TTI Talent Insights®

Leadership Version

John Doe
Sales
TTI
01.14.2025

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Introduction
Building Self-Aware Leaders

The TTI Success Insights® Talent Insights Report is designed to enhance understanding of an individual's leadership strengths and areas for development. This report delves into three key areas: behaviors, driving forces, and the integration of the two sciences. By gaining insight into personal preferences within these areas, leaders can achieve both personal growth and increased professional satisfaction.

The following pages provide a comprehensive look at John's natural leadership approach, presented in three main sections:

Behaviors

This section examines John's behavioral style, offering insight into his natural leadership behaviors and those that might require more energy and focus. Adapting to different people, tasks, and environments is crucial for any leader seeking success.

Motivators

This section explores John's personal motivators, which we refer to as driving forces. These motivators influence the people, tasks, and ideas that feel energizing and those that may be more draining. Understanding both his own motivators and those of the people he manages allows leaders to craft an approach that engages and inspires the people they lead.

Integrating Behaviors & Motivators

This section analyzes how John's behavioral style and personal motivators combine to create his unique approach to leadership. It helps leaders understand how personal preferences shape their style and where they might adjust their approach to effectively engage different people and situations.

Introduction

Behaviors Section

Research suggests that effective leaders understand both their strengths and areas for growth, enabling them to develop strategies that meet the demands of their environment.

An individual's behavior is a blend of inherent traits and learned experiences, forming the foundation of their leadership style—the "how" behind their actions in various situations.

This report measures four key dimensions of behavior, which are crucial for understanding leadership tendencies:

- John's approach to problems and challenges.

- John's approach to people and contact.

- John's approach to pace and consistency.

- John's approach to procedures and constraints.

The insights provided here delve into how a leader tends to lead. While the report aims to be accurate, it may not capture every nuance. For a balanced perspective, consider discussing these insights with colleagues or mentors before making adjustments.

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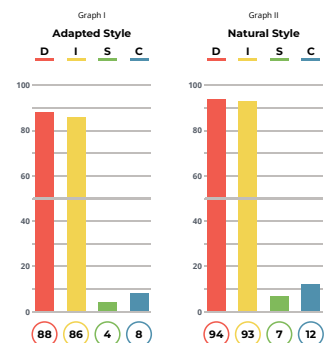–W.M. Marston

Behavioral Characteristics

This section explores John's behavioral style with each paragraph taking a different focus. The first paragraph provides a general behavioral description. The second paragraph explores John's approach to decision making and problem solving. The final paragraph explores John's approach to communication. Use this section to gain a general overview of John's natural leadership approach.

John embraces visions not always seen by others. John's creative mind allows him to see the "big picture." He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He prefers an environment with variety and change. He is at his best when many projects are underway at once. John is extremely results-oriented, feeling a sense of urgency to complete projects quickly. He is deadline conscious and becomes irritated if deadlines are delayed or missed. Many people see him as a self-starter dedicated to achieving results. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. John seeks his own solutions to problems. In this way, his independent nature comes into play. He is a goal-oriented individual who believes in harnessing people to achieve goals. He needs people with other strengths on his team.

John will work long hours until a tough problem is solved. After it is solved, John may become bored with any routine work that follows. He likes to make decisions quickly. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He prefers authority equal to his responsibility. John is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion.

John tends to be intolerant of people who seem ambiguous or think too slowly. He challenges people who volunteer their opinions. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may sometimes mask his feelings in friendly terms. If pressured, John's true feelings

Graph I

Adapted Style

D   I   S   C

Graph II

Natural Style

D   I   S   C

88 86 4 8

94 93 7 12

John Doe

may emerge. John may lack the patience to listen and communicate with slower acting people. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lose interest in what others are saying if they ramble and fail to speak to the point. His active mind is already moving ahead. He tends to influence people by being direct, friendly, and results-oriented.

Graph I

Adapted Style

D   I   S   C

100

80

60

40

20

0

(88) (86) (4) (8)

Graph II

Natural Style

D   I   S   C

100

80

60

40

20

0

(94) (93) (7) (12)

Value to the Organization

This section explores the valuable traits John might bring to an organization, group or team. Use this section to help John better understand the inherent strengths in his leadership approach and how he might apply them.

✔ 1. Thinks big.

✔ 2. Self-starter.

✔ 3. Forward-looking and future-oriented.

✔ 4. Positive sense of humor.

✔ 5. Optimistic and enthusiastic.

✔ 6. Usually makes decisions with the bottom line in mind.

✔ 7. Will join organizations to represent the company.

✔ 8. Team player.

Graph I
Adapted Style

D	I	S	C
88	86	4	8

Graph II
Natural Style

D	I	S	C
94	93	7	12

John Doe

Checklist for Communicating

This section outlines how others can communicate effectively with John. It highlights key approaches to consider when interacting with him. Use this section to help John develop and share a personalized set of communication guidelines with others.

Ways to communicate with John:

✔ 1. Plan interaction that supports his dreams and intentions.

✔ 2. Offer special, immediate, and continuing incentives for his willingness to take risks.

✔ 3. Ask for his opinions/ideas regarding people.

✔ 4. Support the results, not the person, if you agree.

✔ 5. Support and maintain an environment where he can be efficient.

✔ 6. Present the facts logically; plan your presentation efficiently.

✔ 7. Use enough time to be stimulating, fun-loving, and fast-moving.

✔ 8. Read the body language—look for impatience or disapproval.

✔ 9. Deal with details in writing, have him commit to modes of action.

✔ 10. Come prepared with all requirements, objectives, and support material in a well-organized "package."

✔ 11. Read the body language for approval or disapproval.

✔ 12. Ask specific (preferably "what?") questions.

Graph I
Adapted Style
D I S C

Graph II
Natural Style
D I S C

88 86 4 8

94 93 7 12

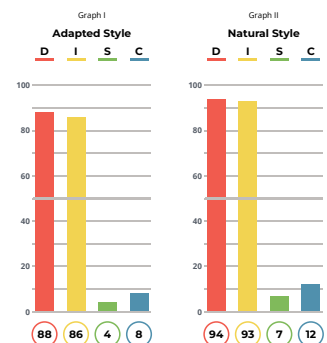**John Doe**

Checklist for Communicating

Continued

This section outlines what others should avoid when communicating with John. It identifies specific behaviors or approaches that could hinder effective communication with him. Use this section to help John establish and share guidelines on communication pitfalls, ensuring smoother interactions with others.

Ways not to communicate with John:

🚫 1. Ramble or waste his time.

🚫 2. Be dictatorial.

🚫 3. Come with a ready-made decision or make it for him.

🚫 4. Forget or lose things, be disorganized or messy, confuse or distract his mind from business.

🚫 5. Let disagreement reflect on him personally.

🚫 6. Talk down to him.

🚫 7. Direct or order.

🚫 8. Take credit for his ideas.

🚫 9. Drive on to facts, figures, alternatives, or abstractions.

🚫 10. Be curt, cold, or tight-lipped.

🚫 11. Reinforce agreement with "I'm with you."

Graph I
Adapted Style

D   I   S   C

88   86   4   8

Graph II
Natural Style

D   I   S   C

94   93   7   12

John Doe

Communication Tips

This section explores various ways John might adapt his leadership approach to different people and situations. By recognizing and aligning with the preferred communication styles of others, John may enhance his leadership effectiveness. Use this section to understand how he may need to adapt to different behavioral styles.

Ⓒ Compliance

When managing or interacting with a person who is dependent, neat, conservative, perfectionist, careful, and compliant:

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

Ⓓ Dominance

When managing or interacting 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 managing or interacting 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 managing or interacting with a person who is magnetic, enthusiastic, friendly, demonstrative, and political:

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

John Doe

Perceptions

See Yourself As Others See You

This section explores some potential perceptions and possible gaps in John's understanding of his natural leadership behaviors and how others might perceive it. Use this section to identify how John might need to adapt his approach with certain people and certain situations.

John usually sees himself as being:

- Pioneering
- Confident
- Assertive
- Positive
- Competitive
- Winner

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

- Demanding
- Egotistical
- Nervy
- Aggressive

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

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Potenital Hidden Influences

This section explores John's "lowest" behavioral factor, including situations to avoid if possible, as well as suggestions on how John might adapt to his surroundings when required to operate outside his "natural" style.

Leadership situations that may create discomfort or deplete energy quickly include:

- The need for juggling many tasks at once may jeopardize quality.

- Emotionally charged situations unless prepared to adapt and control the emotional output.

- Situations that require constant focus without any room for variance in task.

As a leader, adapting to different people, tasks, and systems is sometimes necessary. Below are ideas to consider when faced with situations that may not fully align with the preferred approach.

- Recognize that others may move at a slower pace.

- Rambling, written or verbal, will be avoided to the point of missing a deadline.

- Seek environments where change is rewarded rather than discouraged.

Graph I
Adapted Style

D	I	S	C
88	86	4	8

Graph II
Natural Style

D	I	S	C
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John Doe

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

Natural & Adapted Style

This section explores the four core behavioral spectrums and any shifts between John's natural and adapted approach. Use it to help John gain a deeper understanding of how he perceives the demands of his environment in relation to approaching problems, people, pace, and procedures.

Problems & Challenges

Natural

John tends to approach problems in a direct, driven manner. He is forceful and goal-oriented, thriving in leadership roles that offer authority and constant challenges, highlighting assertiveness and ambition.

Adapted

John sees no need to change his approach to tackling problems in the current environment. He likely feels comfortable that his natural approach is fairly well suited to the current environment.

People & Contacts

Natural

John naturally uses persuasion and emotion in leadership. He is positive and seeks to influence through personal charisma, demonstrating enthusiasm for projects and a persuasive leadership style.

Adapted

John sees no need to make major changes to his approach to interacting with people in the current environment. He likely feels that his natural style of engaging with others is well aligned with the expectations of the current setting.

Pace & Consistency

Natural

John thrives in constantly changing environments, maintaining equilibrium even in fast-paced situations. He demonstrates resilience and adaptability in leadership, embracing unpredictability.

Adapted

John sees little need to drastically alter his natural approach to managing the pace and consistency of work in the current environment.

Procedures & Constraints

Natural

John dislikes constraints and may even be defiant when faced with too many. He prefers an adventurous approach and wishes to be recognized for personal independence, demonstrating a willingness to challenge boundaries.

Adapted

John sees no need to dramatically adjust his approach to rules and procedures in his current environment. He likely feels that his natural attention to detail and standards are well suited to the requirements of the current setting.

Adapted Style

This section provides feedback on John's adapted behavioral style. Use it to help John understand how his leadership approach may be perceived by others and whether those behaviors align with the needs of the team and situation.

✓ 1. Being creative and unconventional in making a point.

✓ 2. Possessing a strong sense of urgency toward results.

✓ 3. Coping with rapid changes in the work arena.

✓ 4. Flaunting independence.

✓ 5. Acting independently and without precedent.

✓ 6. Dedicated to "going it alone" when necessary.

✓ 7. Handling a variety of activities.

✓ 8. Being independent and innovative.

✓ 9. Responding well to challenges: "You say I can't do it? Just watch me!"

✓ 10. Questioning the status quo and seeking more effective ways of accomplishment.

✓ 11. Working without close supervision.

✓ 12. Moving quickly from one activity to another.

Graph I
Adapted Style

D	I	S	C
88	86	4	8

Graph II
Natural Style

D	I	S	C
94	93	7	12

John Doe
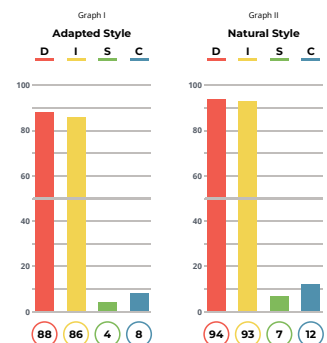
Productivity Boosters

This section explores potential ways for John to enhance his productivity and effectiveness as a leader. It offers insights on strengths to leverage, limitations to mitigate, and perceptions to manage based on John's natural behavioral style. Use this section to help John identify and maximize his strengths while addressing any limitations or perceptions.

Empower Others

To challenge himself, John should focus on trusting team members by clearly delegating tasks and providing autonomy, which can promote confidence and help others grow in skill and responsibility.

Understanding his preferred approach:

1. He can be controlling and may resist delegating.
2. He often feels he can do things better himself.
3. He may struggle to trust others' abilities.

How he might increase his productivity:

1. Start delegating smaller tasks first to build trust and allow team members to gain confidence.
2. Avoid constant check-ins after delegating a task to demonstrate trust in others' capacity to handle tasks independently.
3. Praise team members for successful task completion to reinforce confidence in future delegations.

Be Decisive

As a potential strength, John should use his decisive action to clearly communicate next steps and set deadlines, ensuring momentum is maintained, which drives others' efficiency and ability to meet targets.

Understanding his preferred approach:

1. He thrives in fast-paced environments.
2. He prefers quick decisions and direct actions.
3. He often dislikes delays or over-analysis.

How he might increase his productivity:

1. Allow time for others to process decisions, ensuring involvement and avoiding a sense of being rushed.

Graph I — **Adapted Style**
D I S C
88 86 4 8

Graph II — **Natural Style**
D I S C
94 93 7 12

John Doe
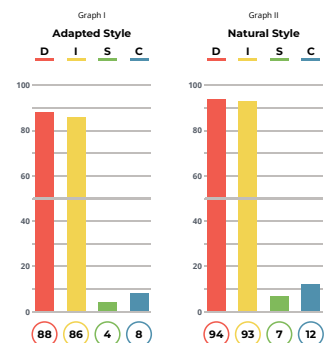
Productivity Boosters
Continued

2. Clarify decisions by asking for input and making sure communication is fully understood.
3. Share key deadlines with the team, making sure expectations are clear and realistic for all involved.

Prioritize Tasks

To challenge himself, John should focus on prioritizing key tasks to ensure that his energy, and that of others, is directed towards the most critical objectives, helping to prevent overextension and improve efficiency.

Understanding his preferred approach:

1. He has a strong desire to take on multiple projects simultaneously.
2. He often dives into tasks quickly, which can slow down the process because of his need for more detail and facts.
3. He may feel compelled to be involved in every detail, spreading himself too thin.

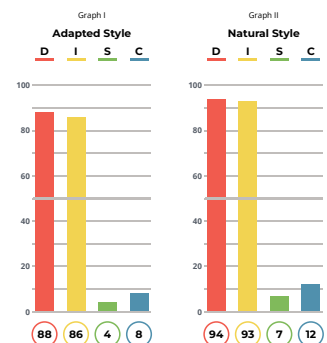**How he might increase his productivity:**

1. Allow team members to take the lead on some tasks to share responsibilities and avoid personal overload.
2. Communicate task priorities clearly to avoid confusion about which projects require immediate attention.
3. Encourage feedback on project prioritization to help balance workload and prevent bottlenecks.

Think Through Decisions

To challenge himself, John should consider slowing down his decision making process to gather critical information, helping to prevent rushed decisions that could have a negative impact or lead to mistakes.

Understanding his preferred approach:

1. He tends to make quick decisions without full data.
2. He often prefers speed over thoroughness.
3. He might overlook details in favor of fast outcomes.

Graph I
Adapted Style
D I S C

Graph II
Natural Style
D I S C

88 86 4 8

94 93 7 12

John Doe

Productivity Boosters
Continued

How he might increase his productivity:

1. Take time to involve others in decisions by setting checkpoints for gathering critical input.
2. Ask team members for input and perspective before finalizing decisions.
3. Set decision deadlines that allow for thoughtful consideration without causing unnecessary delays.

Mindful Communication

To manage perceptions, John should practice mindful communication, ensuring that his direct style remains clear and assertive but is softened to avoid being perceived as blunt or dismissive, which helps maintain positive relationships with others.

Understanding his preferred approach:

1. He values directness and efficiency.
2. He prefers quick, no-nonsense communication.
3. He tends to prioritize getting the message across over softening the delivery.

How he might increase his productivity:

1. Utilize active listening techniques to demonstrate openness to feedback and different perspectives in conversations.
2. Take time to soften the tone of direct messages to ensure others don't feel dismissed or rushed.
3. Follow up with others after direct conversations to ensure clarity and understanding have been reached.

Embrace Challenges

As a potential strength, John should use his desire for challenges to drive others' engagement by tackling complex problems, inspiring proactive attitudes, and creating an environment that thrives on overcoming difficult tasks.

Graph I
Adapted Style

D   I   S   C

Graph II
Natural Style

D   I   S   C

88 86 4 8

94 93 7 12
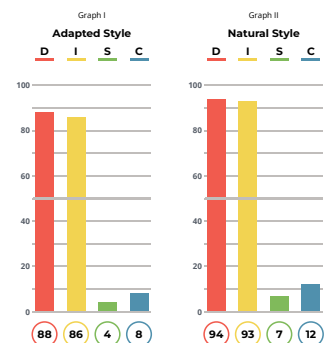
John Doe

Productivity Boosters

Continued

Understanding his preferred approach:

1. He gets bored with routine tasks.

2. He needs constant challenges to stay motivated.

3. He feels energized by difficult tasks or complex problems.

How he might increase his productivity:

1. Regularly check in with team members to ensure support is provided and challenges are not overwhelming.

2. Rotate responsibilities to allow others to develop problem solving skills at their own pace.

3. Balance difficult tasks with smaller, achievable ones to maintain energy and avoid team fatigue.

Graph I

Adapted Style

D	I	S	C

100

80

60

40

20

0

88 86 4 8

Graph II

Natural Style

D	I	S	C

100

80

60

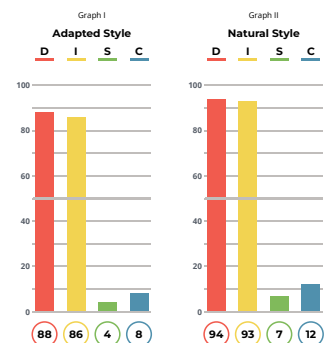40

20

0

94 93 7 12

John Doe

Areas for Improvement

This section highlights potential areas for improvement based on John's natural behavioral tendencies. Use this section to help John understand the possible limitations he may need to manage in his leadership approach.

John has a tendency to:

1. Dislike routine work or routine people—unless he sees the need to further his goals.

2. Keep too many balls in the air; if his support is weak, he will have a tendency to drop some of those balls.

3. Have no concept of the problems that slower-moving people may have with his style.

4. Have trouble delegating—can't wait, so does it himself.

5. Be so concerned with the big picture that he forgets to see the details.

6. Blame, deny, and defend his position—even if it is not needed.

7. Resist participation as part of the team, unless seen as a leader.

8. Make "off the cuff" remarks that are often seen as personal prods.

9. Be disruptive because of his innate restlessness and disdain for sameness.

Graph I
Adapted Style

| D | I | S | C |

| 88 | 86 | 4 | 8 |

Graph II
Natural Style

| D | I | S | C |

| 94 | 93 | 7 | 12 |

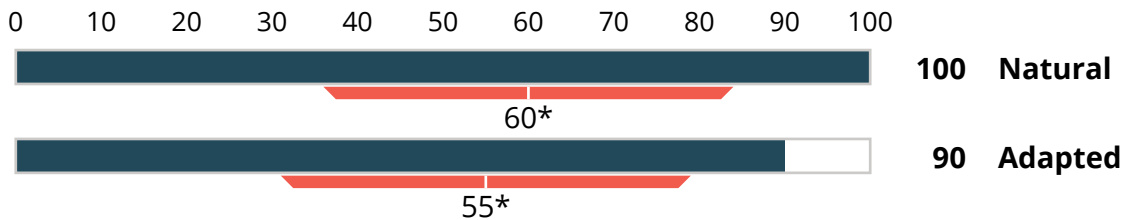**John Doe**

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.
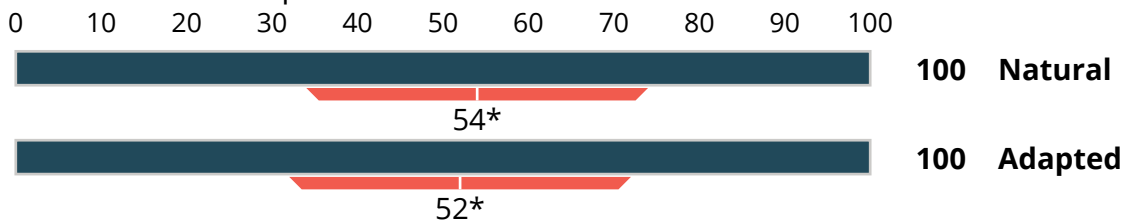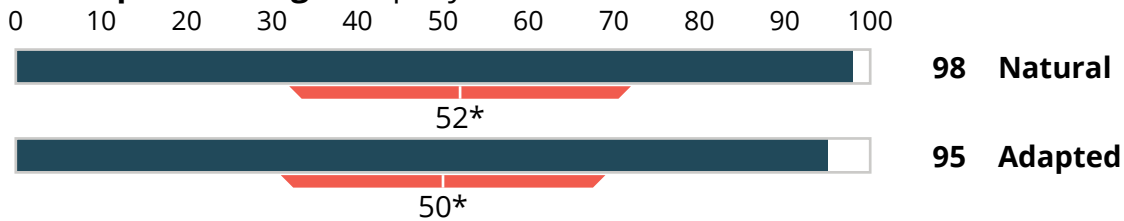
1. **Urgency** - Take immediate action.

0	10	20	30	40	50	60	70	80	90	100

100   **Natural**

43*

100   **Adapted**

43*
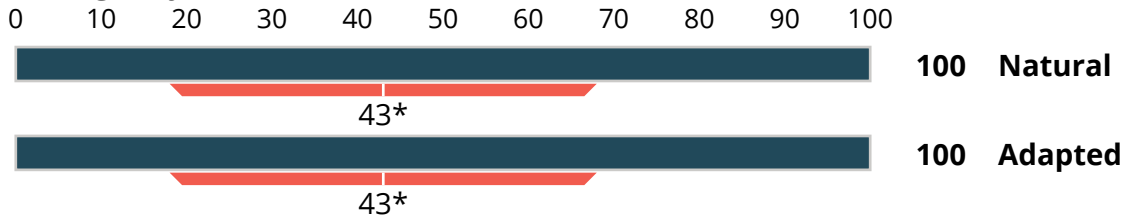
2. **Interaction** - Frequently engage and communicate with others.

0	10	20	30	40	50	60	70	80	90	100

100   **Natural**

60*

90   **Adapted**

55*

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

0	10	20	30	40	50	60	70	80	90	100

100   **Natural**

54*

100   **Adapted**

52*

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

0	10	20	30	40	50	60	70	80	90	100

98   **Natural**

52*

95   **Adapted**

50*

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

John Doe

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

0   10   20   30   40   50   60   70   80   90   100

90   Natural

49*

90   Adapted

47*

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

0   10   20   30   40   50   60   70   80   90   100

50   Natural

65*

60   Adapted

62*

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

0   10   20   30   40   50   60   70   80   90   100

37   Natural

64*

47   Adapted

62*

8. Persistence - Finish tasks despite challenges or resistance.

0   10   20   30   40   50   60   70   80   90   100

22   Natural

61*

25   Adapted

64*

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

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

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

18 Natural

51*

15 Adapted

57*

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

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

18 Natural

60*

22 Adapted

63*

11. Analysis - Compile, confirm and organize information.

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

15 Natural

53*

10 Adapted

59*

12. Consistent - Perform predictably in repetitive situations.

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

12 Natural

61*

12 Adapted

64*

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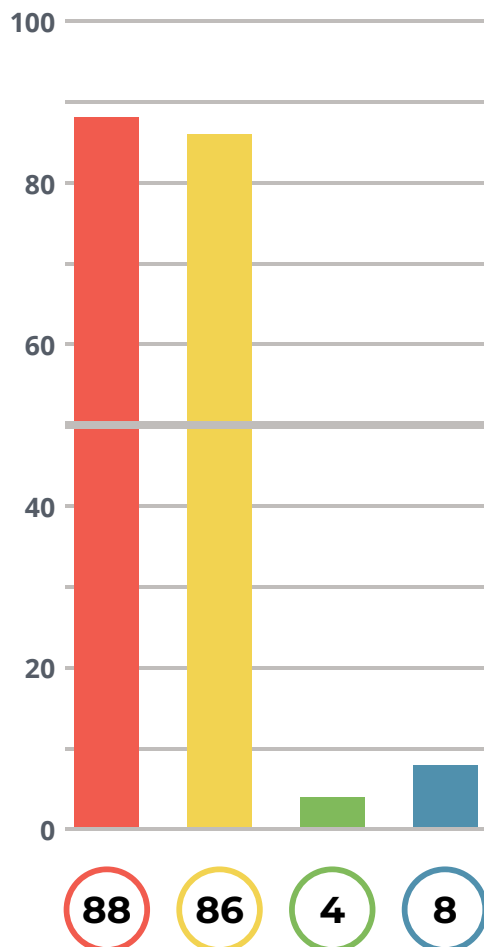* 68% of the population falls within the shaded area.

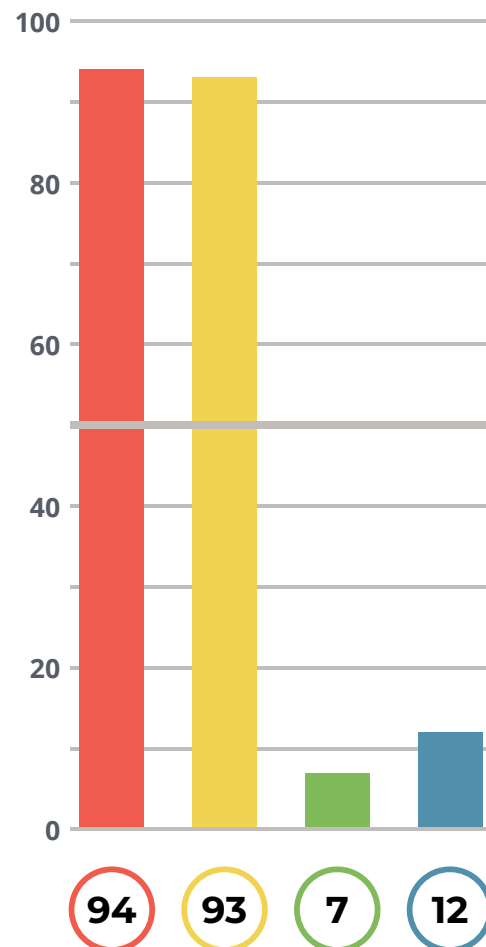# Style Insights® Graphs

Graph I

Adapted Style

D   I   S   C

D	I	S	C
88	86	4	8

Graph II

Natural Style
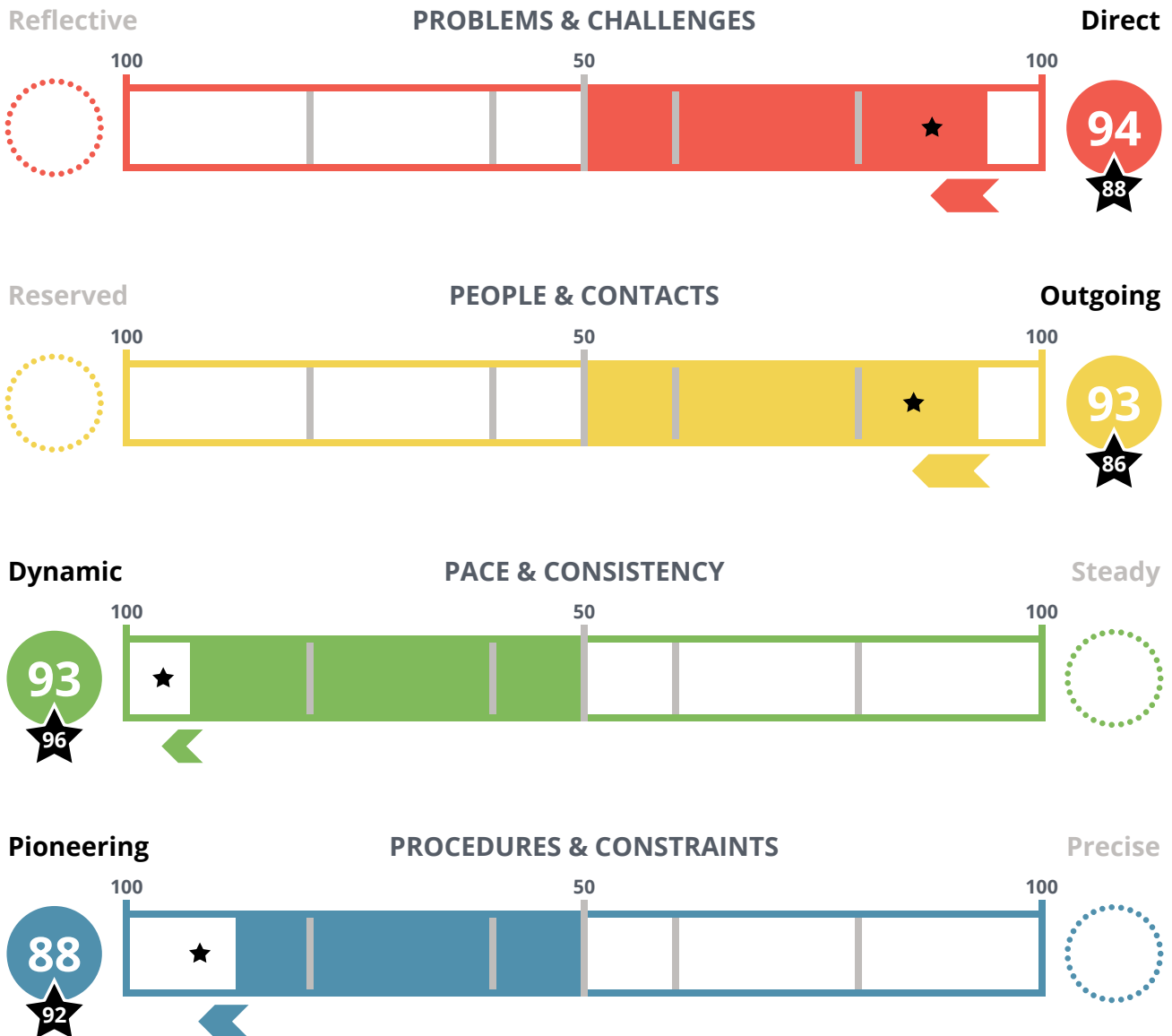
D   I   S   C

D	I	S	C
94	93	7	12

John Doe

Behavioral Continuum

This section provides a visual representation of John's scores on each of the four core behavioral factors. The combination of all four factors will influence how John will prefer to lead and how he will need to adapt to different people and leadership situations.

PROBLEMS & CHALLENGES

Reflective — Direct

100 — 50 — 100

94 ★ 88

PEOPLE & CONTACTS

Reserved — Outgoing

100 — 50 — 100

93 ★ 86

PACE & CONSISTENCY

Dynamic — Steady

100 — 50 — 100

93 ★ 96

PROCEDURES & CONSTRAINTS

Pioneering — Precise

100 — 50 — 100

88 ★ 92

★ Adapted Position
◄ Adapted Movement

John Doe

The TTI Success Insights® Wheel

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

- View your natural behavioral style (circle).

- View your adapted behavioral style (star).

- Note the degree to which you are adapting your behavior.

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

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

The TTI Success Insights® Wheel

John Doe
TTI
1-14-2025
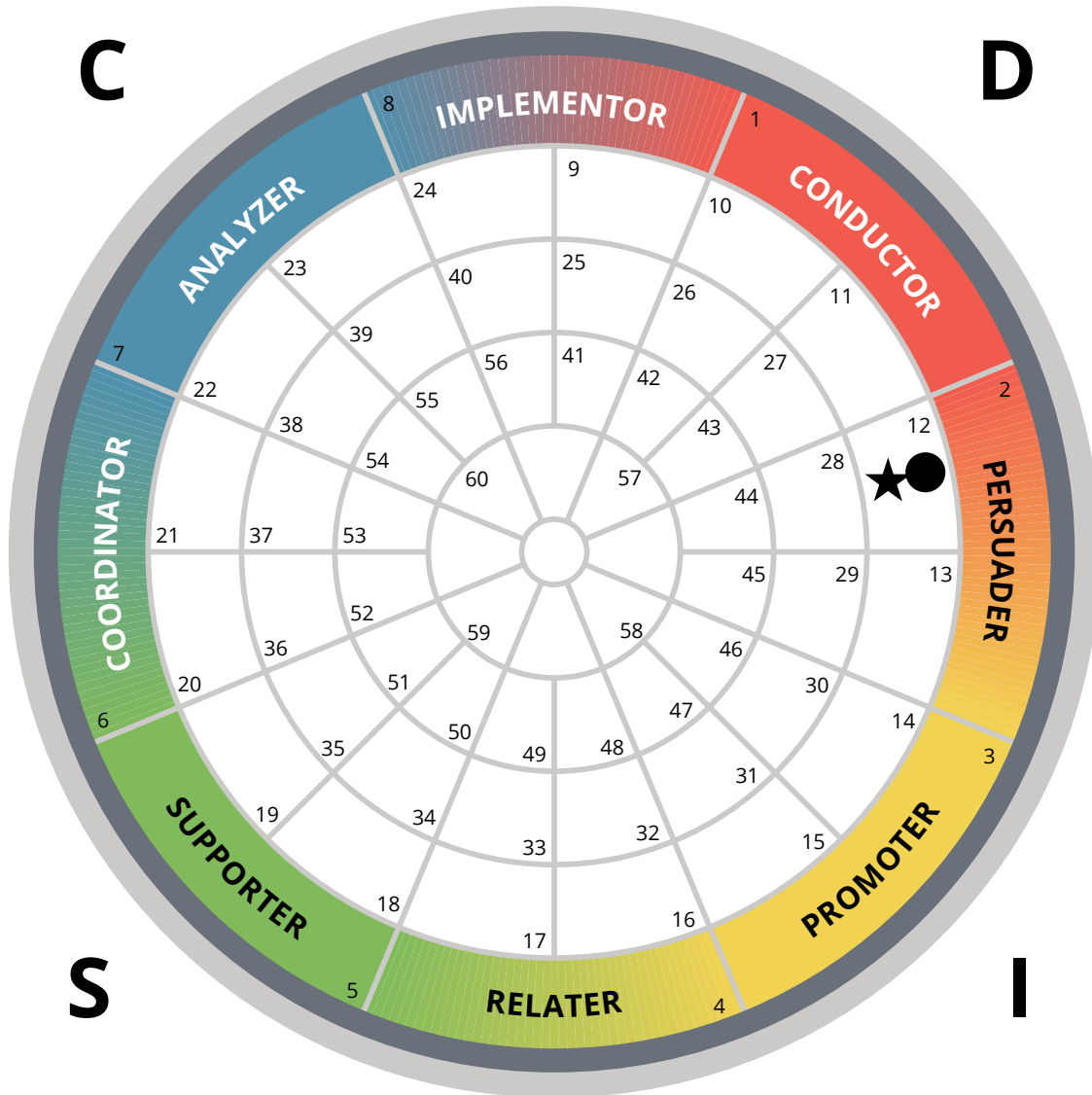
Adapted: ★ (12) CONDUCTING PERSUADER
Natural: ● (12) CONDUCTING PERSUADER
Norm 2017 R4

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Introduction
Motivators Section

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

Utilitarian

The Utilitarian motivator explores an appreciation for utility and application. The goal of the Utilitarian motivator is to utilize and apply resources to maximize return, focusing on maximizing resources and minimizing waste. The section provides feedback on John's score on the Utilitarian motivator. Use this section to understand how this motivator might impact his leadership approach.

1. With economic security comes the freedom to advance his ideas or beliefs.

2. John will be motivated by his accomplishments.

3. He uses money as a scorecard.

4. John will attempt to structure his economic dealings.

5. John will protect his assets to ensure the future of his economic security.

6. All attempts are made to protect future security to ensure that his legacy is protected.

7. Having more wealth than others is a high priority for John.

8. Wealth provides the security John wants for himself and/or his family.

9. John faces the future confidently.

10. John has a long list of wants and will work hard to achieve them.

11. He can be very practical.

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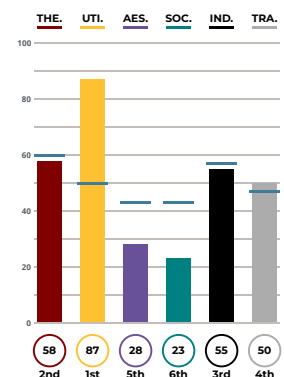
John Doe

Theoretical

The Theoretical motivator explores an appreciation for knowledge and learning. The goal of the Theoretical motivator is to expand understanding and knowledge in all endeavors, valuing both depth and breadth of insight. The section provides feedback on John's score on the Theoretical motivator. Use this section to understand how this motivator might impact his leadership approach.

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

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

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

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

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

6. He may have difficulty putting down a good book.

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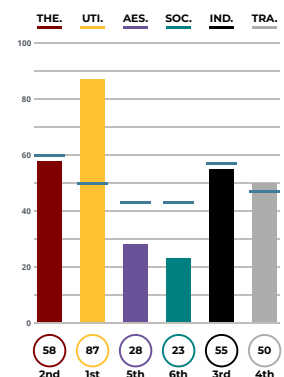
John Doe

Individualistic

The Individualistic motivator explores an appreciation for power and individuality. The goal of the Individualistic motivator is to achieve recognition as an individual and gain control over one's destiny, valuing opportunities to stand out and achieve success for a cause. The section provides feedback on John's score on the Individualistic motivator. Use this section to understand how this motivator might impact his leadership approach.

1. 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.

2. John can be assertive in meeting his needs.

3. At times John can be very competitive.

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

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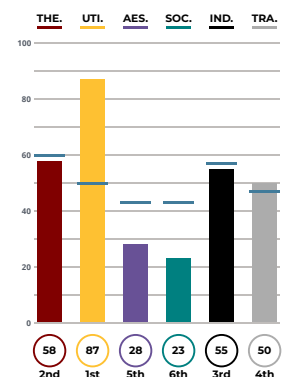
John Doe

Traditional

The Traditional motivator explores an appreciation for methodologies and principles. The goal of the Traditional motivator is to apply proven methods and live by a defined set of principles, valuing alignment and congruence with personal beliefs and principles. The section provides feedback on John's score on the Traditional motivator. Use this section to understand how this motivator might impact his leadership approach.

1. John lets his conscience be his guide.

2. John needs to be able to pick and choose the traditions and set of beliefs to which he will adhere.

3. He will have strong beliefs within a system that he feels most comfortable with, and he will not be as strong in his beliefs or approach if he lacks that interest level.

4. John at times will evaluate others based on his rules for living.

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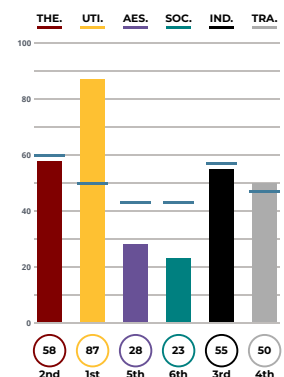
John Doe

Aesthetic

The Aesthetic motivator explores an appreciation for surroundings and experience. The goal of the Aesthetic motivator is to engage with and experience the environment, valuing the journey as well as the destination and form as well as function. The section provides feedback on John's score on the Aesthetic motivator. Use this section to understand how this motivator might impact his leadership approach.

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

2. Unpleasant surroundings will not stifle his creativity.

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

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

5. He wants to take a practical approach to events.

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

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

| THE.	UTI.	AES.	SOC.	IND.	TRA.
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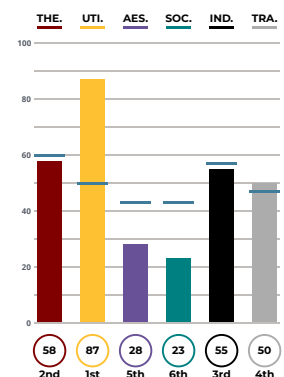
John Doe

Social

The Social motivator explores an appreciation for others and being of service. The goal of the Social motivator is to contribute to the well-being of others and reduce suffering, with a focus on supporting, helping, and alleviating the challenges of others. The section provides feedback on John's score on the Social motivator. Use this section to understand how this motivator might impact his leadership approach.

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

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

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

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

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

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

THE.	UTI.	AES.	SOC.	IND.	TRA.
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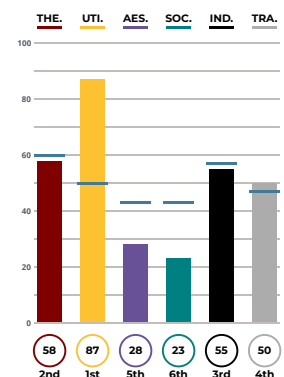
John Doe

Appreciating Others' Motivators

This section explores how John can connect with and understand his lowest motivator by viewing its value through the lens of his highest motivator. Use this section to help John appreciate and connect with team members, especially those driven by different motivators.

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

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.

- Think about a small sacrifice to the bottom line to increase the productivity and long-term output. Specifically when the bottom-line is healthy, more resources can be allocated toward the betterment of society and people.

- Converse and collaborate with the high social team members in order to jointly commit to moving the bottom-line in the right direction while giving the ability for others to give back to people.

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

- Understand the drain on the organization if people within the company are hurting. What type of programs can be put in place to help them be more productive without involving others in the organization?

- In order to increase retention, specifically of top performers, an organization must be sensitive to the emotional needs of employees while keeping accountability as a part of the equation.
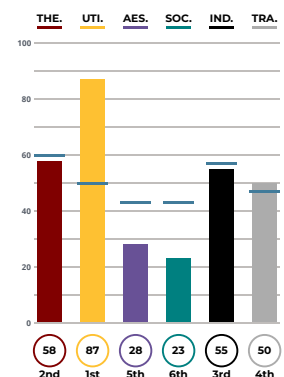
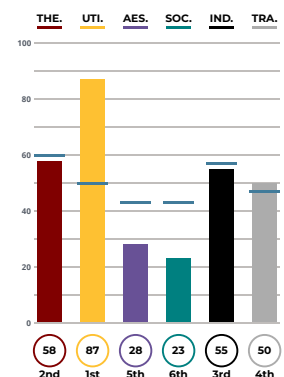**John Doe**

Appreciating Others' Motivators

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

- It's important to the organization's bottom line for both systems and people to be performing at 100%. How can both operate more effectively, at a faster rate, and with higher success?

- Every challenge should be looked at as an opportunity to improve results. Strive to eliminate blame in the discussions and focus on how the organization can advance.

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

- Implement appropriate allocation of resources (time, talent, financials) to attempt to solve the problem and hold people accountable for this.

- Utilize inherent problem solving ability to identify new, cost effective methods to help solve the problem.

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2nd	1st	5th	6th	3rd	4th

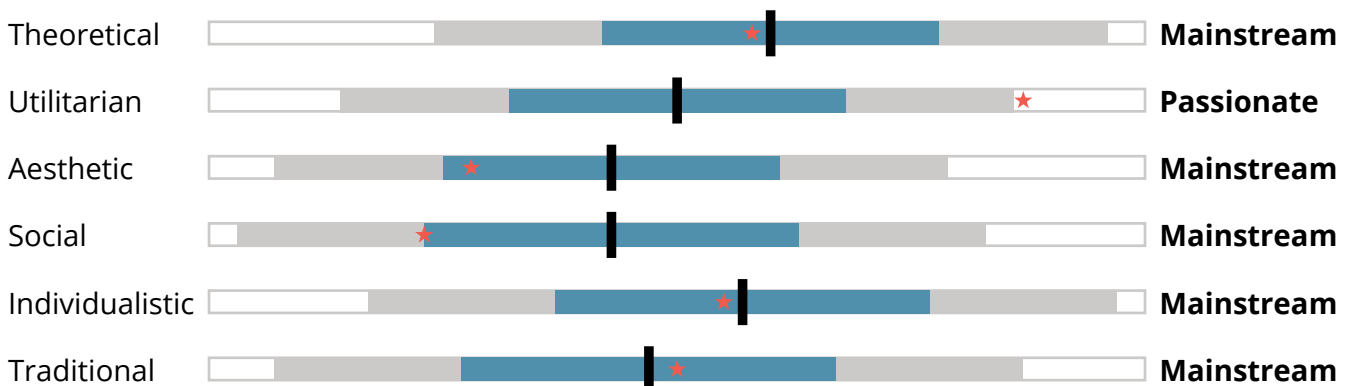**John Doe**

Motivators - Norms & Comparisons

Understanding individual differences in motivation is key to recognizing how one's driving forces align with or diverge from those of the wider population. When surrounded by people who share similar driving forces, a sense of belonging and energy can flourish. Conversely, being in environments where driving forces differ significantly can create a sense of being outside the mainstream, potentially leading to stress or conflict.

- 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 2017

Motivator	Chart	Category
Theoretical		**Mainstream**
Utilitarian		**Passionate**
Aesthetic		**Mainstream**
Social		**Mainstream**
Individualistic		**Mainstream**
Traditional		**Mainstream**

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

Motivators Hierarchy

This section provides a visual ranking of John's motivators from highest to lowest. Use this graph to understand the rank and intensity of each motivator, and consider how they may influence his approach to leadership.

1. 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 |

87

50*

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 |

58

60*

3. 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 |

55

57*

4. 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 |

50

47*

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 |

28

43*

6. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.
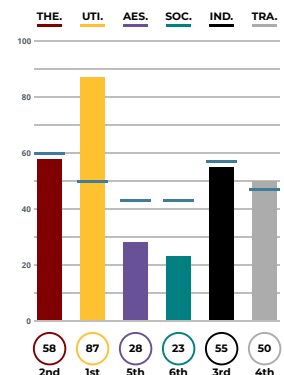
| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

23

43*

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

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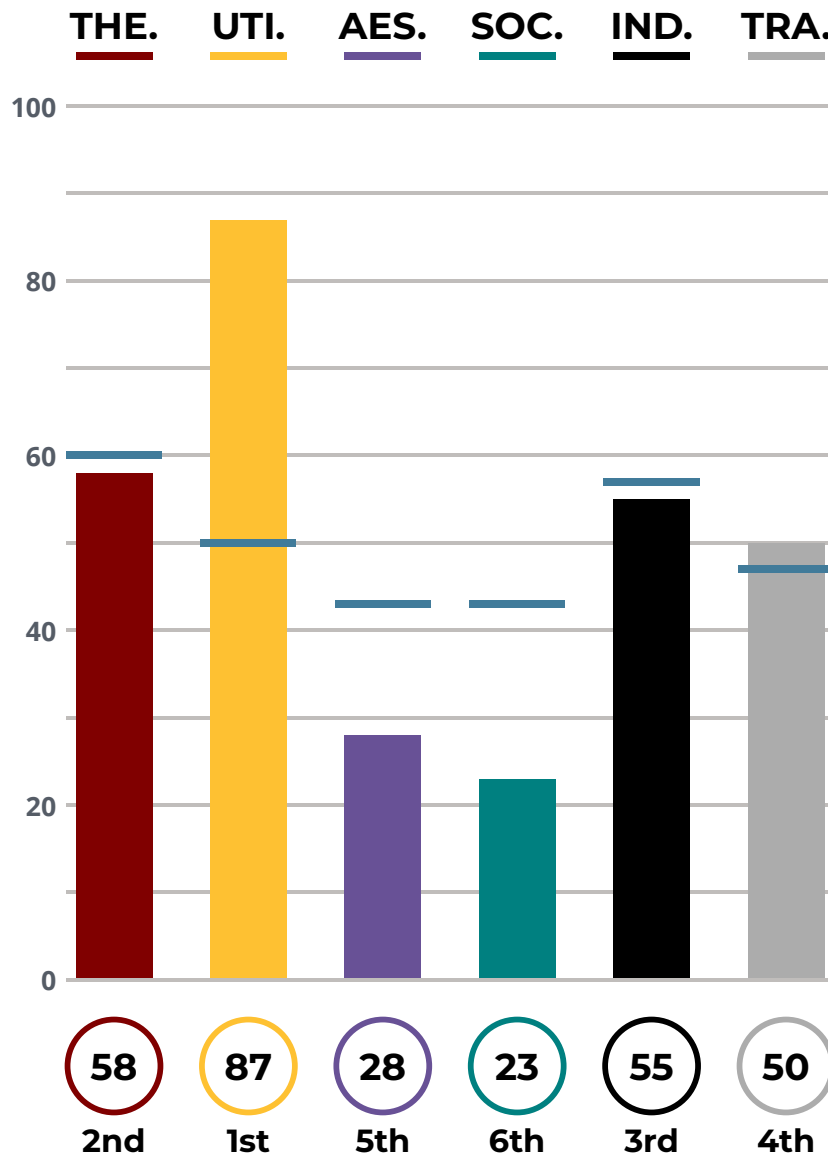| 58 | 87 | 28 | 23 | 55 | 50 |
| 2nd | 1st | 5th | 6th | 3rd | 4th |

John Doe

Motivation Insights® Graph

This section provides a visual representation of John's scores for each of the motivators. The combination of all six motivators will influence how John will prefer to lead and how he will need to adapt to different people and leadership situations.

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

| 100 |
| 80 |
| 60 |
| 40 |
| 20 |
| 0 |

58	87	28	23	55	50
2nd	1st	5th	6th	3rd	4th

Motivators Wheel™

1-14-2025

TRADITIONAL
50
4th

THEORETICAL
58
2nd

SOCIAL
23
6th

UTILITARIAN
87
1st

AESTHETIC
28
5th

INDIVIDUALISTIC
55
3rd
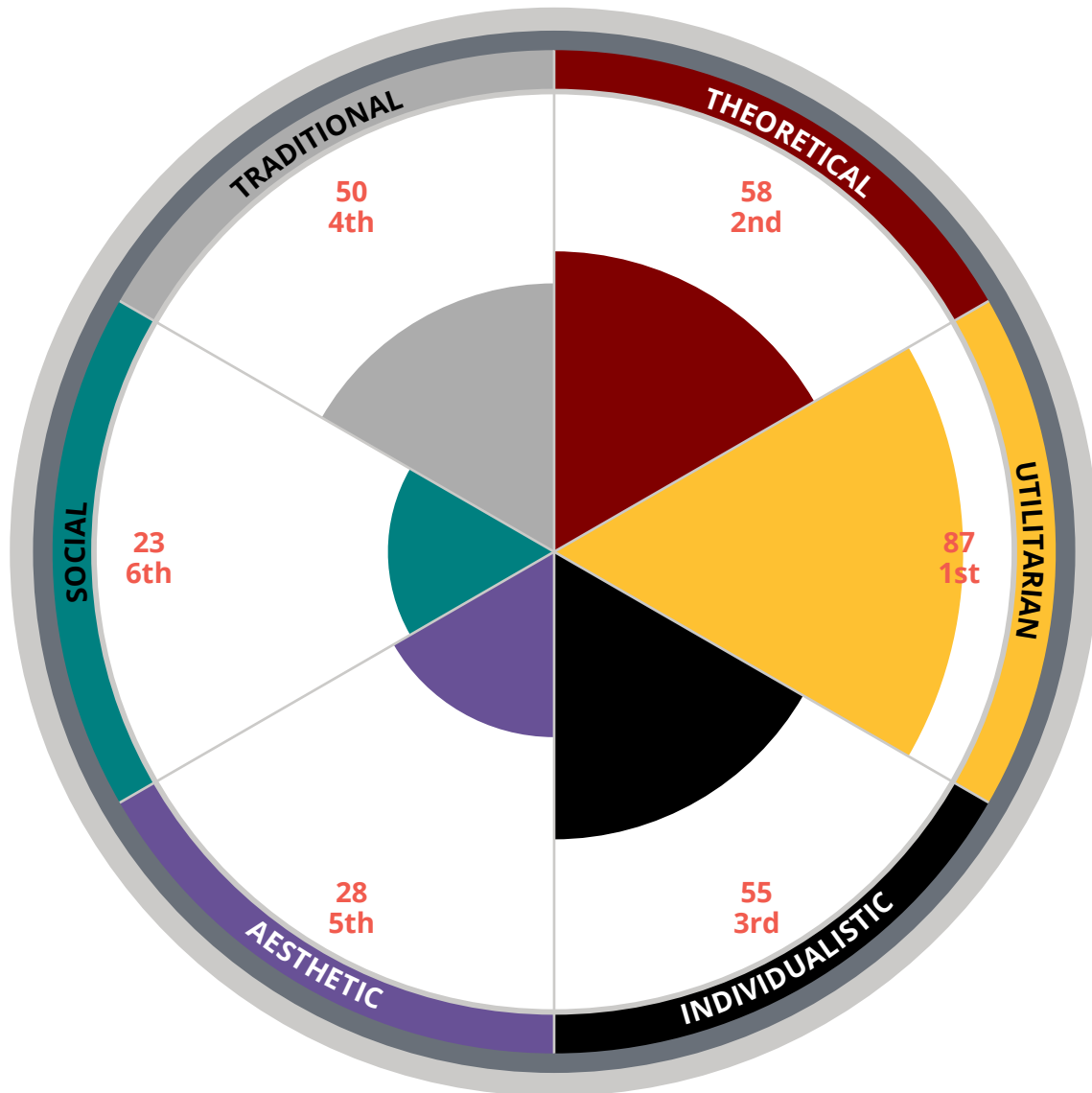
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Introduction

Integrating Behaviors & Motivators

The synergy between a leader's behavior and personal motivators significantly impacts how they will approach leadership. While each aspect provides valuable insights individually, the integration reveals how John naturally leads, adapts, and motivates others. This combined understanding helps leaders to refine their approach, creating a more impactful and enriching leadership style.

This section provides a deeper look at how John's behavioral tendencies and motivators interact to shape his leadership approach, covering areas such as:

- **Potential Strengths:** Insights into how the combination of John's behaviors and motivators can be leveraged to enhance leadership impact.

- **Potential Conflicts:** Understanding where John's behavioral style and motivations might clash, creating potential challenges in his leadership.

- **Ideal Environment:** Identifying the type of environment where John's unique blend of behavior and motivation thrives best.

- **Leadership Wants:** Practical strategies for tapping into John's natural motivations to drive engagement and performance.

- **Leadership Needs:** Tips for aligning leadership efforts with both John's strengths and areas for growth.

By exploring these insights, John can develop a more balanced and adaptive leadership style that considers both how he behaves and what drives him. This approach enables leaders to meet the needs of their teams while remaining true to their own leadership identity.

Potential Strengths
Blending Behaviors & Motivators

This section explores areas where John's behavioral style and his top motivators amplify one another.
Use this section to identify potential strengths that John should seek to capitalize on as a leader.

1. Can be resourceful in influencing others to get results.

2. Makes decisions based on saving time, resources, and improving efficiency.

3. Demonstrates a forward-looking approach to old questions.

4. Thrives on the challenge of solving problems.

5. Brings enthusiasm to practical situations.

6. Promotes efficiency and results.

7. Motivates others to continue education.

8. Volunteers his knowledge on many subjects.

Potential Conflicts
Blending Behaviors & Motivators

This section explores the potential areas of conflict between John's behavioral style and his top motivators. Use this section to identify potential leadership situations and topics that may cause John to feel conflicted in how he approaches it.

1. May tend to flaunt success and use money as a scorecard.

2. Can be a workaholic.

3. Impatient when gathering information.

4. A focus on quick results may hinder quality of information.

5. May not recognize increased risk associated with bigger rewards.

6. Struggles balancing financial advice with actual results.

7. A desire to share information can impede his ability to listen and learn.

8. May present facts and figures with too much emotion.

John Doe

Ideal Environment
Blending Behaviors & Motivators

This section explores how to create the ideal environment around John to help him be at his best. Use this section to identify specific strategies that will help John succeed in a given environment.

1. Freedom of movement.

2. Democratic supervisor with whom he can associate.

3. Evaluation based on results, not the process.

4. A forum to be curious about the discovery of new information.

5. Flexibility to explore a variety of outlets for learning in a people-rich environment.

6. The ability to be direct and pointed with the discovery of information needed to solve problems.

7. Rewards for being quicker, faster, and better.

8. A manager that brings people and excitement into the act of doing business.

9. Rewards determined by return-on-investment based contributions to team efforts.

Leadership Wants
Blending Behaviors & Motivators

This section explores things that John might want in his work environment to keep him engaged. Use this section to understand how John might become and stay engaged as a leader.

As a leader, John tends to want:

1. Work assignments that provide opportunity for recognition.

2. Working conditions with freedom to move and to talk to people.

3. To be seen as a leader.

4. To be able to seek out, and share, new information that will be valuable to others.

5. Praise for his knowledge base and research capabilities.

6. Challenging problems where his knowledge and research capabilities can be tested and improved.

7. The ability to express accomplishments to others at a large scale.

8. Public recognition of financial rewards for returns and efficiency.

9. Freedom to include others in the celebration of achievements.

Leadership Needs

Blending Behaviors & Motivators

This section explores things that John might need to be at his best as a leader. Use this section to understand possible strategies that will strengthen John's leadership approach.

As a leader, John tends to need:

1. Participatory management.

2. To focus conversations on work activities—less socializing.

3. To be confronted when in disagreement, or when he breaks the rules.

4. Seek out ways to organize thoughts in order to effectively convey the desired information.

5. Learn to prioritize ideas and thoughts according to organizational objectives.

6. To understand that all battles cannot be conquered through assertiveness and expressions of knowledge.

7. To be an active listener instead of dominating the discussion.

8. Assistance in establishing realistic expectations of others in order to maximize contributions.

9. Listen for the answer he wants in order to maximize return.

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 _____:

   _____

   _____

   _____

John Doe