



**TTI TriMetrix®**

Coaching Report - Sales Version



**Sally Sample  
Sales  
3-28-2012**



The Steering Group  
Atlanta, Georgia  
800-405-3068  
[bill@thesteeringgroup.com](mailto:bill@thesteeringgroup.com)



The TTI TriMetrix® Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and attributes. Understanding strengths and weaknesses in each of the three 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: ATTRIBUTES

This section of the report will give you detailed information about your individual thought process. Understanding how you think will identify your preferences, strengths and weaknesses. This increased understanding will lead to personal and professional development.



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

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

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

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

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

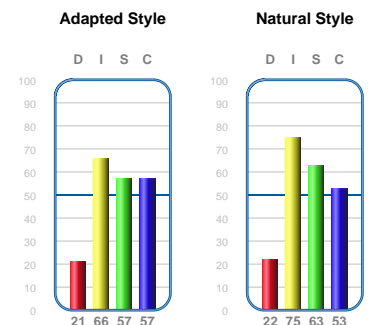
*"All people exhibit all four behavioral factors in varying degrees of intensity."  
—W.M. Marston*



*Based on Sally's responses, the report has selected general statements to provide a broad understanding of her sales style. This section highlights how she deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style she brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.*

Sally becomes highly excited about what influences her. She usually displays this emotion when she is attempting to influence people. Inclined to talk smoothly, readily and at length, she loves the opportunity to verbalize. Sales presents an opportunity for her to use this great attribute. Being optimistic and enthusiastic, she is good at generating enthusiasm in others. Sometimes her enthusiasm is what sells her products or services, but sometimes other buyers may be offended. She consistently meets the challenge of persuading people to her point of view. Some buyers may desire less talk and more facts. Sally can sell both tangible and intangible products successfully. Her ability to paint word pictures can be a distinct advantage when she is called upon to explain an intangible. Socially and verbally aggressive, she loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions. She prefers to sell a new client on herself first rather than her product or service. This reflects her natural approach. When she buys, she also prefers to be sold in this manner.

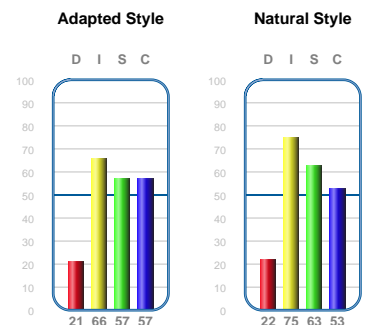
Sally frequently uses emotion and active body language in her sales presentation. With some buyers this could be detrimental because they may see her as being superficial. She depends on her prospects to trust her judgment in recommending her products or services. Not all prospects are as trusting and some will want facts and data to support her judgment. She succeeds in projecting self-confidence in her sales presentations. This self-confidence





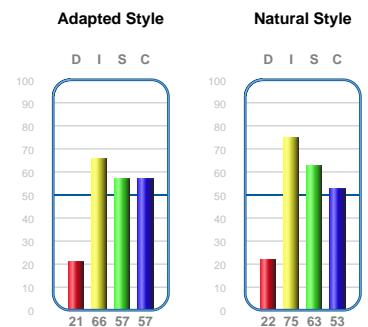
evolves from her belief in herself and her products or services. This may cause her to become frustrated if a prospect attacks either her or her product. Some see her as a natural born salesperson but what they really see is her ability to talk smoothly and readily on most subjects. She quickly shares her opinion on most topics. Sally welcomes the objections that prospects raise. This provides an opportunity to meet a challenge and share more of her knowledge. She may promise how her product will solve the prospect's problems. Sometimes she becomes overly optimistic about the actual results her products will deliver. She doesn't necessarily do this intentionally, but reflects her optimistic view of the product.

Sally can be seen as a good closer. However, she may postpone the close until giving the complete sales pitch. Observers have actually seen her sell the product and then buy it back. She should guard against excessive talking and close at the appropriate time. Sometimes she tries too hard to accommodate the buyer with service. She will resent her effort if the account doesn't live up to its potential. If given the choice, she would prefer to sell a new account instead of servicing an old account. This is especially true if the old account has little potential or requires sufficient facts and data to support their purchase decisions. She may promise more than she can deliver to close a sale. She does intend to deliver what she says, but she has difficulty finding the time to provide what she promises. Her optimism makes her believe she can deliver. Sally's listening skills may cause her to miss some closing opportunities. She may be thinking about what she is going to say next and miss the buying signal. She would rather make a social visit instead of a service visit. The social visit





meets her need to be friendly and outgoing, while the service visit requires special effort if customers don't buy more products or services.

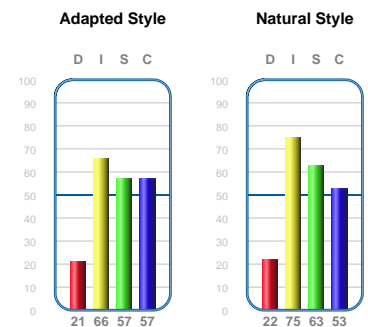




## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior Sally 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.*

- Positive sense of humor.
- Creative problem-solving.
- Builds confidence in others.
- Concerned about quality.
- Optimistic and enthusiastic.
- Will gather data for decision making.
- Verbalizes her feelings.



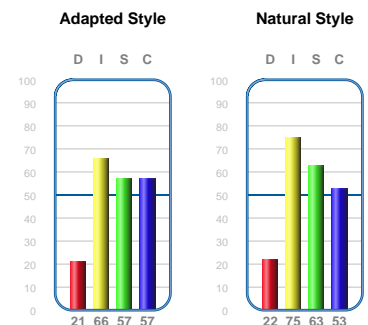


## CHECKLIST FOR COMMUNICATING

*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 Sally. 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 Sally most frequently.*

Do:

- Be sincere and use a tone of voice that shows sincerity.
- Talk about her, her goals and opinions she finds stimulating.
- Take your time and be persistent.
- Provide solid, tangible, practical evidence.
- Give her time to verify reliability of your comments--be accurate and realistic.
- Provide ideas for implementing action.
- Support your communications with correct facts and data.
- Leave time for relating, socializing.
- Read the body language for approval or disapproval.
- Provide a warm and friendly environment.
- Provide testimonials from people she sees as important.
- Give her time to ask questions.
- Take time to be sure that she is in agreement and understands what you said.





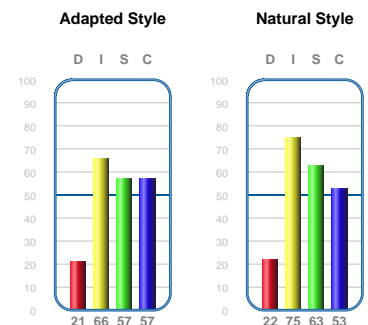


## DON'TS ON COMMUNICATING

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

Don't:

- Talk down to her.
- Push too hard, or be unrealistic with deadlines.
- Talk in a loud voice or use confrontation.
- Be dogmatic.
- Don't be haphazard.
- Be curt, cold or tight-lipped.
- Legislate or muffle--don't overcontrol the conversation.
- Use testimonies from unreliable sources.
- Make promises you cannot deliver.
- Kid around too much, or "stick to the agenda" too much.
- Give your presentation in random order.
- Drive on to facts, figures, alternatives or abstractions.
- Rush her in the decision-making process.





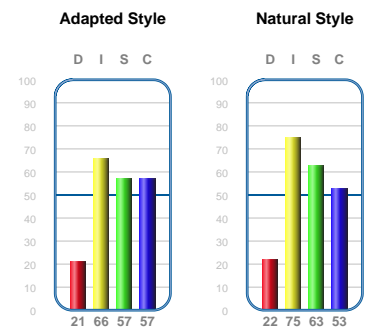
*This section provides suggestions on methods which will improve Sally's communications when selling to different styles. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Sally will become more effective 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 salesperson.*

<p>When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"><li>● Prepare your "presentation" in advance.</li><li>● Stick to business--provide fact to support your presentation.</li><li>● Be accurate and realistic--don't exaggerate.</li></ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"><li>● Being giddy, casual, informal, loud.</li><li>● Wasting time with small talk.</li><li>● Being disorganized or messy.</li></ul>	<p>When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"><li>● Be clear, specific, brief and to the point.</li><li>● Stick to business. Give an effective presentation.</li><li>● Come prepared with support material in a well-organized "package."</li></ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"><li>● Talking about things that are not relevant to the issue.</li><li>● Leaving loopholes or cloudy issues.</li><li>● Appearing disorganized.</li></ul>
<p>When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"><li>● Begin with a personal comment--break the ice.</li><li>● Present yourself softly, nonthreateningly and logically.</li><li>● Earn their trust--provide proven products.</li></ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"><li>● Rushing headlong into the interview.</li><li>● Being domineering or demanding.</li><li>● Forcing them to respond quickly to your questions.</li></ul>	<p>When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"><li>● Provide a warm and friendly environment.</li><li>● Don't deal with a lot of details, unless they want them.</li><li>● Provide testimonials from people they see as important.</li></ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"><li>● Being curt, cold or tight-lipped.</li><li>● Controlling the conversation.</li><li>● Driving on facts and figures, alternatives, abstractions.</li></ul>



*This section identifies the ideal work environment based on Sally's basic style. 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 Sally enjoys and also those that create frustration.*

- Sales territory for which standards and goals are established.
- Democratic supervisor with whom she can associate.
- Old sales territory as compared with new sales territory.
- Assignments that can be completed one at a time.
- Assignments with a high degree of people contacts.
- Work place where people seldom get mad.
- Practical approach to selling her products or services.





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

## "See Yourself As Others See You"

### SELF-PERCEPTION

Sally usually sees herself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

### OTHERS' PERCEPTION

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

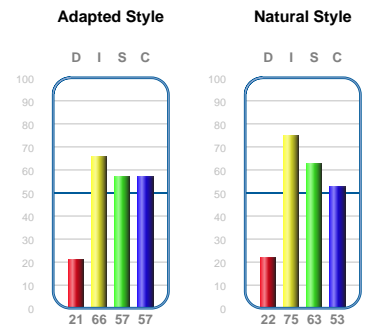
Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

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

Overly Confident  
Poor Listener

Talkative  
Self-Promoter





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

Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative <b>Persuasive</b> <b>Warm</b> <b>Convincing</b> <b>Polished</b> <b>Poised</b> <b>Optimistic</b> Trusting <b>Sociable</b>	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive <b>Predictable</b> <b>Consistent</b> <b>Deliberate</b> <b>Steady</b> <b>Stable</b>	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful <b>Open-Minded</b> <b>Balanced Judgment</b>
<b>Conservative</b> <b>Calculating</b> <b>Cooperative</b> <b>Hesitant</b> <b>Low-Keyed</b> <b>Unsure</b> <b>Undemanding</b> <b>Cautious</b> 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

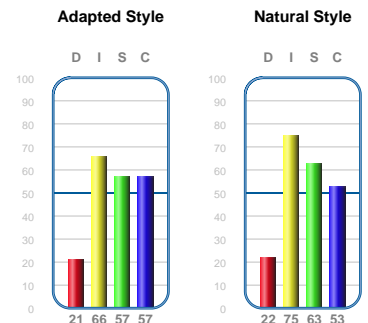


# NATURAL AND ADAPTED SELLING STYLE

Sally's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

Natural	PROBLEMS - CHALLENGES	Adapted
Sally is cautious in her approach to selling and does not attempt to demand that her view, or opinion, be accepted at face value. She likes to help the prospect solve their problems within the framework of a cooperative environment. She will look for a compromise.		Sally sees no need to change her sales approach from her basic style as it is related to solving problems and challenges.

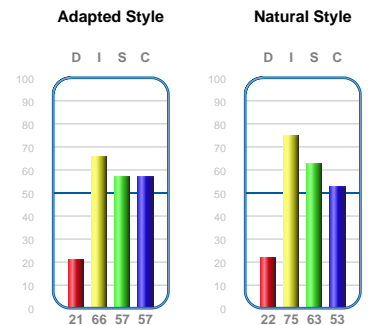
Natural	PEOPLE - CONTACTS	Adapted
Sally is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. She is trusting and also wants to be trusted.		Sally sees no need to change her approach to influencing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





Natural	PACE - CONSISTENCY	Adapted
Sally enjoys a sales environment that needs a consistent approach. She will change approach if the new direction is meaningful and consistent with past experience. She enjoys selling quality products that she feels are reliable and dependable.		Sally feels that the sales environment doesn't require her to alter the way she deals with activity level and consistency.

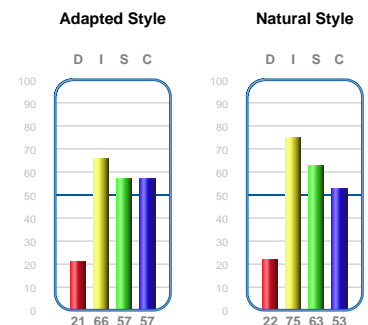
Natural	PROCEDURES - CONSTRAINTS	Adapted
Sally sees the need to be flexible about rules; however, she is also aware and sensitive to the consequence of not following those rules.		The difference between Sally's basic and adapted sales style is not significant and she sees no need to change on this factor.





Sally 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.

- Cautious in potentially risky sales situations.
- Speaking smoothly and emotionally with her customers or clients.
- Being a good listener.
- Generating enthusiasm in others.
- Adaptable in meeting the needs of clients or customers.
- Using persuasive skills.
- Using humor as a way of coping with conflict.
- Skillfully using humor to persuade her clients or customers.
- Exhibiting excitement about her service or product.
- Remaining cooperative in meeting the customer's needs.
- Meeting customers either formally or informally.
- Using much data and sales aids for presentations.



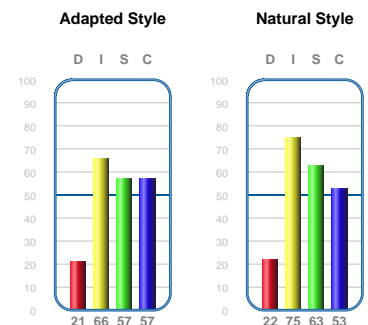




*This section of the report was produced by analyzing Sally's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Sally and highlight those that are present "wants."*

Sally wants:

- A manager who practices participative management.
- Public recognition of her ideas and sales results.
- Freedom from control and detail.
- A leader to follow and one who sets good examples.
- A predictable environment.
- Complete directions for work to be completed and planned sales presentation in writing.
- Rewards to support her dreams.
- Freedom from conflict and confrontation.
- A secure future.
- A sales plan she understands and accepts.
- To be persuaded by logic and emotion.

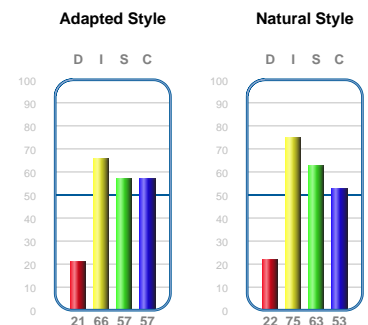




*In this section are some needs which must be met in order for Sally to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Sally needs:

- Quality products or services to sell.
- Training to handle sales objections.
- A way to say "no" when she feels "no" to the demanding customers.
- Help on controlling time and setting priorities.
- Participatory management.
- Better organization of record keeping.
- Appreciation from the boss for the "price" paid to perform.
- Assistance in selling new or difficult customers.
- Clear assignments with detailed instructions.
- To be informed of things which affect her.
- Quality sales aids.
- A participative climate in sales meetings that allow her to share her ideas.
- To be more direct and less subjective.

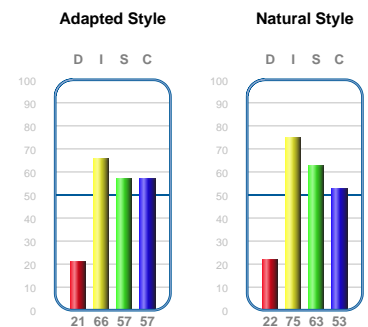




*In this area is a listing of possible limitations without regard to a specific job. Review with Sally and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

Sally has a tendency to:

- Need to be more factually-oriented and talk a bit slower.
- Dislike call reports, etc.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Not answer objections completely, or tap dances around the objections.
- Tell the complete story and miss closing opportunities.
- Give away products or services to make client happy.
- Be more concerned with popularity than sales results.







## 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 \_\_\_\_\_:



# BEHAVIORAL HIERARCHY

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) 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



## 2. CUSTOMER ORIENTED



## 3. VERSATILITY



## 4. FREQUENT CHANGE



## 5. ORGANIZED WORKPLACE



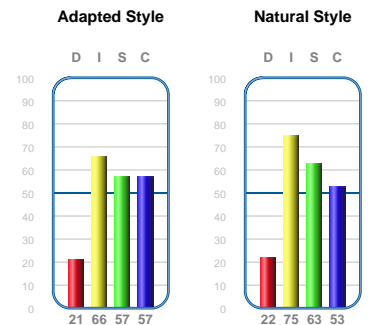
## 6. ANALYSIS OF DATA



## 7. URGENCY



## 8. COMPETITIVENESS



SIA: 21-66-57-57 (48) SIN: 22-75-63-53 (48)



Sally Sample

3-28-2012

**MOST**

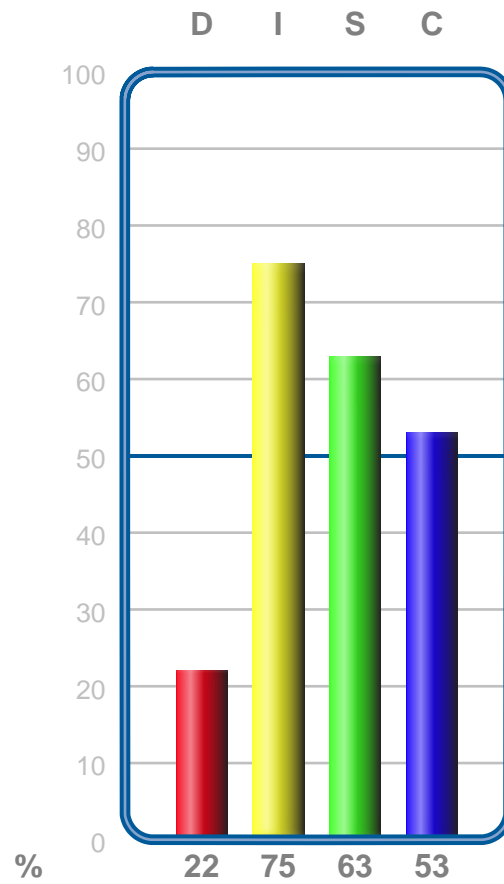
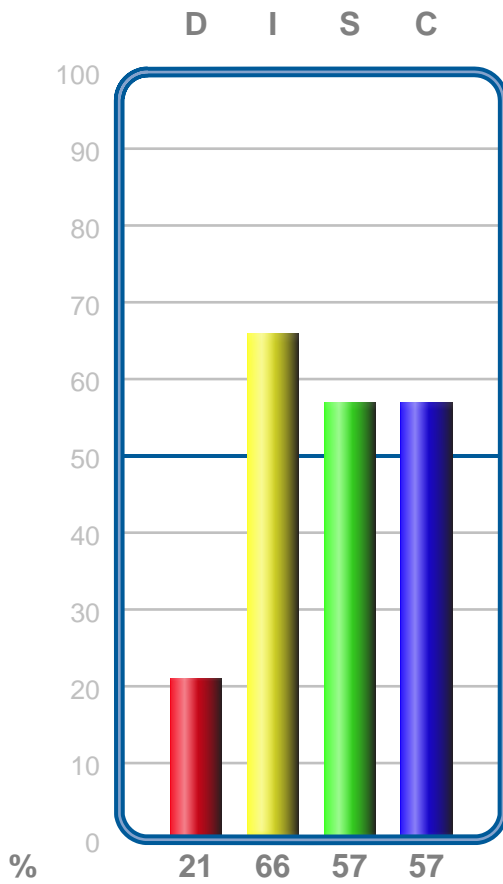
Graph I

**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.

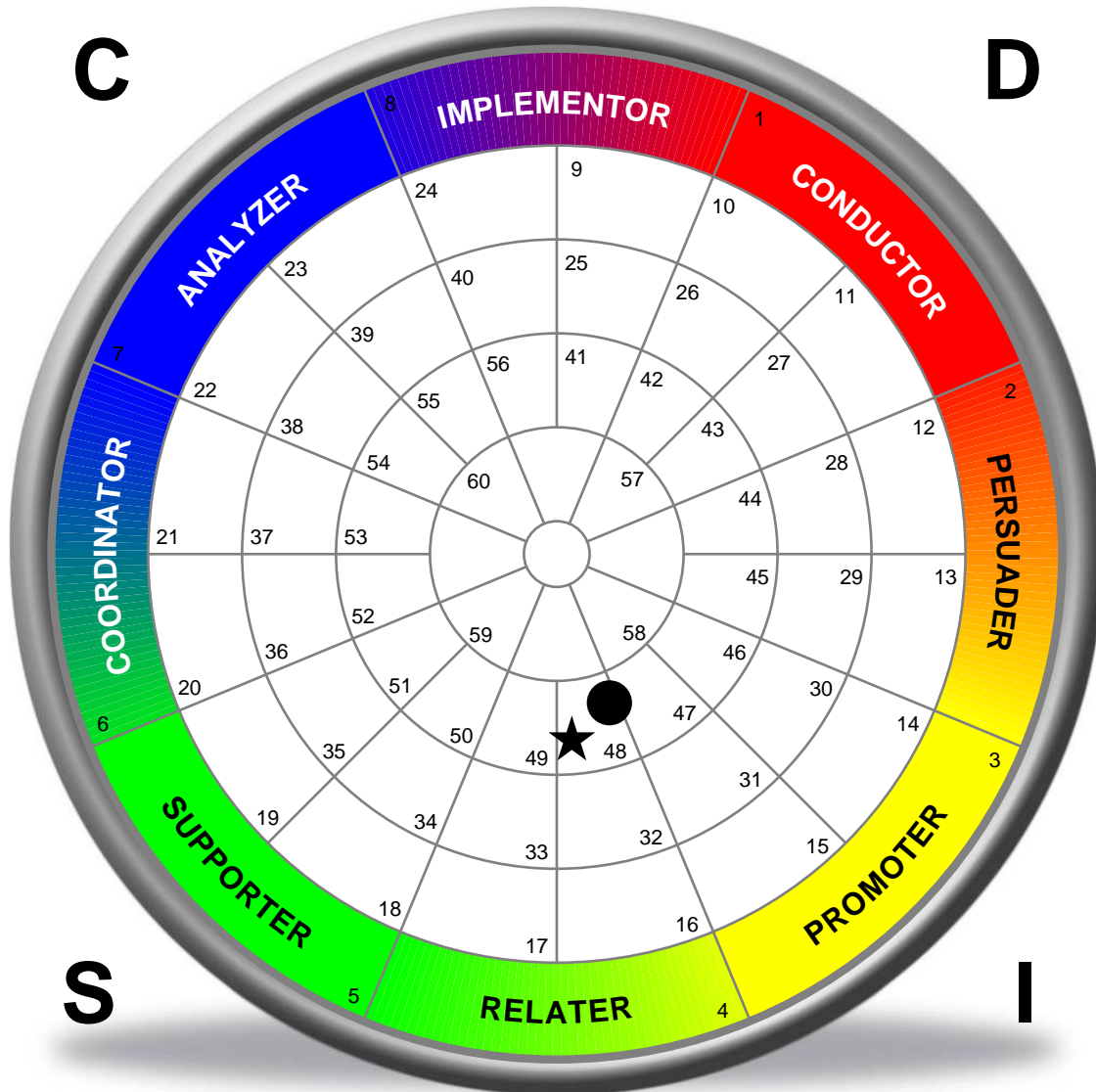
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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





Sally Sample

3-28-2012



Adapted: ★ (48) PROMOTING RELATER (ACROSS)

Natural: ● (48) PROMOTING RELATER (ACROSS)

Norm 2011 R4



Knowledge of an individual's values 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 Motivation Insights® measures the relative prominence of six basic interests or values (a way of valuing life): Theoretical, Utilitarian/Economic, Aesthetic, Social/Altruistic, Individualistic/Political and Traditional/Regulatory.

<b>Value</b>	<b>the Drive for</b>
<b>Theoretical</b>	<b>Knowledge</b>
<b>Utilitarian/Economic</b>	<b>Money</b>
<b>Aesthetic</b>	<b>Form and Harmony</b>
<b>Social/Altruistic</b>	<b>Helpfulness</b>
<b>Individualistic/Political</b>	<b>Power</b>
<b>Traditional/Regulatory</b>	<b>Order</b>

Values 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 values. A knowledge of an individual's values help to tell us why they do what they do. By measuring values, we uncover some of these motivators and can identify strengths that make each person unique within an organization. Values initiate or drive our behavioral style.

### **Workplace Motivators Report**

This document has been prepared based on careful statistical analysis of the response pattern on the Motivation Insights® instrument. Norms have been developed for this instrument from thousands of professionals. This report uses the latest information available about human cognition and memory. Content is arranged in easy-to-remember categories using an interactive page layout.



### **How to get the most from this report**

1. Add, delete, and write comments in this document and consider it a work-in-progress handbook or personal tool. Consult, review, revise, and update this document periodically.
2. Review the report and select items of primary importance to current projects. Determine the best steps ahead based on what the report reveals and current experiences.
3. As appropriate, share the information on the Team Building Summary with peers and managers at whatever level of disclosure feels comfortable. As communication is a two-way process, peers and managers are encouraged to share similar information from their own Team Building Summary sheets.
4. Use the information in the report to serve as a "self-management handbook" or "empowerment manual" to help clarify workplace values issues, and to assist in maintaining optimal performance.
5. Other steps and processes may emerge through team meetings.

### **This report includes**

- A section for each of the six Values dimensions in these categories: General Characteristics; Value to the Organization; Keys to Managing and Motivating; Training, Professional Development and Learning Insights; Continuous Quality Improvement.
- A Norms and Comparisons section that reveals where your values are compared to the national mean.
- A Values Graph
- A Values Wheel
- A Values Action Plan for affirming strengths and encouraging growth and development.
- A Team Building Summary to facilitate sharing selected information with others.



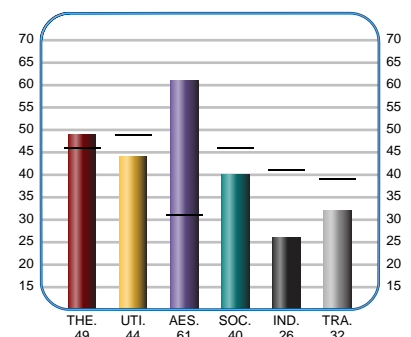
*A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent has talents in creative artistry. It indicates a primary interest in the artistic episodes of life.*

## General Characteristics

- Exhibits a very high appreciation factor in her tone of voice and support towards the creative ideas of others on the team.
- Shows an appreciation of some solitary time for personal reflection and rebalancing.
- Seeks self-realization and fulfillment in both work and personal settings.
- Likes to connect people with others who have things in common.
- Looking good and feeling good are two of her goals.
- Sally needs a sense of harmony and balance in her surroundings and relationships.
- Being recognized for creativity is the highest form of achievement for Sally.

## Value to the Organization

- Demonstrates a very high regard for the feelings and emotions of others on the team.
- Creativity is only limited by external, not internal boundaries.
- Can bring new and innovative ideas to the table and amplify her creativity.
- A desire to go beyond required job description to address things that others may not see.
- Willingness to give time, talent, and creativity to the solutions of tough problems facing the organization.





## Keys to Managing and Motivating

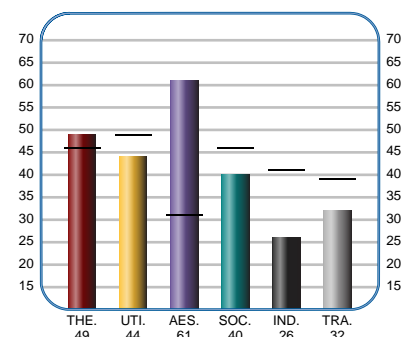
- Provide an environment in which there is opportunity for individual creativity and self-expression.
- Allow Sally to have some space for individual contemplation, sometimes away from the immediate work area.
- Monitor that she is not being overly involved to the point that her own work suffers.
- Sally needs a sense of harmony and balance in her surroundings.
- Support her interest in preserving our natural resources.

## Training, Professional Development and Learning Insights

- Learning and professional development should be linked to the potential of being more effective in developing creative solutions to problems.
- Courses and training will help amplify the need to understand the expanse of human imagination and inventiveness.
- Learning successes can be linked to increasing her personal understanding of form, harmony and the big picture.

## Continuous Quality Improvements

- Ends up with her own tasks needing to be done, even as she is expressing the need for urgency to others.
- Goes into creative or artistic mode too often.
- Tries to be too much of a non-conformist.





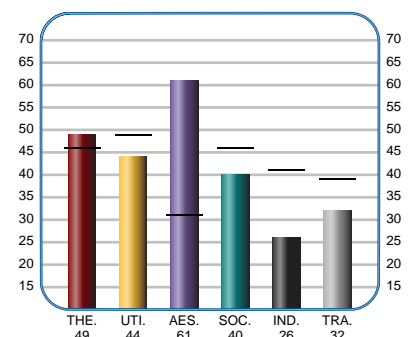
*The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests 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.*

## General Characteristics

- Enjoys learning even for its own sake.
- High knowledge base and credibility base in contributions to team efforts.
- Others on the team may seek Sally to answer questions about projects or procedures.
- Stays mentally alert and likes mental challenges.
- A strong personal belief in life-long learning.
- Strong desire to learn and go beyond the required knowledge base.
- Has a "cognitive" attitude. Looks for deeper meaning in things.
- Believes that continuous learning is healthy for the mind and body.
- Likes to go to trade shows and conventions in her area of interest and expertise to find new ideas and tools for the team and organization at large.

## Value to the Organization

- She brings a strong knowledge-driven ethic.
- Others on the team may seek out Sally to answer their questions because they know of her strong knowledge base.
- Stable, knowledge-driven ethic.
- Gathers the maximum amount of information on an issue because she asks the necessary questions.
- Demonstrates a logical approach to problem solving and patience to analyze all of the options for solutions.
- Knows a little about most everything, and is conversant about it.





## Keys to Managing and Motivating

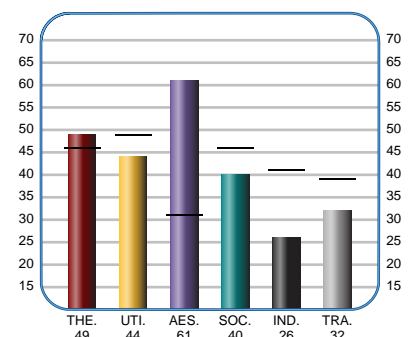
- Be certain to provide knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- Include Sally in future development projects and draw on her expertise.
- Classes, courses, conferences: Send Sally and let her learn.
- Needs opportunity to explore a variety of knowledge-based areas and to act on them.
- Find out her interests and channel related information to Sally. Send topical mail, brochures and info-sheets to her.

## Training, Professional Development and Learning Insights

- She enjoys learning even for its own sake, and will be supportive of most training and development endeavors.
- Sally can be depended upon to do her homework thoroughly and accurately.
- Actively engaged in learning both on and off the job.

## Continuous Quality Improvements

- Somewhat selfish in sharing ideas with others, until others have established their own technical credibility.
- The sense of urgency may vacillate, depending on the intellectual importance Sally assigns to the issue.
- Has a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.





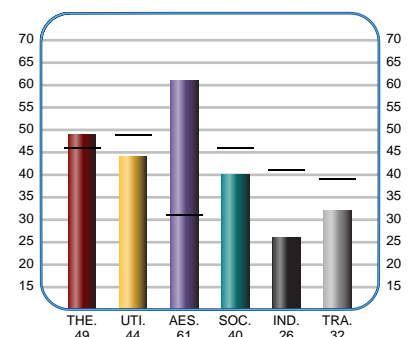
*The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the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

## General Characteristics

- Is interested in what is useful and practical in meeting goals (usually economic ones).
- Sally is hard-working, competitive, and motivated by financial rewards and challenging compensation plans.
- Motivated by money and bonuses as recognition for a job well done.
- Goal driven, especially financial goals.
- Interested in what is practical and useful in achieving her vision of success.
- Wants to surpass others in wealth or possessions.
- Fits the stereotype of the typical businessperson, interested in economic incentives.
- Motivated by high pay and attaches importance to high earnings.

## Value to the Organization

- Profit driven and bottom-line oriented.
- Makes decisions with practicality and bottom-line dollars in mind.
- Exhibits drive and motivation to achieve and win in a variety of areas.
- Is able to multi-task in a variety of areas and keep important projects moving.
- Pays attention to R.O.I. (return on investment) in business or team activity.







## Keys to Managing and Motivating

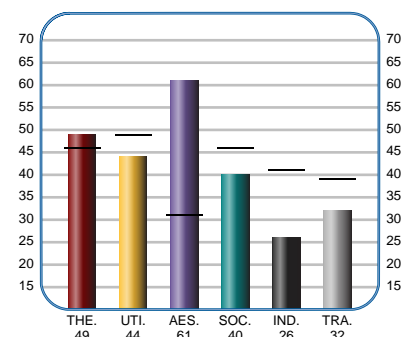
- Realize that for those who score in this high economic range there may be low company loyalty. Be certain to reward performance, and encourage participation as an important member of the team.
- Remember that Sally has an ear to the revenue-clock. This may give her a keen economic awareness in projects and decision-making with the team.
- Provide coaching to help Sally appreciate that not everybody is as motivated by wealth, return-on-investment and gain as she is.
- Provide opportunity for financial rewards for excellent performance.
- Be certain Sally is balancing her professional and personal life.

## Training, Professional Development and Learning Insights

- Link learning outcomes to the ability to become more effective in increasing earnings for both herself and the organization.
- Scores like those who want information that will help them increase bottom-line activity and effectiveness.
- Provide some rewards and incentives for participation in additional training and professional development.

## Continuous Quality Improvements

- Within this high economic drive, there may be a significant motivating factor in achieving goals. It may also become an insatiable need, especially in sales people and others sharing this very high economic drive.
- Needs to hide the dollar signs in her eyes in order to establish the most appropriate rapport with others.
- May judge the efforts of others on the team by an economic scale only.





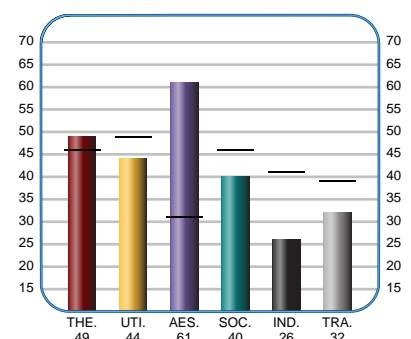
Those who score very high in this value have an inherent love of people. The Social/Altruistic person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic values cold and inhuman. Compared to the Individualistic value,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

## General Characteristics

- Shows an appropriate and realistic approach to helping others, without being an extremist.
- Has the ability to balance decisions about whether or not to share with and help others.
- Able to balance own needs against the needs of others, and work in ways that both achieve and succeed.
- Can support and understand the positions of individuals with either a higher or lower Social/Altruistic score.
- Can bring a sense of stability to issues around this Social/Altruistic dimension.

## Value to the Organization

- Brings flexibility to the team regarding this Social/Altruistic area. She is able to say "yes," but also knows where to draw the line and say "no," when appropriate.
- Projects a stabilizing and realistic influence on the team.
- Able to appreciate the needs of individuals with either a higher or lower Social/Altruistic score.
- Demonstrates the ability to help and go the extra mile without a negative impact on her own responsibility and work load.
- Is not an extremist, and therefore is able to bring balance to the team when Social/Altruistic issues emerge.





## Keys to Managing and Motivating

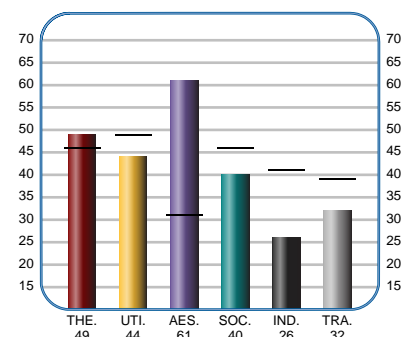
- Remember that Sally shows a practicality and realism regarding helping others.
- Recognize that this middle ground between the extremes of selfishness and selflessness may be an appropriate stabilizing force.
- Sally brings a balance between the extremes of giving and taking with regard to team efforts and organizational competition.
- Support the strength that she brings in being a balance between those who may give too much away, versus those who may not give enough.

## Training, Professional Development and Learning Insights

- She shows flexibility in preferences of training activities to include both team-oriented as well as independent work.
- Becomes engaged in training activities because she sees it as a part of necessary growth and professional improvement.
- Tends to be supportive of the training efforts as well as supportive of the trainer(s).

## Continuous Quality Improvements

- It is important to review other Values drives for a more complete look at areas for quality improvement.
- On some service-related issues within this organization, she may need to take a more visible position with the team.
- May occasionally feel conflict as to whether or not to participate in certain service or "giving" activities.





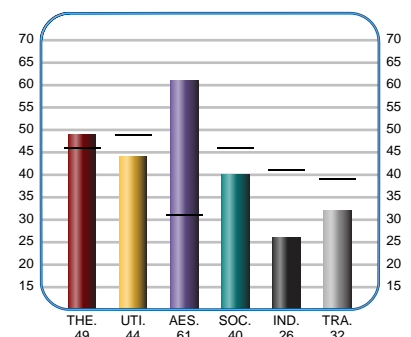
*The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.*

## General Characteristics

- Able to make creative decisions and set new precedent when necessary.
- Believes in experimentation and trying new things.
- Is motivated by the personal right to express herself.
- Likes to work hard, especially if she can see results of the work projects.
- Questions authority.
- The rule bending is not malicious, but rather the result of creative energy and resourcefulness.
- A desire to obtain quick results with many projects, and an attempt to dispense with many items (such as rules and regulations) which might bog down the progress.

## Value to the Organization

- Is able to make quick decisions without getting emotionally involved.
- Generates new ideas.
- Creates solutions, sometimes more through personal attempts, calculated risks, and creativity, than by-the-book or established protocol.
- Tends to be a quick-study on new projects and procedures.
- Desires to learn new methods and strategies.





## Keys to Managing and Motivating

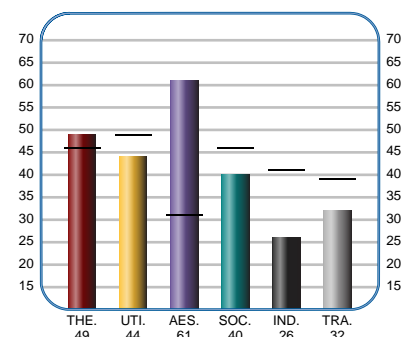
- Provide opportunities for professional development and growth.
- Desires honest and sincere feedback from others.
- Enjoys variety in the job culture.
- Maximize use of her adaptability to new projects and ideas.
- Use her great strength of being a flexible problem-solver.

## Training, Professional Development and Learning Insights

- May prefer more dynamic, spontaneous, or creative learning activities.
- Tends to be more flexible and adaptable to a variety of learning activities.
- May want to create her own learning path or activities in a creative manner.

## Continuous Quality Improvements

- Don't ignore the important details.
- Needs to increase patience when interacting with more rules-oriented individuals.
- Maintain awareness of facial expression and comments when in disagreement with those showing a different point of view.





## INDIVIDUALISTIC/POLITICAL

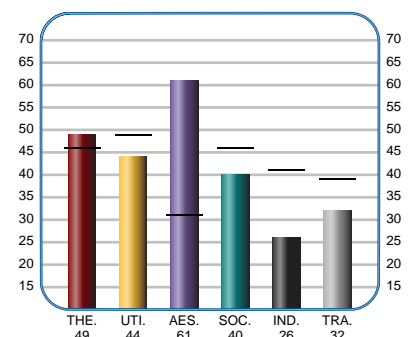
The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

### General Characteristics

- Likes helping people on the team.
- Assists others in problem solving and trouble-shooting.
- Doesn't need to be the "star" of a project.
- Doesn't seek individual recognition above the group or team.
- May not seek or choose a leadership role for herself, but may be satisfied in being an active and supportive member of a team of professionals.
- May prefer a team member position on various projects.
- While not requiring lots of attention for efforts, there is still a need for sincere appreciation for contributions made.

### Value to the Organization

- A stabilizing influence on the team.
- Ability to support team efforts without requiring a lot of recognition.
- Able to offer her own creative ideas in a manner that is respectful of team roles.
- Is able to maintain work ethic even under pressure so the project is met successfully and interpersonal stressors have been minimized.
- May be considered the unsung hero of a successful project or initiative.





## Keys to Managing and Motivating

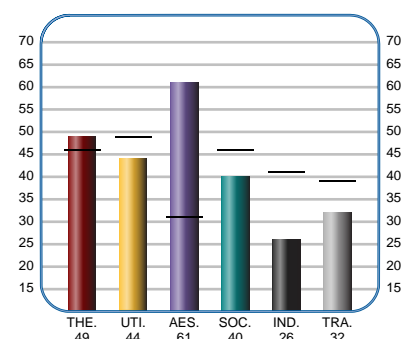
- Notice other higher plotting points on the Values graph and structure an environment that amplifies those peaks.
- Allow for choices as to extent and visibility of team membership or leadership that she might desire.
- Provide support for complete follow-through on project tasks.
- Don't force leadership roles or increased authority unless mutually agreed upon.
- Remember behind-the-scenes efforts and contributions, and recognize those with sincere appreciation.

## Training, Professional Development and Learning Insights

- Enjoys more team-oriented professional development activities.
- Sally prefers more traditional types of learning, courses, and professional development.
- Tends to show a high degree of self-discipline in training courses.

## Continuous Quality Improvements

- May need to take a stronger stand on team issues that impact her workload or the parameters of her job responsibilities.
- Sally may not be heard the first time by the team. She may need to speak up a second or third time if necessary in order to be acknowledged.
- As opinion is formed after careful consideration, she may need to be more willing to share that opinion with others.



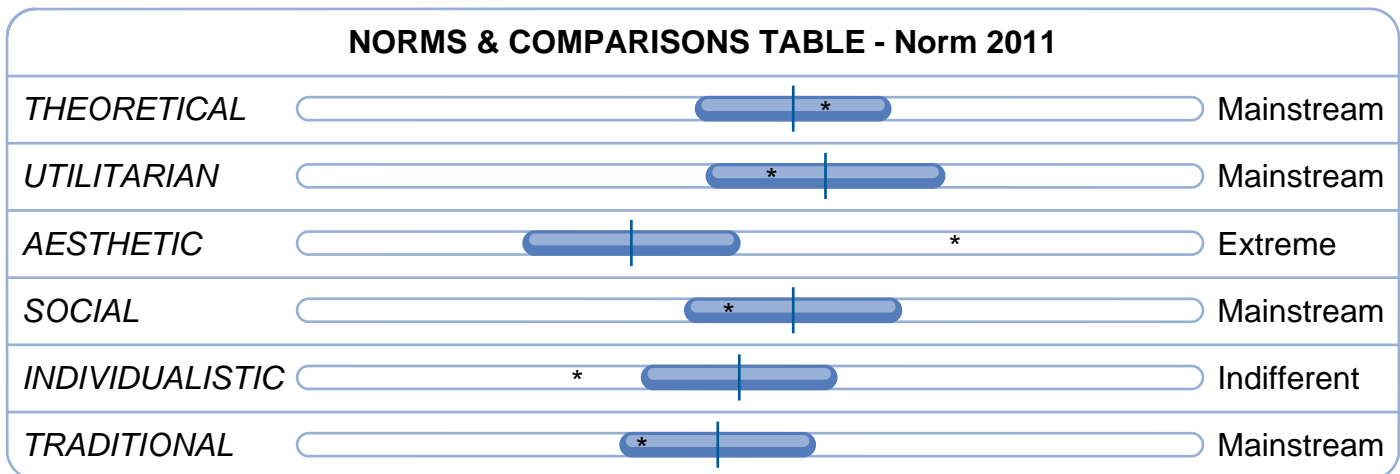


# MOTIVATORS - NORMS & COMPARISONS

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 values, you will fit in with the group and be energized. However, when surrounded by people whose values are significantly different from yours, you may be perceived as out of the mainstream. If the differences are understood, each brings strengths to the equation. If not understood, 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 values 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 value. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that value. The shaded area for each value represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.



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

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





## MOTIVATORS - NORMS & COMPARISONS

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

- You have a strong desire to become all you can be (self actualization). You will tend to strive for balance, form and harmony in all areas of your life. Others may not understand your subjective way of reasoning and may feel you are somewhat unrealistic. Your appreciation of the world around you and the environment may appear extreme to them.

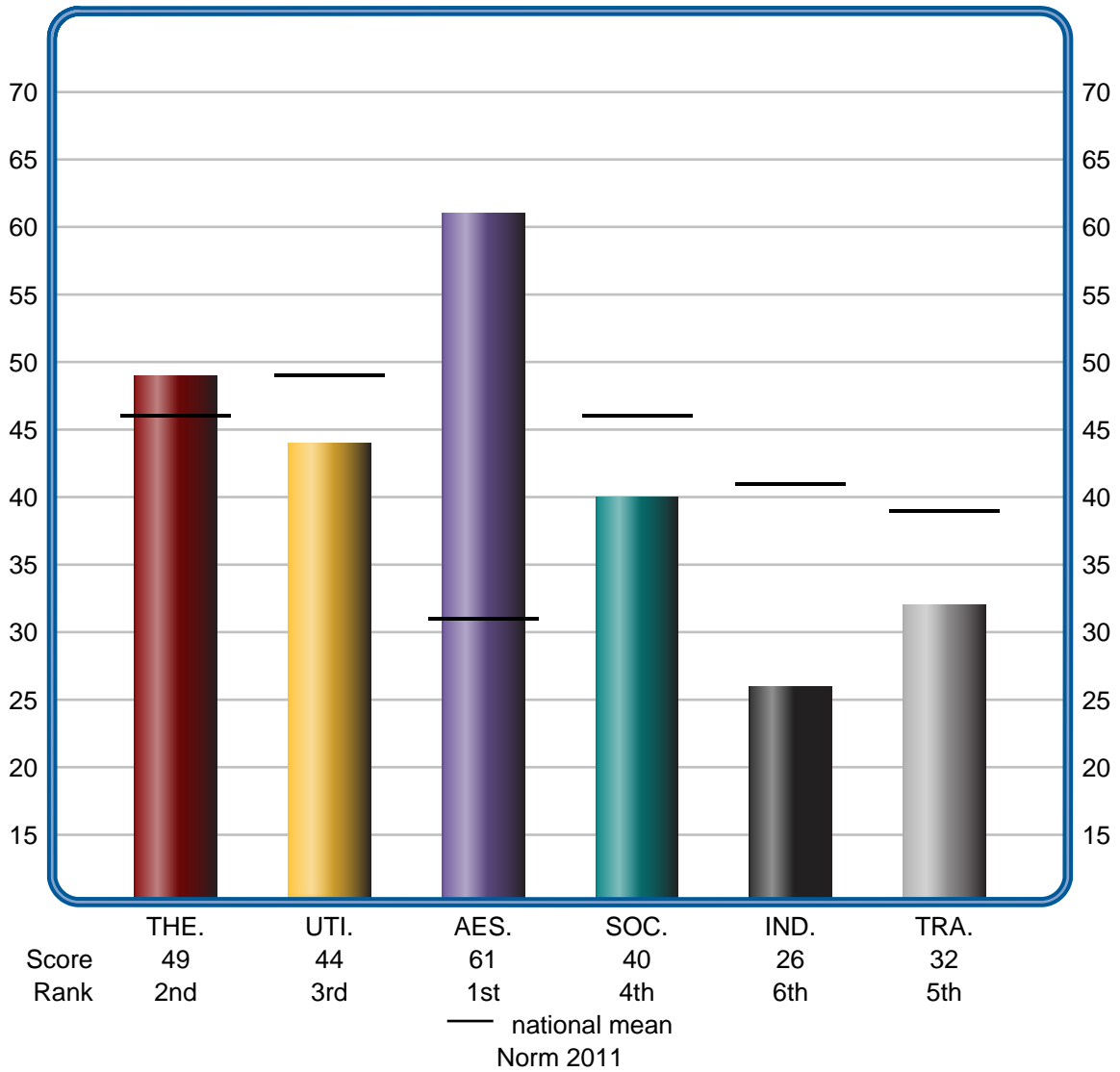
Areas where others' strong feelings may frustrate you as you do not share their same passion:

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



Sally Sample

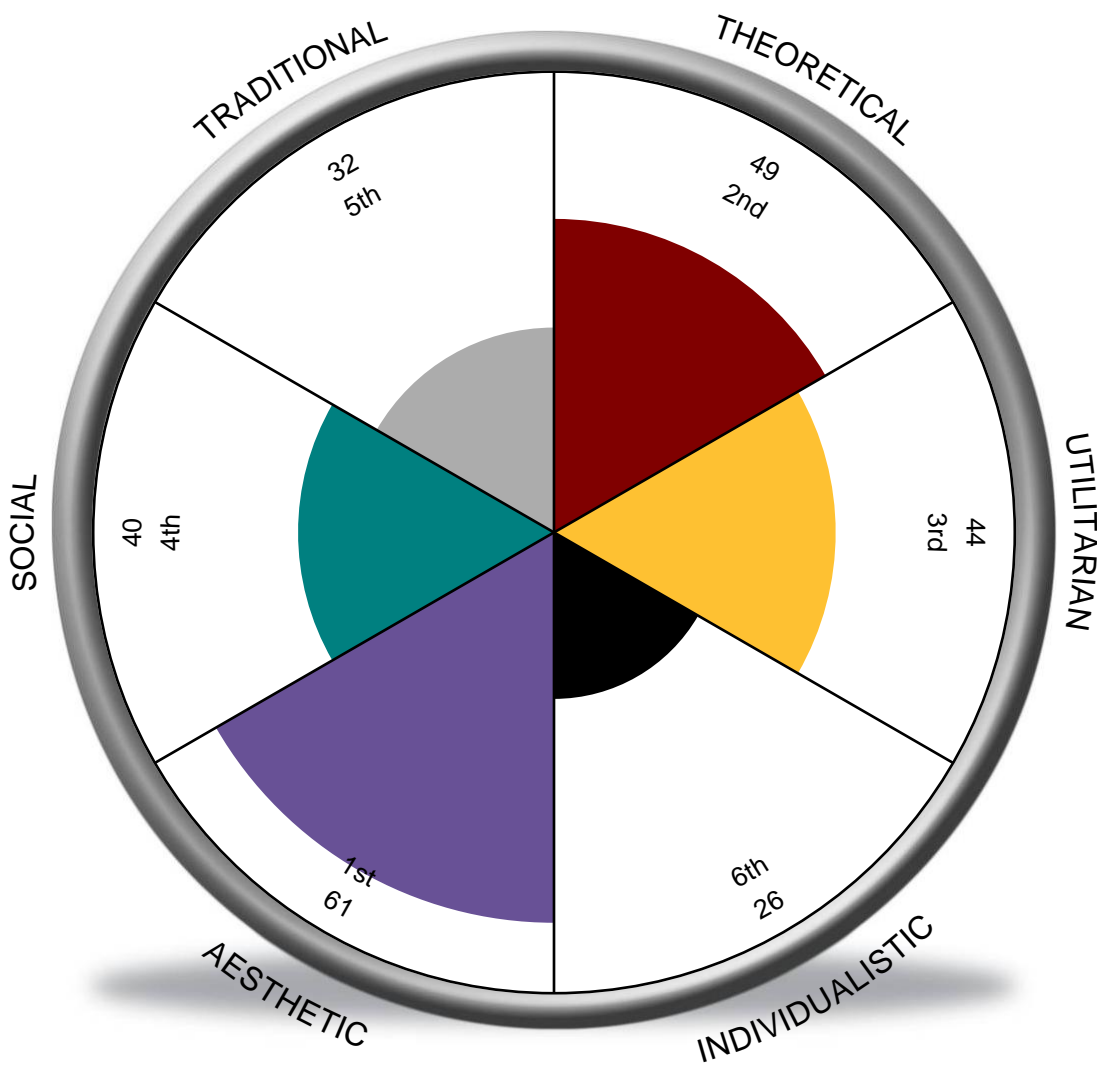
3-28-2012





Sally Sample

3-28-2012





*This Action Plan is your tool to contribute to the process of self-development and continuous improvement. As you have reviewed information in this document, please respond to the items below as they relate to your specific professional environment.*

**Area 1: The greater or global mission of the team or organization.**

In the space below indicate briefly one or two areas of strength that you bring to the greater mission of the organization at large.

**Area 2: An immediate or shorter-term mission, task or purpose of a smaller group of people with whom you work on day-to-day operations.**

In the space below, indicate briefly one or two areas of strength (different from those above), that you bring to the shorter-term tasks or day-to-day operations.



## QUALITY IMPROVEMENT ACTION PLAN

In the area below, respond briefly as indicated. Base your answers on some of the information and results presented in this document.

### **Action Point 1: Things I will keep on doing.**

Indicate three things that you are doing very well already, and that you plan to keep on doing.

- 1.
- 2.
- 3.

### **Action Point 2: Things I will modify or change slightly.**

Indicate 2 things that you will modify, adjust, or change slightly in order to increase personal effectiveness.

- 1.
- 2.

### **Action Point 3: Things I will stop doing, or try to eliminate.**

Indicate one thing that you will try to stop doing in order to increase personal effectiveness.

- 1.

Today's Date: \_\_\_\_\_

Date to review with mentor or peer: \_\_\_\_\_



# TEAM BUILDING SUMMARY OF WORKPLACE VALUES

Pick the most important item in each category from your report in the topic areas indicated. Leave a line blank if no primary item emerges to you. This summary sheet is to be used as a primary point of dialogue between you, your peers, and your manager, provided that all have copies of their own information. This communication should be a two-way process.

*(Remember, these items are related to one's intrinsic drive factors, their 'hidden motivators' not readily observable. These items are of critical importance to one's long range success. This list illuminates why we do what we do.)*

## General Characteristics

1. Theoretical \_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_
3. Aesthetic \_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_

## Value to the Organization

1. Theoretical \_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_
3. Aesthetic \_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_



# TEAM BUILDING SUMMARY OF WORKPLACE VALUES

## Keys to Managing and Motivating:

1. Theoretical \_\_\_\_\_  
\_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_  
\_\_\_\_\_
3. Aesthetic \_\_\_\_\_  
\_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_  
\_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_  
\_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_  
\_\_\_\_\_

## Training, Professional Development and Learning Insights:

1. Theoretical \_\_\_\_\_  
\_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_  
\_\_\_\_\_
3. Aesthetic \_\_\_\_\_  
\_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_  
\_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_  
\_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_  
\_\_\_\_\_



# TEAM BUILDING SUMMARY OF WORKPLACE VALUES

## Continuous Quality Improvement:

1. Theoretical \_\_\_\_\_  
\_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_  
\_\_\_\_\_
3. Aesthetic \_\_\_\_\_  
\_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_  
\_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_  
\_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_  
\_\_\_\_\_

## Continuous Quality Improvement: (choose two items from any values areas)

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_





This is how Sally sees the world around her. This view measures her clarity and understanding of people, tasks and systems. It could also be looked at in terms of feeling, doing and thinking from an external standpoint. The statements below are based primarily on the 3 dimensions on the left side of the dimensional balance page and are in a random order.

- Sally tends to utilize others as a part of the process of getting things done.
- She understands the rules and directives but may not always agree with, or follow them.
- She handles relationships and projects with a degree of caution.
- She has the capacity to be empathic and sensitive to people.
- Sally tends to involve others in the completion of tasks or projects.
- She can see the practical side of things in order to evaluate the pros and cons of each situation.
- She generally relates to work or tasks from both practical and interpersonal perspectives.
- She will perform best in a productive environment in which contributions are recognized, properly rewarded, and appreciated.
- Sally could benefit from making a conscious effort to develop better two-way communication with authority figures.



This is how Sally sees herself. This view measures her clarity and understanding of herself, her roles in life and her direction for the future. The internal dimensions are a reflection of her from both personal and professional viewpoints. The statements below are based primarily on the 3 dimensions on the right side of the dimensional balance page and are in a random order.

- Sally focuses on both who she is as a person and where her future may lead.
- She would benefit from listing her roles and asking herself if any of these roles are currently in transition?
- She needs to gain a clearer understanding of her roles in life by asking herself, "What are my major roles?"
- She tends to get involved with new things as long as they fit in with her overall life plan.
- Sally has somewhat developed a picture of where she is going.
- She doesn't have a strong understanding of her life roles.
- She defines who she is in terms of her direction and goals in life.
- She has a defined set of organizing structures for her life.
- Sally focuses on the directional aspects of life, where she is going and who she will become.



## SUMMARY OF STRENGTHS AND WEAKNESSES

The key lies in being able to measure these individual preferences in the way we think, and understanding how they shape our decisions. It is this understanding of our individual strengths and weaknesses that will enable us to effect change in our lives and achieve greater personal success. It is only by first understanding something that we are then able to change it.

The top five and bottom five scores on your Core Skills List determines the information below. Please take the national mean and the requirements of your position into consideration when determining a development plan.

---

### Strengths

- EVALUATING OTHERS
- CORRECTING OTHERS
- ATTITUDE TOWARD OTHERS
- FREEDOM FROM PREJUDICES
- SENSITIVITY TO OTHERS

### Weaknesses

- CONSISTENCY AND RELIABILITY
- JOB ETHIC
- HANDLING STRESS
- ROLE AWARENESS
- ENJOYMENT OF THE JOB



Evaluating Others is the ability to make realistic and accurate judgments about others, to evaluate their strengths and weaknesses, and to understand their manner of thinking, acting and behaving. Examples would include being able to identify why someone did well or poorly in a specific task, identifying whether the performance factor was caused by the person or something in the environment. This ability does not necessarily rely on an individual's ability to quantitatively measure another's performance, but rather on his or her ability to discern the key components of the person's performance and accurately predict levels of performance in future or different tasks. This involves the ability to use a strong gut-intuition. Success in this capacity is dependent on the absence of undue prejudice, or bias.

### Possible Strengths:

- Is cautiously optimistic yet realistically objective about other people's capabilities.
- Builds, develops, and sustains instincts in terms of evaluating others, but supports that instinctive evaluation with objective data.
- Uses objective data over gut instinct wherever possible.

### Continuous Development:

- Look for patterns in people's behavior and use that information to interact with them in future situations.
- Recognize that everyone has strengths and weaknesses.
- Seek information about other people's motivations and values.



Everyone knows that there are many occasions on which an individual must be able to be objective and non-emotional during difficult discussions. People have all experienced controversy and arguments in the workplace. Anyone who has supervised employees or managed a work group knows that it is even more difficult addressing performance issues or disciplinary matters with a subordinate.

Correcting Others is an individual's ability to confront controversial or difficult issues in an objective manner. It is a person's ability to have non-emotional discussions about disciplinary matters. This capacity is directly related to a person's balance in his or her ability to evaluate others and be empathetic.

#### Possible Strengths:

- Provides constructive criticism to an individual without insulting or degrading.
- Adequately balances and addresses the needs of the situation versus the needs of the individual.

#### Continuous Development:

- Develop performance goals for individuals in order to have a framework for discussing performance issues.
- Maintain the respect and trust of employees in all situations, not just emotionally charged or difficult ones.



Attitude Toward Others is the ability to maintain a positive, open and objective attitude toward others. An example of an improper attitude would be a situation in which one assigns attributes to a person based solely on an unsubstantiated prejudgment. This could cause a person to exercise an unnecessary degree of caution, producing a "stand-off" attitude or could cause him or her to place an unjustified amount of trust in a person, thereby exposing him or herself to being manipulated or losing objectivity. The evaluation of this attribute is based on an individual's personal insight into others and the degree to which he or she is influenced by what he or she thinks the situation "ought" to be.

### Possible Strengths:

- Recognizes and appreciates others in positive and sincere ways.
- Maintains composure in potentially stressful or difficult situations.
- Communicates with others in ways that are clear and understood.

### Continuous Development:

- Actively seek feedback from trusted people.
- Work to improve difficult relationships through self-awareness and respect for differences in attitudes and perceptions.
- Give positive feedback to other people as often as possible.



Freedom from Prejudices is an individual's ability to not allow the unfair implications of prejudged information to enter into and affect an interpersonal relationship. It is about not allowing a person's class, race, sex, ethnicity or personal philosophy to cause one to prejudge the actions, potential, intentions or attitudes of others.

### Possible Strengths:

- Able to maintain emotional control in difficult situations.
- Understands the importance of, and has the ability to sustain productive relationships with key stakeholders.
- Is sensitive to the ramifications of saying or doing the wrong or inappropriate thing.

### Continuous Development:

- Volunteer for an organization in which one's race is the minority or participate in a community activity that is geared toward a cultural theme.
- Balance needs and goals with those of others in the organization.
- Identify what resources possessed are valuable to others and be willing to help others.



The most critical aspect of Sensitivity To Others is paying attention-on a day-to-day basis and on a larger scale. Not only must a person notice small details about people's reactions on an individual basis, but also he or she must be able to form a larger emotional picture of each person based on what a person knows of them.

### Possible Strengths:

- Good listener.
- Recognizes that people like and need to feel important.
- Does not over react-stays calm and cool in emotional situations.

### Continuous Development:

- Take course correction if needed.
- If in a difficult situation, or lack of agreement with another person, agree to resume the conversation later and/or seek mediation.
- Be tactful-know what to say and how to say it with power and persuasion without making enemies.





## CONSISTENCY AND RELIABILITY

Consistency and Reliability is the ability to feel an internal motivation to be conscientious in personal or professional efforts. It is the need to be consistent and reliable in life roles.

### Possible Limitations:

- May need external motivators to stay on task.
- May not maintain personal composure in the face of adversity.
- May not have an equal commitment to the job and other life priorities.

### Developmental Suggestions:

- Try to monitor and manage interruptions.
- Keep promises made.
- Prioritize tasks both personally and professionally.



Job Ethic is the personal commitment an individual makes to execute a specific task by doing the most and the best during the hours a person is at work and by becoming the most reliable, personally, professionally and civically.

### Possible Limitations:

- May have a poor understanding of role.
- May have trouble applying abilities to a given task.
- May procrastinate.

### Developmental Suggestions:

- Create an inventory of tasks and projects.
- Stay focused!
- Be consciously goal-directed.



Handling Stress is an individual's ability to balance and defuse inner tensions and stresses, which, if allowed to build up, could interfere with his or her ability to perform to potential. It is not an individual's ability to handle stressful situations, but rather the ability to appropriately separate oneself from such stressful situations and maintain separate inner sense of peace.

#### Possible Limitations:

- Gets emotionally tied to difficult situations.
- Does not recognize the difference between "good stress" and "bad stress".
- May not take time for relaxation.

#### Developmental Suggestions:

- Get serious about time management.
- Work off stress through regular and vigorous exercise.
- Face up to unpleasant facts and get it over with.



Role Awareness is the ability to be aware of one's role in the world or within a given environment. This is the ability to understand the expectations placed on a position and to clearly see how those expectations are to be met.

### Possible Limitations:

- May lack understanding of the role.
- Unclear or uninformed of expectations.
- May not ask for clarification of role or responsibilities.

### Developmental Suggestions:

- Get familiar with the job description.
- Ask management to spend time to define the role.
- Talk to peers to learn what is expected.



Enjoyment of the Job is the feeling that a job is both fulfilling and rewarding and that it has a positive and useful benefit.

Possible Limitations:

- May lack the time or resources to do the job.
- May lack a skill set required for the position.
- May have insufficient self-confidence to enjoy the job.

Developmental Suggestions:

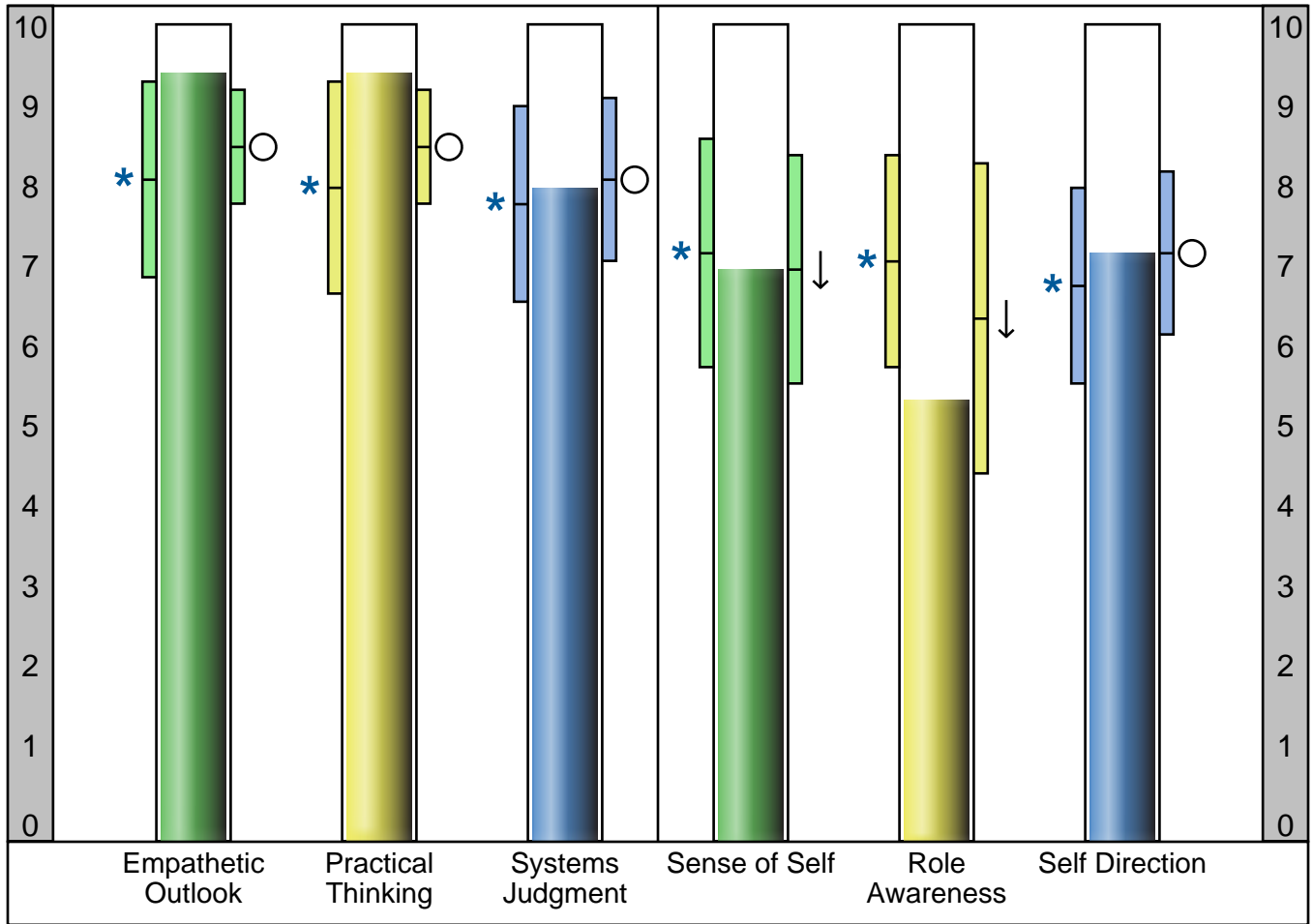
- Find a mentor.
- Set exciting goals and continually update them.
- Be optimistic. We generally get what we expect.



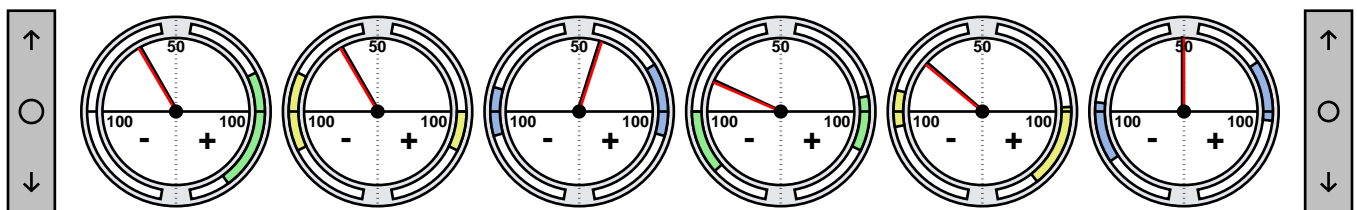
\* Population mean  
↑ Overvaluation  
○ Neutral valuation  
↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	9.4	9.4	8.0	7.0	5.4	7.2
Bias	○	○	○	↓	↓	○



Rev: 0.97-0.70



Score	Mean	Description	Score	Mean	Description
9.9	7.7	Evaluating Others	7.0	7.3	Sense of Self
9.9	8.1	Personal Relationships	6.9	7.2	Personal Accountability
9.7	7.9	Correcting Others	6.9	6.9	Meeting Standards
9.4	7.9	Attitude Toward Others	6.9	7.5	Sense of Timing
9.4	7.8	Freedom from Prejudices	6.9	7.7	Sense of Belonging
9.4	7.9	Sensitivity to Others	6.9	7.2	Taking Responsibility
9.4	8.1	Empathetic Outlook	6.8	7.5	Accountability for Others
9.4	7.8	Monitoring Others	6.8	7.1	Gaining Commitment
9.4	8.0	Practical Thinking	6.8	7.4	Self Management
9.3	8.1	Understanding Motivational Needs	6.7	7.1	Role Confidence
9.3	7.6	Integrative Ability	6.5	7.1	Internal Self Control
9.1	7.9	Emotional Control	6.3	6.7	Self Assessment
9.0	8.2	Realistic Goal Setting for Others	6.3	6.9	Initiative
8.8	8.3	Theoretical Problem Solving	6.1	7.3	Sense of Mission
8.8	8.0	Attention to Detail	6.0	7.4	Self Confidence
8.8	8.2	Respect for Property	5.9	7.2	Persistence
8.8	8.0	Material Possessions	5.8	7.3	Consistency and Reliability
8.7	7.6	Concrete Organization	5.8	7.3	Job Ethic
8.7	7.7	Realistic Expectations	5.5	7.0	Handling Stress
8.7	7.7	Evaluating What is Said	5.4	7.1	Role Awareness
8.5	7.3	Conceptual Thinking	4.9	7.4	Enjoyment of the Job
8.5	7.5	Problem Solving			
8.2	7.4	Project and Goal Focus			
8.2	7.3	Results Orientation			
8.2	7.4	Developing Others			
8.2	7.9	Proactive Thinking			
8.2	7.8	Relating to Others			
8.0	8.0	Following Directions			
8.0	7.0	Balanced Decision Making			
8.0	7.6	Long Range Planning			
8.0	8.0	Respect for Policies			
8.0	7.8	Systems Judgment			
8.0	8.1	Self Improvement			
7.6	7.3	Surrendering Control			
7.6	7.9	Conveying Role Value			
7.5	7.5	Quality Orientation			
7.5	7.6	Using Common Sense			
7.4	7.6	Status and Recognition			
7.3	7.6	Realistic Personal Goal Setting			
7.3	7.8	Persuading Others			
7.2	7.1	Personal Drive			
7.2	6.9	Self Direction			
7.1	7.0	Intuitive Decision Making			
7.1	7.9	Leading Others			
7.1	7.3	Project Scheduling			
7.1	7.4	Handling Rejection			



Score	Mean	Description	Score	Mean	Description
6.8	7.5	Accountability for Others	8.8	8.2	Respect for Property
8.8	8.0	Attention to Detail	8.2	7.3	Results Orientation
9.4	7.9	Attitude Toward Others	5.4	7.1	Role Awareness
8.0	7.0	Balanced Decision Making	6.7	7.1	Role Confidence
8.5	7.3	Conceptual Thinking	6.3	6.7	Self Assessment
8.7	7.6	Concrete Organization	6.0	7.4	Self Confidence
5.8	7.3	Consistency and Reliability	7.2	6.9	Self Direction
7.6	7.9	Conveying Role Value	8.0	8.1	Self Improvement
9.7	7.9	Correcting Others	6.8	7.4	Self Management
8.2	7.4	Developing Others	6.9	7.7	Sense of Belonging
9.1	7.9	Emotional Control	6.1	7.3	Sense of Mission
9.4	8.1	Empathetic Outlook	7.0	7.3	Sense of Self
4.9	7.4	Enjoyment of the Job	6.9	7.5	Sense of Timing
9.9	7.7	Evaluating Others	9.4	7.9	Sensitivity to Others
8.7	7.7	Evaluating What is Said	7.4	7.6	Status and Recognition
8.0	8.0	Following Directions	7.6	7.3	Surrendering Control
9.4	7.8	Freedom from Prejudices	8.0	7.8	Systems Judgment
6.8	7.1	Gaining Commitment	6.9	7.2	Taking Responsibility
7.1	7.4	Handling Rejection	8.8	8.3	Theoretical Problem Solving
5.5	7.0	Handling Stress	9.3	8.1	Understanding Motivational Needs
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8.2	7.4	Project and Goal Focus			
7.1	7.3	Project Scheduling			
7.5	7.5	Quality Orientation			
8.7	7.7	Realistic Expectations			
9.0	8.2	Realistic Goal Setting for Others			
7.3	7.6	Realistic Personal Goal Setting			
8.2	7.8	Relating to Others			
8.0	8.0	Respect for Policies			