

Watson-Glaser™ II Critical Thinking Appraisal Profile Report

Name: John Sample

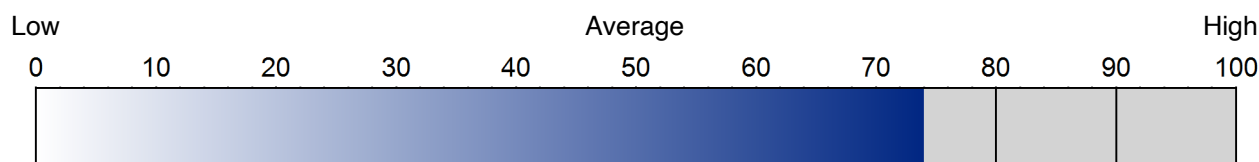
Date of Testing: 08/26/2019

Organization: The Metiss Group

Job Title: COO

Overall Critical Thinking Performance

Norm Group Manager (2012)



Percentile : 74

Raw Score : 32

Overall Score Interpretation

John Sample obtained a total raw score of 32 out of 40 possible points on the Watson-Glaser™ II, Form E. John Sample's score was better than or equal to 74% of the individuals in the norm group indicated above. In comparison with peers from this group, John Sample is likely to be highly skilled and consistent in applying the critical thinking necessary for effective analysis and decision making.

Subscale Performance

	# Items	# Correct	Low	Average	High
Recognize Assumptions	12	8	[Bar chart showing score in average range]		
Evaluate Arguments	12	11	[Bar chart showing score in high range]		
Draw Conclusions	16	13	[Bar chart showing score in average range]		

Subscale Score Interpretation

Recognize Assumptions:

John Sample scored in the average range compared to the individuals in the norm group. This score suggests moderate skill and consistency when this individual needs to:

- “read between the lines” – identify what is expected or assumed to be true in situations.
- define and redefine issues, as well as explore alternative points of view.

Evaluate Arguments:

John Sample scored in the high range compared to the individuals in the norm group. This score suggests high skill and consistency when this individual needs to:

- evaluate arguments based on the relevance and strength of the evidence supporting them.
- analyze information objectively, without allowing preferences or emotions to influence evaluations.

Draw Conclusions:

John Sample scored in the average range compared to the individuals in the norm group. This score suggests moderate skill and consistency when this individual needs to:

- gather sufficient information, weigh it appropriately, and assimilate it into a sound conclusion.
- interpret evidence appropriately, without generalizing it into unwarranted conclusions.



Skills and Abilities Assessed by the Watson-Glaser™ II Critical Thinking Appraisal

The Watson-Glaser™ II Critical Thinking Appraisal is designed to measure select skills and abilities involved in critical thinking. These include:

- **Recognize Assumptions** — Assumptions are statements that are assumed to be true in the absence of proof. Identifying them helps reveal information gaps and enrich perspectives on an issue. Assumptions can be unstated or directly stated. Being aware of these assumptions and directly assessing their appropriateness to a situation improves the quality and comprehensiveness of critical thinking.
- **Evaluate Arguments** — Arguments are assertions that are intended to persuade someone to believe or act a certain way. Evaluating arguments is the process of analyzing such assertions objectively and accurately. Analyzing arguments helps determine whether to believe something or not and how to respond accordingly. Evaluating arguments requires the ability to overcome a confirmation bias—the tendency to look for and agree with information that confirms prior beliefs. Emotion plays a key role in evaluating arguments as well—a high level of emotion can cloud objectivity and the ability to accurately evaluate arguments.
- **Draw Conclusions** — Drawing conclusions consists of arriving at conclusions that logically follow from the available evidence. It includes evaluating all relevant information before drawing a conclusion, judging the likelihood of different conclusions being correct, selecting the most appropriate conclusion, and avoiding overgeneralization beyond the evidence.

Note. The Watson-Glaser™ II Critical Thinking Appraisal should never be used as the sole basis for making an employment decision. For more information on best practices for using test scores in selection decisions, please consult the *Watson-Glaser™ II Critical Thinking Appraisal Manual*, the *Uniform Guidelines for Employee Selection Procedures*, the *Standards for Educational and Psychological Testing*, and the *Principles for the Validation and Use of Personnel Selection Procedures*.



TTI
SUCCESS
INSIGHTS®

TriMetrix®

Talent

Sample

Role

Behavior Experts At Work
The Metiss Group
Charlotte, NC



The Metiss Group™
behavior experts at work

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Introduction

Where Opportunity Meets Talent

Research has proven that job-related talents are directly related to job satisfaction and personal performance. People are well positioned to achieve success when they are engaged in work suited to their inherent skills, behavioral style and unique values. Your TTI TriMetrix Talent Report can be compared with specific job requirements outlined in TTI TriMetrix Job Reports. When the talent required by the job is clearly defined and in turn matched to the individual, everyone wins!

The following is a highly-personalized portrait of your talent in three main sections:

Personal Skills Hierarchy (23 Areas)

This section presents 23 key personal skills 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.

Personal Interests, Attitudes And Values (6 Areas)

This section identifies what motivates you. In order to be successful and energized on the job, it is important that your underlying values are satisfied through the nature of your work. When they are, you feel personally rewarded by your work.

Behavioral Hierarchy (12 Areas)

This section ranks the traits that most closely describe your natural behavior. When your job requires the use of your top behavioral traits, your potential for success increases, as do your levels of personal and professional satisfaction.

Personal Skills Feedback

This section provides detail on your top seven talents. Apply your strongest talents to your job as appropriate and develop further talents as required.

Personal Interests, Attitudes And Values Feedback

This section expands on three areas that you value most. When your job emphasizes what you value, you will feel personally rewarded.

Behavioral Feedback

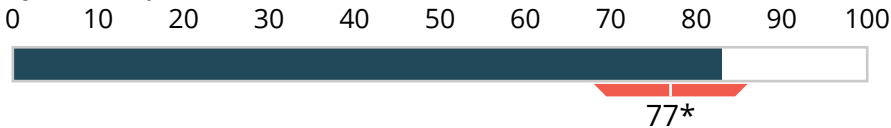
This section gives you insight into your top three behavioral traits to further identify your unique strengths.

Personal Skills Hierarchy



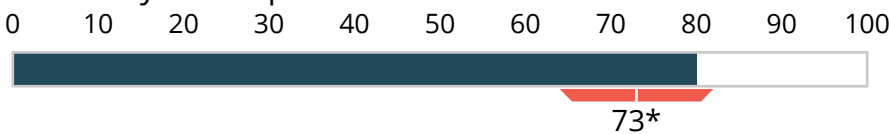
Your unique hierarchy of personal skills is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your personal skills from top to bottom.

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



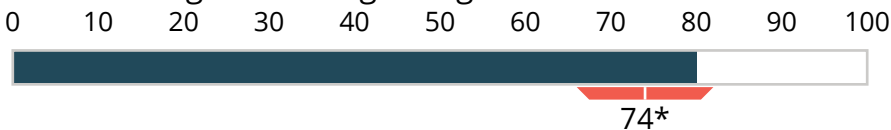
83

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



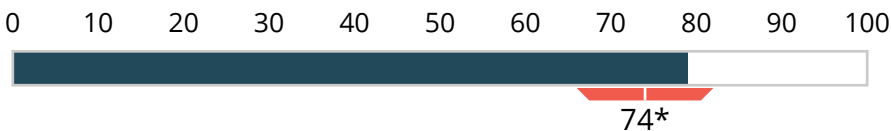
80

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



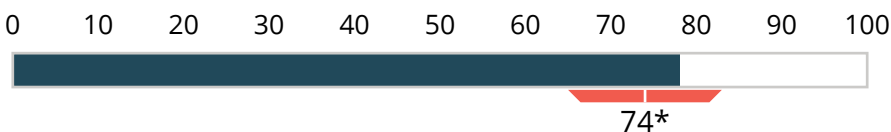
80

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



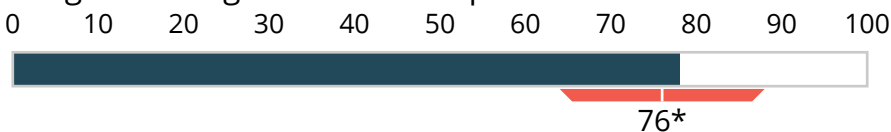
79

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

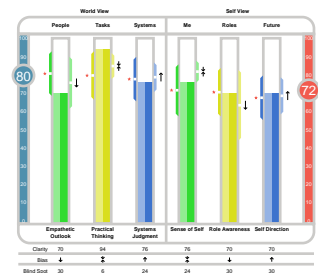


78

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



78



Rev: 0.89-0.85
* 68% of the population falls within the shaded area.

Personal Skills Hierarchy



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

0 10 20 30 40 50 60 70 80 90 100



73*

77

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

0 10 20 30 40 50 60 70 80 90 100



74*

75

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

0 10 20 30 40 50 60 70 80 90 100



75*

74

10. Interpersonal Skills - The ability to interact with others in a positive manner.

0 10 20 30 40 50 60 70 80 90 100



74*

74

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

0 10 20 30 40 50 60 70 80 90 100



72*

74

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

0 10 20 30 40 50 60 70 80 90 100

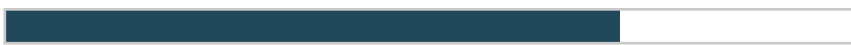


72*

72

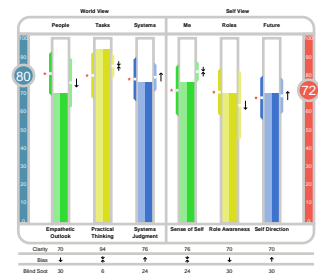
13. Leading Others - The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

0 10 20 30 40 50 60 70 80 90 100



79*

72

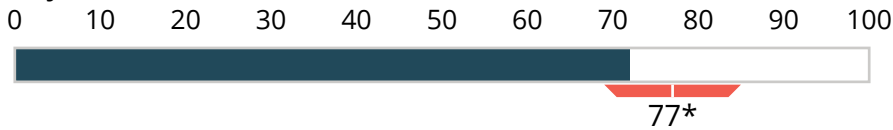


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Personal Skills Hierarchy

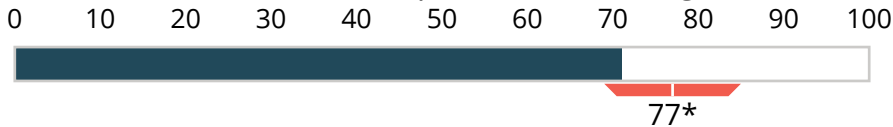


14. Teamwork - The ability to cooperate with others to meet objectives.



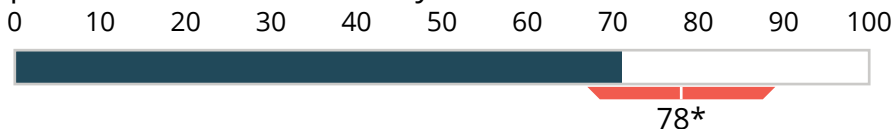
72

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



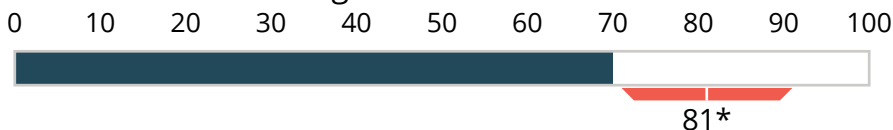
71

16. Conflict Management - The ability to resolve different points of view constructively.



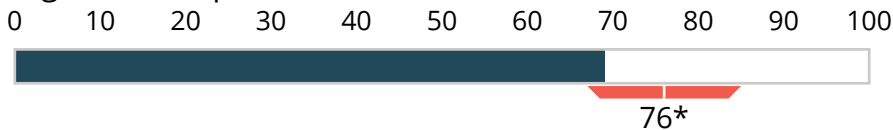
71

17. Empathetic Outlook - The capacity to perceive and understand the feelings and attitudes of others.



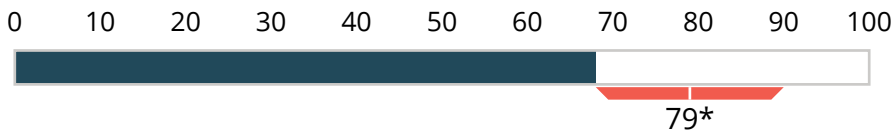
70

18. Diplomacy And Tact - The ability to treat others fairly, regardless of personal biases or beliefs.



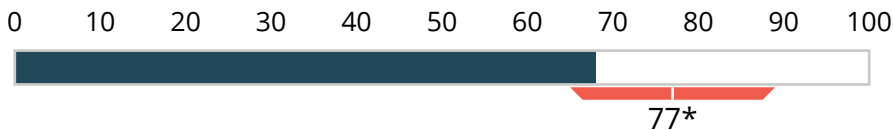
69

19. Customer Focus - A commitment to customer satisfaction.

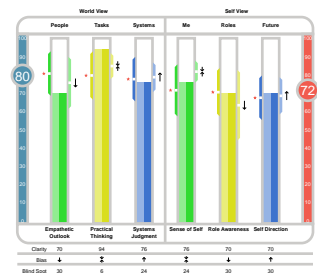


68

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



68

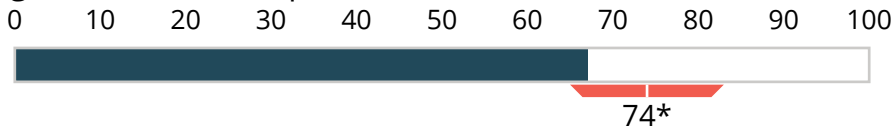


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Personal Skills Hierarchy

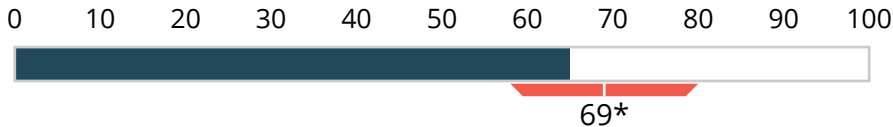


21. Developing Others - The ability to contribute to the growth and development of others.



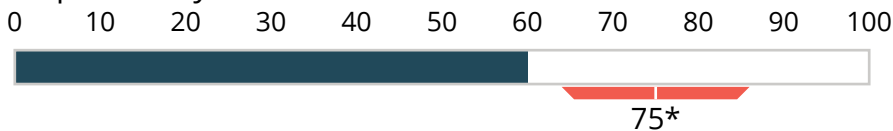
67

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

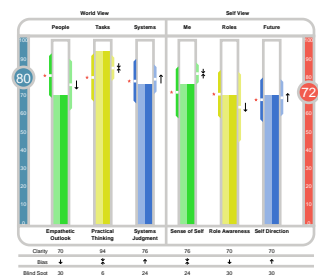


65

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



60



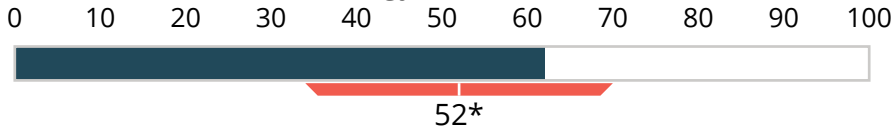
* 68% of the population falls within the shaded area.

Personal Interests, Attitudes And Values

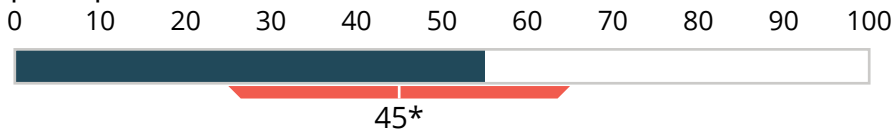


Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. They are listed below from the highest to the lowest.

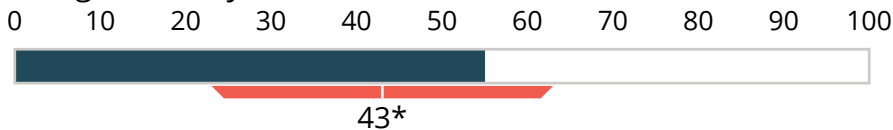
1. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



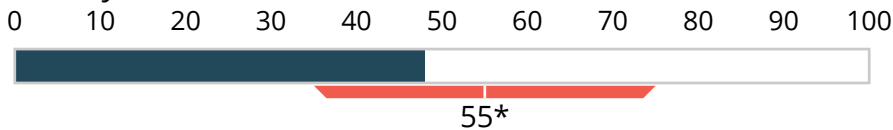
2. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



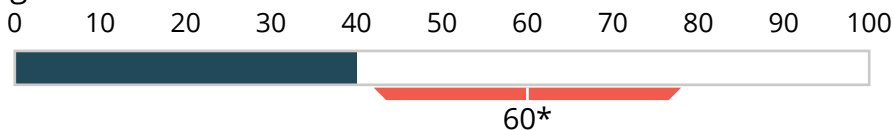
3. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



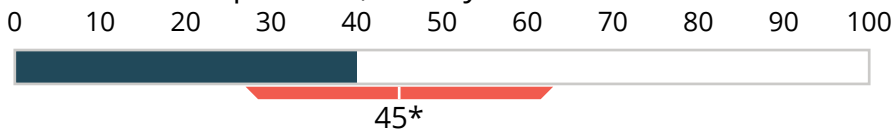
4. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



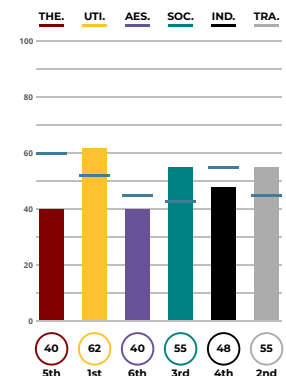
5. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



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



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



Behavioral Hierarchy



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

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

0 10 20 30 40 50 60 70 80 90 100



70

53*

2. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



70

54*

3. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



68

43*

4. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



62

62*

5. Competitive - Want to win or gain an advantage.

0 10 20 30 40 50 60 70 80 90 100



60

49*

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

0 10 20 30 40 50 60 70 80 90 100



60

61*

7. Versatile - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



57

54*

8. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100



55

52*

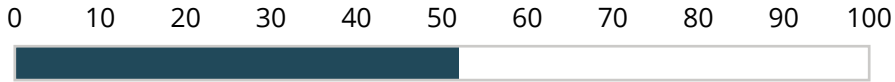


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Behavioral Hierarchy

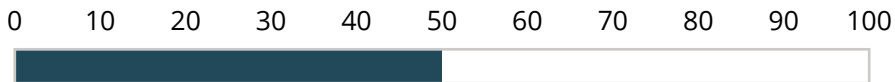


9. Consistent - Perform predictably in repetitive situations.



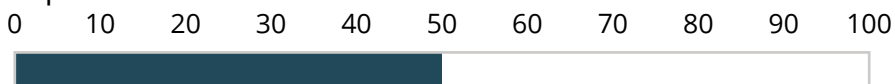
52

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



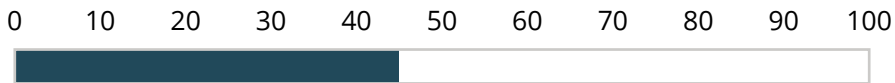
50

11. Customer-Oriented - Identify and fulfill customer expectations.



50

12. Interaction - Frequently engage and communicate with others.



45

SIA: 58-52-25-78 (56) SIN: 56-58-25-71 (55)
 * 68% of the population falls within the shaded area.



Feedback



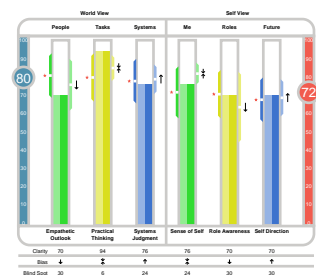
Most people, when asked to describe their talents, have difficulty describing them. The purpose of this section is to provide insights into your top talents in three areas: Personal Skills, Values (motivators) and Behavioral Traits. Everyone has a unique set of strengths within these three areas that will be instrumental to success and self-fulfillment. No one is equally talented in everything. In fact, the quickest way to burn out is to try to be all things to all people.

Personal Skills Feedback



Your unique hierarchy of personal skills is key to your success. Knowing what they are is essential to reaching your goals. The following are your 7 highest ranked personal skills:

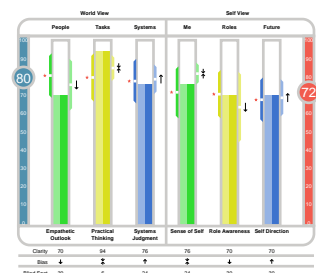
- 1. Planning and Organization:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
 - Defines plans and organizes activities necessary to reach targeted goals
 - Organizes and utilizes resources in ways that maximize their effectiveness
 - Implements appropriate plans and adjusts them as necessary
 - Consistently demonstrates organization and detail orientation
- 2. Results Orientation:** The ability to identify actions necessary to complete tasks and obtain results.
 - Maintains focus on goals
 - Identifies and acts on removing potential obstacles to successful goal attainment
 - Implements thorough and effective plans and applies appropriate resources to produce desired results
 - Follows through on all commitments to achieve results
- 3. Decision Making:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
 - Analyzes data necessary for decision-making
 - Makes major decisions impacting strategic outcomes appropriately and effectively
 - Makes decisions in a timely manner
 - Demonstrates ability to make unpopular and difficult decisions when necessary
- 4. Goal Achievement:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
 - Establishes goals that are relevant, realistic and attainable
 - Identifies and implements required plans and milestones to achieve specific business goals
 - Initiates activity toward goals without unnecessary delay
 - Stays on target to complete goals regardless of obstacles or adverse circumstances



Personal Skills Feedback



5. **Self Management:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
- Independently pursues business objectives in an organized and efficient manner
 - Prioritizes activities as necessary to meet job responsibilities
 - Maintains required level of activity toward achieving goals without direct supervision
 - Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame
6. **Flexibility:** The ability to readily modify, respond to and integrate change with minimal personal resistance.
- Adapts effectively to changing plans and priorities
 - Demonstrates the capacity to handle multiple tasks at one time
 - Deals comfortably with ambiguity
 - Adjusts preset plans as necessary with minimal resistance
7. **Conceptual Thinking:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
- Demonstrates ability to forecast long range outcomes and develop suitable business strategies
 - Identifies, evaluates and communicates potential impacts of hypothetical situations
 - Defines options to leverage opportunities in achieving business goals
 - Develops plans and strategies that lead to desired strategic outcomes



Personal Interests, Attitudes And Values



Feedback

Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. The following are your 3 highest ranked personal values:

1. Utilitarian/Economic

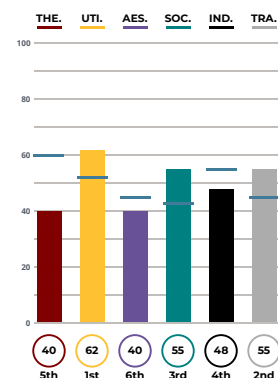
- You value practical accomplishments, results and rewards for your investments of time, resources, and energy.
- The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves but for 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.

2. Traditional/Regulatory

- You value traditions inherent in social structure, rules, regulations and principles.
- 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.

3. Social

- You value opportunities to be of service to others and contribute to the progress and well being of society.
- 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.



Behavioral Feedback



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 following are your 3 highest ranked behavioral traits:

1. Organized Workplace

- Your strength lies in accurate record keeping and planning. Your successful performance depends on established systems and procedures and is tied to careful organization of activities, tasks, and projects.

2. Analysis

- You are able to analyze and challenge a large number of details, data, and facts prior to making decisions.

3. Urgency

- You are decisive and quick to respond. You are able to make on-the-spot decisions with good judgment and meet deadlines on time.



Behavioral Feedback

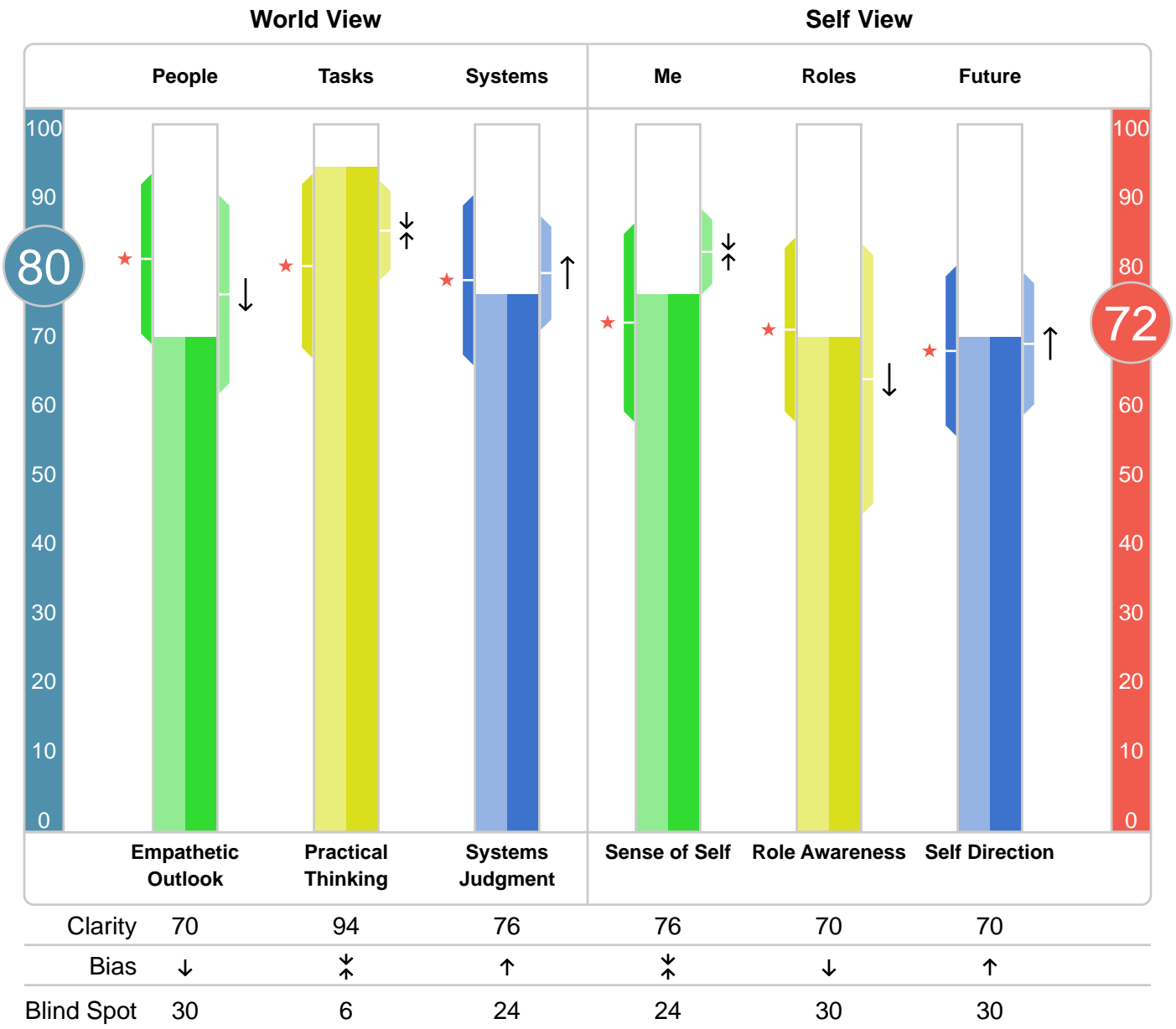


John Doe prefers that things be orderly, and he will approach work in a systematic manner. He likes to work behind the scene and be seen as someone who is organized and has his life in order. He can be sensitive about any comments regarding the quality of his work. He constantly strives forward to improvement in everything he does. He judges others by the quality of their work. He has such high personal standards that he expects others to have the same dedication. John Doe wants to be liked by fellow workers, as well as be recognized for doing quality work. Coworkers know that his projects will always be done correctly. He can be a real "stickler" for quality systems and orderly procedures. He wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. He may be overly sensitive to criticism of his work. If you do comment on his work, you had better be right, since he may not take criticism lightly.



Dimensional Balance

For Consulting And Coaching



- ↑ Overvaluation
- ✕ Mixed valuation
- ↓ Undervaluation
- Intrinsic
- Extrinsic
- Systemic
- ★ Population mean
- 80 External Clarity Average
- 72 Internal Clarity Average

Rev: 0.89-0.85

Category Breakdown

For Consulting And Coaching



Accountability for Others

Conceptual Thinking

Conflict Management

- Correcting Others
- Problem Solving
- Sensitivity to Others

Continuous Learning

- Self Improvement
- Personal Drive

Customer Focus

- Evaluating What is Said
- Empathetic Outlook
- Freedom from Prejudices

Decision Making

- Conceptual Thinking
- Theoretical Problem Solving
- Role Confidence
- Balanced Decision Making

Developing Others

Diplomacy and Tact

- Empathetic Outlook
- Balanced Decision Making
- Freedom from Prejudices

Empathetic Outlook

Flexibility

- Surrendering Control
- Integrative Ability
- Understanding Motivational Needs

Goal Achievement

- Results Orientation
- Realistic Personal Goal Setting
- Project and Goal Focus
- Persistence

Influencing Others

- Conveying Role Value
- Gaining Commitment
- Understanding Motivational Needs

Interpersonal Skills

- Evaluating Others
- Personal Relationships
- Persuading Others

Leading Others

Personal Accountability

Objective Listening

- Evaluating What is Said

Planning and Organization

- Long Range Planning
- Concrete Organization
- Proactive Thinking

Problem Solving

Resiliency

- Persistence
- Handling Rejection
- Initiative

Results Orientation

Self Management

Self-Starting Ability

- Initiative

Teamwork

- Surrendering Control
- Relating to Others
- Sense of Belonging
- Sensitivity to Others

Core Skills List

For consulting and coaching



Clarity	Mean	Description
94	80	Practical Thinking
87	75	Quality Orientation
85	83	Theoretical Problem Solving
85	76	Concrete Organization
85	82	Realistic Goal Setting for Others
85	71	Role Confidence
84	80	Material Possessions
83	76	Realistic Personal Goal Setting
83	76	Long Range Planning
83	74	Handling Rejection
82	80	Attention to Detail
82	78	Monitoring Others
82	76	Status and Recognition
81	80	Following Directions
81	80	Respect for Policies
80	74	Project and Goal Focus
80	73	Results Orientation
80	77	Realistic Expectations
80	81	Understanding Motivational Needs
80	79	Proactive Thinking
80	76	Integrative Ability
80	78	Persuading Others
78	74	Self Management
77	73	Conceptual Thinking
77	77	Evaluating Others
77	79	Emotional Control
77	75	Sense of Timing
77	77	Sense of Belonging
76	73	Sense of Self
76	71	Internal Self Control
76	78	Systems Judgment
76	81	Self Improvement
75	71	Personal Drive
75	73	Project Scheduling
74	70	Intuitive Decision Making
74	70	Handling Stress
74	75	Problem Solving
73	73	Surrendering Control
73	79	Correcting Others
73	79	Conveying Role Value
73	78	Relating to Others
73	72	Persistence
72	72	Personal Accountability
72	79	Leading Others

Clarity	Mean	Description
71	70	Balanced Decision Making
70	81	Empathetic Outlook
70	69	Self Direction
70	71	Role Awareness
68	67	Self Assessment
68	77	Evaluating What is Said
67	74	Self Confidence
67	74	Developing Others
67	69	Meeting Standards
66	76	Using Common Sense
65	73	Consistency and Reliability
65	79	Attitude Toward Others
65	78	Freedom from Prejudices
65	73	Job Ethic
65	79	Sensitivity to Others
65	69	Initiative
65	73	Sense of Mission
65	81	Personal Relationships
65	74	Enjoyment of the job
60	75	Accountability for Others
60	71	Gaining Commitment

Core Skills List

For consulting and coaching



Clarity	Mean	Description
60	75	Accountability for Others
82	80	Attention to Detail
65	79	Attitude Toward Others
71	70	Balanced Decision Making
77	73	Conceptual Thinking
85	76	Concrete Organization
65	73	Consistency and Reliability
73	79	Conveying Role Value
73	79	Correcting Others
67	74	Developing Others
77	79	Emotional Control
70	81	Empathetic Outlook
65	74	Enjoyment of the Job
77	77	Evaluating Others
68	77	Evaluating What is Said
81	80	Following Directions
65	78	Freedom from Prejudices
60	71	Gaining Commitment
83	74	Handling Rejection
74	70	Handling Stress
65	69	Initiative
80	76	Integrative Ability
76	71	Internal Self Control
74	70	Intuitive Decision Making
65	73	Job Ethic
72	79	Leading Others
83	76	Long Range Planning
84	80	Material Possessions
67	69	Meeting Standards
82	78	Monitoring Others
73	72	Persistence
72	72	Personal Accountability
75	71	Personal Drive
65	81	Personal Relationships
80	78	Persuading Others
94	80	Practical Thinking
80	79	Proactive Thinking
74	75	Problem Solving
80	74	Project and Goal Focus
75	73	Project Scheduling
87	75	Quality Orientation
80	77	Realistic Expectations
85	82	Realistic Goal Setting for Others
83	76	Realistic Personal Goal Setting
73	78	Relating to Others

Clarity	Mean	Description
81	80	Respect for Policies
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70	71	Role Awareness
85	71	Role Confidence
68	67	Self Assessment
67	74	Self Confidence
70	69	Self Direction
76	81	Self Improvement
78	74	Self Management
77	77	Sense of Belonging
65	73	Sense of Mission
76	73	Sense of Self
77	75	Sense of Timing
65	79	Sensitivity to Others
82	76	Status and Recognition
73	73	Surrendering Control
76	78	Systems Judgment
85	83	Theoretical Problem Solving
80	81	Understanding Motivational Needs
66	76	Using Common Sense

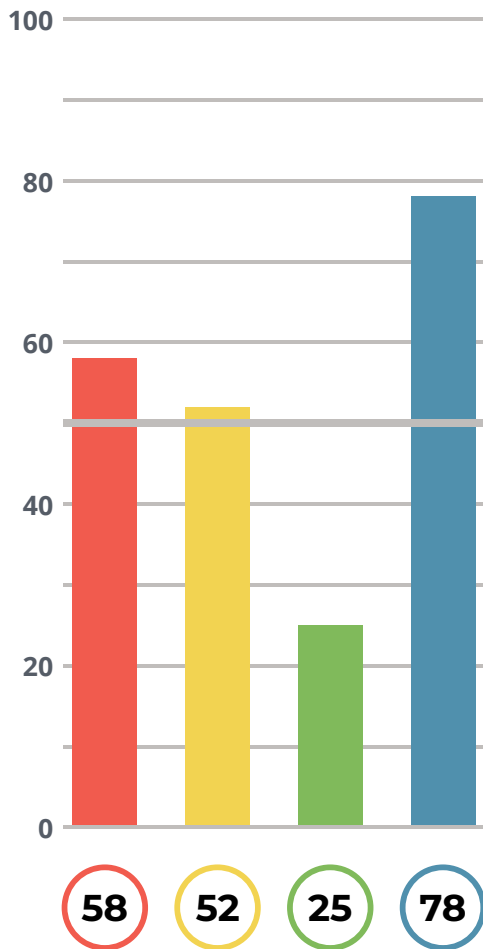
Style Insights® Graphs



Graph I

Adapted Style

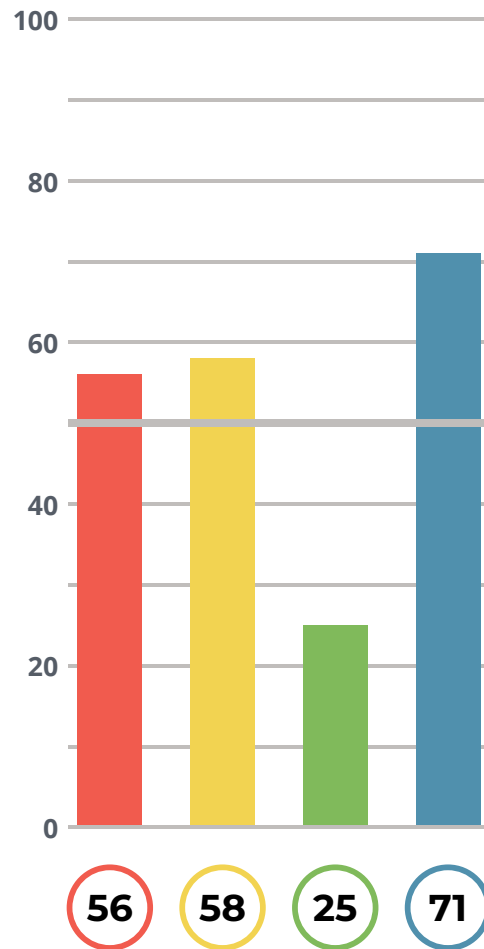
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



Norm 2021 R4
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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.

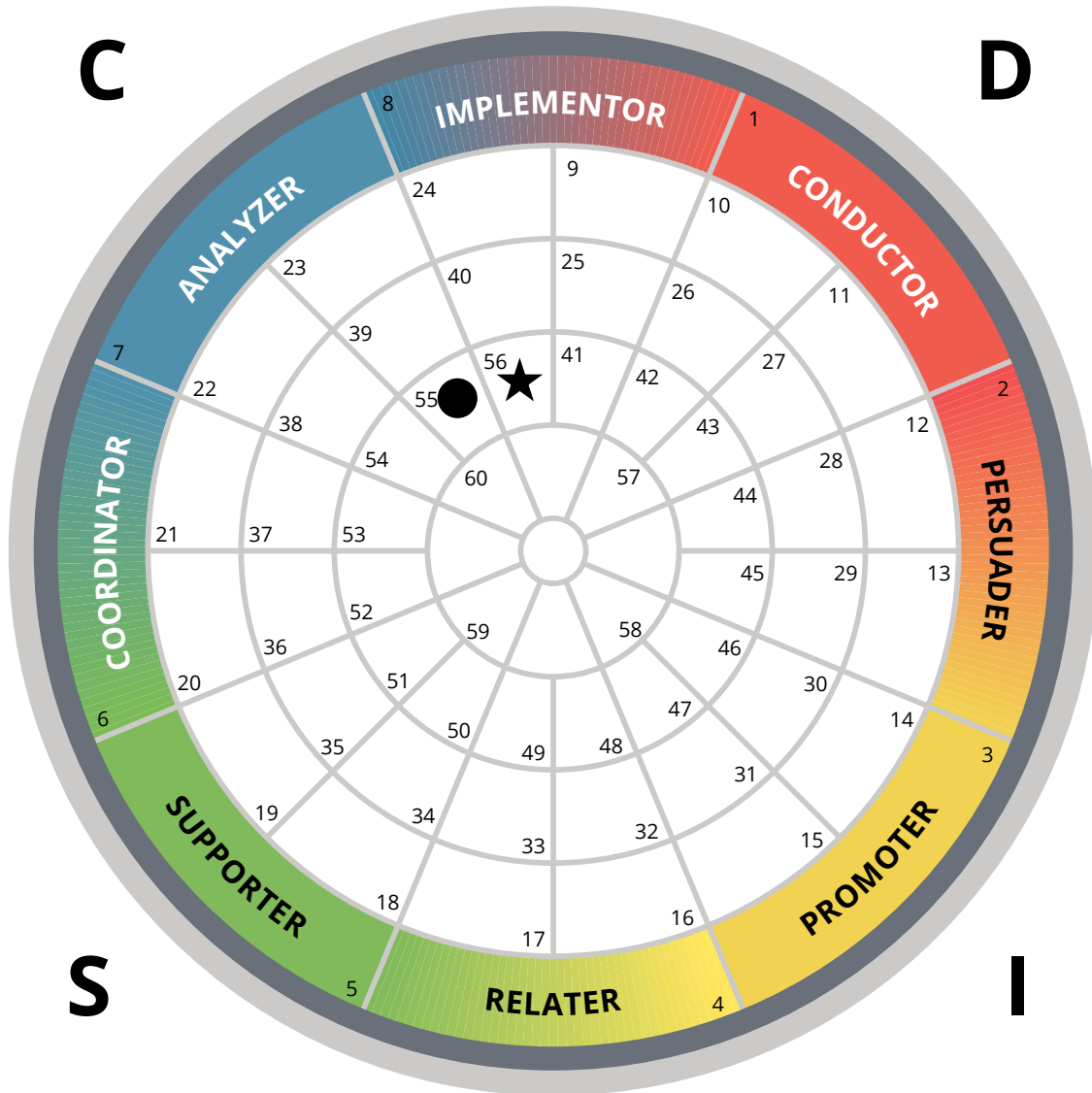
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



Sample



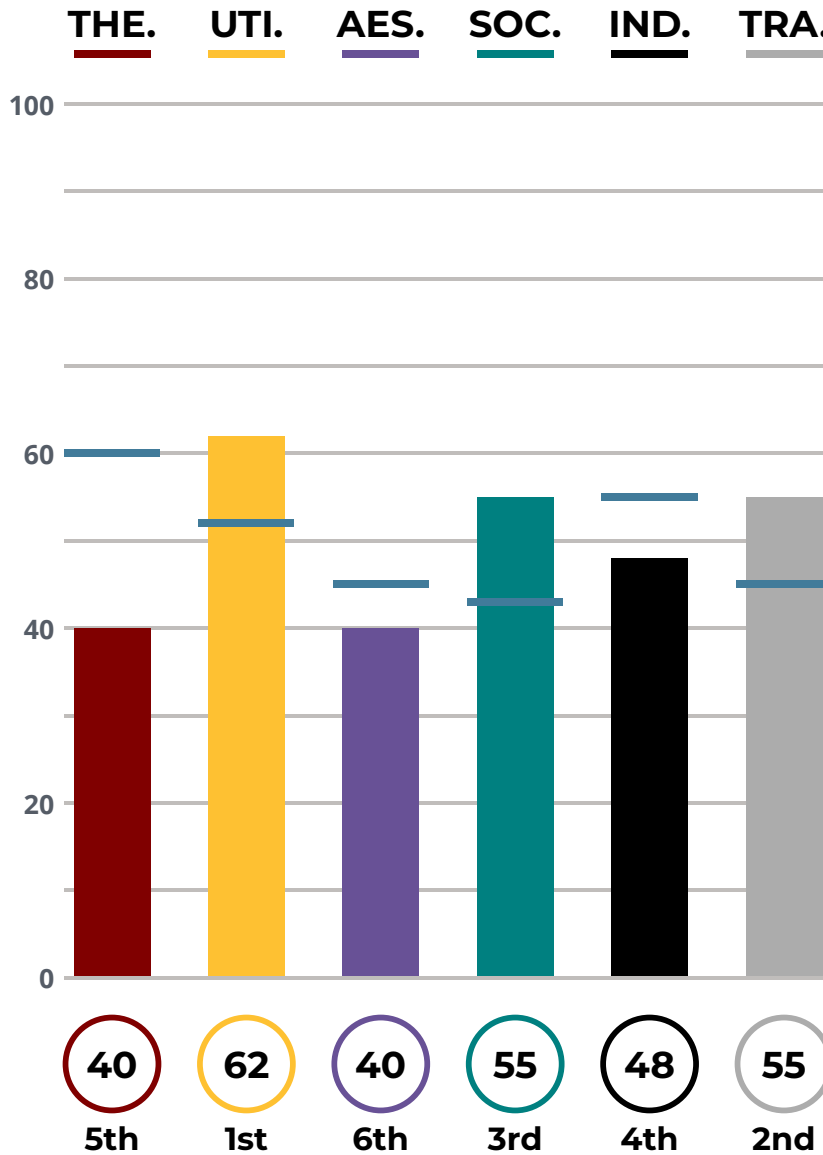
Adapted: ★ (56) ANALYZING IMPLEMENTOR (ACROSS)
 Natural: ● (55) IMPLEMENTING ANALYZER (ACROSS)
 Norm 2021 R4

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Motivation Insights® Graph

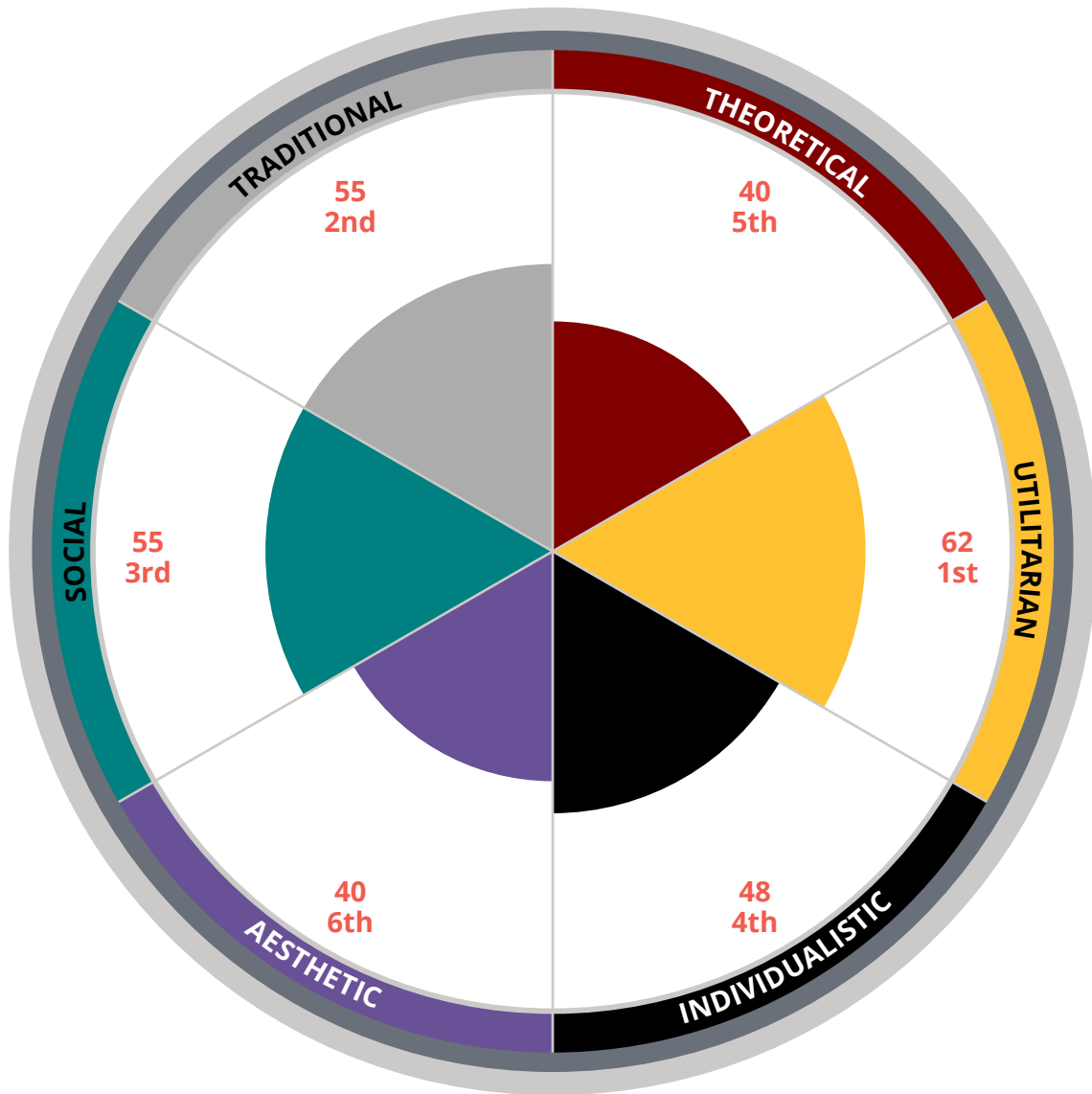


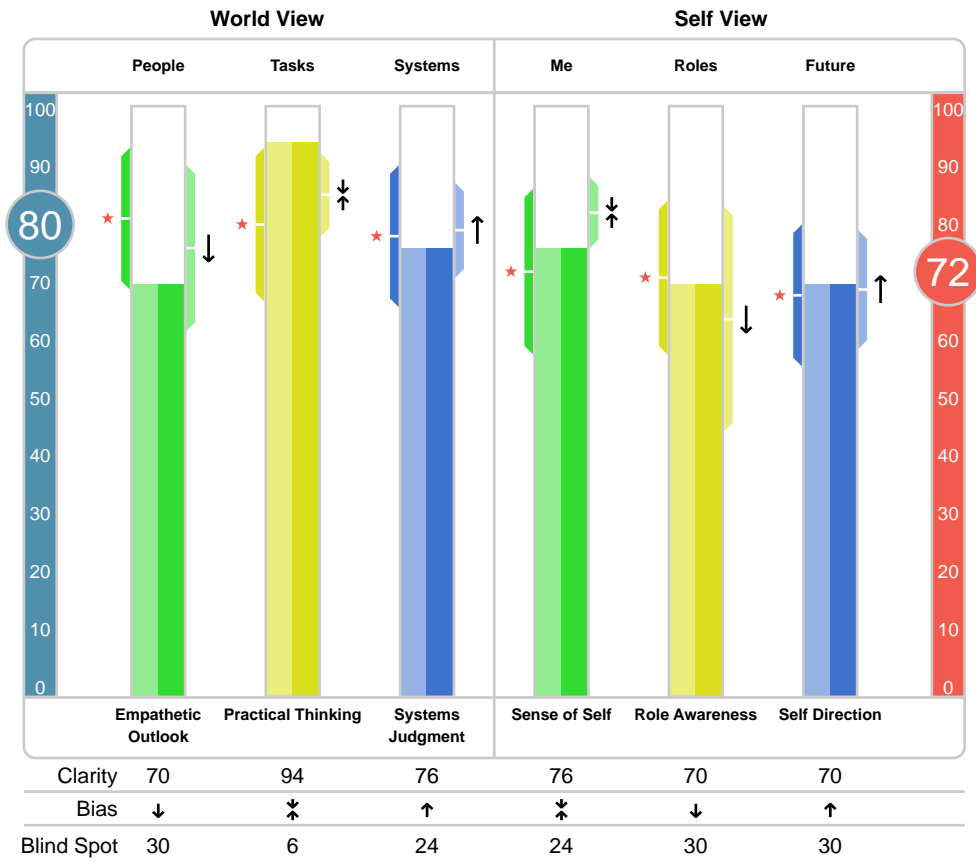
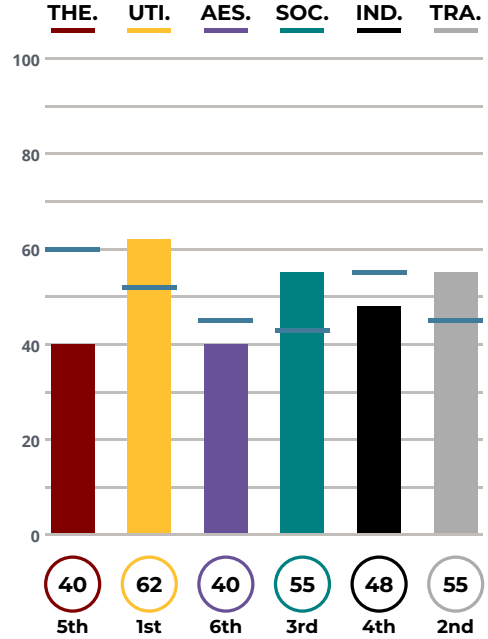
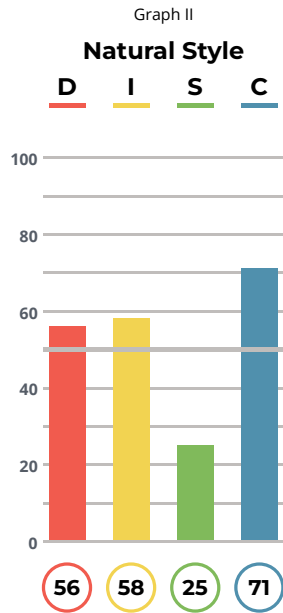
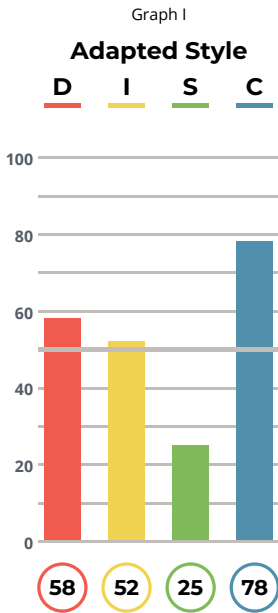
The Motivators Graph is a visual representation of what motivates John Doe and the level of intensity for each category. These categories include: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.



T: 5:32

Attitudes Wheel™





Rev: 0.89-0.85