Behavior
World View
Personal Skills (Competencies)
Experiences
Attitudes & Values
Intelligence
Emotional Intelligence

Terri Thompson
HR Manager
Company Inc.
5-4-2010

YOURCOMPANY

Bringing Awareness
ABC Co. Ltd.
789 Street
Springfield, USA
800-555-5555

Knowledge of an individual's values 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 Motivation Insights® measures the relative prominence of six basic interests or values (a way of valuing life): Theoretical, Utilitarian/Economic, Aesthetic, Social/Altruistic, Individualistic/Political and Traditional/Regulatory.

Value	the Drive for
Theoretical	**Knowledge**
Utilitarian/Economic	**Money**
Aesthetic	**Form and Harmony**
Social/Altruistic	**Helpfulness**
Individualistic/Political	**Power**
Traditional/Regulatory	**Order**

Values 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 values. A knowledge of an individual's values help to tell us why they do what they do. By measuring values, we uncover some of these motivators and can identify strengths that make each person unique within an organization. Values initiate or drive our behavioral style.

Workplace Motivators Report

This document has been prepared based on careful statistical analysis of the response pattern on the Motivation Insights® instrument. Norms have been developed for this instrument from thousands of professionals. This report uses the latest information available about human cognition and memory. Content is arranged in easy-to-remember categories using an interactive page layout.

ABC Co. Ltd.
789 Street

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.

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.

General Characteristics

- Has a very strong desire for beauty and harmony in the personal or work environment.
- Has a very high appreciation for nature or the environment which is demonstrated in the things she does.
- Likes helping, teaching, and coaching others, especially in the areas of creative endeavors.
- Terri is in tune with her inner feelings and likes surroundings that compliment these feelings.
- Looking good and feeling good are two of her goals.
- Dressing for success comes naturally to Terri. She enjoys the latest designer clothes when she has the funds to purchase them.
- Looks for and appreciates the beauty in things.
- Will evaluate things based on artistic beauty and usefulness.

Value to the Organization

- Enthusiastic and willing to work and contribute to the team efforts in creative ways.
- Likes to share creative ideas and solutions with others.
- Creativity is only limited by external, not internal boundaries.
- Terri is interested in the totality of a situation.
- A desire to go beyond required job description to address things that others may not see.
- Willingness to give time, talent, and creativity to the solutions of tough problems facing the organization.

THE.	UTI.	AES.	SOC.	IND.	TRA.
27	43	65	51	30	36

ABC Co. Ltd.
789 Street

AESTHETIC
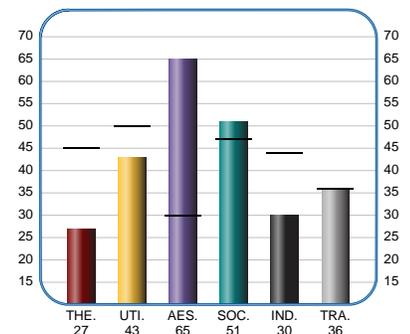
Keys to Managing and Motivating

- Provide an environment in which there is opportunity for individual creativity and self-expression.
- Remember that Terri tends to be a very creative and expressive person, and allow "air-time" for that expression.
- Allow Terri to have some space for individual contemplation, sometimes away from the immediate work area.
- Terri gets a high degree of motivation from seeing the totality, balance, and harmony in situations, both with internal team members and with external customers and clients. Provide an outlet for this strength.
- Terri needs a sense of harmony and balance in her surroundings.

Training, Professional Development and Learning Insights

- Learning and professional development should be linked to the potential of being more effective in developing creative solutions to problems.
- Courses and training will help amplify the need to understand the expanse of human imagination and inventiveness.
- Learning successes can be linked to increasing her personal understanding of form, harmony and the big picture.

Continuous Quality Improvements

- Spends too much time concerned about balance in the workplace.
- Ends up with her own tasks needing to be done, even as she is expressing the need for urgency to others.
- Goes into creative or artistic mode too often.

| THE.	UTI.	AES.	SOC.	IND.	TRA.
27	43	65	51	30	36

ABC Co. Ltd.
789 Street
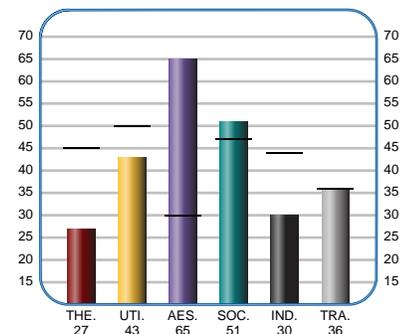
SOCIAL/ALTRUISTIC

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

- Possesses a high sincerity factor and helping attitude, as demonstrated in the things she does.
- Freely gives of her time, talent, and energy to others, even without being asked.
- Feels a win in coaching others to support the team, not just from a paycheck.
- Agrees that "it is better to give than to receive," even in an organizational setting.
- Seeks to contribute to the welfare of others.
- Possesses a high service ethic toward helping others.
- Shows an Altruistic love for helping people.
- Cares about the feelings of others on the team.

Value to the Organization

- Likes to network with others in helpful ways.
- Has a good memory for helping others. Able to keep a mental list of needs for others on the team and helps them obtain links and resources in an on-going way.
- Is a very good team player.
- Shows a high degree of willingness to give time to help, teach, and coach others.
- Has a desire to go beyond required job description to help make things easier for others.

	THE.	UTI.	AES.	SOC.	IND.	TRA.
	27	43	65	51	30	36

ABC Co. Ltd.
789 Street
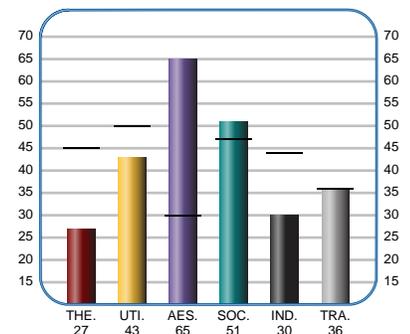
## Keys to Managing and Motivating

- Recognize that Terri tends to be a very "giving" person, and enjoys helping others.
- Do not over-use or abuse her giving nature. Allow Terri to share it as she chooses to offer.
- Monitor that she is not being overly giving to the point that her own work suffers.
- Explore the possibilities of having her bring new participants up-to-speed on a project or team effort.
- Allow for participation with interests and activities outside the team or work environment.

Training, Professional Development and Learning Insights

- Learning and professional development should be linked to her potential of being more effective in helping others on the team.
- Courses and training will help amplify her need to teach, coach or help others as either internal or external stakeholders.
- Learning successes can be linked to increasing her personal knowledge base to share with others.

Continuous Quality Improvements

- Needs to learn to say "no" more often.
- May try to help too much and ends up getting in the way of some who may not want the help.
- May get taken advantage of by others.

| THE.	UTI.	AES.	SOC.	IND.	TRA.
27	43	65	51	30	36

ABC Co. Ltd.
789 Street

6

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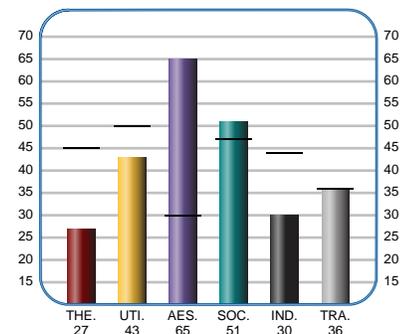
The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the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

- Is interested in what is useful and practical in meeting goals (usually economic ones).
- Responds best when education and training are practical and useful, with a profit or economic objective that is clearly attached to the training.
- Knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy and creativity.
- Terri is hard-working, competitive, and motivated by financial rewards and challenging compensation plans.
- When profit or project cost/benefits are examined, she takes the position that the ends justify the means.
- Wants to surpass others in wealth or possessions.
- Fits the stereotype of the typical businessperson, interested in economic incentives.
- Motivated by high pay and attaches importance to high earnings.

Value to the Organization

- Profit driven and bottom-line oriented.
- Driven by competition, challenges, and economic incentives.
- Exhibits drive and motivation to achieve and win in a variety of areas.
- Is able to multi-task in a variety of areas and keep important projects moving.
- Keeps an ear to the revenue-clock, her own and the organization's.
- Will protect organizational or team finances, as well as her own.

THE.	UTI.	AES.	SOC.	IND.	TRA.
27	43	65	51	30	36

ABC Co. Ltd.
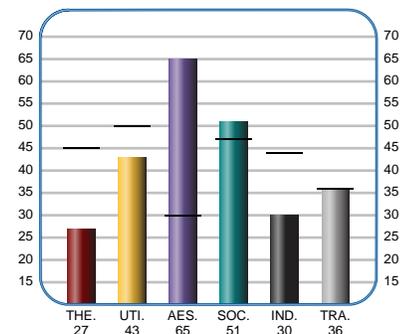789 Street
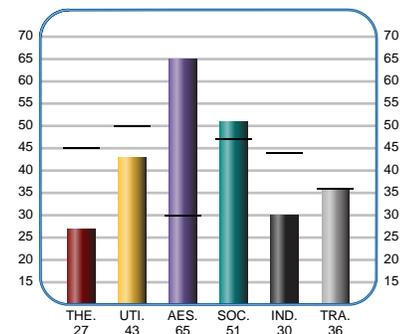
Keys to Managing and Motivating

- Realize that it's not just money that motivates, but also personal payback from the job.
- Reward high performance in tangible and monetary ways with individual and team recognition.
- Assure that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- Provide coaching to help Terri appreciate that not everybody is as motivated by wealth, return-on-investment and gain as she is.
- Provide opportunity for financial rewards for excellent performance.

Training, Professional Development and Learning Insights

- Link learning outcomes to the ability to become more effective in increasing earnings for both herself and the organization.
- Provide some rewards and incentives for participation in additional training and professional development.
- If possible, build in some group competition as a part of the training activities.

Continuous Quality Improvements

- Needs to hide the dollar signs in her eyes in order to establish the most appropriate rapport with others.
- Needs to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this high Utilitarian/Economic drive.
- May judge the efforts of others on the team by an economic scale only.

Chart:
THE. 27, UTI. 43, AES. 65, SOC. 51, IND. 30, TRA. 36

ABC Co. Ltd.
789 Street

TRADITIONAL/REGULATORY

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

General Characteristics

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

Value to the Organization

- Brings flexibility to the team. Follows precedent when necessary and able to set new precedent when necessary.
- Terri is able to walk the line between following the rules and bending the rules, and knowing the difference.
- A stabilizing force on the team.
- Able to appreciate the needs of both the higher and lower Traditional/Regulatory individuals on the team.
- Shows respect for protocol and standard operating procedure without becoming overly rigid.
- May be perceived by others on the team as neither rigid nor undisciplined, but rather as one who is responsible and mature in approach to corporate and organizational protocol.

THE.	UTI.	AES.	SOC.	IND.	TRA.
27	43	65	51	30	36

ABC Co. Ltd.
789 Street
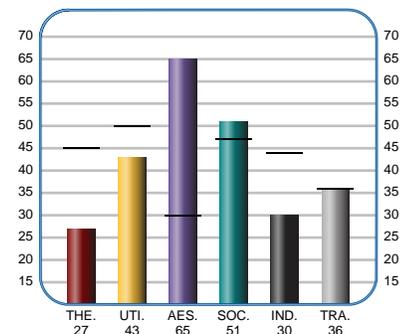
Keys to Managing and Motivating

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

Training, Professional Development and Learning Insights

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

Continuous Quality Improvements

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

THE. 27 | UTI. 43 | AES. 65 | SOC. 51 | IND. 30 | TRA. 36

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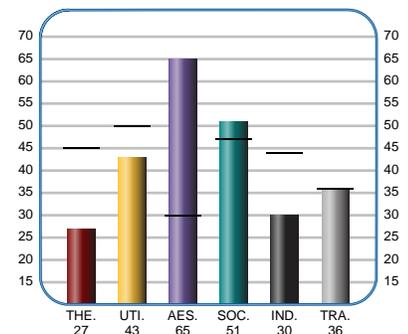
The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however,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

- Likes helping people on the team.
- Assists others in problem solving and trouble-shooting.
- Doesn't need to be the "star" of a project.
- Doesn't seek individual recognition above the group or team.
- Prefers to be more of a team player than a team leader.
- May not seek or choose a leadership role for herself, but may be satisfied in being an active and supportive member of a team of professionals.
- May spend great effort on a project without requiring public credit or recognition for her work.

Value to the Organization

- A stabilizing influence on the team.
- Ability to support team efforts without requiring a lot of recognition.
- Able to offer her own creative ideas in a manner that is respectful of team roles.
- May be seen by others as a stabilizing influence especially when the heated differences of extreme positions emerge when the team is under pressure.
- Is able to maintain work ethic even under pressure so the project is met successfully and interpersonal stressors have been minimized.
- May be considered the unsung hero of a successful project or initiative.

THE.	UTI.	AES.	SOC.	IND.	TRA.
27	43	65	51	30	36

ABC Co. Ltd.
789 Street
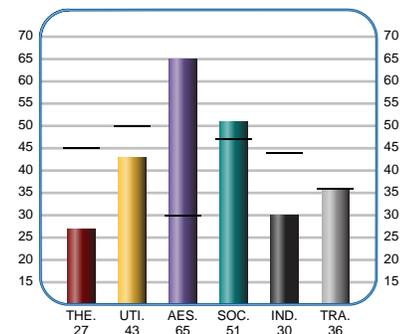
Keys to Managing and Motivating

- Allow for choices as to extent and visibility of team membership or leadership that she might desire.
- Provide support for complete follow-through on project tasks.
- Terri tends to demonstrate a high degree of teamwork and support for team efforts over the long haul. Take this into account when planning team projects.
- Don't force leadership roles or increased authority unless mutually agreed upon.
- Remember behind-the-scenes efforts and contributions, and recognize those with sincere appreciation.

Training, Professional Development and Learning Insights

- Enjoys more team-oriented professional development activities.
- Terri prefers more traditional types of learning, courses, and professional development.
- Tends to show a high degree of self-discipline in training courses.

Continuous Quality Improvements

- Terri may not be heard the first time by the team. She may need to speak up a second or third time if necessary in order to be acknowledged.
- When presenting an idea to the team, she should remember that members may need a message with some attention-getting ingredients.
- As opinion is formed after careful consideration, she may need to be more willing to share that opinion with others.

|	THE. 27	UTI. 43	AES. 65	SOC. 51	IND. 30	TRA. 36

ABC Co. Ltd.
789 Street

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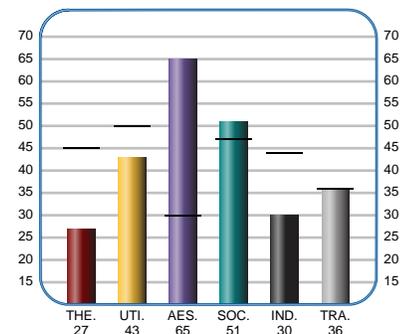
The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests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

General Characteristics

- Aware of job parameters and details, but prefers to learn only that which is necessary to complete the job assignment.
- Will learn those things necessary for the successful completion of the job tasks, and may not desire to go further into specific details or theory.
- Shows a practical and bottom-line job-view perspective.
- May prefer to spend her time and energy on tasks other than gaining knowledge about the fine-tuned technical details of products and services.
- May learn more by doing and observing than in traditional learning situations.
- Likes to spend time learning things that have a direct impact on what she needs to accomplish as a professional.
- May prefer to work on many things with only partial stakes, rather than getting bogged down in only one function or role.

Value to the Organization

- The nature of the job-view is to be concerned with the more practical and bottom-line aspects of the job.
- Able to see the big picture and communicate it clearly and briefly to others.
- May bring a constant sense of efficiency to specific job tasks.
- Ability to perform many jobs and tasks with little training or assistance.
- Focused on the task, goal or vision, and completes her responsibility on schedule.
- Resourceful; will find a way to get it done.

THE.	UTI.	AES.	SOC.	IND.	TRA.
27	43	65	51	30	36

ABC Co. Ltd.
789 Street

13
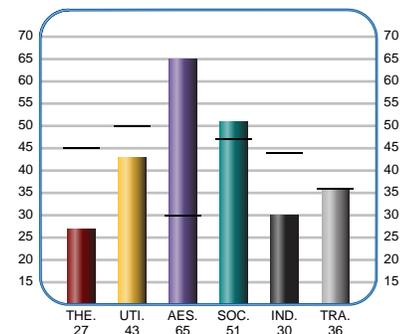
Keys to Managing and Motivating

- Keep the product-knowledge requirements at a practical level.
- Provide technical or support personnel to assist Terri when necessary.
- Reduce the need for frequent supervision, unless quality control is sacrificed.
- Provide opportunity for independence in performing tasks related to the projects.
- Occasional monitoring or check-ins on progress are recommended rather than frequent contacts.

Training, Professional Development and Learning Insights

- Make training and development activities as practical as possible.
- Avoid getting bogged down in academic minutia.
- Hit only those essential items that relate to increased success or efficiency on projects.

Continuous Quality Improvements

- May avoid detailed information.
- Needs a reminder on updates of new technology or new methods of procedures.
- Needs assistance with voluminous details and with watching time management.

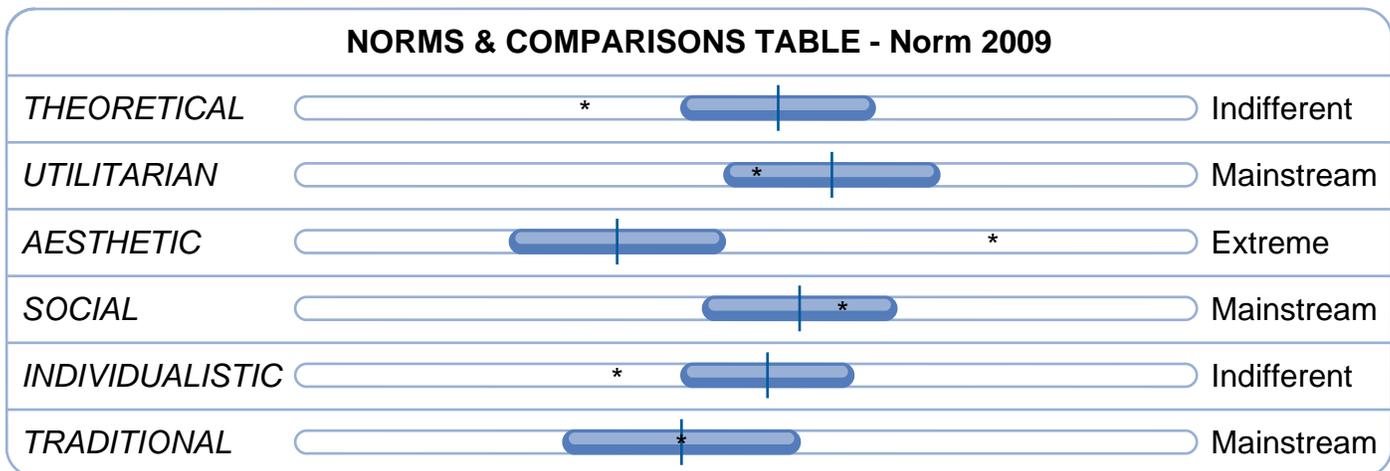| THE.	UTI.	AES.	SOC.	IND.	TRA.
27	43	65	51	30	36

ABC Co. Ltd.
789 Street
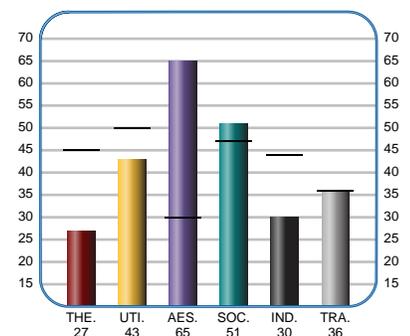
MOTIVATORS - NORMS & COMPARISONS

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

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

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

NORMS & COMPARISONS TABLE - Norm 2009

THEORETICAL		Indifferent
UTILITARIAN		Mainstream
AESTHETIC		Extreme
SOCIAL		Mainstream
INDIVIDUALISTIC		Indifferent
TRADITIONAL		Mainstream

- 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

ABC Co. Ltd.
789 Street

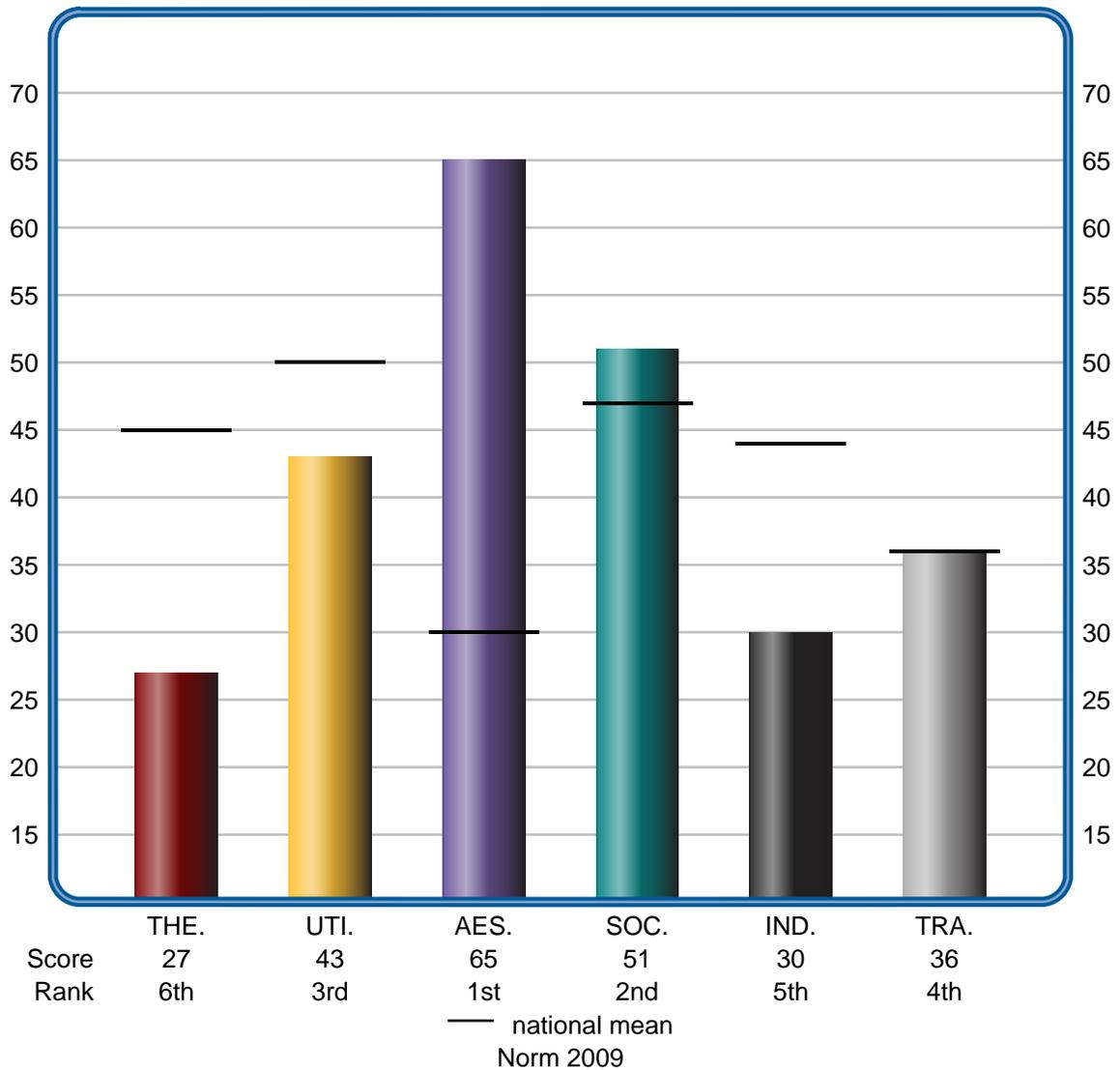Areas in which you have strong feelings or passions compared to others:

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

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

- The amount of time and resources others spend in learning new things may frustrate you.

- You can be frustrated by others who are always jockeying for position and control.

MOTIVATION INSIGHTS® GRAPH

Terri Thompson
Company Inc.
5-4-2010

	THE.	UTI.	AES.	SOC.	IND.	TRA.
Score	27	43	65	51	30	36
Rank	6th	3rd	1st	2nd	5th	4th

— national mean
Norm 2009

ABC Co. Ltd.
789 Street

MOTIVATORS WHEEL™

Terri Thompson
Company Inc.
5-4-2010

TRADITIONAL

36
4th

THEORETICAL

27
6th

SOCIAL

51
2nd

UTILITARIAN

43
3rd

1st
65

AESTHETIC

5th
30

INDIVIDUALISTIC
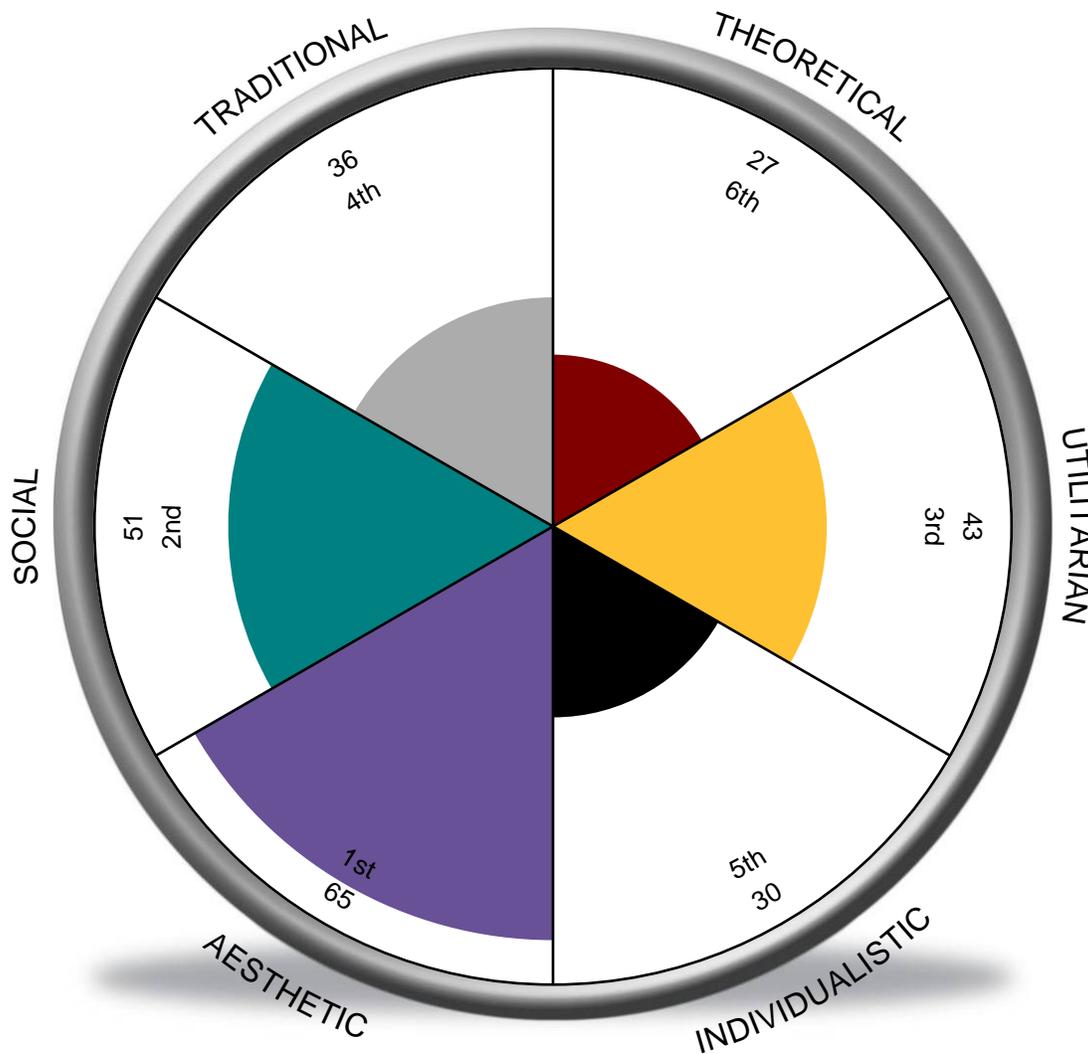
ABC Co. Ltd.
789 Street

VALUES ACTION PLAN

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.

ABC Co. Ltd.
789 Street

QUALITY IMPROVEMENT ACTION PLAN

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

Action Point 1: Things I will keep on doing.

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

1.

2.

3.

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

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

1.

2.

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

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

1.

Today's Date: _____   Date to review with mentor or peer: _____

ABC Co. Ltd.
789 Street

TEAM BUILDING SUMMARY OF WORKPLACE VALUES

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

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

General Characteristics
1. Theoretical _____
   _____
2. Utilitarian/Economic _____
   _____
3. Aesthetic_____
   _____
4. Social/Altruistic_____
   _____
5. Individualistic/Political_____
   _____
6. Traditional/Regulatory _____
   _____

Value to the Organization
1. Theoretical _____
   _____
2. Utilitarian/Economic _____
   _____
3. Aesthetic_____
   _____
4. Social/Altruistic_____
   _____
5. Individualistic/Political_____
   _____
6. Traditional/Regulatory _____
   _____

ABC Co. Ltd.
789 Street

21

TEAM BUILDING SUMMARY OF WORKPLACE VALUES

Keys to Managing and Motivating:

1. Theoretical _____

   _____

2. Utilitarian/Economic _____

   _____

3. Aesthetic_____

   _____

4. Social/Altruistic _____

   _____

5. Individualistic/Political_____

   _____

6. Traditional/Regulatory _____

   _____

Training, Professional Development and Learning Insights:

1. Theoretical _____

   _____

2. Utilitarian/Economic _____

   _____

3. Aesthetic_____

   _____

4. Social/Altruistic _____

   _____

5. Individualistic/Political_____

   _____

6. Traditional/Regulatory _____

   _____

ABC Co. Ltd.
789 Street

TEAM BUILDING SUMMARY OF WORKPLACE VALUES

Continuous Quality Improvement:

1. Theoretical _____

_____

2. Utilitarian/Economic _____

_____

3. Aesthetic_____

_____

4. Social/Altruistic _____

_____

5. Individualistic/Political_____

_____

6. Traditional/Regulatory _____

_____

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

1. _____

_____

2. _____

_____

ABC Co. Ltd.
789 Street