



TTI Success Insights®

Behaviors and Motivators - Executive Version



Joe Smith
President/CEO
Hawthorne Services
10-4-2010

Helping you create stars at work
Hawthorne Services, LLC
Elkhart, Indiana
574-596-3058
karenmk@hawthorneservices.com



The TTI Success Insights® Behaviors and Motivators Report was designed to increase the understanding of an individual's talents. The report provides insight to two distinct areas: behaviors and motivators. Understanding strengths and weaknesses in both of these areas will lead to personal and professional development and a higher level of satisfaction.

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

SECTION 1: BEHAVIORS

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

SECTION 2: MOTIVATORS

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



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

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

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

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

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

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

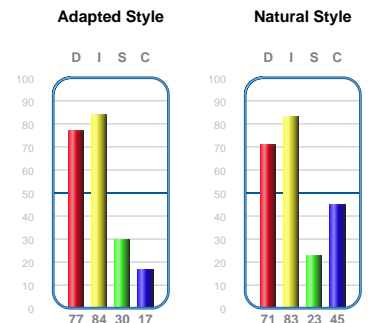


GENERAL CHARACTERISTICS

Based on Joe'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 Joe's natural behavior.

Joe is optimistic about his ability to do any job. He prefers working for a participative manager. He does his best work in this kind of environment. He likes quality social relationships. He often will become friends with his customers or clients. He, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. Joe is good at creating enthusiasm in others. He is driven by status and power. He, an outgoing person, feels at home with strangers. He likes feedback from his manager on how he is doing. Joe likes freedom from many controls. He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes."

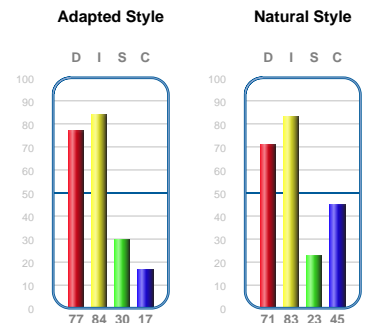
Joe believes rules exist to serve rather than to be followed by him. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He likes to be involved in the decision-making process. He usually makes decisions after gathering some facts and supporting data. Joe tends to make snap judgments or impulsive decisions. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He likes working for managers who make quick decisions. He tends to break the rules and then attempts to sell you on the fact it was the proper thing to do.





GENERAL CHARACTERISTICS

Joe is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He is good at negotiating conflict between others. Joe feels that "if everyone would just talk it out, everything would be okay!" He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Joe will attempt to put them at ease. He may have a tendency to oversell certain styles. Joe will often verbalize his need to be his own person. It is important for Joe to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He will know many people. He has a tendency to be a name dropper. He may do this without thinking, trying to establish rapport with people he may not know well. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person.

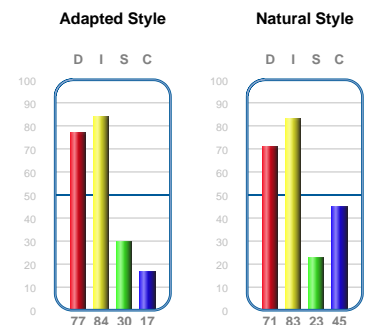




VALUE TO THE ORGANIZATION

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

- Forward-looking and future-oriented.
- Positive sense of humor.
- Optimistic and enthusiastic.
- Team player.
- Will join organizations to represent the company.
- Tenacious.
- Innovative.
- Verbalizes his feelings.
- Builds confidence in others.



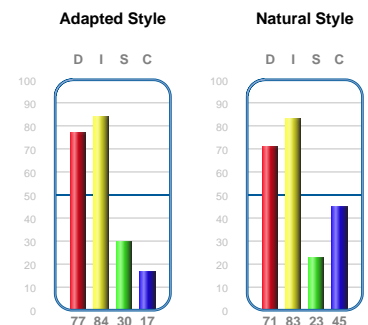


CHECKLIST FOR COMMUNICATING

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 Joe. 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 Joe most frequently.

Do:

- Talk about him, his goals and the opinions he finds stimulating.
- Present the facts logically; plan your presentation efficiently.
- Support and maintain an environment where he can be efficient.
- Read the body language--look for impatience or disapproval.
- Deal with details in writing, have him commit to modes of action.
- Plan interaction that supports his dreams and intentions.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Stick to business--let him decide if he wants to talk socially.
- Ask specific (preferably "what?") questions.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Provide ideas for implementing action.
- Provide facts and figures about probability of success, or effectiveness of options.

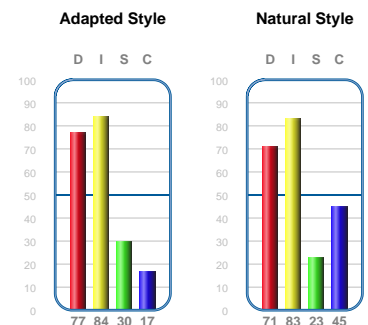




This section of the report is a list of things NOT to do while communicating with Joe. Review each statement with Joe and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually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

Don't:

- Let disagreement reflect on him personally.
- "Dream" with him or you'll lose time.
- Legislate or muffle--don't overcontrol the conversation.
- Try to convince by "personal" means.
- Ramble on, or waste his time.
- Be redundant.
- Be curt, cold or tight-lipped.
- Take credit for his ideas.
- Leave decisions hanging in the air.
- Drive on to facts, figures, alternatives or abstractions.
- Talk down to him.





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

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



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

"See Yourself As Others See You"

SELF-PERCEPTION

Joe usually sees himself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

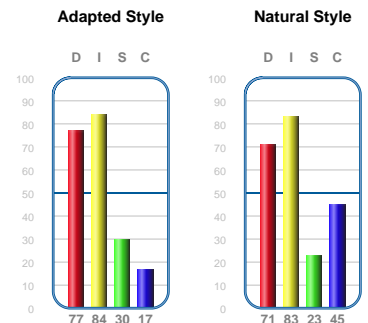
Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter





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

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

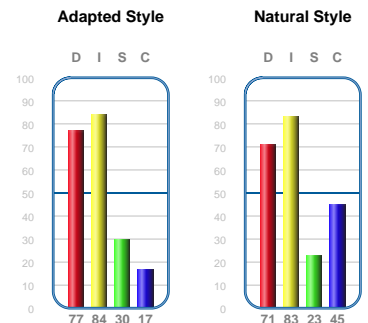


NATURAL AND ADAPTED STYLE

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

| Natural | PROBLEMS - CHALLENGES | Adapted |
|---------|---|--|
| | Joe is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. Joe has a tendency to make decisions with little or no hesitation. | Joe sees no need to change his approach to solving problems or dealing with challenges in his present environment. |

| Natural | PEOPLE - CONTACTS | Adapted |
|---------|---|--|
| | Joe is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Joe is trusting and also wants to be trusted. | Joe 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. |



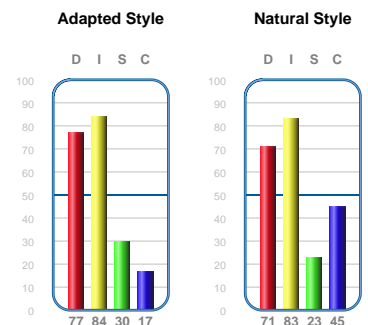
Hawthorne Services, LLC
574-596-3058
karenmk@hawthorneservices.com



NATURAL AND ADAPTED STYLE

| Natural | PACE - CONSISTENCY | Adapted |
|--|--|---------|
| <p>Joe is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. He usually demonstrates a pronounced sense of urgency. He is eager to initiate change if for nothing else than for change's sake.</p> | <p>Joe 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.</p> | |

| Natural | PROCEDURES - CONSTRAINTS | Adapted |
|---|--|---------|
| <p>Joe is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.</p> | <p>Joe sees the environment with few constraints. He feels the necessity to rebel at too many constraints and may even flaunt this independence.</p> | |

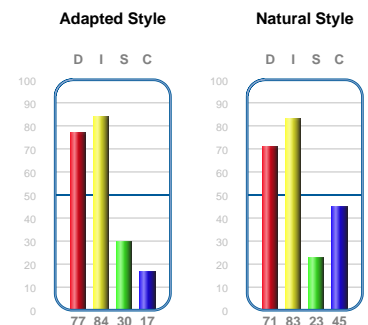


Hawthorne Services, LLC
 574-596-3058
 karenmk@hawthorneservices.com



Joe 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.

- A competitive environment, combined with a high degree of people skills.
- A good support team to handle paperwork.
- Positive, outgoing, friendly behavior.
- Obtaining results through people.
- Participative decision making.
- Flexibility.
- Skillful use of vocabulary for persuasive situations.
- Acting without precedent, and able to respond to change in daily work.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Dealing with a wide variety of work activities.
- Contacting people using a variety of modes.





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

1. INABILITY TO SAY NO.

The inability to say no is when you are unable to or feel powerless to refuse any request.

POSSIBLE CAUSES:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

POSSIBLE SOLUTIONS:

- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

2. DESIRE TO BE INVOLVED WITH TOO MANY PEOPLE

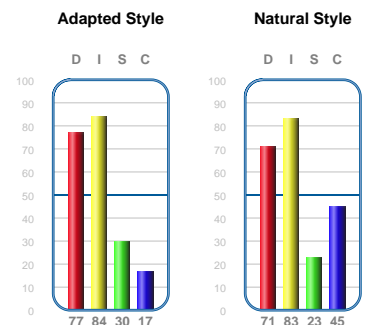
The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

POSSIBLE CAUSES:

- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

POSSIBLE SOLUTIONS:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view





3. OPEN DOOR POLICY

An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.

POSSIBLE CAUSES:

- Want to be seen as supportive and available
- Want the social interaction of people dropping by
- Have a difficult time saying "no"
- Use people interruptions as a way of procrastinating or justifying missed deadlines

POSSIBLE SOLUTIONS:

- Set aside time to "close your door" and work on projects
- Set aside time to interact with co-workers
- Learn to prioritize activities and say "no" to low priorities
- Place your desk so that it is not always in "view" of those who pass by
- Avoid eye contact with people who walk by your desk or office

4. CLUTTERED DESK

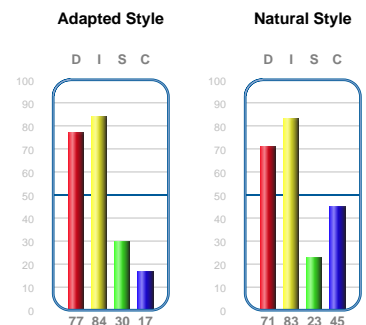
A cluttered desk is one that is overloaded by papers, supplies and equipment to the point of impacting the ability to be productive.

POSSIBLE CAUSES:

- See organizing and filing activities as a waste of time
- Want everything at fingertips
- Do not conceptualize a system for grouping information and materials
- Have not established a timeline for tasks or projects

POSSIBLE SOLUTIONS:

- Handle each piece of mail only once, i.e. pitch it, file it or delegate it
- Set up (or have someone else set up) an information storage and retrieval system
- Get off mailing lists that are of no interest to you





- Remind yourself that the time it takes to open "junk" mail robs you of time for more important tasks
- Establish a time limit for certain projects and only have current project material on your desk

5. PROCRASTINATION

Procrastination is the process of delaying action. It is also the inability to begin action.

POSSIBLE CAUSES:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

POSSIBLE SOLUTIONS:

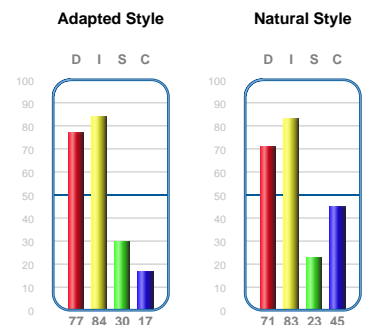
- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute

6. LONG LUNCHES

Long lunches are those that extend beyond the normal time for eating. They could be kept within a specific time frame but are not.

POSSIBLE CAUSES:

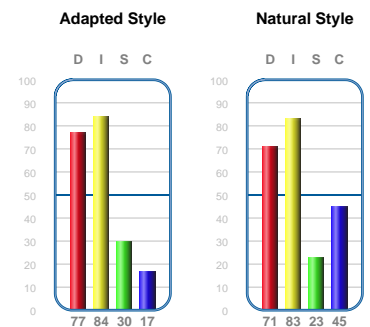
- Get involved in the excitement of conversation and forget about time
- See long lunches as a networking opportunity
- Like doing business in a social, non-threatening environment
- Use long lunches as a way to avoid unpleasant tasks, people or the work environment





POSSIBLE SOLUTIONS:

- Set a specific time for lunch and **STICK TO IT**
- Have meetings in the office
- Set meetings right after lunch
- Have working lunches



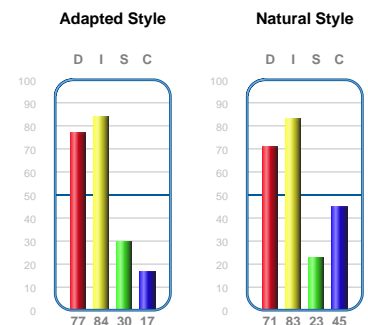


AREAS FOR IMPROVEMENT

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

Joe has a tendency to:

- Be too verbal in expressing criticism.
- Be so enthusiastic that he can be seen as superficial.
- Have difficulty planning and controlling time expenditure.
- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- Be a situational listener if not given an opportunity to tell his ideas.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Be unrealistic in appraising people--especially if the person is a "friend."





The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. FREQUENT INTERACTION WITH OTHERS



2. VERSATILITY



3. URGENCY



4. COMPETITIVENESS



5. FREQUENT CHANGE



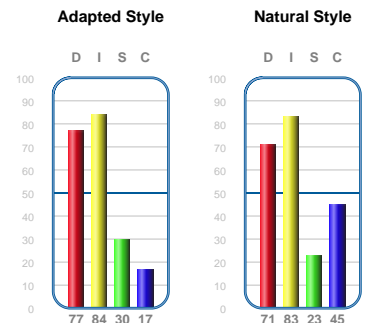
6. CUSTOMER ORIENTED



7. ORGANIZED WORKPLACE



8. ANALYSIS OF DATA



SIA: 77-84-30-17 (13) SIN: 71-83-23-45 (13)

Hawthorne Services, LLC
574-596-3058
karenmk@hawthorneservices.com



Joe Smith

Hawthorne Services

10-4-2010

MOST

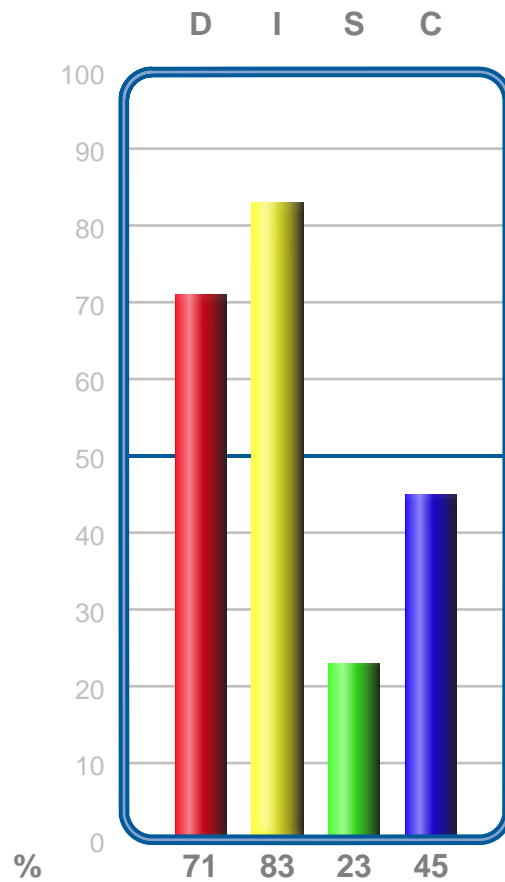
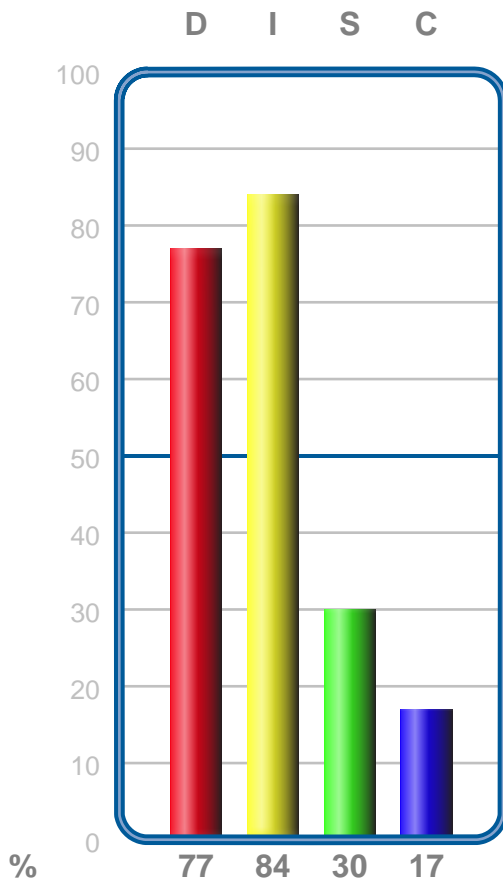
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2009



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

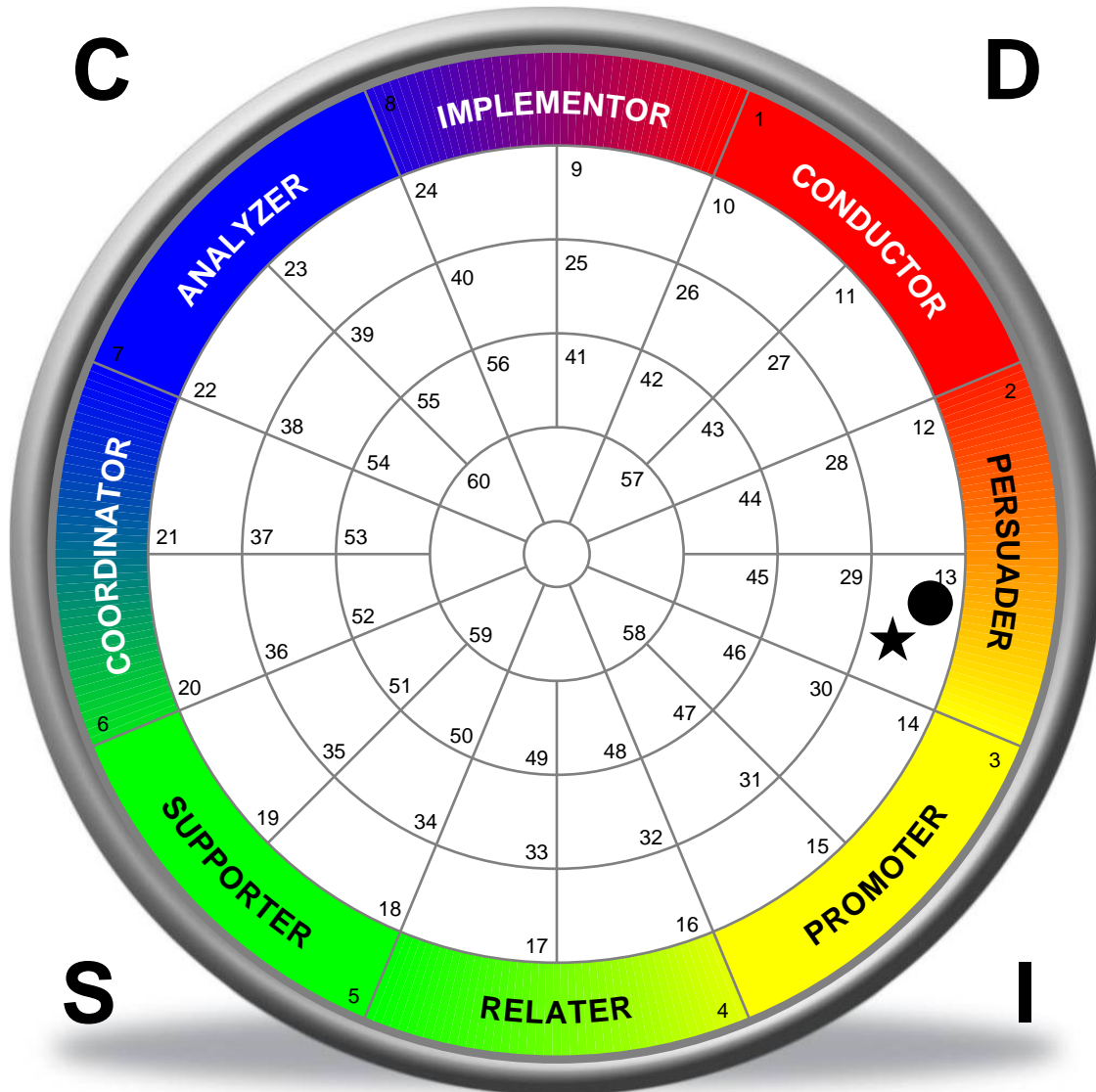
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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

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



Joe Smith
Hawthorne Services
10-4-2010



Adapted: ★ (13) PROMOTING PERSUADER
Natural: ● (13) PROMOTING PERSUADER

Norm 2009

Hawthorne Services, LLC
574-596-3058
karenmk@hawthorneservices.com



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

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

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

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

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

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



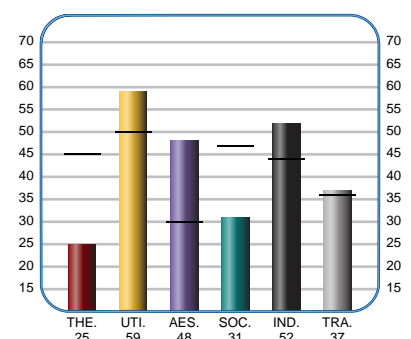
The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the production, marketing and consumption of goods, the use of credit, and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average businessperson. A person with a high score is likely to have a high need to surpass others in wealth.

General Characteristics

- Sales, technical, or management training programs should demonstrate a bottom-line financial benefit as a result of the training effort.
- Is interested in what is useful and practical in meeting goals (usually economic ones).
- Responds best when education and training are practical and useful, with a profit or economic objective that is clearly attached to the training.
- When profit or project cost/benefits are examined, he takes the position that the ends justify the means.
- Motivated by money and bonuses as recognition for a job well done.
- Goal driven, especially financial goals.
- Interested in what is practical and useful in achieving his vision of success.
- Fits the stereotype of the typical businessperson, interested in economic incentives.
- Motivated by high pay and attaches importance to high earnings.

Value to the Organization

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





Keys to Managing and Motivating

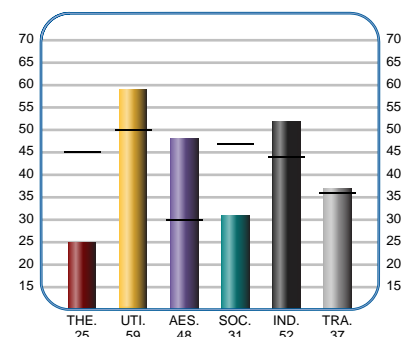
- Realize that for those who score in this high economic range there may be low company loyalty. Be certain to reward performance, and encourage participation as an important member of the team.
- Realize that it's not just money that motivates, but also personal payback from the job.
- Reward high performance in tangible and monetary ways with individual and team recognition.
- Provide opportunity for financial rewards for excellent performance.
- Be certain Joe is balancing his professional and personal life.

Training, Professional Development and Learning Insights

- Link learning outcomes to the ability to become more effective in increasing earnings for both himself and the organization.
- Provide some rewards and incentives for participation in additional training and professional development.

Continuous Quality Improvements

- Needs to hide the dollar signs in his eyes in order to establish the most appropriate rapport with others.
- Needs to have an increased sensitivity to the needs of others and less demonstration of potential selfishness.
- Needs to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this high Utilitarian/Economic drive.





INDIVIDUALISTIC/POLITICAL

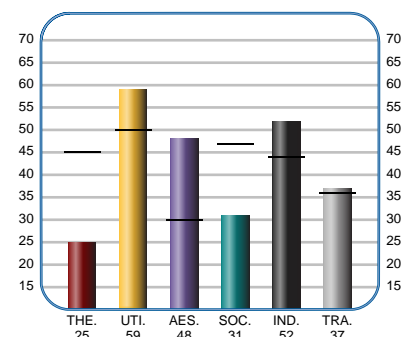
The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however,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

General Characteristics

- He surprises others with spontaneous ideas or responses.
- He experiences a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.
- Enjoys working in his own way and own methods.
- Likes freedom in his own work area.
- Brings a lot of energy that needs to be put to good use.
- Likes to have his own niche; the place where he can excel.
- There is a tendency to push the envelope a bit in situations where winning is desired.
- Comfortable being in the limelight and enjoys demonstrating his uniqueness or creativity.

Value to the Organization

- Brings creative ideas.
- Not afraid to take calculated risks.
- Desires to be an individual and celebrate differences.
- Brings a variety of different and energetic ideas to the workplace.
- Enjoys making presentations to small or large groups, and is generally perceived as an engaging presenter by his audience.





Keys to Managing and Motivating

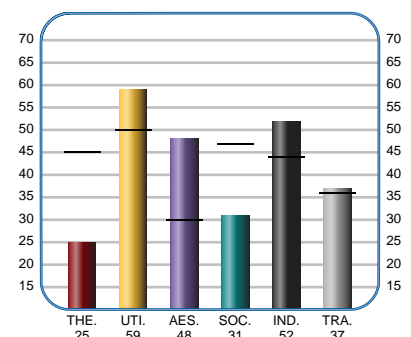
- Allow freedom to make his own decisions about how an assignment should be completed.
- Allow bandwidth to grow and experiment with new projects, ideas, and responsibilities.
- Create an environment that provides security while it encourages taking appropriate risks.
- Joe brings a variety of strengths to the team that may not have been utilized. Explore the possibilities of expanding these opportunities.
- Remember that even as attention from others is important, he also desires some independence from team organization and protocol at times.

Training, Professional Development and Learning Insights

- Learning and professional development activities should be flexible, having a wide variety of options.
- Attempt to provide enough creative space for him to express his uniqueness.
- Allow for some experimental or non-routine types of options.

Continuous Quality Improvements

- Unique approaches do not always result in complete success, and may cause conflict with others if sensitivity is not used.
- Some values clashes may be reduced if awareness of the needs of others and awareness of the job parameters and protocol are used to govern his high Individualistic behavior.
- Needs to remember that his good ideas aren't the only good ideas.





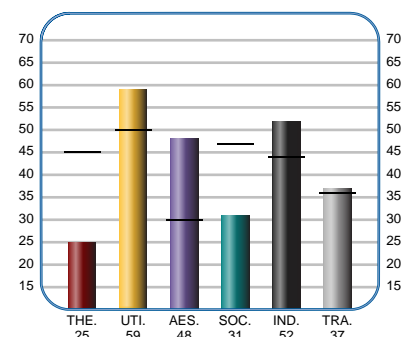
A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent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

General Characteristics

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

Value to the Organization

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





Keys to Managing and Motivating

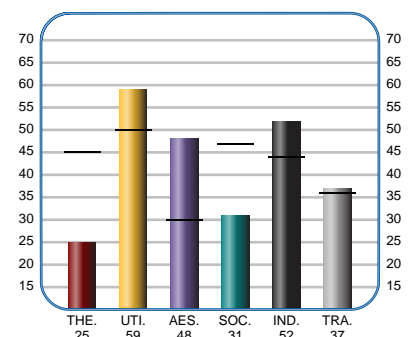
- Remember that he shows a practicality and realism regarding Aesthetic values and positions.
- This middle ground between the extremes of higher and lower Aesthetic issues may be an appropriate stabilizing force.
- Check for other Values drives that may be higher or lower than this Aesthetic value in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

Training, Professional Development and Learning Insights

- Explore the professional development insights from some of the other Values scales to determine more specific preferences.
- He is a flexible participant in training and development programs.
- Joe will be supportive of the training efforts as well as supportive of the trainer(s) from the viewpoint of this Aesthetic dimension.

Continuous Quality Improvements

- To gain additional insight, it is important to review other Values drives to determine the importance of this Aesthetic drive factor.
- He may need to take a more visible position with the team on some issues within the organization.
- May feel conflict as to whether or not to participate in certain team activities, unless there is some area where his creativity may be used.





TRADITIONAL/REGULATORY

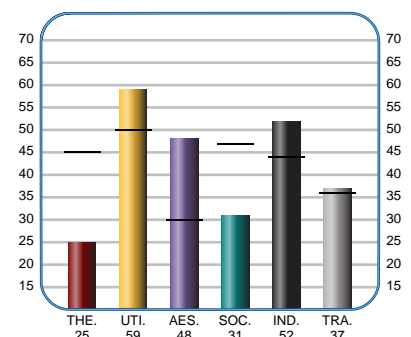
The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.

General Characteristics

- Believes it is important to have collegial relationships with both higher and lower Traditional/Regulatory types.
- Can support and understand the position of both higher and lower Traditional/Regulatory types.
- Believes in the importance of group or team efforts, but also feels that individual rights should be honored.
- Accepts authority, but also feels that personal opinions should be honored in making decisions.
- Brings a sense of balance and stability to a variety of job-related issues that might emerge.
- May be able to serve as a bridge between those on the team with higher Regulatory drives and those with lower Regulatory drives.
- Typically won't get bogged down in minutia, nor will he ignore details when decision-making.
- This value needs to be compared against other higher- and lower-scoring values to determine his driving factors.

Value to the Organization

- Demonstrates an awareness of the necessary protocol and an appreciation of working in creative problem-solving ways that might challenge that protocol.
- Brings flexibility to the team. Follows precedent when necessary and able to set new precedent when necessary.
- Joe is able to walk the line between following the rules and bending the rules, and knowing the difference.
- A stabilizing force on the team.
- Shows respect for protocol and standard operating procedure without becoming overly rigid.
- May be perceived by others on the team as neither rigid nor undisciplined, but rather as one who is responsible and mature in approach to corporate and organizational protocol.



Hawthorne Services, LLC
574-596-3058
karenmk@hawthorneservices.com



Keys to Managing and Motivating

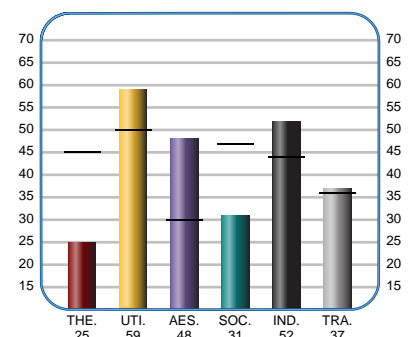
- Remember that Joe has the flexibility to follow procedures when necessary, and to set new procedures when necessary.
- Support the strength that Joe brings to the team in being a stabilizing force between those who want to follow protocol and those who want to challenge the protocol.
- Remember that Joe has the ability to be a balancing and stabilizing agent on operations, procedures, and protocol issues, without being an extremist toward either side.
- Joe brings a procedure-drive typical of many business professionals.
- Include his perspective in order to gain a middle-ground understanding of issues.

Training, Professional Development and Learning Insights

- May show flexibility in preference of professional development activities to include both individual structured activities, as well as activities of a more creative and unstructured design.
- Tends to be participatory in learning and professional development situations without trying to re-write the curriculum.
- Is able to engage in professional development activities as a supportive member of the team.

Continuous Quality Improvements

- May need to state opinions or take a visible position on some procedural or protocol issues.
- May need to take a firmer stand or position on some team issues.
- May need to examine other Values drives to determine the importance of this Traditional/Regulatory drive factor.





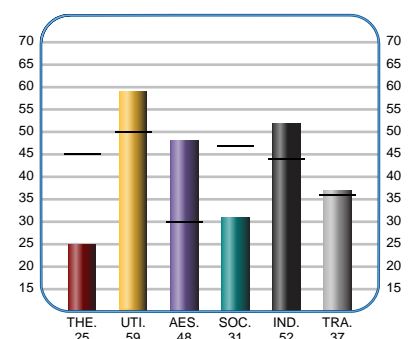
Those who score very high in this value have an inherent love of people. The Social/Altruistic person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic values cold and inhuman. Compared to the Individualistic value,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

General Characteristics

- Other values tend to take a higher motivational priority than this Social/Altruistic scale.
- Shows a bottom-line practicality regarding helping others and sharing time and resources: there must be a set of mutual wins.
- Places a business "guard" on his trust level, perhaps as a result of being burned in the past and attempting not to let it happen again.
- Has a tendency to have a strong work ethic that is projected to others. "I've worked hard and have been persistent, and others should be able to do that for themselves."
- Has learned to say "No" when asked to do things that may not contribute to the bottom line (either his own or the organization's).
- May look at those scoring higher as selfless types who are giving their security away.
- Motivated and driven in Values areas other than the Social/Altruistic.

Value to the Organization

- Bottom-line practicality regarding business and transactions.
- Survivor in the business arena, even in the midst of heavy competition.
- Not easily swayed in terms of emotional issues.
- Good business sense.





Keys to Managing and Motivating

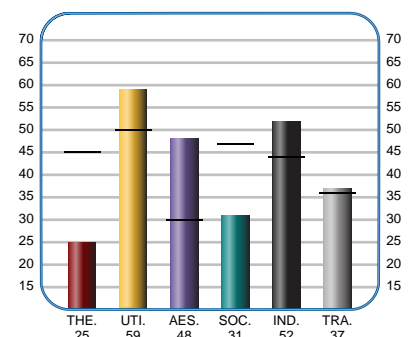
- Be careful not to overload assignments with too many coaching or counseling activities since he may not perceive an immediate business gain from those activities.
- Appeal to the practical side that Joe shows.
- Joe scores like those who set their own goals. Use those goals as primary motivators.
- Stay bottom-line oriented.
- Don't get lofty and theoretical with lots of rhetoric.

Training, Professional Development and Learning Insights

- Link learning and professional development to other items of greater self-interest.
- Find areas of the training that relate to increased business opportunity or advancement.
- Connect learning and training goals to bottom-line increases and successes.

Continuous Quality Improvements

- Some perceive a "selfishness-factor" on certain projects or when sharing information resources with the team.
- Needs to be more sensitive to the needs of others.
- Needs to be more open and receptive to others.





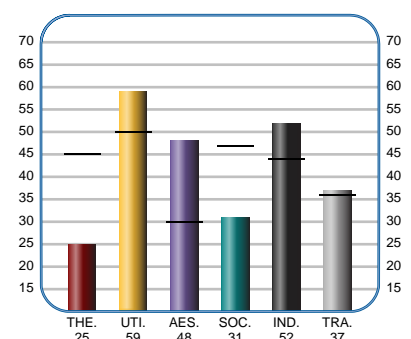
The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical and rational, the person appears to be an intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.

General Characteristics

- Aware of job parameters and details, but prefers to learn only that which is necessary to complete the job assignment.
- Will learn those things necessary for the successful completion of the job tasks, and may not desire to go further into specific details or theory.
- May rely on intuition in making decisions, rather than getting bogged down in theory and minutia.
- May learn more by doing and observing than in traditional learning situations.
- May bring a high sense of urgency to the task. Wants to learn and get the job done quickly.
- Likes brevity and concise information.
- Is aware of time management, but doesn't let time dictate.
- Likes to spend time learning things that have a direct impact on what he needs to accomplish as a professional.
- May prefer to work on many things with only partial stakes, rather than getting bogged down in only one function or role.

Value to the Organization

- May demonstrate a high sense of urgency to get things done quickly, leaving the details to other team members.
- Able to see the big picture and communicate it clearly and briefly to others.
- Ability to perform many jobs and tasks with little training or assistance.
- Doesn't waste time on information that is not needed for the task.
- Resourceful; will find a way to get it done.





Keys to Managing and Motivating

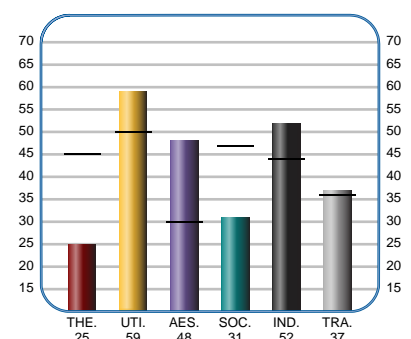
- Avoid getting Joe bogged down in minute detail whenever possible.
- Provide technical or support personnel to assist Joe when necessary.
- Provide opportunity for independence in performing tasks related to the projects.
- Occasional monitoring or check-ins on progress are recommended rather than frequent contacts.
- Offer information that is relevant to the task, but no more.

Training, Professional Development and Learning Insights

- Avoid getting bogged down in academic minutia.
- Hit only those essential items that relate to increased success or efficiency on projects.
- Link training and professional development to other areas of the Values graph where peaks occur.

Continuous Quality Improvements

- May avoid detailed information.
- Rushes through some aspects of a project or solution.
- Needs a reminder on updates of new technology or new methods of procedures.



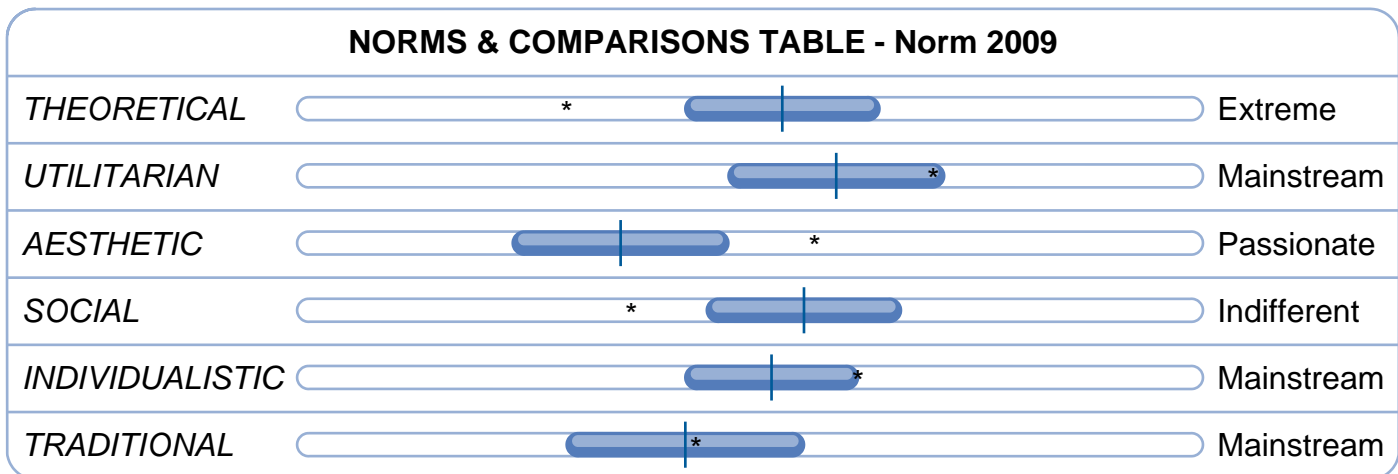



MOTIVATORS - NORMS & COMPARISONS

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

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

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



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

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



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

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

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

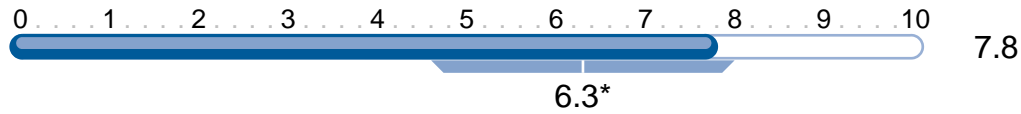
- The amount of time and resources others spend in learning new things may frustrate you.
- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.



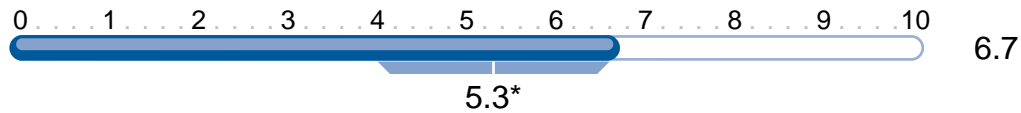
PERSONAL INTERESTS, ATTITUDES AND VALUES

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

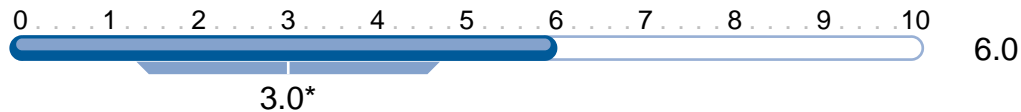
1. UTILITARIAN/ECONOMIC



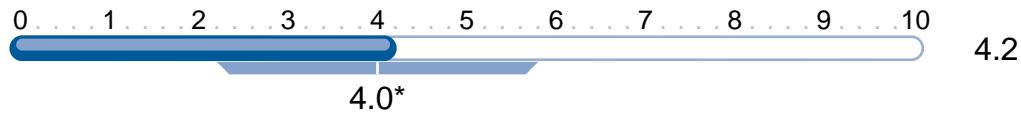
2. INDIVIDUALISTIC/POLITICAL



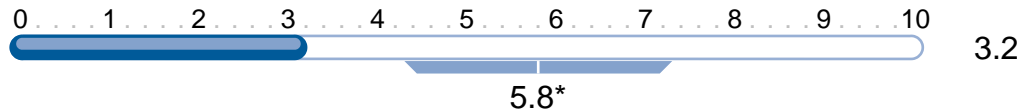
3. AESTHETIC



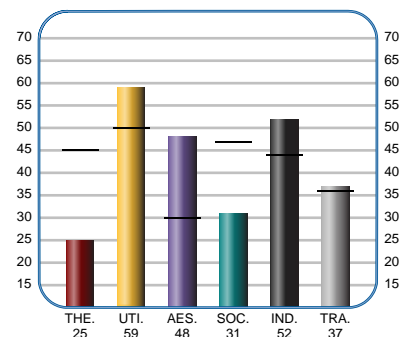
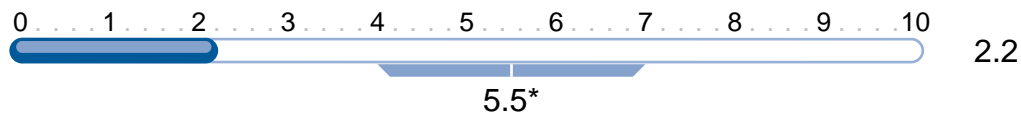
4. TRADITIONAL/REGULATORY



5. SOCIAL



6. THEORETICAL



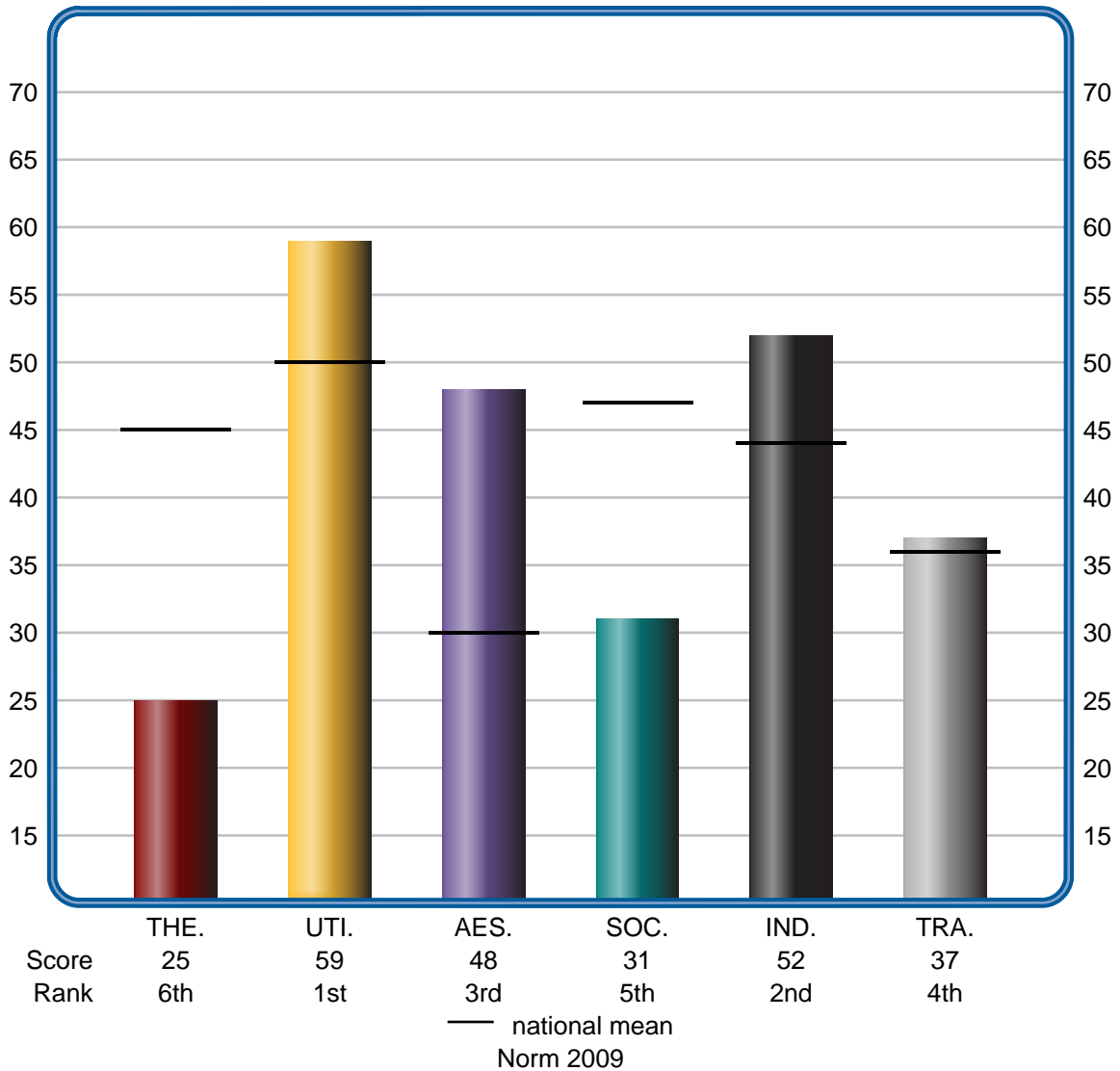
PIAV: 25-59-48-31-52-37 (THE.-UTI.-AES.-SOC.-IND.-TRA.)

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

Hawthorne Services, LLC
574-596-3058
karenmk@hawthorneservices.com

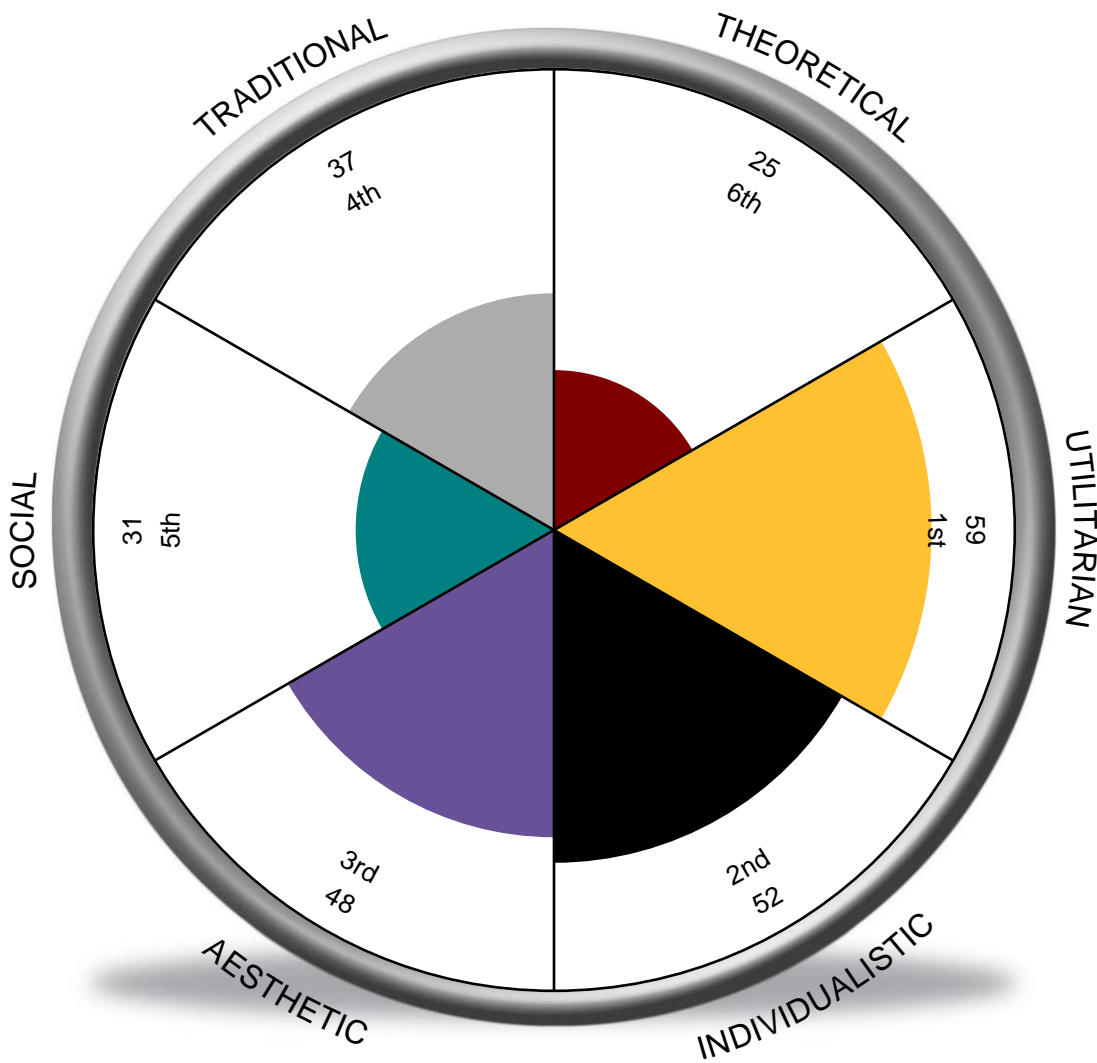


Joe Smith Hawthorne Services 10-4-2010





Joe Smith
Hawthorne Services
10-4-2010



Hawthorne Services, LLC
574-596-3058
karenmk@hawthorneservices.com



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

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

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

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

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



QUALITY IMPROVEMENT ACTION PLAN

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

Action Point 1: Things I will keep on doing.

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

- 1.
- 2.
- 3.

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

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

- 1.
- 2.

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

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

- 1.

Today's Date: _____

Date to review with mentor or peer: _____



TEAM BUILDING SUMMARY OF WORKPLACE VALUES

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

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

General Characteristics

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

Value to the Organization

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



TEAM BUILDING SUMMARY OF WORKPLACE VALUES

Keys to Managing and Motivating:

- 1. Theoretical _____

- 2. Utilitarian/Economic _____

- 3. Aesthetic _____

- 4. Social/Altruistic _____

- 5. Individualistic/Political _____

- 6. Traditional/Regulatory _____

Training, Professional Development and Learning Insights:

- 1. Theoretical _____

- 2. Utilitarian/Economic _____

- 3. Aesthetic _____

- 4. Social/Altruistic _____

- 5. Individualistic/Political _____

- 6. Traditional/Regulatory _____



TEAM BUILDING SUMMARY OF WORKPLACE VALUES

Continuous Quality Improvement:

1. Theoretical _____

2. Utilitarian/Economic _____

3. Aesthetic _____

4. Social/Altruistic _____

5. Individualistic/Political _____

6. Traditional/Regulatory _____

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

1. _____

2. _____
