



TTI TriMetrix®
Coaching Report - General Version



Todd Smith
3-11-2010

Cool Springs Insights

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

Todd tends to trust people and may be taken advantage of because of his high trust level. He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He likes feedback from his manager on how he is doing. He has a good sense of urgency. Todd places his focus on people. To him, strangers are just friends he hasn't met! He likes to get results through others. He is at his best when he has people working with him. He is optimistic and usually has a positive sense of humor. He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." Todd seeks popularity and social recognition. He likes to deal with people in a favorable social environment. He prefers working for a participative manager. He does his best work in this kind of environment.

Todd usually makes decisions after gathering some facts and supporting data. He is good at solving problems that deal with people. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. Todd makes quick decisions. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He believes rules exist to serve rather than to be followed by him. He likes working for managers who make quick decisions.



GENERAL CHARACTERISTICS

Todd is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Todd will attempt to put them at ease. He usually uses many gestures when talking. He is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He can be intense and may not always fit the intensity to the situation. Todd may have a tendency to oversell certain styles. He will often verbalize his need to be his own person. Sometimes he can get caught short on the facts and figures needed to support his ideas. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports.



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

- Optimistic and enthusiastic.
- Initiates activity.
- Team player.
- Innovative.
- Challenges the status quo.
- Will join organizations to represent the company.
- Builds confidence in others.
- Motivates others towards goals.



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

Do:

- Stick to business--let him decide if he wants to talk socially.
- Support and maintain an environment where he can be efficient.
- Ask for his opinions/ideas regarding people.
- Provide questions, alternatives and choices for making his own decisions.
- Provide ideas for implementing action.
- Support the results, not the person, if you agree.
- Deal with details in writing, have him commit to modes of action.
- Provide facts and figures about probability of success, or effectiveness of options.
- Leave time for relating, socializing.
- Provide testimonials from people he sees as important.
- Talk about him, his goals and the opinions he finds stimulating.
- Plan interaction that supports his dreams and intentions.
- Ask specific (preferably "what?") questions.



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

- Be dictatorial.
- Take credit for his ideas.
- Come with a ready-made decision, or make it for him.
- Ask rhetorical questions, or useless ones.
- Ramble on, or waste his time.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- "Dream" with him or you'll lose time.
- Talk down to him.
- Legislate or muffle--don't overcontrol the conversation.
- Be redundant.
- Try to convince by "personal" means.



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

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



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

- Freedom of movement.
- Nonroutine work with challenge and opportunity.
- Democratic supervisor with whom he can associate.
- Forum to express ideas and viewpoints.
- Tasks involving motivated groups and establishing a network of contacts.
- An innovative and futuristic-oriented environment.
- Assignments with a high degree of people contacts.
- Work tasks that change from time to time.
- Evaluation based on results, not the process.



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

"See Yourself As Others See You"

SELF-PERCEPTION

Todd usually sees himself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter



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

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



NATURAL AND ADAPTED STYLE

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

| Natural | PEOPLE - CONTACTS | Adapted |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------|
| <p>Todd is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.</p> | <p>Todd projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.</p> | |



NATURAL AND ADAPTED STYLE

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

| Natural | PROCEDURES - CONSTRAINTS | Adapted |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Todd is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations. | Todd is displaying a natural concern for quality and procedures that acquire quality. He wants to know the rules so he can abide by them. | |



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

- Meeting deadlines.
- Positive, outgoing, friendly behavior.
- Flexibility.
- Maintaining an ever-changing, friendly, work environment.
- Moving quickly from one activity to another.
- Motivating people to take action by using persuasive skills.
- Contacting people using a variety of modes.
- Making tactful decisions.
- Obtaining results through people.
- Working without close supervision.
- Preferring people involvement over task focus.



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

Todd wants:

- Public recognition of his ideas and results.
- Group activities outside the job.
- Participation in meetings on future planning.
- Rewards to support his dreams.
- A manager who practices participative management.
- Flattery, praise, popularity and strokes.
- To be trusted.
- A wide scope of activities.
- A friendly work environment.
- Freedom to talk and participate on the team.
- Freedom from control and detail.
- Outside activities so there is never a dull moment.
- A support system to do the detail work.



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

Todd needs:

- More logical presentations--less emotional.
- People to work and associate with.
- Objectivity when dealing with people because of his high trust level.
- To negotiate commitment face-to-face.
- To be confronted when in disagreement, or when he breaks the rules.
- Better organization of record keeping.
- To handle routine paperwork only once.
- To adjust his intensity to match the situation.
- To understand his role on the team--either a team player or the leader.
- An awareness of the parameters or rules in writing.
- To focus conversations on work activities--less socializing.



AREAS FOR IMPROVEMENT

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

Todd has a tendency to:

- Trust people indiscriminately if positively reinforced by those people.
- Be a situational listener if not given an opportunity to tell his ideas.
- Be too verbal in expressing criticism.
- Make decisions based on surface analysis.
- Be so enthusiastic that he can be seen as superficial.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Be optimistic regarding possible results of his projects or the potential of his people.



BEHAVIORAL HIERARCHY

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of 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. VERSATILITY



3. URGENCY



4. FREQUENT CHANGE



5. CUSTOMER ORIENTED



6. COMPETITIVENESS



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE





Todd Smith

3-11-2010

MOST

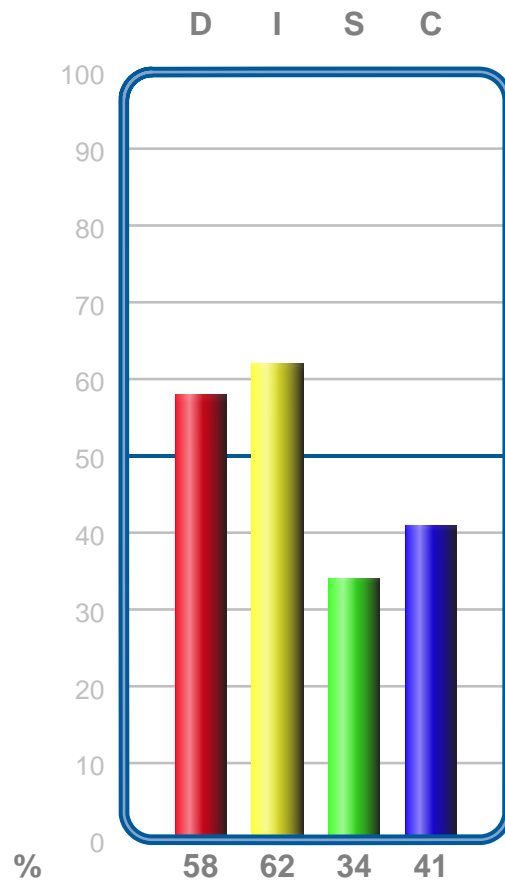
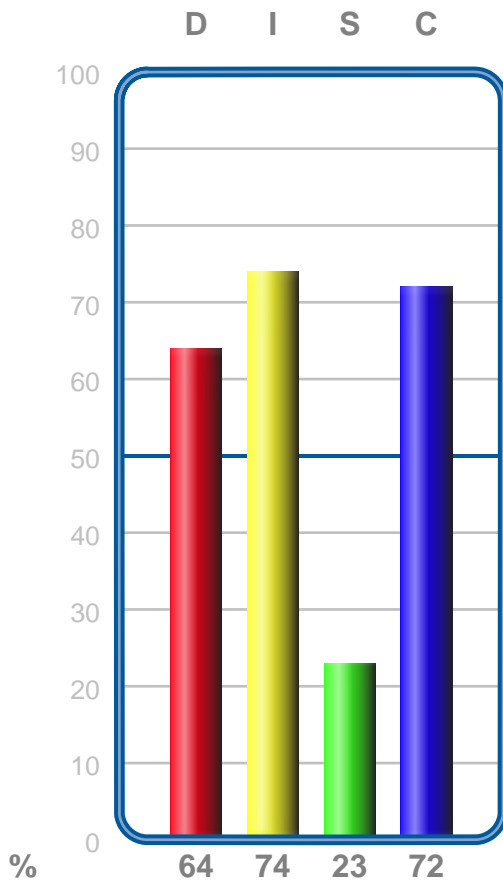
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2003



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.

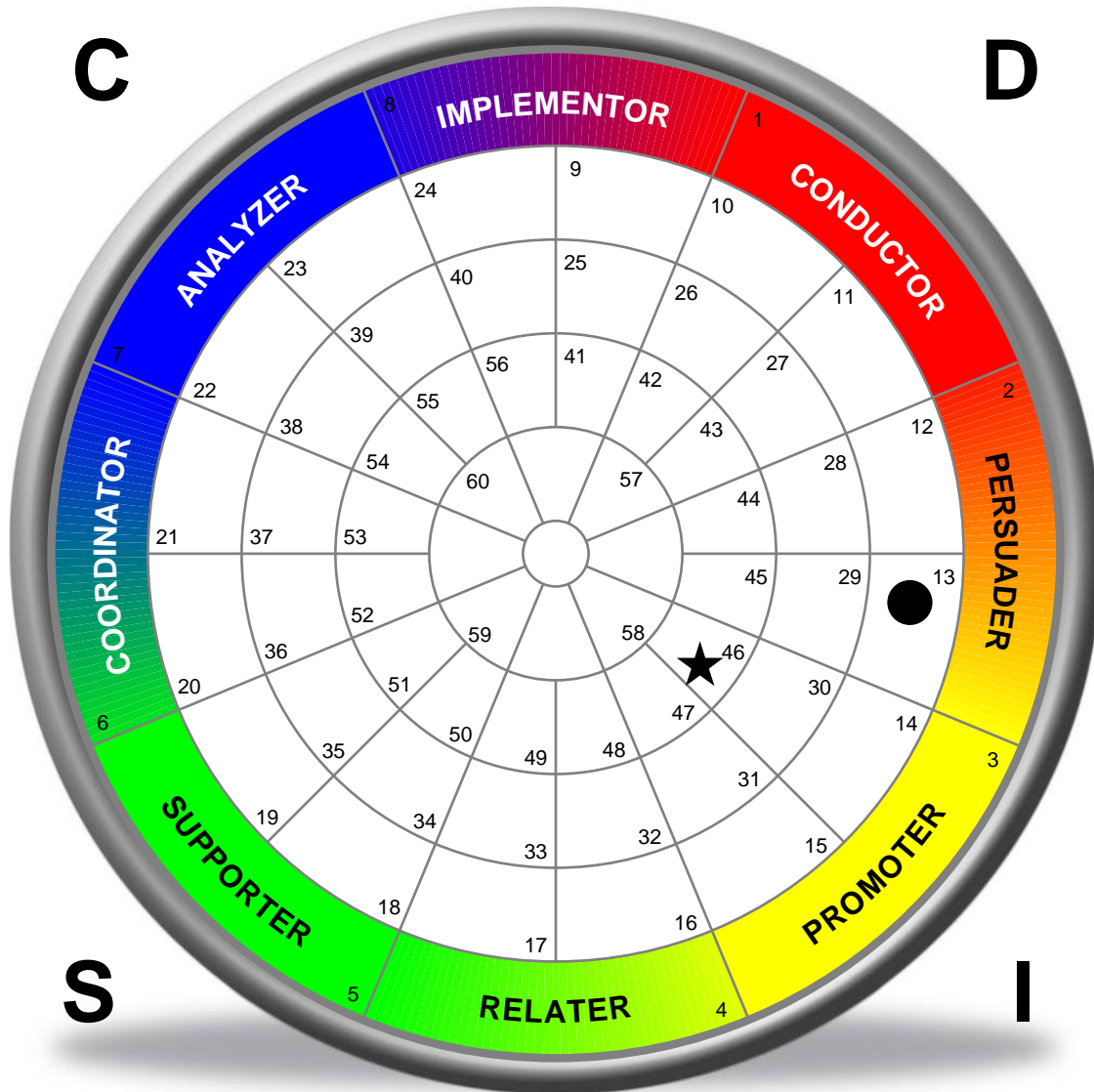
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.



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3-11-2010



Adapted: ★ (46) PERSUADING PROMOTER (ACROSS)

Natural: ● (13) PROMOTING PERSUADER

Norm 2003

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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.

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

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.



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

- Has a pronounced preference for traditional procedures.
- Is structured, orderly and precise.
- Follows procedures and processes accurately.
- Documents activities in a consistent manner.
- Believes in obedience to the promises he makes.
- Likes to know how to do something before doing it so that it gets done correctly the first time.
- Believes that rules contribute to order.
- Maintains a strong attention to quality control issues and procedures.
- Subscribes to a "rules are made to be followed" position.

Value to the Organization

- High attention to details.
- Stays focused on the aspects important to the completion of the project.
- Can organize tasks very effectively.
- Helps bring structure to any project, task, or assignment.
- Produces accurate, detailed results.
- Shows a sense of group support, national identification, and honor given to events that build on a sense of quality, history, or tradition.



Keys to Managing and Motivating

- Give Todd a detailed written procedure to follow or show him how to do it and he will write the procedure.
- Tell him why he is responsible for a specific job or procedure. If it makes sense to him, he will have a positive attitude toward it.
- Provide information and the tools and resources to succeed.
- If an error is made, correct it in an appropriate way.
- Allow enough flexibility for him to establish and test his own procedures and methods.

Training, Professional Development and Learning Insights

- Prefers individual activities, or those with high structure, detail or protocol.
- Tends to be very well disciplined in learning and professional development situations.
- Likes to know why a learning project is being initiated and why he needs to be involved.

Continuous Quality Improvements

- If rules are set as "must follow," be certain they are enforced for all.
- Needs to relax a bit more and have fun.
- Needs to look more at the big picture when trying to solve problems.



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.
- Possesses a high sincerity factor and helping attitude, as demonstrated in the things he does.
- Feels a win in coaching others to support the team, not just from a paycheck.
- Seeks to contribute to the welfare of others.
- 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.

Value to the Organization

- Demonstrates high personal and professional regard for others on the team.
- Is a very good team player.
- Shows a high degree of willingness to give time to help, teach, and coach others.
- Shows a willingness to give time, talent, and energy to help the organization or the team.
- Proactive in helping the team progress. Sees things that need to be done, then does them.



Keys to Managing and Motivating

- Provide an environment in which there is opportunity to help others achieve and grow professionally.
- Remember also that Todd may be taken advantage of by others with fewer scruples.
- Support his willingness to share time and talent with others.
- Allow for participation with interests and activities outside the team or work environment.
- Remember that he brings a high sincerity factor to the things that he does. Remember also that he appreciates high sincerity from others in return.

Training, Professional Development and Learning Insights

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

Continuous Quality Improvements

- Tends to give away too much time, talent, and energy.
- May get into teaching/helping mode too often.
- May get taken advantage of by others.



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

- Shows moderate social flexibility. Todd would be considered as one who is socially appropriate and supportive of others on the team.
- Has the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Has the ability to take or leave the limelight and attention given for special contributions.
- Shows the ability to take a leadership role when asked, and also to be supportive team member when asked.
- Todd would not be considered controversial in his workplace ideas or transactions.

Value to the Organization

- Seen as a stabilizing force in organizational operations and transactions.
- Able to see both sides of the position from those with higher and lower Individualistic scores.
- Able to mediate between the needs of the higher and lower Individualistic members of the team.
- Able to take a stand with emphasis, or to be a more quiet member supporting a position.
- Able to lead or follow as asked.



Keys to Managing and Motivating

- Todd is socially flexible. He can assume an appropriate leadership role for a team; or, be a supportive team member as the situation requires.
- Remember that Todd shows the ability to get along with a wide variety of others without alienating those with opinions in extreme positions on the spectrum.
- Todd is able to be a balancing or stabilizing agent in a variety of team-related issues without being an extremist on either side.
- Todd brings an Individualistic drive typical of many professionals.
- Seek his input to gain a center-lane perspective on an organizational issue related to this Values scale.

Training, Professional Development and Learning Insights

- Able to be a flexible participant in training and development programs.
- Tends to enjoy both team-oriented and individual/independent learning activities.
- Please check other higher and lower Values areas to obtain additional insight into learning preferences.

Continuous Quality Improvements

- To gain additional insight, examine other Values drives to determine the importance of this Individualistic drive factor.
- Allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- Avoid criticizing those with higher or lower Individualistic drives since all Values positions are positions deserving respect.



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

- Todd is considered rather practical and realistic about money.
- There is no visible "what's in it for me" factor in the interaction he has with others.
- Todd's driving factors should be measured against other peaks on the Values graph.
- He has the ability to identify with and understand other individuals who have both a lower or higher Utilitarian/Economic drive than he does.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- This score indicates an economic motivation much like that of the average businessperson.

Value to the Organization

- Todd is motivated by more than money alone; it's some of the other peaks that occur on the Values graph.
- Is a good team player in helping others with projects and initiatives without requiring an economic return of his own.
- Is not an extremist and therefore a stabilizing force when economic issues emerge.
- Is able to balance both needs and perspectives of those with substantially different economic drives.
- Tends to be a good team player because he does not try to compete to the extent of creating dissent within the group, team or office.



Keys to Managing and Motivating

- Utilize the perspective that he brings to the team in being able to balance the viewpoints of the higher and lower Utilitarian/Economic drives.
- Remember that Todd may be motivated by other things in addition to the paycheck. Be certain to recognize some of these other motivational areas within the workplace.
- Review the Values graph to determine other specific areas of higher drive factors as well as areas where drives are lower, or have already been satisfied.
- Avoid measuring his performance by economic scales only.

Training, Professional Development and Learning Insights

- Typically doesn't come to the training session asking, "How much more am I going to earn as a result of this course?"
- Please check other Values graph peaks and valleys to obtain additional professional development insights.
- He engages in training and development activities in a supportive manner.

Continuous Quality Improvements

- Assist in those areas or projects where there may be potential for greater financial reward.
- If there is already a level of economic comfort, Todd may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when Todd needs to take a stronger stand on some issues related to economic drives or incentives.



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

- Aware of job parameters and details, but prefers to learn only that which is necessary to complete the job assignment.
- Will learn those things necessary for the successful completion of the job tasks, and may not desire to go further into specific details or theory.
- May leave specific details of a project to others on the team, and place trust in their coaching and judgment when decisions are made.
- May prefer to spend his time and energy on tasks other than gaining knowledge about the fine-tuned technical details of products and services.
- May bring a high sense of urgency to the task. Wants to learn and get the job done quickly.
- Likes brevity and concise information.
- Is aware of time management, but doesn't let time dictate.
- May prefer to work on many things with only partial stakes, rather than getting bogged down in only one function or role.

Value to the Organization

- May demonstrate a high sense of urgency to get things done quickly, leaving the details to other team members.
- The nature of the job-view is to be concerned with the more practical and bottom-line aspects of the job.
- May bring a constant sense of efficiency to specific job tasks.
- Ability to perform many jobs and tasks with little training or assistance.
- Doesn't waste time on information that is not needed for the task.
- Can get people on board for a cause.



Keys to Managing and Motivating

- Keep the product-knowledge requirements at a practical level.
- Provide technical or support personnel to assist Todd when necessary.
- Emphasize the general and big-picture focus on projects rather than the highly technical details.
- Provide opportunity for independence in performing tasks related to the projects.
- Provide opportunity for multiple projects and multi-tasking.

Training, Professional Development and Learning Insights

- Make training and development activities as practical as possible.
- Avoid getting bogged down in academic minutia.
- Link training and professional development to other areas of the Values graph where peaks occur.

Continuous Quality Improvements

- Has potential for ignoring certain rules, regulations, protocol, or knowledge which is integrally important to the success of a project.
- May avoid detailed information.
- Create a balance between minimum details and those details necessary to maintain quality control.



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

- Other values take a higher motivational priority than this Aesthetic scale.
- Keeps an ear to the revenue-clock of an organization, and doesn't want to waste time or money on ambience issues if it doesn't affect productivity.
- Not necessarily worried about form and beauty in his work environment.
- What Todd defines as his passion in life will be found in higher values scales in this report.
- Intellectually, Todd can see the need for beauty and artistic forms, but may not seek them for his own environment.
- Todd is a very practical person who can take or leave the Aesthetics or ambience of the work environment.
- The utility of something is more important than its beauty, form and harmony.
- Todd prefers to take a practical approach to workplace events.

Value to the Organization

- Unpleasant surroundings will not adversely affect his productivity and creativity.
- Sees a wider spectrum of the picture, not just from the artistic viewpoint.
- Not easily swayed in terms of emotional issues.
- Good business-sense and a good eye for that which is practical.



Keys to Managing and Motivating

- Be careful not to overload with assignments that require significant individual creativity and self-expression.
- Remember that practical talent is just as important as highly creative talent when supporting team efforts.
- Provide sincere recognition for contributions.
- Check areas for higher Values drives to determine a blend of other management or motivational insights.
- Structure job enrichment strategies into the reward system, especially those that will appeal to higher Values scores.

Training, Professional Development and Learning Insights

- Make training and development activities as practical as possible.
- Brings a bottom-line orientation to training venues and is flexible about the environment of the training session.
- Link learning and professional development to other items of greater self-interest.

Continuous Quality Improvements

- Needs to be more sensitive to others need for an aesthetically pleasant workplace.
- Needs to be more open and receptive to the creative ideas of others.
- Needs to be aware of others who may have a stronger Aesthetic drive, and respect the differences.

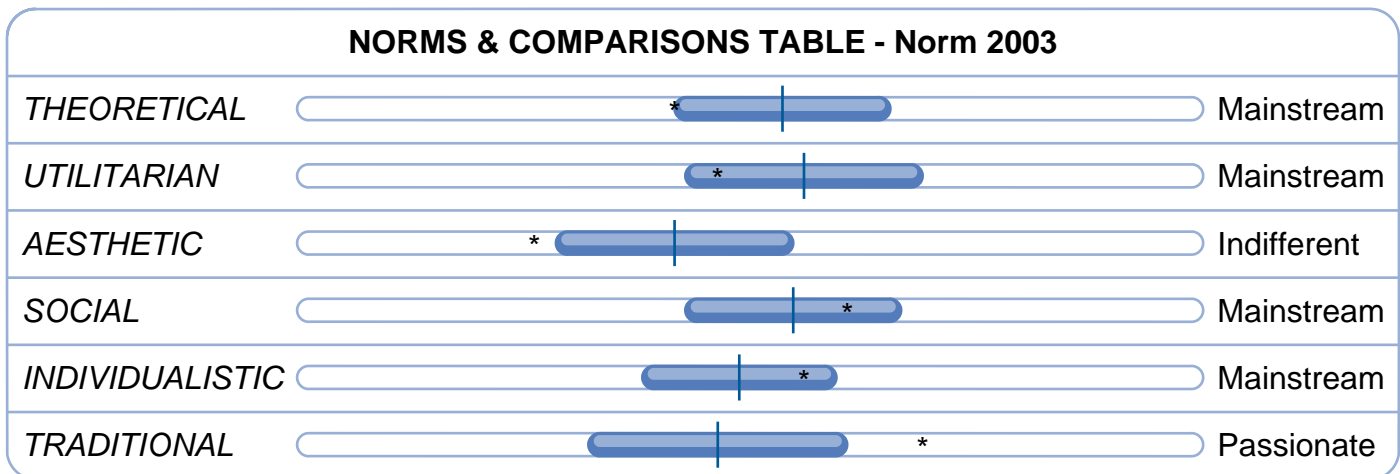


MOTIVATORS - NORMS & COMPARISONS

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



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

- You have chosen a system for living that you believe in. All of the decisions in your life are made according to the principles of your system. Your principles mean more to you than money or success. Others may feel you impose your standards on the rest of the world and may see you as being judgmental. They may think you exhibit a "holier than thou" mindset. They may believe you are closed-minded.

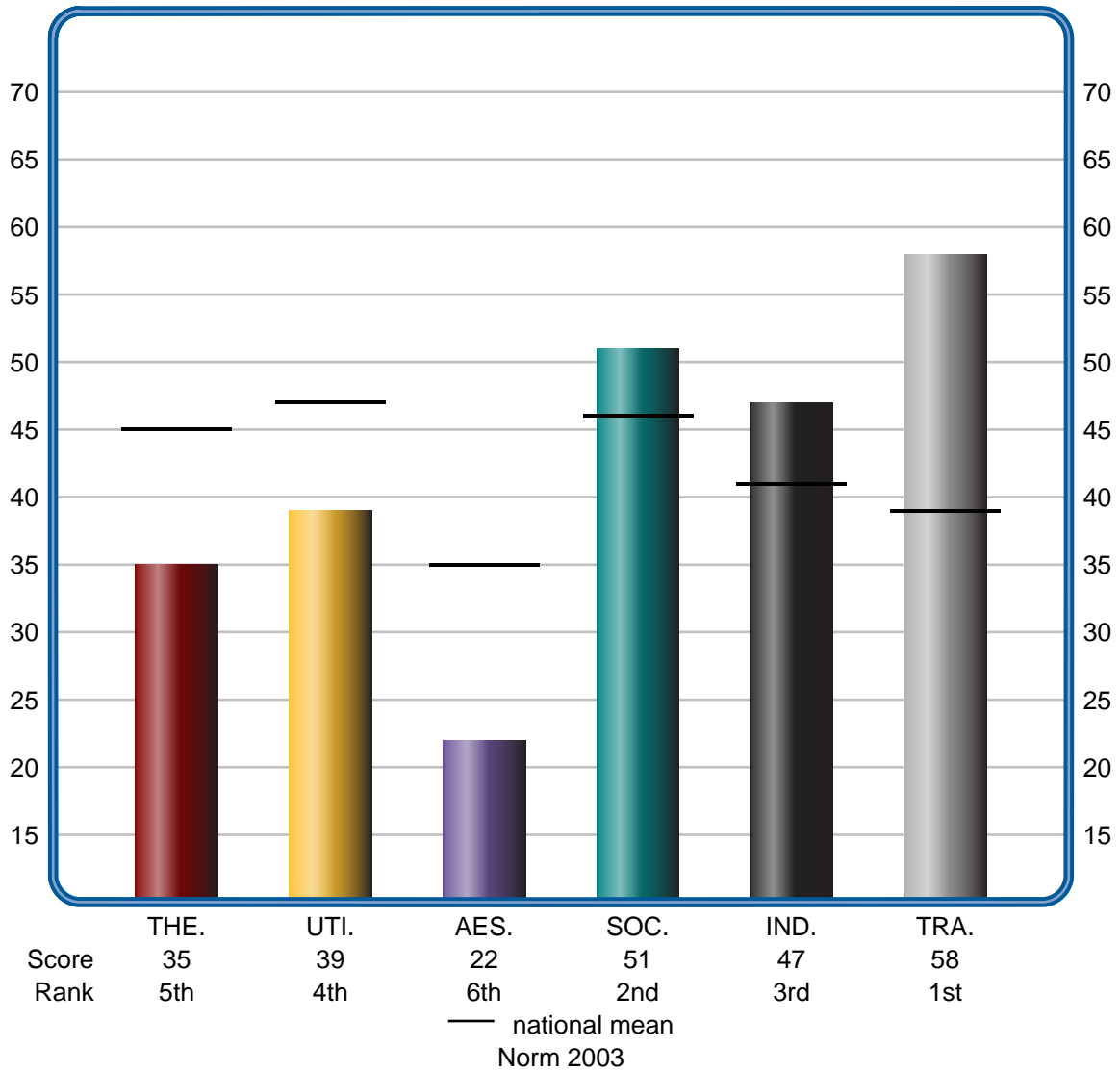
Areas where others' strong feelings may frustrate you as you do not share their same passion:

- People who emphasize the need for beauty, form and harmony in all aspects of their life may frustrate you. You have other priorities.



Todd Smith

3-11-2010



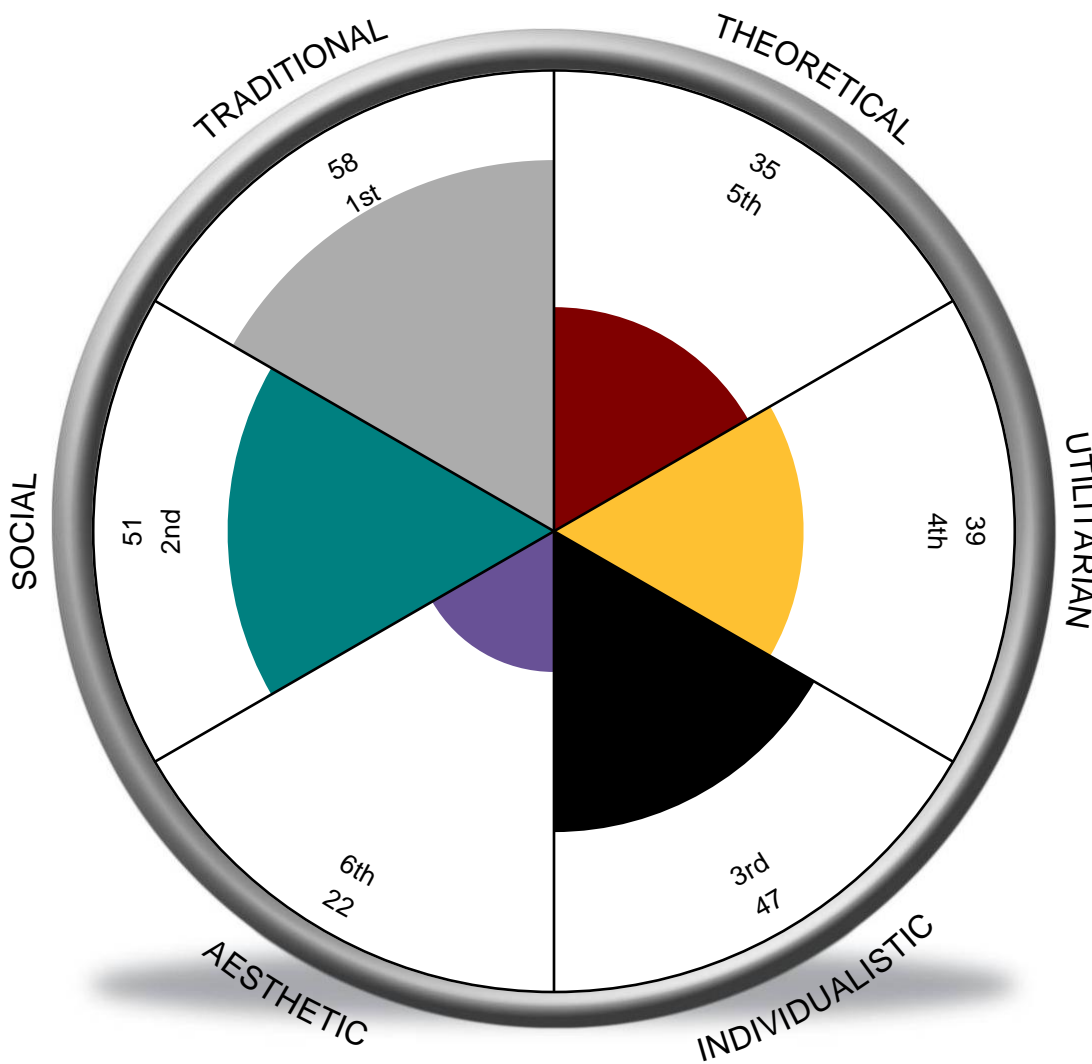
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This Action Plan is your tool to contribute to the process of self-development and continuous improvement. As you have reviewed information in this document, please respond to the items below as they relate to your specific professional environment.

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 Todd sees the world around him. This view measures his 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.

- Todd can be versatile and can adapt to different types of people and changing situations.
- He has the ability to use his people skills in order to relate to others.
- He may benefit from gaining a better understanding of people.
- He needs an environment in which contributions are recognized, properly rewarded, and appreciated.
- Todd has moderate practical skills and can relate to tangible things, processes and events.
- He may benefit from understanding the importance of interpersonal relationships.
- He may bend or work outside of the rules to accomplish the end goal.
- He understands how to deal with ideas, knowledge, and systems.
- Todd has an opportunity for growth by gaining a better understanding of current activities, roles and responsibilities.



This is how Todd sees himself. This view measures his clarity and understanding of himself, his roles in life and his direction for the future. The internal dimensions are a reflection of him 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.

- Todd appreciates himself for who he is more than for his accomplishments or the plans he may have for the future.
- He has confidence in himself.
- He is reliant on his inner strength to handle problems as they arise which may put less emphasis on the need to plan for the future.
- He may be experiencing some kind of "disconnect" with his roles.
- Todd places great emphasis on who he is, as a unique individual.
- He tends to rely on himself in the face of adversity.
- Todd's plans for the future may be uncertain because of confusion within his current role.
- He has a deep understanding of himself, which results in a strong sense of self.
- Todd has a good understanding of who he is, and his inner sense of self worth is strong.



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

- INTEGRATIVE ABILITY
- RESPECT FOR PROPERTY
- RELATING TO OTHERS
- LEADING OTHERS
- EVALUATING WHAT IS SAID

Weaknesses

- CONSISTENCY AND RELIABILITY
- INITIATIVE
- PERSONAL DRIVE
- SELF DIRECTION
- HANDLING REJECTION



In part Integrative Ability is an individual's ability to identify the key elements of a problem situation and understand which components are critical. Furthermore, this is an ability to then put together the different elements and to see different types of situational structures. It is thereby the ability to see different types of problem solutions.

Possible Strengths:

- Is able to prioritize critical events while not losing track of less critical ones.
- Accurately defines the key elements in problem situations.
- Is a good project planner and scheduler.

Continuous Development:

- Approach problem solving as a project that requires planning.
- Don't rely on stop-gap measures.
- Don't be afraid to ask for assistance.



Respect for Property is the ability to see and appreciate the value of protecting and correctly using company property for company needs.

Possible Strengths:

- Recognizes that company property has a real placement value for the company.
- Believes that community office property should be maintained and cared for by all who use it.
- Doesn't intentionally damage or misuse company property or supplies.

Continuous Development:

- Report any misuse of company property.
- Make sure any new items that become company property are properly added to inventory, insured, and reported to the proper authorities.
- Obey all confidentiality agreements and licensing agreements-ideas are company property, too.



Relating to Others is a person's ability to coordinate personal insights and knowledge of others into effective interactions with them. It is the ability to make use of accurate interpersonal skills in interacting with others.

Possible Strengths:

- Maintains composure in potentially stressful or difficult situations.
- Has rapport with a wide range of people at varying levels in the organization.
- Understands the value of personal relationships in the business environment.

Continuous Development:

- Broaden circle of acquaintances, both at work and at home.
- Make small talk to help people feel comfortable.
- When giving feedback to management, state it in objective and non-judgmental terms.



Leading Others is an individual's ability to organize and motivate people to get things accomplished where everyone feels a sense of order and direction. Effective leadership depends on a fine mixture of capacities that must match the environment in which the person is asked to perform. Regardless of that mixture, every leader must be able to gain the trust of others and be able to solve problems among and for the group.

Possible Strengths:

- Inspires others to peak performance.
- A person others would follow even if they didn't have to.
- Modifies style to match the demands of the situation.

Continuous Development:

- Ask company leadership, peers, and subordinates what battles they think are important and work to support their ideas.
- Encourage others to take initiative.
- Focus not only on making a stand, but also on how to accommodate requirements while still resolving the problem satisfactorily for all involved.



Critical to the ability to Accurate Listening is the positive appreciation of other people, their opinions and a positive approach to problem solving-being open to whatever solution may present itself as the most effective, depending on the situation.

This is based on a person's openness to people and a willingness to hear what the other person is saying, and not what the person thinks they should say.

Possible Strengths:

- Exceptional listening skills.
- Has a positive appreciation of other people and their opinions.
- Does not project own opinions or feelings onto other people's actions.

Continuous Development:

- Re-state what other people have said by paraphrasing.
- Don't try to anticipate what other people are going to say.
- Keep an open mind.



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.



Initiative is an individual's ability to direct energies towards the completion of a goal, without an external catalyst. The ability to initiate actions based on interpretations or understanding of a situation.

Possible Limitations:

- Not comfortable with own abilities to take independent action.
- May have unrealistic expectations of self.
- May not see potential in uncertain or difficult situations.

Developmental Suggestions:

- Try to take charge in uncertain situations by identifying tasks.
- Develop realistic, positive expectations.
- Try not to put unnecessary time pressure on self.



A strong Personal Drive is related to the level of personal motivation an individual is capable of bringing to bear on any given task that a person feels is important. People who have strong personal drives tend to focus considerable intent on the completion of a task or objective once they are convinced of the benefits associated with its completion.

This is a measurement of how strongly a person feels the need to achieve, accomplish or complete something. This "drive" can take many forms (e.g., tasks, knowledge, career, physical, etc.), but it involves the level of personal motivation a person is capable of bringing to bear on any given task which one feels is important.

Possible Limitations:

- May have difficulty committing substantial internal resources towards completing a task.
- Has trouble avoiding procrastination.
- May not be aware of what is expected.

Developmental Suggestions:

- Know what the job description is and what the supervisor expects.
- Remember if something is put off today, it will probably be put off repeatedly until it becomes bigger and more unpleasant.
- Avoid distractions, disturbances, and interruptions that prevent meaningful work from being done.



SELF DIRECTION

Strong Self Direction originates with an internal drive to excel in a chosen career path. If Role Awareness is a person's "objective", then 'Self-Direction' is the "path" to that objective, or the way in which a person envisions fulfilling roles. This fact makes this capacity somewhat dependent on Role Awareness since you first need an objective before a person can determine the path to that objective. It also requires an individual to have a strong desire to be "better" than he or she currently is, no matter how good the individual actually becomes.

Possible Limitations:

- May only do what is asked.
- May be averse to change.
- May not work up to full potential.

Developmental Suggestions:

- When a mistake is made, turn it into a learning experience.
- Remember, the easiest and most efficient way to do something is not always the most effective.
- Keep raising the bar. (Don't compete with other people compete with own personal best).



Handling Rejection on a personal level is based very heavily on a person's self-esteem and his or her ability to see themselves as valuable, separate and apart from a role or position in life. By not personalizing professional rejection and associating it with having oneself as an individual rejected, a person maintains a higher level of resiliency and assumes less stress.

Possible Limitations:

- May view rejection as a personal affront.
- May react to rejection in a defensive manner.
- Rejection may have a negative impact on self-esteem.

Developmental Suggestions:

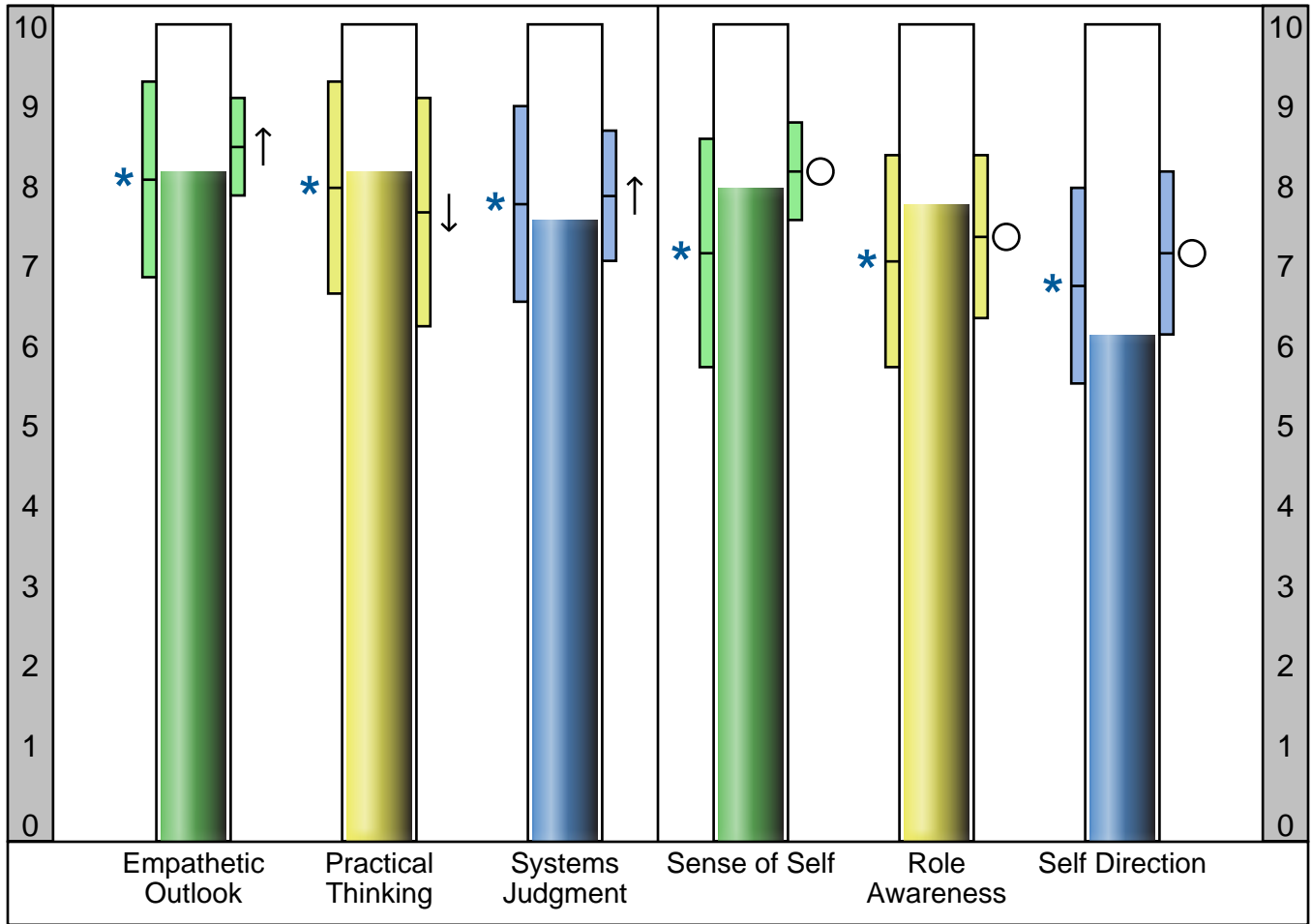
- Do not take "no" personally.
- Create an image for oneself as a person who can handle tough times with confidence and dignity.
- Develop psyche to the point that rejection isn't expected to happen. Instead, expect success and anticipate acceptance.



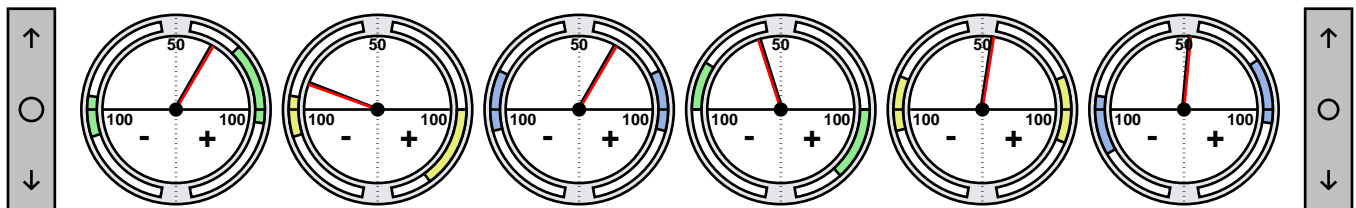
* Population mean
↑ Overvaluation
○ Neutral valuation
↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



| | | | | | | |
|-------|-----|-----|-----|-----|-----|-----|
| Score | 8.2 | 8.2 | 7.6 | 8.0 | 7.8 | 6.2 |
| Bias | ↑ | ↓ | ↑ | ○ | ○ | ○ |



Rev: 0.93-0.86



| Score | Mean | Description | Score | Mean | Description |
|-------|------|-----------------------------------|-------|------|-----------------------------|
| 9.5 | 7.6 | Integrative Ability | 7.4 | 7.4 | Self Management |
| 9.2 | 8.2 | Respect for Property | 7.3 | 7.4 | Self Confidence |
| 9.1 | 7.8 | Relating to Others | 7.2 | 7.2 | Personal Accountability |
| 8.9 | 7.9 | Leading Others | 7.2 | 7.8 | Monitoring Others |
| 8.9 | 7.7 | Evaluating What is Said | 7.2 | 7.2 | Taking Responsibility |
| 8.7 | 7.9 | Attitude Toward Others | 7.0 | 7.6 | Long Range Planning |
| 8.7 | 7.9 | Sensitivity to Others | 7.0 | 7.3 | Job Ethic |
| 8.7 | 8.1 | Personal Relationships | 6.9 | 7.3 | Surrendering Control |
| 8.6 | 8.2 | Realistic Goal Setting for Others | 6.9 | 7.8 | Persuading Others |
| 8.6 | 8.1 | Understanding Motivational Needs | 6.8 | 7.3 | Conceptual Thinking |
| 8.5 | 8.0 | Attention to Detail | 6.8 | 7.4 | Project and Goal Focus |
| 8.4 | 7.9 | Correcting Others | 6.8 | 7.3 | Results Orientation |
| 8.3 | 8.3 | Theoretical Problem Solving | 6.8 | 7.2 | Persistence |
| 8.3 | 7.9 | Proactive Thinking | 6.7 | 6.9 | Meeting Standards |
| 8.2 | 7.0 | Intuitive Decision Making | 6.7 | 7.3 | Sense of Mission |
| 8.2 | 7.6 | Using Common Sense | 6.5 | 7.3 | Consistency and Reliability |
| 8.2 | 8.1 | Empathetic Outlook | 6.5 | 6.9 | Initiative |
| 8.2 | 8.0 | Material Possessions | 6.2 | 7.1 | Personal Drive |
| 8.2 | 8.0 | Practical Thinking | 6.2 | 6.9 | Self Direction |
| 8.1 | 8.0 | Following Directions | 6.1 | 7.4 | Handling Rejection |
| 8.1 | 7.9 | Conveying Role Value | | | |
| 8.1 | 8.0 | Respect for Policies | | | |
| 8.0 | 7.5 | Quality Orientation | | | |
| 8.0 | 7.9 | Emotional Control | | | |
| 8.0 | 7.3 | Sense of Self | | | |
| 8.0 | 7.1 | Internal Self Control | | | |
| 8.0 | 7.6 | Status and Recognition | | | |
| 8.0 | 7.7 | Sense of Belonging | | | |
| 8.0 | 8.1 | Self Improvement | | | |
| 8.0 | 7.4 | Enjoyment of the Job | | | |
| 7.9 | 7.1 | Gaining Commitment | | | |
| 7.8 | 7.4 | Developing Others | | | |
| 7.8 | 7.1 | Role Confidence | | | |
| 7.8 | 7.1 | Role Awareness | | | |
| 7.7 | 7.8 | Freedom from Prejudices | | | |
| 7.7 | 7.0 | Handling Stress | | | |
| 7.6 | 7.0 | Balanced Decision Making | | | |
| 7.6 | 6.7 | Self Assessment | | | |
| 7.6 | 7.8 | Systems Judgment | | | |
| 7.5 | 7.5 | Problem Solving | | | |
| 7.5 | 7.5 | Sense of Timing | | | |
| 7.4 | 7.6 | Concrete Organization | | | |
| 7.4 | 7.5 | Accountability for Others | | | |
| 7.4 | 7.7 | Realistic Expectations | | | |
| 7.4 | 7.6 | Realistic Personal Goal Setting | | | |
| 7.4 | 7.7 | Evaluating Others | | | |
| 7.4 | 7.3 | Project Scheduling | | | |



| Score | Mean | Description | Score | Mean | Description |
|-------|------|-----------------------------------|-------|------|----------------------------------|
| 7.4 | 7.5 | Accountability for Others | 6.8 | 7.3 | Results Orientation |
| 8.5 | 8.0 | Attention to Detail | 7.8 | 7.1 | Role Awareness |
| 8.7 | 7.9 | Attitude Toward Others | 7.8 | 7.1 | Role Confidence |
| 7.6 | 7.0 | Balanced Decision Making | 7.6 | 6.7 | Self Assessment |
| 6.8 | 7.3 | Conceptual Thinking | 7.3 | 7.4 | Self Confidence |
| 7.4 | 7.6 | Concrete Organization | 6.2 | 6.9 | Self Direction |
| 6.5 | 7.3 | Consistency and Reliability | 8.0 | 8.1 | Self Improvement |
| 8.1 | 7.9 | Conveying Role Value | 7.4 | 7.4 | Self Management |
| 8.4 | 7.9 | Correcting Others | 8.0 | 7.7 | Sense of Belonging |
| 7.8 | 7.4 | Developing Others | 6.7 | 7.3 | Sense of Mission |
| 8.0 | 7.9 | Emotional Control | 8.0 | 7.3 | Sense of Self |
| 8.2 | 8.1 | Empathetic Outlook | 7.5 | 7.5 | Sense of Timing |
| 8.0 | 7.4 | Enjoyment of the Job | 8.7 | 7.9 | Sensitivity to Others |
| 7.4 | 7.7 | Evaluating Others | 8.0 | 7.6 | Status and Recognition |
| 8.9 | 7.7 | Evaluating What is Said | 6.9 | 7.3 | Surrendering Control |
| 8.1 | 8.0 | Following Directions | 7.6 | 7.8 | Systems Judgment |
| 7.7 | 7.8 | Freedom from Prejudices | 7.2 | 7.2 | Taking Responsibility |
| 7.9 | 7.1 | Gaining Commitment | 8.3 | 8.3 | Theoretical Problem Solving |
| 6.1 | 7.4 | Handling Rejection | 8.6 | 8.1 | Understanding Motivational Needs |
| 7.7 | 7.0 | Handling Stress | 8.2 | 7.6 | Using Common Sense |
| 6.5 | 6.9 | Initiative | | | |
| 9.5 | 7.6 | Integrative Ability | | | |
| 8.0 | 7.1 | Internal Self Control | | | |
| 8.2 | 7.0 | Intuitive Decision Making | | | |
| 7.0 | 7.3 | Job Ethic | | | |
| 8.9 | 7.9 | Leading Others | | | |
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| 8.2 | 8.0 | Material Possessions | | | |
| 6.7 | 6.9 | Meeting Standards | | | |
| 7.2 | 7.8 | Monitoring Others | | | |
| 6.8 | 7.2 | Persistence | | | |
| 7.2 | 7.2 | Personal Accountability | | | |
| 6.2 | 7.1 | Personal Drive | | | |
| 8.7 | 8.1 | Personal Relationships | | | |
| 6.9 | 7.8 | Persuading Others | | | |
| 8.2 | 8.0 | Practical Thinking | | | |
| 8.3 | 7.9 | Proactive Thinking | | | |
| 7.5 | 7.5 | Problem Solving | | | |
| 6.8 | 7.4 | Project and Goal Focus | | | |
| 7.4 | 7.3 | Project Scheduling | | | |
| 8.0 | 7.5 | Quality Orientation | | | |
| 7.4 | 7.7 | Realistic Expectations | | | |
| 8.6 | 8.2 | Realistic Goal Setting for Others | | | |
| 7.4 | 7.6 | Realistic Personal Goal Setting | | | |
| 9.1 | 7.8 | Relating to Others | | | |
| 8.1 | 8.0 | Respect for Policies | | | |
| 9.2 | 8.2 | Respect for Property | | | |