



TTI Talent Insights

Executive Version



Tammy Test Taker
1-18-2012

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The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to 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:

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: 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.



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*



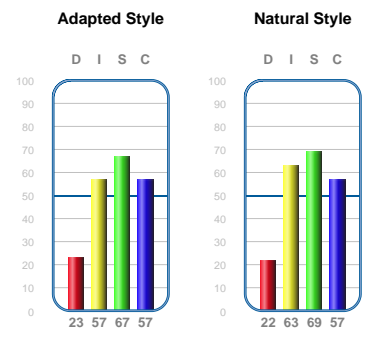
Based on Tammy's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Tammy's natural behavior.

Tammy wins through hard work and persistence. She likes to stay with one task until it is completed. Others see her as a good neighbor, since she is always willing to help those she considers to be her friends. Patience, control and deliberateness characterize her usual behavior. She likes harmony and cooperation. Most of the time she appears as cool, calm and controlled. Loyalty and being a good manager are usually her goals. She is a good, steady, dependable manager. Relationships with others are warm, personal and lasting. She does not always like being placed in competitive situations. She tends to lose the "team feeling" when she is involved in direct competition. She may have difficulty sharing her feelings if it may disturb the relationship. Tammy can be motivated through teamwork. She likes to know she is a valued team member. She looks to people for support and inner-satisfaction as a way to reach her personal goals.

Tammy is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts." She prefers to plan her work and work her plan. Subordinates may find it refreshing to be on her team. Occasionally she will underplay bad news, if telling it as it is will offend someone. She may fear it would disturb the relationship. She may want to think over major decisions before acting. She must be convinced that actions will produce the desired result. Tammy tries to use balanced judgment. She is the person who brings stability to the entire team. Making plans and following those plans is important to her. She may tend to fight for her beliefs or those things she feels passionate about. She can be sensitive to the feelings of others and is able to display real

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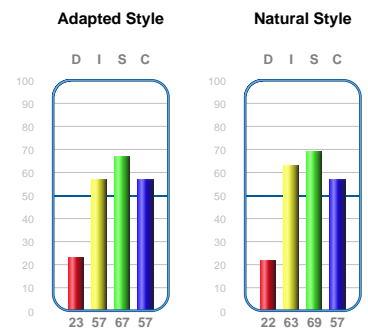


GENERAL CHARACTERISTICS

empathy for those who are experiencing difficulties.

Tammy likes a friendly, open style of communication. She usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted. She does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. She will be open with those she trusts; however, reaching the required trust level may take time. Tammy is not easily triggered or explosive, but she may conceal some grievances because she doesn't always state her feelings. She likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. She is quick to pick up on group dynamics and skilled in fitting in with a group. She brings both speaking and listening skills to the group.

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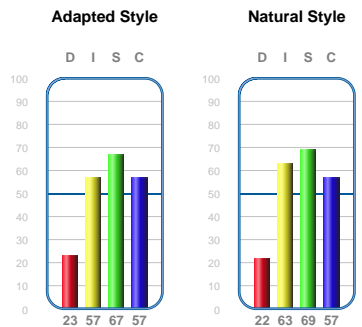


VALUE TO THE ORGANIZATION

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

- Good at reconciling factions--is calming and adds stability.
- Service-oriented.
- Patient and empathetic.
- Flexible.
- Concerned about quality.
- Turns confrontation into positives.
- Adaptable.

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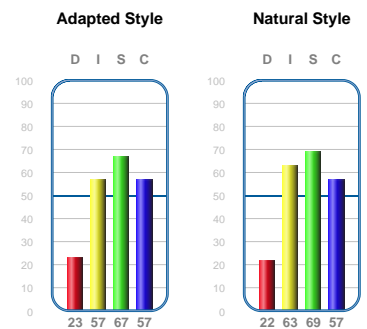
CHECKLIST FOR COMMUNICATING

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 Tammy. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Tammy most frequently.

Do:

- Provide a friendly environment.
- Take your time and be persistent.
- Provide guarantees that her decision will minimize risks; give assurance that provides her with benefits.
- Take time to be sure that she is in agreement and understands what you said.
- Be sincere and use a tone of voice that shows sincerity.
- Define clearly (preferably in writing) individual contributions.
- Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- Support your communications with correct facts and data.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Look for hurt feelings or personal reasons if you disagree.
- Provide solid, tangible, practical evidence.
- Give her time to verify reliability of your comments--be accurate and realistic.

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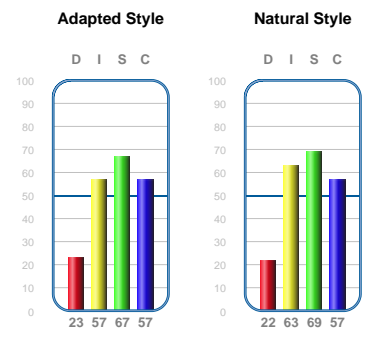
DON'TS ON COMMUNICATING

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

Don't:

- Talk in a loud voice or use confrontation.
- Manipulate or push her into agreeing because she probably won't fight back.
- Give your presentation in random order.
- Don't be haphazard.
- Push too hard, or be unrealistic with deadlines.
- Debate about facts and figures.
- Use testimonies from unreliable sources.
- Be domineering or demanding; don't threaten with position power.
- Make promises you cannot deliver.
- Patronize or demean her by using subtlety or incentive.
- Keep deciding for her, or she'll lose initiative. Don't leave her without backup support.
- Be abrupt and rapid.

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This section provides suggestions on methods which will improve Tammy's communications with others. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Tammy will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. 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"> ● Prepare your "case" in advance. ● Stick to business. ● Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Being giddy, casual, informal, loud. ● Pushing too hard or being unrealistic with deadlines. ● Being disorganized or messy. 	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> ● Be clear, specific, brief and to the point. ● Stick to business. ● Be prepared with support material in a well-organized "package." <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Talking about things that are not relevant to the issue. ● Leaving loopholes or cloudy issues. ● Appearing disorganized.
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> ● Begin with a personal comment--break the ice. ● Present your case softly, nonthreateningly. ● Ask "how?" questions to draw their opinions. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Rushing headlong into business. ● Being domineering or demanding. ● Forcing them to respond quickly to your objectives. 	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> ● 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. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Being curt, cold or tight-lipped. ● Controlling the conversation. ● Driving on facts and figures, alternatives, abstractions.



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

"See Yourself As Others See You"

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SELF-PERCEPTION

Tammy usually sees herself as being:

Considerate
Good-Natured
Team player

Thoughtful
Dependable
Good listener

OTHERS' PERCEPTION

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

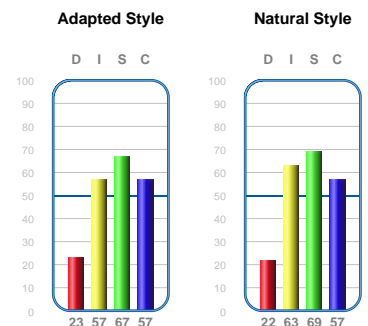
Nondemonstrative
Unconcerned

Hesitant
Inflexible

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

Possessive
Detached

Stubborn
Insensitive





Based on Tammy's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she responds to rules and procedures set by others.

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



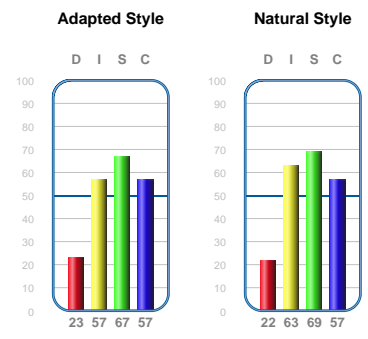
NATURAL AND ADAPTED STYLE

Tammy'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>Tammy is cautious in her approach to problem solving and does not attempt to demand that her view, or opinion, be accepted at face value. Tammy likes to solve problems within the framework of a team environment. She will look for a compromise as opposed to a win-lose situation.</p>		<p>Tammy sees no need to change her approach to solving problems or dealing with challenges in her present environment.</p>

Natural	PEOPLE - CONTACTS	Adapted
<p>Tammy is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She likes to be on a team and may be the spokesman for the team. She will trust others and likes a positive environment in which to relate.</p>		<p>Tammy sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.</p>

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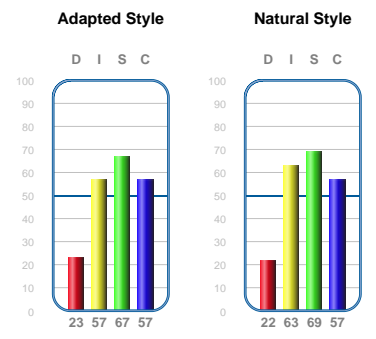


NATURAL AND ADAPTED STYLE

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Natural	PACE - CONSISTENCY	Adapted
<p>Tammy is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.</p>	<p>Tammy sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Tammy is somewhat open-minded, but aware and sensitive to the implications of not following the rules. She can display balanced judgment in reviewing procedures. Knowing she is doing things well is a key reinforcement for her.</p>	<p>Tammy shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant and Tammy sees little or no need to change her response to the environment.</p>	

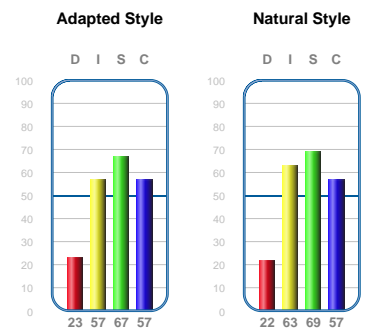




Tammy sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

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

NOTES





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.

1. POSTPONE THE UNPLEASANT

Postponing the unpleasant is similar to procrastinating but is usually a continual reprioritizing of daily tasks. It is often a way to delay something that is not enjoyable.

POSSIBLE CAUSES:

- Like low-conflict environments and relationships
- Want to feel the success of accomplishment so the simple tasks are done first

POSSIBLE SOLUTIONS:

- Change your routine and, for one week, do the unpleasant tasks first
- See the accomplishment of unpleasant tasks as an equal or even greater achievement of success
- Reward yourself for every unpleasant task that you complete without postponing
- Confront those people who are causing you discomfort and discuss the problems

2. HABITS

A habit is a specific thought, behavior or way of doing something that was acquired by repetition or by reinforcement from self and/or others.

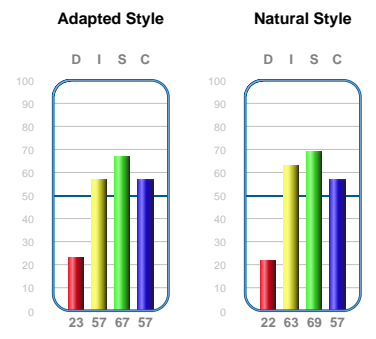
POSSIBLE CAUSES:

- Have established routines that are comfortable
- Routine creates a feeling of security
- Resist change for change's sake
- Have been praised repeatedly for a specific behavior

POSSIBLE SOLUTIONS:

- Evaluate habits and decide which contribute to your accomplishments and which deter you from success
- Try new ways of performing a certain task
- Ask others for recommendations on different approaches
- Consciously practice changing your routine

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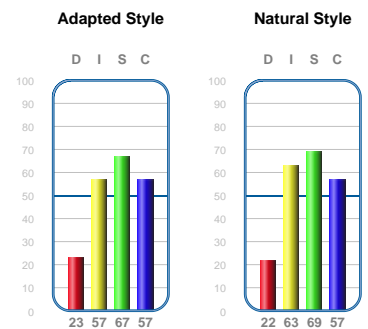
AREAS FOR IMPROVEMENT

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

Tammy has a tendency to:

- Hold a grudge if her personal beliefs are attacked.
- Be defensive when risk is involved--move towards maintaining status quo.
- Become resistive and indecisive when forced to act quickly. Without proper information she will resist in a passive-aggressive manner.
- Yield to avoid controversy--attempt to avoid the antagonistic environment.
- Be too conservative--bides time and avoids much that is new.
- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.
- Dislike change if she feels the change is unwarranted.

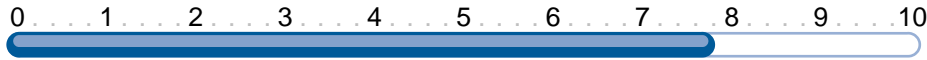
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The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

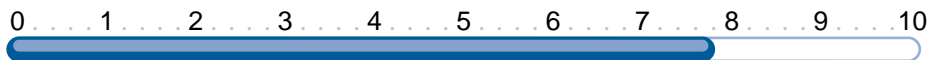
1. CUSTOMER RELATIONS



7.8

NOTES

2. FOLLOWING POLICY



7.8

3. FOLLOW UP AND FOLLOW THROUGH



7.2

4. FREQUENT INTERACTION WITH OTHERS



7.0

5. PEOPLE ORIENTED



7.0

6. CONSISTENCY



7.0

7. VERSATILITY



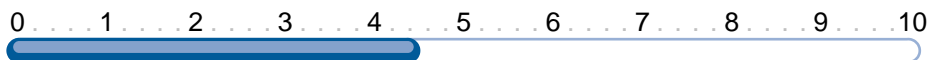
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8. FREQUENT CHANGE



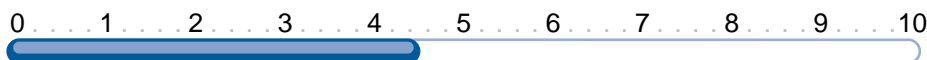
5.0

9. ORGANIZED WORKPLACE

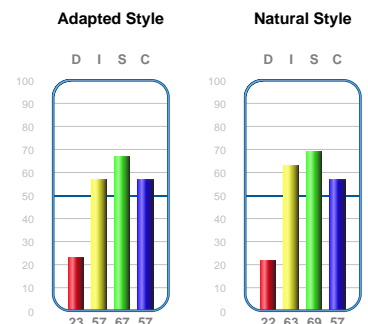


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10. ANALYSIS OF DATA

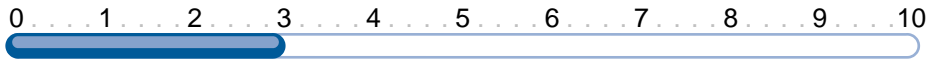


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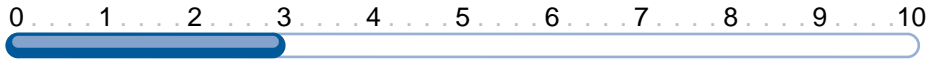


11. URGENCY



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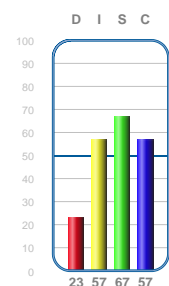
12. COMPETITIVENESS



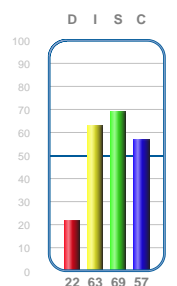
3.0

NOTES

Adapted Style



Natural Style





Tammy Test Taker

1-18-2012

MOST

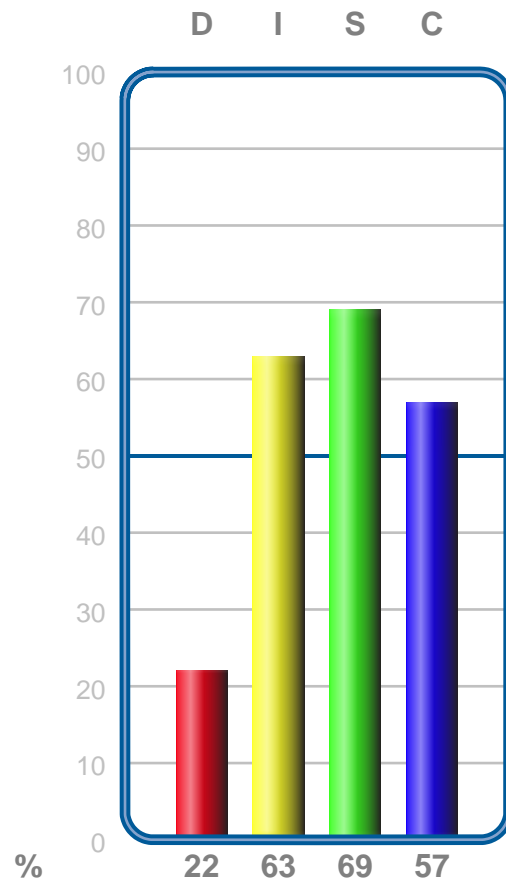
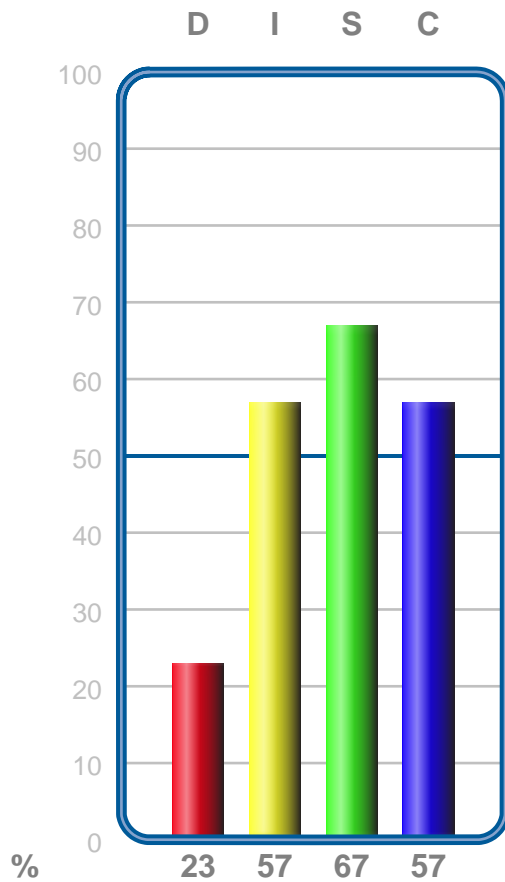
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2011 R4



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.

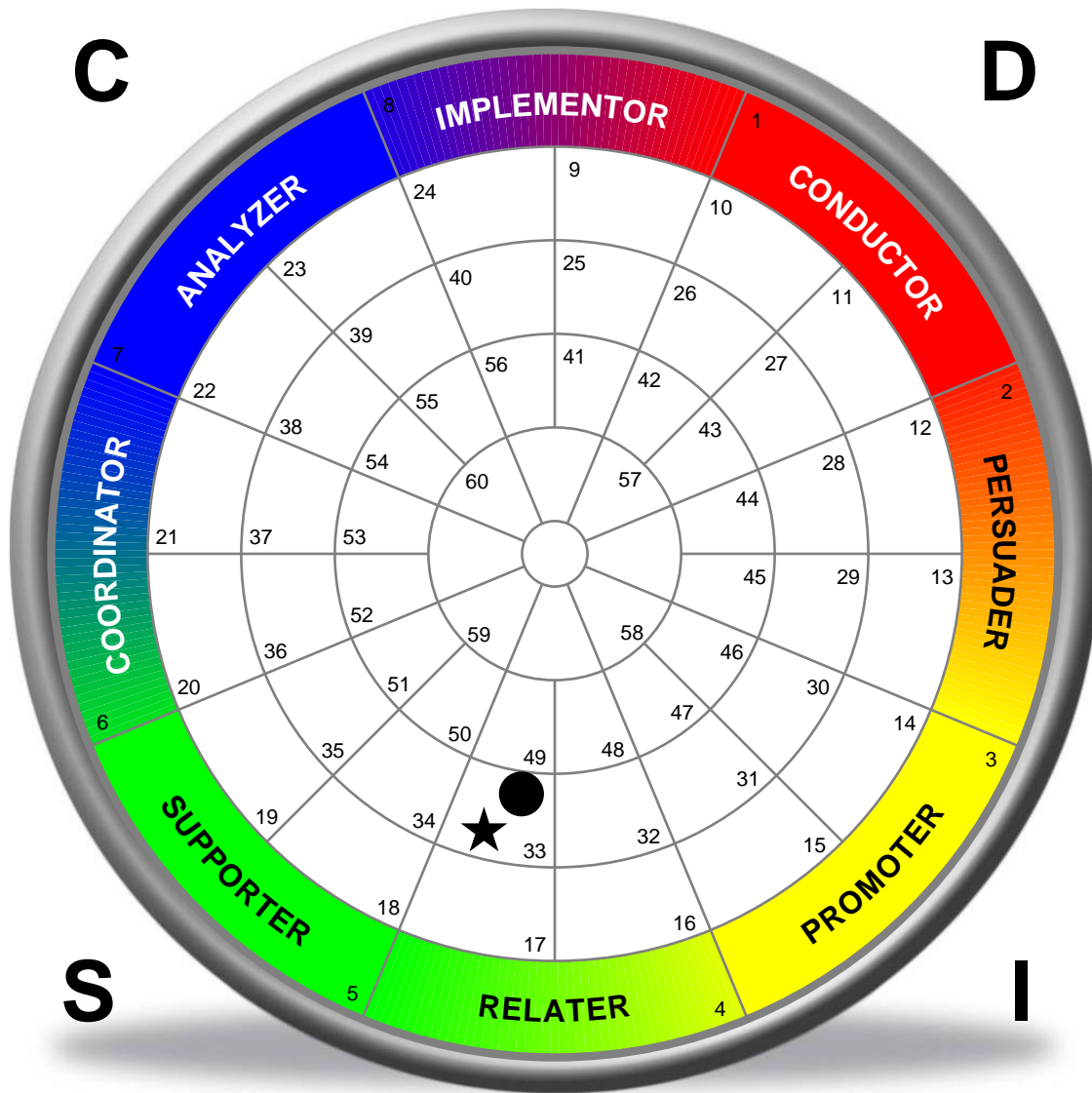
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.



Tammy Test Taker

1-18-2012



Adapted: ★ (33) SUPPORTING RELATER (FLEXIBLE)
 Natural: ● (33) SUPPORTING RELATER (FLEXIBLE)

Norm 2011 R4



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.

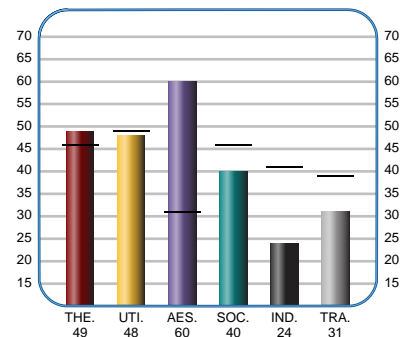
YOUR PERSONAL MOTIVATORS RANKING		
1st	AESTHETIC	Strong
2nd	THEORETICAL	Strong
3rd	UTILITARIAN	Strong
4th	SOCIAL	Situational
5th	TRADITIONAL	Indifferent
6th	INDIVIDUALISTIC	Indifferent



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.

- Looking good and feeling good is one of her goals.
- Being recognized for creativity is the highest form of achievement for her.
- Tammy enjoys the beauty of her surroundings and would like others to share her passion.
- Creativity is only limited by external, not internal boundaries.
- Tammy needs a sense of harmony and balance in her surroundings and relationships.
- Tammy seeks self-realization and fulfillment.
- She is in tune with her inner feelings and likes surroundings that compliment these feelings.
- Tammy is interested in studying and appreciating the totality of a situation.

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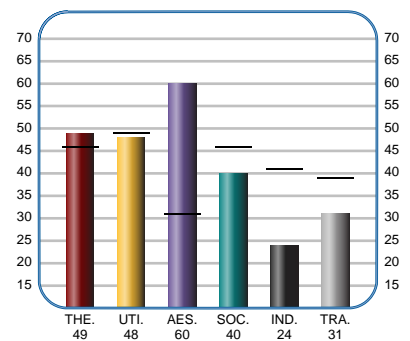




The primary drive with this value is the discovery of TRUTH. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are 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.

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

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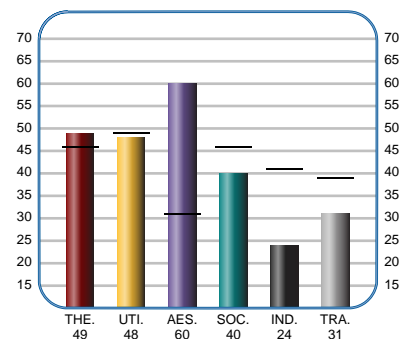




The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the production,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

- She will work long and hard to satisfy her needs.
- The accumulation of material possessions results from her ability to follow through and accomplish goals.
- Tammy is good at achieving goals.
- Tammy tends to give freely of time and resources, but will want and expect a return on her investment.
- She evaluates things for their utility and economic return.
- Goals for the future are easily accomplished with her ability to integrate the past and the present.
- She may use wealth as a yardstick to measure her work effort.

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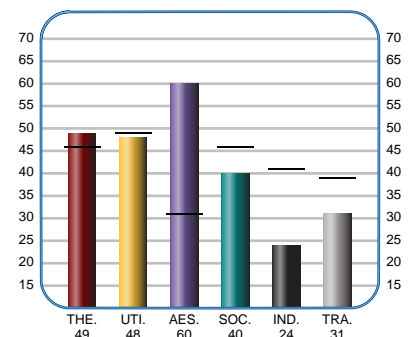




Those who score very high in this value have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic value, the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

- Tammy's desire to help others (even to her own detriment) or decision not to help others, is reviewed on an individual basis.
- Tammy will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within her.

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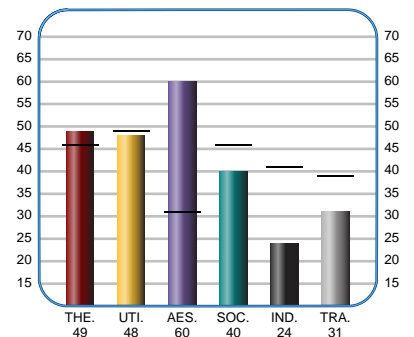




The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.

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

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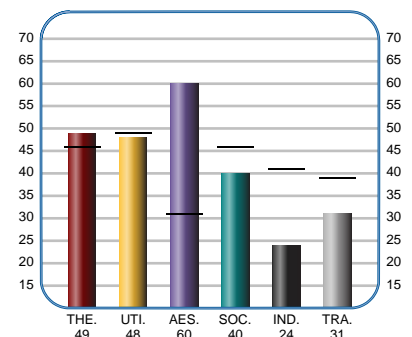




The primary interest for this value is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of 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.

- Being in total control of a situation is not a primary motivating factor.
- She will not attempt to overpower others' points of view or change their thinking.
- Tammy feels that struggles should be the burden of the team, not just the individuals.
- As long as Tammy's belief systems are not threatened, she will allow others to set the tone and direction of her work.
- Tammy's passion in life will be found in one or two of the other dimensions discussed in this report.
- Tammy will be less concerned about her ego than others may be.
- Stability is a primary concern. Patience and fortitude will win in the long run.

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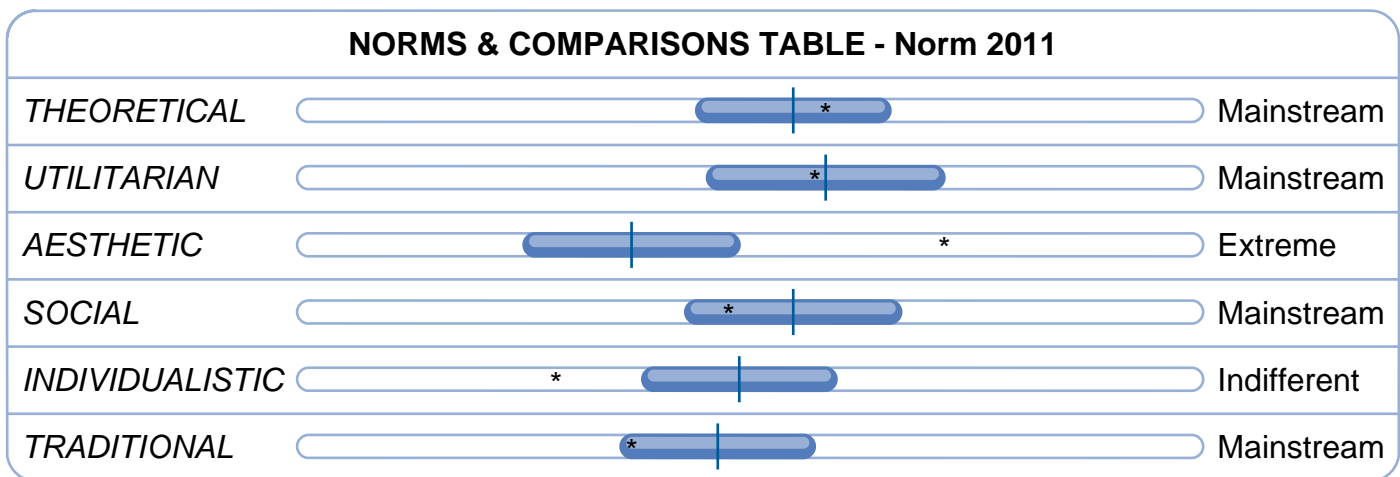


MOTIVATORS - NORMS & COMPARISONS

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.



- 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

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.

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

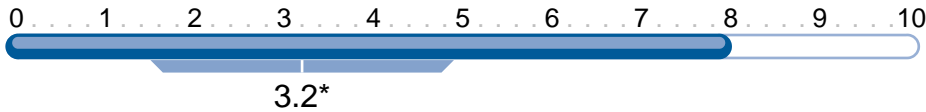
- You can be frustrated by others who are always jockeying for position and control.



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.

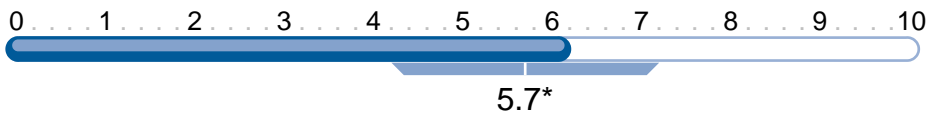
1. AESTHETIC



8.0

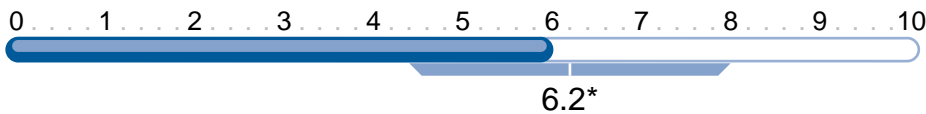
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2. THEORETICAL



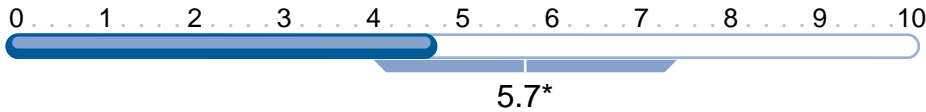
6.2

3. UTILITARIAN/ECONOMIC



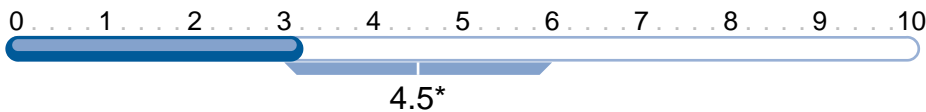
6.0

4. SOCIAL



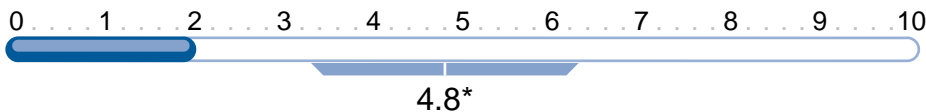
4.7

5. TRADITIONAL/REGULATORY

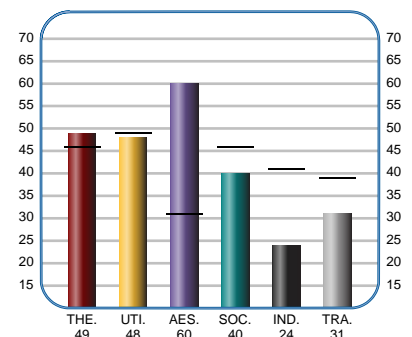


3.2

6. INDIVIDUALISTIC/POLITICAL



2.0



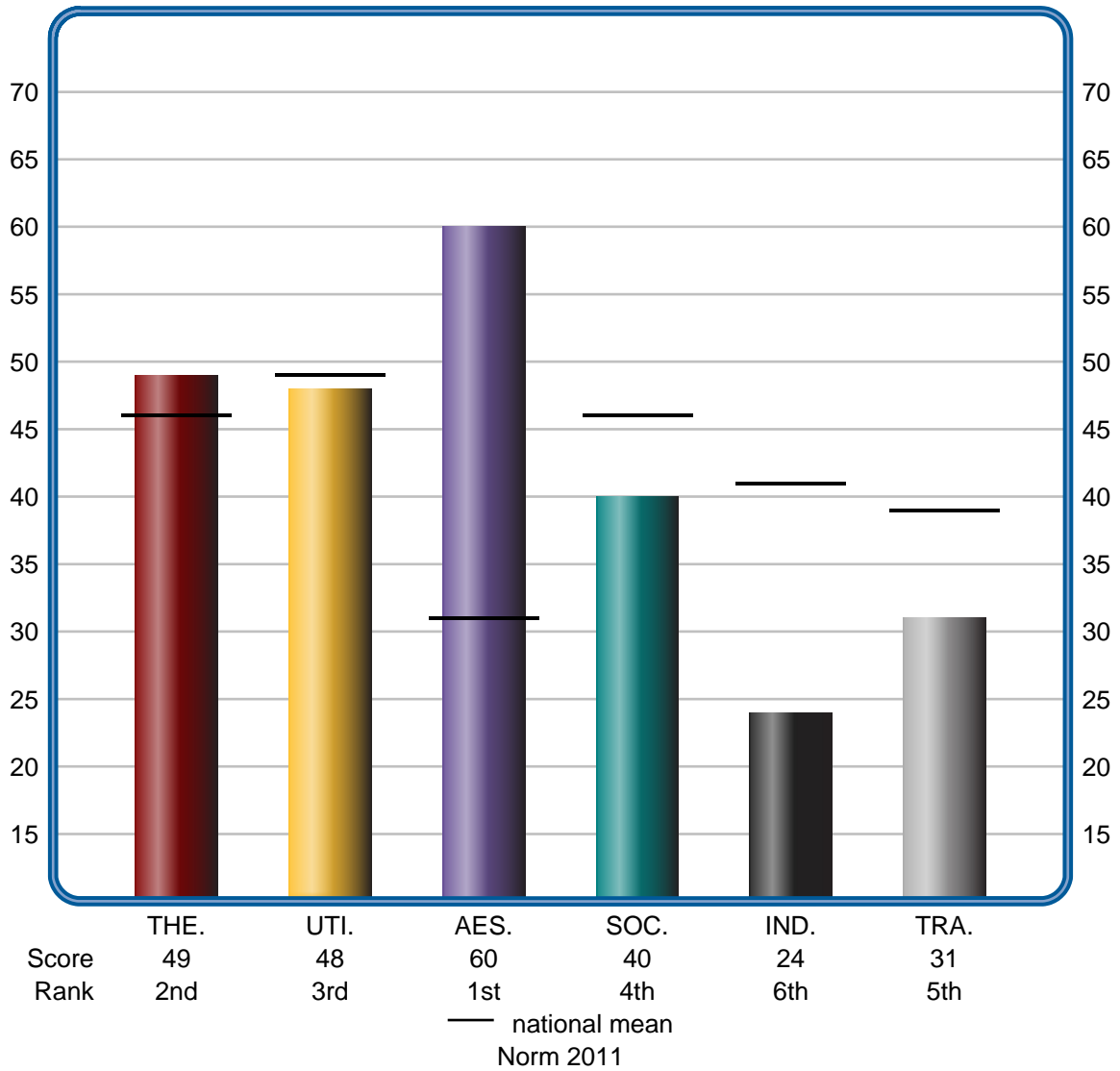
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* 68% of the population falls within the shaded area.



Tammy Test Taker

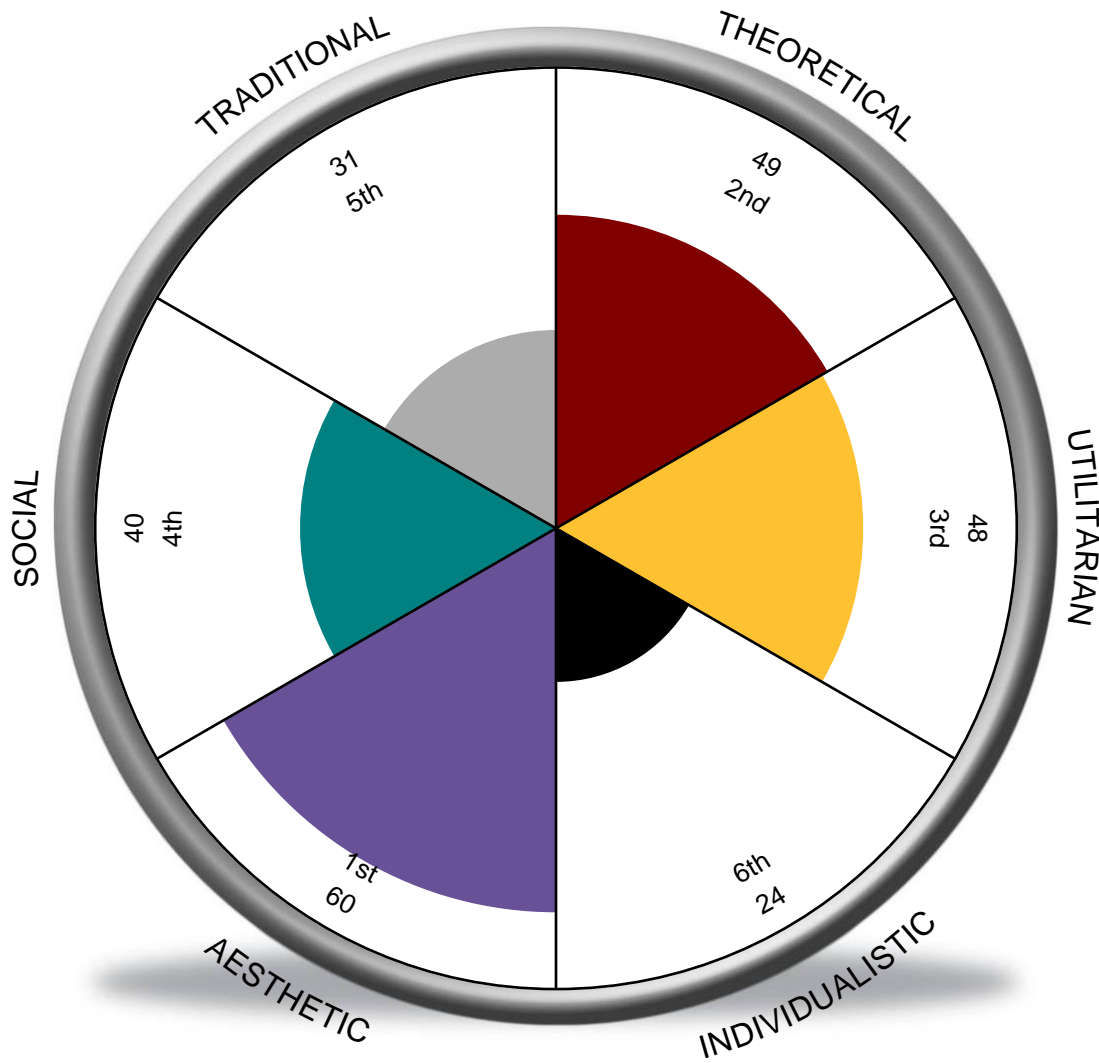
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Tammy Test Taker

1-18-2012





INTRODUCTION

Integrating Behaviors and Motivators Section

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

In this section you will find:

- Areas of Excellence
- Potential Areas of Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



POTENTIAL BEHAVIORAL AND MOTIVATIONAL STRENGTHS

This section describes the potential areas of strengths between Tammy'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.

- The "glue" that ties multiple visions together.
- Supports a leader and a cause that brings beauty or creativity.
- Good listener when being presented with accurate facts and figures.
- Great at retrieving information for decision makers she trusts.
- Brings enthusiasm to the creative process.
- Will convey optimism for new ideas.
- Will bring high energy and enthusiasm to the researching process.
- Thinks outside of the box when gathering information.

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POTENTIAL BEHAVIORAL AND MOTIVATIONAL CONFLICT

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

- Not willing to share opinions until comfortable about how others will receive it.
- Dislikes unwarranted change in her environment because of the disruption of balance.
- May withhold sharing of knowledge to meet her security needs.
- Struggles in adapting to new situations without preparation.
- Can over share personal feelings or emotions.
- Situational listener to other's perspective on the experience.
- Ability to learn is diminished due to her lack of focus on one thing.
- May overlook vital details in her pursuit of information.

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

- Little conflict between people.
- An environment in which she may deal with people on a personal, intimate basis.
- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Flexibility to explore a variety of outlets for learning in a people-rich environment.
- Realistic deadlines that are based on the appropriate amount of information gathering.
- A forum to be curious about the discovery of new information.
- Working conditions that allow for creativity and people-interaction.
- Time for personal reflection and an appreciation for staying balanced.
- A leader that appreciates and understands the value of team harmony and follow up and follow through.

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

Tammy wants:

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- Flattery, praise, popularity and strokes.
- Public recognition of her ideas and results.
- Freedom from control and detail.
- Praise for her knowledge base and research capabilities.
- To have the right information to support others so she can feel secure with how the job is being done.
- To be able to seek out new information that will be valuable to share with others.
- The ability to express enthusiasm and creativity necessary for successful projects.
- Time for the beautification of the workplace and areas around her.
- Clearly defined start and finish points on each project or task.



In this section are some needs which must be met in order for Tammy to perform at an optimum level. Some needs can be met by herself, 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 Tammy and identify 3 or 4 statements that are most important to her. This allows Tammy to participate in forming her own personal management plan.

Tammy needs:

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- Objectivity when dealing with people because of her high trust level.
- To mask emotions when appropriate.
- A feeling of belonging, to know how important she is to the team.
- Learn to prioritize ideas and thoughts according to organizational objectives.
- To understand the expected pace for exploring new theories and opportunities.
- Seek out ways to organize thoughts in order to effectively convey the desired information.
- A Manager with an open door policy who praises publicly.
- Set clear objectives of their role in a work or team dynamic.
- Assistance in adjusting to change by providing information and logic about change to keep organizational balance.



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 _____:

