



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

Tina Zhang

TTI CHINA SAPMLE

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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 into 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



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.

Behavioral Characteristics



Based on Tina'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 Tina's natural behavior.

Tina has great abilities to concentrate on details. This concentration may be intense. He can be open, patient and tolerant of differences. His natural quality of being nonjudgmental is a great strength. Because he is receptive and listens well, he excels in gathering information. He likes harmony and cooperation. Most of the time he appears as cool, calm and controlled. Loyalty and being a team player are usually his goals. He is a good, steady, dependable team member. Tina can be spontaneous and casual in familiar circumstances. The familiar atmosphere allows spontaneity when he is in his comfort zone. He sometimes finds it difficult to relax until all the work is completed. Leisure time activities often include friends and family. He may not project a sense of urgency like some people with different behavioral styles. He likes to set his own pace. When others try to rush him, he feels threatened and may balk. Tina tends to be incisive and analytical. He prefers to help and support others rather than compete against them.

Tina needs to gather data and facts in a logical fashion. Making plans and following those plans is important to him. When challenged he can become objective, searching hard for facts and figures. This may be his way of defending his decisions. He prefers to take time to analyze situations that can be felt, touched, seen, heard, personally observed or experienced. Tina may want to think over major decisions before acting. He must be convinced that actions will produce the desired result. He uses logic to assist him in decision making. This tendency is helpful to others in his group. He tries to use balanced judgment. He is the person who brings stability to the entire team. Logic is important when trying to influence him. He pays more attention to logic than emotional "hype."

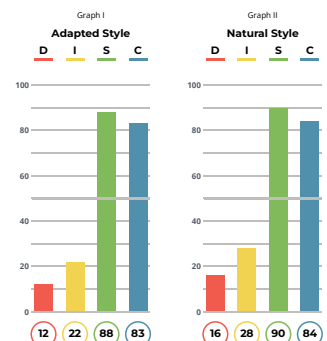


Behavioral Characteristics

Continued



Tina is not easily triggered or explosive, but he may conceal some grievances because he doesn't always state his feelings. He likes to know what is expected of him in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. He tends to be possessive of information; that is, he doesn't voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors. He remains aloof from active participation in unfamiliar groups. He will talk more, however, in a group of people he trusts and has known for a long time. Tina may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic. He is more motivated by logic than emotion. To him, logic represents tangible research. Most people see him as being a considerate and modest person. He probably won't try to steal the spotlight from others. He can be outgoing at times. Basically introverted, he will "engage" in social conversation when the occasion warrants.



Value to the Organization



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

- ✓ Proficient and skilled in his technical specialty.
- ✓ Always looking for logical solutions.
- ✓ Defines, clarifies, gets information, criticizes and tests.
- ✓ Service-oriented.
- ✓ Builds good relationships.
- ✓ People-oriented.
- ✓ Always concerned about quality work.
- ✓ Dependable team player.



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 Tina. 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 Tina most frequently.

Ways to Communicate

- ✓ Watch carefully for possible areas of early disagreement or dissatisfaction.
- ✓ Provide personal assurances, clear, specific solutions with maximum guarantees.
- ✓ Look for hurt feelings or personal reasons if you disagree.
- ✓ Give him time to verify reliability of your actions; be accurate, realistic.
- ✓ Prepare your "case" in advance.
- ✓ Provide solid, tangible, practical evidence.
- ✓ Make an organized contribution to his efforts, present specifics and do what you say you can do.
- ✓ Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- ✓ Patiently draw out personal goals and work with him to help him achieve those goals; listen and be responsive.
- ✓ Provide guarantees that his decision will minimize risks; give assurance that provides him with benefits.
- ✓ Present your case softly, non-threateningly, with a sincere tone of voice.



Checklist for Communicating

Continued



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

- ❌ Use testimonies of unreliable sources; don't be haphazard.
- ❌ Say "trust me"—you must prove it.
- ❌ Dillydally, or waste time.
- ❌ Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- ❌ Be abrupt and rapid.
- ❌ Offer assurance and guarantees you can't fulfill.
- ❌ Push too hard, or be unrealistic with deadlines.
- ❌ Rush headlong into business or the agenda.
- ❌ Leave things to chance or luck.
- ❌ Patronize or demean him by using subtlety or incentive.
- ❌ Be vague; don't offer opinions and probabilities.



Communication Tips



This section provides suggestions for methods which will improve Tina'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, Tina 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.

Compliance

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

Dominance

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

Steadiness

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, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

Influence

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.
- ✗ 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 Tina's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Tina to project the image that will allow him to control the situation.



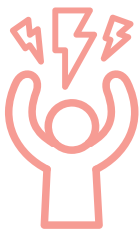
Tina usually sees himself as being:

- ✓ Considerate
- ✓ Thoughtful
- ✓ Good-Natured
- ✓ Dependable
- ✓ Team Player
- ✓ Good Listener



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

- ✓ Nondemonstrative
- ✓ Hesitant
- ✓ Unconcerned
- ✓ Inflexible



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

- ✓ Possessive
- ✓ Stubborn
- ✓ Detached
- ✓ Insensitive

Descriptors



Based on Tina'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	Influence	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 & Adapted Style

Tina'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

Tina uses a laid-back and peaceful approach to problem solving. He tends to solve problems in a reactive and team-oriented manner. Tina tends to be unobtrusive and avoids confrontation, so he can be seen as a true team player.

Adapted

Tina sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People & Contacts

Natural

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

Adapted

Tina 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.

Natural & Adapted Style



Pace & Consistency

Natural

Tina is comfortable in an environment in which there are few projects going on concurrently. He is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.

Adapted

Tina 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

Tina naturally is cautious and concerned for quality. He likes to be on a team that takes responsibility for the final product. He enjoys knowing the rules and can become upset when others fail to comply with the rules.

Adapted

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

Adapted Style



Tina 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.

- ✓ Adherence to established guidelines and procedures.
- ✓ Being cordial and helpful when dealing with new clients or customers.
- ✓ Consistency of task performance.
- ✓ Exhibiting patience and good listening skills.
- ✓ Freedom from confrontation.
- ✓ Being a good "team player."
- ✓ Undemanding of others' time and attention.
- ✓ Presenting a practical, proven approach to decision making.
- ✓ Task focus over people focus.
- ✓ Using a disciplined approach.
- ✓ Limited or prepared changes in routine.
- ✓ Being conservative, not competitive, in nature.



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.

Not Exercising Authority

Not exercising authority is the inability to make decisions that might adversely impact some people and compromises the success of task accomplishment. It is also the resistance to making the tough calls.

Possible Causes:

- Want to be seen as supportive
- Believe people will do what is right
- Fear offending others
- Fear creating conflict between team members

Possible Solutions:

- Have clearly defined and written performance objectives
- Have clearly written rationale for specific decisions
- Assign decision reporting to the deputy/assistant
- Appoint a strong deputy or assistant
- Have a "Good Guy/Bad Guy" image agreement with deputy/assistant

Habits

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

Possible Causes:

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

Possible Solutions:

- Evaluate habits and decide which contribute to your accomplishments and which deter you from success





Time Wasters

Continued

- Try new ways of performing a certain task
- Ask others for recommendations on different approaches
- Consciously practice changing your routine

Resisting Change

Resisting change is the process of consciously or subconsciously not participating in the change process. Measures of resistance may be active or passive, not doing things the new way, or making excuses for not having tasks accomplished.

Possible Causes:

- Need a high degree of security
- Like to maintain the status quo
- Routine/procedures have worked in the past
- One specific aspect of a proposed change violates sense of values
- A specific change is not seen as contributing to successful accomplishments

Possible Solutions:

- Acknowledge that change is a natural part of any job
- Develop the habit of writing down all of the pros and cons of a specific change
- Evaluate each objection to a change
- If there is one specific objection that is overriding the ability to change, share the specific concern with those involved and seek advice or input from others

Failure To Anticipate

Failure to anticipate is the lack of focusing on possible outcomes or requirements.

Possible Causes:

- Expect only the best to happen
- Expect everyone else to do their best
- Trust the system to run well
- Focus on the here and now rather than the future



Time Wasters

Continued



- Resist change

Possible Solutions:

- Set aside a specific amount of time each day to consider outcome possibilities
- Talk with others who may have prior experience with a specific task or person

Postpone The Unpleasant

Postponing the unpleasant is similar to procrastinating but is usually a continual reprioritizing of daily tasks. It is often a way to delay something that is not enjoyable.

Possible Causes:

- Like low-conflict environments and relationships
- Want to feel the success of accomplishment so the simple tasks are done first

Possible Solutions:

- Change your routine and, for one week, do the unpleasant tasks first
- See the accomplishment of unpleasant tasks as an equal or even greater achievement of success
- Reward yourself for every unpleasant task that you complete without postponing
- Confront those people who are causing you discomfort and discuss the problems

Failure To Clarify Precise Responsibilities With Manager

The failure to clarify precise responsibilities with your manager assumes that you have a full understanding of his/her expectations. It infers that your manager understands your job and concurs with your assessment of requirements.

Possible Causes:

- Unsure of how you will be perceived
- Don't want to overstep authority



Time Wasters

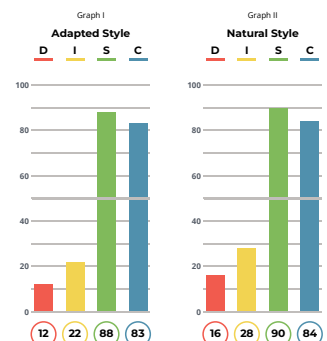
Continued



- Want to be a team player
- Want to help everyone so you don't object to the manager when requests are being made that are not your responsibility

Possible Solutions:

- Have informal conversations with the manager about his/her expectations
- Share with manager your expectations
- Clarify with peers and other managers your duties and responsibilities
- Read and discuss articles on "management by objectives"



Areas for Improvement



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

Tina has a tendency to:

- ✓ Be defensive when risk is involved—move towards maintaining status quo.
- ✓ Not take action against those who challenge or break the rules or guidelines.
- ✓ Dislike change if he feels the change is unwarranted.
- ✓ Yield to avoid controversy—attempt to avoid the antagonistic environment.
- ✓ Take criticism of his work as a personal affront.
- ✓ Underestimate his abilities.
- ✓ Not project a sense of urgency—others may not feel the pressure to help immediately.

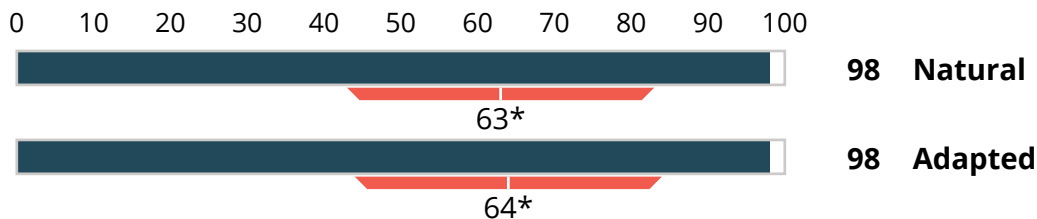




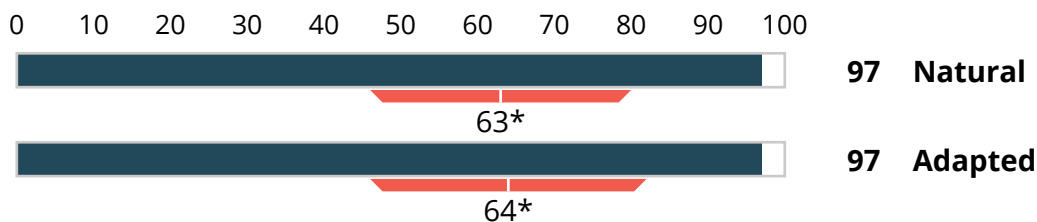
Behavioral Hierarchy

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.

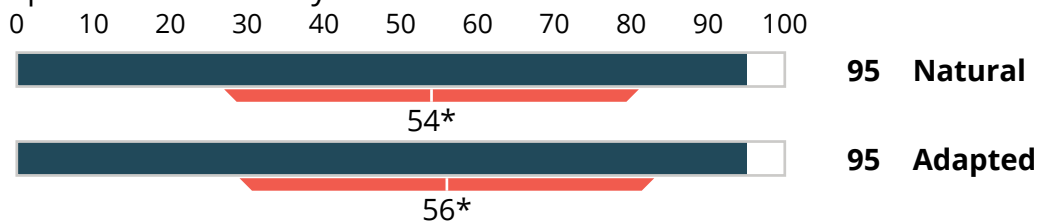
1. Consistent - Perform predictably in repetitive situations.



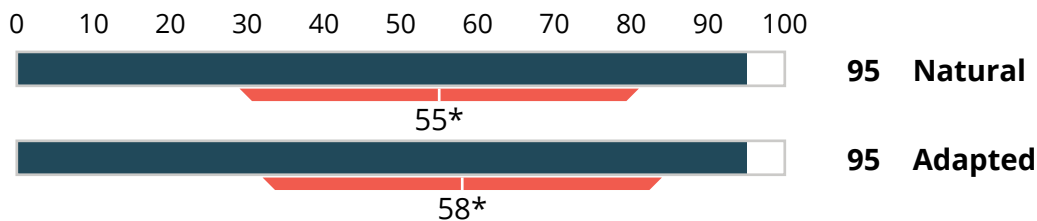
2. Persistence - Finish tasks despite challenges or resistance.



3. Organized Workplace - Establish and maintain specific order in daily activities.



4. Analysis - Compile, confirm and organize information.



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

Behavioral Hierarchy

Continued



5. Following Policy - Adhere to rules, regulations, or existing methods.

0 10 20 30 40 50 60 70 80 90 100



92 Natural



92 Adapted

6. People-Oriented - Build rapport with a wide range of individuals.

0 10 20 30 40 50 60 70 80 90 100



60 Natural



60 Adapted

7. Customer-Oriented - Identify and fulfill customer expectations.

0 10 20 30 40 50 60 70 80 90 100



60 Natural



60 Adapted

8. Interaction - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



25 Natural



25 Adapted

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



Behavioral Hierarchy

Continued

9. Versatile - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



23 Natural

52*



23 Adapted

52*

10. Competitive - Want to win or gain an advantage.

0 10 20 30 40 50 60 70 80 90 100



20 Natural

47*



20 Adapted

45*

11. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100



15 Natural

50*



15 Adapted

49*

12. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



13 Natural

41*



12 Adapted

41*

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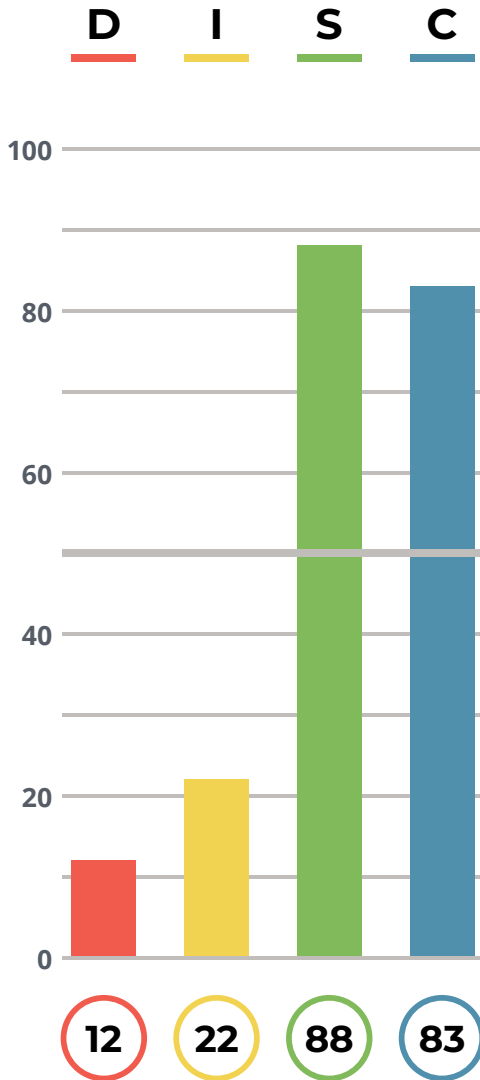
* 68% of the population falls within the shaded area.

Style Insights® Graphs



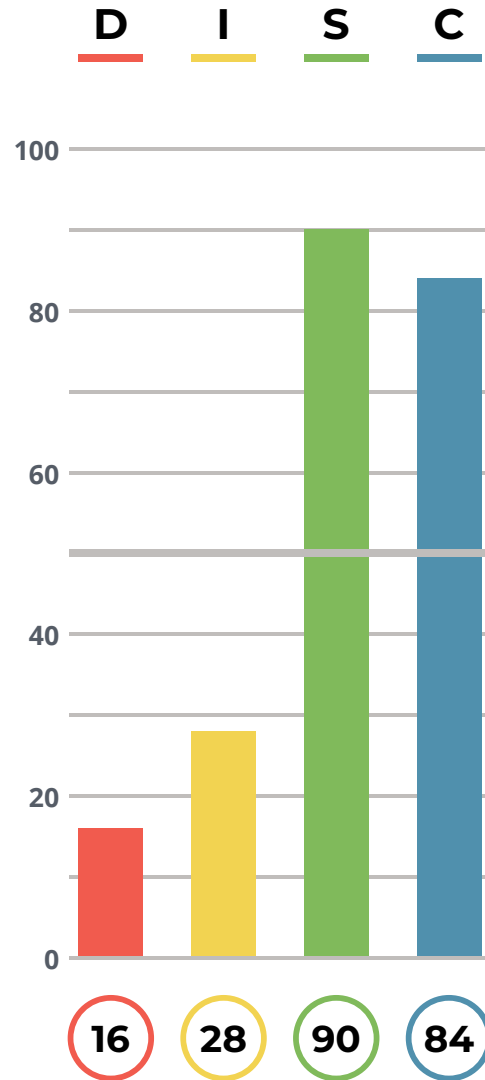
Graph I

Adapted Style



Graph II

Natural Style



Chinese Norm 2021 R4
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Tina Zhang

The TTI Success Insights® Wheel



The TTI 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.

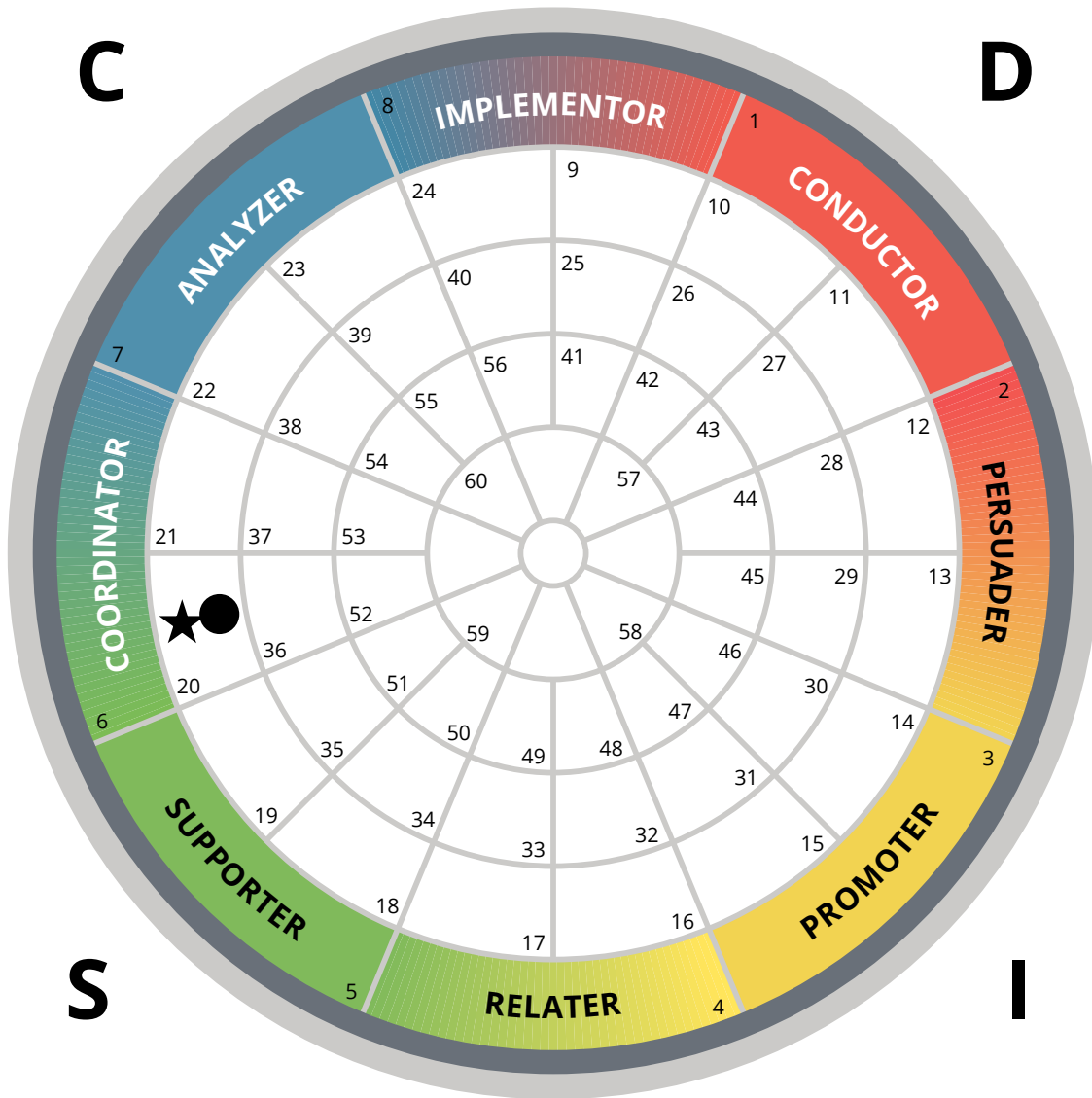
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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 TTI Success Insights® Wheel



Tina Zhang
TTI CHINA SAPMLE
8-28-2021



Adapted: ★ (20) SUPPORTING COORDINATOR
Natural: ● (20) SUPPORTING COORDINATOR

Chinese Norm 2021 R4

T: 8:16

Introduction

Motivators



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.

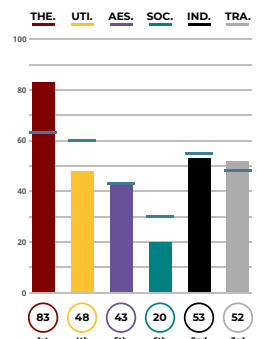
Your Personal Motivators Ranking		
1st	Theoretical	Strong
2nd	Individualistic	Strong
3rd	Traditional	Situational
4th	Utilitarian	Situational
5th	Aesthetic	Indifferent
6th	Social	Indifferent

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.

- The process is not as important to him as the results.
- Tina may use his specialized knowledge of a topic to control the situation.
- He may have difficulty putting down a good book.
- Tina is good at integrating the past, present and future.
- Tina will be comfortable in any position that requires knowledge to excel.
- Tina will use his knowledge to sell others on his ideas and beliefs.
- People who talk on a subject without adequate knowledge will frustrate him and cause him to lose interest in the conversation.
- Many may see him as an intellectual.
- Tina will seek the "truth," yet "truth" is relative and will be defined by his own standards.
- Tina will use his knowledge to ensure economic security.
- He has a keen interest in formulating theories and asking questions to assist in problem-solving.
- Adding to the body of knowledge may be more important than the application of the knowledge.
- Tina never walked by a bookstore or library he didn't want to visit.

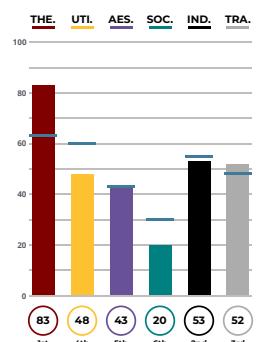




Individualistic

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.

- He wants to control his own destiny and display his independence.
- Maintaining individuality is strived for in relationships.
- He believes "if at first you don't succeed try, try again."
- Tina takes responsibility for his actions.
- Tina likes to be in situations that allow him the freedom to control his destiny and the destiny of others. His team's strategy is to attempt to dilute outsiders' influence on the results of their goals.
- If necessary, Tina will be assertive in meeting his own needs.
- Tina has the desire to assert himself and to be recognized for his accomplishments.
- People who are determined and competitive are liked by Tina.
- Tina believes "when the going gets tough, the tough get going."

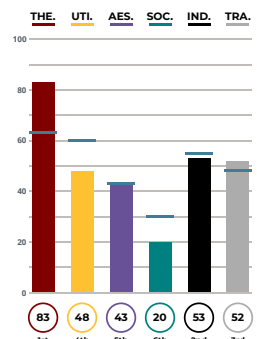


Traditional



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.

- Tina at times will evaluate others based on his rules for living.
- Tina lets his conscience be his guide.
- Tina needs to be able to pick and choose the traditions and set of beliefs to which he will adhere.
- He will have strong beliefs within a system that he feels most comfortable with, and he will not be as strong in his beliefs or approach if he lacks that interest level.

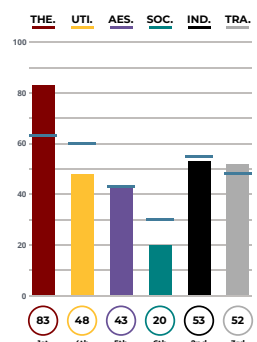




Utilitarian

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.

- Tina will become money-motivated when he wants to satisfy one of the other motivators mentioned in this report.
- Tina can give freely of time and resources to certain causes and feel this investment will result in a future return on his investment.
- He will use wealth as a yardstick to measure his work effort with certain activities.
- Tina will not alter his lifestyle in order to acquire something unless there is an immediate need (or the situation is critical).
- Money itself is not as important as what it will buy.
- He will evaluate some decisions but not necessarily all based on their utility and economic return.

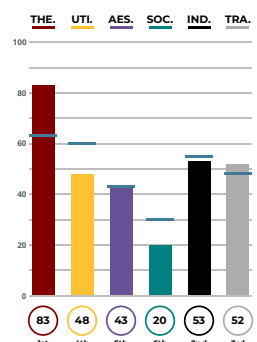


Aesthetic



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

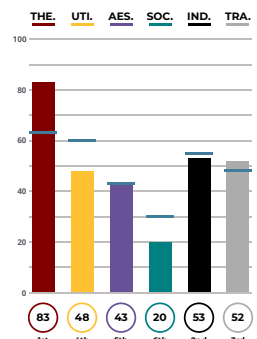


Social



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.

- He will not normally allow himself to be directed by others unless it will enhance his own self-interest.
- Tina's passion in life will be found in one or two of the other dimensions discussed in this report.
- Believing that hard work and persistence are within everyone's reach — he feels things must be earned, not given.
- Tina will be torn if helping others proves to be detrimental to him.
- He will be firm in his decisions and not be swayed by unfortunate circumstances.
- Tina is willing to help others if they are working as hard as possible to achieve their goals.



Motivators - Norms & Comparisons

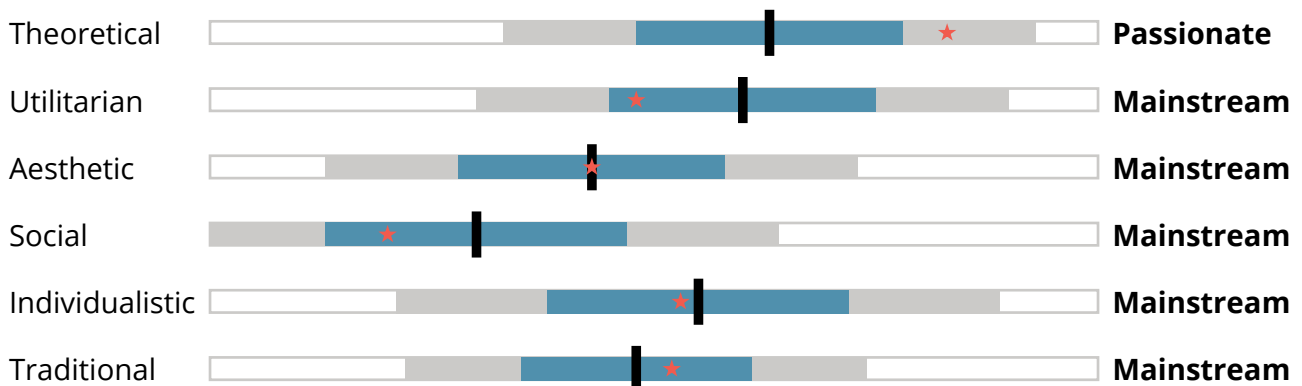


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people 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 - Chinese Norm 2021



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

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:

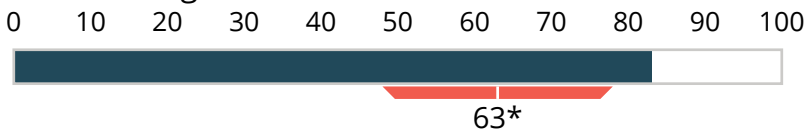
- You have an intense passion for learning new things, always searching for opportunities to advance your knowledge. Others may struggle with the amount of time and resources you are willing to invest to learn new things. They might think you should stop learning and start doing.



Motivators Hierarchy

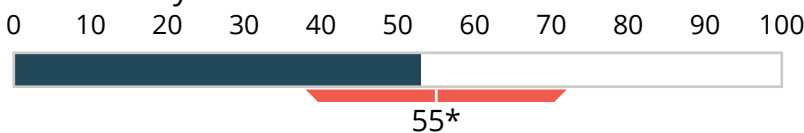
Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. They are listed below from the highest to the lowest.

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



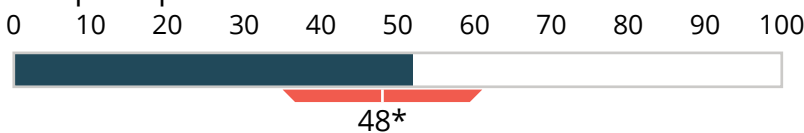
83

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



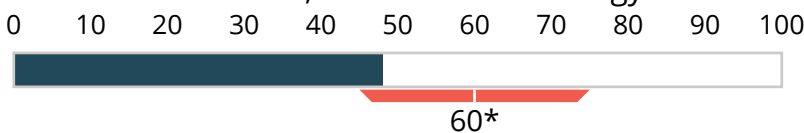
53

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



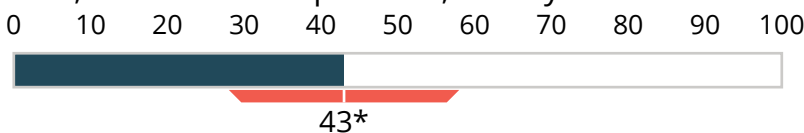
52

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



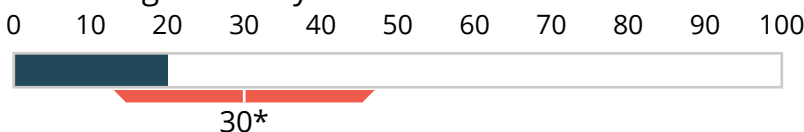
48

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

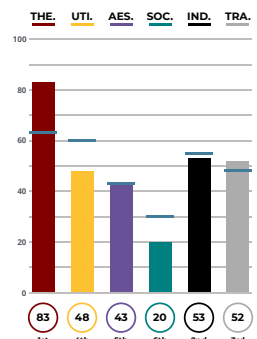


43

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



20

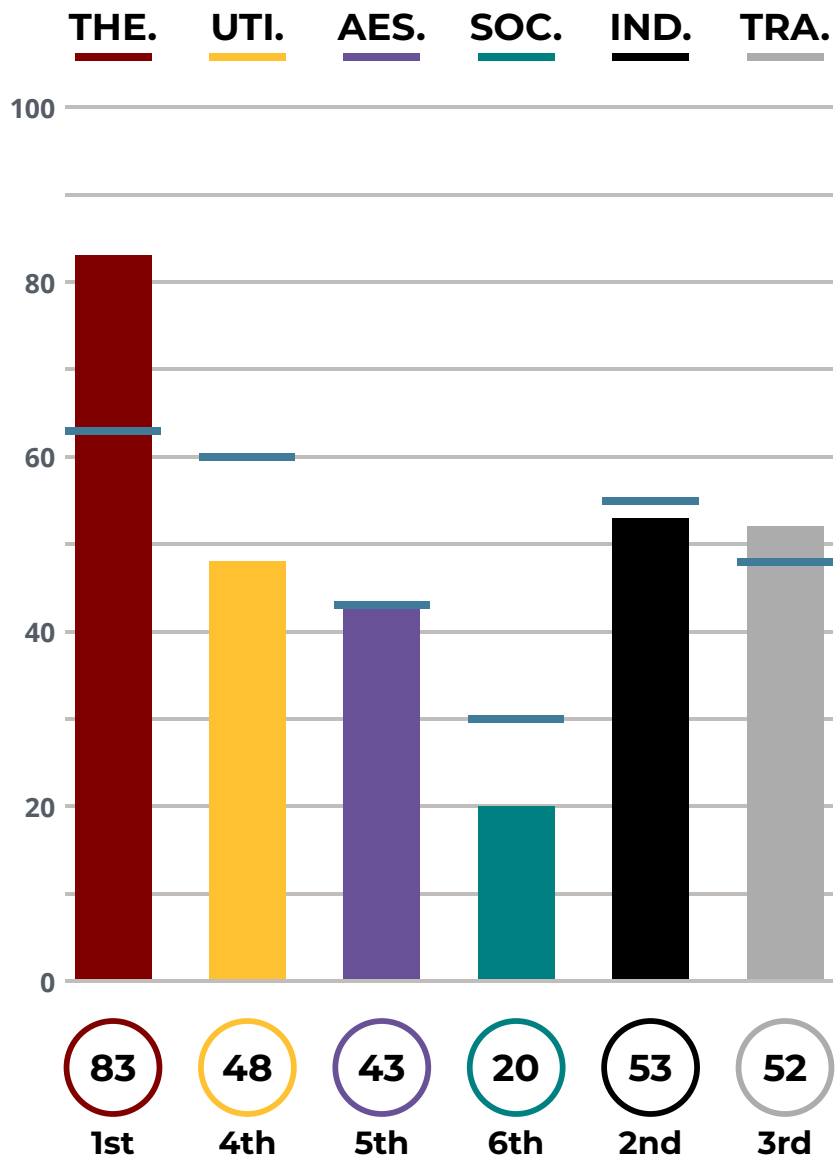


* 68% of the population falls within the shaded area.

Motivation Insights® Graph



The Motivators Graph is a visual representation of what motivates Tina and the level of intensity for each category. These categories include: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

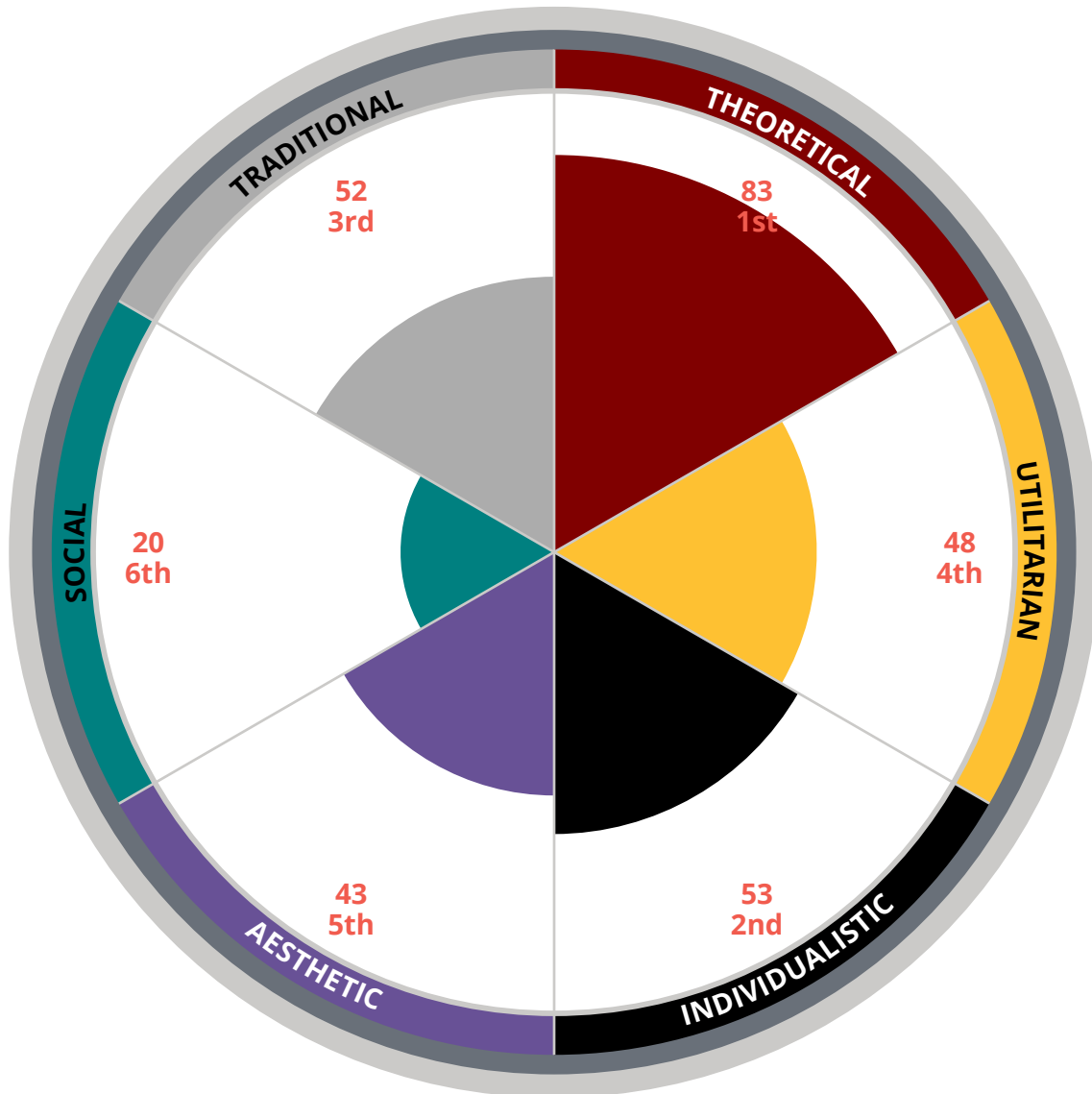


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Chinese Norm 2021
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Motivators Wheel™



8-28-2021



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Introduction

Integrating Behaviors & Motivators

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

Potential Behavioral & Motivational Strengths



This section describes the potential areas of strengths between Tina'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.

- Will keep sensitive information under lock and key.
- Great at retrieving information for decision makers he trusts.
- Leads by example and in a quiet and methodical way.
- The ideal right hand to a goal-driven leader.
- His desire to learn more allows processes to become more effective.
- Detailed and compliant about the research process.
- Has a calculated plan to advance or win within the organizational framework.
- Likes to do it right the first time and wants recognition for this.

Potential Behavioral & Motivational



Conflict

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

- May not pursue knowledge if it jeopardizes his security.
- Struggles in adapting to new situations without preparation.
- May let other's criticism of his work continually frustrate him.
- Listens to others but wants to act to his own interest.
- Never enough facts to prove the new theory.
- Needs data for comfort and curiosity but may experience paralysis by analysis when finishing goals.
- Will control all of the details for fear of a tainted image.
- Can confuse his desire for authority or power with his want for enforcing rules.



Ideal Environment

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

- A stable and predictable environment.
- Assignments that can be followed through to completion.
- Prefers technical work, specializing in one area.
- Realistic deadlines that are based on the appropriate amount of information gathering.
- Appreciation for the process of gathering data in order to avoid mistakes.
- The ability to return to the table with more information in order to present the case.
- To be seen as the "go to" person for all facts and data analysis.
- A forum for leveraging loyalty and long-term relationships for the betterment of the organization.
- Opportunity to be the silent leader behind the team.

Keys To Motivating



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

Tina wants:

- Instructions so he can do the job right the first time.
- Better planning and fewer changes in the organization.
- Logical reasons for change.
- To have the right information to support others so he can feel secure with how the job is being done.
- To be on the team that creates new procedures in order to ensure minimal risk and high standards.
- Access to all necessary information and instruction manuals in order to do things right.
- The understanding from management that he thinks in terms of long-term impact on the image of the business.
- Control over keeping the process consistent and methodical.
- Time to determine when and where to share information.



Keys To Managing

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

Tina needs:

- Time to see and test if the plan will work.
- Equipment that will allow him to perform up to his high standards.
- A warm and friendly work environment.
- To understand the expected pace for exploring new theories and opportunities.
- To make presentations on information gained in a palatable manner depending on the given audience.
- Access to appropriate resources and tools for learning new information within the organizational framework.
- To understand that other people do not see the world as black and white as he does.
- Support in his ability to take a stand on loyalty-based issues.
- A manager that understands the need for private recognition and one that will not take credit for Tina's ideas.

Action Plan



The following are examples of areas in which Tina may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education
- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____