



TTI
SUCCESS
INSIGHTS®

Talent Insights® Management-Staff

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8-9-2012

"Be Daring, Be First, Be Different."

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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 to three distinct areas: behaviors, motivators and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

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

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 Section

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

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

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

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

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

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



General Characteristics

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

Tamara tends to build a close relationship with a relatively small group of associates. She likes harmony and cooperation. Most of the time she appears as cool, calm and controlled. Patience, control and deliberateness characterize her usual behavior. Outwardly, she may appear to be totally accepting of others. She may, however, have deep convictions that are not apparent to others. When the time is right, Tamara can stand up aggressively for what she believes. She likes to win through persistence. She uses her strong, steady tendencies to accomplish her goals. Once Tamara has come to a decision, others may find it difficult to change her mind. If changes are inevitable, and she sees enough benefits, they will be made. She requires many good reasons, as well as the benefits involved, before agreeing to making changes. Tamara does not always like being placed in competitive situations. She tends to lose the "team feeling" when she is involved in direct competition. She wins through hard work and persistence. She likes to stay with one task until it is completed.

Tamara tries to use balanced judgment. She is the person who brings stability to the entire team. She finds making decisions easier when she knows that others she respects are doing the same thing; she then has a feeling of stability and "family." She is persistent and persevering in her approach to achieving goals. She prefers to plan her work and work her plan. Others may find it refreshing to have her on their team. Tamara can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. She may want to think over major decisions before acting. She must be convinced that actions will produce the desired result. Making plans and following those plans is important to her. Occasionally she will underplay bad news, if telling it as it is will offend someone. She may fear it would disturb the relationship.



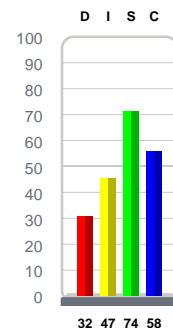


General Characteristics Continued

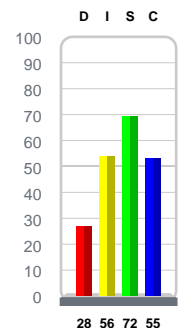
Tamara does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. She usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted. She is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



Adapted Style



Natural Style





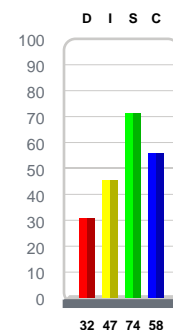
Value to the Organization

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

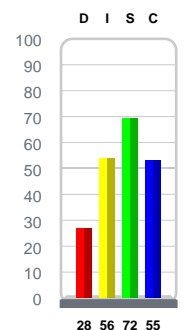
- Turns confrontation into positives.
- Respect for authority and organizational structure.
- Good at reconciling factions--is calming and adds stability.
- Adaptable.
- Works for a leader and a cause.
- Will gather data for decision making.
- Service-oriented.



Adapted Style



Natural Style





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

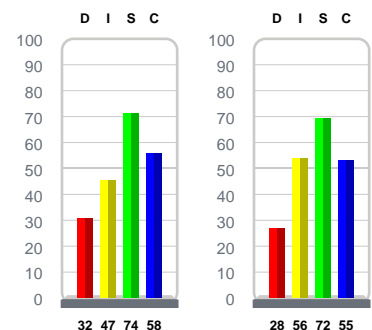
Ways to Communicate

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



Adapted Style

Natural Style





Checklist for Communicating Continued

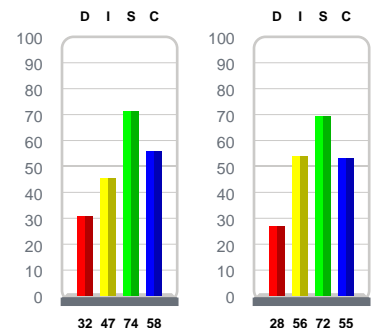
This section of the report is a list of things NOT to do while communicating with Tamara. Review each statement with Tamara and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Ways NOT to Communicate

- Manipulate or push her into agreeing because she probably won't fight back.
- Give your presentation in random order.
- Push too hard, or be unrealistic with deadlines.
- Offer assurance and guarantees you can't fulfill.
- Rush her in the decision-making process.
- Use testimonies from unreliable sources.
- Debate about facts and figures.
- Be abrupt and rapid.
- Force her to respond quickly to your objectives. Don't say "Here's how I see it."
- Patronize or demean her by using subtlety or incentive.
- Talk in a loud voice or use confrontation.
- Keep deciding for her, or she'll lose initiative. Don't leave her without backup support.
- Don't be haphazard.

Adapted Style

Natural Style





Communication Tips

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

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.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

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."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

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, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

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.

Factors that will create tension or dissatisfaction:

- 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 Tamara's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Tamara to project the image that will allow her to control the situation.

Self-Perception

Tamara usually sees herself as being:

- Considerate
- Good-Natured
- Team player
- Thoughtful
- Dependable
- Good listener

Others' Perception - Moderate

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

- Nondemonstrative
- Unconcerned
- Hesitant
- Inflexible

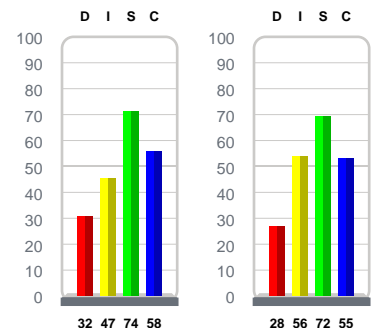
Others' Perception - Extreme

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

- Possessive
- Detached
- Stubborn
- Insensitive



Adapted Style Natural Style





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.

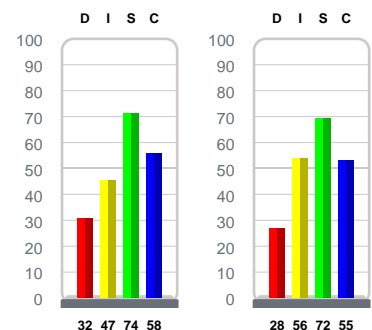
- Needs a manager or work-team that has the ability to extract information as opposed to being required to volunteer information.
- Needs the flexibility and time to collect data before having to make decisions.
- Avoid work environments with a moving target as the only constant.

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

- Seek positions that do not require a strong need for self-starting.
- Share feelings faster and more often.
- Remove from short term, multifaceted projects and focus on long-term single objectives.



Adapted Style Natural Style





Descriptors

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

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



Natural and Adapted Style

Tamara'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

Tamara is cautious in her approach to problem solving and does not attempt to demand that her view, or opinion, be accepted at face value. Tamara likes to solve problems within the framework of a team environment. She will look for a compromise as opposed to a win-lose situation.

Adapted

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

People - Contacts

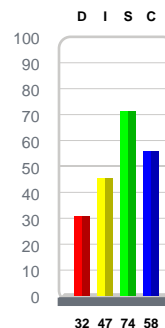
Natural

Tamara is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She likes to be on a team and may be the spokesman for the team. She will trust others and likes a positive environment in which to relate.

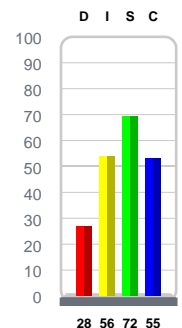
Adapted

Tamara sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Adapted Style



Natural Style





Natural and Adapted Style Continued

Pace - Consistency

Natural

Tamara is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.

Adapted

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

Procedures - Constraints

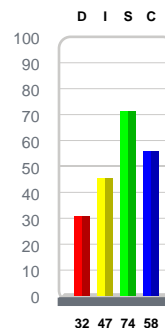
Natural

Tamara is somewhat open-minded, but aware and sensitive to the implications of not following the rules. She can display balanced judgment in reviewing procedures. Knowing she is doing things well is a key reinforcement for her.

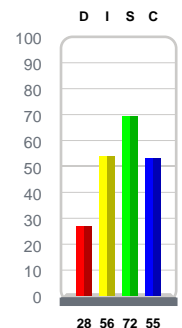
Adapted

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

Adapted Style



Natural Style



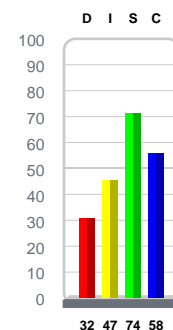


Adapted Style

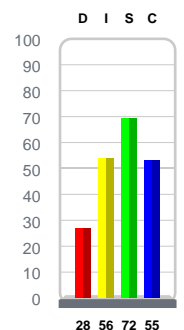
Tamara sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Being a good "team player."
- Undemanding of others' time and attention.
- Consistency of task performance.
- Presenting a calm demeanor, especially when crisis occurs.
- Logical solutions.
- Presenting a practical, proven approach to decision making.
- Limited or prepared changes in routine.
- Being conservative, not competitive, in nature.
- Freedom from confrontation.
- Using a disciplined approach.
- Exhibiting patience and good listening skills.
- Adherence to established guidelines and procedures.
- Task focus over people focus.

Adapted Style



Natural Style





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.

Not Exercising Authority

Not exercising authority is the inability to make decisions that might adversely impact some people and compromises the success of task accomplishment. It is also the resistance to making the tough calls.

Possible Causes:

- Want to be seen as supportive
- Believe people will do what is right
- Fear offending others
- Fear creating conflict between team members

Possible Solutions:

- Have clearly defined and written performance objectives
- Have clearly written rationale for specific decisions
- Assign decision reporting to the deputy/assistant
- Appoint a strong deputy or assistant
- Have a "Good Guy/Bad Guy" image agreement with deputy/assistant

Failure To Clarify Precise Responsibilities With Manager

The failure to clarify precise responsibilities with your manager assumes that you have a full understanding of his/her expectations. It infers that your manager understands your job and concurs with your assessment of requirements.

Possible Causes:

- Unsure of how you will be perceived
- Don't want to overstep authority
- Want to be a team player





Time Wasters *Continued*

- Want to help everyone so you don't object to the manager when requests are being made that are not your responsibility

Possible Solutions:

- Have informal conversations with the manager about his/her expectations
- Share with manager your expectations
- Clarify with peers and other managers your duties and responsibilities
- Read and discuss articles on "management by objectives"

Postpone The Unpleasant

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

Possible Causes:

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

Possible Solutions:

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

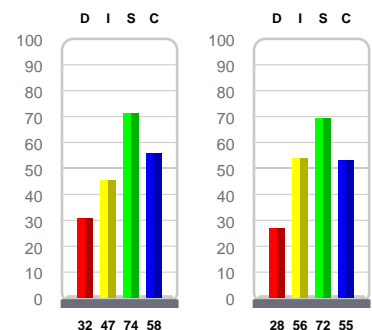
Resisting Change

Resisting change is the process of consciously or subconsciously not participating in the change process. Measures of resistance may be active or passive, not doing things the new way, or making excuses for not having tasks accomplished.



Adapted Style

Natural Style





Time Wasters Continued

Possible Causes:

- Need a high degree of security
- Like to maintain the status quo
- Routine/procedures have worked in the past
- One specific aspect of a proposed change violates sense of values
- A specific change is not seen as contributing to successful accomplishments

Possible Solutions:

- Acknowledge that change is a natural part of any job
- Develop the habit of writing down all of the pros and cons of a specific change
- Evaluate each objection to a change
- If there is one specific objection that is overriding the ability to change, share the specific concern with those involved and seek advice or input from others

Habits

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

Possible Causes:

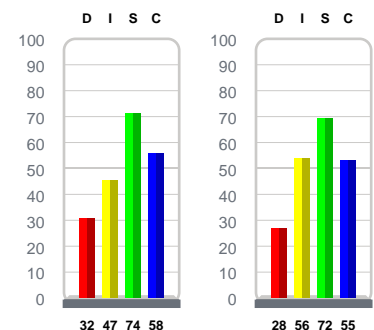
- Have established routines that are comfortable
- Routine creates a feeling of security
- Resist change for change's sake
- Have been praised repeatedly for a specific behavior

Possible Solutions:

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

Adapted Style

Natural Style





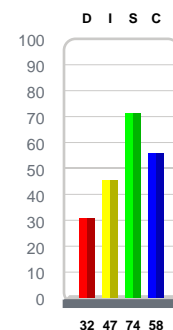
Areas for Improvement

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

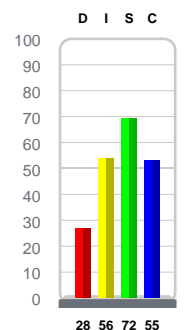
Tamara has a tendency to:

- Hold a grudge if her personal beliefs are attacked.
- Avoid accountability by overstating the complexity of the situation.
- Tendency to underestimate her abilities.
- Not take action against those who challenge or break the rules or guidelines.
- Be dependent on others for decisions, even if she knows she is right.
- Be defensive when risk is involved--move towards maintaining status quo.
- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.
- Dislike change if she feels the change is unwarranted.
- Not project a sense of urgency--others may not feel the pressure to help immediately.

Adapted Style



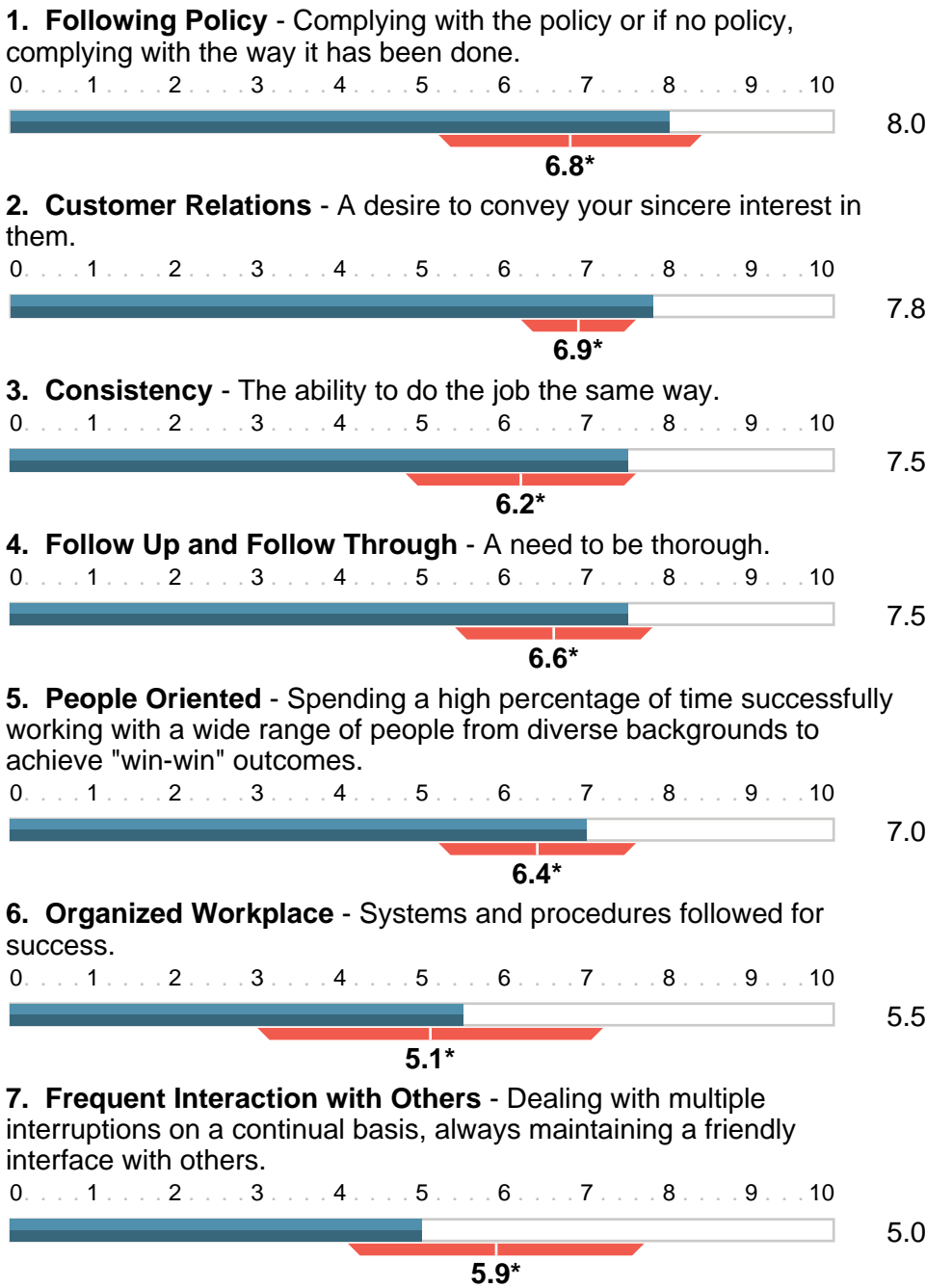
Natural Style





Behavioral Hierarchy

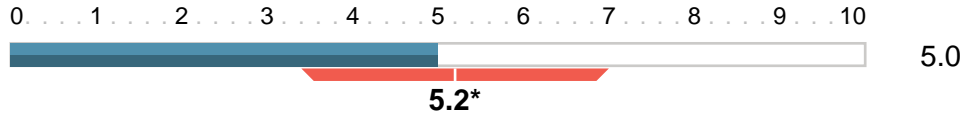
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.



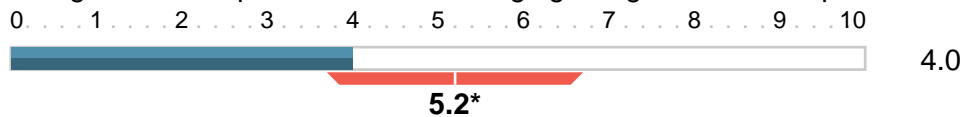


Behavioral Hierarchy

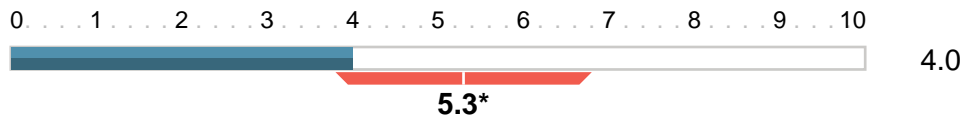
8. Analysis of Data - Information is maintained accurately for repeated examination as required.



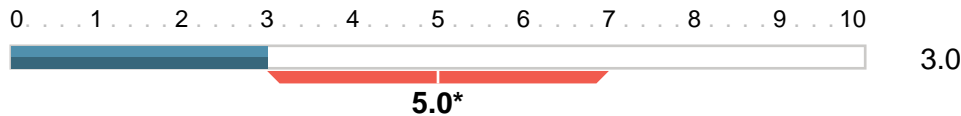
9. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



10. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



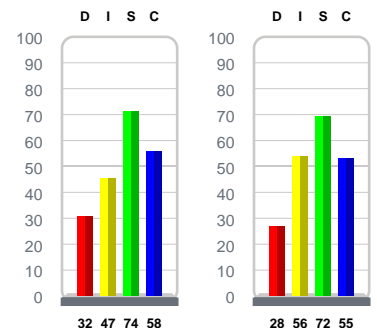
11. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



12. Urgency - Decisiveness, quick response and fast action.



Adapted Style Natural Style



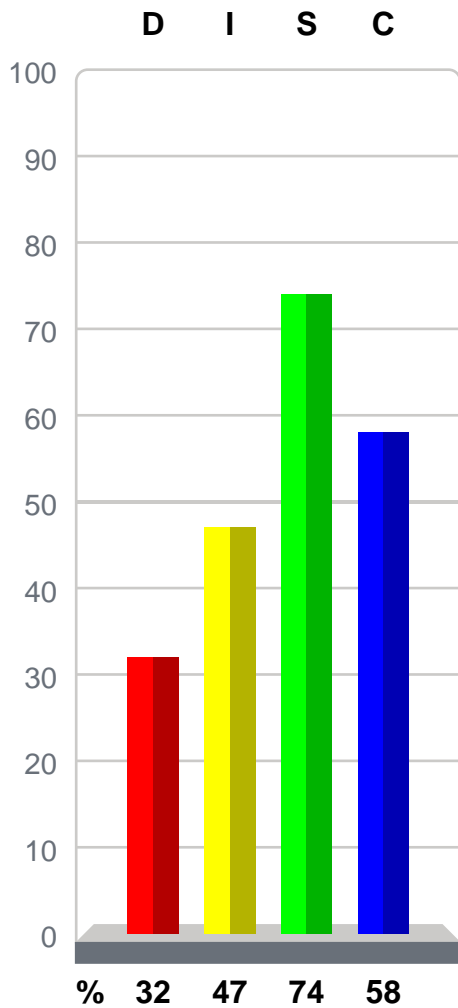
SIA: 32-47-74-58 (19) SIN: 28-56-72-55 (34)
* 68% of the population falls within the shaded area.



Style Insights® Graphs

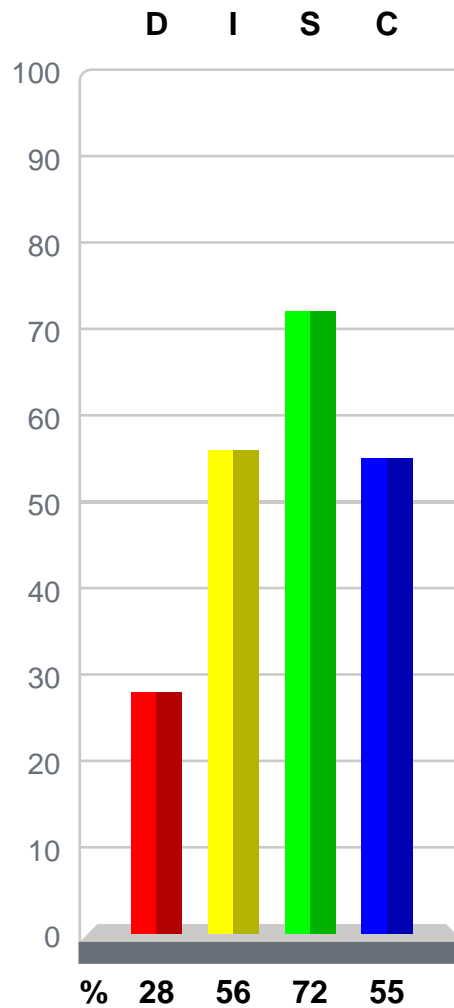
Adapted Style

Graph I



Natural Style

Graph II



Norm 2012 R4



The Success Insights® Wheel

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

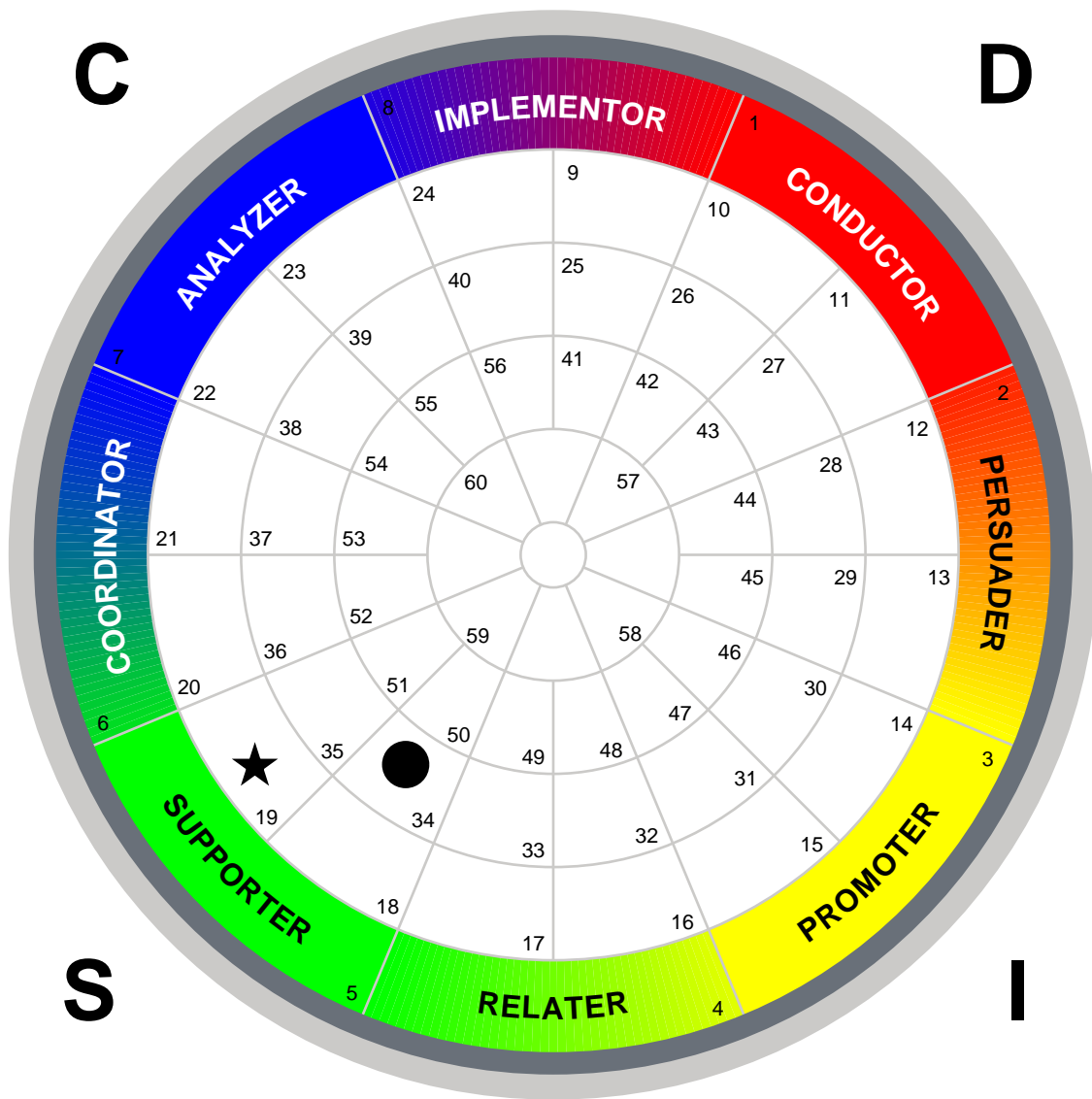
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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

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



The Success Insights® Wheel



Adapted: ★ (19) COORDINATING SUPPORTER
Natural: ● (34) RELATING SUPPORTER (FLEXIBLE)

Norm 2012 R4



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.

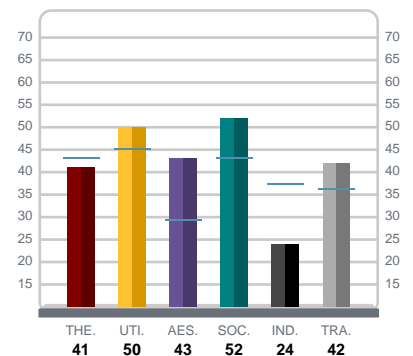
Your Personal Motivators Ranking		
1st	Social	Strong
2nd	Utilitarian	Strong
3rd	Aesthetic	Situational
4th	Traditional	Situational
5th	Theoretical	Indifferent
6th	Individualistic	Indifferent



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.

- She will have a keen interest in improving society.
- Helping the homeless may be one of her concerns.
- She is generous with her time, talent and resources for those in need.
- She believes charities should be supported.
- Saying "no" is difficult when others need her time or talent.
- Tamara is patient and sensitive to others.

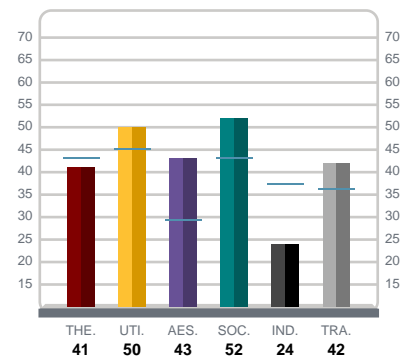




Utilitarian

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.

- She evaluates things for their utility and economic return.
- Tamara is good at achieving goals.
- She may use wealth as a yardstick to measure her work effort.
- She will work long and hard to satisfy her needs.
- Tamara tends to give freely of time and resources, but will want and expect a return on her investment.

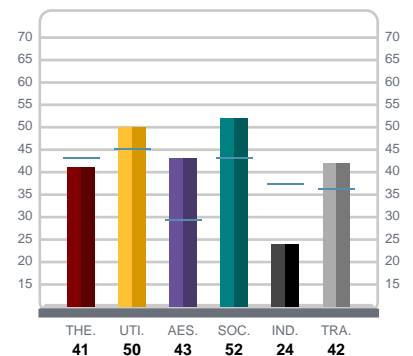




Aesthetic

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.

- At times Tamara will look for the beauty in all things.
- There could be a specific area that is of great interest to her. For instance, she may be appreciative of the natural beauty of mountains and streams, but may not be overly impressed by the works of Picasso or Rembrandt.
- Tamara may desire fine things for her spouse or family members.
- The need for the appreciation of beauty is determined on an individual basis and is not generalized in terms of the total world around her.

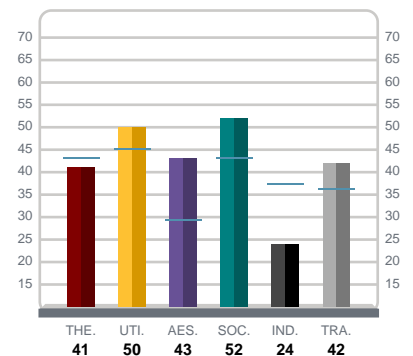




Traditional

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.

- Tamara needs to be able to pick and choose the traditions and set of beliefs to which she will adhere.
- Tamara at times will evaluate others based on her rules for living.
- She will have strong beliefs within a system that she feels most comfortable with, and she will not be as strong in her beliefs or approach if she lacks that interest level.
- Tamara lets her conscience be her guide.

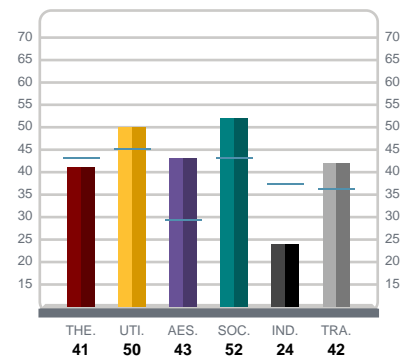




Theoretical

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.

- She will attempt to take the practical approach and not over-analyze the process.
- For Tamara, personal experiences are a key factor in decision making.
- Tamara will use an instinctual approach to problem solving.
- Tamara can be turned off by people who talk about things in detail if she has no interest in the subject.
- She may have a hobby or special interest that drives the need to know everything about a particular subject, such as computers, baseball scores, etc.
- Tamara will not seek knowledge based on curiosity or just for the sake of knowledge.
- When required, Tamara will seek knowledge to better understand a particular situation.
- Tamara will have a tendency to read only the articles in newspapers or magazines that appeal to her special interests.
- Tamara will only read books that relate to her chosen field or special interests.

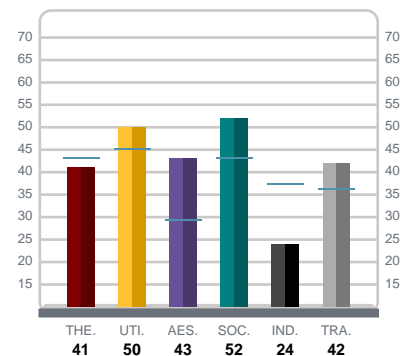




Individualistic

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.

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





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 Individualistic" utilizing your Social.

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

How does the mindset of a high Individualistic contribute to today's workforce?

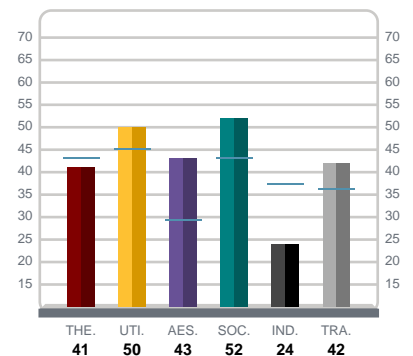
How do Individualistics contribute to the world, your professional life and your personal life?

A high Individualistic wants not only to control his or her own destiny, but the destiny of others.

- *Persuade the Individualistic to assist in the mission to help others by promoting the fact that they can be seen as the change agent and advocate for people within the organization.*
- *Ground the high Individualistic as a member of the team and communicate how they are impacting the other team members both positively and negatively. Be sure to relay that changing the approach to better the people will increase his or her political capital within the organization.*

When a high Individualistic feels strongly about a situation, he or she may apply the "All is fair in love and war" philosophy.

- *Take the position of giving triage during intense situations as the Individualistic will tend to over power less demonstrative people. Educate how he or she can achieve more power with simply demonstrating respect for people as individuals.*
- *Find a common cause between you and the Individualistic team member. Starting from a place of agreement, build the path to get to the Individualistic's goal of more control while the people and causes are taken care of along the way.*





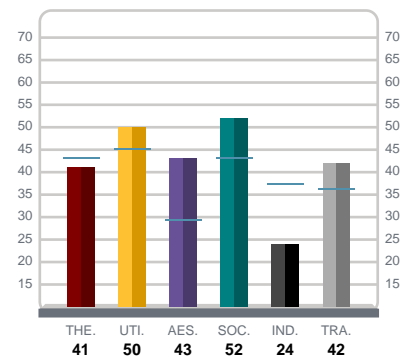
Navigating Situations Outside Your Comfort Zone

Controlling the situation is important to a high Individualistic, but he or she also wants to have the public recognition.

- Allow the Individualistic in the organization to be the spokesperson for initiatives. Having this person be the champion will achieve goals of helping others and allow the Individualistic to take his or her place in the spotlight.
- Remember, the motivation is to help people just for the sake of helping people. In order to receive buy-in from an Individualistic, the idea of helping people must put it in terms of how doing so will lead to control and recognition. Find ways to promote the efforts made by the Individualistic.

A high Individualistic will have strong feelings about the legacy he or she is striving to create and eventually will leave behind.

- Ask questions about how people will impact the ability to achieve the legacy. What can be done to help people and have others champion these efforts?
- Look at the Individualistic's legacy as a cause. Creating this type of partnership will position the Individualistic as an advocate for social causes. How can the legacy be attached to the lives the Individualistic has impacted?





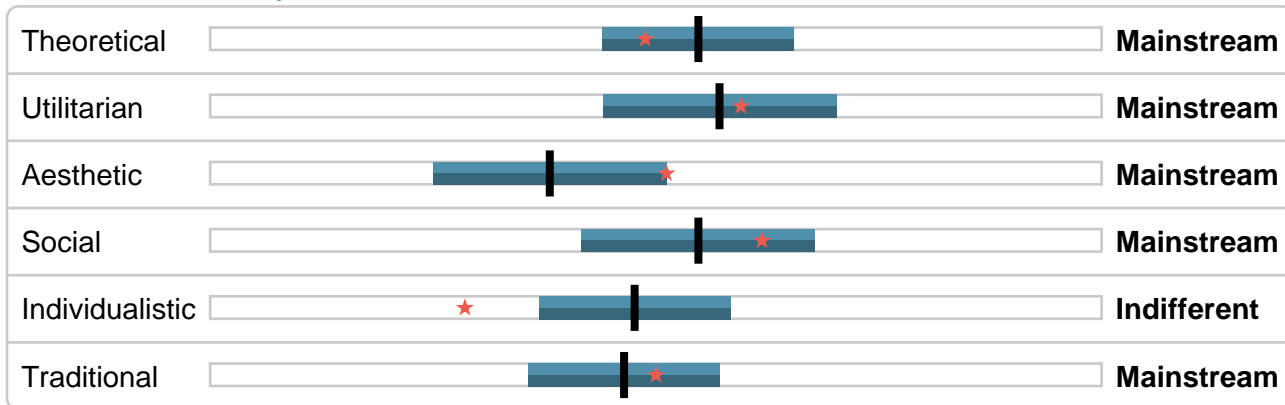
Motivators - Norms & Comparisons

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 2012



- 68 percent of the population - national mean - your score

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



Motivators - Norms & Comparisons

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

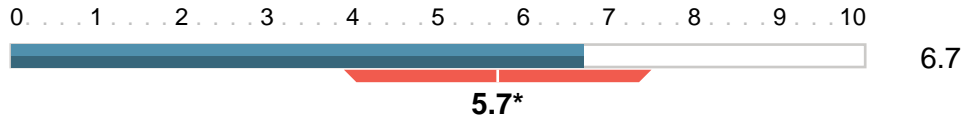
- You can be frustrated by others who are always jockeying for position and control.



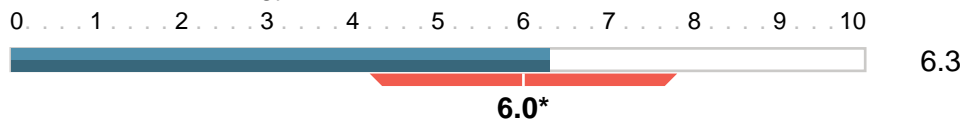
Motivators Hierarchy

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

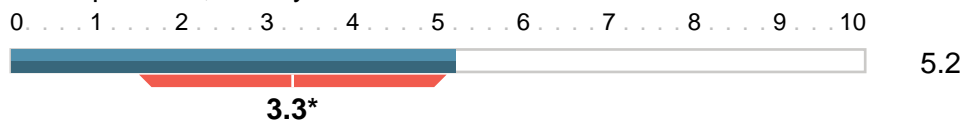
1. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



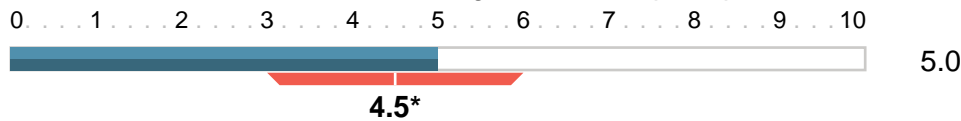
2. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



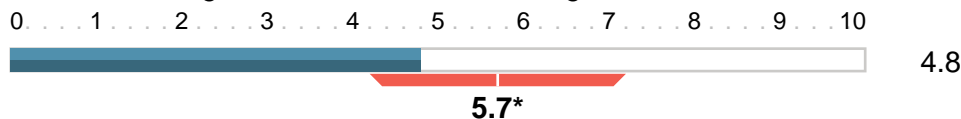
3. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



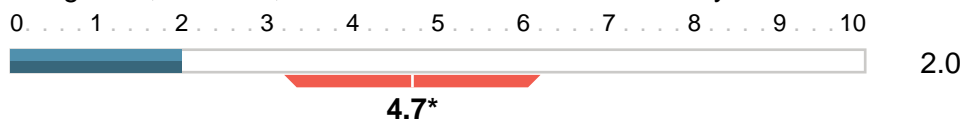
4. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



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

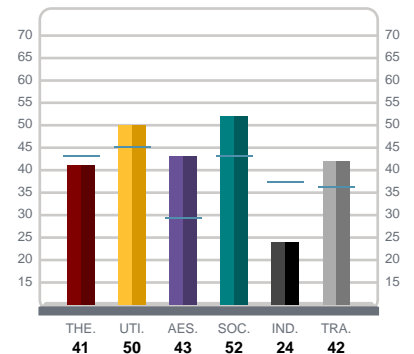


6. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



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

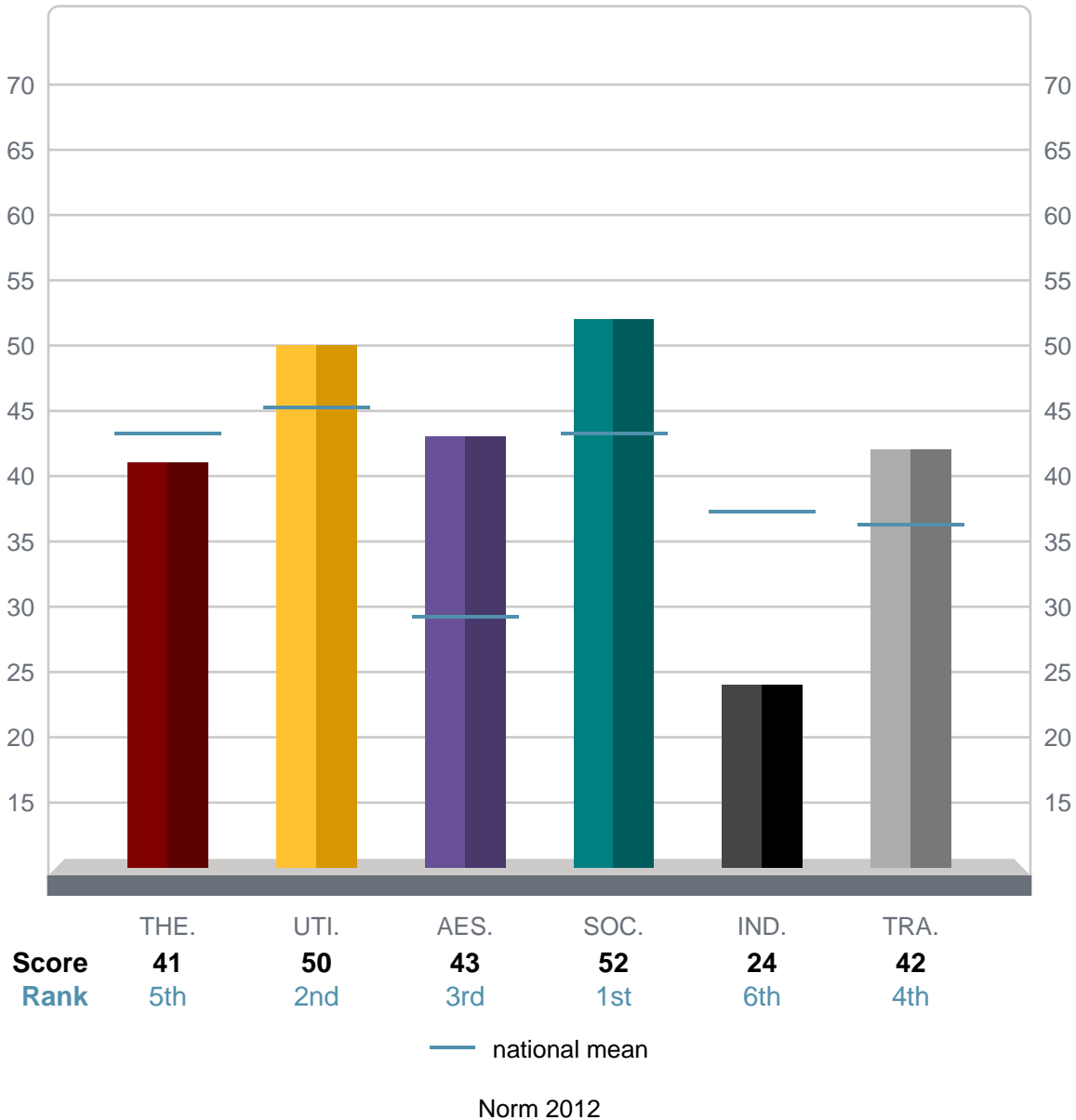
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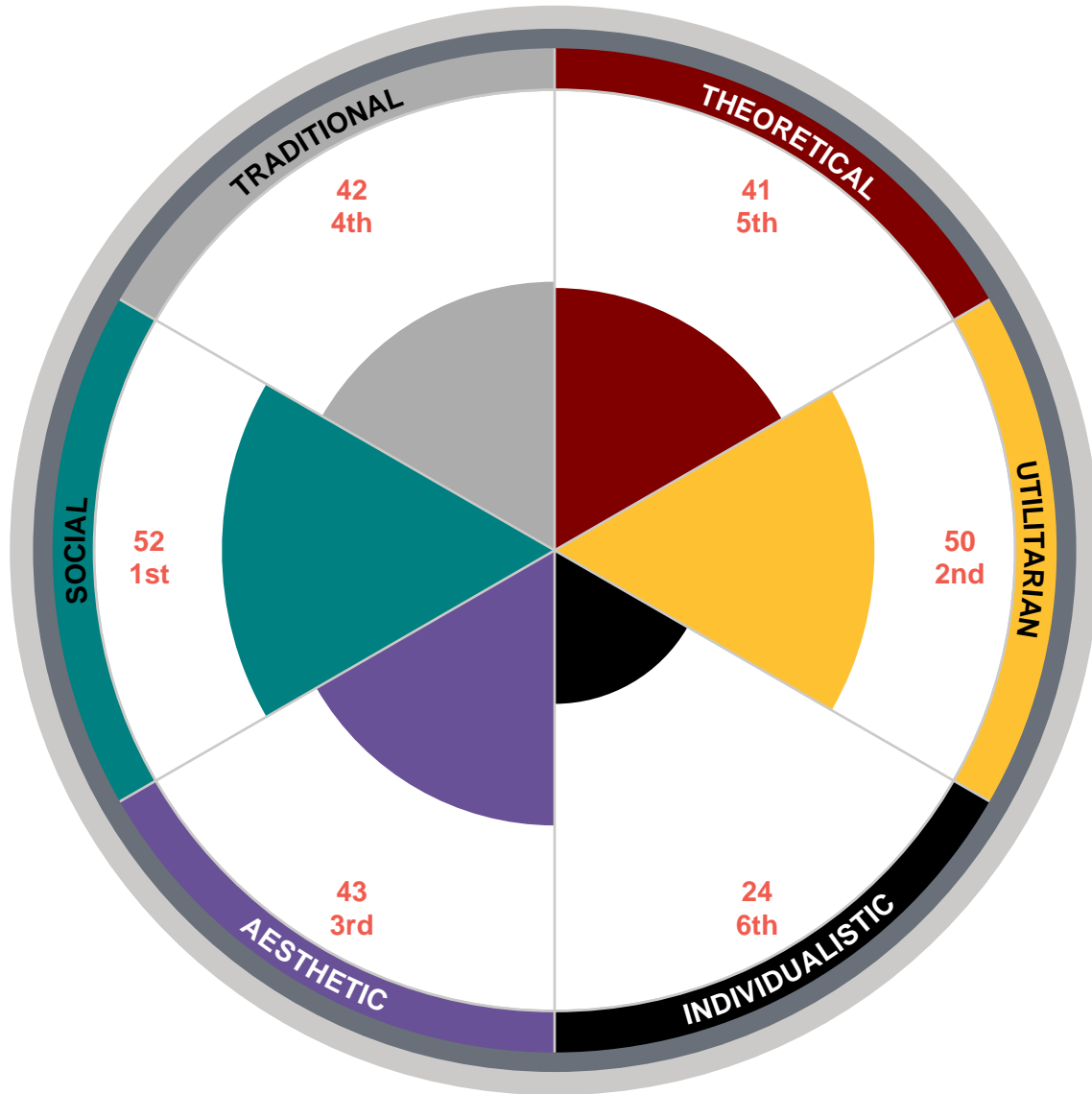


Motivation Insights® Graph





Motivators Wheel™





Introduction Integrating Behaviors and Motivators Section

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

In this section you will find:

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



Potential Behavioral and Motivational Strengths

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

- Willing to be the support system behind the cause.
- Wants to methodically solve people-related problems that benefit the greater good.
- Loyal and consistent in using the resources she has been allocated.
- Good at selling reliable products and service to people she knows.
- Always willing to offer her time and perspective.
- Demonstrates a will and desire to help others in the organization.
- Promotes efficiency and results.
- Sees the positive in all resources and will want to use resources accordingly.



Potential Behavioral and Motivational Conflict

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

- Sees change for change's sake as negative for herself and others.
- May not always stand up for oneself or others.
- May never get a good plan off the ground if she feels rushed.
- Sees unwarranted change as a waste of resources.
- High trust and a desire to help could lead to being taken advantage of.
- Does not always listen to those she is helping.
- Struggles balancing financial advice with actual results.
- May overlook details when weighing results.



Ideal Environment

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

- Democratic supervisor with whom she can associate.
- A stable and predictable environment.
- An environment that allows time to change.
- Time to allow verification of return on investment, prior to making a change.
- People-oriented returns are rewarded higher than task-oriented returns.
- The need for consistent, reliable and stable contributions to the bottom-line.
- An environment where understanding and appreciating others is rewarded.
- Ability to showcase altruistic achievements in order to get others involved.
- A forum to advocate for the greater good as it relates to moving the organization forward.



Keys to Motivating

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

Tamara wants:

- Work assignments that provide opportunity for recognition.
- A friendly work environment.
- A support system to do the detail work.
- Loyalty and commitment to be seen as a return on investment for the organization.
- Freedom to include others in the celebration of achievements.
- Logical, predictable ways to achieve goals and the time needed to achieve them.
- Support others in the organization's quest to make a difference.
- The flexibility to be creative in the way she and the organization help others and causes.
- To be seen as an internal resource for people to express problems and challenges.



Keys to Managing

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

Tamara needs:

- Reassurances that she is doing the job right.
- A quality product in which to believe.
- To be introduced to the new employees.
- Support in standing up for the realistic side of the equation.
- To manage enthusiasm in order to be an effective listener.
- To diversify resources in order to yield expected organizational results.
- To maximize her ability to create and maintain long-term relationships.
- Assistance in managing time to meet own goals while helping other people.
- A manager that promotes her ability to positively influence others.



Action Plan

Professional Development

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

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

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

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



Action Plan

Personal Development

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

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

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

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