



TTI Talent Insights®
Management Version



Scott Baker
1-26-2012

Paragon Resources, Inc.
Training and Consulting Firm
Focusing on ROP...Return on People
Accelerating Team Performance to Maximize Client Relationships
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The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

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

SECTION 1: BEHAVIORS

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

SECTION 2: MOTIVATORS

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

SECTION 3: INTEGRATING BEHAVIORS AND MOTIVATORS

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



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

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

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

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

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

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



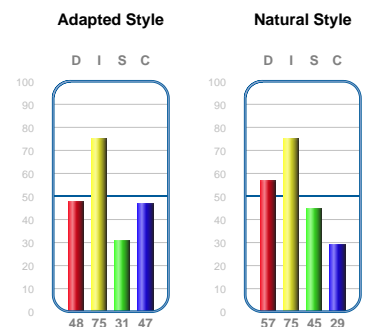
GENERAL CHARACTERISTICS

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

Scott projects a self-assured and self-confident image. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He places his focus on people. To him, strangers are just friends he hasn't met! He seeks popularity and social recognition. He likes to deal with people in a favorable social environment. Scott is good at creating enthusiasm in others. He has a strong ego and usually projects this ego in friendly terms. He is driven by status and power. He is gregarious and sociable. He will be seen as a good mixer both on or off the job. Scott is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He may be careless with details.

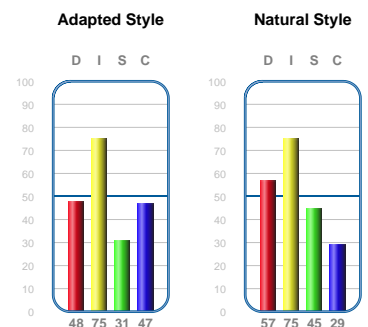
Scott makes quick decisions. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He can make decisions even though some of the facts to support the decision may be missing. He tends to make snap judgments or impulsive decisions. Scott likes to be involved in the decision-making process. He is good at solving problems that deal with people. He likes working for managers who make quick decisions. He may be inconsistent in disciplining others.

Scott is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He may have a tendency to oversell





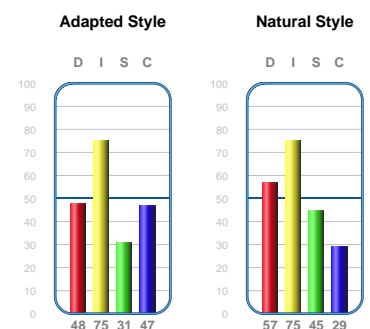
certain styles. Some see him as too talkative and emotional. Scott is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Scott will attempt to put them at ease. He is people-oriented and verbally fluent. He has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions. He judges others by their verbal skills and warmth.





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

- Can support or oppose strongly.
- Creative problem solving.
- Self-reliant.
- Dedicated to his own ideas.
- Optimistic and enthusiastic.
- Builds confidence in others.
- Pioneering.



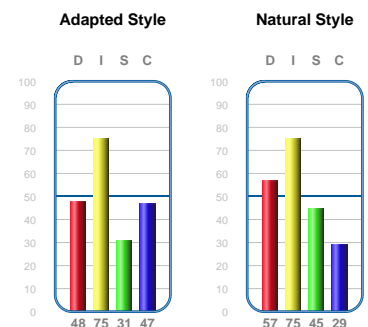


CHECKLIST FOR COMMUNICATING

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

Do:

- Define the problem in writing.
- Use a balanced, objective and emotional approach.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Talk about him, his goals and the opinions he finds stimulating.
- Flatter his ego.
- Provide solutions--not opinions.
- Provide a warm and friendly environment.
- Read the body language for approval or disapproval.
- Clarify any parameters in writing.
- Ask for his opinions/ideas regarding people.
- Confront when in disagreement.



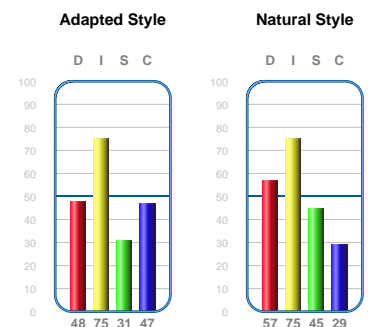


DON'TS ON COMMUNICATING

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

Don't:

- Legislate or muffle--don't overcontrol the conversation.
- Hesitate when confronted.
- Talk down to him.
- Let him overpower you with verbiage.
- "Dream" with him or you'll lose time.
- Be paternalistic.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Give him your opinion unless asked.
- Be dictatorial.
- Ramble.
- Leave decisions hanging in the air.
- Be curt, cold or tight-lipped.
- Drive on to facts, figures, alternatives or abstractions.





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

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



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

"See Yourself As Others See You"

SELF-PERCEPTION

Scott usually sees himself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

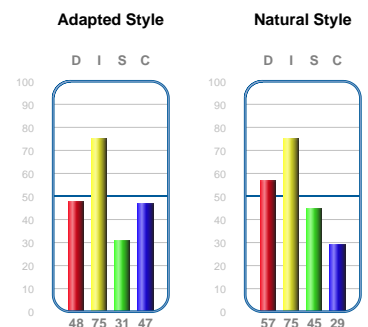
Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter





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

Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic	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
Inquisitive Responsible	Trusting Sociable	Mobile	Firm Independent Self-Willed Stubborn Obstinate
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	Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details

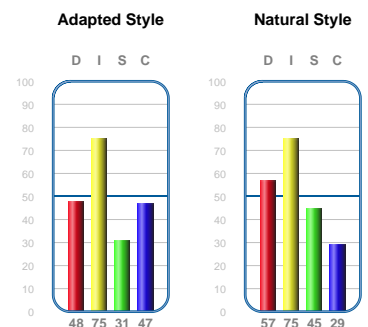


NATURAL AND ADAPTED STYLE

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

Natural	PROBLEMS - CHALLENGES	Adapted
Scott is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. Scott is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.		Scott sees no need to change his approach to solving problems or dealing with challenges in his present environment.

Natural	PEOPLE - CONTACTS	Adapted
Scott is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Scott is trusting and also wants to be trusted.		Scott sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

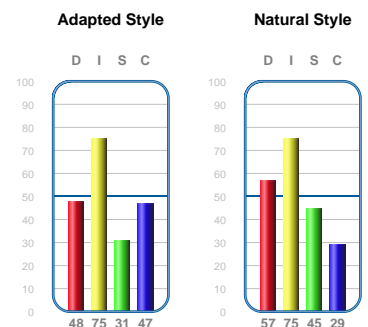




NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Scott likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.</p>	<p>Scott wants an environment that is variety-oriented. He feels a great sense of urgency to get things completed quickly. He is eager to accept change and work on many activities.</p>	

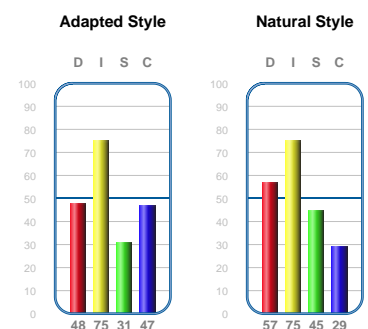
Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Scott is independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.</p>	<p>Scott is striving to be independent and somewhat self-willed. He is most comfortable when the constraints can be "loosened" for certain situations.</p>	





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

- Making tactful decisions.
- Optimistic, future-oriented outlook.
- Flexibility.
- Meeting deadlines.
- Possessing a strong sense of urgency toward results.
- Maintaining an ever-changing, friendly, work environment.
- Handling a variety of activities.
- Participative decision making.
- Coping with rapid changes in the work arena.
- Preferring people involvement over task focus.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Moving quickly from one activity to another.
- Contacting people using a variety of modes.





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

1. OPEN DOOR POLICY

An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.

POSSIBLE CAUSES:

- Want to be seen as supportive and available
- Want the social interaction of people dropping by
- Have a difficult time saying "no"
- Use people interruptions as a way of procrastinating or justifying missed deadlines

POSSIBLE SOLUTIONS:

- Set aside time to "close your door" and work on projects
- Set aside time to interact with co-workers
- Learn to prioritize activities and say "no" to low priorities
- Place your desk so that it is not always in "view" of those who pass by
- Avoid eye contact with people who walk by your desk or office

2. INABILITY TO SAY NO.

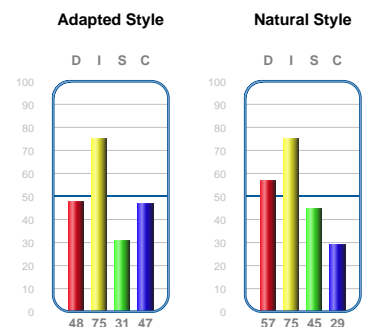
The inability to say no is when you are unable to or feel powerless to refuse any request.

POSSIBLE CAUSES:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

POSSIBLE SOLUTIONS:

- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities





3. DESIRE TO BE INVOLVED WITH TOO MANY PEOPLE

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

POSSIBLE CAUSES:

- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

POSSIBLE SOLUTIONS:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view

4. CLUTTERED DESK

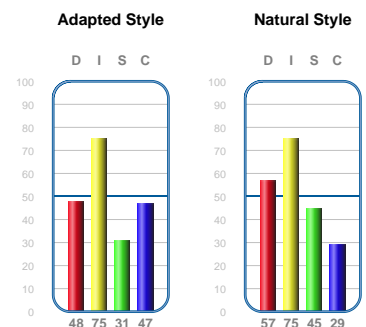
A cluttered desk is one that is overloaded by papers, supplies and equipment to the point of impacting the ability to be productive.

POSSIBLE CAUSES:

- See organizing and filing activities as a waste of time
- Want everything at fingertips
- Do not conceptualize a system for grouping information and materials
- Have not established a timeline for tasks or projects

POSSIBLE SOLUTIONS:

- Handle each piece of mail only once, i.e. pitch it, file it or delegate it
- Set up (or have someone else set up) an information storage and retrieval system
- Get off mailing lists that are of no interest to you
- Remind yourself that the time it takes to open "junk" mail robs you of time for more important tasks
- Establish a time limit for certain projects and only have current project material on your desk





5. LONG LUNCHES

Long lunches are those that extend beyond the normal time for eating. They could be kept within a specific time frame but are not.

POSSIBLE CAUSES:

- Get involved in the excitement of conversation and forget about time
- See long lunches as a networking opportunity
- Like doing business in a social, non-threatening environment
- Use long lunches as a way to avoid unpleasant tasks, people or the work environment

POSSIBLE SOLUTIONS:

- Set a specific time for lunch and **STICK TO IT**
- Have meetings in the office
- Set meetings right after lunch
- Have working lunches

6. PROCRASTINATION

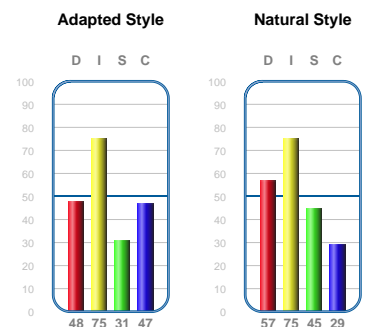
Procrastination is the process of delaying action. It is also the inability to begin action.

POSSIBLE CAUSES:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

POSSIBLE SOLUTIONS:

- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute

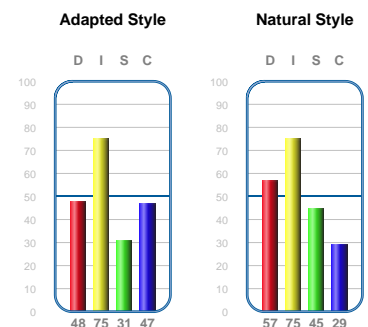




In this area is a listing of possible limitations without regard to a specific job. Review with Scott and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Scott has a tendency to:

- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Trust people indiscriminately if positively reinforced by those people.
- Be a situational listener if not given an opportunity to tell his ideas.
- Have difficulty planning and controlling time expenditure.
- Take information at face value without validation or substantial investigation.
- Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.
- Be optimistic regarding possible results of his projects or the potential of his people.

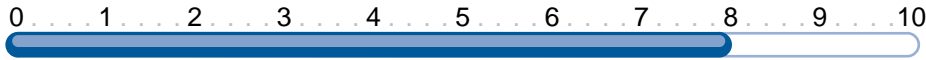




BEHAVIORAL HIERARCHY

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. FREQUENT INTERACTION WITH OTHERS



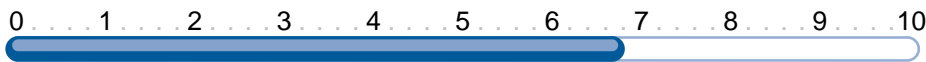
8.0

2. PEOPLE ORIENTED



7.5

3. FREQUENT CHANGE



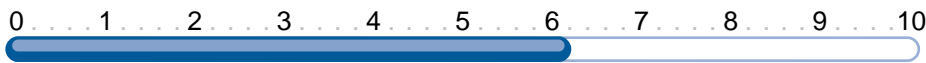
6.8

4. VERSATILITY



6.5

5. CUSTOMER RELATIONS



6.2

6. URGENCY



5.0

7. COMPETITIVENESS



5.0

8. FOLLOW UP AND FOLLOW THROUGH



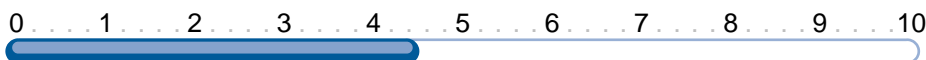
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9. FOLLOWING POLICY

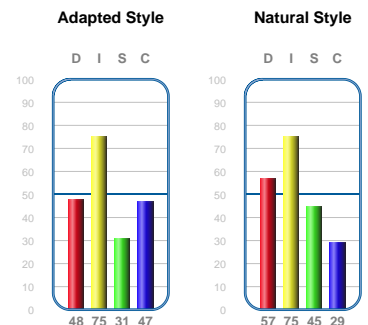


4.8

10. CONSISTENCY

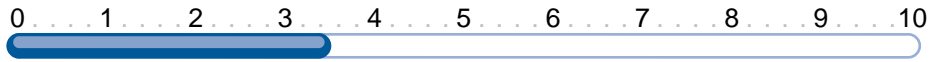


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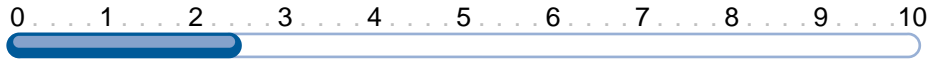


11. ANALYSIS OF DATA



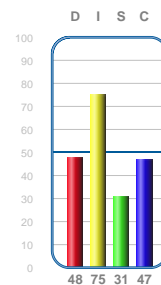
3.5

12. ORGANIZED WORKPLACE

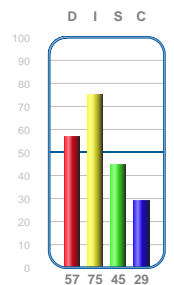


2.5

Adapted Style



Natural Style





Scott Baker

1-26-2012

MOST

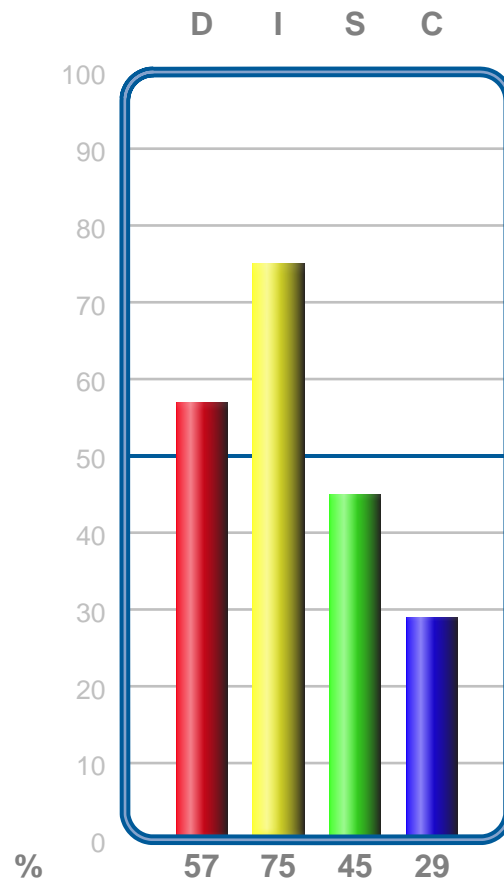
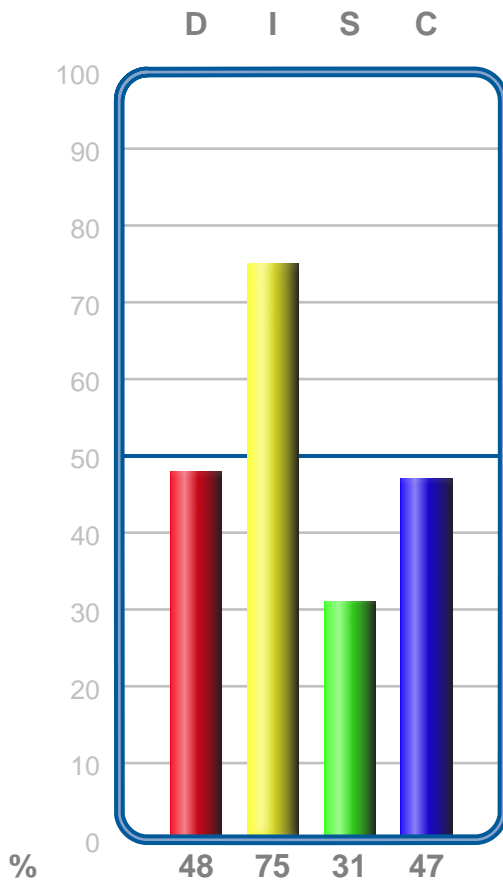
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2011 R4



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

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

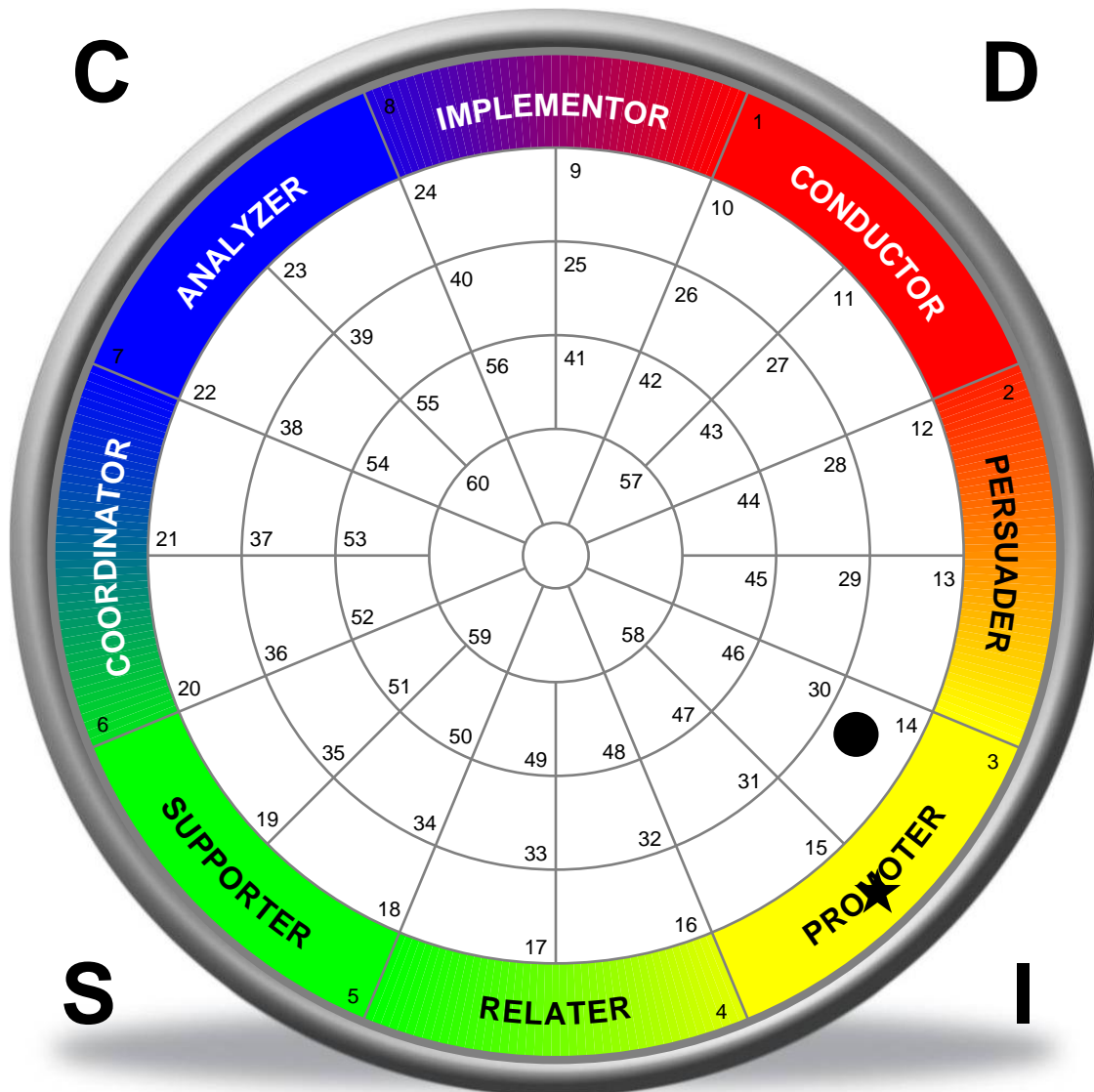
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



Scott Baker

1-26-2012



Adapted: ★ (3) PROMOTER
 Natural: ● (14) PERSUADING PROMOTER

Norm 2011 R4

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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.

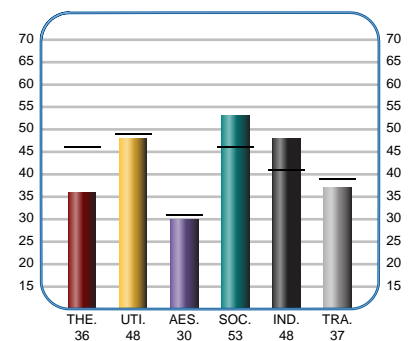
- **STRONG** - positive feelings that you need to satisfy either on or off the job.
- **SITUATIONAL** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.
- **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	INDIVIDUALISTIC	Situational
4th	TRADITIONAL	Situational
5th	THEORETICAL	Indifferent
6th	AESTHETIC	Indifferent



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

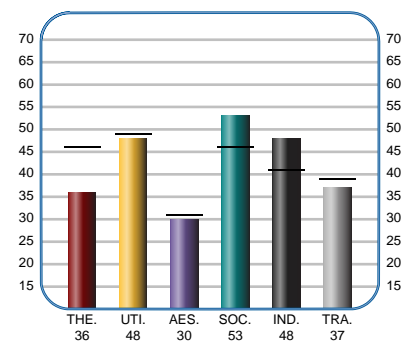
- Saying "no" is difficult when others need his time or talent.
- Helping the homeless may be one of his concerns.
- Scott is patient and sensitive to others.
- He will have a keen interest in improving society.
- He is generous with his time, talent and resources for those in need.
- He believes charities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





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

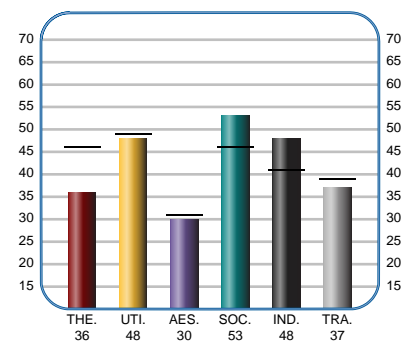
- Scott is good at achieving goals.
- Scott tends to give freely of time and resources, but will want and expect a return on his investment.
- He will work long and hard to satisfy his needs.
- He evaluates things for their utility and economic return.
- He may use wealth as a yardstick to measure his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





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

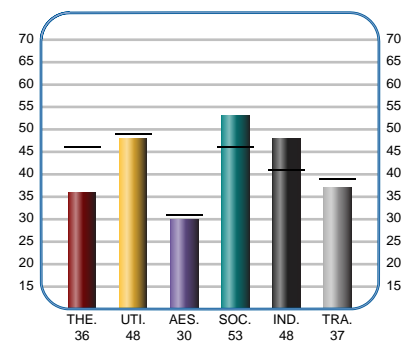
- Scott can be assertive in meeting his needs.
- At times Scott can be very competitive.
- He will evaluate each situation individually and determine how much or how little control he will want to exercise.
- The amount of control he attempts will increase if he has strong feelings about the issues involved with the situation. If, however, he has little interest in the issues involved, he will not see the need for exercising control.





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

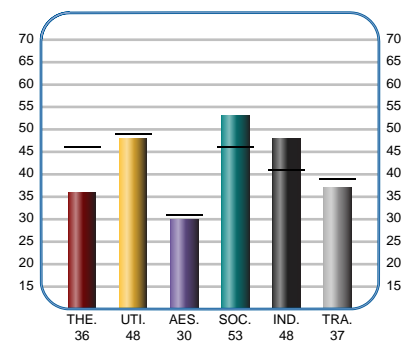
- Scott lets his conscience be his guide.
- He will have strong beliefs within a system that he feels most comfortable with, and he will not be as strong in his beliefs or approach if he lacks that interest level.
- Scott at times will evaluate others based on his rules for living.
- Scott needs to be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





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

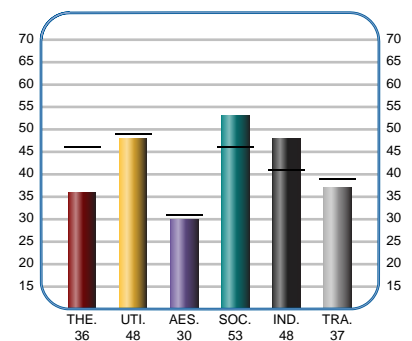
- He will attempt to take the practical approach and not over-analyze the process.
- Scott can be turned off by people who talk about things in detail if he has no interest in the subject.
- Scott will use an instinctual approach to problem solving.
- Scott will only read books that relate to his chosen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





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.

- Scott's passion in life will be found in one or two of the other attitudes and values discussed in this report.
- Intellectually, Scott can see the need for beauty, but has difficulty buying the finer things in life.
- Scott is not necessarily worried about form and beauty in his environment.
- He wants to take a practical approach to events.
- He is a very practical person who is not sensitive to being in harmony with his surroundings.
- The utility of "something" is more important than its beauty, form and harmony.
- Unpleasant surroundings will not stifle his creativity.



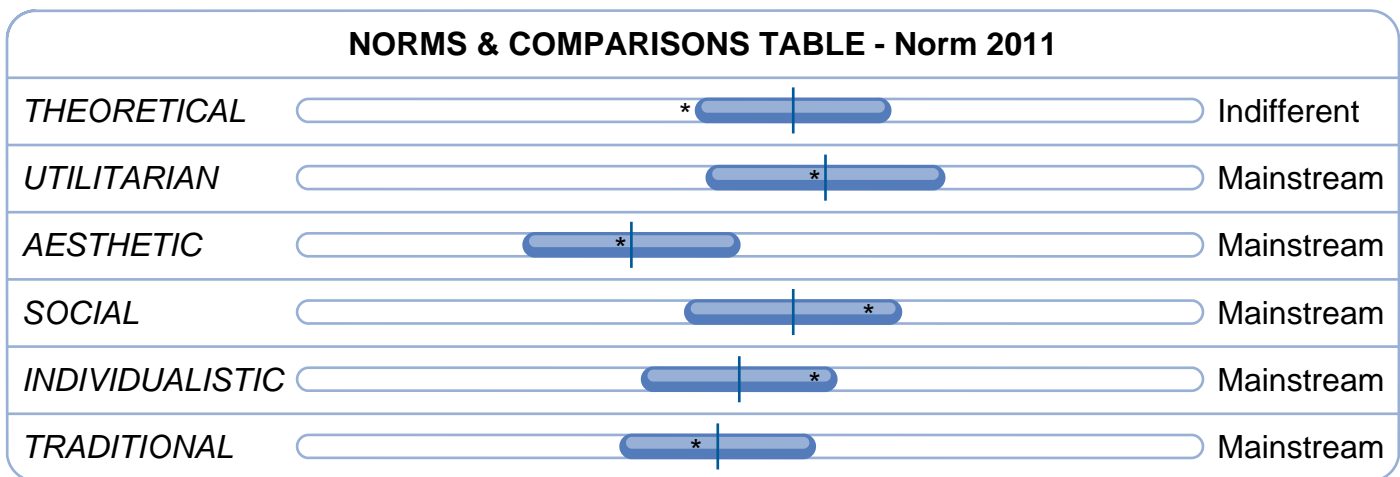



MOTIVATORS - NORMS & COMPARISONS

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

- Change the situation.
- Change your perception of the situation.
- Leave the situation.
- Cope with the situation.

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



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

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



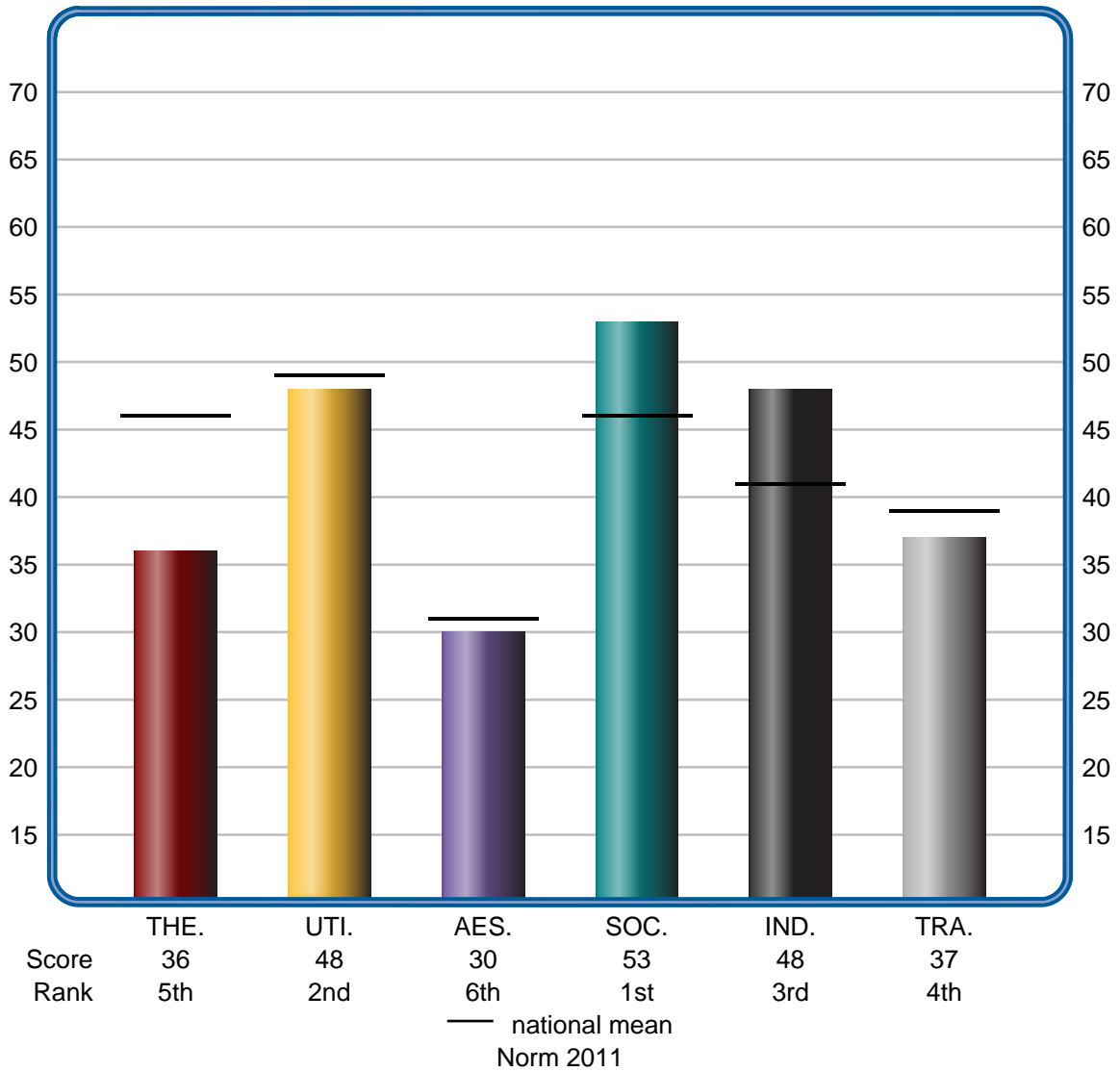
Areas where others' strong feelings may frustrate you as you do not share their same passion:

- The amount of time and resources others spend in learning new things may frustrate you.



Scott Baker

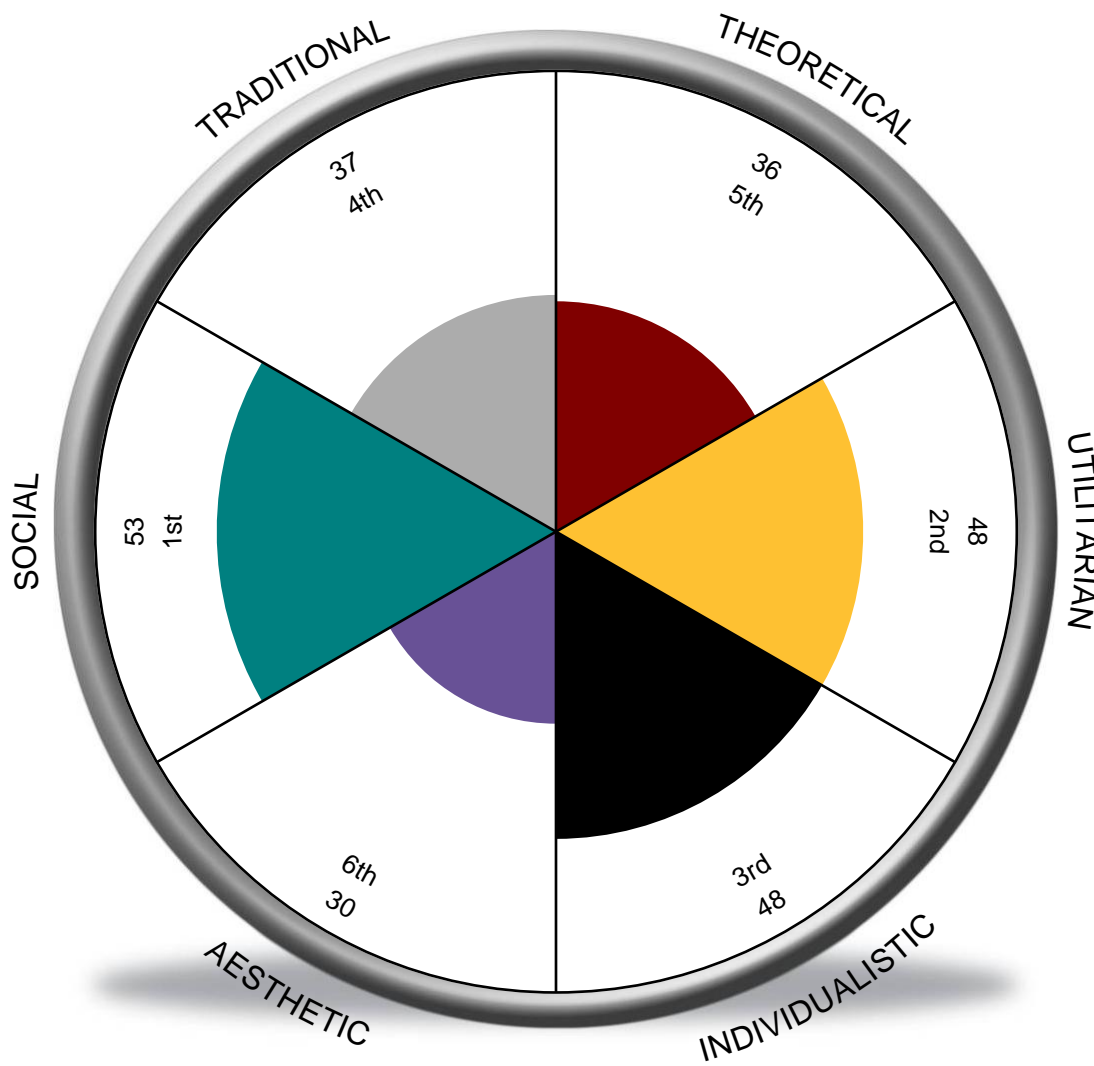
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Scott Baker

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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 Scott'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.

- Wants to be seen as a leader in humanitarian issues.
- Great at generating excitement in others and getting people on board.
- Sees the positive in all resources and will want to use resources accordingly.
- Tends to be futuristic and entrepreneurial in attaining results.
- Tough but fair when others are involved.
- Goal focused when helping others.
- Wants to maximize time and resources now, as opposed to later.
- Very creative in solving problems.



POTENTIAL BEHAVIORAL AND MOTIVATIONAL CONFLICT

This section describes the potential areas of conflict between Scott'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.

- When helping others, may talk too much about himself.
- Has trouble making difficult decisions that affect others.
- May overlook details when weighing results.
- Efficiency is diminished with small talk.
- May set standards too high that causes others to fall short.
- Difficulty deciding between results or helping others.
- Will override other variables for the sake of an investment.
- May offend others with too much discussion of results.



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

- Assignments with a high degree of people contacts.
- Freedom from controls, supervision and details.
- Freedom of movement.
- People-oriented returns are rewarded higher than task-oriented returns.
- Rewards determined by return on investment based contributions to team efforts.
- Key performance measured on results and efficiency rather than people and process.
- The opportunity to drive others to reach their potential.
- A results-driven environment where people are respected and appreciated.
- Ability to utilize own strengths to help others achieve results.



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

Scott wants:

- A support system to do the detail work.
- Rewards to support his dreams.
- Participation in meetings on future planning.
- Freedom to include others in the celebration of achievements.
- Freedom to get desired results through efficiency and a "can do" attitude.
- Focus on results and rewards, not the process or journey.
- To be in charge of corporate social responsibility programs.
- Recognition for helping others and being the catalyst for changing the world for the better.
- To get results through his ability to help others and champion causes.



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

Scott needs:

- More control of body language.
- To display empathy for people who approach life differently than he does.
- To mask emotions when appropriate.
- To manage enthusiasm in order to be an effective listener.
- Listen for the answer he wants in order to maximize return.
- To assess the risk and rewards of each decision.
- Needs people-oriented challenges.
- Help to understand how managing their intensity can help benefit others.
- To set realistic expectations for others' desire to win or achieve.

