



# TriMetrix™ System 3.0

*Coaching Report - General Version*

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*"He who knows others is learned.  
He who knows himself is wise."  
—Lao Tse*

## **John Potential Wentworth**

Account Executive

Demo Dimensions

4-13-2006

# INTRODUCTION

*Where Opportunity Meets Talent™*

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

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

## SECTION 1: 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.

## SECTION 2: 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.

## SECTION 3: ATTRIBUTES

This section of the report will give you detailed information about your individual thought process. Understanding how you think will identify your preferences, strengths and weaknesses. This increased understanding will lead to personal and professional development.

# INTRODUCTION

## *Behaviors*

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

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

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

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

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

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

# GENERAL CHARACTERISTICS

*Based on John Potential'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 Potential's natural behavior.*

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John Potential exudes self-confidence and exemplifies an individual who is not afraid to state his case or present new and creative ideas. He has the ability to question people's basic assumptions about things. He prides himself on his creativity, incisiveness and cleverness. Nothing bores John Potential more than the status quo, things becoming routine and people always agreeing, or pretending to agree. He seeks his own solutions to problems. In this way, his independent nature comes into play. John Potential prefers an environment with variety and change. He is at his best when many projects are underway at once. He wants to be seen as an individual who is totally keyed to results. He wants to get things done in a manner that is consistent with his perception of the "right way" of doing things. He enjoys authority, independence and the freedom that goes with his aggressive approach to problem solving. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Many people see him as a self-starter dedicated to achieving results. He is often frustrated when working with others who do not share the same sense of urgency.

John Potential will work long hours until a tough problem is solved. After it is solved, John Potential may become bored with any routine work that follows. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He prefers authority equal to his responsibility. He is a

# GENERAL CHARACTERISTICS

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good problem solver and troubleshooter, always seeking new ways to solve old problems. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He likes to make decisions quickly. Sometimes he becomes emotionally involved in the decision-making process.

John Potential tends to be intolerant of people who seem ambiguous or think too slowly. He may lack the patience to listen and communicate with slower acting people. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He challenges people who volunteer their opinions.

John Potential may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He may sometimes mask his feelings in friendly terms. If pressured, John Potential's true feelings may emerge. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others!

## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior John Potential 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.*

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- Creative in his approach to solving problems.
- Change agent--looks for faster and better ways.
- Thinks big.
- Positive sense of humor.
- Optimistic and enthusiastic.
- Innovative.
- Verbalizes his feelings.
- Usually makes decisions with the bottom line in mind.

# 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 Potential. 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 Potential most frequently.*

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Do:

- Ask for his opinions/ideas regarding people.
- Read the body language--look for impatience or disapproval.
- Present the facts logically; plan your presentation efficiently.
- Read the body language for approval or disapproval.
- Ask specific (preferably "what?") questions.
- Talk about him, his goals and the opinions he finds stimulating.
- Provide questions, alternatives and choices for making his own decisions.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide ideas for implementing action.
- Stick to business--let him decide if he wants to talk socially.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Provide a warm and friendly environment.

## DON'TS ON COMMUNICATING

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

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Don't:

- Be redundant.
- Come with a ready-made decision, or make it for him.
- Leave decisions hanging in the air.
- Try to build personal relationships.
- Let disagreement reflect on him personally.
- Take credit for his ideas.
- Be curt, cold or tight-lipped.
- Ramble on, or waste his time.
- Direct or order.
- Legislate or muffle--don't overcontrol the conversation.
- Reinforce agreement with "I'm with you."

# COMMUNICATION TIPS

*This section provides suggestions on methods which will improve John Potential'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 Potential 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.*

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>■ Prepare your "case" in advance.</li> <li>■ Stick to business.</li> <li>■ Be accurate and realistic.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Being giddy, casual, informal, loud.</li> <li>■ Pushing too hard or being unrealistic with deadlines.</li> <li>■ Being disorganized or messy.</li> </ul>	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> <li>■ Be clear, specific, brief and to the point.</li> <li>■ Stick to business.</li> <li>■ Be prepared with support material in a well-organized "package."</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Talking about things that are not relevant to the issue.</li> <li>■ Leaving loopholes or cloudy issues.</li> <li>■ Appearing disorganized.</li> </ul>
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> <li>■ Begin with a personal comment--break the ice.</li> <li>■ Present your case softly, nonthreateningly.</li> <li>■ Ask "how?" questions to draw their opinions.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Rushing headlong into business.</li> <li>■ Being domineering or demanding.</li> <li>■ Forcing them to respond quickly to your objectives.</li> </ul>	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> <li>■ Provide a warm and friendly environment.</li> <li>■ Don't deal with a lot of details (put them in writing).</li> <li>■ Ask "feeling" questions to draw their opinions or comments.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Being curt, cold or tight-lipped.</li> <li>■ Controlling the conversation.</li> <li>■ Driving on facts and figures, alternatives, abstractions.</li> </ul>

# IDEAL ENVIRONMENT

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

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- Democratic supervisor with whom he can associate.
- Freedom of movement.
- Nonroutine work with challenge and opportunity.
- Freedom from controls, supervision and details.
- Work tasks that change from time to time.
- Evaluation based on results, not the process.
- Forum to express ideas and viewpoints.
- An innovative and futuristic-oriented environment.
- Assignments with a high degree of people contacts.

# PERCEPTIONS

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

## "See Yourself As Others See You"

### SELF-PERCEPTION

John Potential usually sees himself as being:

Pioneering  
Competitive  
Positive

Assertive  
Confident  
Winner

### OTHERS' PERCEPTION

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

Demanding  
Egotistical

Nervy  
Aggressive

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

Abrasive  
Arbitrary

Controlling  
Opinionated

# DESCRIPTORS

Based on John Potential'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.

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

# NATURAL AND ADAPTED STYLE

*John Potential'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.*

Natural	PROBLEMS - CHALLENGES	Adapted
<p>John Potential tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. John Potential will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.</p>	<p>John Potential sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>John Potential's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.</p>	<p>John Potential projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.</p>	

# NATURAL AND ADAPTED STYLE

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Natural	PACE - CONSISTENCY	Adapted
<p>John Potential is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.</p>	<p>John Potential 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.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>John Potential does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.</p>	<p>John Potential shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and John Potential sees little or no need to change his response to the environment.</p>	

## ADAPTED STYLE

*John Potential 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.*

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- Acting without precedent, and able to respond to change in daily work.
- Obtaining results through people.
- Anticipating and solving problems.
- Persistence in job completion.
- A good support team to handle paperwork.
- Skillful use of vocabulary for persuasive situations.
- Preferring people involvement over task focus.
- Making tactful decisions.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Flexibility.
- A competitive environment, combined with a high degree of people skills.

## KEYS TO MOTIVATING

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

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John Potential wants:

- Group activities outside the job.
- Control of his own destiny.
- Power and authority to take the risks to achieve results.
- Freedom from control and detail.
- A support system to do the detail work.
- Flattery, praise, popularity and strokes.
- To be seen as a leader.
- Participation in meetings on future planning.
- Rewards to support his dreams.
- Prestige, position and titles so he can control the destiny of others.
- Working conditions with freedom to move and to talk to people.

# KEYS TO MANAGING

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

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John Potential needs:

- To negotiate commitment face-to-face.
- To handle routine paperwork only once.
- Help on controlling time and setting priorities.
- A rational approach to decision making--analyze the facts.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Objectivity when dealing with people because of his high trust level.
- More control of body language.
- To adjust his intensity to match the situation.
- To mask emotions when appropriate.
- Better organization of record keeping.
- To understand his role on the team--either a team player or the leader.

## AREAS FOR IMPROVEMENT

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

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John Potential has a tendency to:

- Be crisis-oriented.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Overstep authority and prerogatives--will override others.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Fail to complete what he starts because of adding more and more projects.
- Resist participation as part of the team, unless seen as a leader.
- Have trouble delegating--can't wait, so does it himself.
- Be so concerned with big picture; he forgets to see the little pieces.

# ACTION PLAN

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The following are examples of areas in which John Potential may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- |  |  |
|--|--|
| <input type="checkbox"/> Communicating (Listening) | <input type="checkbox"/> Time Management   |
| <input type="checkbox"/> Delegating                | <input type="checkbox"/> Career Goals      |
| <input type="checkbox"/> Decision Making           | <input type="checkbox"/> Personal Goals    |
| <input type="checkbox"/> Disciplining              | <input type="checkbox"/> Motivating Others |
| <input type="checkbox"/> Evaluating Performance    | <input type="checkbox"/> Developing People |
| <input type="checkbox"/> Education                 | <input type="checkbox"/> Family            |

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

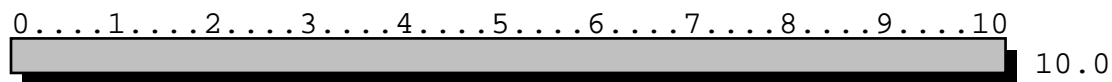
- 1.
- 2.
- 3.

Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_

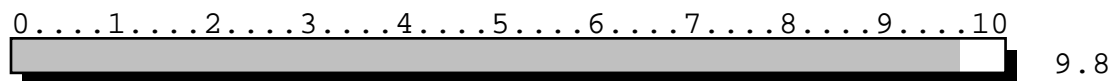
# BEHAVIORAL HIERARCHY

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

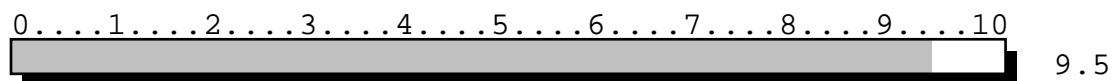
## 1. COMPETITIVENESS



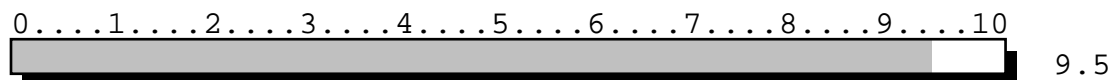
## 2. FREQUENT CHANGE



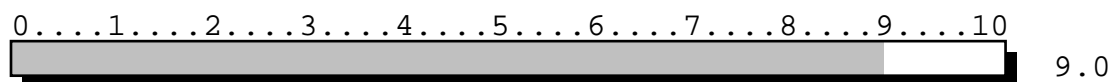
## 3. URGENCY



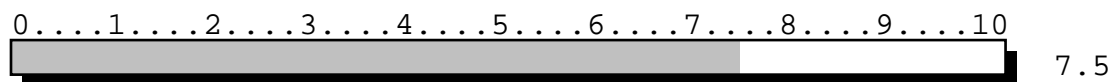
## 4. VERSATILITY



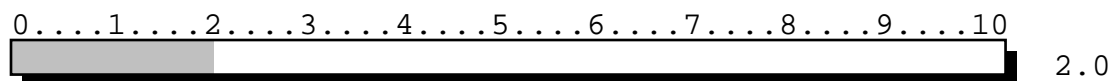
## 5. FREQUENT INTERACTION WITH OTHERS



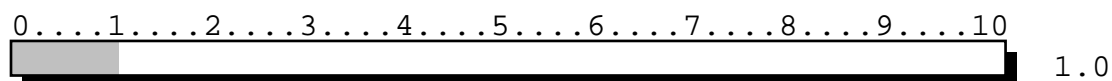
## 6. CUSTOMER ORIENTED



## 7. ANALYSIS OF DATA

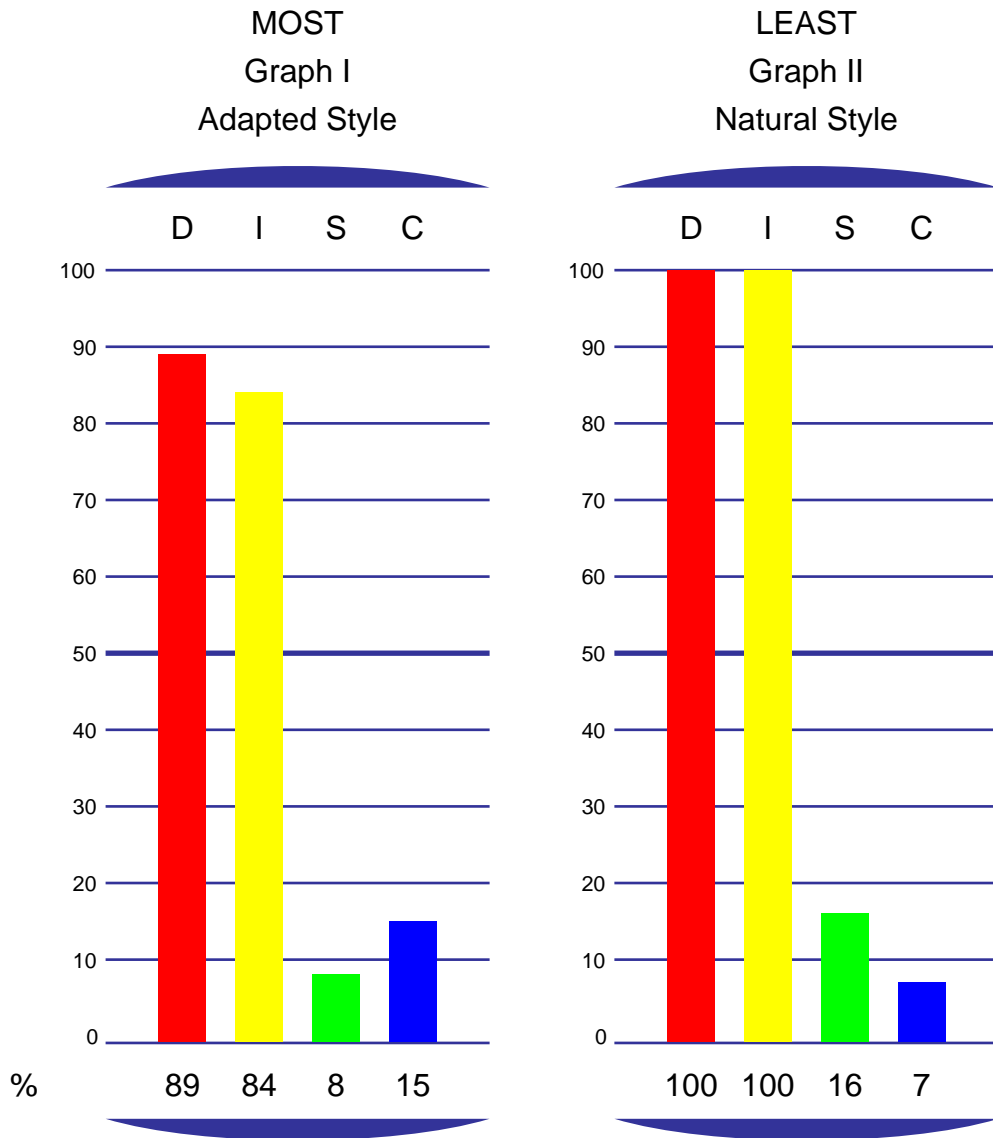


## 8. ORGANIZED WORKPLACE



# STYLE INSIGHTS™ GRAPHS

Demo Dimensions  
4-13-2006



Norm 2003

# THE SUCCESS INSIGHTS® WHEEL

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

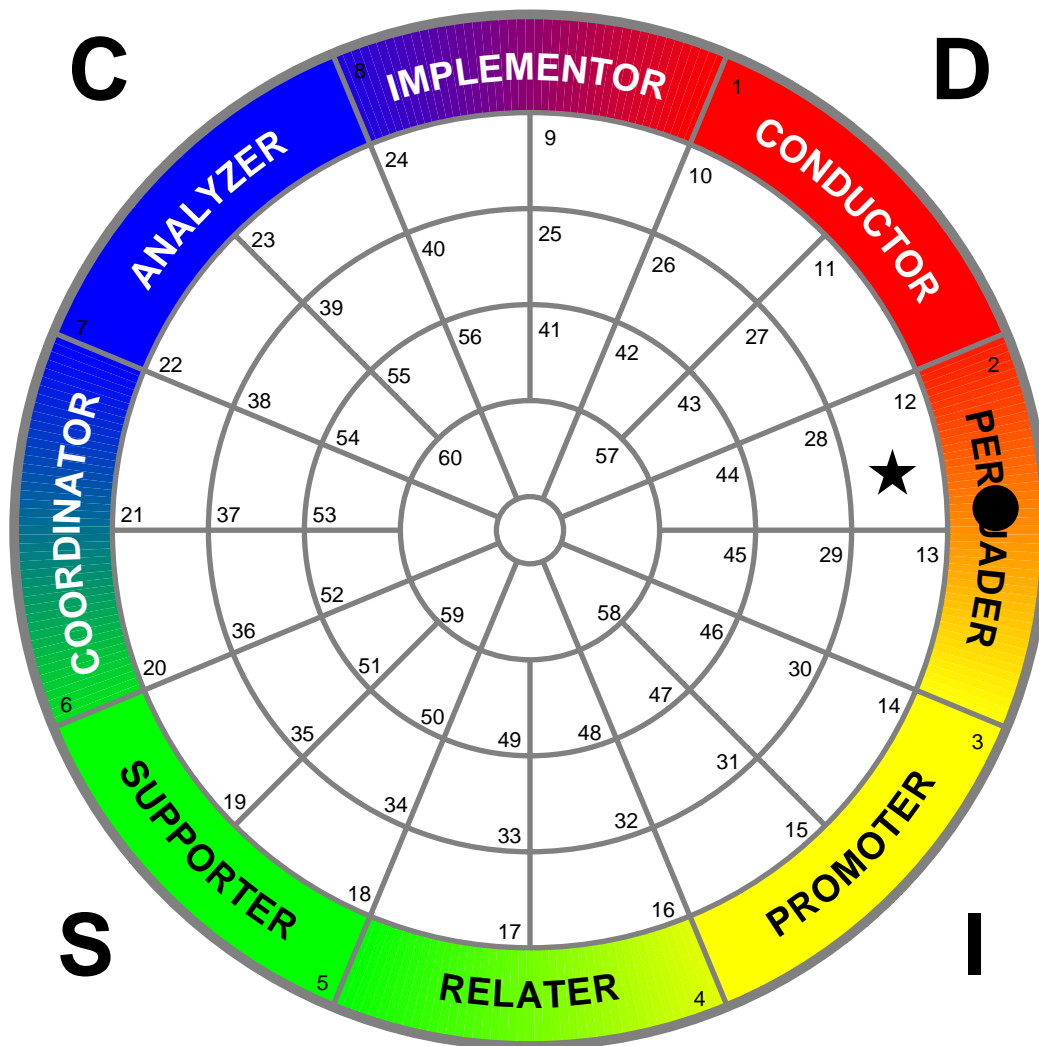
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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

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

# THE SUCCESS INSIGHTS® WHEEL

Demo Dimensions  
4-13-2006



Adapted: ★ (12) CONDUCTING PERSUADER  
Natural: ● (2) PERSUADER  
Norm 2003

# INTRODUCTION

## *Motivators*

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Knowledge of an individual's values 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 Workplace Motivators report measures the relative prominence of six basic interests or values (a way of valuing life): Theoretical, Utilitarian/Economic, Aesthetic, Social/Altruistic, Individualistic/Political and Traditional/Regulatory.

<b>Value</b>	<b>the Drive for</b>
<b>Theoretical</b>	<b>Knowledge</b>
<b>Utilitarian/Economic</b>	<b>Money</b>
<b>Aesthetic</b>	<b>Form and Harmony</b>
<b>Social/Altruistic</b>	<b>Helpfulness</b>
<b>Individualistic/Political</b>	<b>Power</b>
<b>Traditional/Regulatory</b>	<b>Order</b>

Values 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 values. A knowledge of an individual's values help to tell us why they do what they do. By measuring values, we uncover some of these motivators and can identify strengths that make each person unique within an organization. Values initiate or drive our behavioral style.

### **Workplace Motivators Report**

This document has been prepared based on careful statistical analysis of the response pattern on the Motivation Insights™ instrument. Norms have been developed for this instrument from thousands of professionals. This report uses the latest information available about human cognition and memory. Content is arranged in easy-to-remember categories using an interactive page layout.

# INTRODUCTION

## *Motivators*

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### **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.

# 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.*

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## General Characteristics

- Interested in what is practical and useful in achieving his vision of success.
- Goal driven, especially financial goals.
- Interested in what is practical and useful in meeting goals (usually economic ones).
- When profit or project cost/benefits are examined, John Potential may take the position that the ends justify the means.
- John Potential tends to like rewards based on the results achieved rather than on the method used to obtain the results.
- Needs for education and training to be practical and useful, with a profit or economic motive.
- Will attempt to structure his economic dealings.
- Uses money as a scorecard.

## Value to the Organization

- Able to multi-task in a variety of areas and keep important projects moving.
- Is profit driven and bottom-line oriented.
- Is highly responsive to competition, challenges, and economic incentives.
- Makes decisions with practicality and bottom-line dollars in mind.
- High motivation to achieve and win in a variety of areas.
- Highly productive.

## Keys to Managing and Motivating

- Realize that it's not just money that motivates, but also personal payback from the job.
- Link training and meeting events to potential gains in business share or future income.
- Reward high performance in tangible and monetary ways with individual and team recognition.
- Remember that John Potential has a keen ear to the revenue-clock. This may give him a keen economic awareness in projects and decision-making with the team.
- Provide coaching to help John Potential appreciate that not everybody is highly-motivated by wealth, return-on-investment and gain like he is.

# UTILITARIAN/ECONOMIC

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## **Training, Professional Development and Learning Insights**

- If possible, build in some group competition as a part of the training activities.
- Link learning outcomes to the ability to become more effective in increasing earnings for both himself and the organization.
- Provide rewards and incentives for participation in additional training and professional development.

## **Continuous Quality Improvements**

- Within this very high economic drive, there is a significant motivating factor in achieving goals. It may also become an insatiable need, especially in sales people and others sharing this very high economic drive.
- Needs to learn to appreciate that not everybody is highly-motivated by wealth, return-on-investment or gain so as not to alienate a prospect, customer or client.
- Needs to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.

# 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 Potential has a strong desire to be his own person.
- Enjoys working in his own way and own methods.
- Thrives in a team environment.
- Enjoys work and assignments which give him stature in the eyes of others and evokes respect.
- Likes freedom in his own work area.
- Independent.
- Brings a lot of energy that needs to be put to good use.
- Likes to have his own niche; the place where he can excel.
- There is a tendency to push the envelope a bit in situations where winning is desired.

## 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.
- Desires to be an individual and celebrate differences.
- Enjoys making presentations to small or large groups, and is generally perceived as an engaging presenter by his audience.

## Keys to Managing and Motivating

- Remember that he likes to work apart from the team and independently at times.
- Remember to build in a continuous opportunity to learn and progress.
- John Potential brings a variety of strengths to the team that may not have been utilized. Explore the possibilities of expanding these opportunities.
- Be open to new ideas John Potential may offer, and realize that he may do things a bit differently than standard operating procedure.
- Remember that even as attention from others is important, he also desires some independence from team organization and protocol at times.

# INDIVIDUALISTIC/POLITICAL

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## **Training, Professional Development and Learning Insights**

- Attempt to provide enough creative space for him to express his uniqueness.
- Allow for some experimental or non-routine types of options.
- Link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

## **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 remember that his good ideas aren't the only good ideas.

# 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

- Shows an appropriate and realistic approach to helping others, without being an extremist.
- Has the ability to balance decisions about whether or not to share with and help others.
- Able to balance own needs against the needs of others, and work in ways that both achieve and succeed.
- Can support and understand the positions of individuals with either a higher or lower Social/Altruistic score.
- Can bring a sense of stability to issues around this Social/Altruistic dimension.

## Value to the Organization

- Brings flexibility to the team regarding this Social/Altruistic area. He is able to say "yes," but also knows where to draw the line and say "no," when appropriate.
- Projects a stabilizing and realistic influence on the team.
- Able to appreciate the needs of individuals with either a higher or lower Social/Altruistic score.
- Demonstrates the ability to help and go the extra mile without a negative impact on his own responsibility and work load.
- Is not an extremist, and therefore is able to bring balance to the team when Social/Altruistic issues emerge.

## Keys to Managing and Motivating

- Remember that John Potential shows a practicality and realism regarding helping others.
- Recognize that this middle ground between the extremes of selfishness and selflessness may be an appropriate stabilizing force.
- John Potential brings a balance between the extremes of giving and taking with regard to team efforts and organizational competition.
- Support the strength that he brings in being a balance between those who may give too much away, versus those who may not give enough.

## Training, Professional Development and Learning Insights

- Explore the professional development insights from some of the other Values scales to determine more specific preferences.
- He shows flexibility in preferences of training activities to include both team-oriented as well as independent work.
- Tends to be supportive of the training efforts as well as supportive of the trainer(s).

## SOCIAL/ALTRUISTIC

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### Continuous Quality Improvements

- On some service-related issues within this organization, he may need to take a more visible position with the team.
- May occasionally feel conflict as to whether or not to participate in certain service or "giving" activities.
- John Potential should allow space for those who differ on this Social/Altruistic scale, and remember that all Values positions are positions deserving respect.

# 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 Potential 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 Potential typically won't get bogged down in minutia, nor will he ignore the details when decision-making.

## Value to the Organization

- John Potential 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 other times.
- Is a stabilizing force on the team.
- Is able to appreciate the needs of both the higher and lower Theoreticals.
- Shows curiosity about technical details without getting bogged down.

## 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 Potential 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.

# THEORETICAL

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## 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.

# 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.
- Check the full results and graph of the inventory to determine those values that were ranked in a higher field than this Aesthetic area.
- Able to allow others on the team a greater voice and expression of their creativity. May not need a high-visibility profile.
- Keeps an ear to the revenue-clock of an organization, and doesn't want to waste time or money on ambience issues if it doesn't affect productivity.
- Not necessarily worried about form and beauty in his work environment.
- What John Potential defines as his passion in life will be found in higher values scales in this report.
- Intellectually, John Potential can see the need for beauty and artistic forms, but may not seek them for his own environment.

## 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.
- Check areas for higher Values drives to determine a blend of other management or motivational insights.
- Structure job enrichment strategies into the reward system, especially those that will appeal to higher Values scores.

# AESTHETIC

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## **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 sensitive to others need for an aesthetically pleasant workplace.
- Needs to be aware of others who may have a stronger Aesthetic drive, and respect the differences.

# 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

- Realizes that sometimes rules need to be treated as guidelines with more flexible interpretations.
- Able to see the big picture and communicate it clearly to others.
- Places lesser importance on conformity to group patterns.
- Believes in experimentation and trying new things.
- Shows good judgment in his ability to self-manage on tasks and projects.
- May demonstrate an autonomous attitude as he approaches work assignments.
- May occasionally break the rules with the rationale: the end justifies the means.

## Value to the Organization

- Is able to make quick decisions without getting emotionally involved.
- Is always looking for efficient and logical solutions.
- Tends to be a quick-study on new projects and procedures.
- Asks lots of questions.
- Is able to make decisions quickly in solving problems.
- Looks for creative solutions to problems.

## Keys to Managing and Motivating

- Provide opportunities for professional development and growth.
- Desires honest and sincere feedback from others.
- Requires specific instructions so that he can do the routine aspects of job correctly the first time.
- Prefers being allowed to make his own decisions about how the work will be done within his own authority or empowerment boundaries.
- Is interested in evaluating and improving inefficient procedures.

## Training, Professional Development and Learning Insights

- May prefer more dynamic, spontaneous, or creative learning activities.
- Tends to be more flexible and adaptable to a variety of learning activities.
- May want to create his own learning path or activities in a creative manner.

# TRADITIONAL/REGULATORY

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## Continuous Quality Improvements

- Don't ignore the important details.
- Needs to increase patience when interacting with more rules-oriented individuals.
- Maintain awareness of facial expression and comments when in disagreement with those showing a different point of view.

# 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 2003		
John Potential Wentworth		
THEORETICAL	*   █	Mainstream
UTILITARIAN	█   █ *	Passionate
AESTHETIC	*   █	Mainstream
SOCIAL	█   * █	Mainstream
INDIVIDUALISTIC	█   * █	Mainstream
TRADITIONAL	* █   █	Indifferent

█ - 68 percent of the population      | - national mean      \* - your score

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

# MOTIVATORS - NORMS & COMPARISONS

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

- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.

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

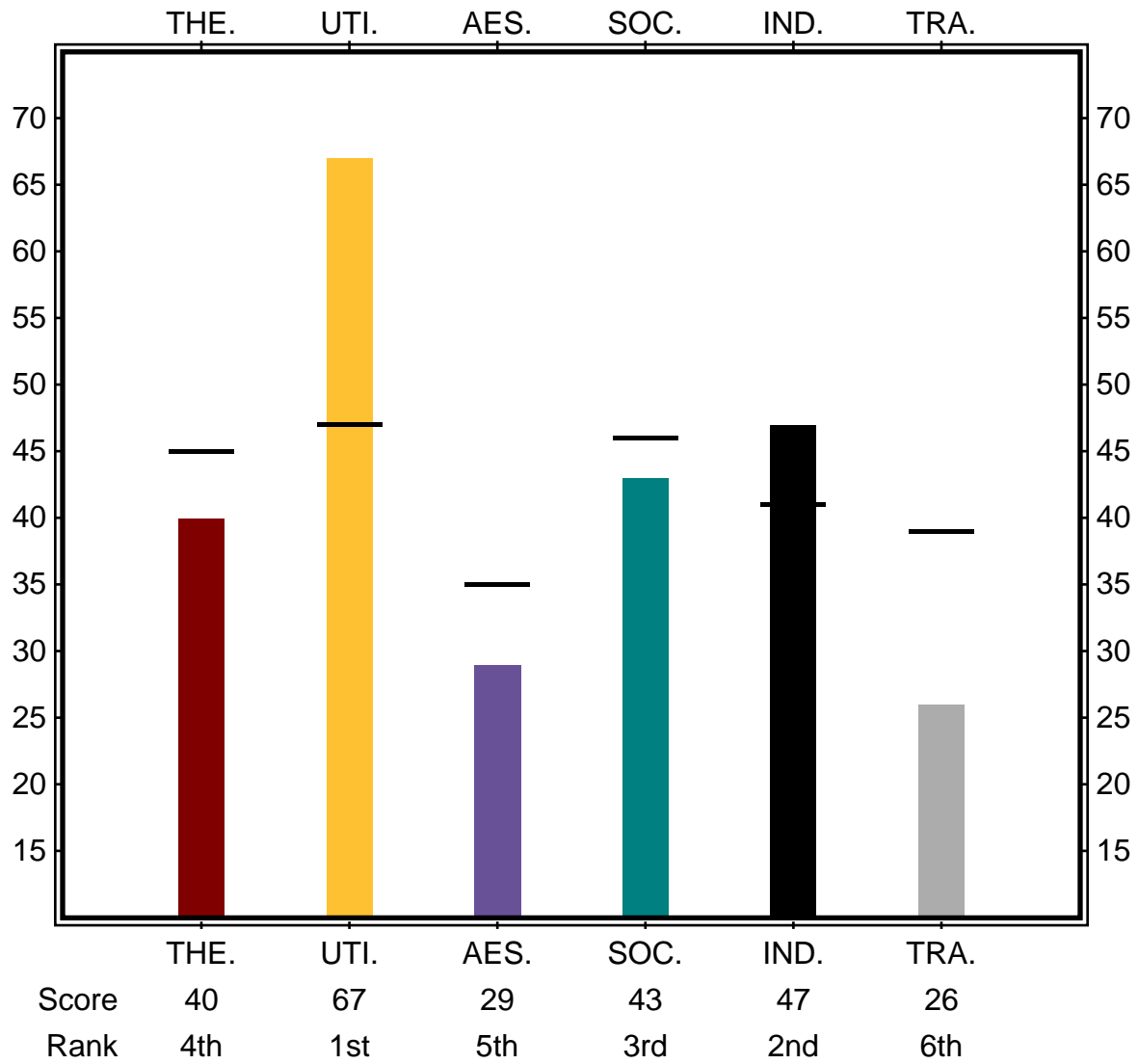
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.

# ATTITUDES GRAPH

## John Potential Wentworth

Demo Dimensions

4-13-2006



— national mean

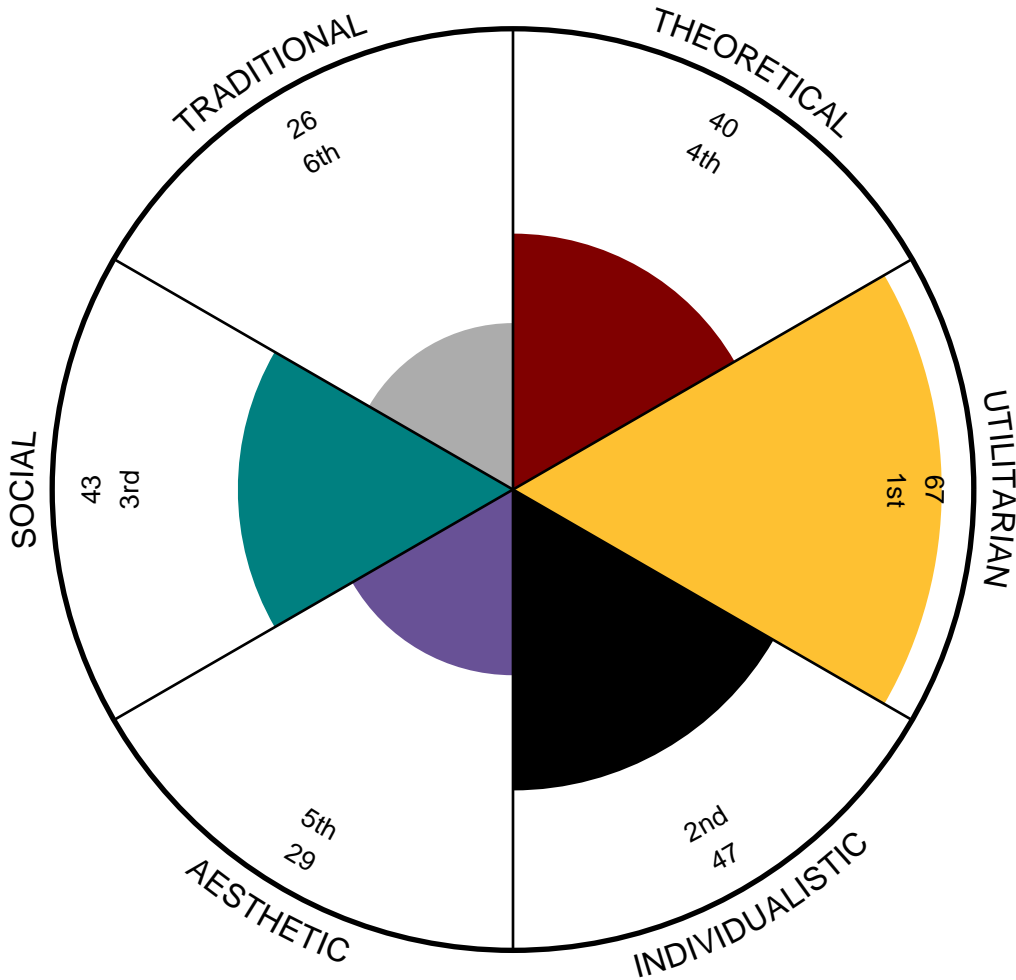
Norm 2003

# ATTITUDES WHEEL™

## John Potential Wentworth

Demo Dimensions

4-13-2006



# 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.*

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## **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

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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

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Pick the most important item in each category from the Workplace Motivators 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 \_\_\_\_\_  
\_\_\_\_\_

# TEAM BUILDING SUMMARY OF WORKPLACE VALUES

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## 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. \_\_\_\_\_  
\_\_\_\_\_

# EXTERNAL DESCRIPTION

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## Integrated—High Level of Development

### Description

John Potential judges situations in a balanced, objective way in terms of all three basic perspectives: people, situations, and systems. When he takes action, he can move in and out of any one of the three value perspectives with ease. The integrated pattern indicates that he is not stuck in any one dimension. He can relate to and deal with other people well and maintains healthy, fulfilling relationships naturally. He also has good practical skills and can relate well to tangible things, processes and events. He understands how to deal effectively with ideas, knowledge, and systems. This integrated pattern indicates the world is wide open for him and suggests that he is able to take advantage of any and all opportunities.

### Strengths

John Potential is versatile and stable and adapts well to different types of people and changing situations. It is easy for him to see what he needs to emphasize or focus on, depending on the nature of the situation he is in. If an interpersonal focus is called for, he has the ability to turn on his people skills and relate well to others. If an external or task focus is needed, he has the ability to become an action-oriented achiever who focuses on the work at hand to get things done. If he determines that the situation calls for a systematic focus, he has the ability to turn his attention to learning and gaining more knowledge about the situation. This suggests his greatest talents are flexibility, objectivity and versatility.

### Development Opportunities

John Potential's greatest opportunity for growth is centered in maintaining strong identification with current activities, roles and responsibilities. He enjoys getting involved in new activities; but, if the activities become routine or "easy" for him and he doesn't feel challenged, he may not want to stay involved.

### Best Performance Climate

John Potential will learn, work or perform best in an atmosphere where there is an open exchange of ideas and where feedback is readily available. He also prefers an environment where responsibilities and decisions are shared, and his input and creativity is appreciated and challenged on a regular basis.

# EXTERNAL DESCRIPTION

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## External Bias Description

John Potential's current emotional bias is negative in two dimensions: empathetic outlook and practical thinking; and positive in the systems judgment dimension. He values structure and order and has a desire for clear plans, well-organized schedules, and systems that contribute to achieving results efficiently. He identifies with his company or organization and feels a sense of belonging because he shares its vision and plan for the future. He will do his best to work up to, or exceed, performance standards and is very cooperative when it comes to doing things the company way. He enjoys and relies on system and order, and this shows that he is a person who guards or watches things to keep or maintain control. His temperament could be interpreted as a "true believer" because he may become very dogmatic about the order or structure that he supports.

The negative bias under empathetic outlook indicates that John Potential may purposely establish a distance between himself and others to come across as more objective and professional. This may also indicate that he lacks sensitivity and empathy for others and may have difficulty listening to others well. He may even be fearful of getting too close to others because he has been hurt in the past. He can be impatient with tasks and work processes and the time it takes others (or him) to get things done.

# INTERNAL DESCRIPTION

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## Role-Authentic—High Level of Development

### Description

John Potential shows a strong and equally developed focus on who he is and what he can do or is doing. He enjoys being a part of the process of getting things done and identifies with his work and personal roles. In a sense, his identity is his roles and activities. He feels his own worth is equally based on his sense of self and on what he can produce and achieve. He wants to see good results from his work, and that becomes a part of his sense of self. He enjoys being himself, and he is confident, reliable and responsible. He is well aware of his strengths and gets involved in activities or jobs that will best utilize his talents or help to further develop his potential. He will best achieve goals when he is fully engaged.

He under appreciates the systemic, thinking or structural aspects of his life. He is not strict about concepts or images that guide him forward and that shape his future. This means that he probably uses planning in a flexible way to help him focus his time and energy on the role responsibilities in the present. He usually starts new things intuitively and sees the future as a process of discovery, rather than being clear-cut and definite.

### Strengths

John Potential is confident in his abilities to perform and fulfill his roles and responsibilities in life. He has an inner strength that helps him to persevere, even in difficult situations. His general attitude toward change is to adapt to it in practical ways and try to go with the flow of things. He is open to future possibilities and opportunities, and his flexibility about his long-term future should help him to take advantage of the best opportunities. He has a strong sense of self worth and identifies with his primary roles and activities.

### Development Opportunities

John Potential does not have a strong sense of appreciation for systems, plans, rules, and organization as it applies to his own life. He puts less emphasis on defining or talking about himself. He is more concerned about what is happening in the present than with planning a clear and definite future. He is probably eager and enthusiastic about his potential future, but his picture of the future is more vague and uncertain, since his focus is on current roles and responsibilities.

# INTERNAL DESCRIPTION

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## Internal Bias Description

John Potential has a strong mental self-definition and descriptions of his own self. He is strong-willed and tends to dominate others. He wants to get his way and usually does. He is seen as someone with high energy. He tends to relate to a future state of affairs instead of concentrating on the needs of the present. He tends to be directive with others, guided by this strong self-definition and will to control the future. He has a definite set of rules to live by. He may view his current role as a stepping stone to move on.

# Summary of Strengths & Weaknesses

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The key lies in being able to measure these individual preferences in the way we think, and understanding how they shape our decisions. It is this understanding of our individual strengths and weaknesses that will enable us to effect change in our lives and achieve greater personal success. It is only by first understanding something that we are then able to change it.

The top five and bottom five scores on your Core Skills List determines the information below. Please take the national mean and the requirements of your position into consideration when determining a development plan.

---

## Strengths

- Integrative Ability
- Persuading Others
- Enjoyment of the Job
- Attitude Toward Others
- Realistic Goal Setting for Others

## Weaknesses

- Handling Stress
- Results Orientation
- Personal Drive
- Role Confidence
- Self Direction

# Integrative Ability

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In part Integrative Ability is an individual's ability to identify the key elements of a problem situation and understand which components are critical. Furthermore, this is an ability to then put together the different elements and to see different types of situational structures. It is thereby the ability to see different types of problem solutions.

## Possible Strengths:

- Is able to prioritize critical events while not losing track of less critical ones.
- Accurately defines the key elements in problem situations.
- Is a good project planner and scheduler.

## Continuous Development:

- Approach problem solving as a project that requires planning.
- Don't rely on stop-gap measures.
- Don't be afraid to ask for assistance.

# Persuading Others

---

Persuading Others is an individual's ability to convince others or to present a viewpoint in such a way that it is accepted by others. It involves intuitive insight, role confidence, practical thinking ability and ability to think on one's feet.

## Possible Strengths:

- Knows how to use appropriate tools to convince others to a point of view.
- Is sensitive to the role that listening to others plays in influencing them.
- Is able to gain support from others so that they will act.

## Continuous Development:

- Be optimistic and positive about eventual outcomes.
- Support other people's ideas and objectives wherever possible.
- Involve other people in the process of planning and developing goals.

# Enjoyment of the Job

---

Enjoyment of the Job is the feeling that a job is both fulfilling and rewarding and that it has a positive and useful benefit.

## Possible Strengths:

- Has the basic skills required for the job.
- Has sufficient self-confidence to handle changes or new requirements in the job.
- Has had good experience in the position or similar positions.

## Continuous Development:

- Train someone new.
- Find ways to do the job more intelligently and efficiently.
- Set exciting goals.

# Attitude Toward Others

---

Attitude Toward Others is the ability to maintain a positive, open and objective attitude toward others. An example of an improper attitude would be a situation in which one assigns attributes to a person based solely on an unsubstantiated prejudgment. This could cause a person to exercise an unnecessary degree of caution, producing a "stand-off" attitude or could cause him or her to place an unjustified amount of trust in a person, thereby exposing him or herself to being manipulated or losing objectivity. The evaluation of this attribute is based on an individual's personal insight into others and the degree to which he or she is influenced by what he or she thinks the situation "ought" to be.

## Possible Strengths:

- Recognizes and appreciates others in positive and sincere ways.
- Maintains composure in potentially stressful or difficult situations.
- Communicates with others in ways that are clear and understood.

## Continuous Development:

- Actively seek feedback from trusted people.
- Work to improve difficult relationships through self-awareness and respect for differences in attitudes and perceptions.
- Give positive feedback to other people as often as possible.

# Realistic Goal Setting for Others

---

Realistic Goal Setting for Others is the ability to set goals for others that can be achieved using available resources, personnel capabilities and operating within a projected timeframe. This capacity includes the ability to utilize previous measurable performance in the establishing of goals and/or quotas.

## Possible Strengths:

- Coordinates individual goals with corporate or organizational directives.
- Is proactive about setting high goals for him/herself and achieving them.
- Sets goals for each person that are challenging but not defeating.

## Continuous Development:

- Keep your highest performers enthusiastic!
- Keep tasks and consequences for failure or success separate from the person being supervised.
- Be specific when assigning any new goal or duty.

# Handling Stress

---

Handling Stress is an individual's ability to balance and defuse inner tensions and stresses, which, if allowed to build up, could interfere with his or her ability to perform to potential. It is not an individual's ability to handle stressful situations, but rather the ability to appropriately separate oneself from such stressful situations and maintain separate inner sense of peace.

## Possible Limitations:

- Gets emotionally tied to difficult situations.
- Does not recognize the difference between "good stress" and "bad stress".
- May not take time for relaxation.

## Developmental Suggestions:

- Get serious about time management.
- Work off stress through regular and vigorous exercise.
- Face up to unpleasant facts and get it over with.

# Results Orientation

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Results Orientation is an individual's ability to identify actions necessary to achieve task completion and to obtain results. This ability will be manifested in a person's ability to meet schedules, deadlines, quotas and performance goals.

## Possible Limitations:

- May not consistently follow through.
- May not meet deadlines and other parameters of a project.
- May not understand how personal goals and plans meet organizational goals and needs.

## Developmental Suggestions:

- Make sure goals parallel and support those of the organization.
- Establish targeted completion dates for projects and phases of projects.
- If someone or something interrupts the progress on a given project, assess the new task to determine level of urgency.

# Personal Drive

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A strong Personal Drive is related to the level of personal motivation an individual is capable of bringing to bear on any given task that a person feels is important. People who have strong personal drives tend to focus considerable intent on the completion of a task or objective once they are convinced of the benefits associated with its completion.

This is a measurement of how strongly a person feels the need to achieve, accomplish or complete something. This "drive" can take many forms (e.g., tasks, knowledge, career, physical, etc.), but it involves the level of personal motivation a person is capable of bringing to bear on any given task which one feels is important.

## Possible Limitations:

- May have difficulty committing substantial internal resources towards completing a task.
- Has trouble avoiding procrastination.
- May not be aware of what is expected.

## Developmental Suggestions:

- Know what the job description is and what the supervisor expects.
- Remember if something is put off today, it will probably be put off repeatedly until it becomes bigger and more unpleasant.
- Avoid distractions, disturbances, and interruptions that prevent meaningful work from being done.

# Role Confidence

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Role Confidence is a combination of an ability to see a role clearly, to view it as being positive, practical, functional, and to see oneself as valuable in that role: an individual's ability to develop and maintain an inner strength based on the belief of success.

## Possible Limitations:

- May not be assertive in the majority of professional situations.
- May lack security in decisions.
- May be indecisive or unsure how to proceed.

## Developmental Suggestions:

- Define your own core values and keep them at the front of your mind at all times.
- Know personal capabilities and strengths and use them to achieve goals.
- Think in terms of past successes not past failures.

# Self Direction

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Strong Self Direction originates with an internal drive to excel in a chosen career path. If Role Awareness is a person's "objective", then 'Self-Direction' is the "path" to that objective, or the way in which a person envisions fulfilling roles. This fact makes this capacity somewhat dependent on Role Awareness since you first need an objective before a person can determine the path to that objective. It also requires an individual to have a strong desire to be "better" than he or she currently is, no matter how good the individual actually becomes.

## Possible Limitations:

- May only do what is asked.
- May be averse to change.
- May not work up to full potential.

## Developmental Suggestions:

- When a mistake is made, turn it into a learning experience.
- Remember, the easiest and most efficient way to do something is not always the most effective.
- Keep raising the bar. (Don't compete with other people compete with own personal best).

# TriMetrix™-DIMENSIONAL BALANCE

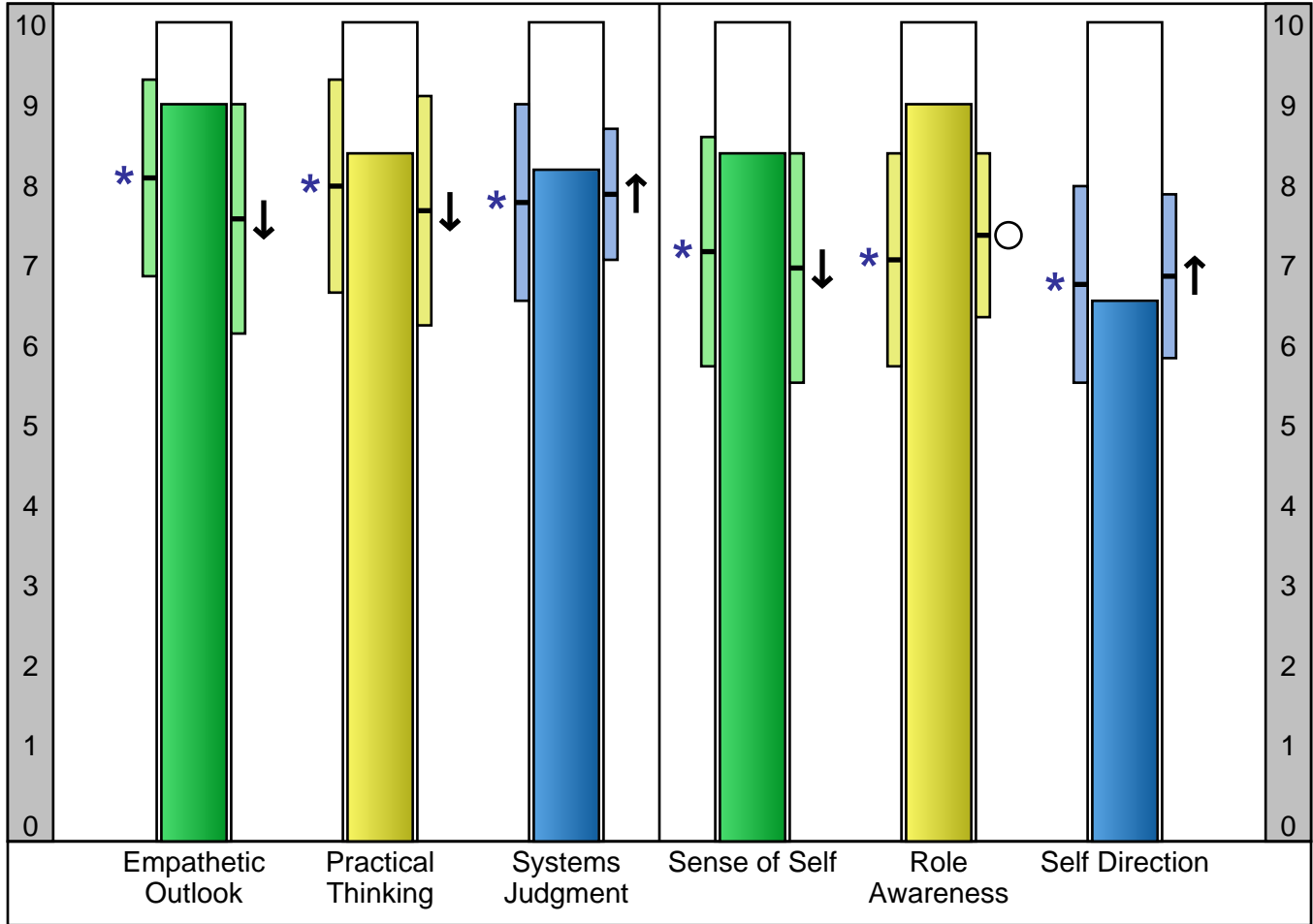
For consulting and coaching

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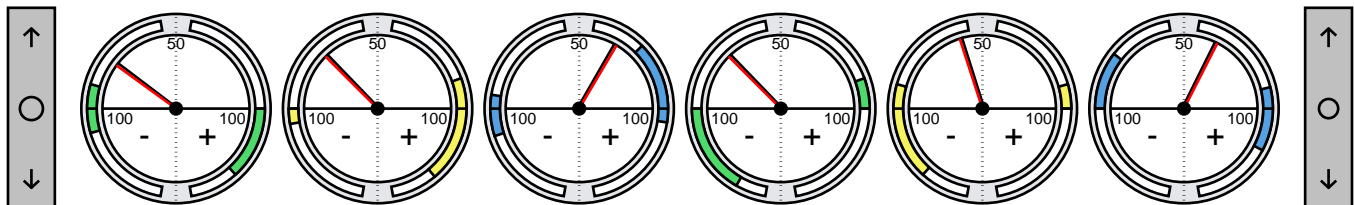
*	Population mean
↑	Overvaluation
○	Neutral valuation
↓	Undervaluation

## EXTERNAL FACTORS (Part 1)

## INTERNAL FACTORS (Part 2)



Score	9.0	8.4	8.2	8.4	9.0	6.6
Bias	↓	↓	↑	↓	○	↑



# CORE SKILLS LIST

*For consulting and coaching*

Score	Mean	Description	Score	Mean	Description
9.4	8.1	Self Improvement	7.9	7.5	Problem Solving
9.3	7.6	Integrative Ability	7.9	8.2	Respect for Property
9.2	7.8	Persuading Others	7.9	7.3	Sense of Mission
9.2	7.4	Enjoyment of the Job	7.9	7.2	Taking Responsibility
9.0	7.9	Attitude Toward Others	7.8	7.6	Concrete Organization
9.0	8.2	Realistic Goal Setting for Others	7.8	7.7	Realistic Expectations
9.0	7.6	Using Common Sense	7.8	6.9	Initiative
9.0	8.1	Empathetic Outlook	7.7	7.4	Project And Goal Focus
9.0	7.1	Role Awareness	7.7	7.1	Gaining Commitment
8.8	7.9	Conveying Role Value	7.7	7.2	Persistence
8.7	8.0	Following Directions	7.5	7.0	Balanced Decision Making
8.7	7.9	Leading Others	7.4	7.3	Surrendering Control
8.7	8.1	Understanding Motivational Needs	7.4	7.4	Developing Others
8.7	7.9	Proactive Thinking	7.4	7.5	Quality Orientation
8.7	8.0	Respect for Policies	7.4	6.9	Meeting Standards
8.7	7.8	Relating to Others	7.3	7.3	Conceptual Thinking
8.7	7.6	Status and Recognition	7.3	7.0	Handling Stress
8.7	7.7	Sense of Belonging	7.2	7.3	Results Orientation
8.6	7.9	Correcting Others	7.1	7.1	Personal Drive
8.5	8.0	Attention to Detail	6.9	7.1	Role Confidence
8.5	7.8	Freedom from Prejudices	6.6	6.9	Self Direction
8.5	7.4	Self Confidence			
8.5	7.6	Realistic Personal Goal Setting			
8.5	7.4	Handling Rejection			
8.5	7.9	Emotional Control			
8.5	7.9	Sensitivity to Others			
8.5	8.1	Personal Relationships			
8.4	7.3	Sense of Self			
8.4	8.0	Material Possessions			
8.4	8.0	Practical Thinking			
8.3	7.3	Consistency and Reliability			
8.3	7.3	Job Ethic			
8.2	7.0	Intuitive Decision Making			
8.2	7.5	Accountability for Others			
8.2	7.7	Evaluating Others			
8.2	7.1	Internal Self Control			
8.2	7.5	Sense of Timing			
8.2	7.8	Monitoring Others			
8.2	7.8	Systems Judgment			
8.1	8.3	Theoretical Problem Solving			
8.1	6.7	Self Assessment			
8.1	7.7	Evaluating What is Said			
8.0	7.3	Project Scheduling			
8.0	7.6	Long Range Planning			
8.0	7.4	Self Management			
7.9	7.2	Personal Accountability			

# CORE SKILLS LIST

*For consulting and coaching*

Score	Mean	Description	Score	Mean	Description
8.2	7.5	Accountability for Others	7.9	8.2	Respect for Property
8.5	8.0	Attention to Detail	7.2	7.3	Results Orientation
9.0	7.9	Attitude Toward Others	9.0	7.1	Role Awareness
7.5	7.0	Balanced Decision Making	6.9	7.1	Role Confidence
7.3	7.3	Conceptual Thinking	8.1	6.7	Self Assessment
7.8	7.6	Concrete Organization	8.5	7.4	Self Confidence
8.3	7.3	Consistency and Reliability	6.6	6.9	Self Direction
8.8	7.9	Conveying Role Value	9.4	8.1	Self Improvement
8.6	7.9	Correcting Others	8.0	7.4	Self Management
7.4	7.4	Developing Others	8.7	7.7	Sense of Belonging
8.5	7.9	Emotional Control	7.9	7.3	Sense of Mission
9.0	8.1	Empathetic Outlook	8.4	7.3	Sense of Self
9.2	7.4	Enjoyment of the Job	8.2	7.5	Sense of Timing
8.2	7.7	Evaluating Others	8.5	7.9	Sensitivity to Others
8.1	7.7	Evaluating What is Said	8.7	7.6	Status and Recognition
8.7	8.0	Following Directions	7.4	7.3	Surrendering Control
8.5	7.8	Freedom from Prejudices	8.2	7.8	Systems Judgment
7.7	7.1	Gaining Commitment	7.9	7.2	Taking Responsibility
8.5	7.4	Handling Rejection	8.1	8.3	Theoretical Problem Solving
7.3	7.0	Handling Stress	8.7	8.1	Understanding Motivational Needs
7.8	6.9	Initiative	9.0	7.6	Using Common Sense
9.3	7.6	Integrative Ability			
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8.7	7.9	Leading Others			
8.0	7.6	Long Range Planning			
8.4	8.0	Material Possessions			
7.4	6.9	Meeting Standards			
8.2	7.8	Monitoring Others			
7.7	7.2	Persistence			
7.9	7.2	Personal Accountability			
7.1	7.1	Personal Drive			
8.5	8.1	Personal Relationships			
9.2	7.8	Persuading Others			
8.4	8.0	Practical Thinking			
8.7	7.9	Proactive Thinking			
7.9	7.5	Problem Solving			
7.7	7.4	Project And Goal Focus			
8.0	7.3	Project Scheduling			
7.4	7.5	Quality Orientation			
7.8	7.7	Realistic Expectations			
9.0	8.2	Realistic Goal Setting for Others			
8.5	7.6	Realistic Personal Goal Setting			
8.7	7.8	Relating to Others			
8.7	8.0	Respect for Policies			