



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Management-Staff

Robert Reifeiss



Introduction Where Opportunity Meets Talent

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

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

Behaviors

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

Driving Forces

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

Integrating Behaviors And Driving Forces

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



Introduction Behaviors Section

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

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

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

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

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

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



General Characteristics

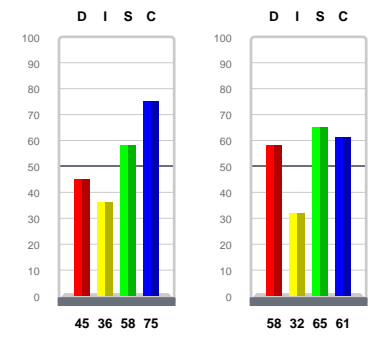
Based on Robert's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify **HOW HE WOULD CHOOSE TO DO THE JOB**. Use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

Robert likes to start and finish activities. Others who work with him know they can depend on him. He looks to people for support and inner-satisfaction as a way to reach his personal goals. He usually develops strong attachments for his work group and family. When challenged, he becomes more objective. Once Robert has come to a decision, others may find it difficult to change his mind. If changes are inevitable, and he sees enough benefits, they will be made. He likes to win through persistence. He uses his strong, steady tendencies to accomplish his goals. He is family-oriented. He may go to great lengths to ensure the "happiness" of his personal or work family. Outwardly, he may appear to be totally accepting of others. He may, however, have deep convictions that are not apparent to others. Robert can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. He wants to be seen as a responsible person, and will avoid behavior that could be seen by others as irresponsible.

Robert can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. He tries to use balanced judgment. He is the person who brings stability to the entire team. He prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. When faced with a tough decision, he will seek information and analyze it thoroughly. Once he makes a decision, he can be organized in carrying it out. He may want to think over major decisions before acting. He must be convinced that actions will produce the desired result. Logic is important when trying to influence him. He pays more attention to logic than emotional "hype." Making plans and following those plans is important to him.



Adapted Style Natural Style



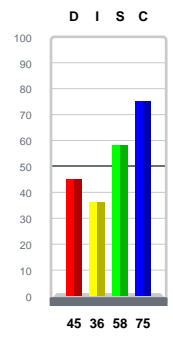


General Characteristics Continued

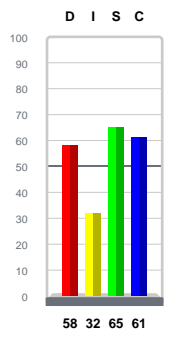
Robert may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic. Sometimes he will withdraw from a verbal battle. If he feels strongly about an issue, he may retreat to gather his resources and then return to take a stand! He can be outgoing at times. Basically introverted, he will "engage" in social conversation when the occasion warrants. He tends to be possessive of information; that is, he doesn't voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors. Robert remains aloof from active participation in unfamiliar groups. He will talk more, however, in a group of people he trusts and has known for a long time. He is somewhat reserved with those he doesn't trust or know. After trust has been established, he may be open and candid. Rarely does he display his emotions; that is, he projects a good poker face. Others may get the feeling that he is unfriendly, when in reality he is not. He usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted.



Adapted Style



Natural Style



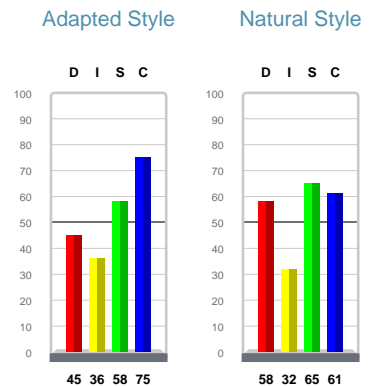
Robert Reifeiss



Value to the Organization

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

- Suspicious of people with shallow ideas.
- Patient and empathetic.
- Good listener.
- Good at reconciling factions--is calming and adds stability.
- Objective and realistic.
- People-oriented.
- Dependable team player.
- Excellent troubleshooter.
- Builds good relationships.



Robert Reifeiss



Checklist for Communicating

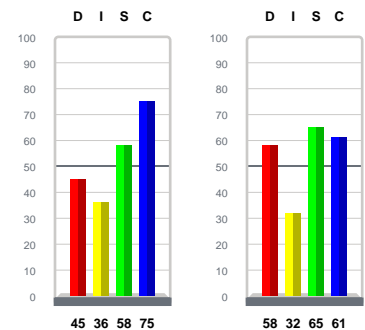
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Robert. Read 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 Robert most frequently.

Ways to Communicate

- Be prepared with the facts and figures.
- Use the proper buzz words that are appropriate to his expertise.
- Listen to him.
- Look for hurt feelings or personal reasons if you disagree.
- Use expert testimonials.
- Give pros and cons on ideas.
- Have the facts in logical order.
- Be patient and persistent.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Patiently draw out personal goals and work with him to help him achieve those goals; listen and be responsive.
- Provide details in writing.

Adapted Style

Natural Style





Checklist for Communicating Continued

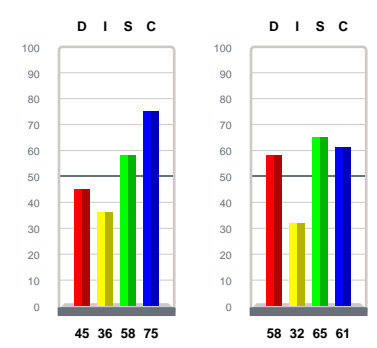
This section of the report is a list of things NOT to do while communicating with Robert. Review each statement with Robert and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Ways NOT to Communicate

- Touch his body when talking to him.
- Be redundant.
- Be vague; don't offer opinions and probabilities.
- Use high speed, intense inputs.
- Manipulate or push him into agreeing because he probably won't fight back.
- Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- Debate about facts and figures.
- Offer assurance and guarantees you can't fulfill.
- Be abrupt and rapid.
- Leave things open to interpretation.
- Pretend to be an expert, if you are not.



Adapted Style Natural Style





Communication Tips

This section provides suggestions on methods which will improve Robert'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, Robert 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.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

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

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

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

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

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

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



Perceptions

See Yourself as Others See You

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

Self-Perception

Robert usually sees himself as being:

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

Others' Perception - Moderate

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

- Nondemonstrative
- Hesitant
- Unconcerned
- Inflexible

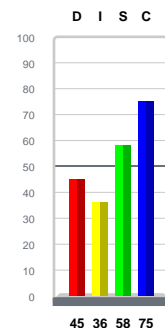
Others' Perception - Extreme

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

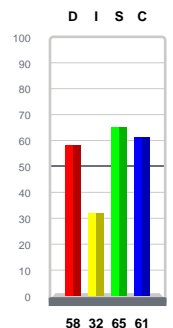
- Possessive
- Stubborn
- Detached
- Insensitive



Adapted Style



Natural Style





The Absence of a Behavioral Factor

The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral style, we are able to better articulate a person's talents and create environments where people can be more effective.

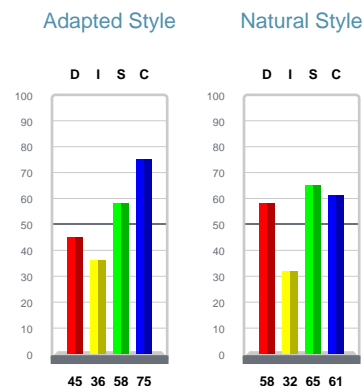
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid giving public presentations, as doing so will cause stress.
- Avoid situations where forced to trust without supporting data.
- Avoid work environments that require an open door policy.

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

- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.
- Daily and repetitive team meetings will detract from productivity and add to stress.
- Not verbalizing feelings and perspectives may delay desired outcomes.







Descriptors

Based on Robert'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.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



Natural and Adapted Style

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



Problems - Challenges

Natural

Robert 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. Robert is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.

Adapted

Robert sees the need to be somewhat conservative in his approach to solving problems. He wants to accept challenges but will be calculated in his response.

People - Contacts

Natural

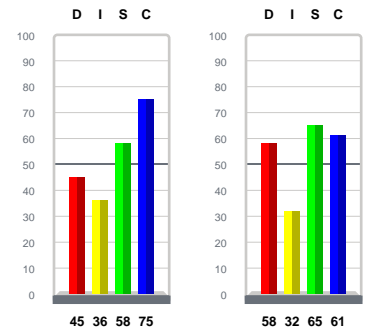
Robert is undemonstrative in his approach to influencing others and likes to let facts and figures stand for themselves. He feels persuasion needs to be objective and straightforward. His trust level is based on each interaction--the past is the past. He presents facts without embellishments.

Adapted

Robert sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Adapted Style

Natural Style





Natural and Adapted Style Continued



Pace - Consistency

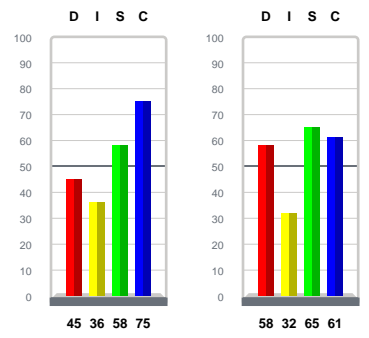
Natural	Adapted
Robert is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.	Robert sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.

Procedures - Constraints

Natural	Adapted
Robert is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.	Robert is displaying a natural concern for quality and procedures that acquire quality. He wants to know the rules so he can abide by them.

Adapted Style

Natural Style



Robert Reifeiss

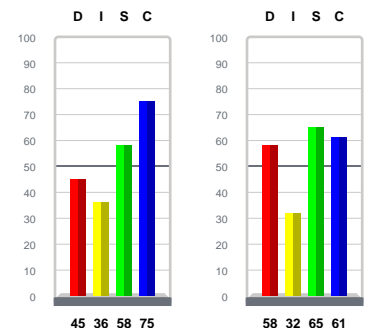


Adapted Style

Robert 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.

- Being precise in the collection of data.
- Limited contact with people.
- Maintaining a clean and organized work station.
- Disciplined, meticulous attention to order.
- Accomplishing tasks without many people contacts.
- Critical appraisal of data.
- Precise, analytical approach to work tasks.
- Making decisions in an objective, unemotional manner.
- Working in a systematic, nondemonstrative manner.
- Using a proven, procedure-oriented method when implementing change.
- Precedence of quality over efficiency.
- Careful, thoughtful approach to decision making.
- Traditional, quality-oriented work model to follow.

Adapted Style Natural Style



Robert Reifeiss



Time Wasters

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

Failure To Share Information

The failure to share information is the inability or unwillingness to discuss with others.

Possible Causes:

- Don't think others want to know the information
- Unclear of the way the information will be used/received
- Wait until asked before sharing information

Possible Solutions:

- Let others know that they need to ask for information
- Share with those whose opinions you trust

Habits

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

Possible Causes:

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

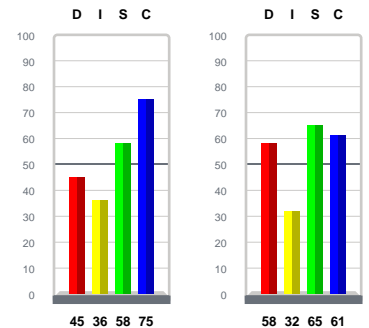
Possible Solutions:

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



Adapted Style

Natural Style



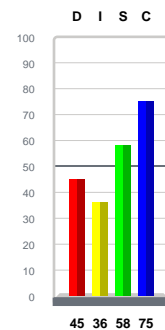


Time Wasters Continued

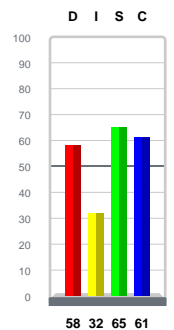
- Consciously practice changing your routine



Adapted Style



Natural Style





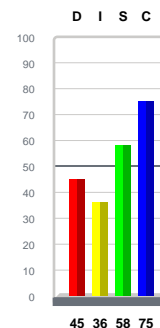
Areas for Improvement

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

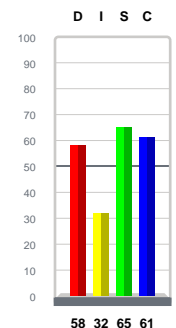
Robert has a tendency to:

- Hold a grudge if his personal beliefs are attacked.
- Become resistive and indecisive when forced to act quickly. Without proper information he will resist in a passive-aggressive manner.
- Take criticism of his work as a personal affront.
- Not let others know where he stands on an issue.
- Need help in prioritizing new assignments.
- Not take action against those who challenge or break the rules or guidelines.
- Underestimate his abilities.
- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.

Adapted Style



Natural Style



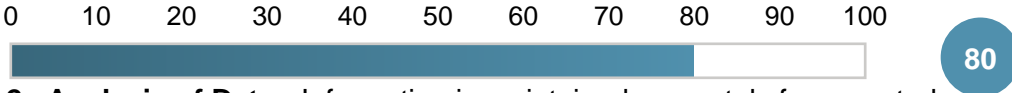
Robert Reifeiss



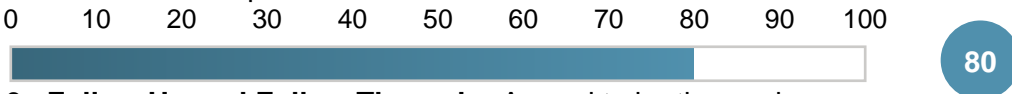
Behavioral Hierarchy

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

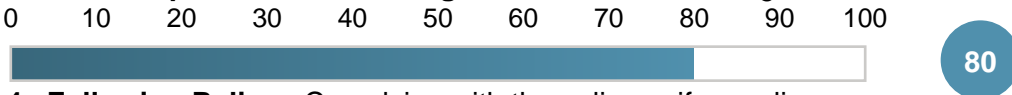
1. Organized Workplace - Systems and procedures followed for success.



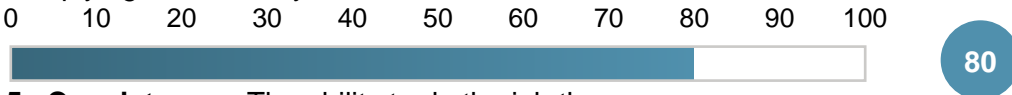
2. Analysis of Data - Information is maintained accurately for repeated examination as required.



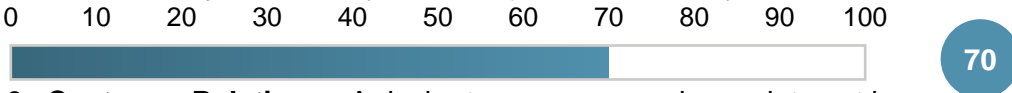
3. Follow Up and Follow Through - A need to be thorough.



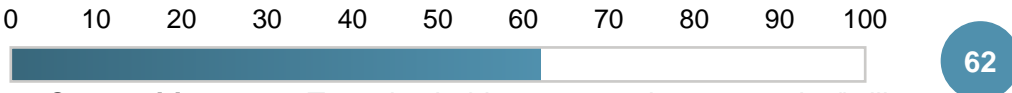
4. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



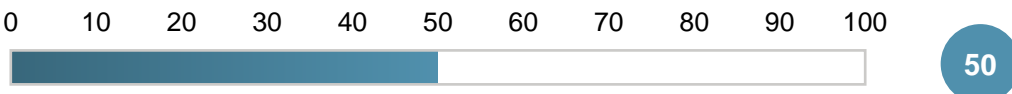
5. Consistency - The ability to do the job the same way.



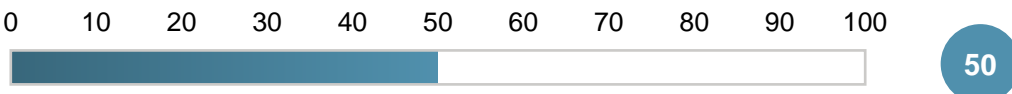
6. Customer Relations - A desire to convey your sincere interest in them.



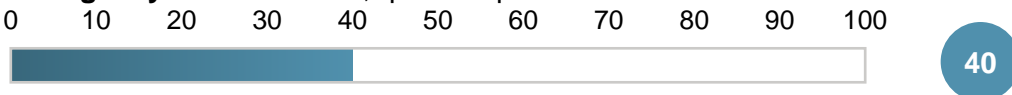
7. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.

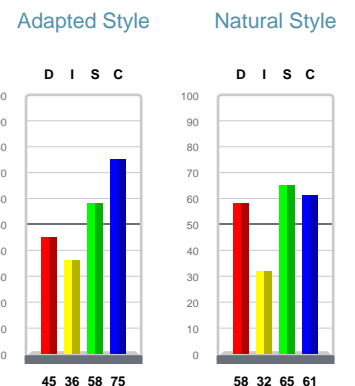


8. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



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





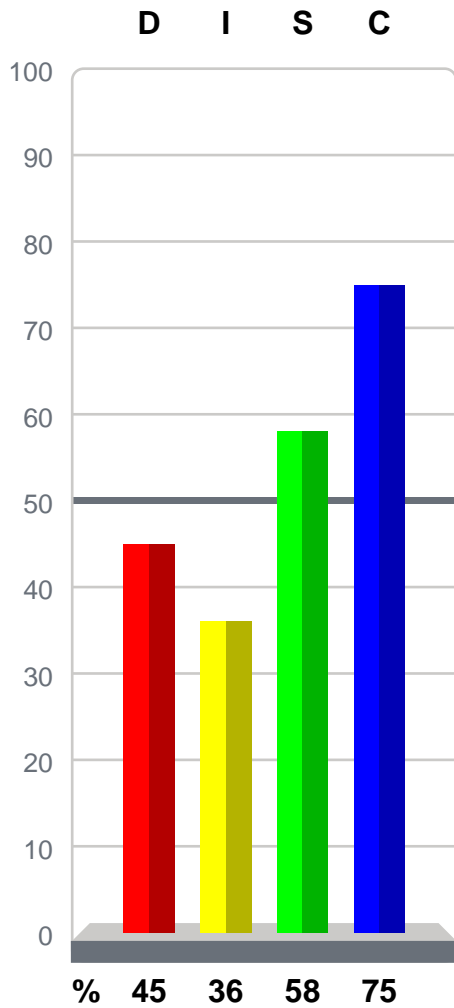


Style Insights® Graphs

1-21-2017

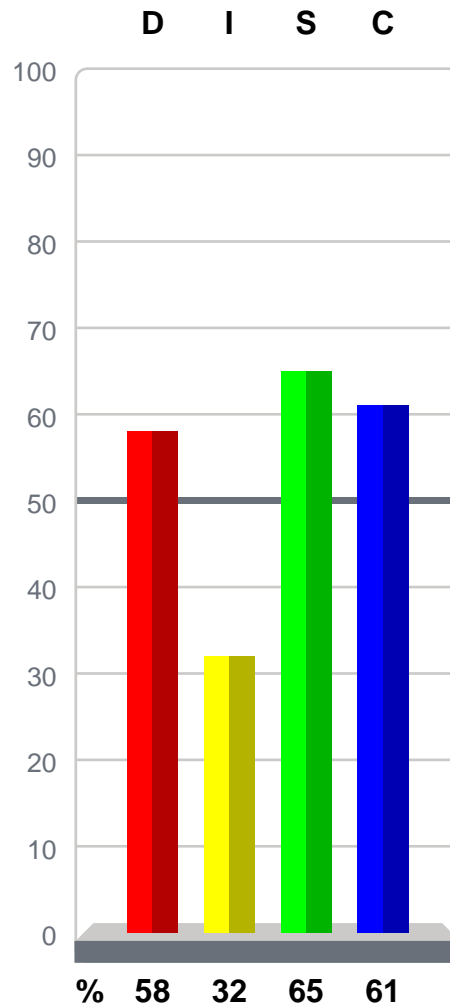
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4



The Success Insights® Wheel

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

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

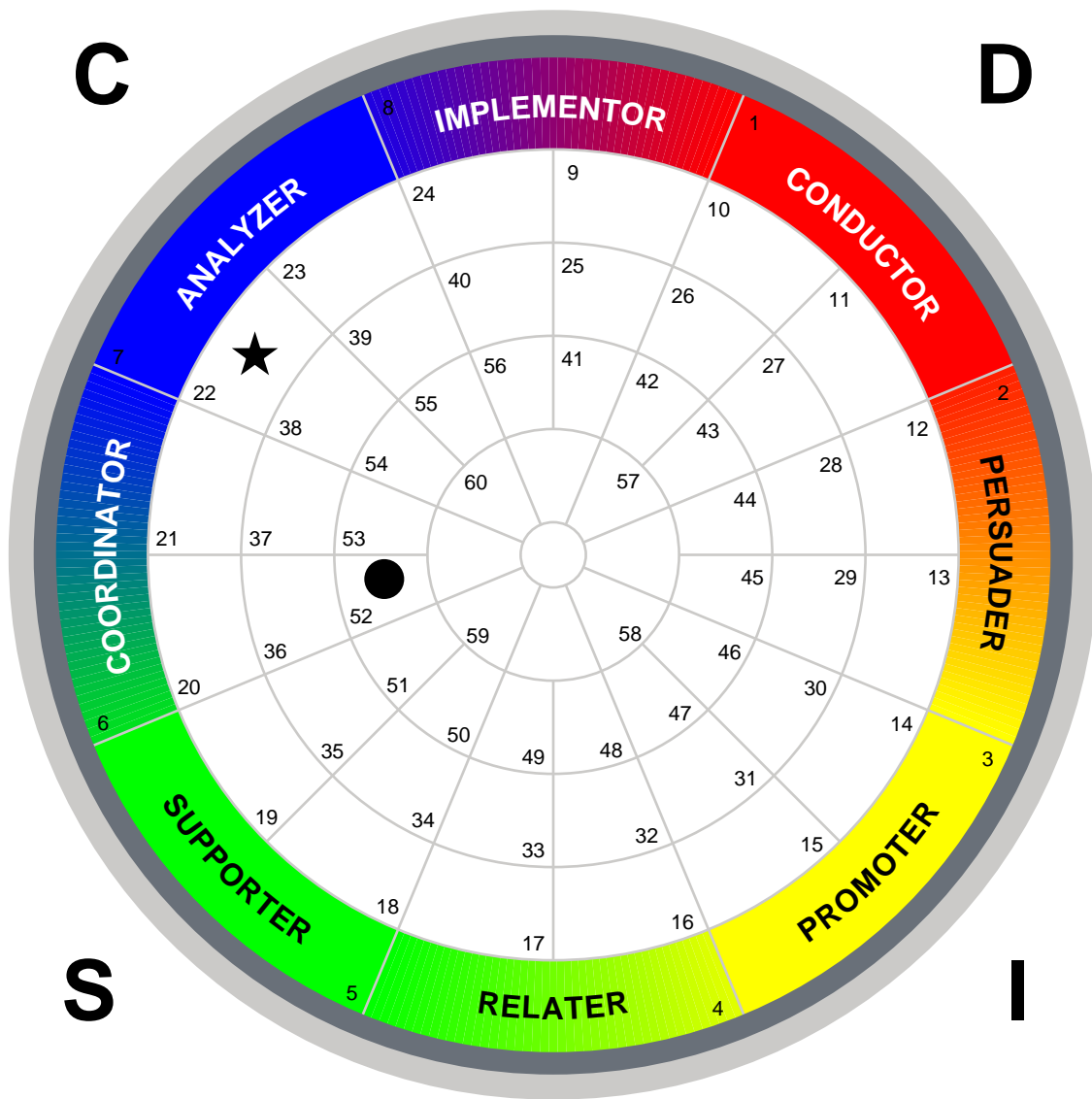
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



The Success Insights® Wheel

1-21-2017



Adapted: ★ (22) COORDINATING ANALYZER
Natural: ● (52) SUPPORTING COORDINATOR (ACROSS)

Norm 2015 R4

T: 12:24

Robert Reifeiss

Copyright © 1992-2015. Target Training International, Ltd. 22

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE



Understanding Your Driving Forces

Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

With TTISI's additional insights into Spranger's original work, the 12 Driving Forces™ came to life. The 12 Driving Forces are established by looking at each motivator on a continuum and describing both ends. All of the twelve descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies.

You will learn how to explain, clarify and amplify some of the driving forces in your life. This report will empower you to build on your unique strengths, which you bring to work and life. You will learn how your passions from 12 Driving Forces frame your perspectives and provide the most accurate understanding of you as a unique person.

Please pay careful attention to your top four driving forces, as they highlight what most powerfully moves you to action. As you examine the next tier of four driving forces, you'll recognize they may have strong pull for you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

Once you have reviewed this report you will have a better grasp of one of the key areas in the Science of Self™ and will:

- Identify and understand your unique Driving Forces
- Understand and appreciate the Driving Forces of others
- Establish methods to recognize and understand how your Driving Forces interact with others to improve communication



General Characteristics

Robert may overlook traditions or boundaries to complete a task. He may evaluate situations based on their utility and economic return. He tends to work long and hard to advance his position. He may choose to see the world in pieces, not as a whole. Robert may spend considerable time researching a topic of interest. He could be instrumental in identifying informational resources. He may question the amount of time individuals spend helping other people. He tends to believe people should learn to do things themselves versus relying on others.



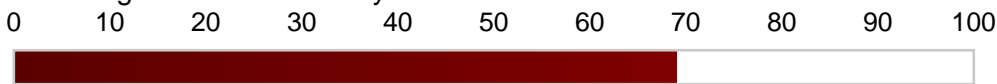
Primary Driving Forces Cluster

Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement to create your unique driving force.

1. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



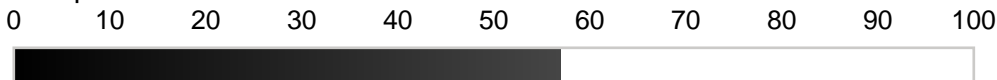
2. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



3. Objective - People who are driven by the functionality and objectivity of their surroundings.



4. Commanding - People who are driven by status, recognition and control over personal freedom.

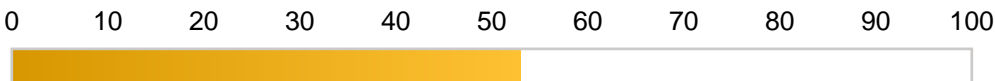




Situational Driving Forces Cluster

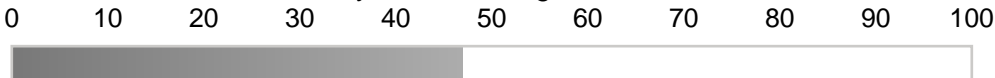
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

5. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



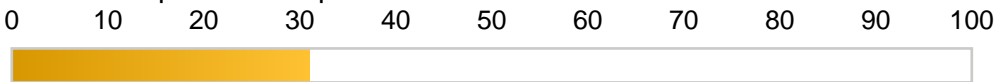
53

6. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



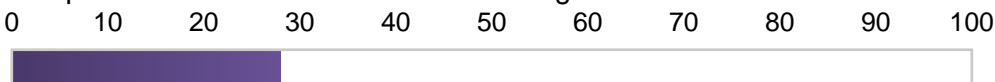
47

7. Selfless - People who are driven by completing tasks for the greater good, with little expectation of personal return.



31

8. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



28



Indifferent Driving Forces Cluster

You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

9. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.

0 10 20 30 40 50 60 70 80 90 100



28

10. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.

0 10 20 30 40 50 60 70 80 90 100



24

11. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.

0 10 20 30 40 50 60 70 80 90 100



19

12. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.

0 10 20 30 40 50 60 70 80 90 100



14



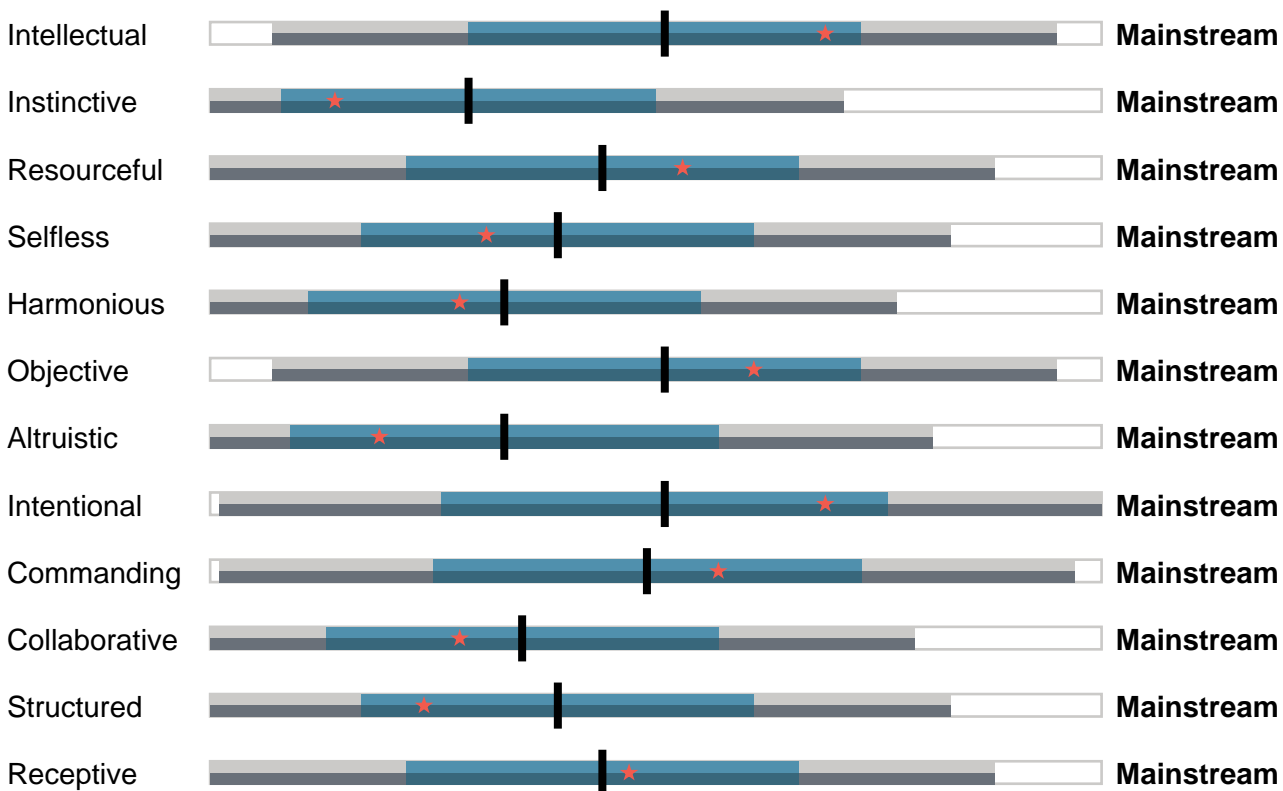


Areas for Awareness

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 driving forces, you will fit in with the group and be energized. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2015

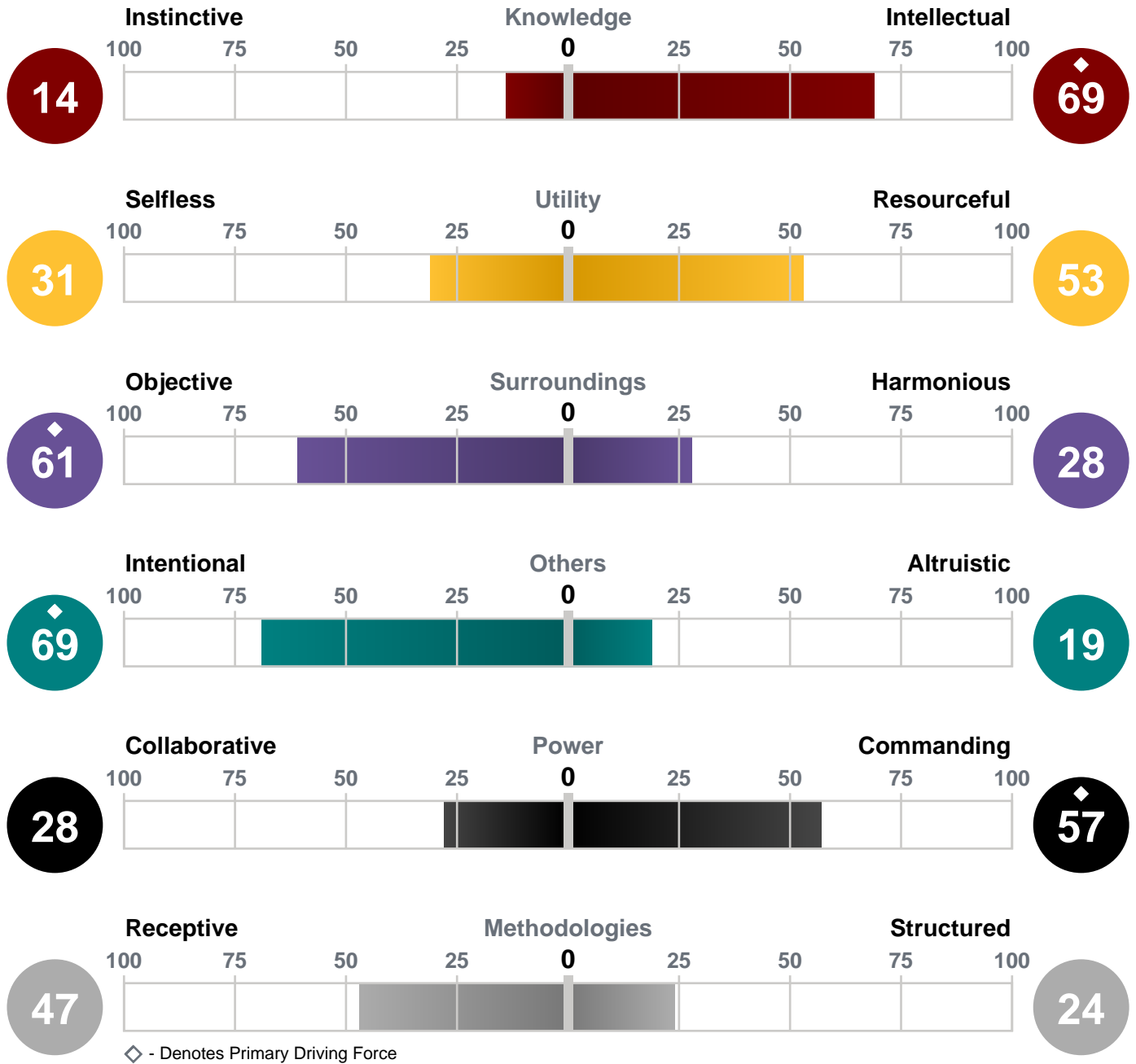


- 1st Standard Deviation - * 68% of the population falls within the shaded area.
 - 2nd Standard Deviation
 - 3rd Standard Deviation
 - national mean
 - your score

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

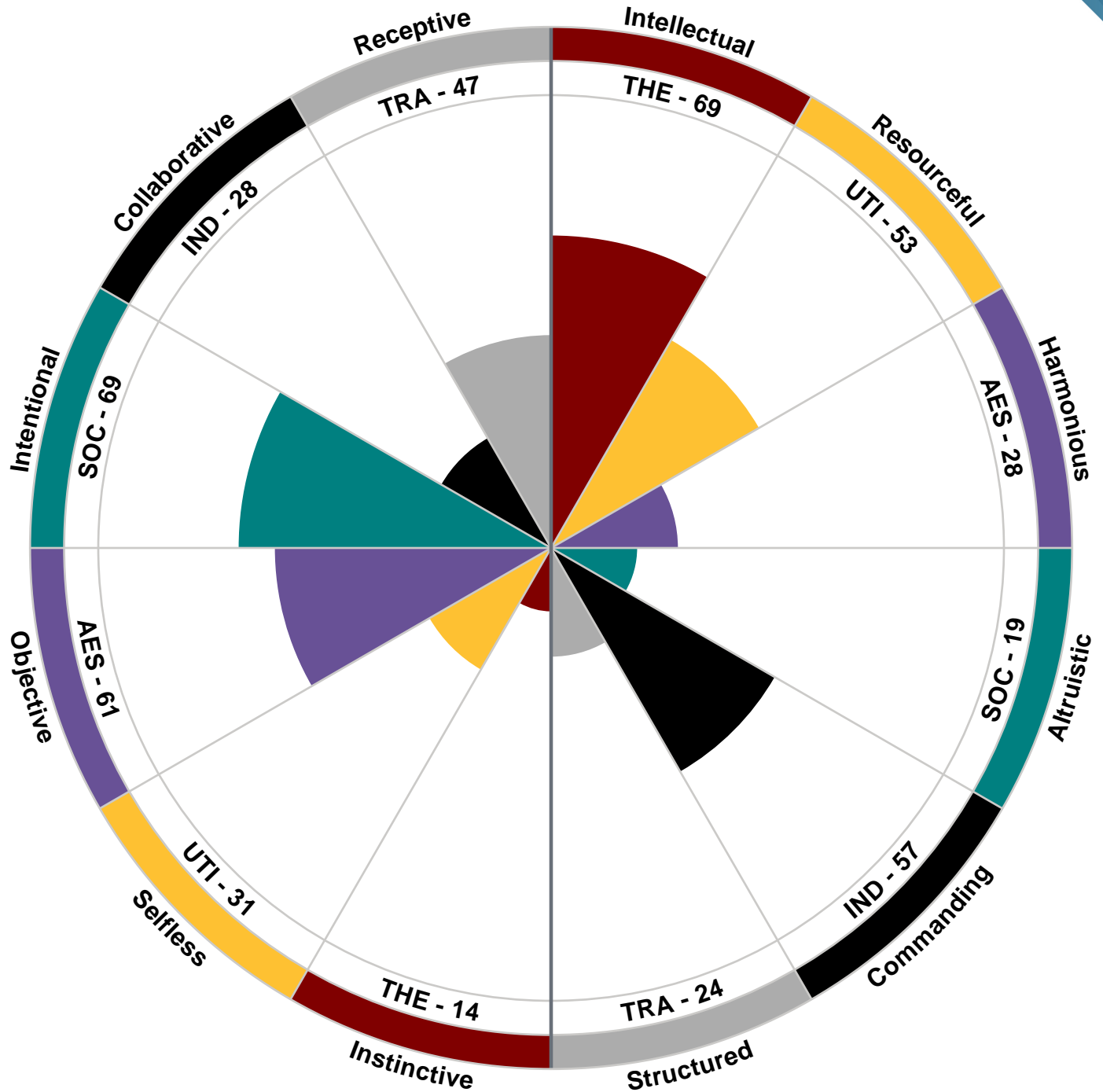


Driving Forces Graph



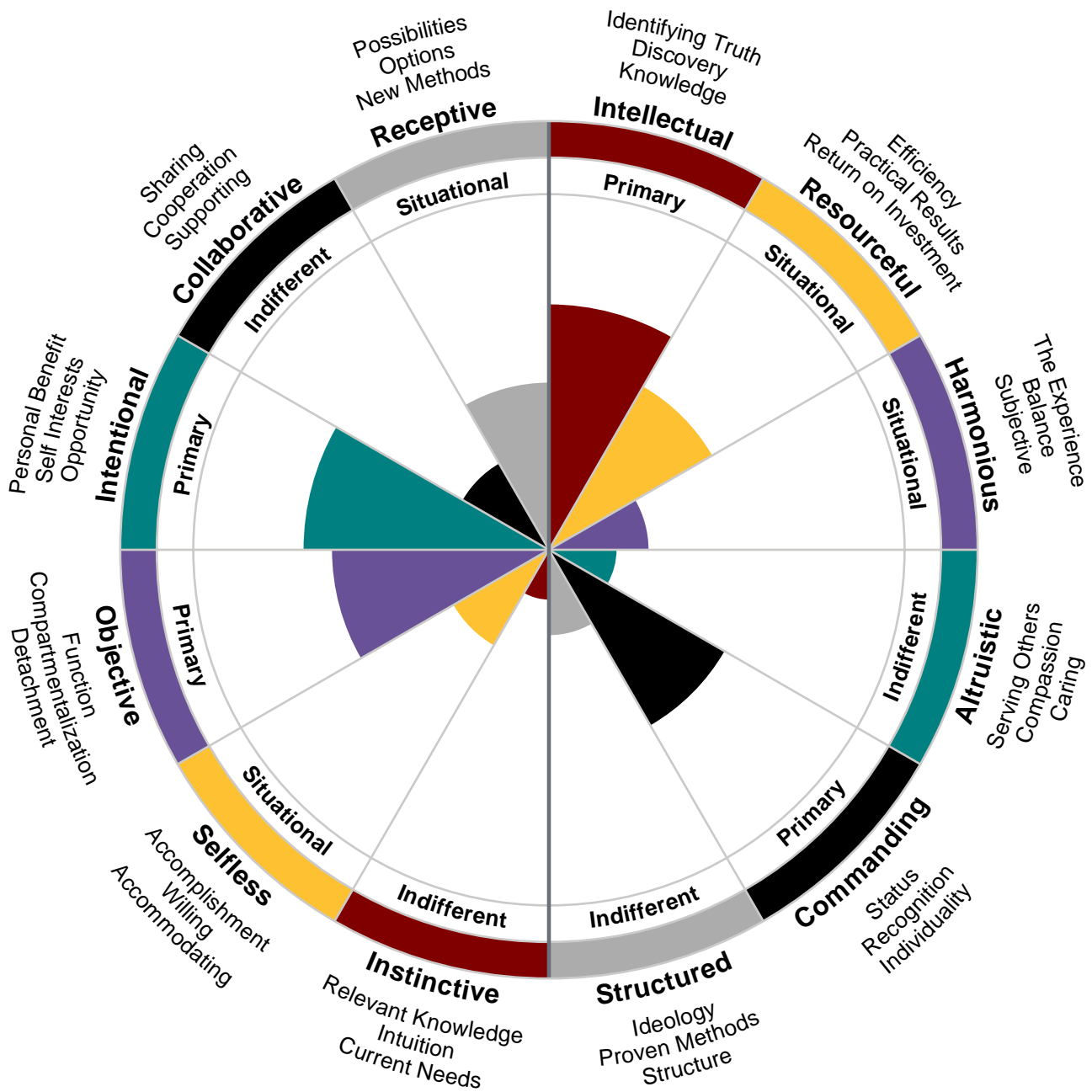


Driving Forces Wheel





Descriptors Wheel





Introduction Integrating Behaviors and Driving Forces Section

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

In this section you will find:

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



Potential Behavioral and Motivational Strengths

This section describes the potential areas of strengths between Robert's behavioral style and top four driving forces. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.

- Will be persistent about moving toward the common objective.
- Accommodating and pleasing others is one of his natural talents, which is maximized when there is a potential personal gain.
- Willing to be the support system behind the cause when others are working hard.
- Great at retrieving information for decision makers he trusts.
- Desire for continuous learning is one of his greatest strengths.
- Will keep sensitive information under lock and key.
- Supports a leader and a cause that implements tangible processes.
- The "glue" that ties multiple visions together.
- Will patiently listen to others who bring functional ideas.
- Methodically follows a strategy to achieve.
- Will take a firm stance when his position or status is questioned.
- A "winner" who is consistent but does not brag about accomplishments.





Ideal Environment

People are more engaged and productive when their work environment matches the statements described in this section. This section identifies the ideal work environment based on Robert's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Robert enjoys.

- To be partnered with sincere and genuine co-workers, all working towards a common vision.
- An environment where understanding and appreciating the unique abilities of others is rewarded.
- Rewards should be earned based on hard work and persistence, not just given.
- Realistic deadlines that are based on the appropriate amount of information gathering.
- Time to make decisions based on all available information.
- Time necessary to gather enough information in order to move forward.
- A leader that appreciates and understands the value of team functionality and follow up and follow through.
- Time to compartmentalize tasks to complete a project.
- An environment that rewards separating personal and professional issues to complete tasks in the allotted timeframe.
- Recognition and rewards for consistency, steadiness and being methodical.
- Opportunity to be the silent leader behind the team.
- A forum for leveraging loyalty and long-term relationships for the advancement of his position.



Keys to Motivating

All people are different and motivated in various ways. This section of the report was produced by analyzing Robert's driving forces. Review each statement produced in this section with Robert and highlight those that are present "wants."

Robert wants:

- Time to quietly change things for the better both internally and externally.
- To develop proven ways to help others contribute to the vision.
- To support others who can enhance the organization's bottom line.
- To have all the information to support others so he can feel secure with how the job is being done.
- To support others through the gathering and delivery of information.
- The time to research and layout information in a methodical way.
- Clearly defined start and finish points on each project or task.
- Time to make the workplace more functional.
- The freedom to separate personal and professional issues to achieve a friendly and familiar workplace.
- A manager that appreciates his steadfast approach to leadership.
- Time to determine when and where to promote winning strategy.
- Control over keeping the process consistent and methodical.



Keys to Managing

This section discusses the needs which must be met in order for Robert 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 Robert and identify 3 or 4 statements that are most important to him. This allows Robert to participate in forming his own personal management plan.

Robert needs:

- To be involved in long-term planning where people are seen as a resource in the plan.
- The time to motivate others as it relates to his own performance objectives.
- To maximize his ability to keep the emotions out of business.
- To understand the expected pace for exploring new theories and opportunities.
- Appropriate time to research and understand new information.
- Support in being seen as an expert within the organization.
- Assistance in adjusting to change by providing specific information to keep the organization moving.
- A manager who seeks out his opinions and perspective to key components.
- To focus on the functionality of new assignments.
- A manager that understands his need to be seen as someone that will finish projects and won't let others down.
- A manager that understands the need for private recognition and one that will not take credit for Robert's ideas.
- Support in his ability to take a stand on loyalty-based issues.





Action Plan

Professional Development

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

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

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

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



Action Plan

Personal Development

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

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

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

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