



TTI
SUCCESS
INSIGHTS®

Talent Insights®

Management-Staff

Kirk Martin

Agent/Owner

State Farm Insurance Co.

10-29-2016

Abernathey Consulting Group

2620 Oak Street

Eugene, OR 97405

541-520-7190

diana@abernatheyconsulting.com

**COMPLIMENTARY REPORT
NOT FOR SALE OR SEMINAR USE**



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, motivators and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

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

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.

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.

Integrating Behaviors and Motivators

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



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*



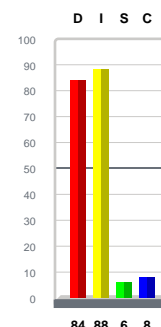
General Characteristics

Based on Kirk'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 Kirk's natural behavior.

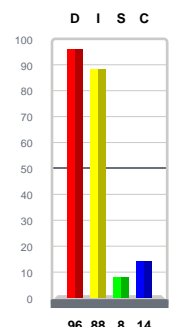
Kirk enjoys authority, independence and the freedom that goes with his aggressive approach to problem solving. He is aggressive and confident. He wants to be viewed as self-reliant and willing to pay the price for success. He may be so self-confident that others see him as arrogant. This confidence may be something others wish they had. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. Kirk needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. He tends to have a "short fuse" and can display anger or displeasure when he feels that people are taking advantage of him.

Kirk finds it easy to share his opinions on solving work-related problems. Sometimes he becomes emotionally involved in the decision-making process. He will work long hours until a tough problem is solved. After it is solved, Kirk may become bored with any routine work that follows. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He likes to make decisions quickly. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome.

Adapted Style

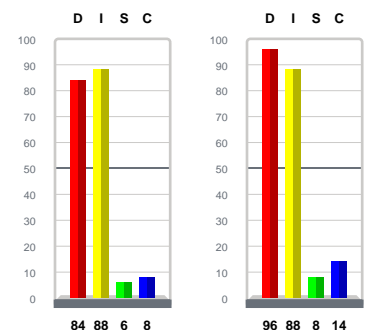


Natural Style



[illegible]

Natural Style



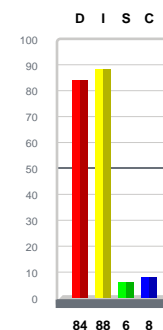


Value to the Organization

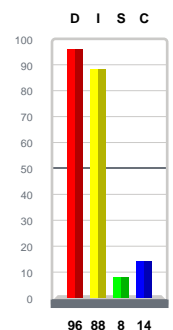
This section of the report identifies the specific talents and behavior Kirk brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Few dull moments.
- Initiates activity.
- Thinks big.
- Will join organizations to represent the company.
- Accomplishes goals through people.
- Tenacious.
- Deadline conscious.

Adapted Style



Natural Style





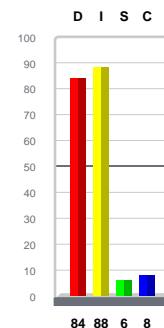
Checklist for Communicating

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 Kirk. 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 Kirk most frequently.

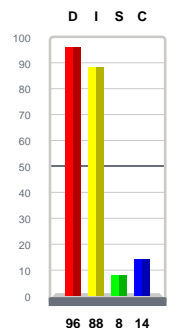
Ways to Communicate

- ☐ Present the facts logically; plan your presentation efficiently.
- ☐ Provide systems to follow.
- ☐ Motivate and persuade by referring to objectives and results.
- ☐ Expect acceptance without a lot of questions.
- ☐ Be clear, specific, brief and to the point.
- ☐ Give strokes for his involvement.
- ☐ Put projects in writing, with deadlines.
- ☐ Support the results, not the person, if you agree.
- ☐ Use his jargon.
- ☐ Come prepared with all requirements, objectives and support material in a well-organized "package."
- ☐ Verify that the message was heard.

Adapted Style



Natural Style





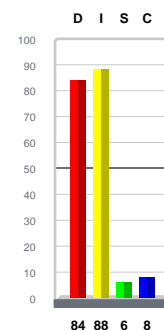
Checklist for Communicating Continued

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

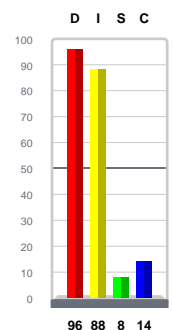
Ways NOT to Communicate

- ☐ Be redundant.
- ☐ Try to build personal relationships.
- ☐ Assume he heard what you said.
- ☐ Use paternalistic approach.
- ☐ Ask rhetorical questions, or useless ones.
- ☐ Try to convince by "personal" means.
- ☐ Let him change the topic until you are finished.
- ☐ Reinforce agreement with "I'm with you."
- ☐ Ramble on, or waste his time.
- ☐ Come with a ready-made decision, or make it for him.
- ☐ Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- ☐ Dictate to him.

Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Kirk'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, Kirk 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 Kirk's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Kirk to project the image that will allow him to control the situation.

Self-Perception

Kirk usually sees himself as being:

- Pioneering
- Competitive
- Positive
- Assertive
- Confident
- Winner

Others' Perception - Moderate

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

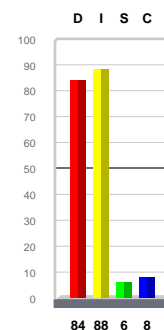
- Demanding
- Egotistical
- Nervy
- Aggressive

Others' Perception - Extreme

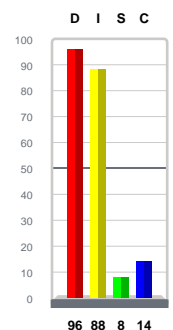
Under extreme pressure, stress or fatigue, others may see him as being:

- Abrasive
- Arbitrary
- Controlling
- Opinionated

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.

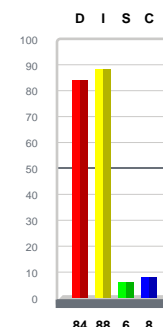
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid positions that revolve around routine work.
- The need for juggling many tasks at once may jeopardize quality.
- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.

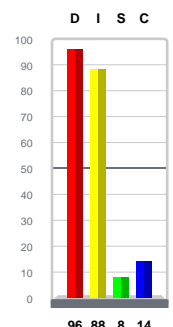
Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with S above the energy line and/or tips for seeking environments that will be conducive to the low S.

- Understand and recognize that the avoidance of delegation may have a negative impact long-term.
- When working on a team, the need for collaboration before moving forward can be a deterrent.
- Be mindful of the signals body language send and how they affect relationships.

Adapted Style



Natural Style





Descriptors

Based on Kirk'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

Kirk'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

Kirk tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. Kirk will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

Adapted

Kirk's response to the environment is to be strong-willed and ambitious in his problem-solving approach. He seeks to win against all obstacles.

People - Contacts

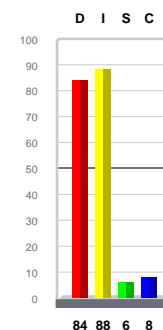
Natural

Kirk's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

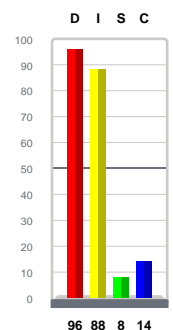
Adapted

Kirk 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

Kirk is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

Kirk 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

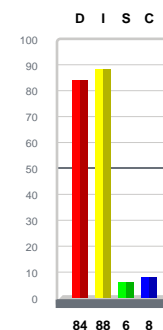
Natural

Kirk does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.

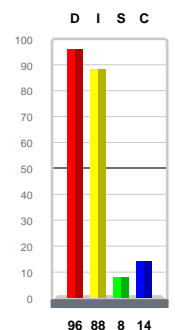
Adapted

Kirk shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Kirk sees little or no need to change his response to the environment.

Adapted Style



Natural Style



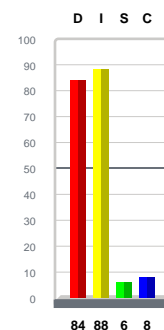


Adapted Style

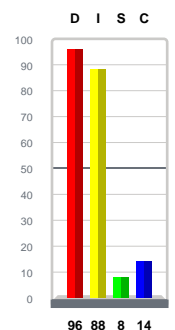
Kirk sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Meeting deadlines.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Dedicated to "going it alone" when necessary.
- Using a direct, forthright and honest approach in his communications.
- Coping with rapid changes in the work arena.
- Possessing a strong sense of urgency toward results.
- Flaunting independence.
- Handling a variety of activities.
- Moving quickly from one activity to another.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Exhibiting an active and creative sense of humor.

Adapted Style



Natural Style





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.

Snap Decisions

Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

Possible Causes:

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

Possible Solutions:

- Ask for recommendations
- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

Crisis Management

Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

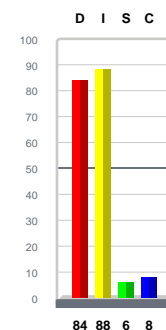
Possible Causes:

- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

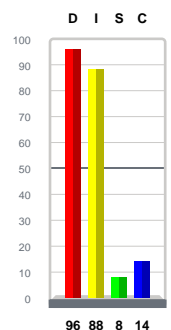
Possible Solutions:

- Have a well defined operational plan

Adapted Style



Natural Style





Time Wasters Continued

- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible

Poor Delegation

Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

Possible Causes:

- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

Possible Solutions:

- Train and mentor others
- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

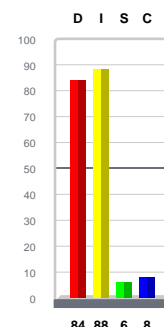
Lack of a Written Plan

A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.

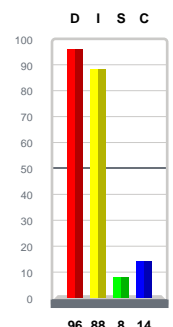
Possible Causes:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

Adapted Style



Natural Style





Time Wasters Continued

Possible Solutions:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

Firefighting

Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

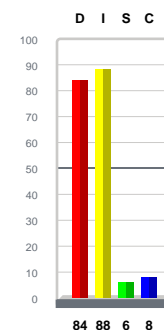
Possible Causes:

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation

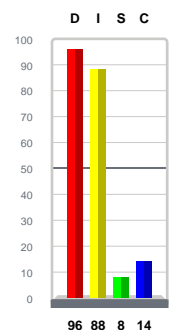
Possible Solutions:

- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach

Adapted Style



Natural Style





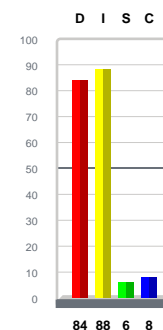
Areas for Improvement

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

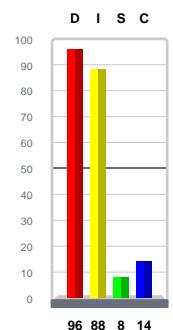
Kirk has a tendency to:

- Have difficulty finding balance between family and work.
- Be disruptive because of his innate restlessness and disdain for sameness.
- Fail to complete what he starts because of adding more and more projects.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Resist participation as part of the team, unless seen as a leader.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Have no concept of the problems that slower-moving people may have with his style.
- Be explosive by nature and lack the patience to negotiate.

Adapted Style



Natural Style

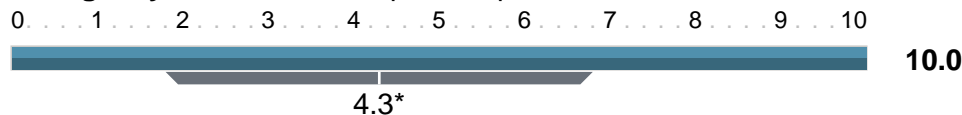




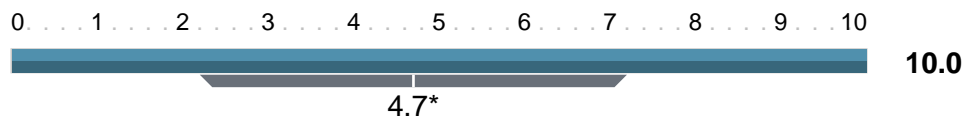
Behavioral Hierarchy

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.

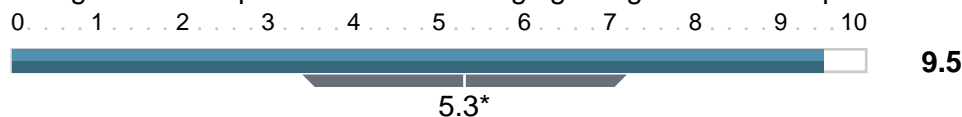
1. Urgency - Decisiveness, quick response and fast action.



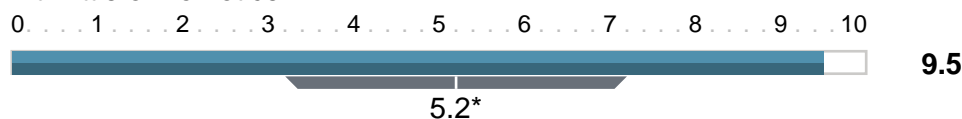
2. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



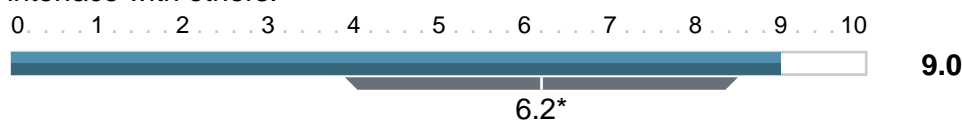
3. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



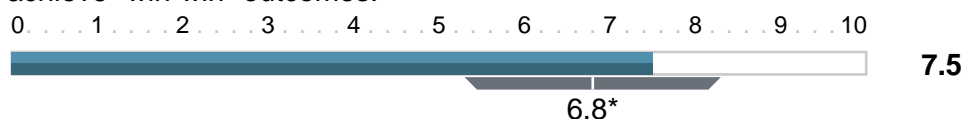
4. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



5. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



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

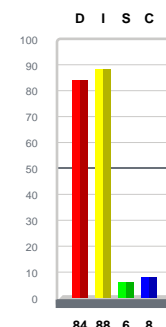


7. Customer Relations - A desire to convey your sincere interest in them.

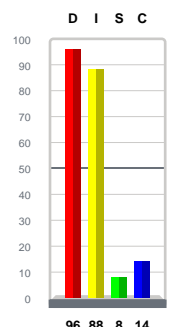


* 68% of the population falls within the shaded area.

Adapted Style



Natural Style





Behavioral Hierarchy

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



3.0

6.5*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



2.5

5.5*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



2.3

6.3*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



2.2

6.9*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

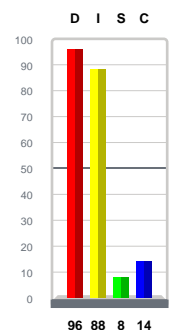
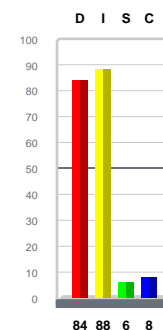


1.5

5.2*

Adapted Style

Natural Style



SIA: 84-88-06-08 (13) SIN: 96-88-08-14 (12)

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

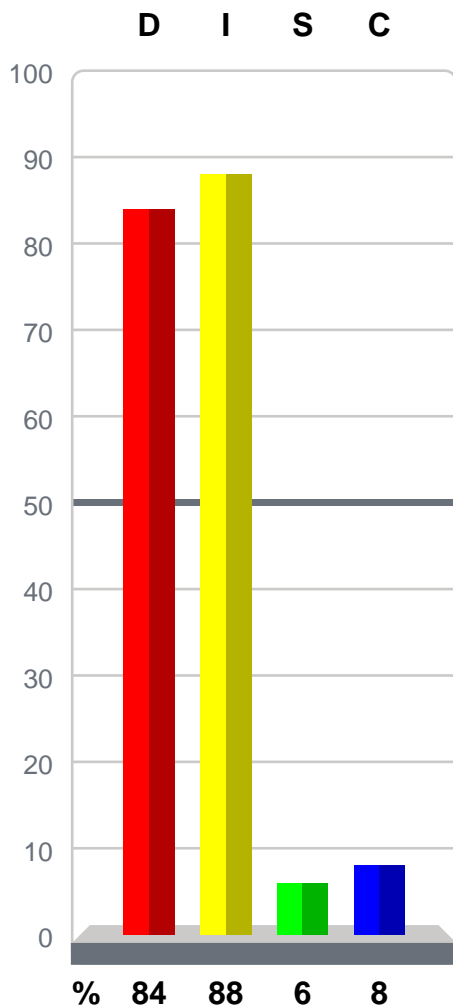


Style Insights® Graphs

10-29-2016

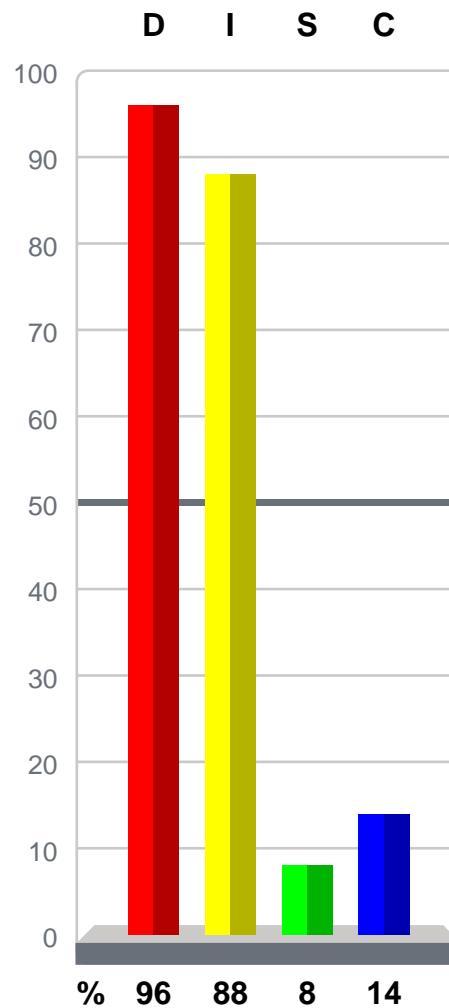
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4

T: 5:31



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.

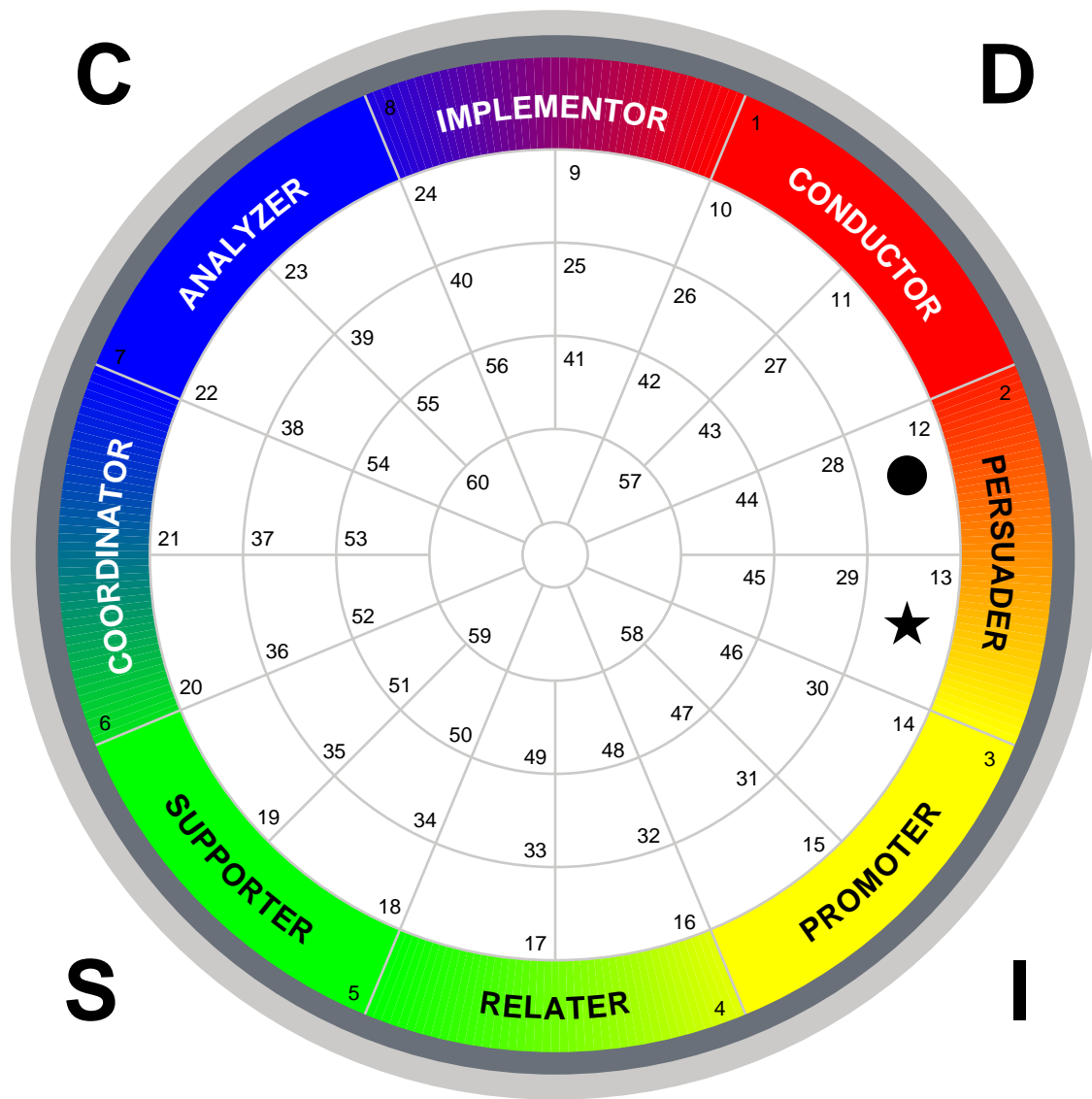
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

10-29-2016



Adapted: ★ (13) PROMOTING PROMOTER
Natural: ● (12) CONDUCTING PROMOTER

Norm 2015 R4

T: 5:31



Introduction Motivators Section

Knowledge of an individual's motivators help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. The Personal Motivators & Engagement report measures the relative prominence of six basic interests or motivators (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Motivators help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six motivators. Your top two and sometimes three motivators cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top motivators.

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

- **Strong** - positive feelings that you need to satisfy either on or off the job.
- **Situational** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.
- **Indifferent** - your feelings will be indifferent when related to your 5th or 6th motivator.

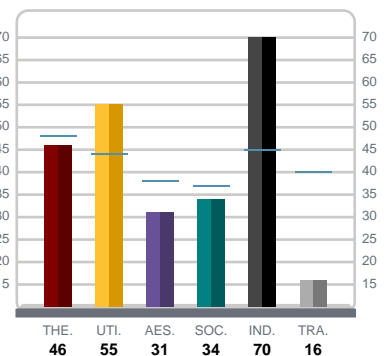
Your Personal Motivators Ranking		
1st	Individualistic	Strong
2nd	Utilitarian	Strong
3rd	Theoretical	Situational
4th	Social	Situational
5th	Aesthetic	Indifferent
6th	Traditional	Indifferent



Individualistic

The primary interest for this motivator is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power drive. 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.

- Kirk may go to extremes to win or control the situation.
- He enjoys public recognition for his contributions made for the betterment of those in need.
- At times, he believes all is fair in love and war.
- He will work long and hard to achieve positions that will allow him to interject his philosophies.
- He wants to not only control his own destiny, but the destiny of others.
- Control of the situation is the primary concern for him. The limelight is not a requirement as long as credit is given where credit is due.
- His intellectual curiosity and information will be used to control many situations.
- Kirk believes he deserves the very best that life has to offer.
- Kirk believes you have to do what works for you.
- When Kirk feels strongly about a situation, he may apply the "end justifies the means" concept.
- Controlling the situation is important to him, but he also wants to have the financial wherewithal to sustain that control.



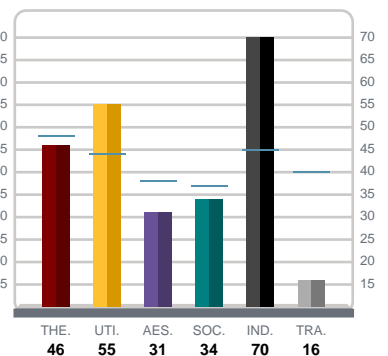
Kirk Martin



Utilitarian

The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This motivator 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 business person. A person with a high score is likely to have a high need to surpass others in wealth.

- Goals for the future are easily accomplished with his ability to integrate the past and the present.
- He will work long and hard to satisfy his needs.
- Kirk is good at achieving goals.
- He may use wealth as a yardstick to measure his work effort.
- The accumulation of material possessions results from his ability to follow through and accomplish goals.
- Kirk tends to give freely of time and resources, but will want and expect a return on his investment.
- He evaluates things for their utility and economic return.

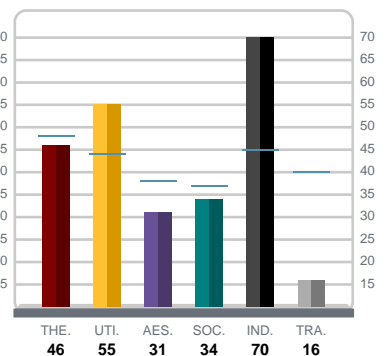




Theoretical

The primary drive with this motivator is the discovery of TRUTH. In pursuit of this drive, 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.

- If Kirk is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth.
- Kirk will usually have the data to support his convictions.
- A job that challenges the knowledge will increase his job satisfaction.
- Kirk will seek knowledge based on his needs in individual situations.
- If knowledge of a specific subject is not of interest, or is not required for success, Kirk will have a tendency to rely on his intuition or practical information in this area.
- Kirk has the potential to become an expert in his chosen field.
- In those areas where Kirk has a special interest he will be good at integrating past knowledge to solve current problems.



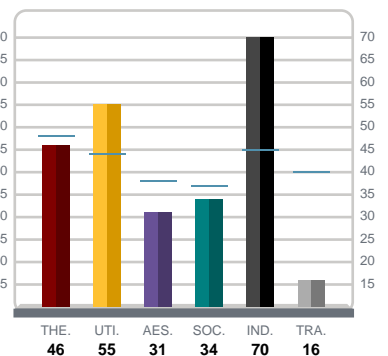
Kirk Martin



Social

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

- Kirk will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within him.
- Kirk's desire to help others (even to his own detriment) or decision not to help others, is reviewed on an individual basis.

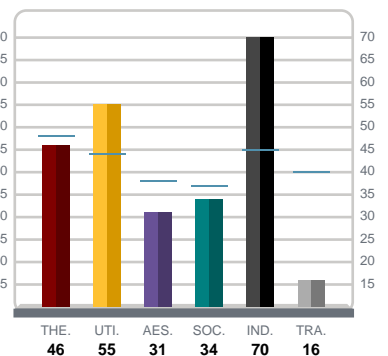




Aesthetic

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.

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

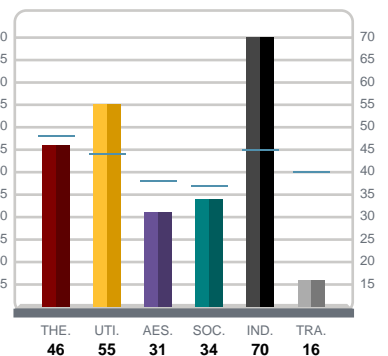




Traditional

The highest interest for this motivator may be called "unity," "order," or "tradition." Individuals with high scores for this motivator 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.

- He will not be afraid to explore new and different ways of interpreting his own belief system.
- It may be hard to manipulate Kirk because he has not defined a philosophy or system that can provide immediate answers to every situation.
- He will work within a broadly defined set of beliefs.
- In many cases, Kirk will want to set his own rules which will allow his own intuition to guide and direct his actions.
- Traditions will not place limits or boundaries on Kirk.
- Kirk can be creative in interpreting other systems or traditions and selective in applying those traditions.
- Kirk's passion in life will be found in one or two of the other dimensions discussed in this report.





Navigating Situations Outside Your Comfort Zone

The information on this page will highlight areas in which you may struggle relating to based on your lowest motivator. The information will teach you how to manage your way through discussions focusing on your number six motivator.

Tips for Communicating with "High Traditional" utilizing your Individualistic.

As you read through the communication tips, think about the following questions:

How does the mindset of a high Traditional contribute to today's workforce?

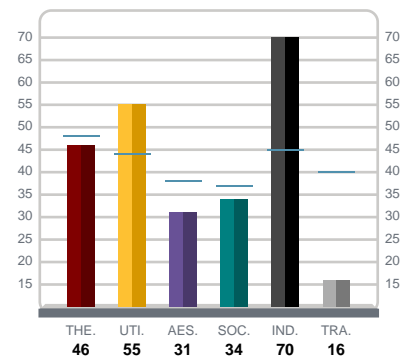
How do Traditionals contribute to the world, your professional life and your personal life?

A high Traditional seeks a system for living and wants others to follow the system of his or her choice.

- Look at traditions as a way to take what's proven to accomplish goals and to enhance them. How can the way things are done be improved, without throwing out the foundational concepts?
- Find commonalities between the beliefs of the Traditional and the goals being accomplish. Can beliefs be utilized to expand influence and control?

Once a Traditional has made up his or her mind on an issue, he or she will rarely change this opinion even if logic indicates he or she is wrong.

- Persuade the Traditional utilizing shared perspectives and communicate that agreement is not present on all aspects. How can both parties work together toward a larger common ground and be respectful of each other's beliefs.
- Ask what value is represented in converting the Traditional's thought process. Understand that extreme biases may be on the table, and agreeing to disagree may be necessary in certain areas.



Kirk Martin



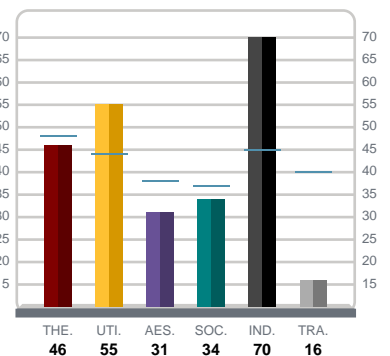
Navigating Situations Outside Your Comfort Zone

At times a high Traditional can be overly rigid in evaluating others against his or her standard.

- If alignment between the desired achievement and what the high Traditional wants to adhere to can occur, everyone can excel. If alignment does not exist on the standards, people will struggle to follow either person.
- People will often feel judged by the high Traditional. How can the desire to be seen as a leader be utilized to depersonalize the judgment and bring the conversation back to how the organization is going to achieve the goals set before them?

For a high Traditional, following proven procedures is more important than quick fixes.

- The proven way will not always grant the most power or project the best image. Ask questions to determine what approach will lead toward the desired legacy. Convince the high Traditional that the right fix will preserve the integrity of the foundational principles of the organization.
- Often times, the quick fix will work and will provide the ideal recognition. Explain why this is the choice, and communicate that although the tried and true is correct, this will maintain the pillars of the organizational foundation.





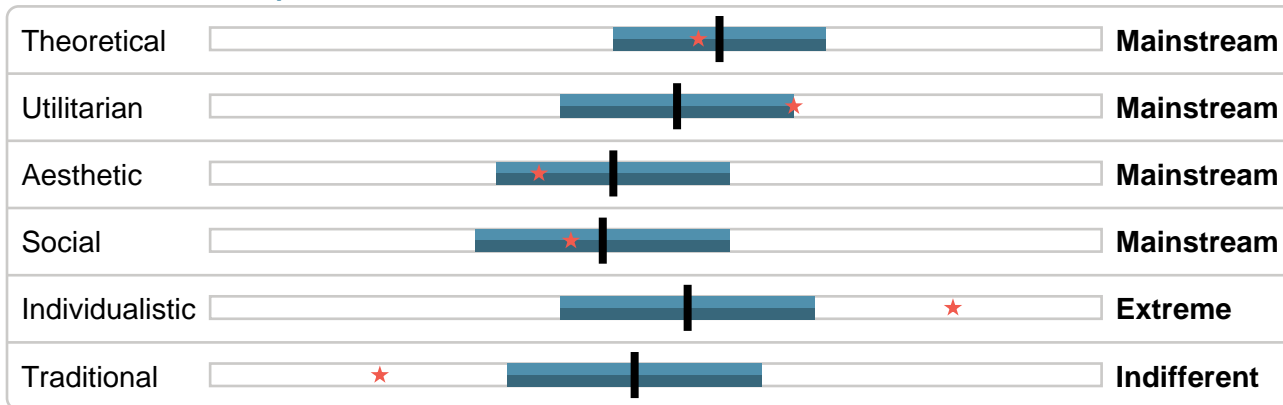
Motivators - Norms & Comparisons

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

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

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

Norms & Comparisons Table - Norm 2015



■ - 68 percent of the population ■ - national mean ★ - your score

Mainstream - one standard deviation of the national mean

Passionate - two standard deviations above the national mean

Indifferent - two standard deviations below the national mean

Extreme - three standard deviations from the national mean



Motivators - Norms & Comparisons

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

- You have a strong desire to lead, direct and control your own destiny and the destiny of others. You have a desire to lead and are striving for opportunities to advance your position and influence. Others may believe you are jockeying for position and continually stepping "over the line." They may believe that you form relationships only to "move ahead" and gain an advantage.

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

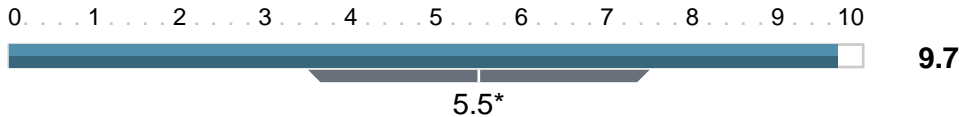
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.



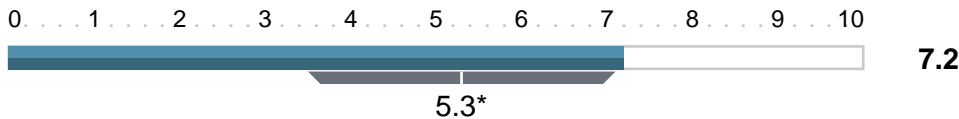
Motivators Hierarchy

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

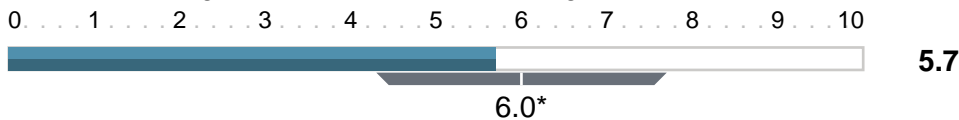
1. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



2. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



3. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



4. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



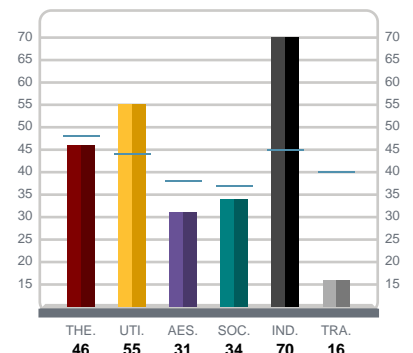
5. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



6. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



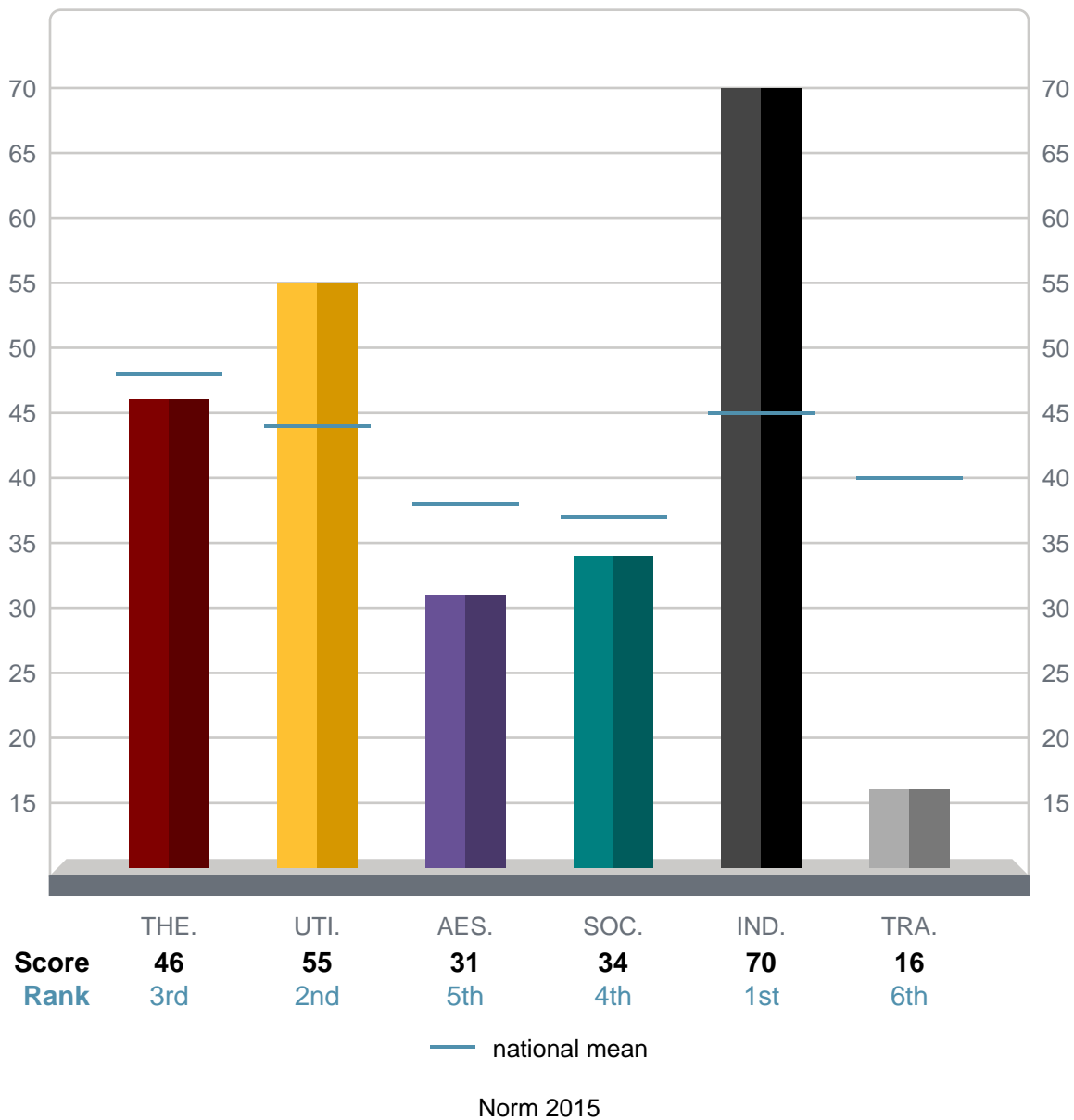
MI: 46-55-31-34-70-16 (THE.-UTI.-AES.-SOC.-IND.-TRA.)
* 68% of the population falls within the shaded area.





Motivation Insights® Graph

10-29-2016

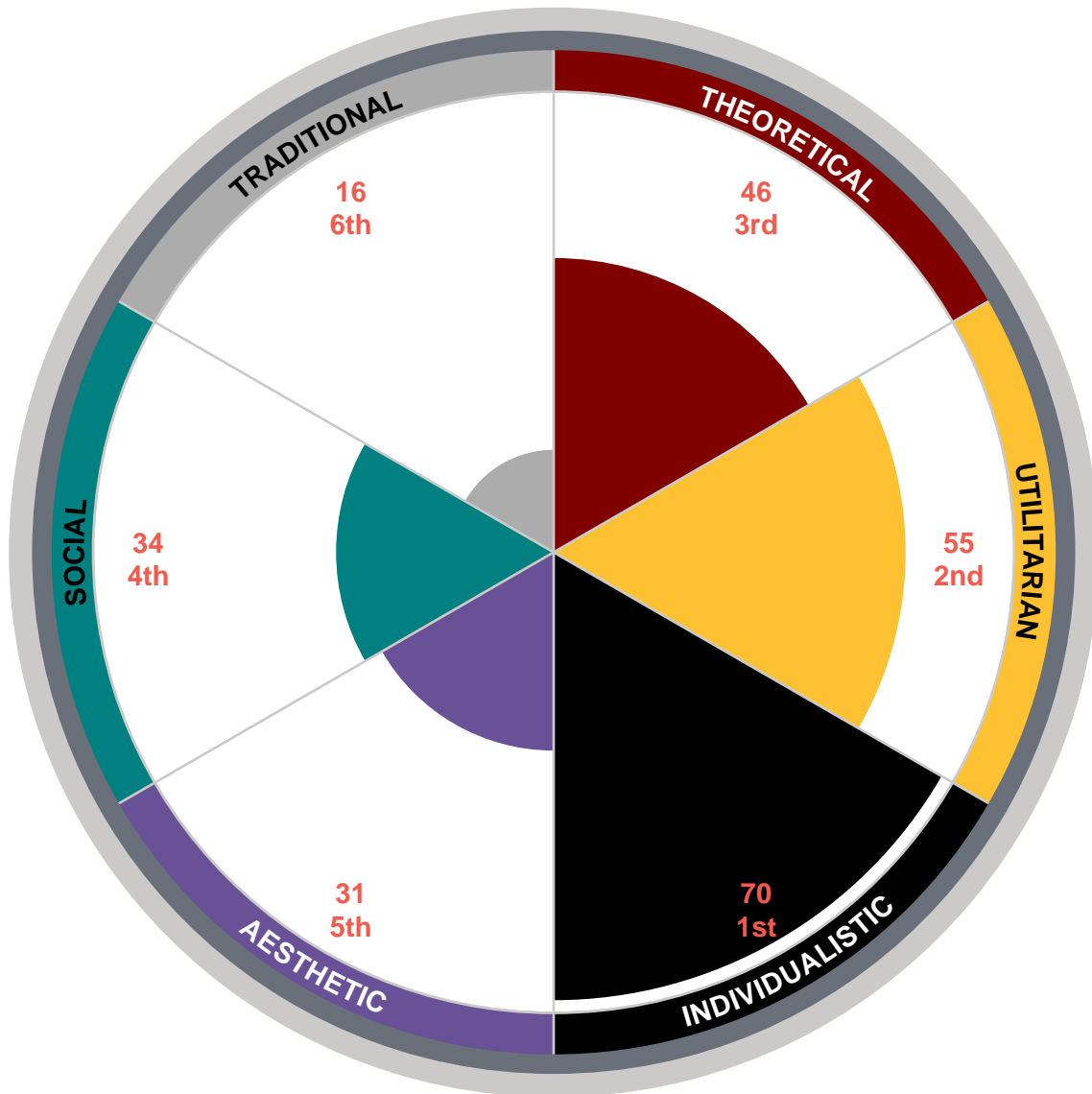


T: 4:03



Motivators Wheel™

10-29-2016



T: 4:03



Introduction Integrating Behaviors and Motivators Section

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

In this section you will find:

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



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

- Willing to make high-risk decisions.
- Innovative with strategies for success.
- Tends to be futuristic.
- Very creative in solving problems.
- Positively promotes the image of the organization.
- Capable of addressing conflict for a win-win scenario.
- Promotes efficiency and results.
- Tends to be futuristic and entrepreneurial in attaining results.



This section describes the potential areas of conflict between Kirk's behavioral style and top two motivators. Identify two to three potential conflicts that need to be minimized in order to enhance on-the-job performance.

- Can set personal standards too high.
- May not realize the negative consequences of his quick decisions.
- Can be a workaholic.
- Tends to think bigger is always better.
- May only interact with those he feels complement his goals.
- Can disclose their agenda to the wrong people.
- Struggles balancing financial advice with actual results.
- Efficiency is diminished with small talk.

[illegible]



This section identifies the ideal work environment based on Kirk's basic style and top two motivators. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Kirk enjoys and also those that create frustration.

- Work tasks that change from time to time.
- Freedom of movement.
- Nonroutine work with challenge and opportunity.
- Rewards for being quicker, faster, better.
- An environment where direct, bottom-line efforts are appreciated.
- Rewards based-on challenging the status quo resulting in a return to the organization.
- Opportunity to display excitement and fun while getting others to act.
- An environment where competition and winning is viewed as the ideal.
- An environment where he can "lead the parade".



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

- Opportunity to verbalize his ideas and demonstrate his skills.
- New challenges and problems to solve.
- Group activities outside the job.
- The ability to express accomplishments to others at a large scale.
- Focus on results and rewards, not the process or journey.
- Freedom to include others in the celebration of achievements.
- Recognition for leadership accomplishments and the results he receives.
- Ability to create, share and control the vision.
- A podium to express ideas, vision and experiences.



Keys to Managing

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

Kirk needs:

- To display empathy for people who approach life differently than he does.
- To adjust his intensity to match the situation.
- To handle routine paperwork only once.
- To be an active listener instead of dominating the discussion.
- To understand that not all people are driven by return and challenges.
- The opportunity to receive rewards based on results achieved.
- To listen to others and understand different perspectives in order to meet objectives.
- To understand that not all problems are a nail, therefore all solutions cannot be a hammer.
- A manager that recognizes his need for public recognition of accomplishments.





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 _____:
