



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

Alex Sample

Director of Service

Your Company

05.05.2021

Career Blindspot

602.919.0314

www.careerblindspot.com

Know Talent. Know Culture. No Excuses.

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Introduction



Where Opportunity Meets Talent

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

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

Behaviors

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

Motivators

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

Integrating Behaviors and Motivators

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

Introduction

Behaviors



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

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

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

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

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

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

–W.M. Marston

Behavioral Characteristics



Based on Alex'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 Alex's natural behavior.

Alex can be obliging and accommodating; that is, he likes to work with people and help them. He, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. He prefers working for a participative manager. He does his best work in this kind of environment. He seeks popularity and social recognition. He likes to deal with people in a favorable social environment. Alex is good at creating enthusiasm in others. He is optimistic and usually has a positive sense of humor. He projects a self-assured and self-confident image. He may tend to agree to avoid confrontation. Alex places his focus on people. To him, strangers are just friends he hasn't met! He likes feedback from his manager on how he is doing.

Alex prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. 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. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He is good at solving problems that deal with people. Alex likes working for managers who make quick decisions. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He likes to participate in decision making.

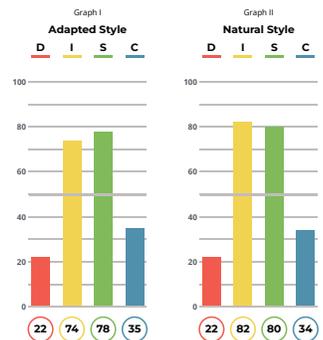


Behavioral Characteristics

Continued



Alex may use his time imprecisely because he likes to talk to people. It is important for Alex 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 is both a good talker and a good listener. He is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! Alex has the ability to sense what people want to hear. He then tends to tell people what he thinks they want to hear. He is people-oriented and verbally fluent. He is good at negotiating conflict between others. Alex feels that "if everyone would just talk it out, everything would be okay!" He will optimistically interact with people in an assured, diplomatic and poised manner.



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Value to the Organization



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

- ✓ Builds confidence in others.
- ✓ Positive sense of humor.
- ✓ Optimistic and enthusiastic.
- ✓ Patient and empathetic.
- ✓ 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 Alex. 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 Alex most frequently.

Ways to Communicate

- ✓ Ask "how?" questions to draw his opinions.
- ✓ Leave time for relating, socializing.
- ✓ Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- ✓ Start, however briefly, with a personal comment. Break the ice.
- ✓ Move casually, informally.
- ✓ Offer special, immediate and continuing incentives for his willingness to take risks.
- ✓ Provide ideas for implementing action.
- ✓ Present your case softly, non-threateningly, with a sincere tone of voice.
- ✓ Provide personal assurances, clear, specific solutions with maximum guarantees.
- ✓ Read the body language for approval or disapproval.
- ✓ Watch carefully for possible areas of early disagreement or dissatisfaction.



Checklist for Communicating

Continued



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

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



Communication Tips



This section provides suggestions for methods which will improve Alex'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, Alex 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, loud.
- ✗ Pushing too hard or being unrealistic with deadlines.
- ✗ Being disorganized or messy.

Dominance

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

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

Steadiness

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

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

Influence

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

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

Perceptions



See Yourself As Others See You

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



Alex usually sees himself as being:

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



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

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



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

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

The Absence of a Behavioral Factor



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

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

- Avoid environments that focus on constant innovation.
- Avoid work environments with a moving target as the only constant.
- Needs meeting and planning sessions with pre-disclosed agenda items in order to feel prepared.

Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with D above the energy line and/or tips for seeking environments that will be conducive to the low D.

- Remove from short term, multifaceted projects and focus on long-term single objectives.
- Focus on one task at a time to assure quality in problem solving.
- Seek partnership when forced to make decisions that do not have a procedure or set precedence.



Descriptors



Based on Alex'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
Dominance	Influence	Steadiness	Compliance
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



Alex'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

Alex is cautious in his approach to problem solving and does not attempt to demand that his view, or opinion, be accepted at face value. Alex 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

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

People & Contacts

Natural

Alex 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. Alex is trusting and also wants to be trusted.

Adapted

Alex 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

Alex 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

Alex 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

Alex 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

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

Adapted Style



Alex 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.

- ✓ Logical solutions.
- ✓ Being cooperative and supportive.
- ✓ Undemanding of others' time and attention.
- ✓ Freedom from confrontation.
- ✓ Being a good "team player."
- ✓ Diplomatic cooperation in team interaction.
- ✓ Adherence to established guidelines and procedures.
- ✓ Consistency of task performance.
- ✓ Being cordial and helpful when dealing with new clients or customers.
- ✓ Limited or prepared changes in routine.
- ✓ Exhibiting patience and good listening skills.
- ✓ Being conservative, not competitive, in nature.
- ✓ Presenting a practical, proven approach to decision making.



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.

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:

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

Possible Solutions:

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

Desire To Be Involved With Too Many People

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

Possible Causes:

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





Time Wasters

Continued

Possible Solutions:

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

Poor Filing System

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

Possible Causes:

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

Possible Solutions:

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

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:

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





Time Wasters

Continued

Possible Solutions:

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

Inability To Say No

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

Possible Causes:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

Possible Solutions:

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





Time Wasters

Continued

Procrastination

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

Possible Causes:

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

Possible Solutions:

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



Areas for Improvement



In this area is a listing of possible limitations without regard to a specific job. Review with Alex 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.

Alex has a tendency to:

- ✓ Trust people indiscriminately if positively reinforced by those people.
- ✓ Overestimate his ability to motivate people or change others' behavior.
- ✓ Make decisions based on surface analysis.
- ✓ Overuse praise in motivating others.
- ✓ Be too verbal in expressing criticism.
- ✓ Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- ✓ Underinstruct and overdelegate—will rely on personality as opposed to a disciplined approach to follow-up.
- ✓ Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.

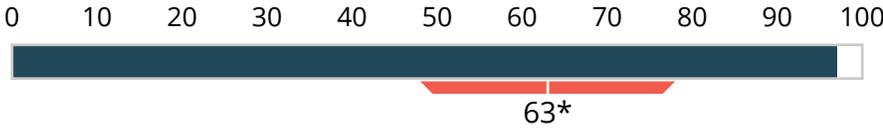


Behavioral Hierarchy

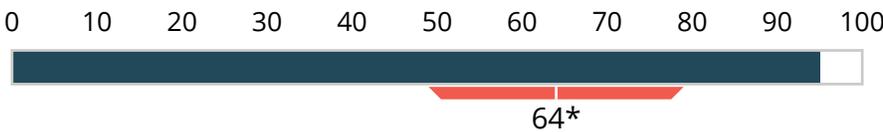


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

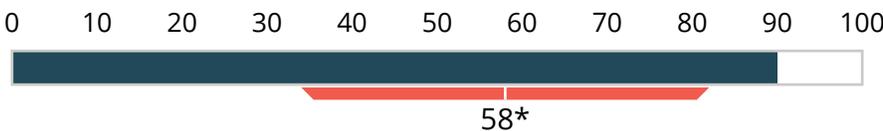
1. Customer-Oriented - Identify and fulfill customer expectations.



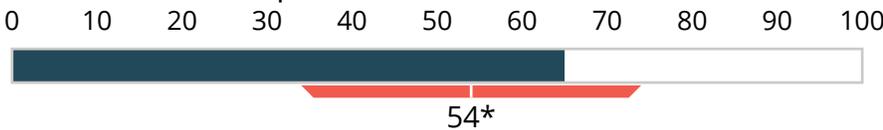
2. People-Oriented - Build rapport with a wide range of individuals.



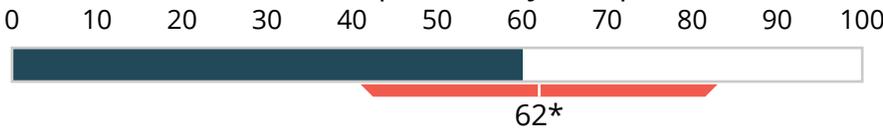
3. Interaction - Frequently engage and communicate with others.



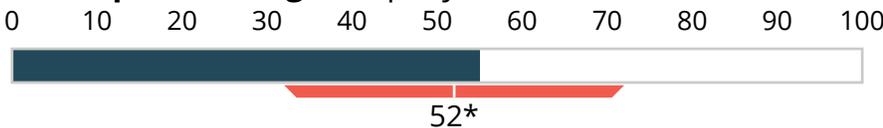
4. Versatile - Adapt to various situations with ease.



5. Consistent - Perform predictably in repetitive situations.



6. Frequent Change - Rapidly shift between tasks.



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

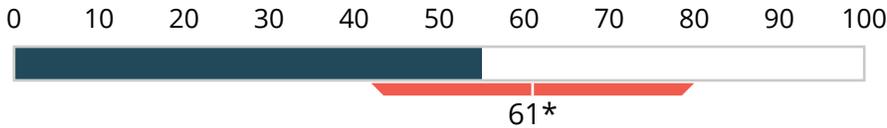
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Behavioral Hierarchy

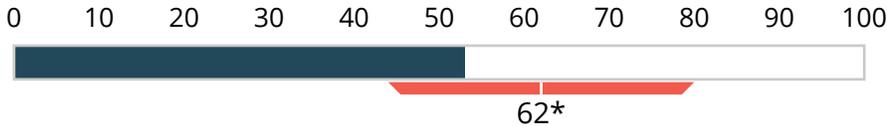


7. Following Policy - Adhere to rules, regulations, or existing methods.



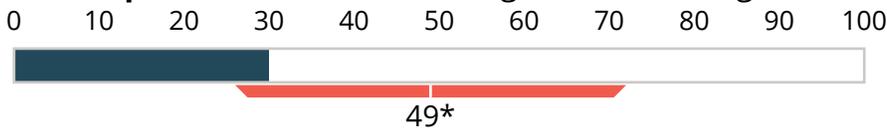
55

8. Persistence - Finish tasks despite challenges or resistance.



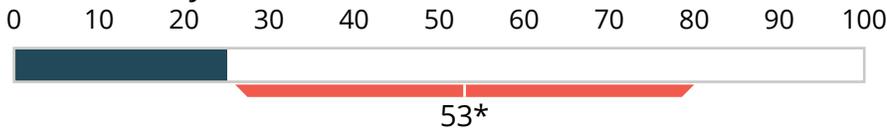
53

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



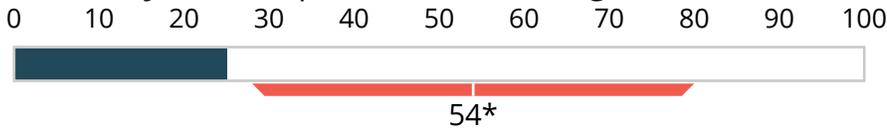
30

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



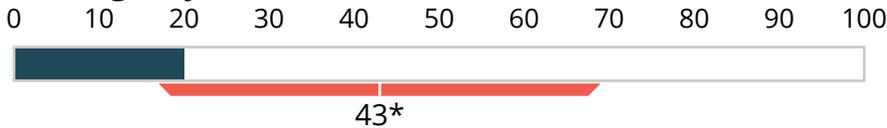
25

11. Analysis - Compile, confirm and organize information.



25

12. Urgency - Take immediate action.



20



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

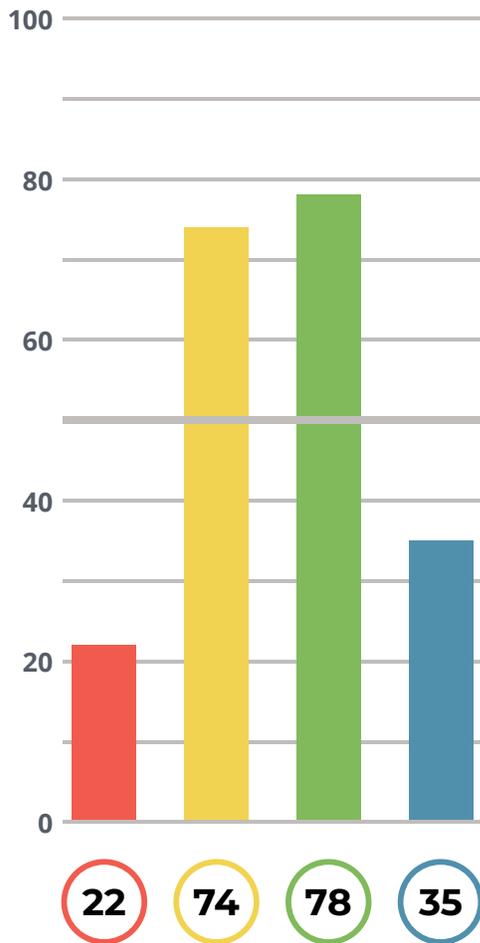
Style Insights® Graphs



Graph I

Adapted Style

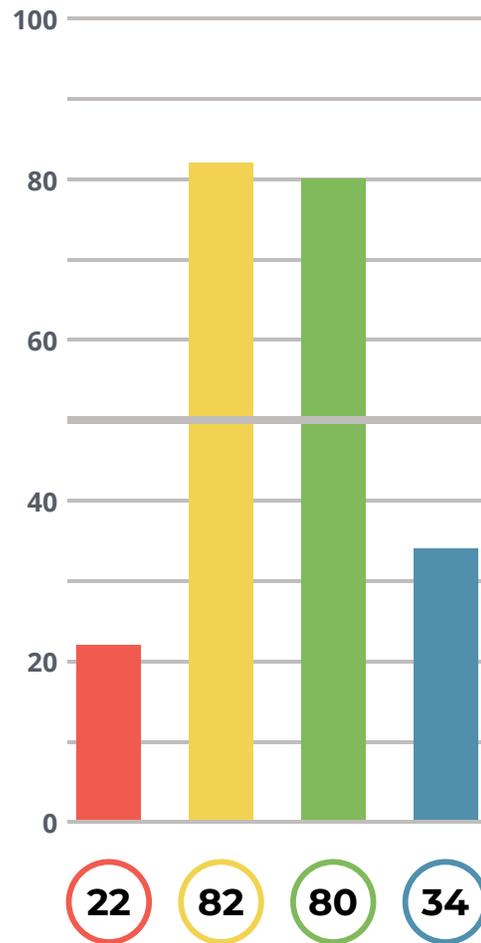
D **I** **S** **C**



Graph II

Natural Style

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



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The TTI Success Insights® Wheel



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

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

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

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

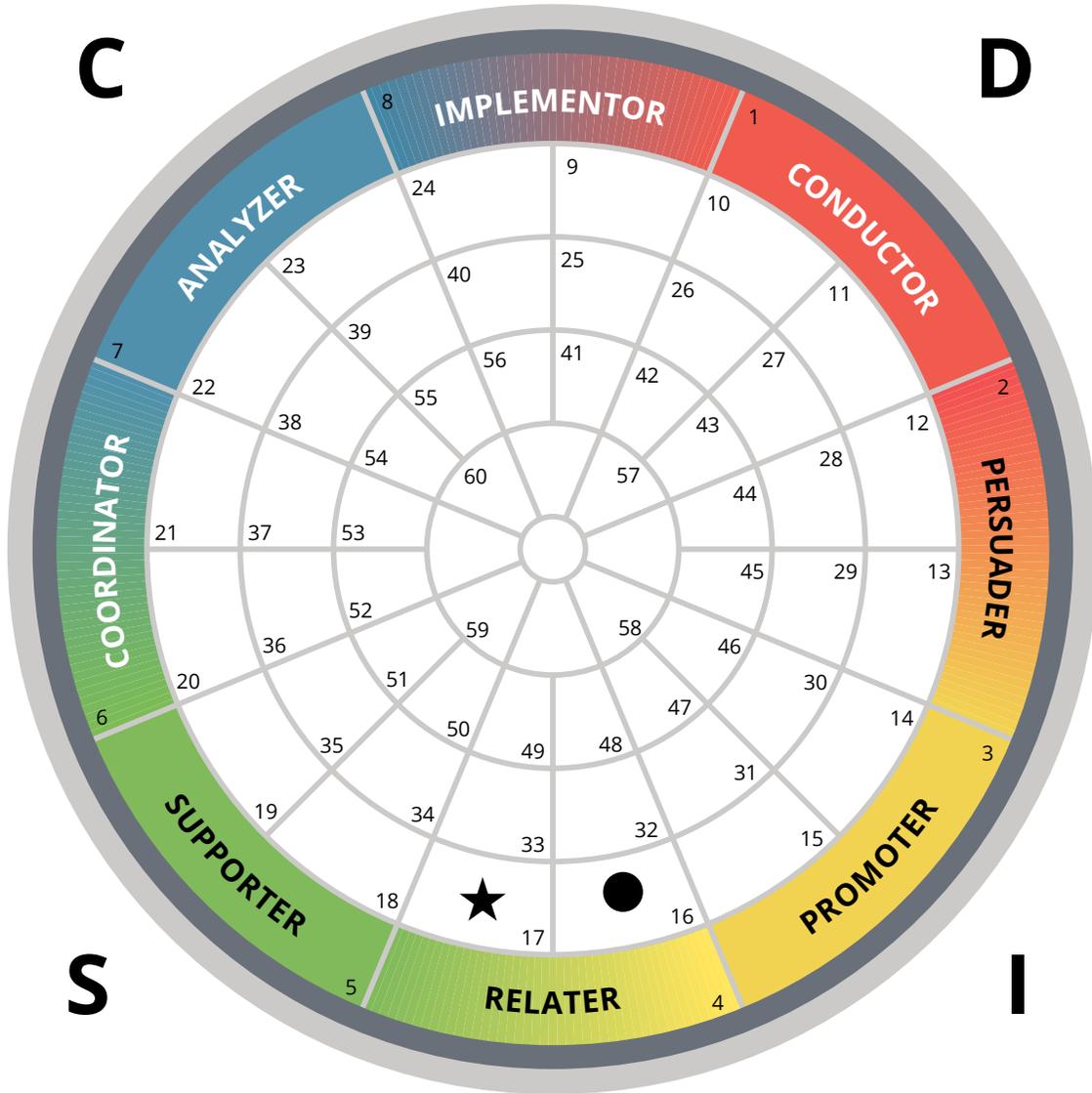
The TTI Success Insights® Wheel



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Adapted: ★ (17) SUPPORTING RELATER

Natural: ● (16) PROMOTING RELATER

Norm 2021 R4

T: 7:25

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Introduction

Motivators



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

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

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

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

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

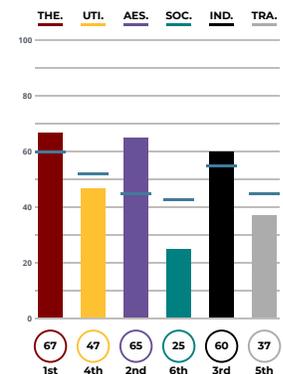
Your Personal Motivators Ranking		
1st	Theoretical	Strong
2nd	Aesthetic	Strong
3rd	Individualistic	Situational
4th	Utilitarian	Situational
5th	Traditional	Indifferent
6th	Social	Indifferent



Theoretical

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

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



Career Blindspot

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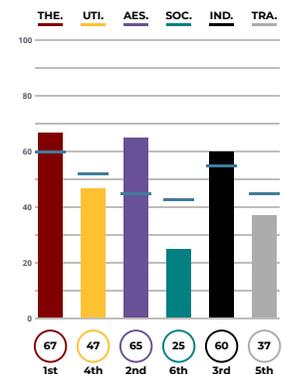
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Aesthetic



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.

- Alex will evaluate things based on artistic beauty and usefulness.
- Dressing for success comes naturally to Alex. He enjoys the latest designer clothes when he has the funds to purchase them.
- Decorating his surroundings so they are visually pleasing is enjoyable for Alex.
- Form and harmony provide him with an experience to remember.
- Alex looks for and appreciates the beauty in things.
- Alex uses his aesthetic talent to impress others.

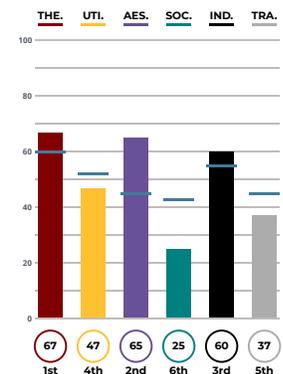


Individualistic



The primary interest for this motivator is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power drive. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

- At times Alex can be very competitive.
- The amount of control he attempts will increase if he has strong feelings about the issues involved with the situation. If, however, he has little interest in the issues involved, he will not see the need for exercising control.
- Alex can be assertive in meeting his needs.
- He will evaluate each situation individually and determine how much or how little control he will want to exercise.

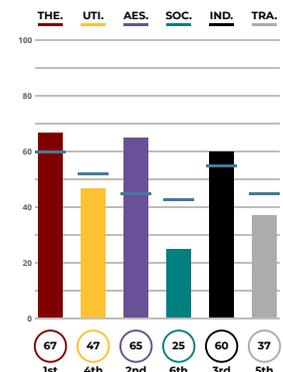


Utilitarian



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

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



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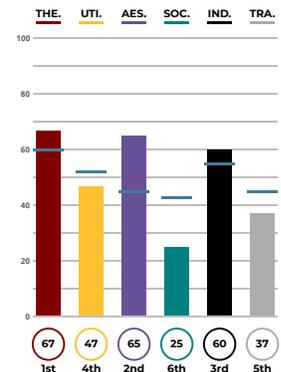
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Traditional



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

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



Career Blindspot

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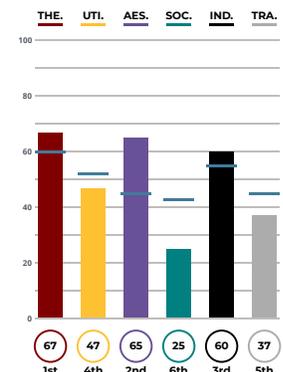
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Social



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

- Alex will be torn if helping others proves to be detrimental to him.
- Alex is willing to help others if they are working as hard as possible to achieve their goals.
- Believing that hard work and persistence are within everyone's reach — he feels things must be earned, not given.
- Alex's passion in life will be found in one or two of the other dimensions discussed in this report.
- He will be firm in his decisions and not be swayed by unfortunate circumstances.
- He will not normally allow himself to be directed by others unless it will enhance his own self-interest.



NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE



The information on this page will highlight areas in which you may struggle relating to, based on your lowest motivator. The information will teach you how to manage your way through discussions focusing on your number six motivator.

Tips for Communicating with "High Social" utilizing your Theoretical.

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

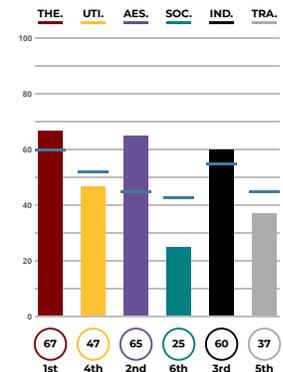
1. How does the mindset of a high Social contribute to today's workforce?
2. How do Socials contribute to the world, your professional life and your personal life?

A person with a high Social may sacrifice bottom-line profit when the decision may be detrimental to the people involved.

- A planned sacrifice to the bottom-line could allow for research and data mining in order to discover potential advancements of current offerings. Help the high Social team members understand the information and its positive impact on the cause.
- Establish a way to take the bottom-line sacrifice and educate people in order to help themselves in the future versus simply giving it away.

A person with a high Social has the ability and desire to be empathetic toward those who are hurting.

- Discussing the passion and drive of a high Social can lead to the discovery of new information and advancements in current solutions.
- Understand the possibilities of what a person could learn by asking questions versus making educated assumptions in order to appear empathetic to those in need.



NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE

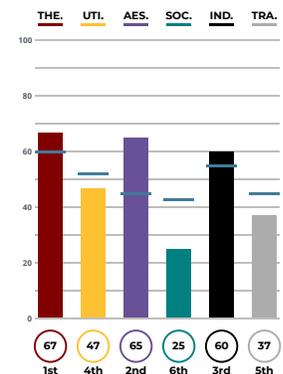


A person with a high Social will blame the system more than the individual and will work diligently to change the system.

- Appropriate problem diagnosis and research will help determine if the challenge is with the system or the people. In order to avoid recurrence, research can be conducted to determine the best solution.
- When the problem lies with an individual, attempt to discover and plan an appropriate journey toward solving the problem.

A person with a high Social may have causes that cannot be won, but he may still be compelled to try.

- Utilize the ability to research the facts and potentially a new approach to solving the problem the other team member can't release.
- Educate the team on the facts of the situation in order to accurately determine probability of success.



Motivators - Norms & Comparisons

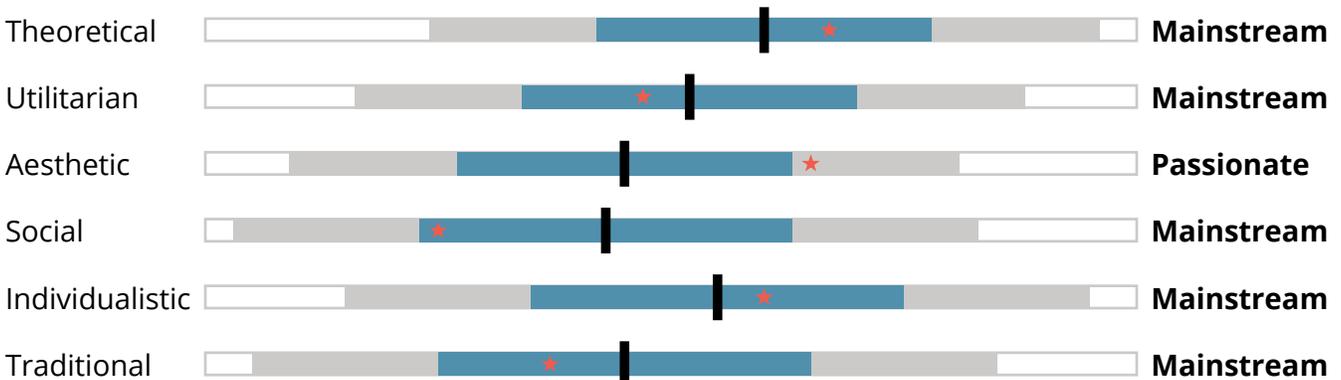


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people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

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

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

Norms & Comparisons Table - Norm 2021



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

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

Motivators - Norms & Comparisons



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

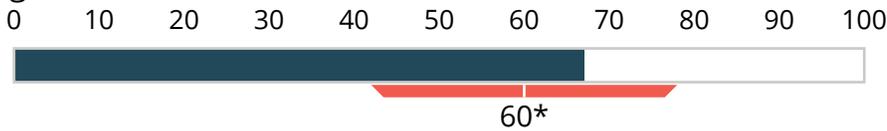
- You have a strong desire to become all you can be (self-actualization). You will tend to strive for balance, form and harmony in all areas of your life. Others may not understand your subjective way of reasoning and may feel you are somewhat unrealistic. Your appreciation of the world around you and the environment may appear extreme to them.

Motivators Hierarchy

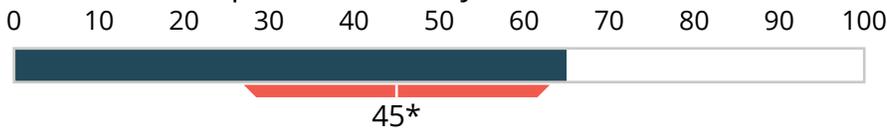


Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. They are listed below from the highest to the lowest.

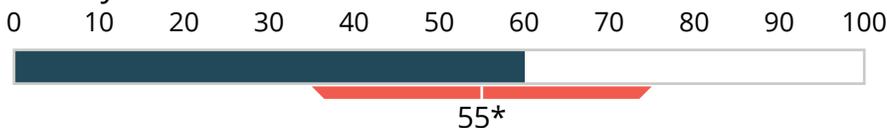
1. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



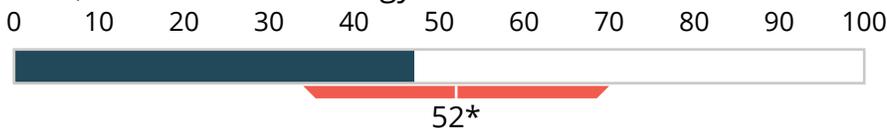
2. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



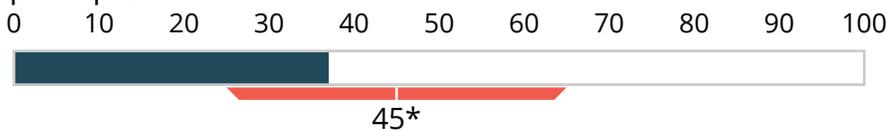
3. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



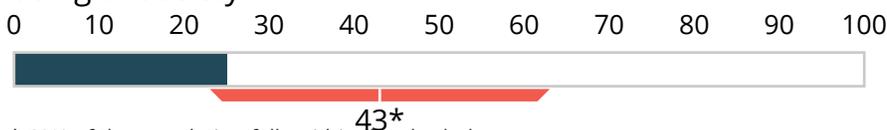
4. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



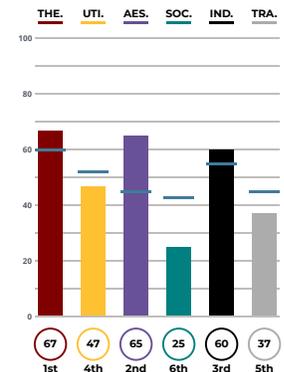
5. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



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



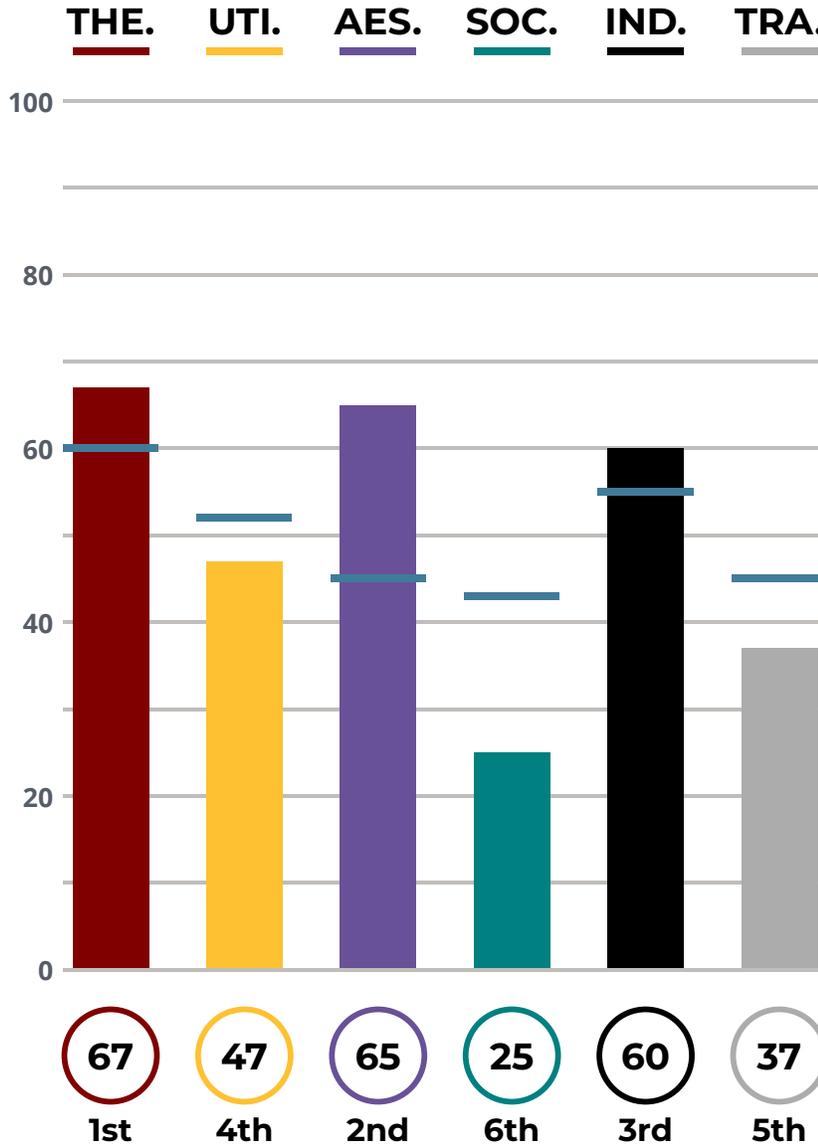
* 68% of the population falls within the shaded area.



Motivation Insights® Graph



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

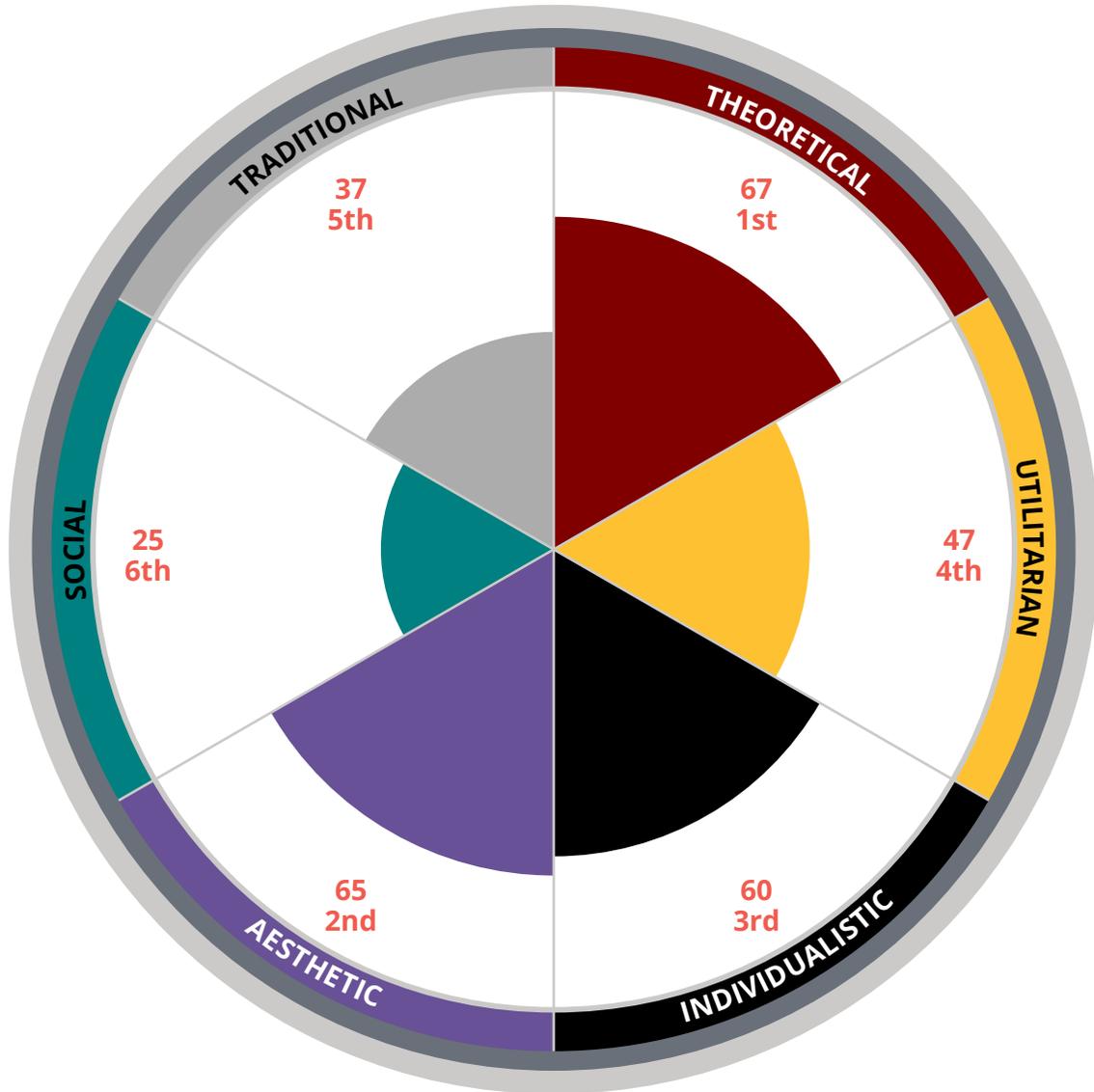


— national mean
Norm 2021
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Motivators Wheel™



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Introduction **Integrating Behaviors & Motivators**

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

In this section you will find:

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

Potential Behavioral & Motivational Strengths



This section describes the potential areas of strengths between Alex's behavioral style and top two motivators. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.

- Thinks outside of the box when gathering information.
- Will bring high energy and enthusiasm to the researching process.
- Always willing to share his ideas on how to enhance the surroundings.
- Expresses and strives for a balanced team.
- Great at retrieving information for decision makers he trusts.
- Delivers his knowledge and wisdom objectively.
- Accommodating team member that brings balance to the organization.
- The "glue" that ties multiple visions together.

Potential Behavioral & Motivational Conflict



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

- May overlook vital details in his pursuit of information.
- Ability to learn is diminished due to his lack of focus on one thing.
- Over emphasizes the experience compared to the results.
- Has difficulty looking at situations objectively.
- Struggles in adapting to new situations without preparation.
- Resents change without logical facts and reasoning behind the change.
- Has difficulty in establishing priorities regarding his feelings.
- If environment is shaken, he struggles to speak up to realign it.

Ideal Environment



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

- A stable and predictable environment.
- Assignments with a high degree of people contacts.
- Democratic supervisor with whom he can associate.
- A forum to be curious about the discovery of new information.
- Information to support the reasons for change.
- Flexibility to explore a variety of outlets for learning in a people-rich environment.
- An environment that supports time-tested, proven processes for completing tasks.
- Time for personal reflection and an appreciation for staying balanced.
- Working conditions that allow for creativity and people-interaction.

Keys To Motivating



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

Alex wants:

- A support system to do the detail work.
- Participation in meetings on future planning.
- Activities that don't infringe on family life.
- To be able to seek out new information that will be valuable to share with others.
- An opportunity to methodically layout research and work through the information-gathering process.
- Praise for his knowledge base and research capabilities.
- A proper work/life balance and a physical space that feels like home.
- Time for the beautification of the workplace and areas around him.
- The ability to express enthusiasm and creativity necessary for successful projects.

Keys To Managing



In this section are some needs which must be met in order for Alex 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 Alex and identify 3 or 4 statements that are most important to him. This allows Alex to participate in forming his own personal management plan.

Alex needs:

- Participatory management.
- Better organization of record keeping.
- To set professional and family goals.
- Seek out ways to organize thoughts in order to effectively convey the desired information.
- To showcase areas of expertise when appropriate.
- Learn to prioritize ideas and thoughts according to organizational objectives.
- Help understanding the need to actively engage in new assignments to promote balance in the organization.
- Set clear objectives of their role in a work or team dynamic.
- To find opportunities to express creativity.

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 _____:
