



TTI Success Insights®

Behaviors and Motivators - General Version



Donna Johnson

5-6-2010

Cool Springs Insights

Insights To Great People
Cool Springs Insights
9050 Carothers Pkway, Ste 104-5
Franklin, TN
615.568.5327
customerservice@coolspringsinsights.com



The TTI Success Insights® Behaviors and Motivators Report was designed to increase the understanding of an individual's talents. The report provides insight to two distinct areas: behaviors and motivators. Understanding strengths and weaknesses in both of 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 two 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.



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.

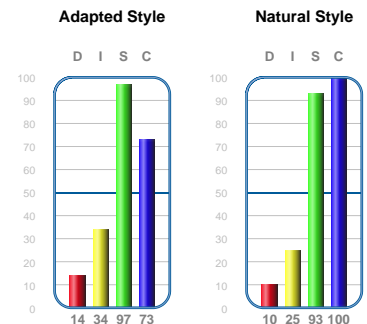
*"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston*



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

Donna prefers that things be orderly and she will approach work in a systematic manner. At times Donna can be seen as a perfectionist. She has a need to achieve in an environment in which the quality is controlled. She can become frustrated when put in a situation that is nothing more than a rambling discussion. She may be overly sensitive to criticism of her work. If you do comment on her work you had better be right, since she may not take criticism lightly. Donna is task-oriented; however, she can still maintain good working relationships with others as long as they share her concern for excellence. Following procedures is her way of ensuring quality and orderly work. Donna can be depended upon to follow set procedures of work activity. She tends to be her own worst critic constantly reminding herself that she could have done better if given more time. She would rather be cautious than brash, conventional than bold. Becoming acquainted with her can be difficult since she tends to withhold her emotions. She may appear to be cool and distant. She is alert and sensitive to her errors and mistakes. She constantly seeks to avoid errors in her work.

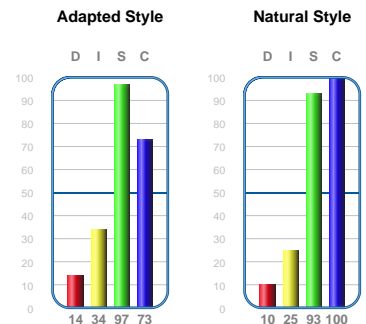
Donna sees herself as factual, and "down-to-earth." She is more than casually interested in "theory." When confronted with a problem she will look for a method, a formula, a procedure or a system to solve it. She gets frustrated when well-established rules are not observed by others. She prefers to have everyone adhere to the same rules and regulations. Because she knows that she can rely on the "tried and





true," Donna places high value on tradition and traditional things. She is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts." Donna feels tension when forced to make major decisions quickly. She tends to postpone the decision-making process until she has all the facts. She can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. She follows company policy, if aware of it.

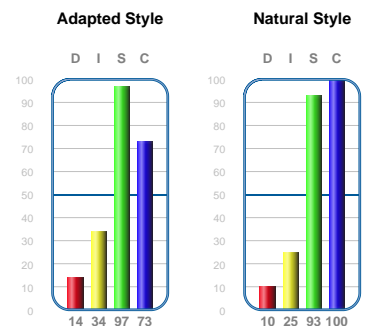
Donna has a low trust level with strangers. This becomes apparent when she asks specific and perhaps blunt questions. She likes to know what is expected of her in a working relationship, and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Donna's work represents her true self and she will take issue when people attack the quality of her work. She likes to ask questions to clarify the communications. She gathers data in order to be certain she is correct in her work, communications or decision making. Donna enjoys analyzing the motives of others. This allows her to develop her intuitive skills. She does not like to work for a manager who uses a confrontational management style. She tends to withdraw and not express herself, and may become unproductive if she feels threatened. She is intuitive and is able to ask good questions in order to get the critical, complete information she seeks. Because Donna wants to be certain she is performing her work assignments correctly, she enjoys working for a manager who explains what is expected of her.





This section of the report identifies the specific talents and behavior Donna 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.

- Patient and empathetic.
- Always concerned about quality work.
- Objective--"The anchor of reality."
- Good at reconciling factions--is calming and adds stability.
- Comprehensive in problem solving.
- Conscientious and steady.
- Service-oriented.



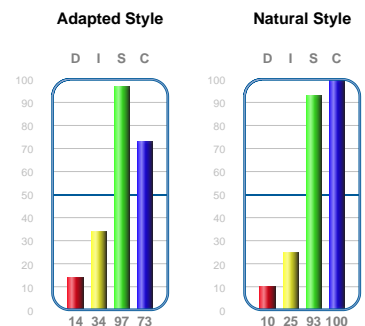


CHECKLIST FOR COMMUNICATING

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 Donna. 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 Donna most frequently.

Do:

- Support her principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- Define clearly (preferably in writing) individual contributions.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.
- Prepare your "case" in advance.
- Make an organized presentation of your position, if you disagree.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Give her time to be thorough, when appropriate.
- Provide guarantees that her decision will minimize risks; give assurance that provides her with benefits.
- Give her time to verify reliability of your actions; be accurate, realistic.



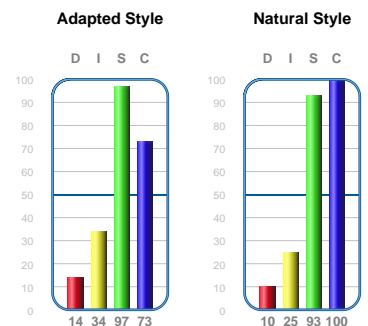


DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with Donna. Review each statement with Donna 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:

- Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- Patronize or demean her by using subtlety or incentive.
- Say "trust me"--you must prove it.
- Be abrupt and rapid.
- Use testimonies of unreliable sources; don't be haphazard.
- Make conflicting statements.
- Push too hard, or be unrealistic with deadlines.
- Manipulate or push her into agreeing because she probably won't fight back.
- Rush headlong into business or the agenda.
- Dillydally, or waste time.
- Threaten, cajole, wheedle, coax or whimper.





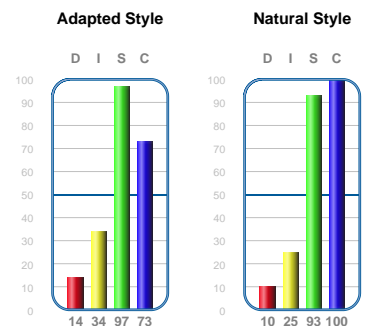
This section provides suggestions on methods which will improve Donna's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Donna will become more effective in her communications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

<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.



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

- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Familiar work environment with a predictable pattern.
- An environment that allows time to change.
- Close relationship with a small group of associates.
- An environment where she can use her intuitive thinking skills.
- A stable and predictable environment.
- Prefers technical work, specializing in one area.
- Little conflict between people.





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

"See Yourself As Others See You"

SELF-PERCEPTION

Donna usually sees herself as being:

Precise
Moderate
Knowledgeable

Thorough
Diplomatic
Analytical

OTHERS' PERCEPTION

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

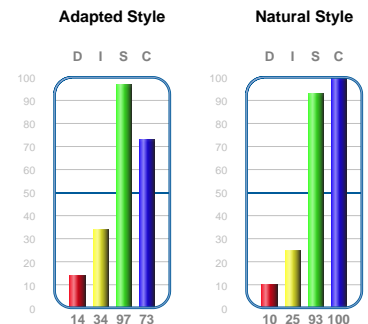
Pessimistic
Worrisome

Picky
Fussy

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

Perfectionistic
Strict

Hard-to-Please
Defensive





Based on Donna'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 Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful	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
Unobtrusive			

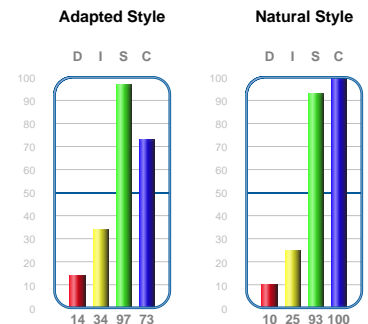


NATURAL AND ADAPTED STYLE

Donna'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
<p>Donna uses a laid-back and peaceful approach to problem solving. She tends to solve problems in a reactive and team-oriented manner. Donna tends to be unobtrusive and avoids confrontation so she can be seen as a true team player.</p>		<p>Donna sees no need to change her approach to solving problems or dealing with challenges in her present environment.</p>

Natural	PEOPLE - CONTACTS	Adapted
<p>Donna is undemonstrative in her approach to influencing others and likes to let facts and figures stand for themselves. She feels persuasion needs to be objective and straightforward. Her trust level is based on each interaction--the past is the past. She presents facts without embellishments.</p>		<p>Donna 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.</p>

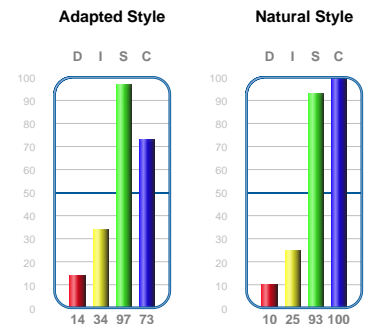




NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Donna is comfortable in an environment in which there are few projects going on concurrently. She is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.</p>	<p>Donna sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Donna is concerned with doing things right. She can be quite worrisome and possibly fearful that mistakes will crop into the procedure. She will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.</p>	<p>Donna is displaying a natural concern for quality and procedures that acquire quality. She wants to know the rules so she can abide by them.</p>	



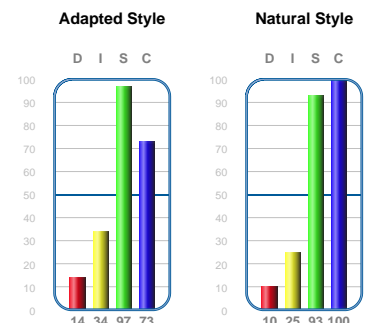
Cool Springs Insights
615.568.5327

customerservice@coolspringsinsights.com



Donna 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.

- Consistency of task performance.
- Freedom from confrontation.
- Diplomatic cooperation in team interaction.
- Logical solutions.
- Undemanding of others' time and attention.
- Being cooperative and supportive.
- Being cordial and helpful when dealing with new clients or customers.
- Solving problems thoughtfully, in an analytical style.
- Presenting a practical, proven approach to decision making.
- Using a disciplined approach.
- Being conservative, not competitive, in nature.

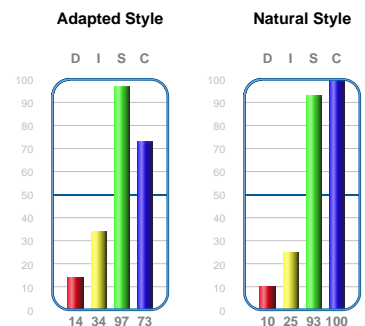




This section of the report was produced by analyzing Donna's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Donna and highlight those that are present "wants."

Donna wants:

- Traditional products and procedures.
- Activities she can start and finish.
- Activities that don't infringe on family life.
- Proof that the idea has been tested and has worked for others.
- Specific questions--not general or open-ended.
- Complete directions for work to be completed.
- Freedom from conflict and confrontation.
- A plan she understands.
- A predictable work environment.
- A predictable environment.
- To be a member of a small team.
- Recognition for loyalty and long service.
- A leader to follow and one who sets good examples.

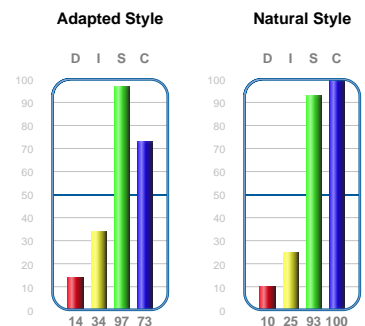




In this section are some needs which must be met in order for Donna to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Donna needs:

- Recognition for what she accomplished.
- A work environment without much conflict.
- Support in making high-risk decisions.
- Complete instructions on her assignments.
- To set professional and family goals.
- Time to see and test if the plan will work.
- The facts in a logical sequence.
- Performance appraisals on a regular basis.
- A manager who prefers quality over quantity.
- To be introduced to the new employees.
- Shortcut methods that don't affect quality of the work.





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. WAITING FOR EVENTS TO HAPPEN

Although patience may be a virtue, being pro-active allows the decision-maker to be in better control of events within their scope of influence.

POSSIBLE CAUSES:

- Want to affect the here and now
- Fear rushing into something will show unpreparedness
- Need for high standards inhibits getting started

POSSIBLE SOLUTIONS:

- Plan alternative solutions
- Determine most likely scenarios
- Implement a plan that best meets those needs without jeopardizing other scenarios

2. SEEKING "ALL" OF THE FACTS

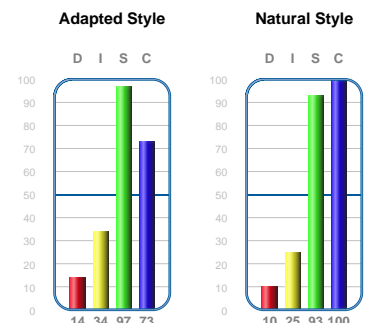
Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.

POSSIBLE CAUSES:

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

POSSIBLE SOLUTIONS:

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





3. PROLONG EVENTS IN ORDER TO GAIN IMPROVED RESULTS

Prolonging events in order to gain improved results is the process of doing and redoing, evaluating and re-evaluating and changing to and changing back as a way of "testing" the best possible outcome.

POSSIBLE CAUSES:

- Want to insure that success is always achieved
- Feel that if rushed, the results will not be satisfactory
- Hope situations will work out themselves

POSSIBLE SOLUTIONS:

- Set realistic schedule and timeline
- Follow the schedule
- Seek advice or assistance from others

4. LOOKING FOR "HIDDEN MEANING"

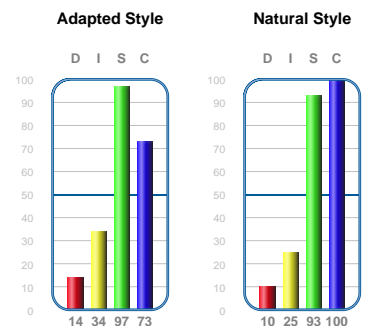
The habitual practice of looking for hidden meanings demonstrates the inability to take messages, information and people-signals at face value. It may indicate that issues and people are suspect or have potential negative impact on you and your work.

POSSIBLE CAUSES:

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

POSSIBLE SOLUTIONS:

- Ask questions
- Share initial evaluation/opinion with others





5. TENDENCY TO BE OVERLY NEAT AND ORDERLY

The tendency to be overly neat and orderly is usually a compulsive behavior that overrides the need to accomplish a task. More importance may be placed on cleaning off your desk than completing the actions required (out of sight, out of mind).

POSSIBLE CAUSES:

- Easily distracted by non-related materials in view
- Need a systematic method of working
- Catalog information for later retrieval

POSSIBLE SOLUTIONS:

- Recognize that this is a strength as long as it is not over extended

6. OVERREACTING TO CONSTRUCTIVE CRITICISM

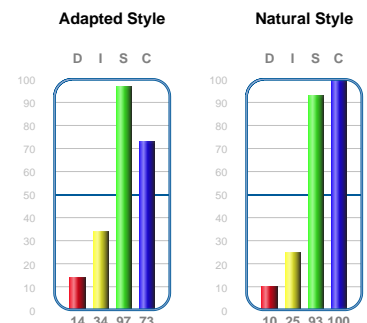
Overreacting to constructive criticism is the inappropriate overt or covert response to feedback and recommendations.

POSSIBLE CAUSES:

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

POSSIBLE SOLUTIONS:

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



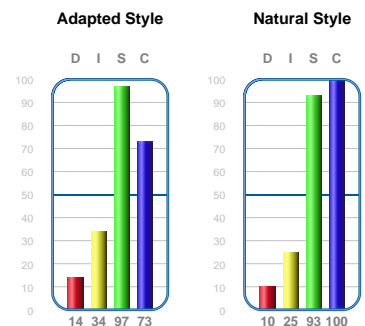


AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with Donna 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.

Donna has a tendency to:

- Want full explanation before changes are made to ensure her understanding.
- Be defensive when threatened and use the errors and mistakes of others to defend her position.
- Prefer things to people--things don't show emotion or need restraint.
- Be self-deprecating--doesn't project self-confidence.
- Lean on technical achievement.
- Fail to tell others where she stands on an issue.
- Prefer not to verbalize feelings unless in a cooperative and noncompetitive environment.
- Have difficulty making decisions because she's mostly concerned about the "right" decision. If precedent does not give direction, her tendency is to wait for directions.





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. ORGANIZED WORKPLACE



2. ANALYSIS OF DATA



3. CUSTOMER ORIENTED



4. FREQUENT INTERACTION WITH OTHERS



5. VERSATILITY



6. FREQUENT CHANGE



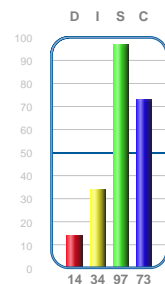
7. URGENCY



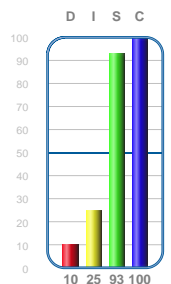
8. COMPETITIVENESS



Adapted Style



Natural Style



SIA: 14-34-97-73 (19) SIN: 10-25-93-100 (21)

Cool Springs Insights
615.568.5327

customerservice@coolspringsinsights.com



Donna Johnson

5-6-2010

MOST

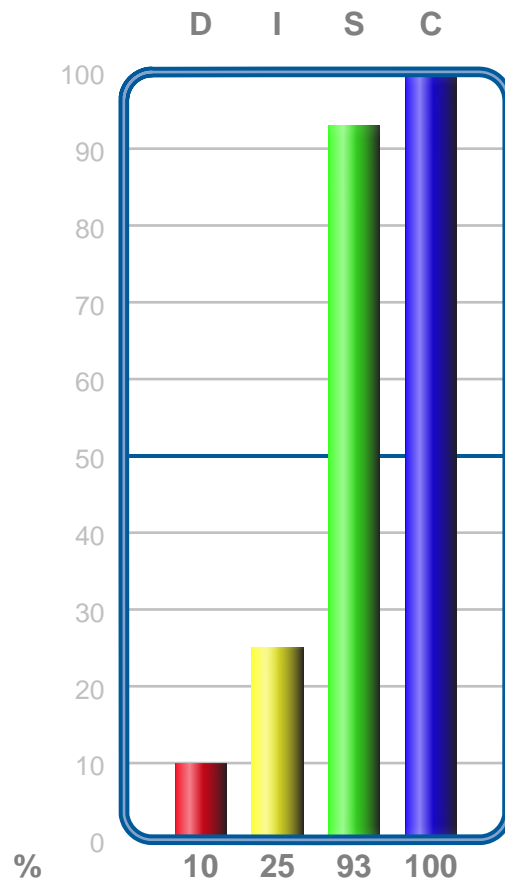
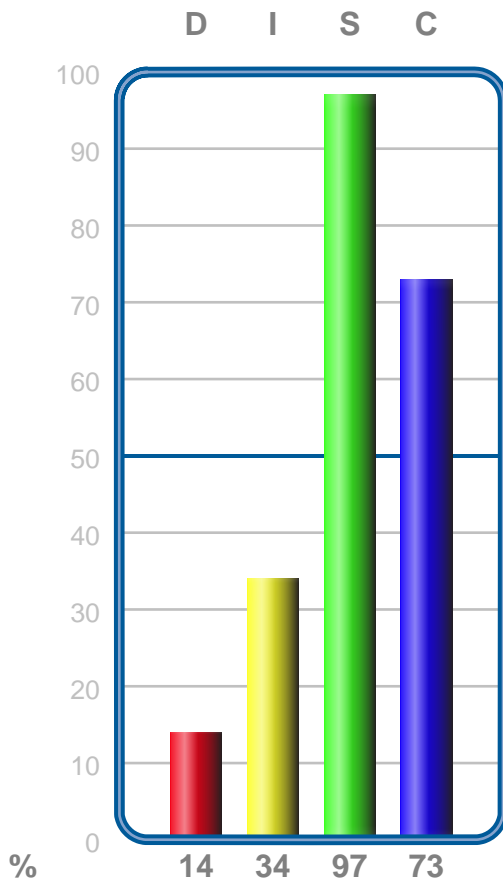
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2009



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.

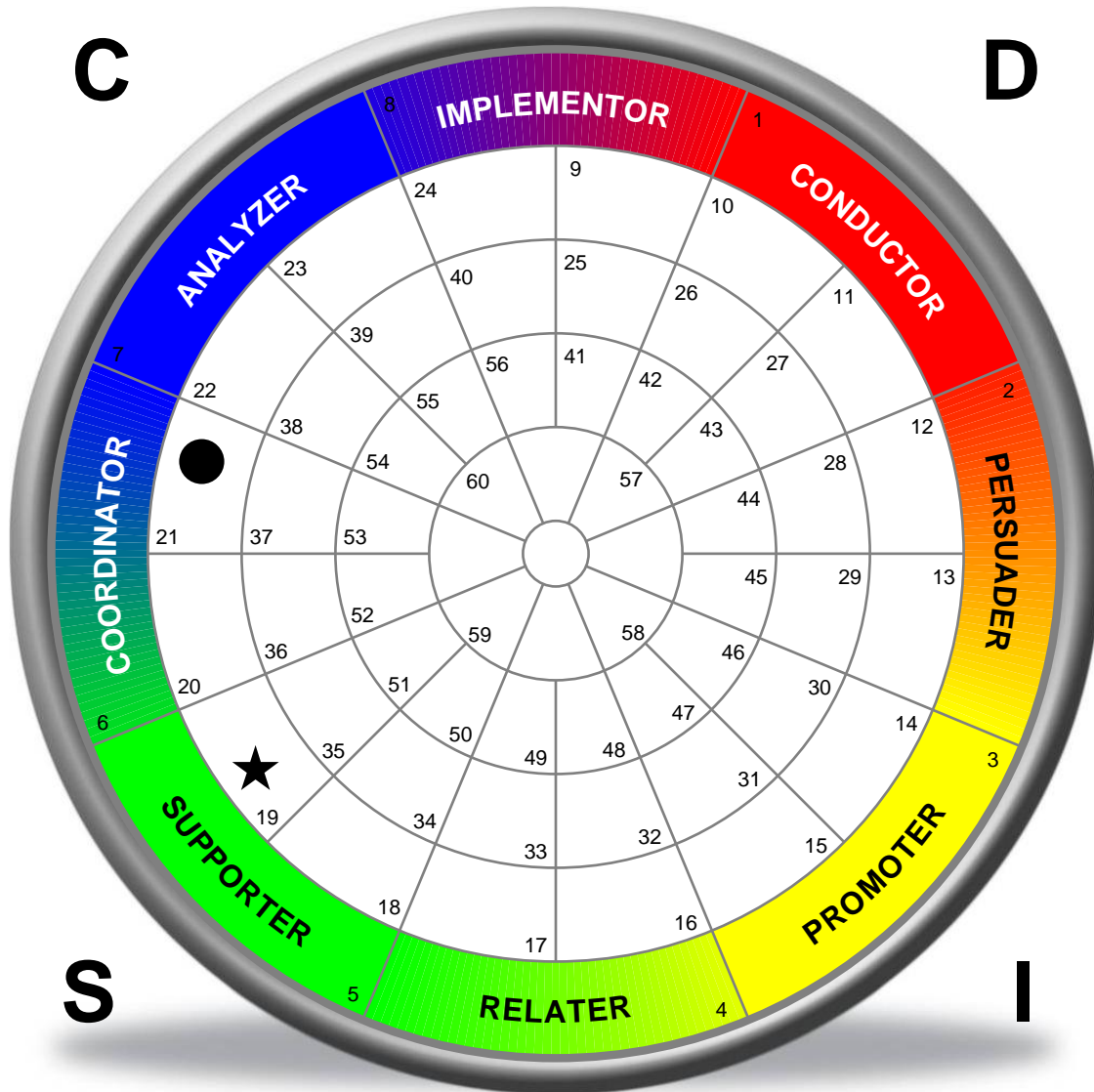
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.



Donna Johnson

5-6-2010



Adapted: ★ (19) COORDINATING SUPPORTER

Natural: ● (21) ANALYZING COORDINATOR

Norm 2009

Cool Springs Insights
615.568.5327

customerservice@coolspringsinsights.com



Knowledge of an individual's attitudes 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 PIAV report measures the relative prominence of six basic interests or attitudes (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Attitudes 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 attitudes. Your top two and sometimes three attitudes cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top attitudes.

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

- **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 attitudes tend to become more important as your top attitudes are satisfied.
- **INDIFFERENT** - your feelings will be indifferent when related to your 5th or 6th attitude.

YOUR ATTITUDES RANKING		
1st	SOCIAL	Strong
2nd	THEORETICAL	Strong
3rd	UTILITARIAN	Strong
4th	AESTHETIC	Situational
5th	INDIVIDUALISTIC	Indifferent
6th	TRADITIONAL	Indifferent



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.



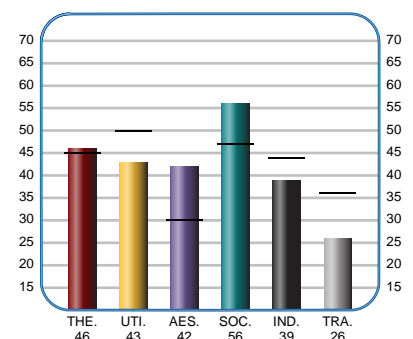
Those who score very high in this value have an inherent love of people. The Social/Altruistic person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic values cold and inhuman. Compared to the Individualistic value, 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

- Demonstrates a high need to help others achieve and win.
- Exhibits a strong drive to help others grow professionally.
- Freely gives of her time, talent, and energy to others, even without being asked.
- Feels a win in coaching others to support the team, not just from a paycheck.
- Agrees that "it is better to give than to receive," even in an organizational setting.
- Possesses a high service ethic toward helping others.
- Shows an Altruistic love for helping people.
- Likes to connect people with others who have things in common.
- Cares about the feelings of others on the team.

Value to the Organization

- Demonstrates high personal and professional regard for others on the team.
- Likes to network with others in helpful ways.
- Has a good memory for helping others. Able to keep a mental list of needs for others on the team and helps them obtain links and resources in an on-going way.
- Shows a high degree of willingness to give time to help, teach, and coach others.
- Proactive in helping the team progress. Sees things that need to be done, then does them.





Keys to Managing and Motivating

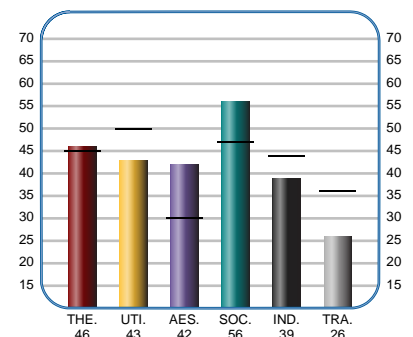
- Remember also that Donna may be taken advantage of by others with fewer scruples.
- Provide flexibility to allow for helping others on the team.
- Monitor that she is not being overly giving to the point that her own work suffers.
- Allow for participation with interests and activities outside the team or work environment.
- Remember that she brings a high sincerity factor to the things that she does. Remember also that she appreciates high sincerity from others in return.

Training, Professional Development and Learning Insights

- Learning and professional development should be linked to her potential of being more effective in helping others on the team.
- Courses and training will help amplify her need to teach, coach or help others as either internal or external stakeholders.
- Learning successes can be linked to increasing her personal knowledge base to share with others.

Continuous Quality Improvements

- Ends up with her own tasks needing to be done, even as she is helping others complete their tasks.
- May get into teaching/helping mode too often.
- May get taken advantage of by others.





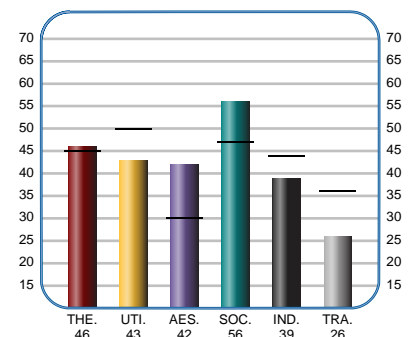
The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests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

- High degree of curiosity in a variety of areas.
- Enjoys learning even for its own sake.
- Provides a high interest level on new initiatives or projects.
- A strong personal belief in life-long learning.
- Interested in new methods and how they can be applied to existing structures.
- Likes to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- Believes that continuous learning is healthy for the mind and body.

Value to the Organization

- She brings a strong knowledge-driven ethic.
- Stable, knowledge-driven ethic.
- Demonstrates a logical approach to problem solving and patience to analyze all of the options for solutions.
- When others (internal or external) have a question, even if Donna isn't very familiar with it, she can usually create solutions.
- Has an open-minded approach that comes from broad-based research.





Keys to Managing and Motivating

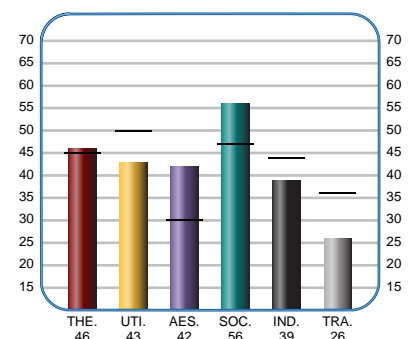
- Be certain to provide knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- She will provide technical credibility when dealing with customers or internal stakeholders who need detailed information for decision-making.
- Realize that as much as she has learned, Donna still wants to learn more.
- Needs opportunity to explore a variety of knowledge-based areas and to act on them.
- Provide opportunities for her to teach as well as learn.

Training, Professional Development and Learning Insights

- Donna may have her own on-going personal development program already in progress.
- Donna 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.
- May need coaching on time management.
- Don't rush from one learning experience to another. Make certain there are some practical applications.





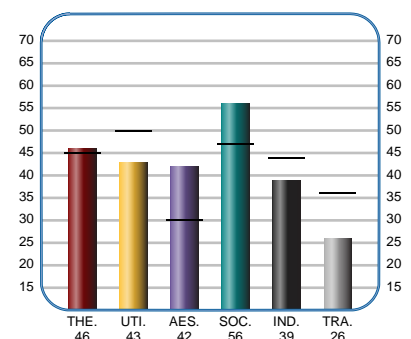
The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the 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).
- Donna is hard-working, competitive, and motivated by financial rewards and challenging compensation plans.
- When profit or project cost/benefits are examined, she takes the position that the ends justify the means.
- 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.
- 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.
- Is highly productive.
- Pays attention to R.O.I. (return on investment) in business or team activity.
- Will protect organizational or team finances, as well as her own.





Keys to Managing and Motivating

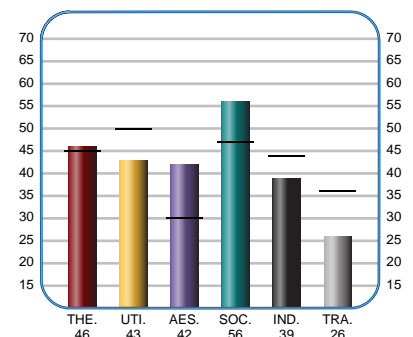
- Provide recognition and rewards (e.g. bonuses) as soon as possible, not just at the end of the quarter or year.
- Remember that Donna has an ear to the revenue-clock. This may give her a keen economic awareness in projects and decision-making with the team.
- Link training and meeting events to potential gains in business share or future income.
- Provide coaching to help Donna 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.

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.
- If possible, build in some group competition as a part of the training activities.

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 learn to appreciate that not everybody is motivated by wealth or gain so as not to alienate a prospect, customer or client.
- May judge the efforts of others on the team by an economic scale only.





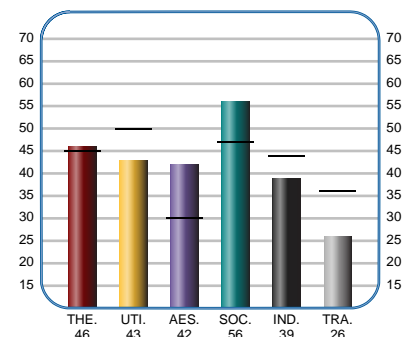
A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent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

General Characteristics

- Shows an appropriate and realistic approach to Aesthetic appreciation without being an extremist.
- The need for and appreciation of beauty is determined on an individual basis and is not generalized in terms of the total work around her.
- Has an interest in form and harmony, but also understands there may be more important factors when making decisions.
- Can support and understand the positions of individuals with either higher or lower Aesthetic scores.
- Brings a sense of balance and stability to a variety of job-related Aesthetic issues that might emerge.

Value to the Organization

- Brings flexibility to the team regarding this Aesthetic area: able to see the issues and positions from a variety of sources with a sense of balance.
- Is a stabilizing and realistic influence on the team.
- Able to appreciate the needs of both the higher or lower Aesthetic individuals on the team.
- Shows ability to help and go the extra mile without a negative impact on her own responsibility and work-load.
- Not an extremist, and therefore when Aesthetic issues emerge Donna demonstrates an awareness of form and harmony and responds as needed on the job.





Keys to Managing and Motivating

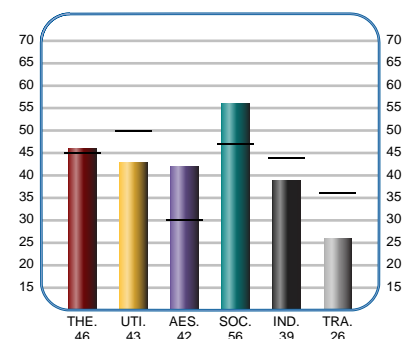
- Remember that she shows a practicality and realism regarding Aesthetic values and positions.
- This middle ground between the extremes of higher and lower Aesthetic issues may be an appropriate stabilizing force.
- Check for other Values drives that may be higher or lower than this Aesthetic value in order to gain a better idea of specific keys to managing and motivating.
- Support the middle ground strength that she brings between various positions on team issues.

Training, Professional Development and Learning Insights

- Explore the professional development insights from some of the other Values scales to determine more specific preferences.
- Can become engaged in training activities because she sees it as a part of necessary growth and professional improvement.
- Donna will be supportive of the training efforts as well as supportive of the trainer(s) from the viewpoint of this Aesthetic dimension.

Continuous Quality Improvements

- She may need to take a more visible position with the team on some issues within the organization.
- May feel conflict as to whether or not to participate in certain team activities, unless there is some area where her creativity may be used.
- Allow space for those who differ on this Aesthetic scale, and remember that all Values positions are positions deserving of respect.





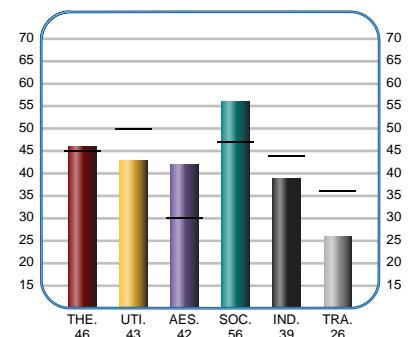
The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, 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 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 spend great effort on a project without requiring public credit or recognition for her work.
- 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.
- May not require lots of "air-time" at meetings, and may need to be encouraged to provide ideas verbally.

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.
- May be seen by others as a stabilizing influence especially when the heated differences of extreme positions emerge when the team is under pressure.
- 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

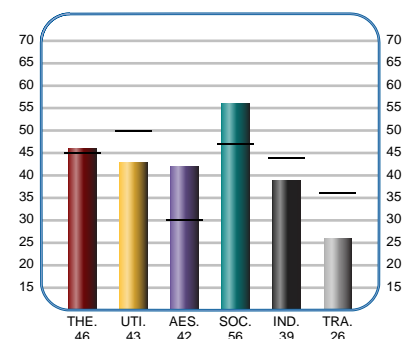
- Notice other higher plotting points on the Values graph and structure an environment that amplifies those peaks.
- Provide a supportive environment where her talents may be encouraged and appreciated.
- Allow for choices as to extent and visibility of team membership or leadership that she might desire.
- Provide support for complete follow-through on project tasks.
- 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.
- Donna 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.
- Donna 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.
- When presenting an idea to the team, she should remember that members may need a message with some attention-getting ingredients.





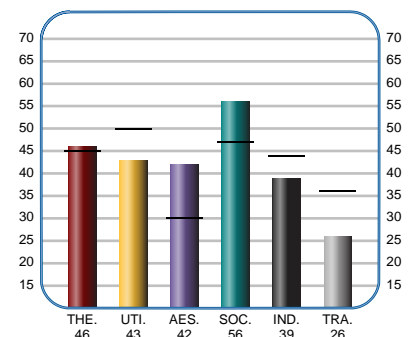
The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.

General Characteristics

- Able to see the big picture and communicate it clearly to others.
- Places lesser importance on conformity to group patterns.
- Will change job roles when it is important to express or develop herself.
- May challenge existing structures, rules and standards by asking, "Why?"
- Is motivated by the personal right to express herself.
- Is an active agent in team projects and conversations.
- May demonstrate an autonomous attitude as she approaches work assignments.
- 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 always looking for efficient and logical solutions.
- Is a creative problem-solver.
- Tends to be a quick-study on new projects and procedures.
- Desires to learn new methods and strategies.
- Is able to make decisions quickly in solving problems.
- Looks for creative solutions to problems.





Keys to Managing and Motivating

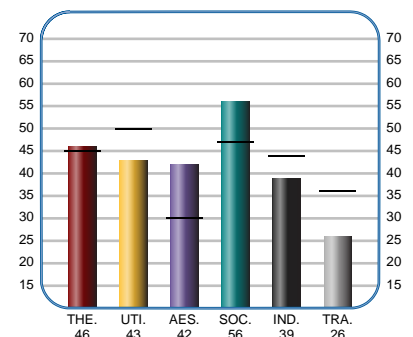
- Desires honest and sincere feedback from others.
- Prefers being allowed to make her own decisions about how the work will be done within her own authority or empowerment boundaries.
- Is interested in evaluating and improving inefficient procedures.
- Allow as much freedom from detail (and sometimes paperwork) as possible, perhaps through support staff to assist in the necessary detail functions.
- Utilize her ability to see and communicate the big picture.

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.



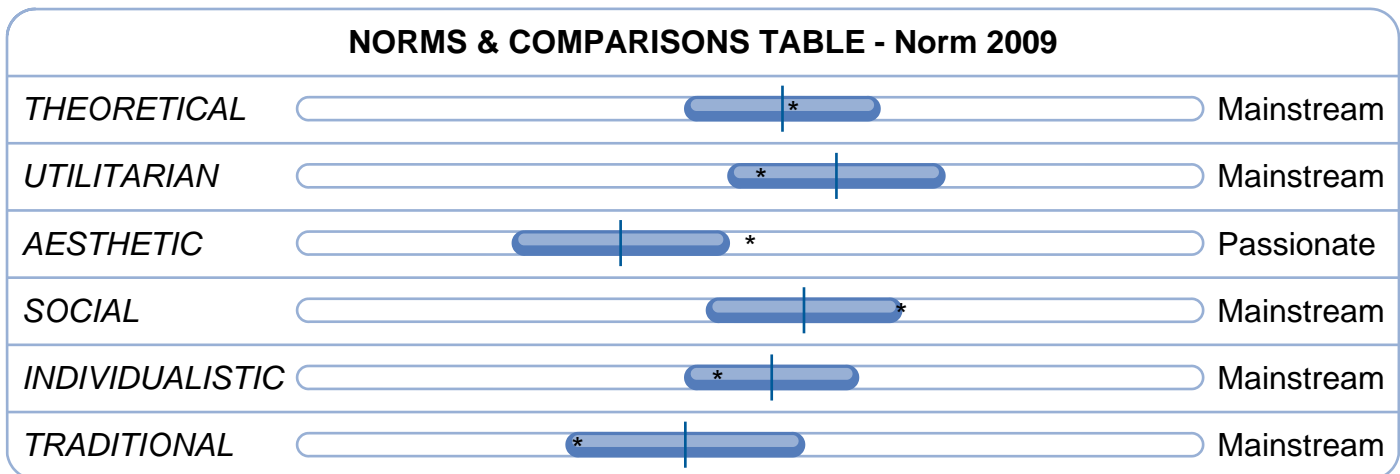



MOTIVATORS - NORMS & COMPARISONS

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.



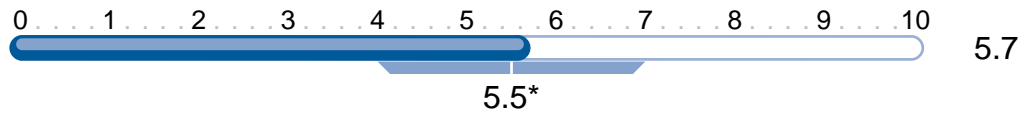
PERSONAL INTERESTS, ATTITUDES AND VALUES

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

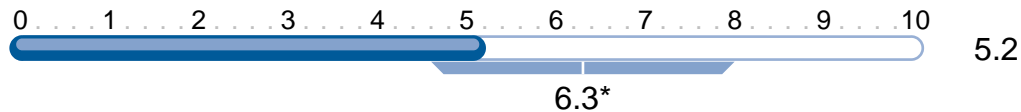
1. SOCIAL



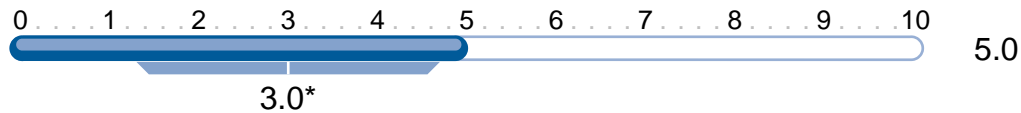
2. THEORETICAL



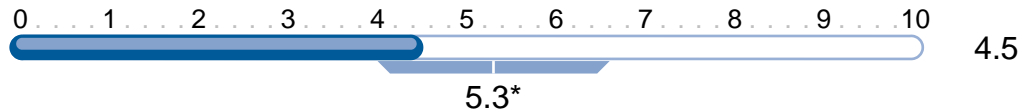
3. UTILITARIAN/ECONOMIC



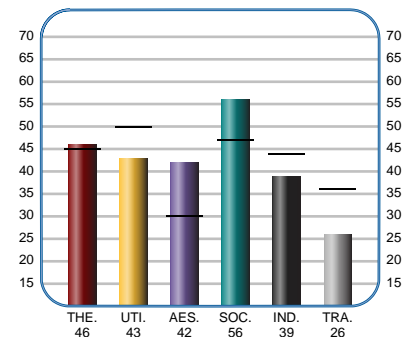
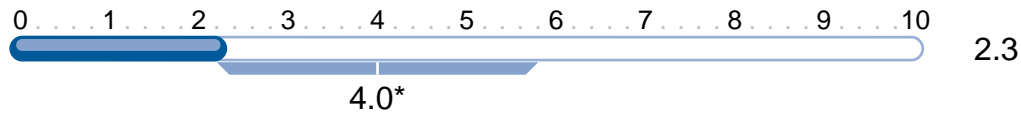
4. AESTHETIC



5. INDIVIDUALISTIC/POLITICAL



6. TRADITIONAL/REGULATORY



PIAV: 46-43-42-56-39-26 (THE.-UTI.-AES.-SOC.-IND.-TRA.)

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

Cool Springs Insights

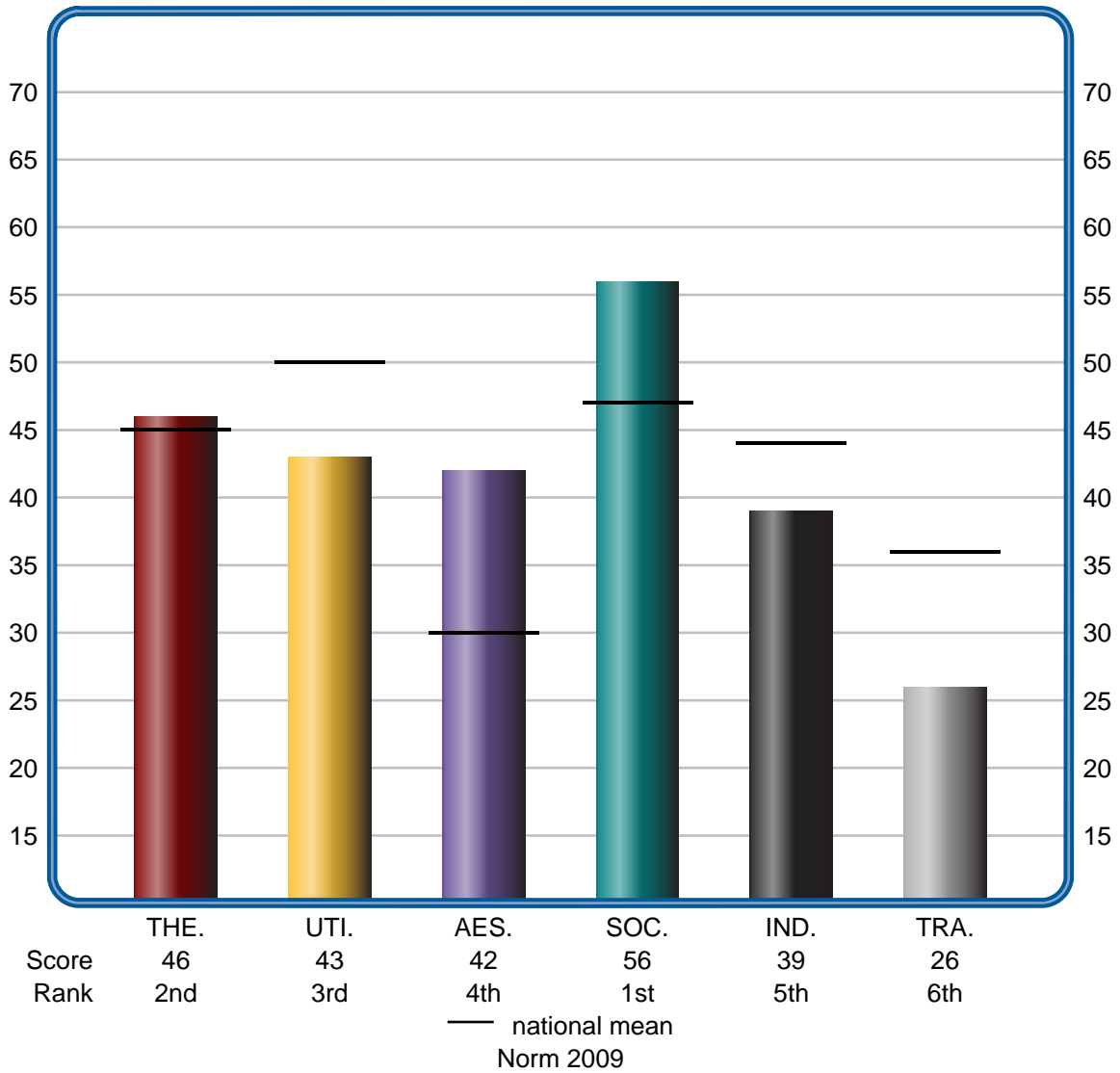
615.568.5327

customerservice@coolspringsinsights.com



Donna Johnson

5-6-2010



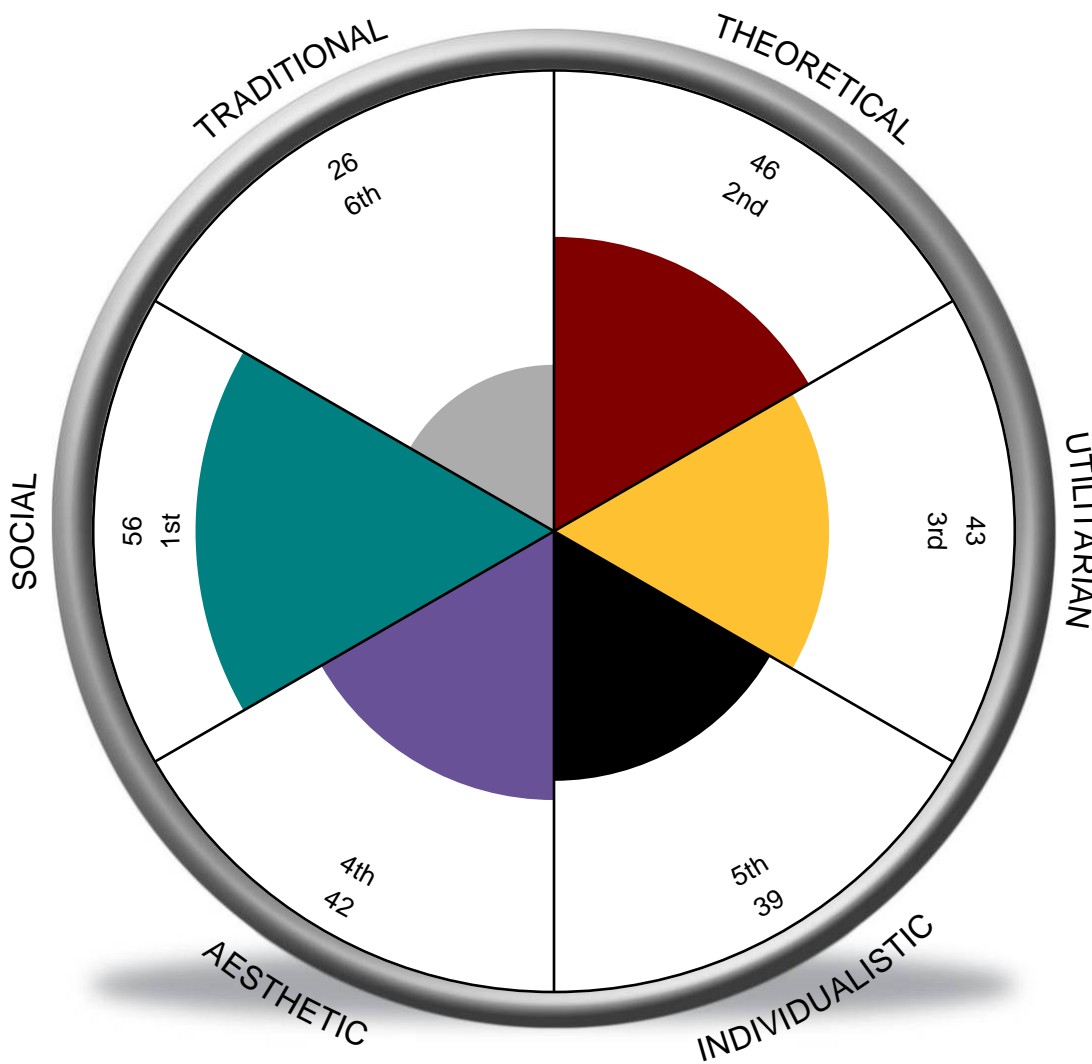
Cool Springs Insights
615.568.5327

customerservice@coolspringsinsights.com



Donna Johnson

5-6-2010



Cool Springs Insights
615.568.5327

customerservice@coolspringsinsights.com



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. _____
