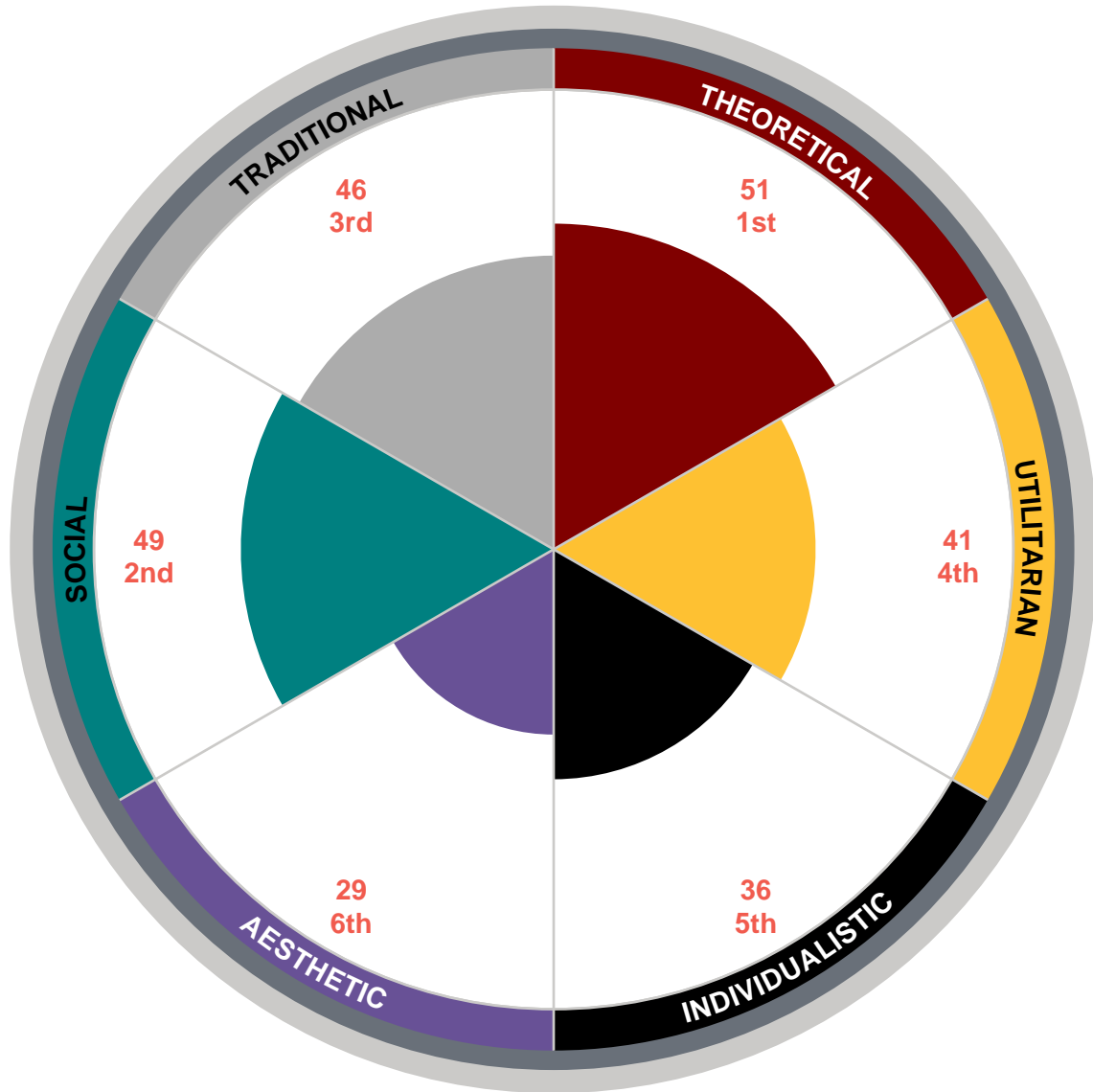
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Motivators Wheel™

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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



Ideal Environment

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

- Assignments with a high degree of people contacts.
- Freedom from control and detail.
- Little conflict between people.
- Flexibility to explore a variety of outlets for learning in a people-rich environment.
- A leadership team that is optimistic toward learning new concepts or theories.
- Information and time to make decisions.
- Ability to achieve results through the interaction with and helping of others.
- An opportunity to help others without being in the limelight.
- An environment where interacting with others in an effort to help each person is rewarded.



Introduction Competencies

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

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

Based on your responses to the Personal Soft Skills Indicator™ questionnaire, this report indicates your development of 23 personal skills. These 23 personal skills contribute to superior performance in many jobs. Your development of these personal skills are categorized into four levels:

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

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

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



Development Indicator

This section of your report shows your development level of 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	Interpersonal Skills
2	Goal Orientation
3	Personal Effectiveness
4	Flexibility
5	Continuous Learning
6	Diplomacy
7	Leadership
8	Persuasion
9	Teamwork
10	Decision Making
11	Empathy
12	Conflict Management
13	Self-Management (time and priorities)
14	Employee Development/Coaching
15	Customer Service
16	Presenting
17	Management
18	Creativity/Innovation
19	Analytical Problem Solving
20	Planning/Organizing
21	Negotiation
22	Futuristic Thinking
23	Written Communication

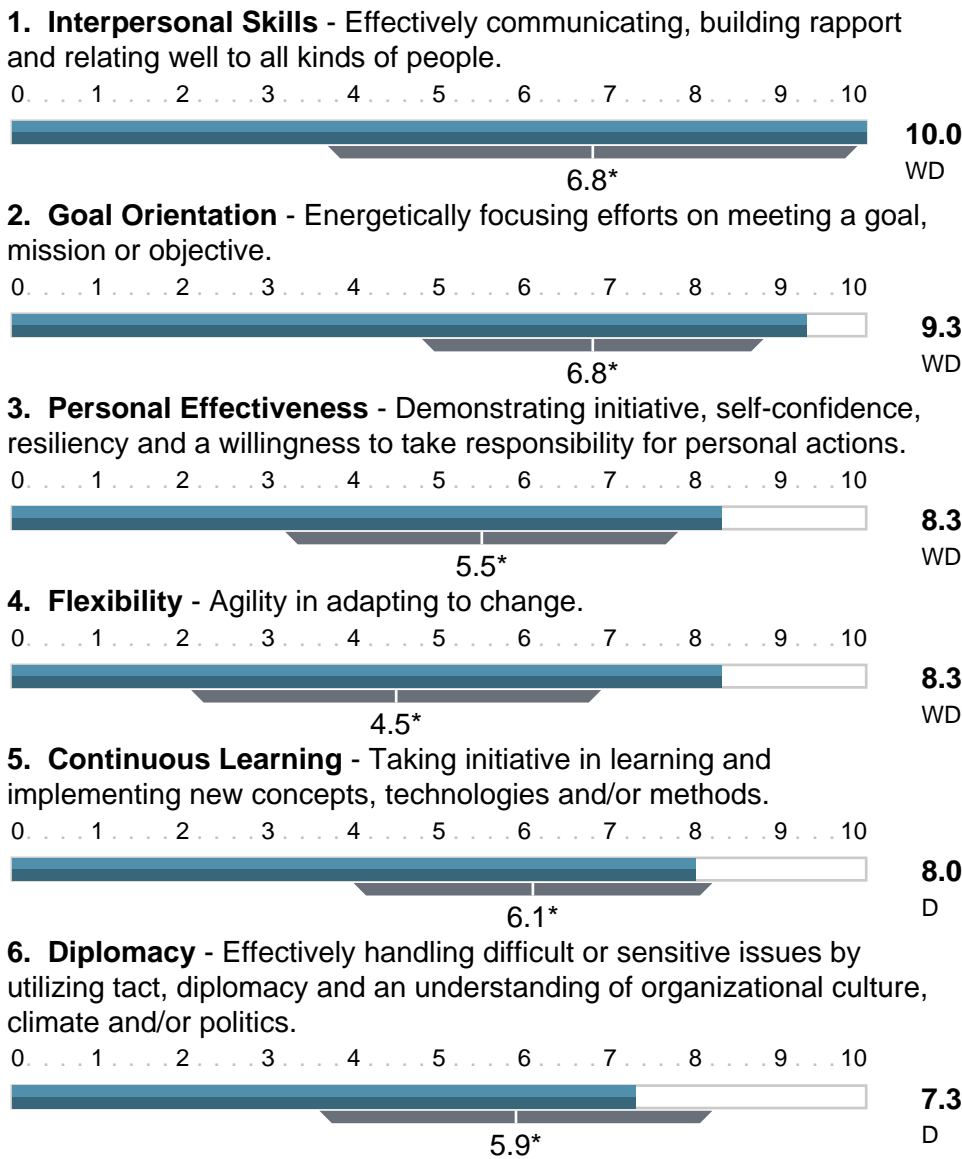
Note: Don't be concerned if you have not developed all 23 personal skills. Research has proven that individuals seldom develop all 23. Development of the most important personal skills needed for your personal and professional life is what is critical.

Well Developed
 Developed
 Moderately Developed
 Needs Development



Competencies Hierarchy

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



Development Legend

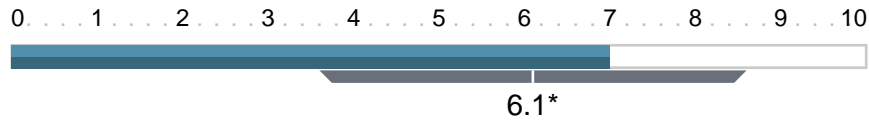
- WD = Well Developed
- D = Developed
- MD = Moderately Developed
- ND = Needs Development

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



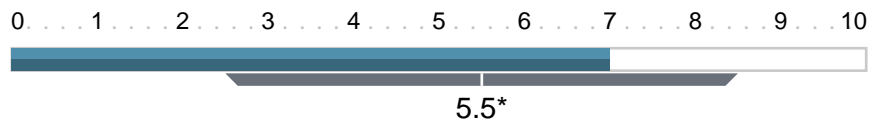
Competencies Hierarchy

7. Leadership - Achieving extraordinary business results through people.



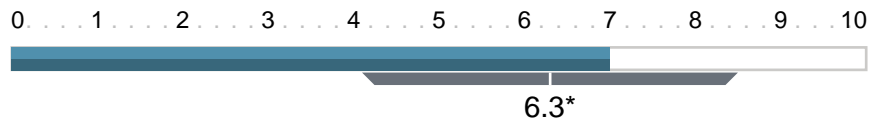
7.0
D

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



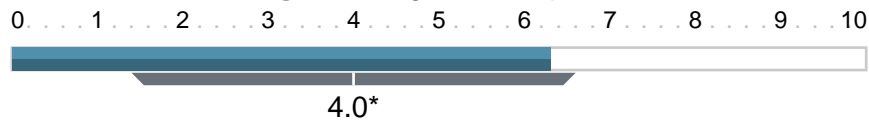
7.0
D

9. Teamwork - Working effectively and productively with others.



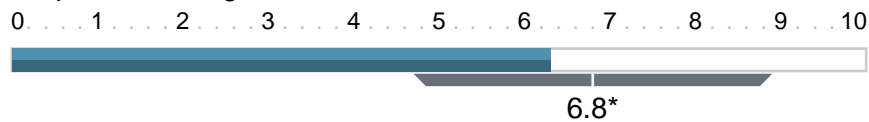
7.0
D

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



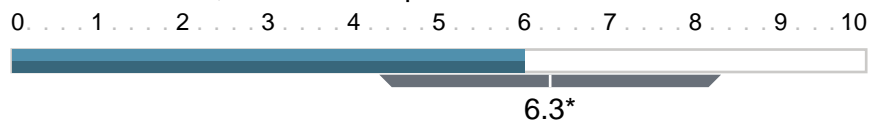
6.3
D

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



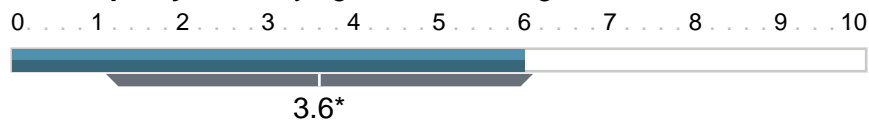
6.3
MD

12. Customer Service - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



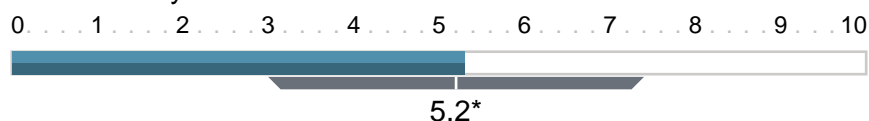
6.0
MD

13. Empathy - Identifying with and caring about others.



6.0
D

14. Conflict Management - Addressing and resolving conflict constructively.



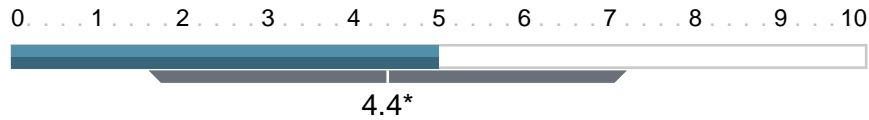
5.3
D

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



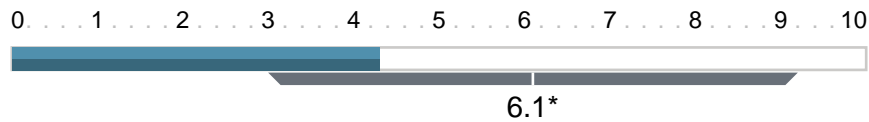
Competencies Hierarchy

15. Self-Management (Time and Priorities) - Demonstrating self control and an ability to manage time and priorities.



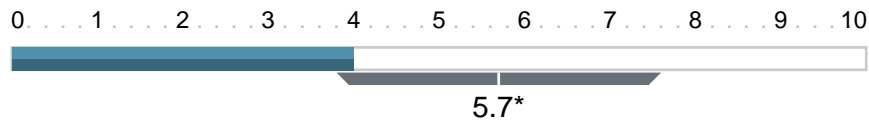
5.0
D

16. Presenting - Communicating effectively to groups.



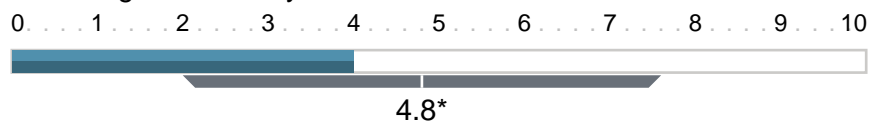
4.3
MD

17. Management - Achieving extraordinary results through effective management of resources, systems and processes.



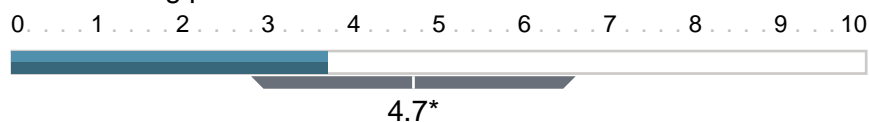
4.0
MD

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



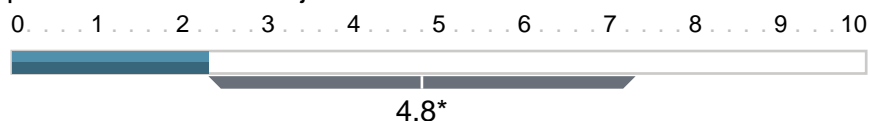
4.0
MD

19. Analytical Problem Solving - Anticipating, analyzing, diagnosing, and resolving problems.



3.7
MD

20. Planning/Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.



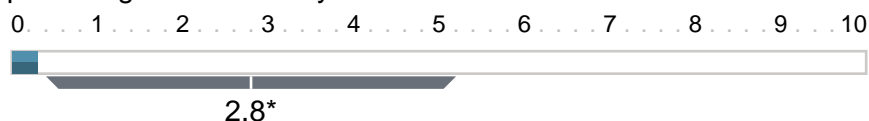
2.3
MD

21. Negotiation - Facilitating agreements between two or more parties.



1.7
MD

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



0.3
ND

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



Developed Competencies

Conflict Management: Addressing and resolving conflict constructively.

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

Self-Management (Time and Priorities): Demonstrating self control and an ability to manage time and priorities.

- Effectively manages emotions and impulses.
- Effectively manages time and priorities to meet deadlines.
- Presents self assertively.
- Demonstrates an ability to maintain composure in the midst of crisis.
- Strives for continuous improvement.
- Balances personal and professional life.
- Takes initiative and acts without waiting for direction.
- Accepts responsibility for actions and results.



Competencies Needing Development

Very few individuals are well developed in all 23 competencies. This section of your report lists and describes the competencies you have not yet developed based on your responses to the questionnaire. The statements listed below describe the consistent actions of individuals who are well developed in these competencies. Read each statement and place an X next to those that describe actions you need to demonstrate in order to fulfill the requirements of your job.

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

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

Written Communication: Writing clearly, succinctly and understandably.

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





Getting the Most From Your Report

Questions about the personal skills you are well developed in:

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

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

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

Questions about the personal skills you have not yet developed:

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