



TTI  
SUCCESS  
INSIGHTS®

# Behaviors and Motivators

## Management-Staff Version

**John Smith**

**2-21-2025**

**Behavior Experts At Work**

The Metiss Group  
Charlotte, NC  
[assess@themetissgroup.com](mailto:assess@themetissgroup.com)



**The Metiss Group™**

behavior experts at work

# Introduction



## Where Opportunity Meets Talent

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

**The following is an in-depth look at your personal talents in the two 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.

# Introduction

## Behaviors



**Behavioral research suggests that the most effective people are those who understand their strengths and weaknesses, because they can best 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 which are true and areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

*All people exhibit all four behavioral factors to varying degrees of intensity.*  
—W.M. Marston

# Behavioral 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 places his focus on people. To him, strangers are just friends he hasn't met! He likes quality social relationships. He often will become friends with his customers or clients. He is enthusiastic and usually slow to anger. He is most likely to be at his best in situations where important things, such as values, judgments, feelings, and emotions are involved. He prides himself on his "intuition." John influences most people with his warmth. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He is good at fostering enthusiasm in others. He believes in getting results through other people. He prefers the "team approach." John seeks popularity and social recognition. He likes to deal with people in a favorable social environment. He can combine and balance enthusiasm and patience.

John 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. 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. 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. He likes working for managers who make quick decisions.

John is people-oriented and verbally fluent. 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 may use his time imprecisely because he likes to talk to people. He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, John will attempt to put them at ease. 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 good at negotiating conflict between others. John feels that "if everyone would just talk it



# Behavioral Characteristics

## Continued



out, everything would be okay!" He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He is both a good talker and a good listener.



# 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, making him an integral part of the team.*

- ✓ Dependable team player.
- ✓ Optimistic and enthusiastic.
- ✓ Builds good relationships.
- ✓ Builds confidence in others.
- ✓ Verbalizes his feelings.
- ✓ Accomplishes goals through people.
- ✓ People-oriented.
- ✓ Creative problem solving.



# 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

- ✓ Start, however briefly, with a personal comment. Break the ice.
- ✓ Provide personal assurances and clear, specific solutions with maximum guarantees.
- ✓ Provide ideas for implementing action.
- ✓ Use enough time to be stimulating, fun-loving, and fast-moving.
- ✓ Move casually.
- ✓ Clearly define (preferably in writing) individual contributions.
- ✓ Provide testimonials from people he sees as important.
- ✓ Watch carefully for possible areas of early disagreement or dissatisfaction.
- ✓ Present your case softly, non-threateningly, with a sincere tone of voice.
- ✓ Read the body language for approval or disapproval.
- ✓ Talk about him, his goals and the opinions he finds stimulating.














# 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

-  Keep deciding for him, less he'll lose initiative. Don't leave him without backup support.
-  Dream with him or you'll lose time.
-  Be domineering or demanding; don't threaten with a position of power.
-  Offer assurance and guarantees you can't fulfill.
-  Leave decisions hanging in the air.
-  Take credit for his ideas.
-  Drive on to facts, figures, alternatives, or abstractions.
-  Be dictatorial.
-  Be curt, cold, or tight-lipped.
-  Force him to respond quickly to your objectives. Don't say, "Here's how I see it."
-  Patronize or demean him by using subtlety or incentive.





# Communication Tips



*This section provides suggestions for methods which will improve John'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, 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.*

## Compliance

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

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

## Dominance

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

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

## Steadiness

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

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

## Influence

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

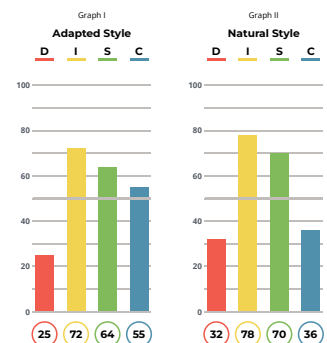
- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold, or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures or alternatives and abstractions.

# Ideal Environment



*This section identifies the ideal work environment based on John's basic style. 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.*

- ✓ An environment in which he may deal with people on a personal, intimate basis.
- ✓ Little conflict between people.
- ✓ A stable and predictable environment.
- ✓ Democratic supervisor with whom he can associate.
- ✓ Freedom from control and detail.
- ✓ Assignments with a high degree of people contacts.



# 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.*



### John usually sees himself as being:

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



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

- ✓ Self-Promoting
- ✓ Glib
- ✓ Overly Optimistic
- ✓ Unrealistic



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

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

# 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.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
<b>Dominance</b>	<b>Influence</b>	<b>Steadiness</b>	<b>Compliance</b>
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

# Natural & Adapted Style



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

### Adapted

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



## People & Contacts

### Natural

John is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. John is trusting and also wants to be trusted.

### 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.

# Natural & Adapted Style



## Pace & Consistency

### Natural

John is comfortable in an environment in which there is a relaxed demeanor or one in which patience is looked at as a virtue. He prefers to complete one task before starting the next and prefers an environment that is predictable.

### Adapted

John 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

John is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

### Adapted

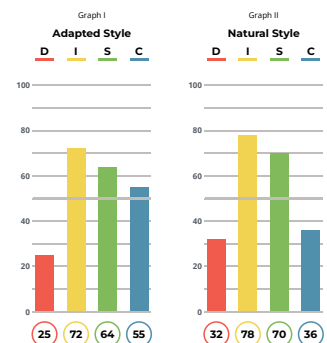
John sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.

# 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.*

- ✓ Making tactful decisions.
- ✓ Presenting a practical, proven approach to decision making.
- ✓ Positive, outgoing, and friendly behavior.
- ✓ Being cordial and helpful when dealing with new clients or customers.
- ✓ Using restraint when confrontation occurs.
- ✓ Being a good "team player."
- ✓ Obtaining results through people.
- ✓ Contacting people using a variety of modes.
- ✓ Motivating people to take action by using persuasive skills.
- ✓ Being conservative, not competitive, in nature.
- ✓ Flexibility.
- ✓ Being cooperative and supportive.



# 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:

- ✓ Rewards to support his dreams.
- ✓ To be trusted.
- ✓ A predictable environment.
- ✓ Complete directions for work to be completed.
- ✓ Freedom to talk and participate on the team.
- ✓ A friendly work environment.
- ✓ Freedom from conflict and confrontation.
- ✓ To be persuaded by logic and emotion.
- ✓ To work with people who he can trust.
- ✓ A manager who practices participative management.
- ✓ Public recognition of his ideas and results.
- ✓ Freedom from control and detail.
- ✓ A leader to follow and one who sets good examples.





# 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 program to encourage creativity and self-worth.
- ✓ More control of body language.
- ✓ To maintain focus on results and not sacrifice productivity just to make everyone happy.
- ✓ Reassurances that he is doing the job right.
- ✓ Rewards in terms of tangible things, not just flattery and praise.
- ✓ Participatory management.
- ✓ Shortcut methods that don't affect quality of the work.
- ✓ Objectivity when dealing with people because of his high trust level.
- ✓ A warm and friendly work environment.
- ✓ Help on controlling time and setting priorities.
- ✓ To set professional and family goals.





# 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.*

## 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:

1. Being a creative thinker and always thinking of new ideas
2. Being more excited about the future than the here and now
3. Bring personal problems to work
4. See work as routine and unexciting
5. Experience stress from working on something too long
6. Focus on past, pleasant experiences as a way of coping with routine and stress

### Possible Solutions:

1. Learn to read body signals for fatigue
2. Change routine
3. Remind yourself that worrying about personal problems interferes with your productivity
4. Set tasks and objectives

## Inability To Say No

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

### Possible Causes:

1. Have many interests and want to be involved
2. Confuse priorities
3. Fail to set priorities
4. Do not want to hurt others' feelings
5. Do not want to refuse a superior's request



# Time Wasters

## Continued



6. Do not feel comfortable giving the "real" reason and would rather not lie

### Possible Solutions:

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

## Open Door Policy

*An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.*

### Possible Causes:

1. Want to be seen as supportive and available
2. Want the social interaction of people dropping by
3. Have a difficult time saying "no"
4. Use people interruptions as a way of procrastinating or justifying missed deadlines

### Possible Solutions:

1. Set aside time to "close your door" and work on projects
2. Set aside time to interact with co-workers
3. Learn to prioritize activities and say "no" to low priorities
4. Place your desk so that it is not always in "view" of those who pass by
5. Avoid eye contact with people who walk by your desk or office





# Time Wasters

## Continued

### Cluttered Desk

*A cluttered desk is one that is overloaded by papers, supplies, and equipment to the point of impacting the ability to be productive.*

#### Possible Causes:

1. See organizing and filing activities as a waste of time
2. Want everything at fingertips
3. Do not conceptualize a system for grouping information and materials
4. Have not established a timeline for tasks or projects

#### Possible Solutions:

1. Handle each piece of mail only once, i.e., pitch it, file it, or delegate it
2. Set up (or have someone else set up) an information storage and retrieval system
3. Get off mailing lists that are of no interest to you
4. Remind yourself that the time it takes to open "junk" mail robs you of time for more important tasks
5. Establish a time limit for certain projects and only have current project material on your desk

### Procrastination

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

#### Possible Causes:

1. Priorities have not been set
2. Do not see projects or tasks clearly
3. Overwhelmed with commitments
4. Hope that time will solve or eliminate the problem
5. Fear of failure

#### Possible Solutions:

1. Set goals and establish priorities



# Time Wasters

## Continued



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

## Poor Filing System

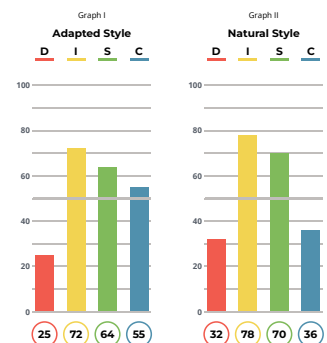
*A poor filing system is one that has no predetermined method for subject matter grouping. It is one that you may understand but is not usable by others who may need to retrieve information from your files.*

### Possible Causes:

1. Have not determined or prioritized subject matter groupings
2. Categorize by emotions

### Possible Solutions:

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



# 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.
- ✓ Be so enthusiastic that he can be seen as superficial.
- ✓ Overuse praise in motivating others.
- ✓ Be inattentive to details—only attentive to results and not the means.
- ✓ Be optimistic regarding possible results of his projects or the potential of his people.



# Action Plan

## Professional Development



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

---

---

---

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

---

---

---

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

---

---

---

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

---

---

---

# Action Plan

## Personal Development



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

---

---

---

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

---

---

---

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

---

---

---

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

---

---

---

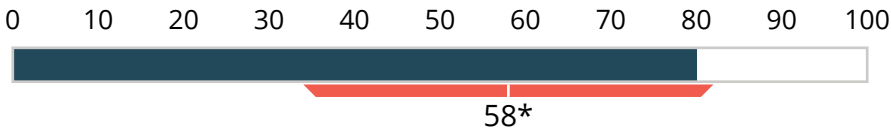


# Behavioral Hierarchy

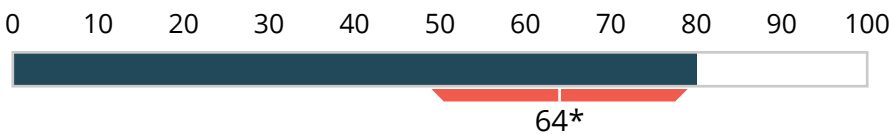


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

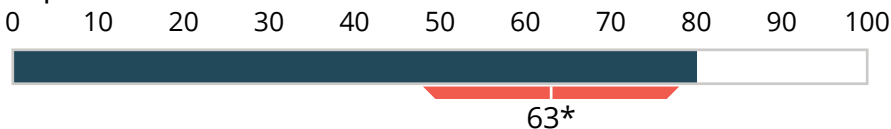
**1. Interaction** - Frequently engage and communicate with others.



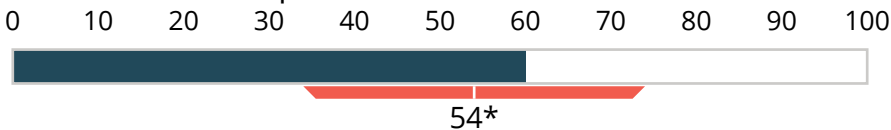
**2. People-Oriented** - Build rapport with a wide range of individuals.



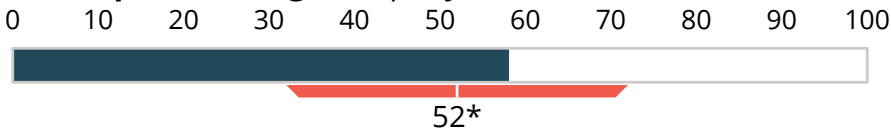
**3. Customer-Oriented** - Identify and fulfill customer expectations.



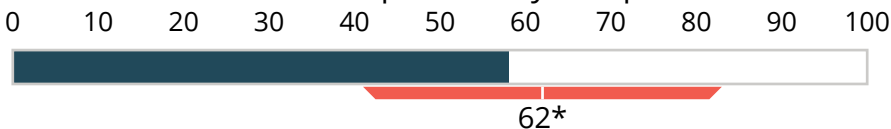
**4. Versatile** - Adapt to various situations with ease.



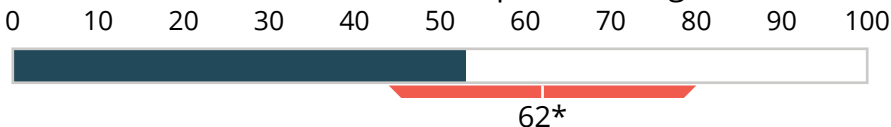
**5. Frequent Change** - Rapidly shift between tasks.



**6. Consistent** - Perform predictably in repetitive situations.



**7. Persistence** - Finish tasks despite challenges or resistance.

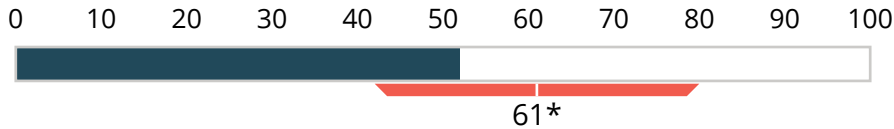


\* 68% of the population falls within the shaded area.

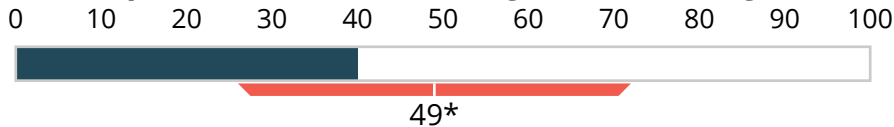
# Behavioral Hierarchy



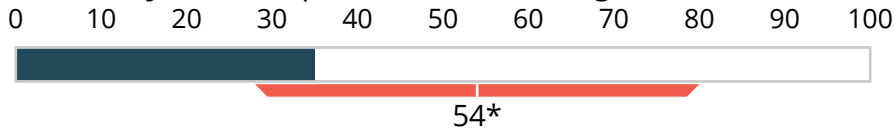
**8. Following Policy** - Adhere to rules, regulations, or existing methods.



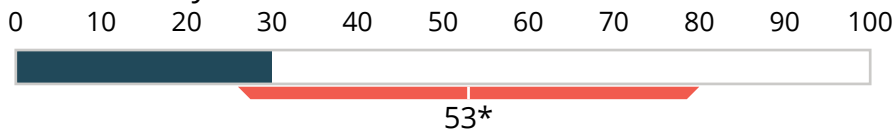
**9. Competitive** - Want to win or gain an advantage.



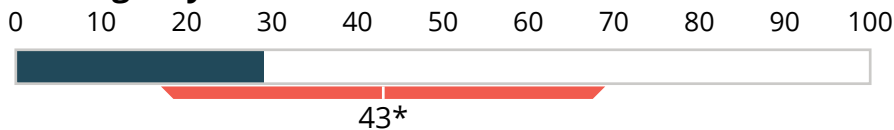
**10. Analysis** - Compile, confirm and organize information.



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



**12. Urgency** - Take immediate action.



SIA: 25-72-64-55 (48) SIN: 32-78-70-36 (16)

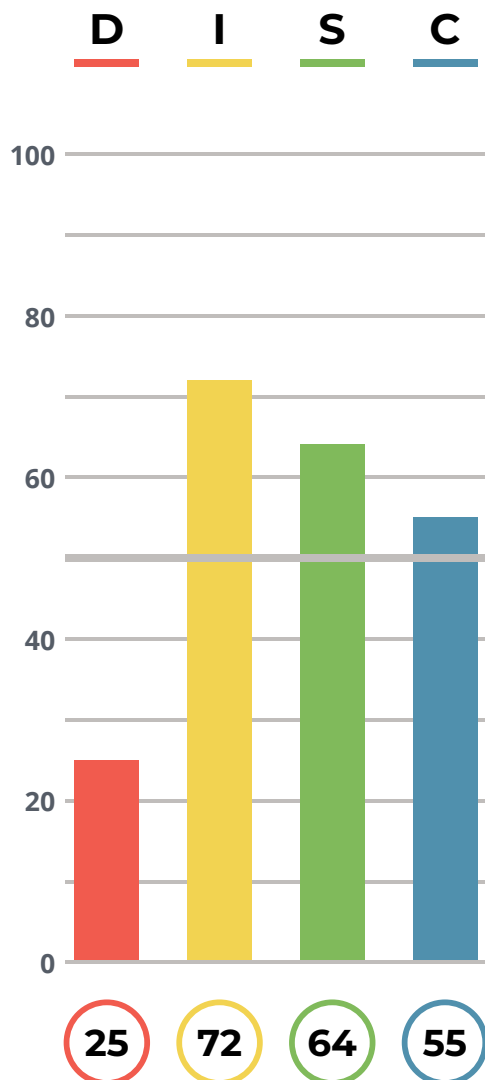
\* 68% of the population falls within the shaded area.

# Style Insights® Graphs



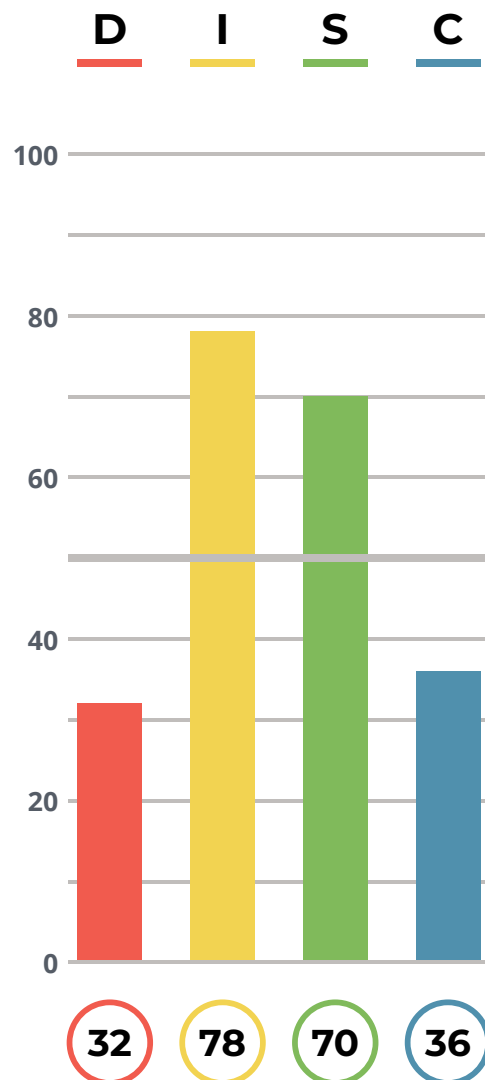
Graph I

## Adapted Style



Graph II

## Natural Style



Norm 2021 R4  
2-21-2025  
T: 7:21

**John Smith**

# The TTI Success Insights® Wheel



The TTI Success Insights® Wheel is a powerful tool first 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 to which you are adapting your behavior.

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

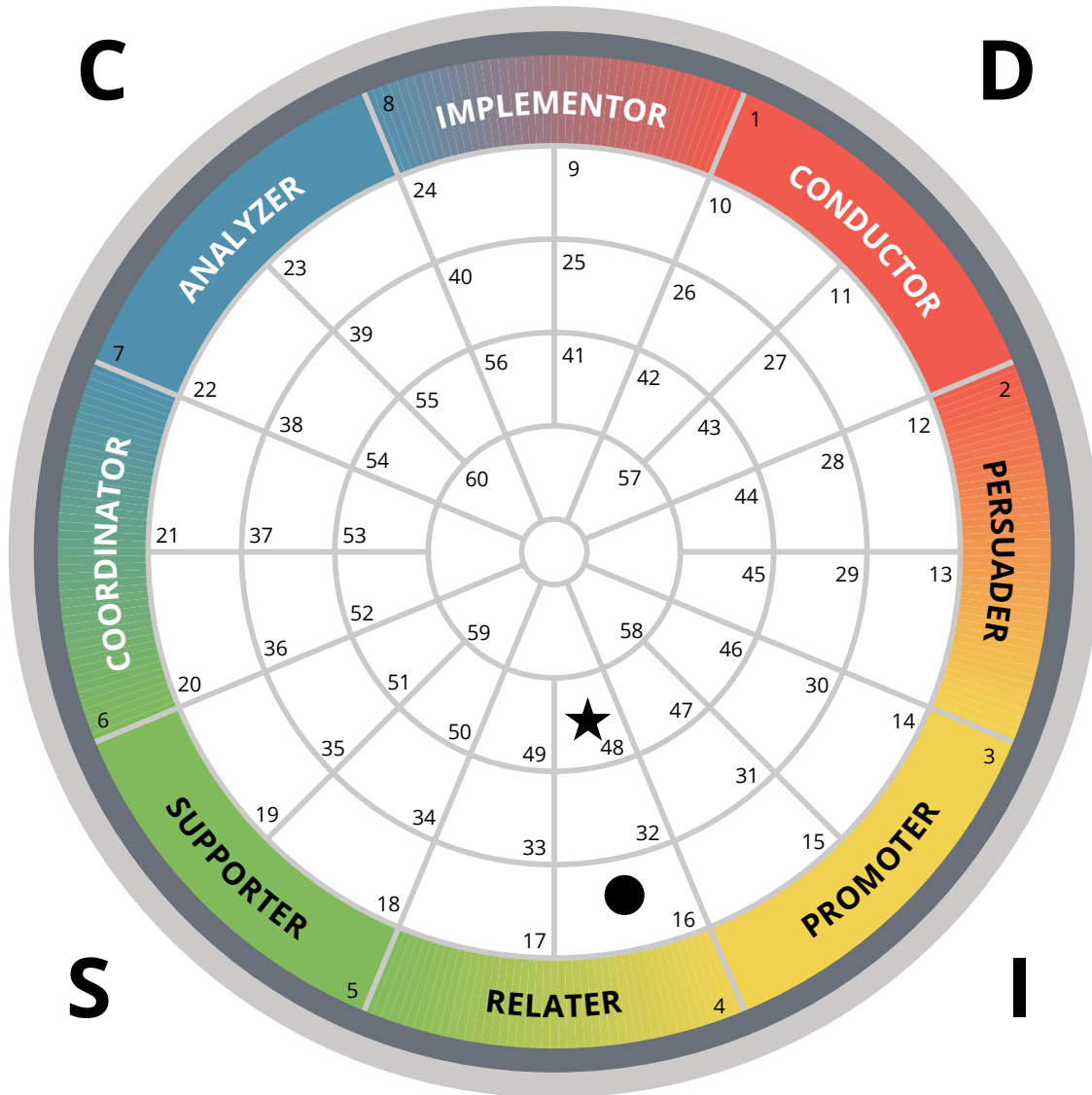
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

# The TTI Success Insights® Wheel



John Smith

2-21-2025



Adapted: ★ (48) PROMOTING RELATER (ACROSS)

Natural: ● (16) PROMOTING RELATER

Norm 2021 R4

T: 7:21

# Introduction

## Motivators



Knowledge of an individual's motivators and attitudes helps 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. This 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	Individualistic	<b>Strong</b>
2nd	Traditional	<b>Strong</b>
3rd	Utilitarian	<b>Situational</b>
4th	Theoretical	<b>Situational</b>
5th	Aesthetic	<b>Indifferent</b>
6th	Social	<b>Indifferent</b>

# Introduction

## Motivators



### How to get the most from this report

1. Add, delete and write comments in this document and consider it a work-in-progress handbook or personal tool. Consult, review, revise and update this document periodically.
2. Review the report and select items of primary importance to current projects. Determine the best steps ahead based on what the report reveals and current experiences.
3. As appropriate, share the information on the Team Building Summary with peers and managers at whatever level of disclosure feels comfortable. As communication is a two-way process, peers and managers are encouraged to share similar information from their own Team Building Summary sheets.
4. Use the information in the report to serve as a "self-management handbook" or "empowerment manual" to help clarify workplace values issues and to assist in maintaining optimal performance.
5. Other steps and processes may emerge through team meetings.

### This report includes

- A section for each of the six Values dimensions in these categories: General Characteristics; Value to the Organization; Keys to Managing and Motivating; Training, Professional Development and Learning Insights; Continuous Quality Improvement.
- A Norms and Comparisons section that reveals where your values are compared to the national mean.
- A Values Graph
- A Values Wheel
- A Values Action Plan for affirming strengths and encouraging growth and development.
- A Team Building Summary to facilitate sharing selected information with others.

# Individualistic/Political



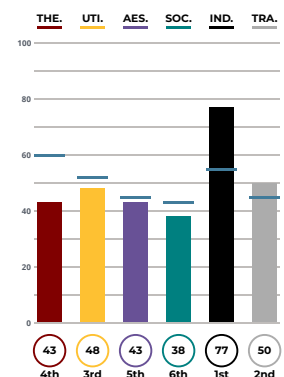
*The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.*

## General Characteristics

- John has a strong desire to be his own person.
- This high individualism may be demonstrated in a variety of observable ways: In creative problem solving, in a risk-taking attitude, etc.
- Enjoys working in his own way and own methods.
- Enjoys work and assignments which give him stature in the eyes of others and evokes respect.
- Likes freedom in his own work area.
- Prefers to make his own decisions about how an assignment or project is to be accomplished.
- Independent.
- Brings a lot of energy that needs to be put to good use.
- Comfortable being in the limelight and enjoys demonstrating his uniqueness or creativity.

## Value to the Organization

- Ability to take a stand and not be afraid to be different in either ideas or approaches to problem-solving.
- Brings creative ideas.
- Not afraid to take calculated risks.
- Brings a variety of different and energetic ideas to the workplace.
- Enjoys making presentations to small or large groups and is generally perceived as an engaging presenter by his audience.



John Smith



# Individualistic/Political



## Keys to Managing and Motivating

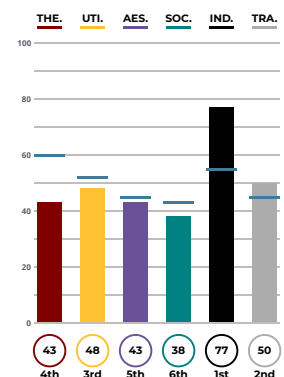
- Allow bandwidth to grow and experiment with new projects, ideas and responsibilities.
- Let him work with an idea, develop it and run with it for awhile before making a judgment call.
- John brings a variety of strengths to the team that may not have been utilized. Explore the possibilities of expanding these opportunities.
- John enjoys making presentations to small or large groups. Explore this possibility.
- He will appreciate "air-time" at meetings to share ideas with others on the team.

## Training, Professional Development and Learning Insights

- Learning and professional development activities should be flexible, having a wide variety of options.
- Attempt to provide enough creative space for him to express his uniqueness.
- Allow for some experimental or non-routine types of options.

## Continuous Quality Improvements

- Unique approaches do not always result in complete success and may cause conflict with others if sensitivity is not used.
- Some values clashes may be reduced if awareness of the needs of others and awareness of the job parameters and protocol are used to govern his high Individualistic behavior.
- Needs to listen more and speak less.



John Smith



# Traditional/Regulatory

*The highest interest for this value may be called "unity," "order" or "tradition." Individuals with high scores in this value 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.*

## General Characteristics

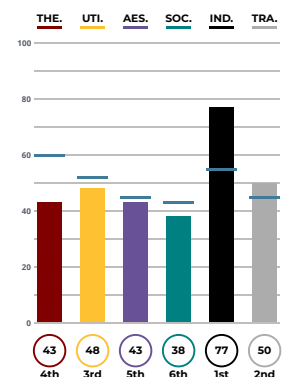
- Has a moderately high drive for routine and order.
- Has a pronounced preference for traditional procedures.
- Believes that conformity to traditional patterns is important.
- Is structured, orderly and precise.
- Follows procedures and processes accurately.
- Believes in obedience to the promises he makes.
- Likes to know how to do something before doing it so that it gets done correctly the first time.
- Likes freedom and independence within an ordered atmosphere.
- Has developed and tested his own methods and will maintain those methods unless a case for change is established.

## Value to the Organization

- High attention to details.
- Can organize tasks very effectively.
- Helps bring structure to any project, task or assignment.
- Produces accurate, detailed results.
- Stays on top of projects and makes sure they stay moving.
- Has a high sense of accomplishment that comes from seeing a detailed project through to completion with high quality control.

## Keys to Managing and Motivating

- Give John a detailed written procedure to follow or show him how to do it and he will write the procedure.
- Stick to the prescribed schedule or flow chart.
- Maintain routine to maintain accuracy.
- Listen to John when he wants to alter the rules or procedures; it may be of benefit to the project at large.
- Don't present criticism in front of co-workers.



John Smith



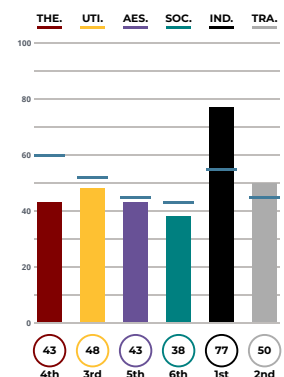
# Traditional/Regulatory

## Training, Professional Development and Learning Insights

- Prefers individual activities or those with high structure, detail or protocol.
- Tends to be very well disciplined in learning and professional development situations.
- Likes to know why a learning project is being initiated and why he needs to be involved.

## Continuous Quality Improvements

- Don't get too hung up on the rules.
- Realize that others may have a different method of doing things and that different doesn't mean inferior.
- Needs to look more at the big picture when trying to solve problems.



John Smith

# Utilitarian/Economic



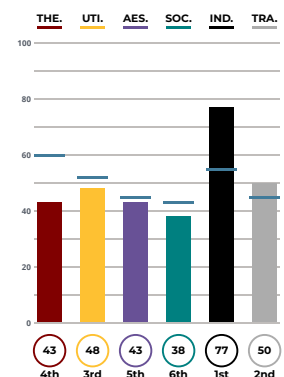
*The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves but for their present and future family. This value includes the practical affairs of the business world - the 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 businessperson. A person with a high score is likely to have a high need to surpass others in wealth.*

## General Characteristics

- John is considered rather practical and realistic about money.
- There is no visible "what's in it for me" factor in the interaction he has with others.
- John's driving factors should be measured against other peaks on the Values graph.
- He has the ability to identify with and understand other individuals who have both a lower or higher Utilitarian/Economic drive than he does.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- This score indicates an economic motivation much like that of the average businessperson.

## Value to the Organization

- John is motivated by more than money alone; it's some of the other peaks that occur on the Values graph.
- Is not an extremist and therefore a stabilizing force when economic issues emerge.
- Is able to balance both needs and perspectives of those with substantially different economic drives.



**John Smith**

# Utilitarian/Economic



## Keys to Managing and Motivating

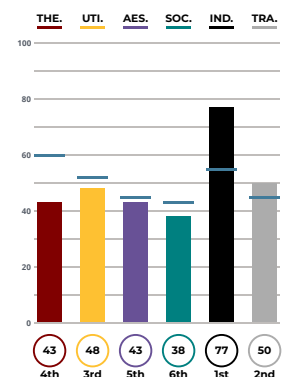
- Utilize the perspective that he brings to the team in being able to balance the viewpoints of the higher and lower Utilitarian/Economic drives.
- Remember that John may be motivated by other things in addition to the paycheck. Be certain to recognize some of these other motivational areas within the workplace.
- Review the Values graph to determine other specific areas of higher drive factors as well as areas where drives are lower or have already been satisfied.
- Avoid measuring his performance by economic scales only.

## Training, Professional Development and Learning Insights

- May be somewhat flexible in preferences. Enjoys both cooperative and competitive learning activities.
- Please check other Values graph peaks and valleys to obtain additional professional development insights.
- He engages in training and development activities in a supportive manner.

## Continuous Quality Improvements

- Assist in those areas or projects where there may be potential for greater financial reward.
- Recognize that those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- There may be times when John needs to take a stronger stand on some issues related to economic drives or incentives.



**John Smith**

# Theoretical



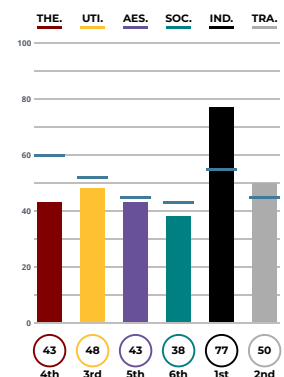
*The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests 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.*

## General Characteristics

- His Theoretical need is not the most important or primary "driving values" factor.
- John may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- Is able to understand the needs of big picture issues and appreciate the needs of trivial or minute issues without being an extremist.
- Brings a sense of balance and stability to a variety of technical issues impacting the team.
- John typically won't get bogged down in minutia, nor will he ignore the details when decision-making.

## Value to the Organization

- John demonstrates awareness of the necessary technical features and responds as needed on-the-job.
- Brings flexibility to the team; that is, being detail-oriented when necessary and being practically-oriented at other times.
- Is a stabilizing force on the team.
- Is able to appreciate the needs of both the higher and lower Theoretical.
- Shows curiosity about technical details without getting bogged down.



John Smith

# Theoretical



## Keys to Managing and Motivating

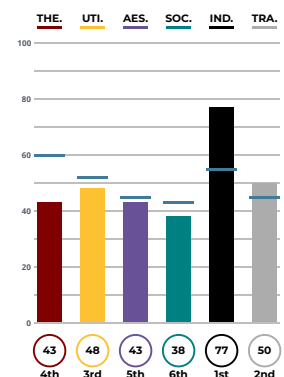
- Remember that he has the ability to be a balancing and stabilizing agent on high knowledge-driven tasks/assignments/projects.
- John brings a knowledge drive typical of many business professionals.
- Include the perspective he brings in order to gain a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more complete picture of specific keys to managing and motivating.

## Training, Professional Development & Learning Insights

- Is rather flexible and accepting of most training programs offered in the organization.
- Is able to see the need for training and also realizes the importance of practical information.
- Please check other areas of higher or lower values drive for additional insight into professional development needs.

## Continuous Quality Improvements

- May need to be a bit more demonstrative on some complex theoretical issues.
- May be asked to take a firmer stand or position on team initiatives.
- May need to examine other values drives to determine the importance of this Theoretical drive factor.



John Smith

# 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.*

## General Characteristics

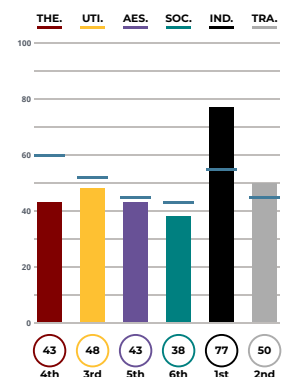
- Other values take a higher motivational priority than this Aesthetic scale.
- Shows a bottom-line practicality regarding Aesthetic environment and organizational resources: there must be a set of mutual wins.
- Able to allow others on the team a greater voice and expression of their creativity. May not need a high-visibility profile.
- What John defines as his passion in life will be found in higher values scales in this report.
- Intellectually, John can see the need for beauty and artistic forms, but may not seek them for his own environment.
- The utility of something is more important than its beauty, form and harmony.
- Surroundings lacking aesthetics will not stifle his creativity.

## Value to the Organization

- Unpleasant surroundings will not adversely affect his productivity and creativity.
- Sees a wider spectrum of the picture, not just from the artistic viewpoint.
- Not easily swayed in terms of emotional issues.
- Good business sense and a good eye for that which is practical.

## Keys to Managing and Motivating

- Appeal to the practical side that he shows in projects and leadership.
- Notice other higher plotting points on the Values graph and structure an environment that amplifies those peaks.
- Remember that practical talent is just as important as highly creative talent when supporting team efforts.
- Provide sincere recognition for contributions.
- Structure job enrichment strategies into the reward system, especially those that will appeal to higher Values scores.



**John Smith**



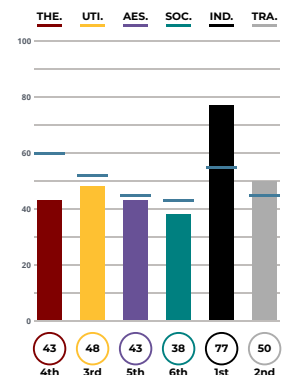


## Training, Professional Development and Learning Insights

- Make training and development activities as practical as possible.
- Brings a bottom-line orientation to training venues and is flexible about the environment of the training session.
- Link learning and professional development to other items of greater self-interest.

## Continuous Quality Improvements

- Seen as overly business-like by some, but this comes from the practical side of his workplace values.
- Needs to be more open and receptive to the creative ideas of others.
- Needs to be aware of others who may have a stronger Aesthetic drive and respect the differences.



John Smith

# Social/Altruistic



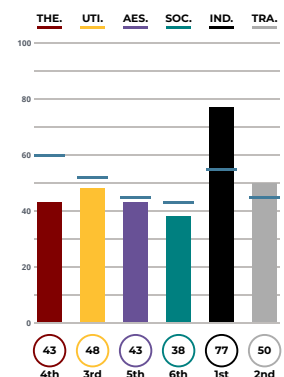
*Those who score very high in this value have an inherent love of people. The Social/Altruistic person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic values cold and inhuman. Compared to the Individualistic value, the Social/Altruistic person regards helping others as the only suitable form for human relationships. Research into this value indicates that in its purest form, the Social/Altruistic interest is selfless.*

## General Characteristics

- Other values tend to take a higher motivational priority than this Social/Altruistic scale.
- Shows a bottom-line practicality regarding helping others and sharing time and resources: there must be a set of mutual wins.
- Places a business "guard" on his trust level, perhaps as a result of being burned in the past and attempting not to let it happen again.
- Has a tendency to have a strong work ethic that is projected to others. "I've worked hard and have been persistent, and others should be able to do that for themselves."
- Has learned to say "No" when asked to do things that may not contribute to the bottom line (either his own or the organization's).
- May look at those scoring higher as selfless types who are giving their security away.
- May be generous to charities outside of the job but may balk at displaying that same generosity in the workplace.
- Motivated and driven in Values areas other than the Social/Altruistic.

## Value to the Organization

- Bottom-line practicality regarding business and transactions.
- Survivor in the business arena, even in the midst of heavy competition.
- Not easily swayed in terms of emotional issues.
- Good business sense.



John Smith

# Social/Altruistic



## Keys to Managing and Motivating

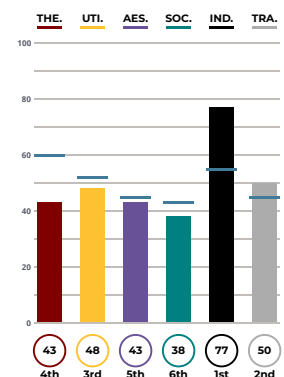
- John scores like those who set their own goals. Use those goals as primary motivators.
- Stay bottom-line oriented.
- Don't get lofty and theoretical with lots of rhetoric.
- Don't be emotional or paternal.
- Have your idea or approach make "business sense."

## Training, Professional Development and Learning Insights

- Link learning and professional development to other items of greater self-interest.
- Find areas of the training that relate to increased business opportunity or advancement.
- Connect learning and training goals to bottom-line increases and successes.

## Continuous Quality Improvements

- Some perceive a "selfishness-factor" on certain projects or when sharing information resources with the team.
- Needs to be more sensitive to the needs of others.
- Needs to be more open and receptive to others.



John Smith

# Motivators Norms & Comparisons

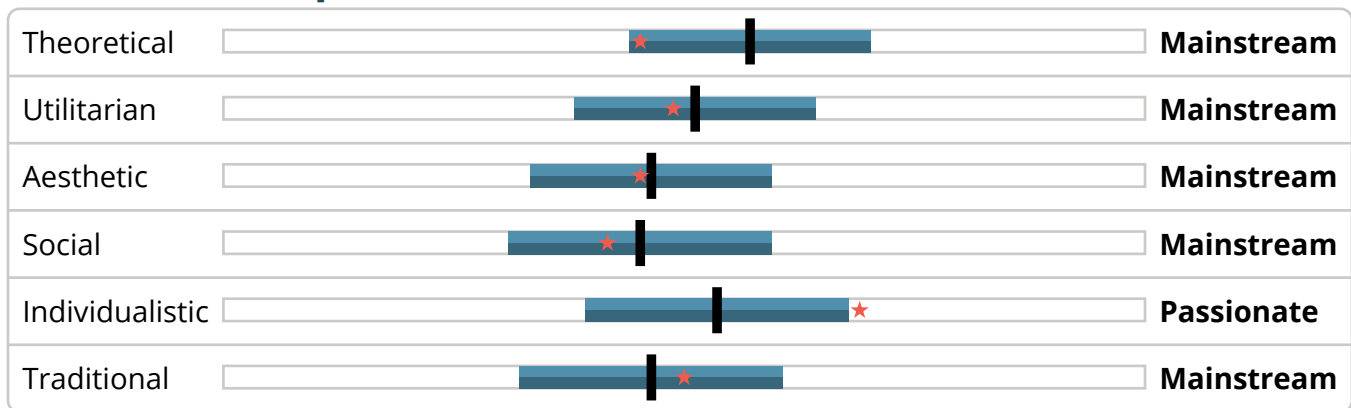


For years you have heard statements like, "Different strokes for different folks," "to each his own" and "people do things for their own reasons, not yours." When you are surrounded by people who share similar values, you will fit in with the group and be energized. However, when surrounded by people whose values are significantly different from yours, you may be perceived as out of the mainstream. If the differences are understood, each brings strengths to the equation. If not understood, 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 values 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 value. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that value. The shaded area for each value represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

## Norms & Comparisons Table - Norm 2021



- 1st Standard Deviation - \* 68% of the population falls within the shaded area. - national mean - your score

**Mainstream** - one standard deviation of the national mean

**Passionate** - two standard deviations above the national mean

**Indifferent** - two standard deviations below the national mean

**Extreme** - three standard deviations from the national mean

# Motivators Norms & Comparisons



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

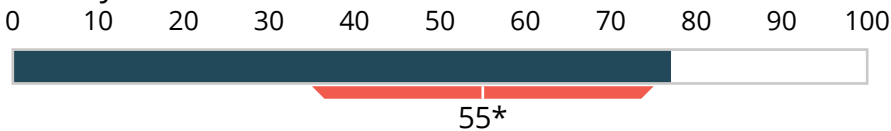
- You have a strong desire to lead, direct and control your own destiny and the destiny of others. You have a desire to lead and are striving for opportunities to advance your position and influence. Others may believe you are jockeying for position and continually stepping "over the line." They may believe that you form relationships only to "move ahead" and gain an advantage.

# Personal Interests, Attitudes And Values

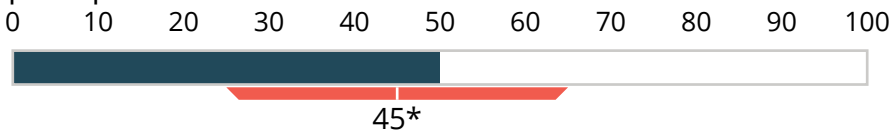


Your motivation to succeed in anything you do is determined by your underlying motivators. You will feel energized and successful at work when your job supports your personal motivators. They are listed below from the highest to the lowest.

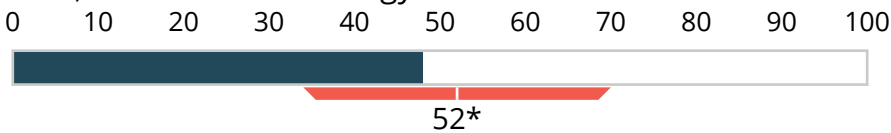
**1. Individualistic/Political** - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



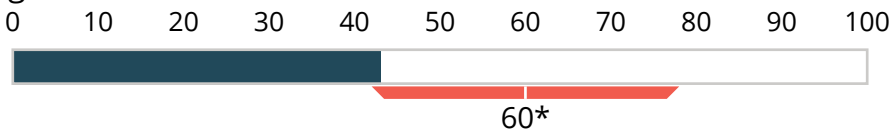
**2. Traditional/Regulatory** - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



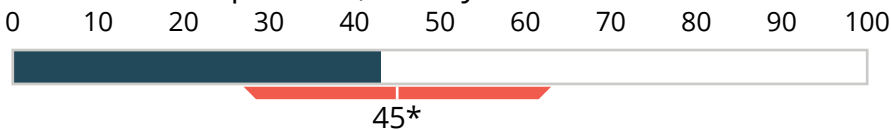
**3. Utilitarian/Economic** - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



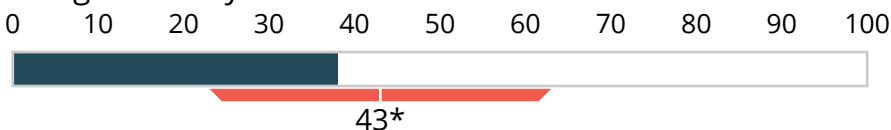
**4. Theoretical** - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



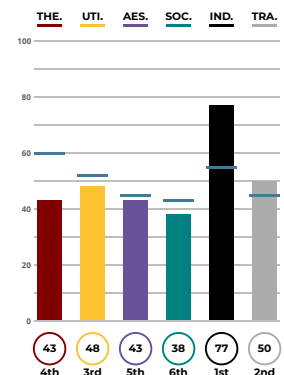
**5. Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



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



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

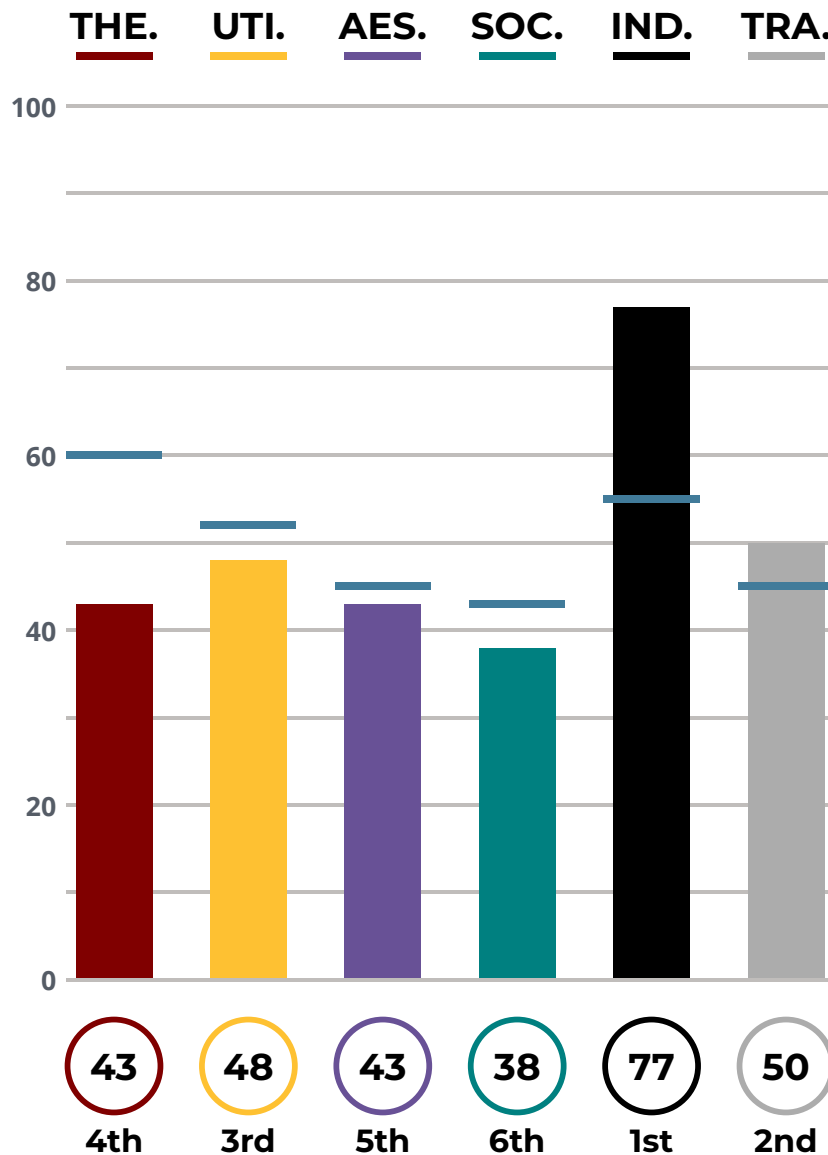


John Smith

# Motivation Insights® Graph



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



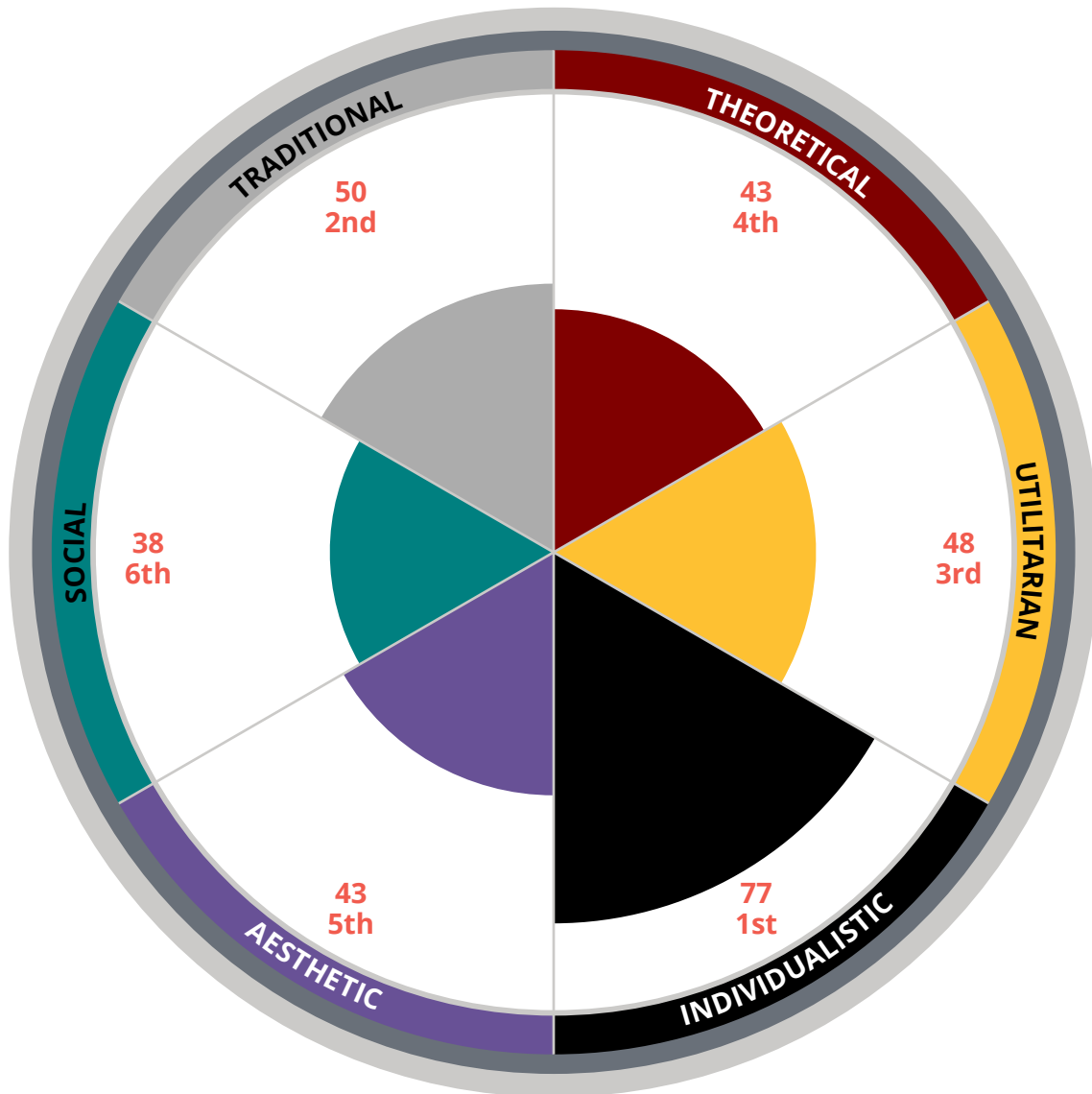
— national mean  
**Norm 2021**  
2-21-2025  
T: 5:47

**John Smith**

# Motivators Wheel™



2-21-2025



T: 5:47



# Values Action Plan



*This Action Plan is your tool to contribute to the process of self-development and continuous improvement. As you have reviewed information in this document, please respond to the items below as they relate to your specific professional environment.*

## **Area 1: The greater or global mission of the team or organization.**

In the space below indicate briefly one or two areas of strength that you bring to the greater mission of the organization at large.

## **Area 2: An immediate or shorter-term mission, task or purpose of a smaller group of people with whom you work on day-to-day operations.**

In the space below, indicate briefly one or two areas of strength (different from those above) that you bring to the shorter-term tasks or day-to-day operations.

# Quality Improvement Action Plan



In the area below, respond briefly as indicated. Base your answers on some of the information and results presented in this document.

## **Action Point 1: Things I will keep on doing.**

Indicate three things that you are doing very well already, and that you plan to keep on doing.

- 1.
- 2.
- 3.

## **Action Point 2: Things I will modify or change slightly.**

Indicate 2 things that you will modify, adjust or change slightly in order to increase personal effectiveness.

- 1.
- 2.

## **Action Point 3: Things I will stop doing or try to eliminate.**

Indicate one thing that you will try to stop doing in order to increase personal effectiveness.

- 1.

Today's Date: \_\_\_\_\_

Date to review with mentor or peer: \_\_\_\_\_

# Team Building Summary Of Workplace Values



Pick the most important item in each category, from your report, in the topic areas indicated. Leave a line blank if no primary item emerges to you. This summary sheet is to be used as a primary point of dialogue between you, your peers and your manager, provided that all have copies of their own information. This communication should be a two-way process.

*(Remember, these items are related to one's intrinsic drive factors, their 'hidden motivators' not readily observable. These items are of critical importance to one's long-range success. This list illuminates why we do what we do.)*

## General Characteristics

1. Theoretical \_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_
3. Aesthetic \_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_

## Value to the Organization

1. Theoretical \_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_
3. Aesthetic \_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_

# Team Building Summary Of Workplace Values



## Keys to Managing and Motivating:

1. Theoretical \_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_
3. Aesthetic \_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_

## Training, Professional Development and Learning Insights:

1. Theoretical \_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_
3. Aesthetic \_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_

## Continuous Quality Improvement:

1. Theoretical \_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_
3. Aesthetic \_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_

## Continuous Quality Improvement: (choose two items from any values areas)

1. \_\_\_\_\_
2. \_\_\_\_\_