



**SUCCESS INSIGHTS®**

Behaviors and Motivators - General Version

**Joe Sample**

**Test position**

Success Insights International

3-30-2010

**Office DEPOT.**  
*Taking Care of Business*

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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.

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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.

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 which are true and areas of behavior in which tendencies are shown.

Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

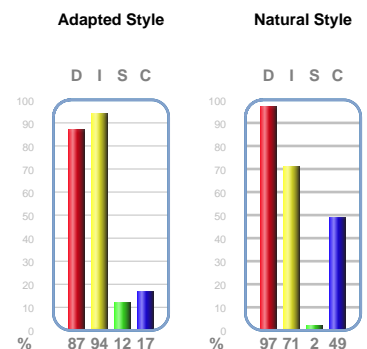
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*Based on Joe's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements 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 extremely results-oriented, with a sense of urgency to complete projects quickly. Many people see him as a self-starter dedicated to achieving results. He prefers being a team player, and wants each player to contribute along with him. He is often frustrated when working with others who do not share the same sense of urgency. Joe is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He is comfortable in an environment that may be characterized by high pressure and is variety-oriented. He seeks his own solutions to problems. In this way, his independent nature comes into play. He embraces visions not always seen by others. Joe's creative mind allows him to see the "big picture." Joe is aggressive and confident. He wants to be seen as an individual who is totally keyed to results. He wants to get things done in a manner that is consistent with his perception of the "right way" of doing things.

Joe has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He prefers authority equal to his responsibility. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. Joe should realize that at times he needs to think a project through, beginning to end, before starting the project. He finds it easy to share his opinions on solving work-related problems. He likes to make decisions quickly. Sometimes he becomes emotionally involved in the decision-making process.

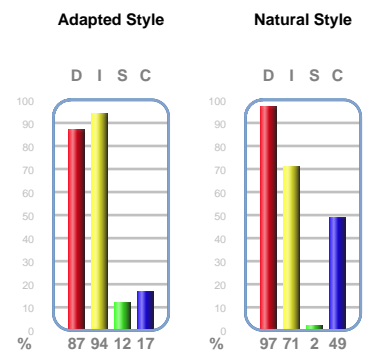
Joe likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He tends to influence people by being direct, friendly and results-oriented. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. Joe may sometimes mask his feelings in friendly terms. If pressured, Joe's true feelings may



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emerge. He challenges people who volunteer their opinions. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lack the patience to listen and communicate with slower acting people.

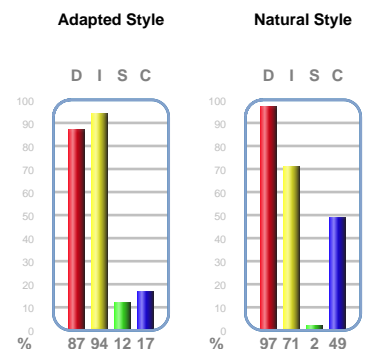


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*This section of the report identifies the specific talents and behavior Joe brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular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

- Sense of urgency.
- Ability to handle many activities.
- Challenges the status quo.
- Usually makes decisions with the bottom line in mind.
- Challenge-oriented.
- Few dull moments.
- Competitive.
- Accomplishes goals through people.
- Deadline conscious.



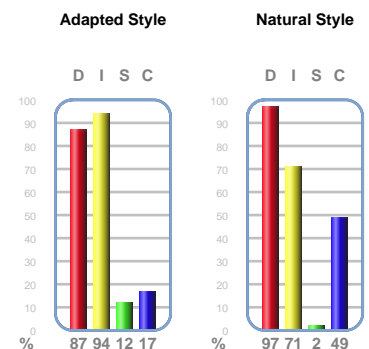
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*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list 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:

- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Be isolated from interruptions.
- Give strokes for his involvement.
- Be specific and leave nothing to chance.
- Stick to business--let him decide if he wants to talk socially.
- Present the facts logically; plan your presentation efficiently.
- Support the results, not the person, if you agree.
- Verify that the message was heard.
- Provide time for fun and relaxing.
- Be open, honest and informal.
- Read the body language--look for impatience or disapproval.
- Motivate and persuade by referring to objectives and results.



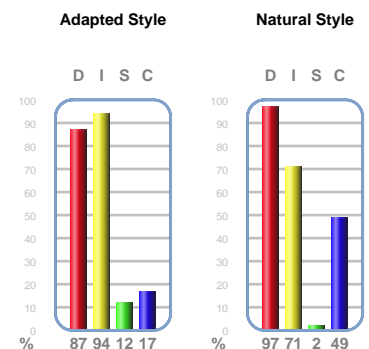
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*This section of the report is a list of things NOT to do while communicating with Joe. Review each statement with Joe and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both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

Don't:

- Forget to follow-up.
- Reinforce agreement with "I'm with you."
- Be redundant.
- Try to build personal relationships.
- Try to convince by "personal" means.
- Dictate to him.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Assume he heard what you said.
- Let disagreement reflect on him personally.
- Ramble on, or waste his time.
- Come with a ready-made decision, or make it for him.



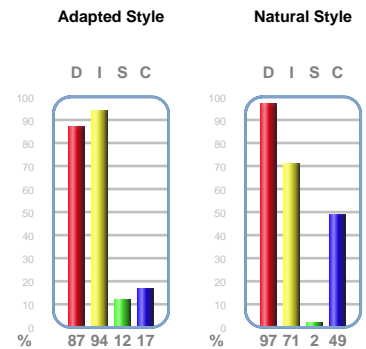
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*This section provides suggestions on methods which will improve Joe's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Joe 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.*

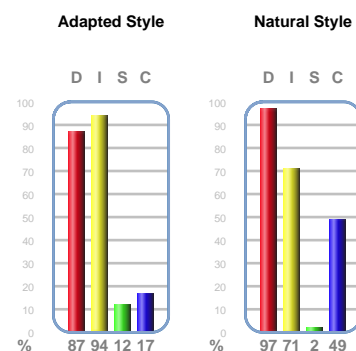
<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>● Prepare your "case" in advance.</li> <li>● Stick to business.</li> <li>● Be accurate and realistic.</li> </ul> <p>Factors that will create tension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



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

- Evaluation based on results, not the process.
- Freedom from controls, supervision and details.
- Nonroutine work with challenge and opportunity.
- Forum to express ideas and viewpoints.
- Support team with sense of urgency.
- Work for a manager who makes quick decisions.
- New products and new ideas to work on.



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*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:

Pioneering	Assertive
Competitive	Confident
Positive	Winner

#### OTHERS' PERCEPTION

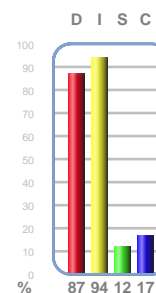
Under moderate pressure, tension, stress or fatigue, others may see him as being:

Demanding	Nervy
Egotistical	Aggressive

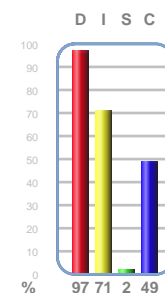
And, under extreme pressure, stress or fatigue, others may see him as being:

Abrasive	Controlling
Arbitrary	Opinionated

**Adapted Style**



**Natural Style**



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

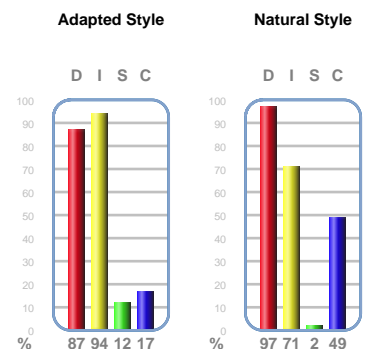
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Joe's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Natural	PROBLEMS - CHALLENGES	Adapted
Joe tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. Joe will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.		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 seems to be animated and emotional in persuading others. He feels the environment calls for a positive approach to convincing others about his ideas, products or services.

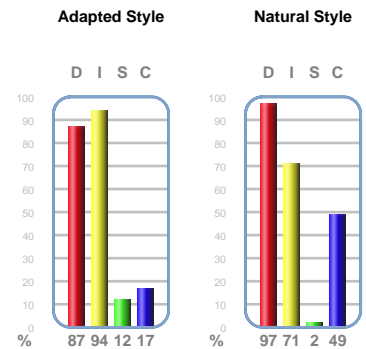


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Natural	PACE - CONSISTENCY	Adapted
Joe is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking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

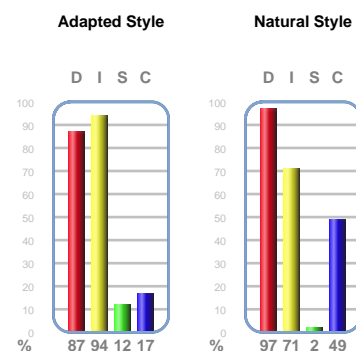
Natural	PROCEDURES - CONSTRAINTS	Adapted
Joe is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.		Joe sees the environment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



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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.

- Maintaining an ever-changing, friendly, work environment.
- Contacting people using a variety of modes.
- Anticipating and solving problems.
- Skillful use of vocabulary for persuasive situations.
- Acting without precedent, and able to respond to change in daily work.
- A good support team to handle paperwork.
- Dealing with a wide variety of work activities.
- Motivating people to take action by using persuasive skills.
- Flexibility.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Participative decision making.
- Obtaining results through people.
- Persistence in job completion.

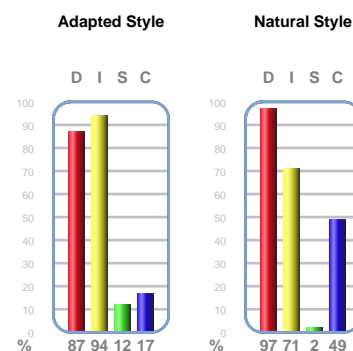


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*This section of the report was produced by analyzing Joe's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Joe and highlight those that are present "wants."*

Joe wants:

- Opportunity to verbalize his ideas and demonstrate his skills.
- Public recognition of his ideas and results.
- A friendly work environment.
- Control of his own destiny.
- Flattery, praise, popularity and strokes.
- A support system to do the detail work.
- To be seen as a leader.
- Prestige, position and titles so he can control the destiny of others.
- A manager who practices participative management.
- Group activities outside the job.
- Freedom to talk and participate on the team.
- To be trusted.



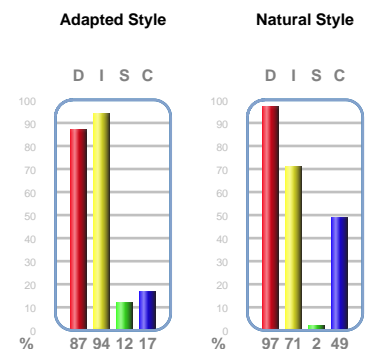
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*In this section are some needs which must be met in order for Joe to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that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

Joe needs:

- To understand the importance of annual physicals because of his activity level.
- To negotiate commitment face-to-face.
- Systems to follow.
- To be confronted when in disagreement, or when he breaks the rules.
- To know results expected and to be evaluated on the results.
- A program for pacing work and relaxing.
- Deadlines for completion of work.
- To adjust his intensity to match the situation.
- Consistency.
- A work environment with many activities.
- To pace himself.
- Appreciation of slower-moving people.
- To understand his role on the team--either a team player or the leader.



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*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. POOR DELEGATION

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

### POSSIBLE CAUSES:

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

### POSSIBLE SOLUTIONS:

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

## 2. CRISIS MANAGEMENT

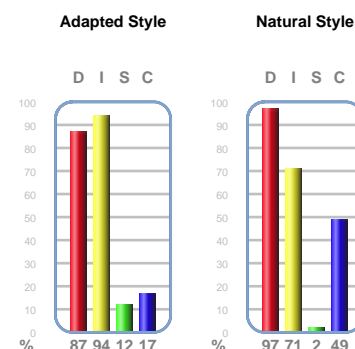
Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

### POSSIBLE CAUSES:

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

### POSSIBLE SOLUTIONS:

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people



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Delegate authority and responsibility when possible

### 3. FIREFIGHTING

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

#### POSSIBLE CAUSES:

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

#### POSSIBLE SOLUTIONS:

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

### 4. SNAP DECISIONS

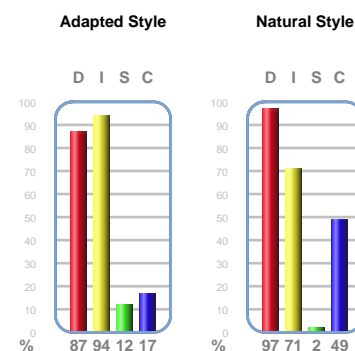
Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

#### POSSIBLE CAUSES:

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

#### POSSIBLE SOLUTIONS:

- Ask for recommendations
- Establish process for decisions prior to situation occurring



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Establish standard operating procedures and alternative procedures for possible problems

## 5. LACK OF A WRITTEN PLAN

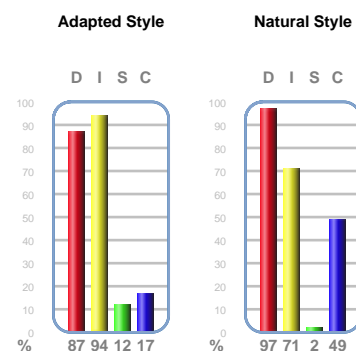
A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.

### POSSIBLE CAUSES:

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

### POSSIBLE SOLUTIONS:

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

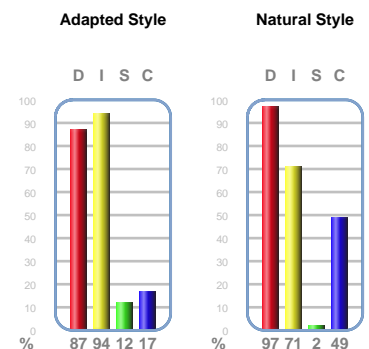


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*In this area is a listing of possible limitations without regard to a specific job. Review with Joe and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate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

Joe has a tendency to:

- Be disruptive because of his innate restlessness and disdain for sameness.
- Blame, deny and defend his position--even if it is not needed.
- Resist participation as part of the team, unless seen as a leader.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be so concerned with big picture; he forgets to see the little pieces.
- Have difficulty finding balance between family and work.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Be a one-way communicator--doesn't listen to the total story before introducing his opinion.



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The following are examples of areas in which Joe 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: \_\_\_\_\_

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- 2.
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Area: \_\_\_\_\_

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Classifying management behavior is not an easy undertaking, largely because there are so many variables on which classifications could be based. The classifications in this report are purely behavioral. Behavioral measurement can be classified as how a person will do a job. No consideration has been given to age, experience, training or values.

Your report will graphically display your behavioral skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioral demands of the job.

The Natural graph represents your natural behavior - the behavior you bring to the job. The Adapted graph measures your response to the environment - the behavior you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural, you are under pressure to change or "mask" your behavior.

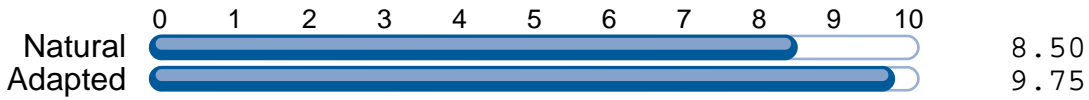
Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

Knowledge of your behavior will allow you to develop strategies to win in any environment you choose.

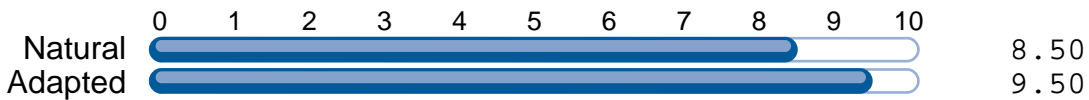
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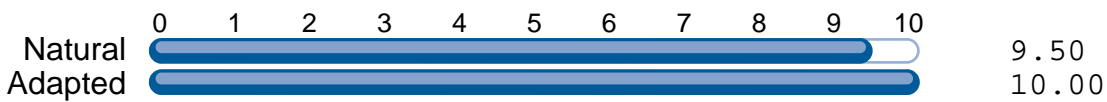
## DECISIVENESS/RESULTS ORIENTED



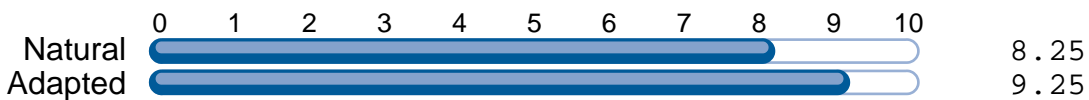
## SENSE OF URGENCY



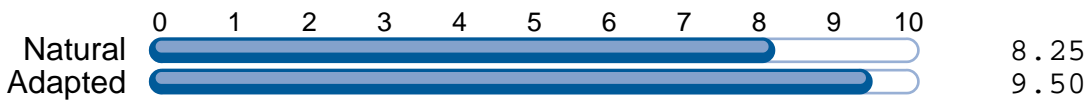
## VISION FOR THE FUTURE



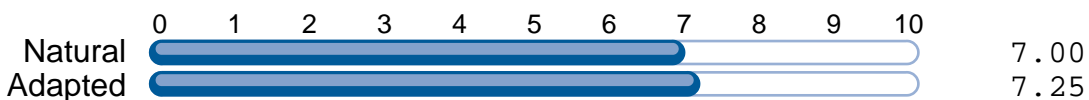
## MOTIVATING OTHERS



## SELF-CONFIDENCE

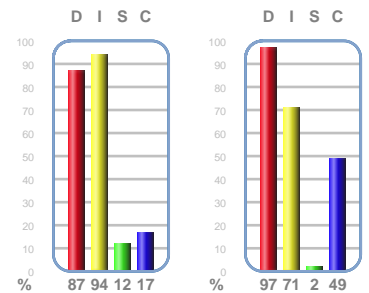


## CUSTOMER/EMPLOYEE INTERFACE



Adapted Style

Natural Style

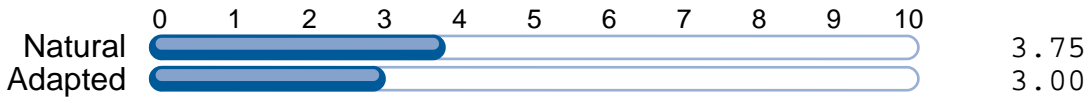


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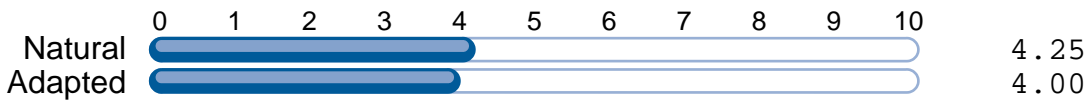




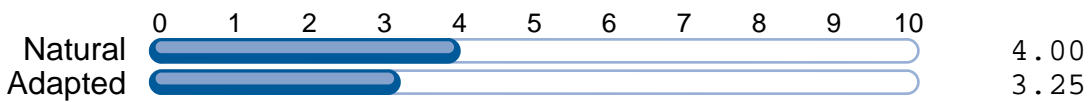
## LISTENING



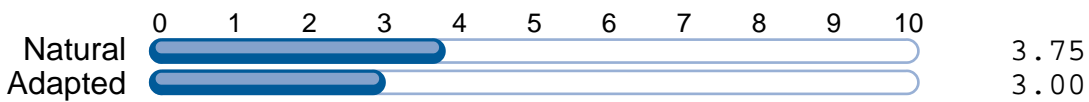
## FOLLOW-UP AND FOLLOW-THROUGH



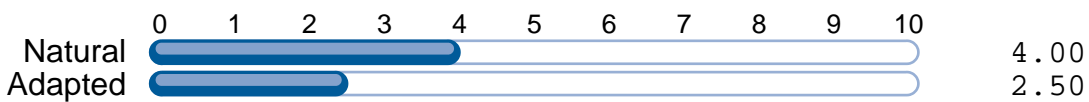
## CONSISTENCY



## PAPERWORK



## ATTENTION TO DETAIL

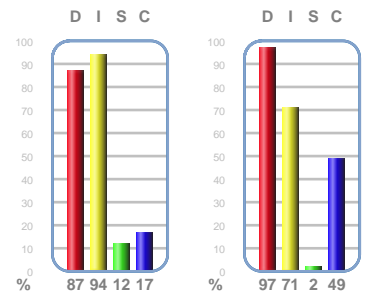


## FOLLOWING POLICY



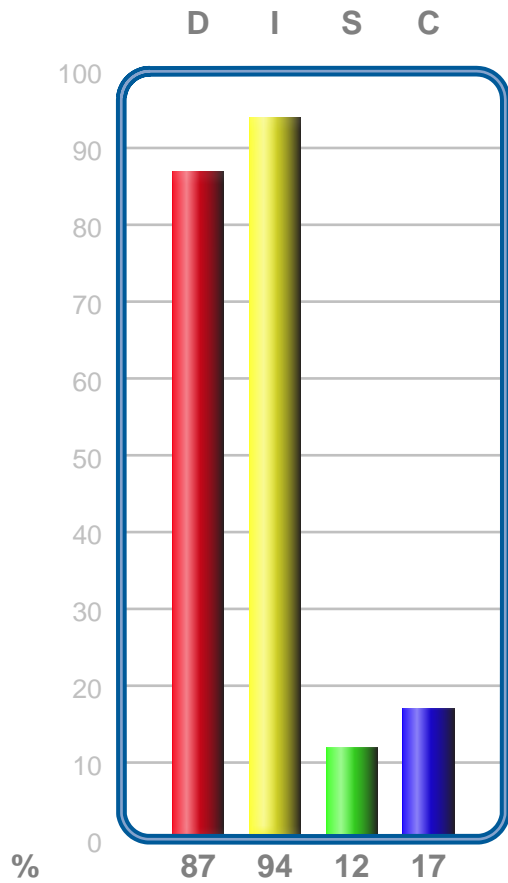
Adapted Style

Natural Style

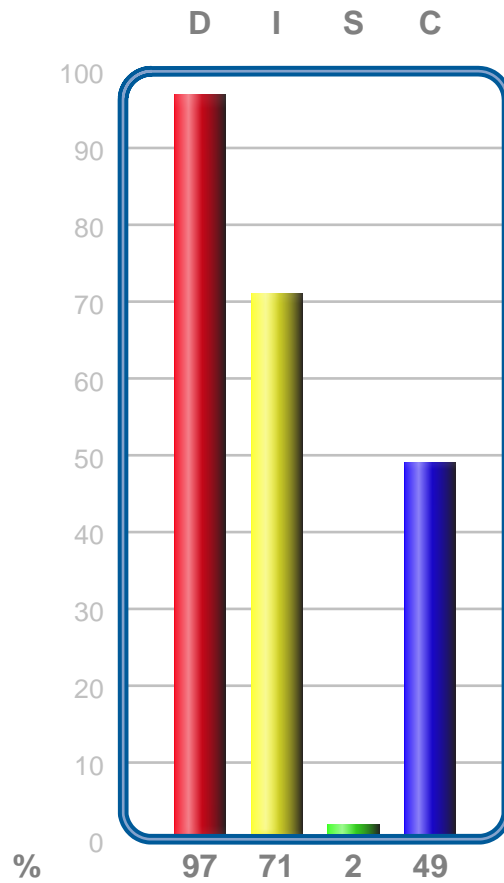


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**MOST**  
Graph I  
**Adapted Style**



**LEAST**  
Graph II  
**Natural Style**



Norm 2009

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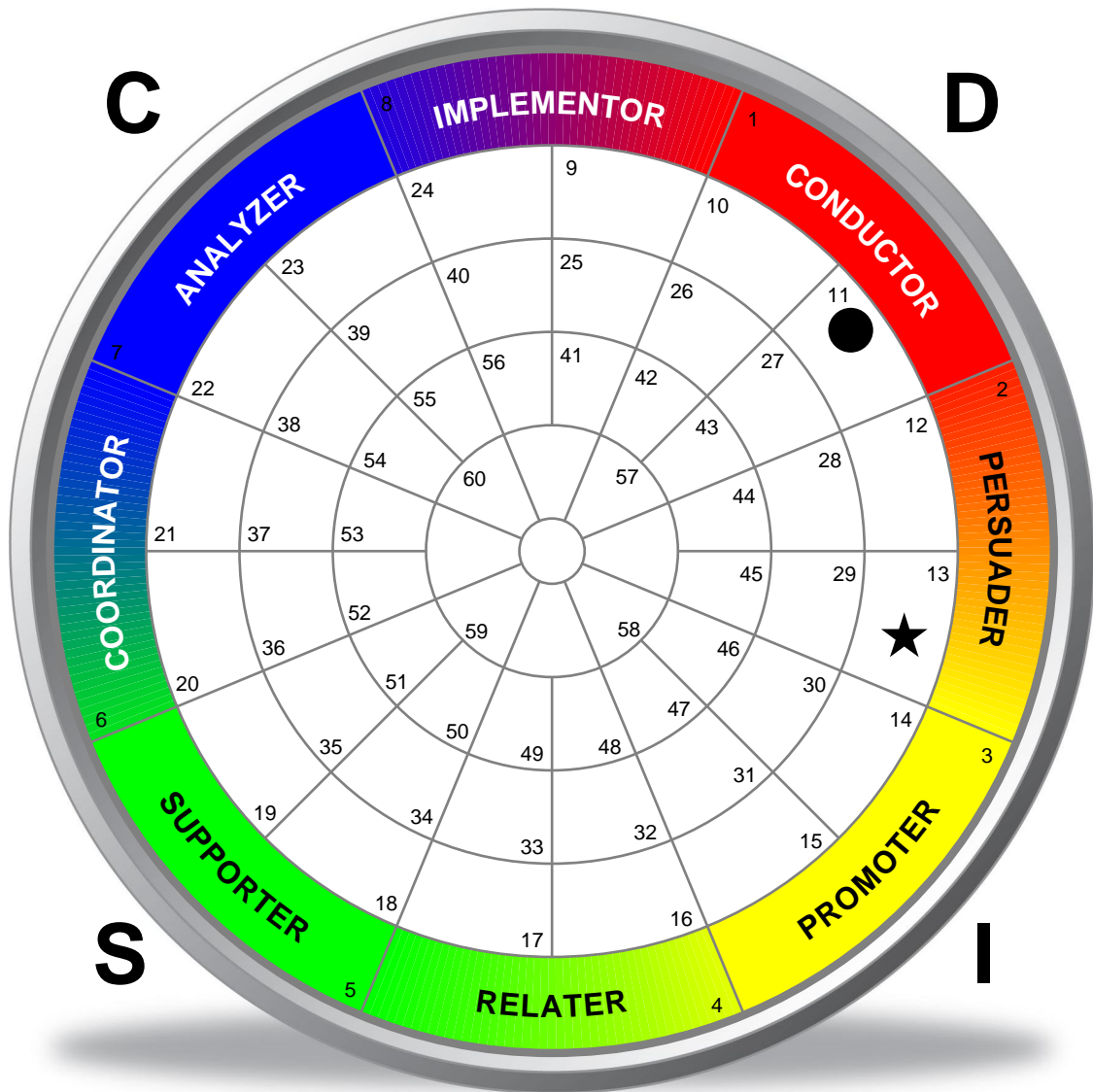
The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

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

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

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

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Adapted: ★ (13) PROMOTING PERSUADER  
 Natural: ● (11) PERSUADING CONDUCTOR

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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	THEORETICAL	Situational
4th	AESTHETIC	Situational
5th	TRADITIONAL	Indifferent
6th	SOCIAL	Indifferent

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## How to get the most from this report

1. Add, delete, and write comments in this document and consider it a work-in-progress handbook or personal tool. Consult, review, revise, and update this document periodically.
2. Review the report and select items of primary importance to current projects. Determine the best steps ahead based on what the report reveals and current experiences.
3. As appropriate, share the information on the Team Building Summary with peers and managers at whatever level of disclosure feels comfortable. As communication is a two-way process, peers and managers are encouraged to share similar information from their own Team Building Summary sheets.
4. Use the information in the report to serve as a "self-management handbook" or "empowerment manual" to help clarify workplace values issues, and to assist in maintaining optimal performance.
5. Other steps and processes may emerge through team meetings.

## This report includes

- A section for each of the six Values dimensions in these categories: General Characteristics; Value to the Organization; Keys to Managing and Motivating; Training, Professional Development and Learning Insights; Continuous Quality Improvement.
- A Norms and Comparisons section that reveals where your values are compared to the national mean.
- A Values Graph
- A Values Wheel
- A Values Action Plan for affirming strengths and encouraging growth and development.
- A Team Building Summary to facilitate sharing selected information with others.

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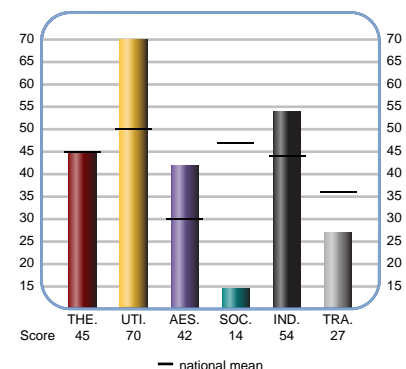
*The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the 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

- Interested in what is practical and useful in achieving his vision of success.
- Goal driven, especially financial goals.
- Interested in what is practical and useful in meeting goals (usually economic ones).
- Knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy and creativity.
- Fits the stereotype of the highly driven businessperson, motivated by economic incentives.
- Motivated by money and bonuses as recognition for a job well done.
- May want to surpass others in wealth or materials.
- Needs for education and training to be practical and useful, with a profit or economic motive.
- Working long and hard to purchase the finer things in life is one of Joe's goals.

## Value to the Organization

- Able to multi-task in a variety of areas and keep important projects moving.
- Will protect organizational or team finances, as well as his own.
- Makes decisions with practicality and bottom-line dollars in mind.
- High motivation to achieve and win in a variety of areas.
- Highly productive.
- Shows a keen awareness of the revenue-clock, his own and the organization's.



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## Keys to Managing and Motivating

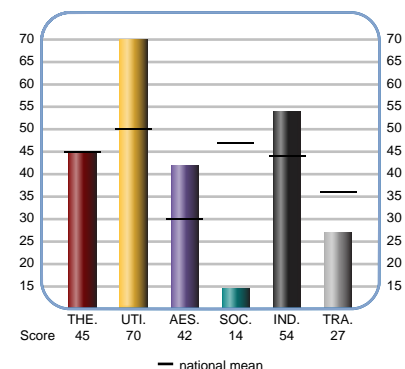
- Link training and meeting events to potential gains in business share or future income.
- Be aware that for those who score in this very high range there is a potential for low company loyalty. Be certain to reward performance, and encourage participation as an important member of the team.
- Provide substantial room for financial rewards for excellent performance.
- Provide recognition and rewards (e.g. bonuses) as soon as possible, not just at the end of the quarter or year.
- Be certain Joe is balancing his professional and personal life.

## Training, Professional Development and Learning Insights

- If possible, build in some group competition as a part of the training activities.
- Provide rewards and incentives for participation in additional training and professional development.
- Scores like those who want information that will help them increase bottom-line results and effectiveness.

## Continuous Quality Improvements

- Within this very high economic drive, there is a significant motivating factor in achieving goals. It may also become an insatiable need, especially in sales people and others sharing this very high economic drive.
- 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.



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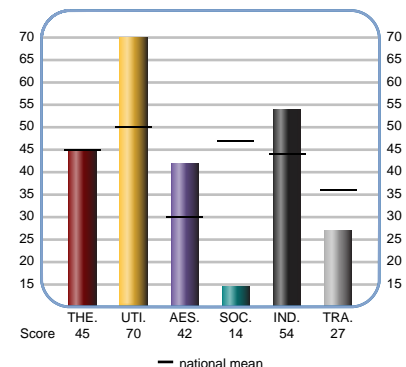
*The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, 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

- This high individualism may be demonstrated in a variety of observable ways; In creative problem solving, in a risk-taking attitude, etc.
- He likes to invent new things, design new products, and develop new ideas and procedures.
- Enjoys working in his own way and own methods.
- Enjoys work and assignments which give him stature in the eyes of others and evokes respect.
- Prefers to make his own decisions about how an assignment or project is to be accomplished.
- Brings a lot of energy that needs to be put to good use.
- 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

- Ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- Brings creative ideas.
- Not afraid to take calculated risks.
- Desires to be an individual and celebrate differences.
- Realizes that we are all individuals and have ideas to offer.
- Enjoys making presentations to small or large groups, and is generally perceived as an engaging presenter by his audience.



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## Keys to Managing and Motivating

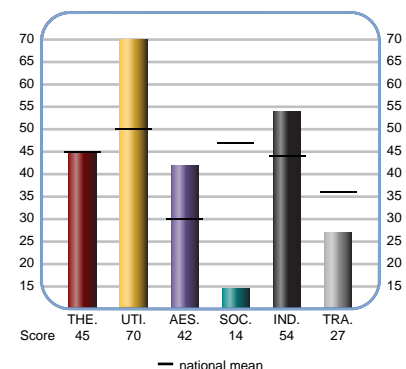
- Allow freedom to make his own decisions about how an assignment should be completed.
- Allow bandwidth to grow and experiment with new projects, ideas, and responsibilities.
- Let him work with an idea, develop it, and run with it for awhile before making a judgment call.
- Be open to new ideas Joe may offer, and realize that he may do things a bit differently than standard operating procedure.
- 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

- Attempt to provide enough creative space for him to express his uniqueness.
- Allow for some experimental or non-routine types of options.
- Link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

## 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.



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*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

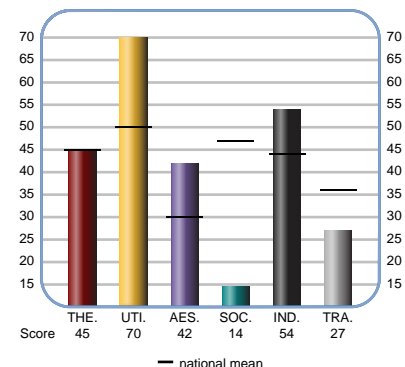
- His Theoretical need is not the most important or primary driving values factor.
- Joe may provide a balance between the very high theoretical approaches, and the very low approaches, and be able to communicate with each side.
- Is able to understand the needs of big picture issues, and appreciate the needs of trivial or minute issues without being an extremist.
- Brings a sense of balance and stability to a variety of technical issues impacting the team.
- Joe typically won't get bogged down in minutia, nor will he ignore the details when decision-making.

## Value to the Organization

- Joe demonstrates awareness of the necessary technical features, and responds as needed on-the-job.
- Brings flexibility to the team; that is, being detail-oriented when necessary, and being practically-oriented other times.
- Is a stabilizing force on the team.
- Is able to appreciate the needs of both the higher and lower Theoretical.
- Shows curiosity about technical details without getting bogged down.

## Keys to Managing and Motivating

- Remember that he has the ability to be a balancing and stabilizing agent on high knowledge-driven tasks/assignments/projects.
- Joe brings a knowledge-drive typical of many business professionals.
- Include the perspective he brings in order to gain a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more complete picture of specific keys to managing and motivating.



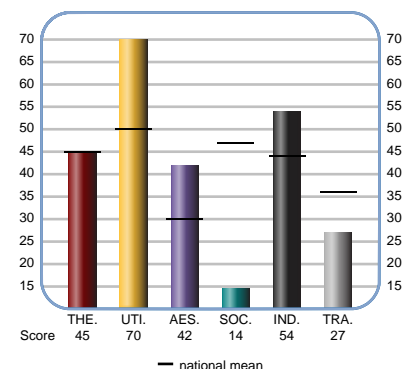
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## Training, Professional Development & Learning Insights

- Is rather flexible and accepting of most training programs offered in the organization.
- Is able to see the need for training, and also realizes the importance of practical information.
- Understands the needs of the high Theoreticals who want more information, and the lower Theoreticals who want only the necessary information.

## Continuous Quality Improvements

- May need to be a bit more demonstrative on some complex theoretical issues.
- May be asked to take a firmer stand or position on team initiatives.
- May need to examine other values drives to determine the importance of this Theoretical drive factor.



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*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

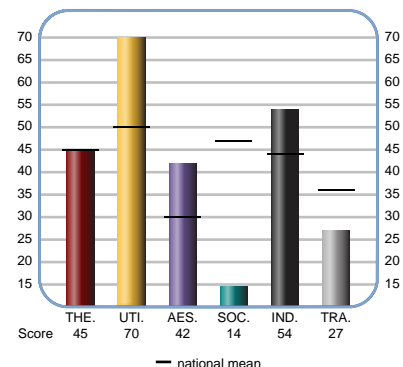
- Shows an appropriate and realistic approach to Aesthetic appreciation without being an extremist.
- The need for and appreciation of beauty is determined on an individual basis and is not generalized in terms of the total work around him.
- Has an interest in form and harmony, but also understands 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.



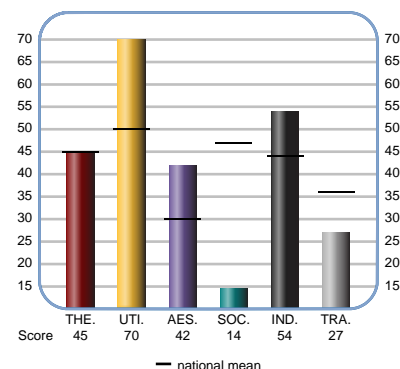
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### Training, Professional Development and Learning Insights

- He is a flexible participant in training and development programs.
- Can become engaged in training activities because he sees it as a part of necessary growth and professional improvement.
- 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.
- 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.
- Allow space for those who differ on this Aesthetic scale, and remember that all Values positions are positions deserving of respect.



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*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

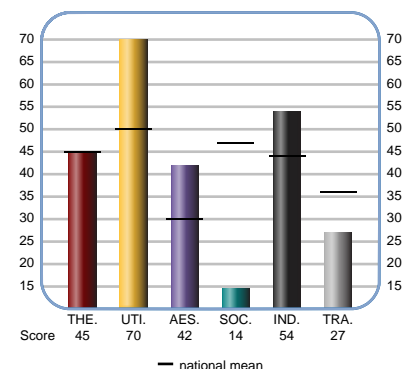
- Believes in experimentation and trying new things.
- Likes to work hard, especially if he can see results of the work projects.
- Adjusts quickly to change and is flexible.
- Dislikes lists of rules and regulations.
- Questions authority.
- May demonstrate an autonomous attitude as he approaches work assignments.
- Sometimes bends the rules while creatively solving a problem.
- May occasionally break the rules with the rationale: the end justifies the means.
- A desire to obtain quick results with many projects, and an attempt to dispense with many items (such as rules and regulations) which might bog down the progress.

### Value to the Organization

- Generates new ideas.
- Is a creative problem-solver.
- Creates solutions, sometimes more through personal attempts, calculated risks, and creativity, than by-the-book or established protocol.
- Tends to be a quick-study on new projects and procedures.
- Is able to make decisions quickly in solving problems.
- Looks for creative solutions to problems.

### Keys to Managing and Motivating

- Provide opportunities for professional development and growth.
- May need to sell his ideas, not just tell them.
- Requires specific instructions so that he can do the routine aspects of job correctly the first time.
- Is interested in evaluating and improving inefficient procedures.
- If new precedent needs to be set, involve him in the planning and strategy.



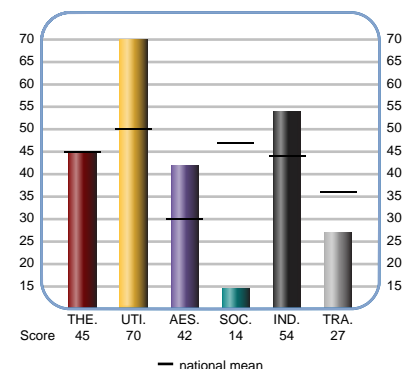
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## Training, Professional Development and Learning Insights

- May prefer more dynamic, spontaneous, or creative learning activities.
- Tends to be more flexible and adaptable to a variety of learning activities.
- May want to create his own learning path or activities in a creative manner.

## Continuous Quality Improvements

- Don't ignore the important details.
- Needs to increase patience when interacting with more rules-oriented individuals.
- Maintain awareness of facial expression and comments when in disagreement with those showing a different point of view.



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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

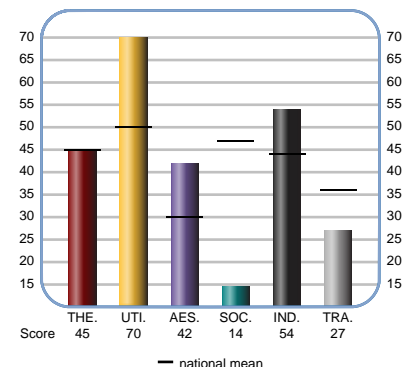
- Shows a bottom-line practicality regarding helping others and sharing time and resources: there must be a set of mutual wins.
- May keep an ear to the revenue-clock of an organization, and maintain a business sense in people transactions.
- Has a tendency to have a strong work ethic that is projected 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.
- May be generous to charities outside of the job, but may balk at displaying that same generosity in the workplace.
- 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.
- Stay bottom-line oriented.
- Don't be emotional or paternal.
- Have your idea or approach make "business sense."



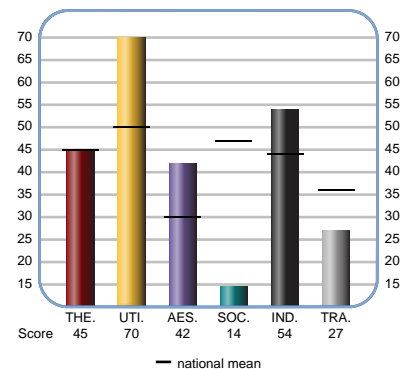
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## Training, Professional Development and Learning Insights

- 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.



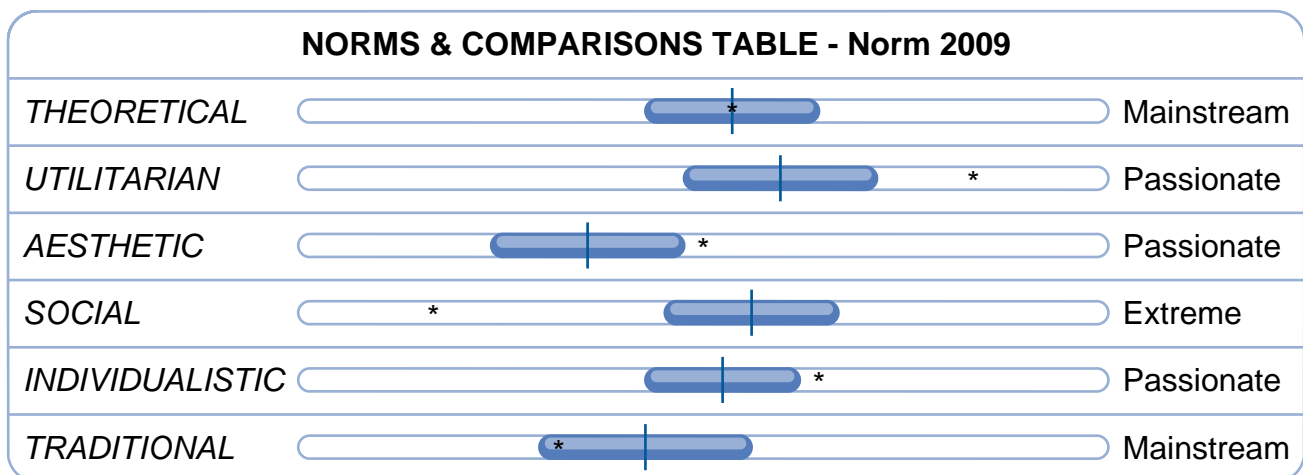
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For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar values, you will fit in with the group 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 strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.
- 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.
- You have a strong desire to lead, direct and control your own destiny and the destiny of others. You have a desire to lead and are striving for opportunities to advance your position and influence. Others may believe you are jockeying for position and continually stepping "over the line." They may believe that you form relationships only to "move ahead" and gain an advantage.

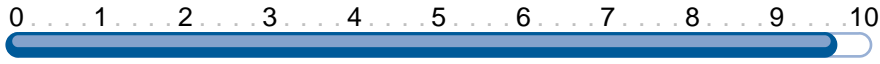
Areas where others' strong feelings may frustrate you as you do not share their same passion:

- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.



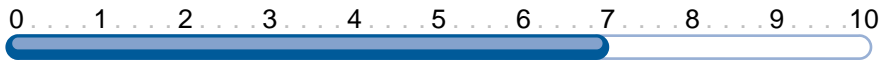
Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. They are listed below from the highest to the lowest.

### 1. UTILITARIAN/ECONOMIC



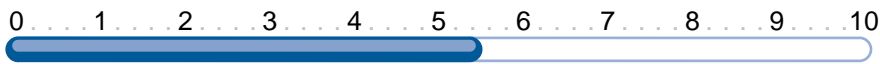
9.7

### 2. INDIVIDUALISTIC/POLITICAL



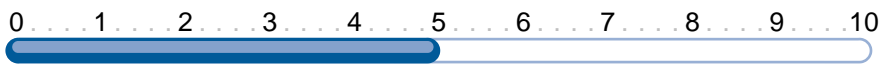
7.0

### 3. THEORETICAL



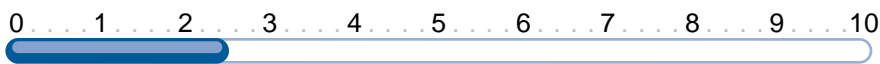
5.5

### 4. AESTHETIC



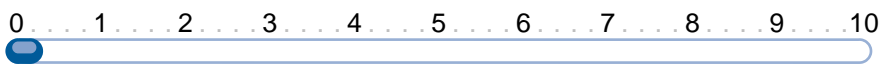
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### 5. TRADITIONAL/REGULATORY

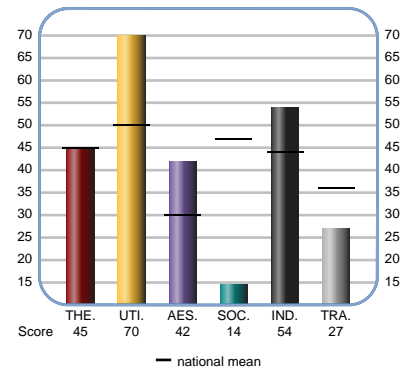


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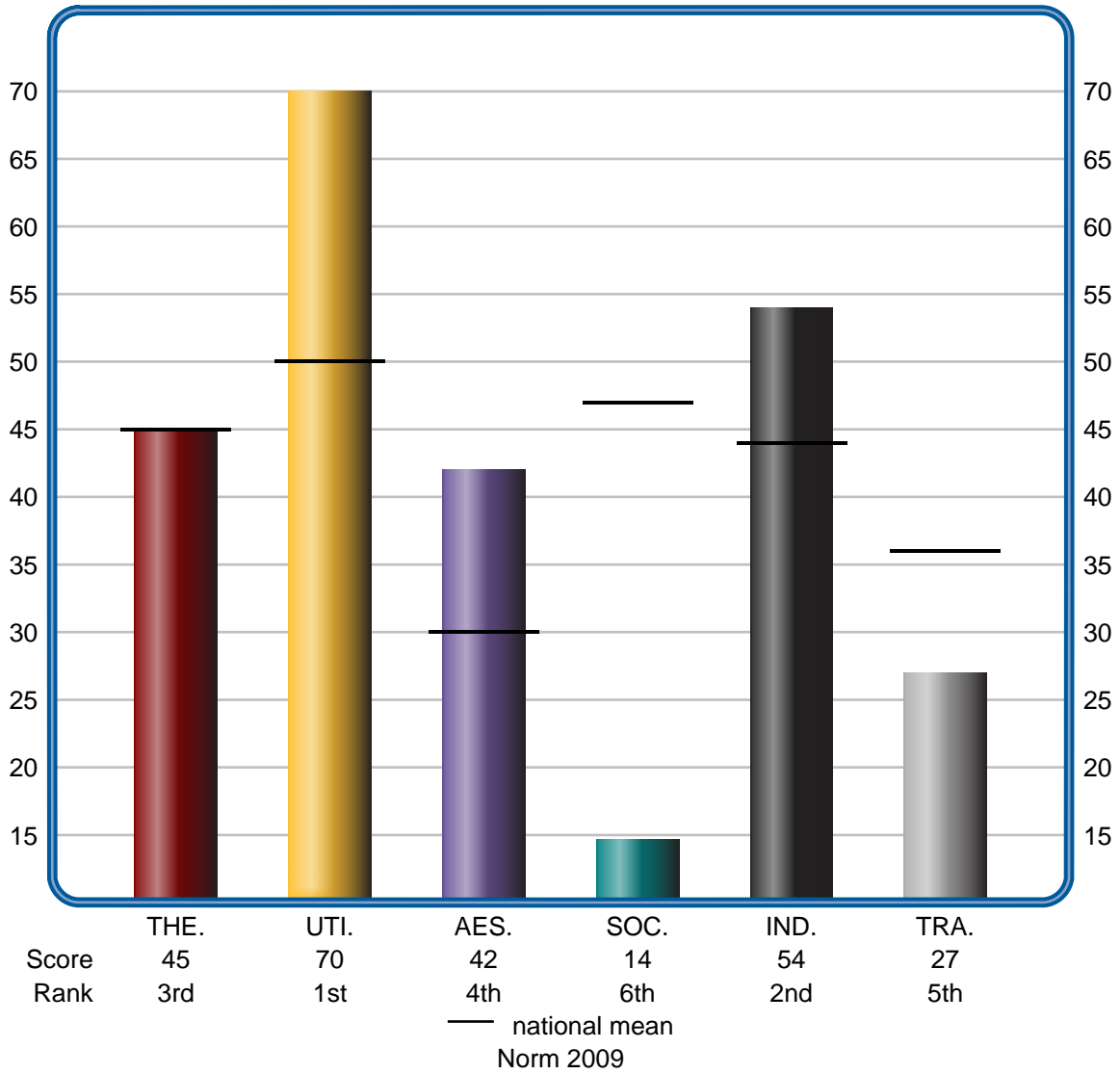
### 6. SOCIAL



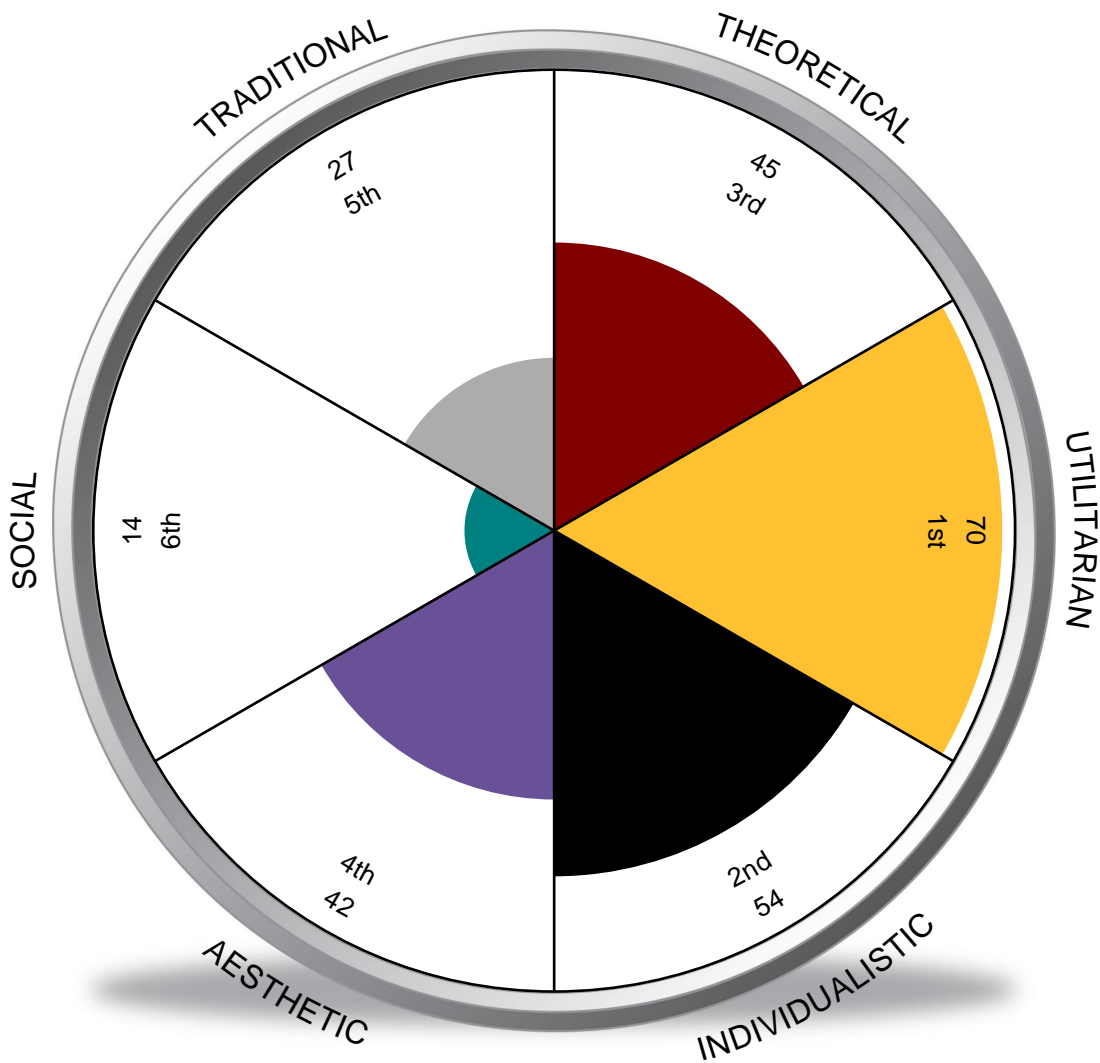
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*This Action Plan is your tool to contribute to the process of self-development and continuous improvement. As you have reviewed information in this document, please respond to the items below as they relate to your specific professional environment.*

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

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

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

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

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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: \_

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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 \_\_\_\_\_  
\_\_\_\_\_

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## 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 \_\_\_\_\_  
\_\_\_\_\_

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## 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. \_\_\_\_\_  
\_\_\_\_\_

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