TTI SUCCESS INSIGHTS®

TTI Talent Insights®

Management-Staff

John Doe
06.07.2022

Leadership Resources and Consulting
Podcast: Help for Leaders
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Introduction

Where Opportunity Meets Talent

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

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

Behaviors

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

Motivators

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

Integrating Behaviors and Motivators

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

Introduction
Behaviors

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

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

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

- How you respond to problems and challenges.

- How you influence others to your point of view.

- How you respond to the pace of the environment.

- How you respond to rules and procedures set by others.

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

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

Behavioral Characteristics

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

John prefers that things be orderly, and he will approach work in a systematic manner. He is alert and sensitive to his errors and mistakes. He constantly seeks to avoid errors in his work. He tends to be precise about his use of time and can become frustrated when others interrupt him when in the middle of a task. He is a real stickler for quality and systems. John doesn't appreciate a dirty or messy work station, since he equates dirt and disorganization with lower quality work. When John sees something that is wrong, he wants to fix it. He is oriented toward achieving practical results. He wants the safety features on his equipment to be in good working order. Becoming acquainted with him can be difficult since he tends to withhold his emotions. He may appear to be cool and distant. Precision and accuracy are important to him. Following procedures is his way of ensuring quality and orderly work. John can be depended upon to follow set procedures of work activity.

John can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. He sees himself as factual and "down-to-earth." He is more than casually interested in "theory." When confronted with a problem, he will look for a method, a formula, a procedure or a system to solve it. He is the type of person who will accept challenges and accept them seriously. He likes to assemble facts and data before making decisions. This allows him time to review the facts and think about the decision to be made. John follows company policy, if aware of it. He takes pride in his competence or his ability to understand all the facts of a situation. He is good at concentrating on data while looking for the best method of solving the problem. He is skilled at observing and collecting data on different subjects. If he has a real passion for a given subject, he will read and listen to all the available information on the subject. He prefers to study and analyze a problem before responding. He wants to feel that his response is the correct one.

Graph I

Adapted Style

D	I	S	C

100

80

60

40

20

0

| 52 | 32 | 52 | 78 |

Graph II

Natural Style

D	I	S	C

100

80

60

40

20

0

| 56 | 34 | 54 | 71 |

Behavioral Characteristics

Continued

John's logical, methodical way of gathering data is demonstrated by his ability to ask the right questions at the right time. People who show up early or late for appointments may upset him, since his work plans are disrupted. John makes an agenda and prefers that others not change it. He can be outgoing at times. Basically introverted, he will engage in social conversation when the occasion warrants. He enjoys analyzing the motives of others. This allows him to develop his intuitive skills. John is intuitive and is able to ask good questions in order to get the critical, complete information he seeks. When John is deeply involved in thinking through a project, he may appear to be cool and distant. He prefers meetings that start and finish on time. He may get upset with people who do not adhere to rules and how things "should be done." People may often see John as formal and reserved. He may be assessing the situation before "letting his guard down" and may do so only when he feels comfortable with the circumstances.

Graph I

Adapted Style

D	I	S	C
52	32	52	78

Graph II

Natural Style

D	I	S	C
56	34	54	71

Value to the Organization

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

- ✔ Excellent troubleshooter.

- ✔ Conscientious and steady.

- ✔ Objective and realistic.

- ✔ Comprehensive in problem solving.

- ✔ Maintains standards.

- ✔ Tough-minded.

- ✔ Presents the facts without emotion.

- ✔ Proficient and skilled in his technical specialty.

Graph I

Adapted Style

D	I	S	C
52	32	52	78

Graph II

Natural Style

D	I	S	C
56	34	54	71

John Doe

Checklist for Communicating

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with John. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with John most frequently.

Ways to Communicate

✔ Follow through, if you agree.

✔ Show him a sincere demeanor by careful attention to his point of view.

✔ Provide details in writing.

✔ Use expert testimonials.

✔ Give him time to be thorough when appropriate.

✔ Make an organized contribution to his efforts, present specifics and do what you say you can do.

✔ Keep at least three feet away from him.

✔ Provide solid, tangible, practical evidence.

✔ Be prepared with the facts and figures.

✔ Use the proper buzz words that are appropriate to his expertise.

✔ Make an organized presentation of your position, if you disagree.

✔ Listen to him.

John Doe

Checklist for Communicating
Continued

This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways **NOT** to Communicate

🚫 Touch his body when talking to him.

🚫 Use high speed, intense inputs.

🚫 Say "trust me"—you must prove it.

🚫 Pretend to be an expert if you are not.

🚫 Make statements about the quality of his work unless you can prove it.

🚫 Use inappropriate buzz words.

🚫 Make conflicting statements.

🚫 Threaten, cajole, wheedle, coax or whimper.

🚫 Make statements you cannot prove.

🚫 Use gimmicks or clever, quick manipulations.

🚫 Be superficial.

🚫 Be vague about what's expected of either of you; don't fail to follow through.

🚫 Provide special, personal incentives.

Graph I — Adapted Style
D I S C
52 32 52 78

Graph II — Natural Style
D I S C
56 34 54 71

John Doe

Communication Tips

This section provides suggestions for methods which will improve John's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, John will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

Ⓒ Compliance

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

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

Ⓓ Dominance

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

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

Ⓢ Steadiness

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

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

Ⓘ Influence

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

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

Perceptions
See Yourself As Others See You

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

John usually sees himself as being:

- ✔ Precise
- ✔ Thorough
- ✔ Moderate
- ✔ Diplomatic
- ✔ Knowledgeable
- ✔ Analytical

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

- ✔ Pessimistic
- ✔ Picky
- ✔ Worrisome
- ✔ Fussy

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

- ✔ Perfectionistic
- ✔ Hard-to-Please
- ✔ Strict
- ✔ Defensive

The Absence of a Behavioral Factor

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

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

- Avoid groups where trust has not been previously established.

- Avoid giving public presentations, as doing so will cause stress.

- Avoid situations where they are forced to trust without supporting data.

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

- Not verbalizing feelings and perspectives may delay desired outcomes.

- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.

- Understand when an analytical perspective is needed and valued.

Graph I

Adapted Style

D	I	S	C

100

80

60

40

20

0

| 52 | 32 | 52 | 78 |

Graph II

Natural Style

D	I	S	C

100

80

60

40

20

0

| 56 | 34 | 54 | 71 |

Descriptors

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

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

John Doe

Natural & Adapted Style

John's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Problems & Challenges

Natural

John is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. John is not necessarily confrontational by nature; but if a problem does exist, he will not turn down the opportunity for confrontation.

Adapted

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

People & Contacts

Natural

John is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.

Adapted

John sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Natural & Adapted Style

Pace & Consistency

Natural

John is deliberate and steady. He is willing to change if the new direction is meaningful and consistent with the past. He will resist change for change's sake.

Adapted

John sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.

Procedures & Constraints

Natural

John naturally is cautious and concerned for quality. He likes to be on a team that takes responsibility for the final product. He enjoys knowing the rules and can become upset when others fail to comply with the rules.

Adapted

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

Adapted Style

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

✔ Being precise in the collection of data.

✔ Maintaining a clean and organized work station.

✔ Limited contact with people.

✔ Projecting a limited display of emotion.

✔ Being attentive and dependable with detailed work activities.

✔ Calculation of risks before taking action.

✔ Accurate adherence to high quality standards.

✔ Disciplined, meticulous attention to order.

✔ Careful, thoughtful approach to decision making.

✔ Critical appraisal of data.

✔ Traditional, quality-oriented work model to follow.

✔ Precise, analytical approach to work tasks.

John Doe

Time Wasters

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

Looking For "Hidden Meaning"

The habitual practice of looking for hidden meanings demonstrates the inability to take messages, information and people-signals at face value. It may indicate that issues and people are suspect or have potential negative impact on you and your work.

Possible Causes:

- Critical listening ability may cause you to read more into a situation
- Want to look beyond the obvious
- Have a need for additional information
- Do not have a high level of trust in others

Possible Solutions:

- Ask questions
- Share initial evaluation/opinion with others

Overreacting To Constructive Criticism

Overreacting to constructive criticism is the inappropriate overt or covert response to feedback and recommendations.

Possible Causes:

- Have a high comfort level with past methods
- Have high standards for work performance
- Think that your way is the correct way
- Don't see the benefit of doing things differently

Possible Solutions:

- Practice listening without evaluating comments from others
- Begin responding mentally with "that's interesting" or "that's a possibility" as a way of controlling immediate negative response
- Communicate feelings with peers and supervisors

Time Wasters
Continued

Seeking "All" of The Facts

Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.

Possible Causes:

- Want to be certain/prepared
- Want to avoid mistakes
- Want extended time for getting tasks done

Possible Solutions:

- Set a timeline for gathering new information or evaluating old information and then take action
- Evaluate importance or risk factors to how much information is actually needed

Fear of Mistakes

Fearing mistakes is the mental process of focusing on negative outcomes and is often a preoccupation with past mistakes.

Possible Causes:

- Want to avoid criticism
- Take criticism personally
- Want to be seen as efficient and competent

Possible Solutions:

- Practice focusing on past successes
- For every mistake that you think might happen, write down two positive possible outcomes for a completed task
- Focus on several possible future outcomes

Graph I
Adapted Style
D   I   S   C
52 32 52 78

Graph II
Natural Style
D   I   S   C
56 34 54 71

John Doe

Areas for Improvement

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

John has a tendency to:

✔ Tell ideas as opposed to sell ideas.

✔ Fail to tell others where he stands on an issue.

✔ Select people much like himself.

✔ Be defensive when threatened and use the errors and mistakes of others to defend his position.

✔ Appear somewhat aloof and cool to the emotional appeal of others.

✔ Hesitate to act without precedent.

✔ Have difficulty making decisions because he's mostly concerned about the "right" decision. If precedent does not give direction, his tendency is to wait for directions.

✔ Prefer things to people—things don't show emotion or need restraint.

✔ Be critical of any approach that is not regarded as purely logical or factual (to his standards).
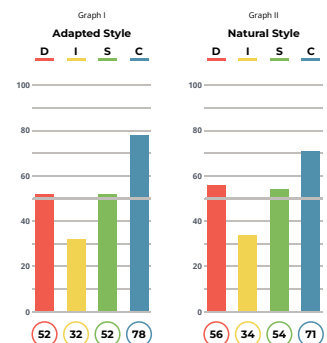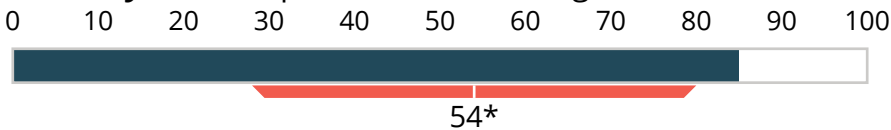
Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.
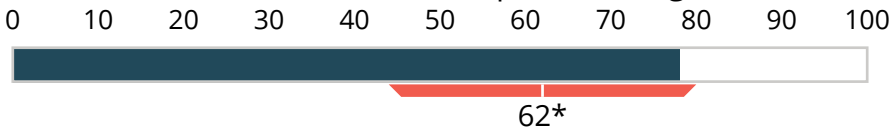
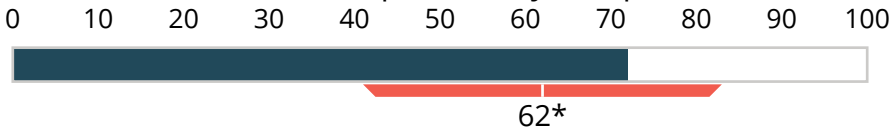**1. Organized Workplace** - Establish and maintain specific order in daily activities.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

85

53*
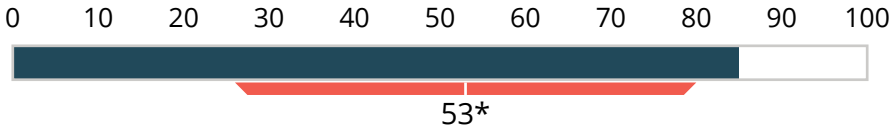
2. Analysis - Compile, confirm and organize information.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

85

54*

3. Persistence - Finish tasks despite challenges or resistance.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

78

62*

4. Consistent - Perform predictably in repetitive situations.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

72

62*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

72

61*
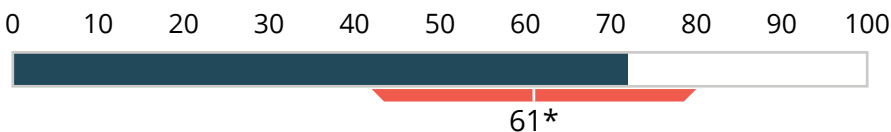
6. Competitive - Want to win or gain an advantage.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

60

49*

Graph I
Adapted Style
| D | I | S | C |

Graph II
Natural Style
| D | I | S | C |

| 52 | 32 | 52 | 78 |

| 56 | 34 | 54 | 71 |

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

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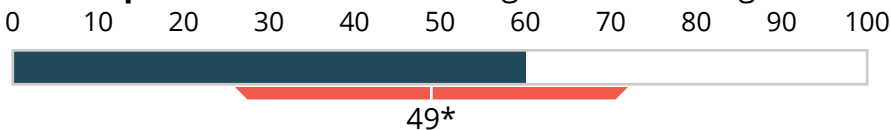
7. Customer-Oriented - Identify and fulfill customer expectations.

0   10   20   30   40   50   60   70   80   90   100

50

63*
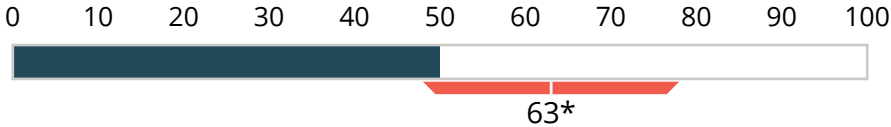
8. Urgency - Take immediate action.

0   10   20   30   40   50   60   70   80   90   100

46

43*
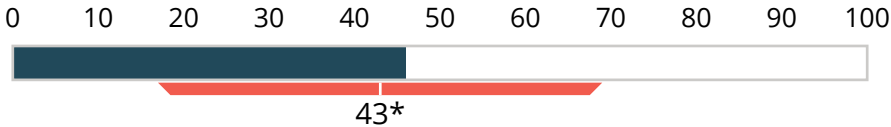
9. Frequent Change - Rapidly shift between tasks.

0   10   20   30   40   50   60   70   80   90   100

42
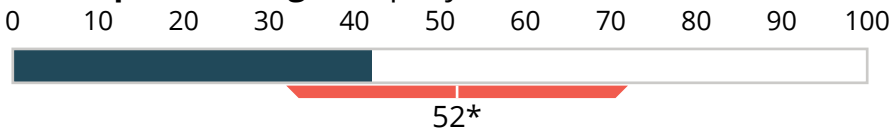
52*

10. Versatile - Adapt to various situations with ease.

0   10   20   30   40   50   60   70   80   90   100

40

54*
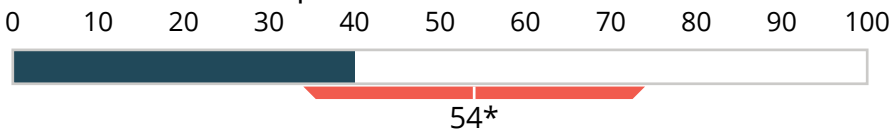
11. People-Oriented - Build rapport with a wide range of individuals.

0   10   20   30   40   50   60   70   80   90   100

40

64*
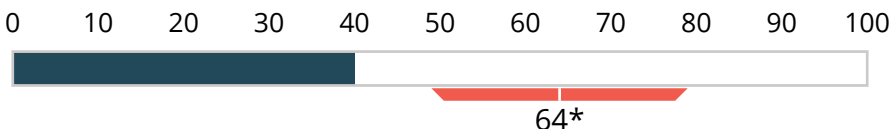
12. Interaction - Frequently engage and communicate with others.

0   10   20   30   40   50   60   70   80   90   100

35

58*

Graph I
Adapted Style
D I S C

100
80
60
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20

52 32 52 78

Graph II
Natural Style
D I S C

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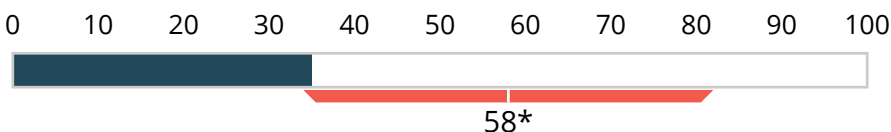
56 34 54 71
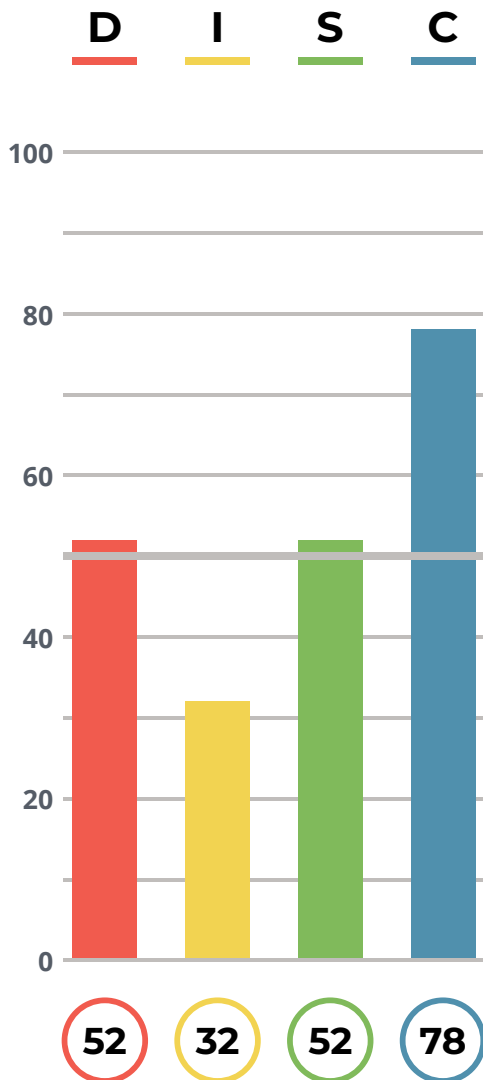
SIA: 52-32-52-78 (39)   SIN: 56-34-54-71 (40)
* 68% of the population falls within the shaded area.

Style Insights® Graphs

Graph I

Adapted Style

D I S C

Graph II

Natural Style

D I S C

D	I	S	C
52	32	52	78

D	I	S	C
56	34	54	71

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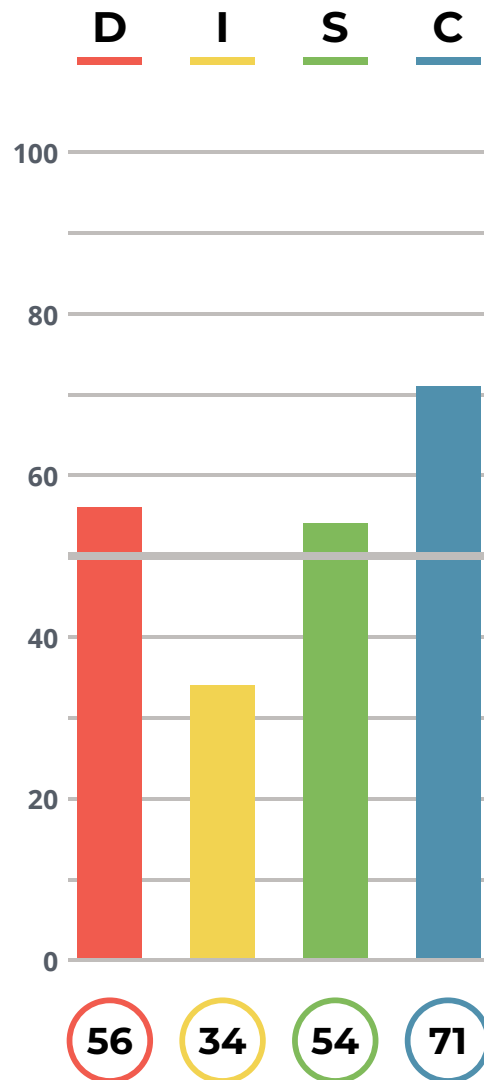
The TTI Success Insights® Wheel

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

- View your natural behavioral style (circle).

- View your adapted behavioral style (star).

- Note the degree you are adapting your behavior.

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

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

The TTI Success Insights® Wheel

John Doe
6-7-2022
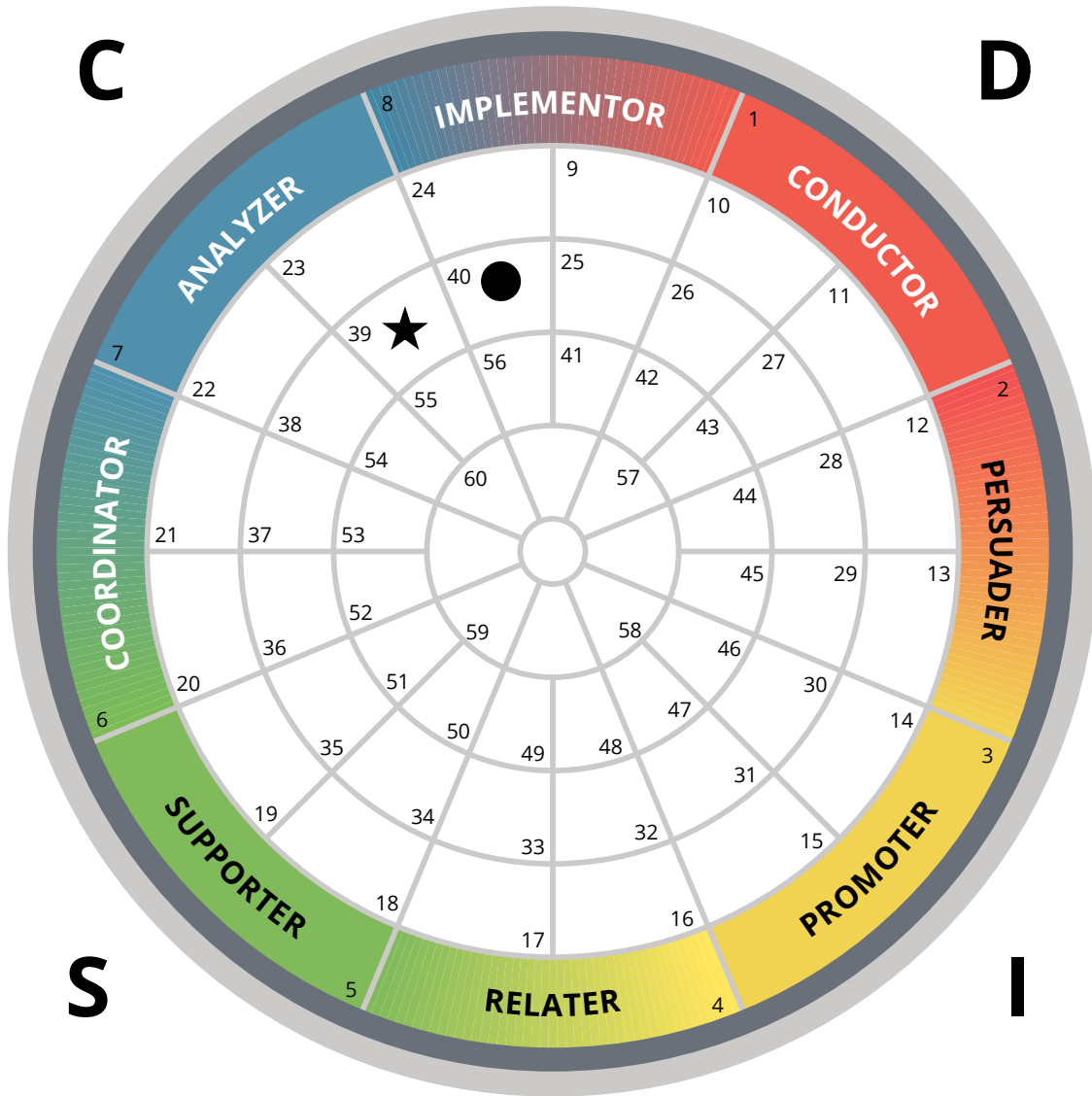
Adapted: ★ (39) IMPLEMENTING ANALYZER (FLEXIBLE)
Natural: ● (40) ANALYZING IMPLEMENTOR (FLEXIBLE)
Norm 2021 R4

T: 14:51

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Introduction

Motivators

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

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

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

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

- **Strong** - positive feelings that you need to satisfy either on or off the job.

- **Situational** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.

- **Indifferent** - your feelings will be indifferent when related to your 5th or 6th motivator.

Your Personal Motivators Ranking

1st	Traditional	**Strong**
2nd	Theoretical	**Strong**
3rd	Utilitarian	**Strong**
4th	Individualistic	**Situational**
5th	Aesthetic	**Indifferent**
6th	Social	**Indifferent**

Traditional

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

- He believes strongly in his opinions.

- John lets his conscience be his guide.

- Following proven procedures is more important than quick fixes.

- He is true to his personal vision.

- He will evaluate others based on his rules for living.

- John likes unity and order in his life.

THE.	UTI.	AES.	SOC.	IND.	TRA.
72	55	32	18	50	73
2nd	3rd	5th	6th	4th	1st

John Doe
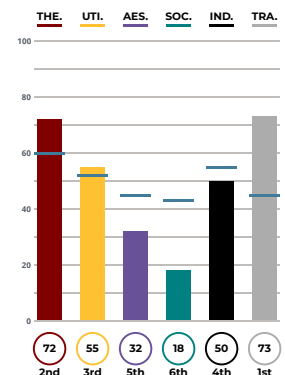
Theoretical

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

- He may have difficulty putting down a good book.

- He will usually have the data to support his convictions.

- John is very good at integrating past knowledge to solve present problems.

- A comfortable job for John is one that challenges his knowledge.

- John has the potential to become an expert in his chosen field.

- John is comfortable around people who share his interest for knowledge and especially those people with similar convictions.

THE.	UTI.	AES.	SOC.	IND.	TRA.
72	55	32	18	50	73
2nd	3rd	5th	6th	4th	1st

John Doe
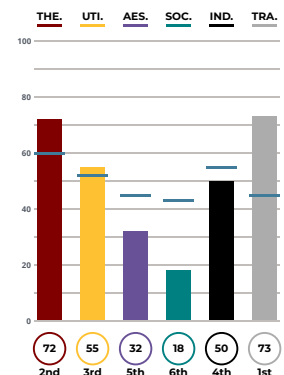
Utilitarian

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

- The accumulation of material possessions results from his ability to follow through and accomplish goals.

- He evaluates things for their utility and economic return.

- He will work long and hard to satisfy his needs.

- He may use wealth as a yardstick to measure his work effort.

- John tends to give freely of time and resources, but will want and expect a return on his investment.

- Goals for the future are easily accomplished with his ability to integrate the past and the present.

- John is good at achieving goals.

THE.	UTI.	AES.	SOC.	IND.	TRA.
72	55	32	18	50	73
2nd	3rd	5th	6th	4th	1st

John Doe
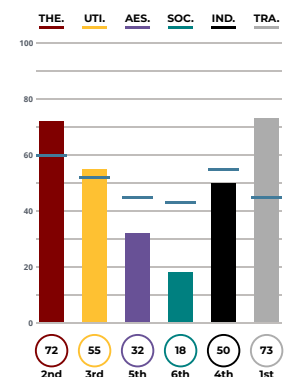
Individualistic

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

- He will evaluate each situation individually and determine how much or how little control he will want to exercise.

- At times John can be very competitive.

- John can be assertive in meeting his needs.

- The amount of control he attempts will increase if he has strong feelings about the issues involved with the situation. If, however, he has little interest in the issues involved, he will not see the need for exercising control.

THE.	UTI.	AES.	SOC.	IND.	TRA.
72	55	32	18	50	73
2nd	3rd	5th	6th	4th	1st

John Doe
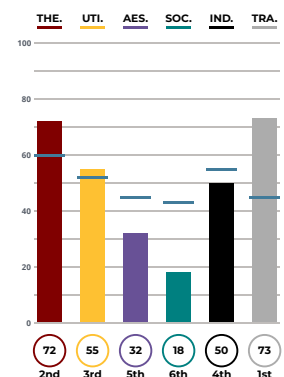
Aesthetic

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.

- He is a very practical person who is not sensitive to being in harmony with his surroundings.

- John's passion in life will be found in one or two of the other motivators discussed in this report.

- Unpleasant surroundings will not stifle his creativity.

- Intellectually, John can see the need for beauty but has difficulty buying the finer things in life.

- The utility of "something" is more important than its beauty, form and harmony.

- John is not necessarily worried about form and beauty in his environment.

- He wants to take a practical approach to events.

THE.	UTI.	AES.	SOC.	IND.	TRA.
72	55	32	18	50	73
2nd	3rd	5th	6th	4th	1st

John Doe
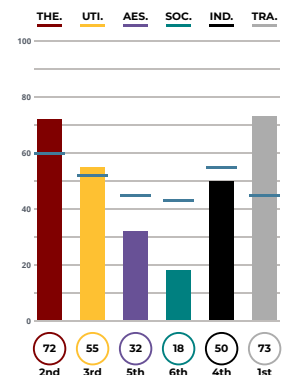
Social

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

- He will be firm in his decisions and not be swayed by unfortunate circumstances.

- John is willing to help others if they are working as hard as possible to achieve their goals.

- Believing that hard work and persistence are within everyone's reach — he feels things must be earned, not given.

- John will be torn if helping others proves to be detrimental to him.

- He will not normally allow himself to be directed by others unless it will enhance his own self-interest.

- John's passion in life will be found in one or two of the other dimensions discussed in this report.

THE.	UTI.	AES.	SOC.	IND.	TRA.
72	55	32	18	50	73
2nd	3rd	5th	6th	4th	1st
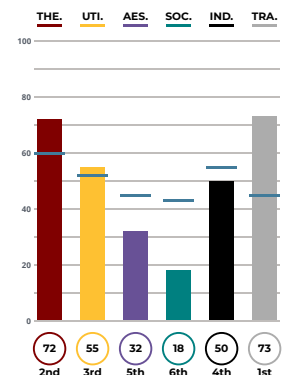
NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE

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

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

As you read through the communication tips, think about the following questions:
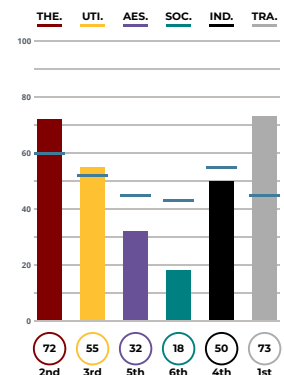
1. How does the mindset of a high Social contribute to today's workforce?

2. How do Socials contribute to the world, your professional life and your personal life?

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

- Creating a belief philosophy centered around giving back can lead to a community-based organization moving toward a common mission.

- Allowing others to be involved in selecting causes in which to contribute will help promote how the organization strives for the ideal.

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

- Helping employees that are in distress can be a part of the corporate culture and should be process driven.

- Giving assistance to those in need increases the loyalty they will have for the organization and its mission.

| THE.	UTI.	AES.	SOC.	IND.	TRA.
72	55	32	18	50	73
2nd	3rd	5th	6th	4th	1st

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

- Be open to analyzing whether the system needs adjustment; and don't be too quick to blame people, or communication will shut down with the high Social.

- A good question that can preserve the systems could be, "Do our current systems have improvement opportunities in order to keep people engaged with the beliefs of the organization?"

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

- Identify and recruit others to help solve the problem based on the mission of the organization and loyalty to cause.

- Assure efforts and discussions are in line with the organization's agenda. Be careful not to form groups that are seen as anti-organization in the quest to achieve a self-motivated mission.

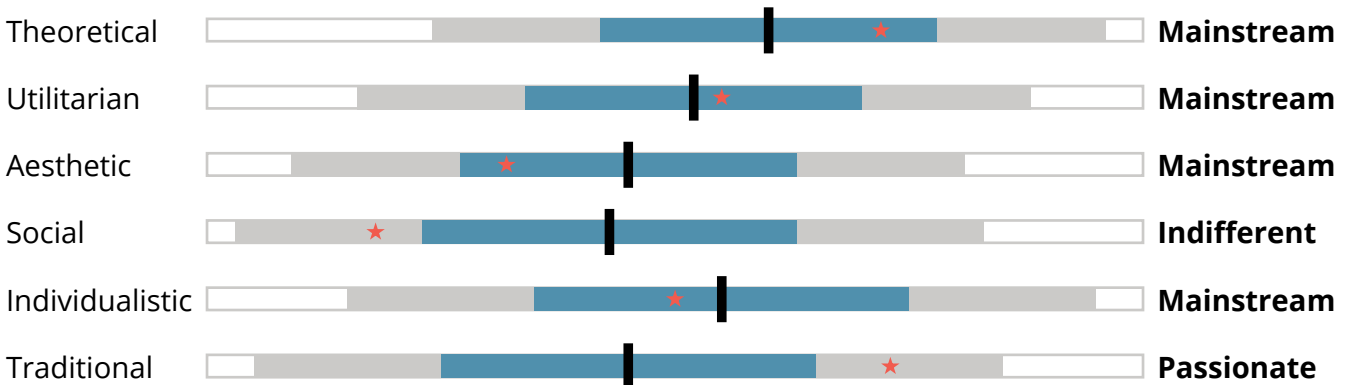| THE.	UTI.	AES.	SOC.	IND.	TRA.
72	55	32	18	50	73
2nd	3rd	5th	6th	4th	1st
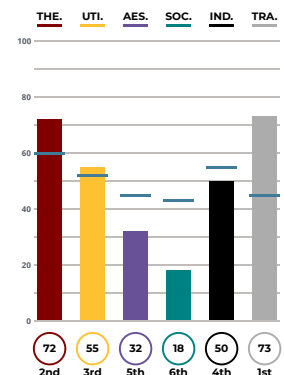
Motivators - Norms & Comparisons

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

- Change the situation.

- Change your perception of the situation.

- Leave the situation.

- Cope with the situation.

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

Norms & Comparisons Table - Norm 2021

Motivator		Classification
Theoretical		**Mainstream**
Utilitarian		**Mainstream**
Aesthetic		**Mainstream**
Social		**Indifferent**
Individualistic		**Mainstream**
Traditional		**Passionate**

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

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

Motivators - Norms & Comparisons

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

- You have chosen a system for living that you believe in. All of the decisions in your life are made according to the principles of your system. Your principles mean more to you than money or success. Others may feel you impose your standards on the rest of the world and may see you as being judgmental. They may think you exhibit a "holier than thou" mindset. They may believe you are closed-minded.

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

- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

73

45*
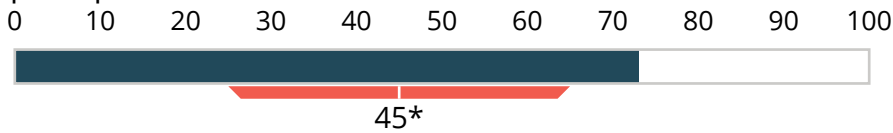
2. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

72

60*
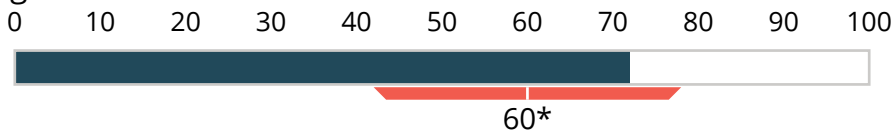
3. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.
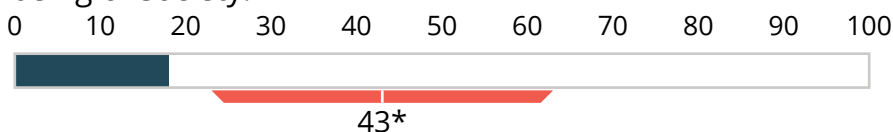
| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

55

52*
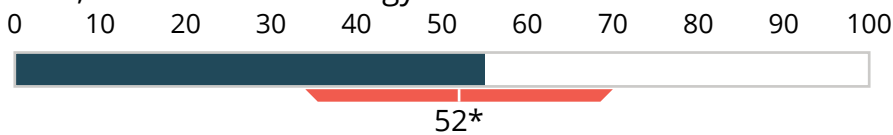
4. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

50

55*
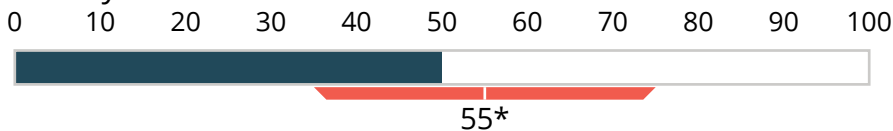
5. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

32

45*
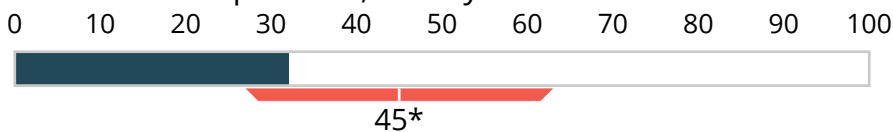
6. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

18

43*

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

	THE.	UTI.	AES.	SOC.	IND.	TRA.
	72	55	32	18	50	73
	2nd	3rd	5th	6th	4th	1st

Leadership Resources and Consulting
800-746-1656
info@disc-report.com

John Doe

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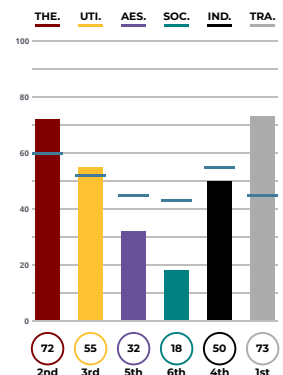
Motivation Insights® Graph

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

THE.	UTI.	AES.	SOC.	IND.	TRA.

72	**55**	**32**	**18**	**50**	**73**
2nd	3rd	5th	6th	4th	1st
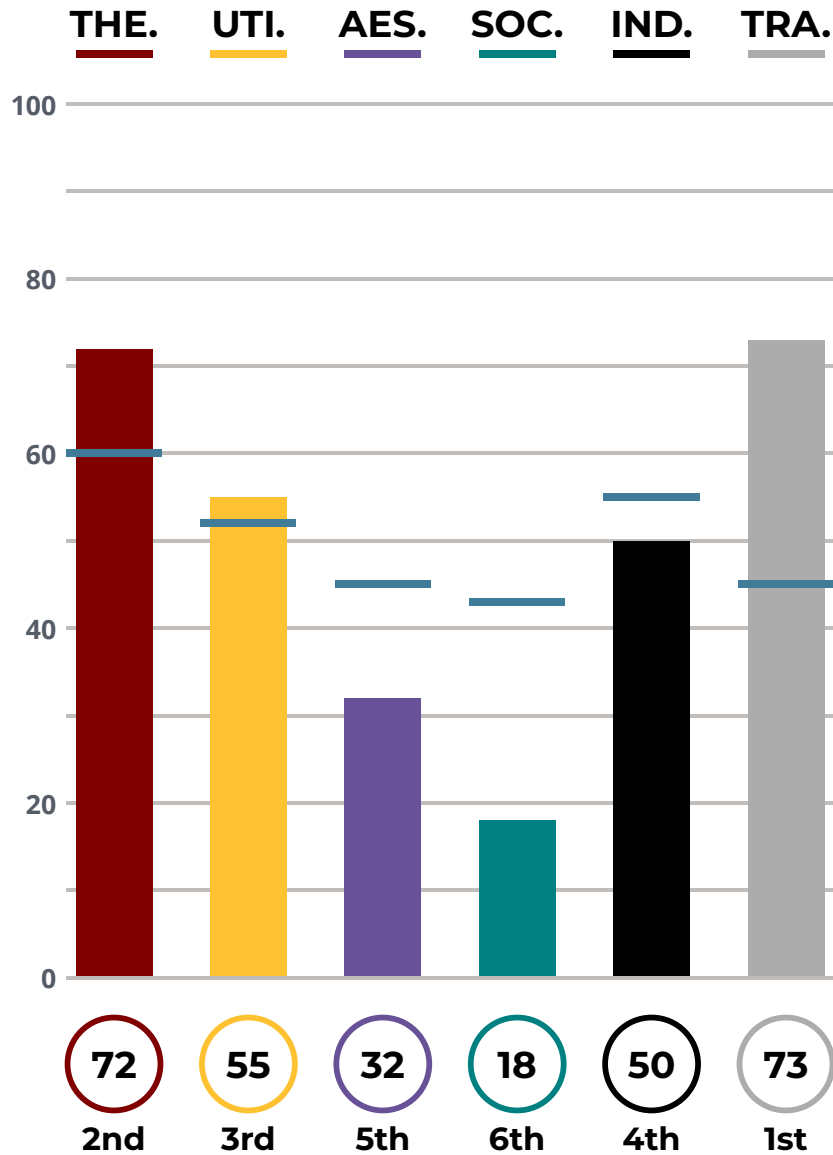
national mean
Norm 2021
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John Doe
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Motivators Wheel™

6-7-2022

The Motivators Wheel showing six segments:

- **TRADITIONAL** — 73, 1st
- **THEORETICAL** — 72, 2nd
- **UTILITARIAN** — 55, 3rd
- **INDIVIDUALISTIC** — 50, 4th
- **AESTHETIC** — 32, 5th
- **SOCIAL** — 18, 6th

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39

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Copyright © 1990-2022. TTI Success Insights LTD.
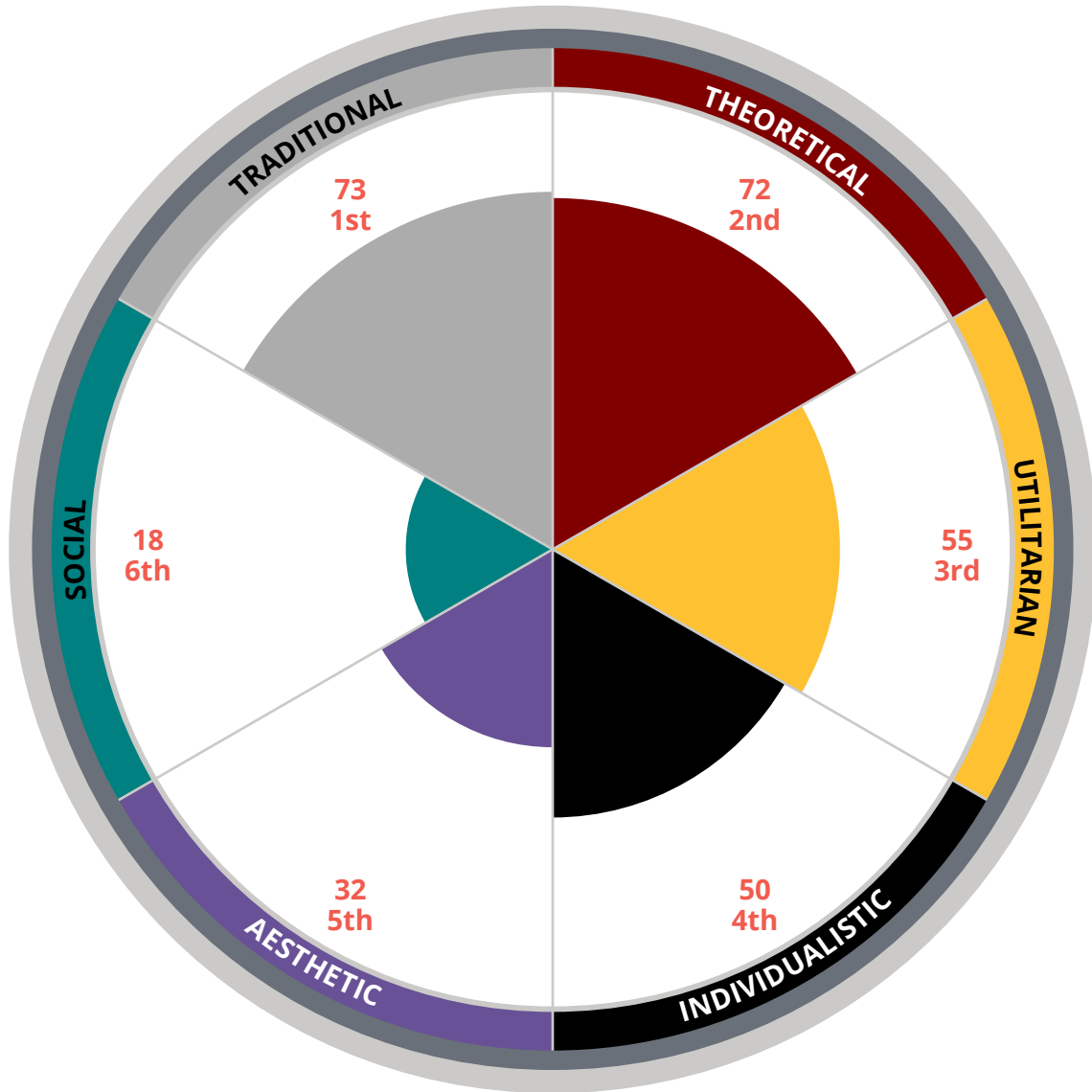
Introduction Integrating Behaviors & Motivators

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

In this section you will find:

- Potential Behavioral and Motivational Strengths

- Potential Behavioral and Motivational Conflict

- Ideal Environment

- Keys to Motivating

- Keys to Managing

Potential Behavioral & Motivational
Strengths

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

- Will catch the mistakes of others and try to correct them through the system.

- Focused on doing his part the right way.

- His desire to learn more allows processes to become more effective.

- Wants to know everything about the process, which leads to high standards and results.

- Puts everything he has into the cause he believes in.

- A leader for those who share his traditions.

- Demonstrates a forward-looking approach to old questions.

- Will be decisive and make fact-based decisions.

Potential Behavioral & Motivational
Conflict

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

- Can obsess over unimportant details when in conflict with his system of beliefs.

- Difficulty seeing past policy violations, even if the violation led to a better result.

- Never enough facts to prove the new theory.

- Wants a consistent process but constantly looking to make sure it is correct.

- May break others' rules to abide by their belief system.

- May contradict his beliefs to get results.

- Impatient when gathering information.

- An urgency to get things done may conflict with a desire to know all there is to know about a given subject.

Ideal Environment

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

- Prefers technical work, specializing in one area.

- Assignments that can be followed through to completion.

- Evaluation based on results, not the process.

- The ability to return to the table with more information in order to present the case.

- Appreciation for a logical approach to problem solving.

- A forum to demonstrate the ability to gather facts and information.

- An environment where adhering to ethical standards is as important as achieving results.

- Opportunity to make an existing system quicker, better and faster.

- Ability to achieve results through conformity to traditions.

Keys To Motivating

This section of the report was produced by analyzing John's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with John and highlight those that are present "wants."

John wants:

- Time to adjust to change.

- To be part of a quality-oriented work group.

- New challenges and problems to solve.

- Access to all necessary information and instruction manuals in order to do things right.

- Complete information in bulleted format for his own investigation.

- To understand why a procedure is going to change or not be followed prior to the start of that change.

- Appreciation for his high standards and ability to maintain them.

- All systems and structures to be efficient and move things toward the desired result.

- The ability to solve problems with his system at the foundation of the solution.

Keys To Managing

In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with John and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.

John needs:

- Time to see and test if the plan will work.

- Support in making high-risk decisions.

- An awareness of the parameters or rules in writing.

- Access to appropriate resources and tools for learning new information within the organizational framework.

- A manager that realizes that he wants to learn new ways to solve problems and make decisions.

- To ask questions when evaluating others' efforts instead of making judgments on the perceived lack of detail.

- To support beliefs and systems with facts and data.

- A manager that understands his potentially explosive nature is out of the desire to achieve and win within the system.

- A manager that understands his need to defend beliefs, potentially in an emotional manner.

Action Plan
Professional Development

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

   _____

   _____

   _____

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

   _____

   _____

   _____

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

   _____

   _____

   _____

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

   _____

   _____

   _____

John Doe

Action Plan
Personal Development

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

   _____

   _____

   _____

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

   _____

   _____

   _____

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

   _____

   _____

   _____

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

   _____

   _____

   _____