

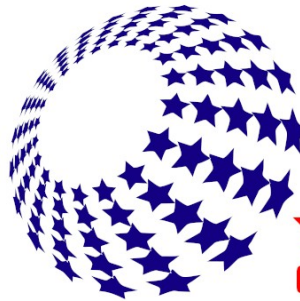


TTI TriMetrix®

Coaching Report - Executive Version



**Tom Test
Manager
Company Inc.
4-5-2010**



**YOUR
COMPANY**

Communicate
Company Inc
123 St.
Scottsdale, AZ
800-555-5555



The TTI TriMetrix® Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and attributes. Understanding strengths and weaknesses in each of the three areas will lead to personal and professional development and a higher level of satisfaction.

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

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.

SECTION 3: ATTRIBUTES

This section of the report will give you detailed information about your individual thought process. Understanding how you think will identify your preferences, strengths and weaknesses. This increased understanding will lead to personal and professional development.



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

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

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

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

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

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

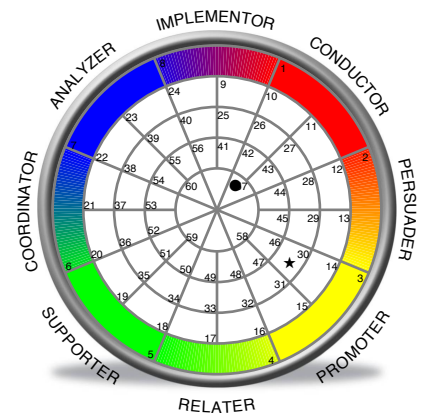


GENERAL CHARACTERISTICS

Based on Tom'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 Tom's natural behavior.

Tom likes people, but can be seen occasionally as cold and blunt. He may have his mind on project results, and sometimes may not take the time to be empathetic toward others. He is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He seeks his own solutions to problems. In this way, his independent nature comes into play. He may be so self-confident that others see him as arrogant. This confidence may be something others wish they had. Tom appreciates others who are team players and will reward those who are loyal. He has high ego strengths and may be viewed by some as egotistical. He is an aggressive individual who wins through hard work and persistence; that is, he will come up with a good idea and follow through. Some may view him as being stubborn and opinionated. He views it as the price you must pay for success. He may try to "explain" his stubbornness in positive terms. Tom likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. He wants to be viewed as self-reliant and willing to pay the price for success.

Tom is logical, incisive and critical in his problem-solving activities. He prefers authority equal to his responsibility. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. Tom finds it easy to share his opinions on



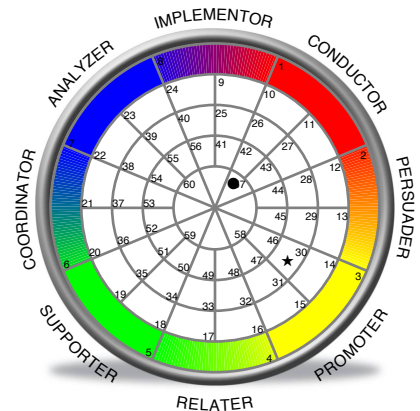
Company Inc
123 St.
800-555-5555



GENERAL CHARACTERISTICS

solving work-related problems. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He can be direct in his approach to discovering the facts and data. He maintains his focus on results. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems.

Tom challenges people who volunteer their opinions. He likes people who communicate with him in a clear, precise and brief conversation. He may display a lack of empathy for others who cannot achieve his standards. He could improve his communication with others by being more flexible and showing a sincere interest in what they are saying. Tom 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 likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He tries to remain emotionally uninvolved in what the other person is saying. When communicating with others, Tom must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details.

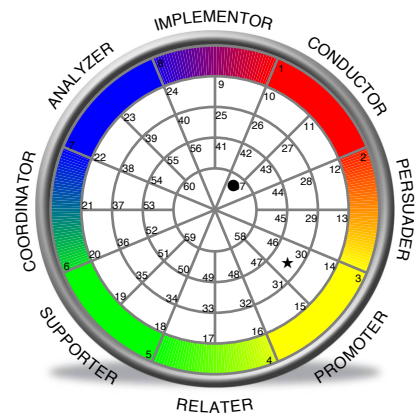


Company Inc
123 St.
800-555-5555



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

- Service-oriented.
- Good listener.
- Dependable team player.
- Places high value on time.
- Self-starter.
- Innovative.
- Competitive.
- Patient and empathetic.
- Always looking for the logical solutions.



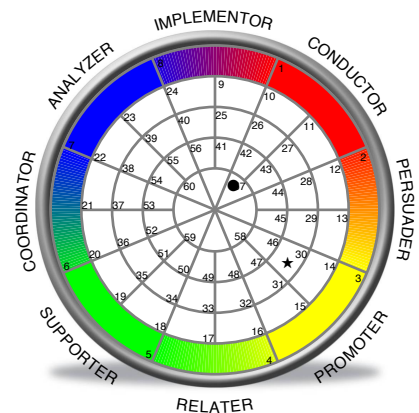


CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Tom. 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 Tom most frequently.

Do:

- Start, however briefly, with a personal comment. Break the ice.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Stick to business--let him decide if he wants to talk socially.
- Support and maintain an environment where he can be efficient.
- Motivate and persuade by referring to objectives and results.
- Define clearly (preferably in writing) individual contributions.
- Be clear, specific, brief and to the point.
- Present the facts logically; plan your presentation efficiently.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Read the body language--look for impatience or disapproval.
- Provide questions, alternatives and choices for making his own decisions.
- Take issue with facts, not the person, if you disagree.



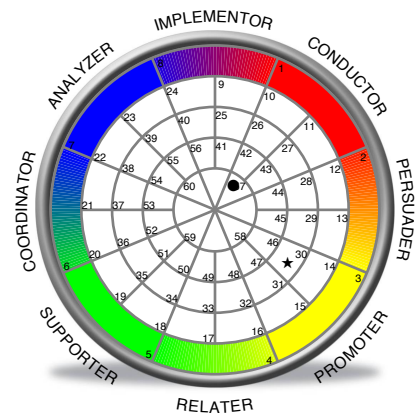


DON'TS ON COMMUNICATING

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

- Be redundant.
- Patronize or demean him by using subtlety or incentive.
- Be vague; don't offer opinions and probabilities.
- Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.
- Offer assurance and guarantees you can't fulfill.
- Let disagreement reflect on him personally.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- Be abrupt and rapid.
- Rush headlong into business or the agenda.
- Come with a ready-made decision, or make it for him.





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

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



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

"See Yourself As Others See You"

SELF-PERCEPTION

Tom usually sees himself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

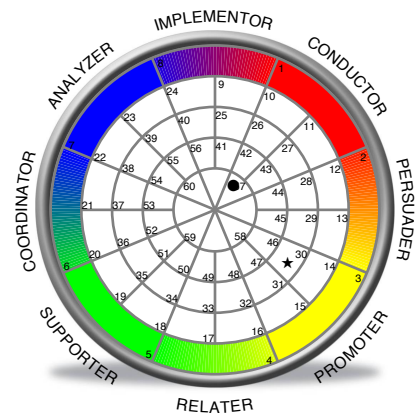
Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated





Based on Tom'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 Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
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	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details

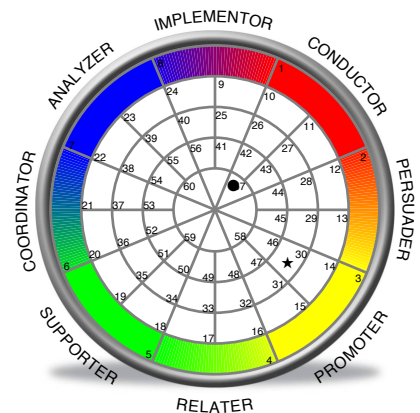


NATURAL AND ADAPTED STYLE

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

Natural	PEOPLE - CONTACTS	Adapted
Tom is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.		Tom projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.



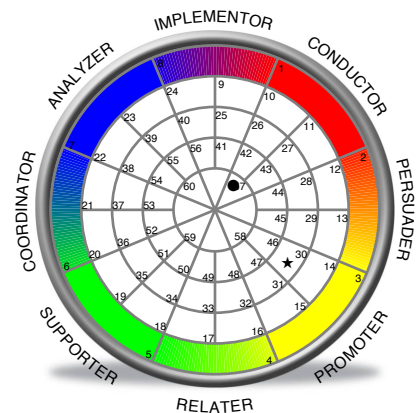
Company Inc
 123 St.
 800-555-5555



NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
Tom is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.	Tom 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
Tom 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.	Tom shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Tom sees little or no need to change his response to the environment.	

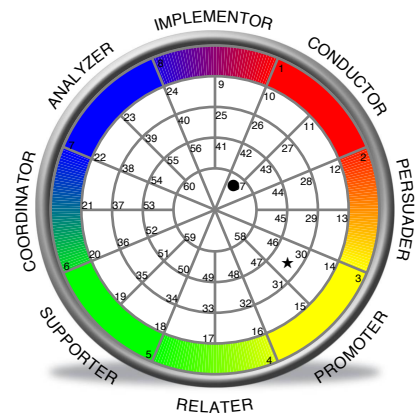


Company Inc
 123 St.
 800-555-5555



Tom 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.

- Firm commitment to accomplishments.
- Making tactful decisions.
- Flaunting independence.
- Being creative and unconventional in making a point.
- Using a direct, forthright and honest approach in his communications.
- Contacting people using a variety of modes.
- Acting independently and without precedent.
- Using a creative approach in decision making.
- Participative decision making.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Motivating people to take action by using persuasive skills.
- Positive, outgoing, friendly behavior.
- Optimistic, future-oriented outlook.



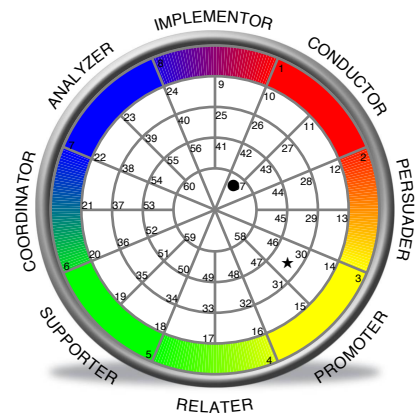


AREAS FOR IMPROVEMENT

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

Tom has a tendency to:

- Have trouble delegating--can't wait, so does it himself.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.
- Overstep authority and prerogatives--will override others.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Make "off the cuff" remarks that are often seen as personal prods.
- Blame, deny and defend his position--even if it is not needed.



Company Inc
123 St.
800-555-5555



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

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

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____



BEHAVIORAL HIERARCHY

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

1. COMPETITIVENESS



2. URGENCY



3. FREQUENT CHANGE



4. CUSTOMER ORIENTED



5. FREQUENT INTERACTION WITH OTHERS



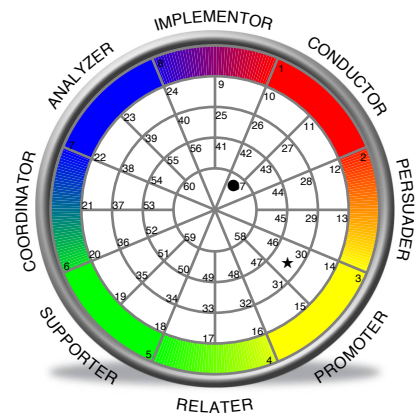
6. ORGANIZED WORKPLACE



7. VERSATILITY



8. ANALYSIS OF DATA



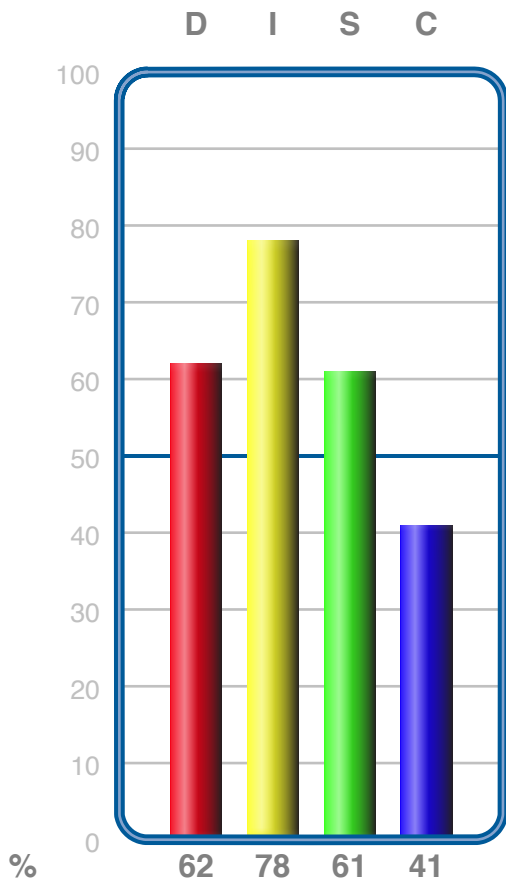
SIA: 62-78-61-41 (30) SIN: 71-47-57-39 (57)

Company Inc
123 St.
800-555-5555

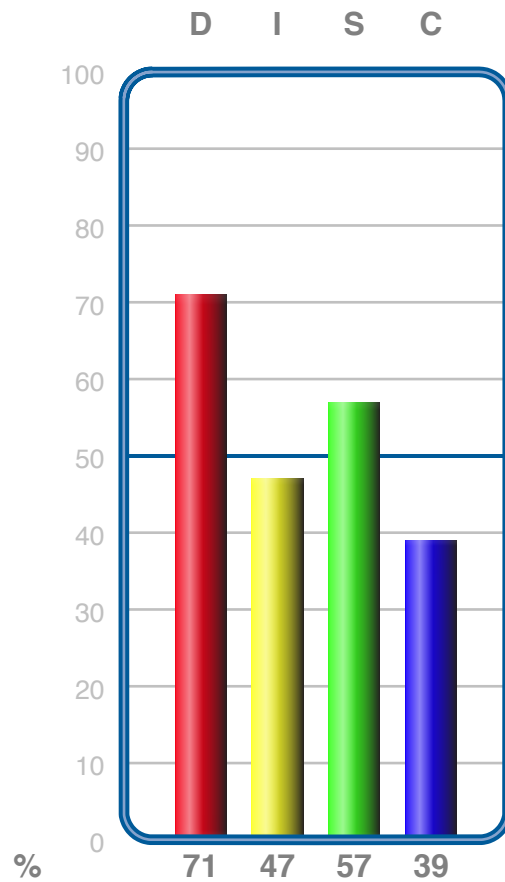


Tom Test
Company Inc.
4-5-2010

MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Norm 2009

Company Inc
123 St.
800-555-5555



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:

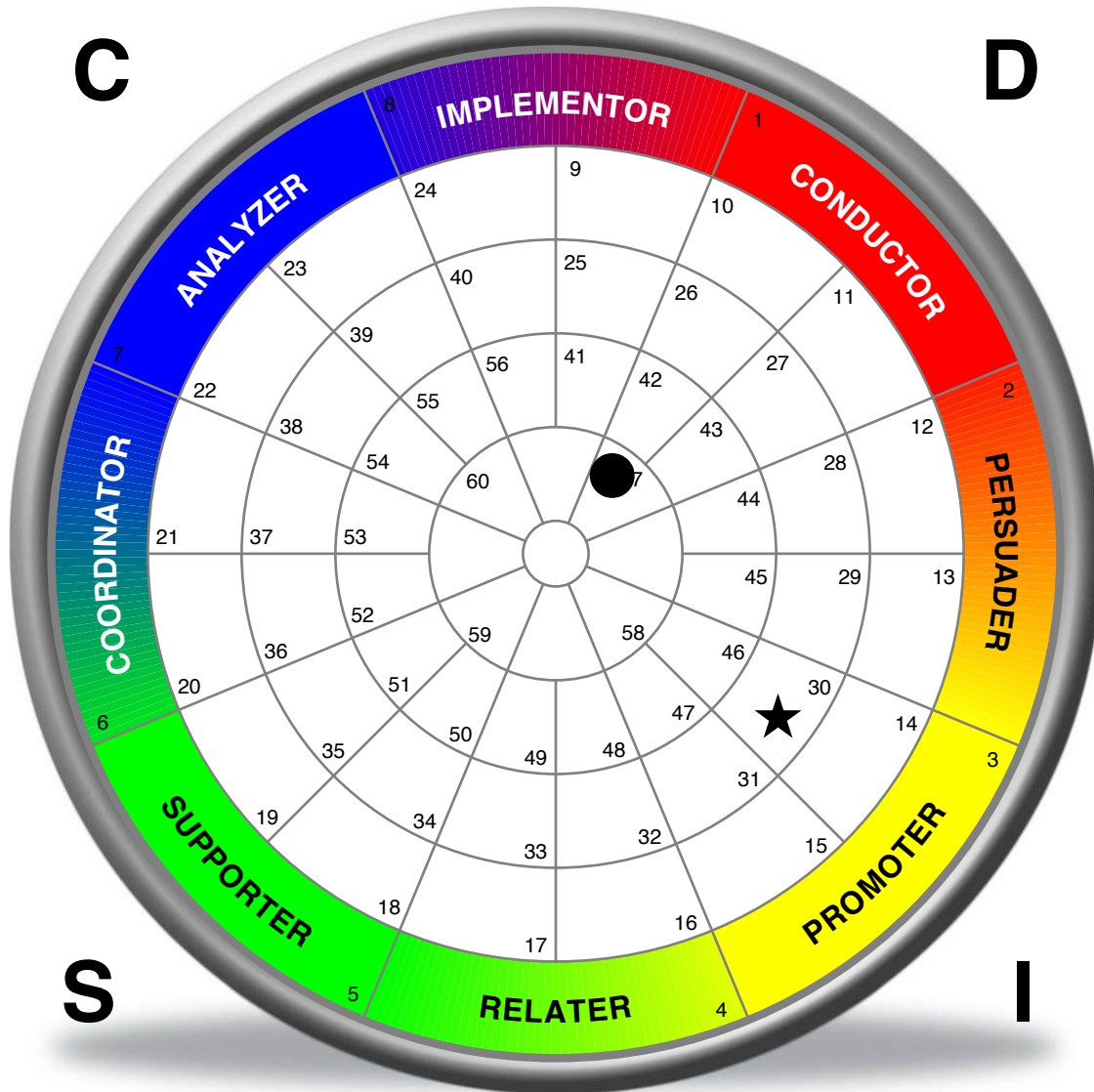
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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.



Tom Test
Company Inc.
4-5-2010



Adapted: ★ (30) PERSUADING PROMOTER (FLEXIBLE)
Natural: ● (57) SUPPORTING CONDUCTOR (ACROSS)

Norm 2009

Company Inc
123 St.
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.



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.



INDIVIDUALISTIC/POLITICAL

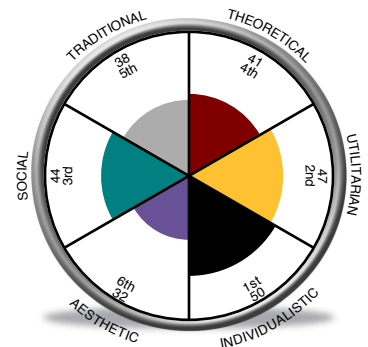
The primary interest for this value is **POWER**. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however,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

General Characteristics

- He surprises others with spontaneous ideas or responses.
- He experiences a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.
- Enjoys working in his own way and own methods.
- 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.
- Independent.
- 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.





Keys to Managing and Motivating

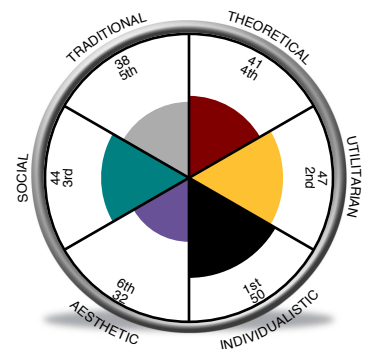
- Let him work with an idea, develop it, and run with it for awhile before making a judgment call.
- Provide an environment where Tom has space to demonstrate his unique contributions to the team.
- Be patient in allowing for expression of his uniqueness and sense of humor.
- Tom brings a variety of strengths to the team that may not have been utilized. Explore the possibilities of expanding these opportunities.
- Remember that even as attention from others is important, he also desires some independence from team organization and protocol at times.

Training, Professional Development and Learning Insights

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

- May spend excess time telling (or selling) an audience on his uniqueness, rather than discussing the topic at hand.
- 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.





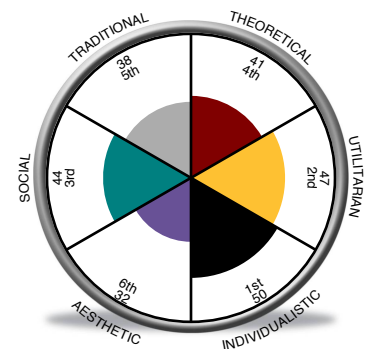
The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the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

General Characteristics

- Sales, technical, or management training programs should demonstrate a bottom-line financial benefit as a result of the training effort.
- Knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy and creativity.
- When profit or project cost/benefits are examined, he takes the position that the ends justify the means.
- Motivated by money and bonuses as recognition for a job well done.
- Goal driven, especially financial goals.
- Interested in what is practical and useful in achieving his vision of success.
- Wants to surpass others in wealth or possessions.
- 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.
- Makes decisions with practicality and bottom-line dollars in mind.
- Keeps an ear to the revenue-clock, his own and the organization's.
- Pays attention to R.O.I. (return on investment) in business or team activity.
- Will protect organizational or team finances, as well as his own.





Keys to Managing and Motivating

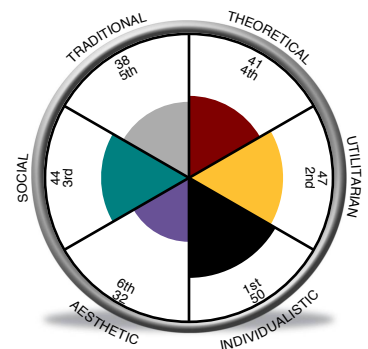
- Realize that for those who score in this high economic range there may be low company loyalty. Be certain to reward performance, and encourage participation as an important member of the team.
- Realize that it's not just money that motivates, but also personal payback from the job.
- Remember that Tom has an ear to the revenue-clock. This may give him a keen economic awareness in projects and decision-making with the team.
- Reward high performance in tangible and monetary ways with individual and team recognition.
- Provide opportunity for financial rewards for excellent performance.

Training, Professional Development and Learning Insights

- Scores like those who want information that will help them increase bottom-line activity and effectiveness.
- 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

- Within this high economic drive, there may be 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 learn to appreciate that not everybody is motivated by wealth or gain so as not to alienate a prospect, customer or client.
- Needs to have an increased sensitivity to the needs of others and less demonstration of potential selfishness.





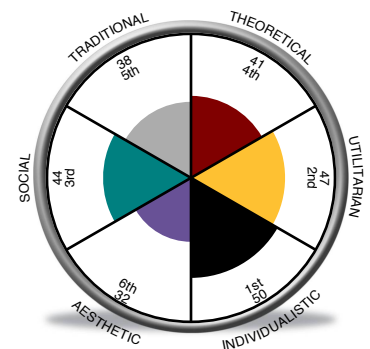
Those who score very high in this value have an inherent love of people. The Social/Altruistic person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic values cold and inhuman. Compared to the Individualistic value, 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 an appropriate and realistic approach to helping others, without being an extremist.
- Has the ability to balance decisions about whether or not to share with and help others.
- Able to balance own needs against the needs of others, and work in ways that both achieve and succeed.
- Can support and understand the positions of individuals with either a higher or lower Social/Altruistic score.
- Can bring a sense of stability to issues around this Social/Altruistic dimension.

Value to the Organization

- Brings flexibility to the team regarding this Social/Altruistic area. He is able to say "yes," but also knows where to draw the line and say "no," when appropriate.
- Projects a stabilizing and realistic influence on the team.
- Able to appreciate the needs of individuals with either a higher or lower Social/Altruistic score.
- Demonstrates the ability to help and go the extra mile without a negative impact on his own responsibility and work load.
- Is not an extremist, and therefore is able to bring balance to the team when Social/Altruistic issues emerge.





Keys to Managing and Motivating

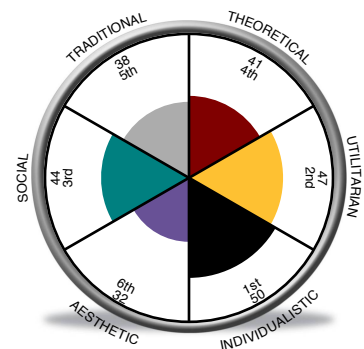
- Remember that Tom shows a practicality and realism regarding helping others.
- Recognize that this middle ground between the extremes of selfishness and selflessness may be an appropriate stabilizing force.
- Tom brings a balance between the extremes of giving and taking with regard to team efforts and organizational competition.
- Support the strength that he brings in being a balance between those who may give too much away, versus those who may not give enough.

Training, Professional Development and Learning Insights

- Explore the professional development insights from some of the other Values scales to determine more specific preferences.
- He shows flexibility in preferences of training activities to include both team-oriented as well as independent work.
- Becomes engaged in training activities because he sees it as a part of necessary growth and professional improvement.

Continuous Quality Improvements

- On some service-related issues within this organization, he may need to take a more visible position with the team.
- May occasionally feel conflict as to whether or not to participate in certain service or "giving" activities.
- Tom should allow space for those who differ on this Social/Altruistic scale, and remember that all Values positions are positions deserving respect.





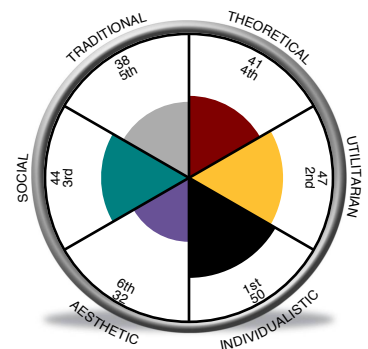
The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests 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.
- Tom 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.
- Tom typically won't get bogged down in minutia, nor will he ignore the details when decision-making.

Value to the Organization

- Tom 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

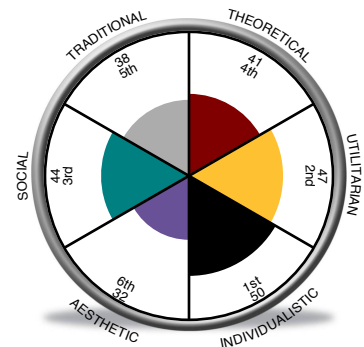
- Remember that he has the ability to be a balancing and stabilizing agent on high knowledge-driven tasks/assignments/projects.
- Tom brings a knowledge-drive typical of many business professionals.
- Include the perspective he brings in order to gain a middle-ground understanding.
- Check for other 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.

Training, Professional Development & Learning Insights

- 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.
- Please check other areas of higher or lower values drive for additional insight into professional development needs.

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.





TRADITIONAL/REGULATORY

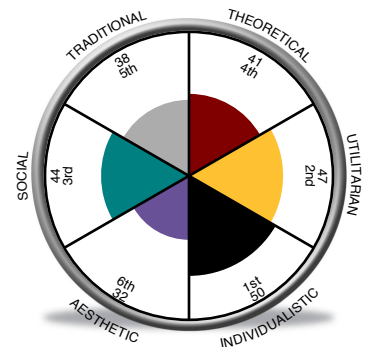
The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.

General Characteristics

- An informal approach to rules and regulations.
- Change-oriented and readily adaptable to new projects.
- Has the desire for quick results. This may include expediting certain procedures.
- Is a very flexible problem-solver.
- Is motivated by the personal right to express himself.
- Likes to work hard, especially if he can see results of the work projects.
- Is an active agent in team projects and conversations.

Value to the Organization

- Is able to make quick decisions without getting emotionally involved.
- 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.
- Asks lots of questions.





Keys to Managing and Motivating

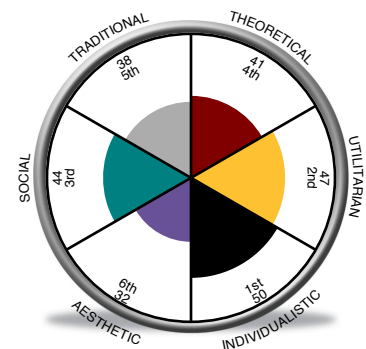
- Provide opportunities for professional development and growth.
- Requires specific instructions so that he can do the routine aspects of job correctly the first time.
- Allow as much freedom from detail (and sometimes paperwork) as possible, perhaps through support staff to assist in the necessary detail functions.
- Maximize use of his adaptability to new projects and ideas.
- Utilize his ability to see and communicate the big picture.

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.





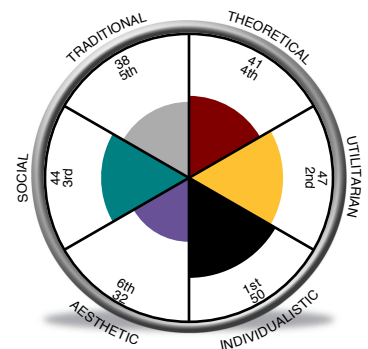
A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent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

General Characteristics

- Keeps an ear to the revenue-clock of an organization, and doesn't want to waste time or money on ambience issues if it doesn't affect productivity.
- Not necessarily worried about form and beauty in his work environment.
- What Tom defines as his passion in life will be found in higher values scales in this report.
- Looks at those scoring higher as types who may need to be a bit more practical.
- Tom is a very practical person who can take or leave the Aesthetics or ambience of the work environment.
- Is motivated and driven in areas other than the Aesthetic.
- Tom prefers to take a practical approach to workplace events.

Value to the Organization

- Unpleasant surroundings will not adversely affect his productivity and creativity.
- Sees a wider spectrum of the picture, not just from the artistic viewpoint.
- Not easily swayed in terms of emotional issues.
- Good business-sense and a good eye for that which is practical.





Keys to Managing and Motivating

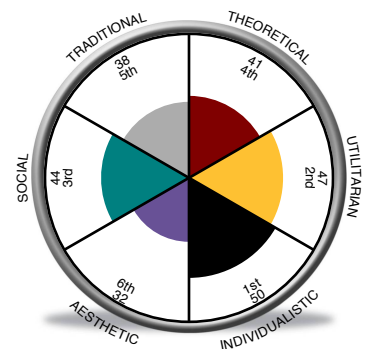
- Be careful not to overload with assignments that require significant individual creativity and self-expression.
- Appeal to the practical side that he shows in projects and leadership.
- Provide sincere recognition for contributions.
- Check areas for higher Values drives to determine a blend of other management or motivational insights.
- Structure job enrichment strategies into the reward system, especially those that will appeal to higher Values scores.

Training, Professional Development and Learning Insights

- Make training and development activities as practical as possible.
- Brings a bottom-line orientation to training venues and is flexible about the environment of the training session.
- Link learning and professional development to other items of greater self-interest.

Continuous Quality Improvements

- Seen as overly business-like by some, but this comes from the practical side of his workplace values.
- Needs to be more sensitive to others need for an aesthetically pleasant workplace.
- Needs to be aware of others who may have a stronger Aesthetic drive, and respect the differences.



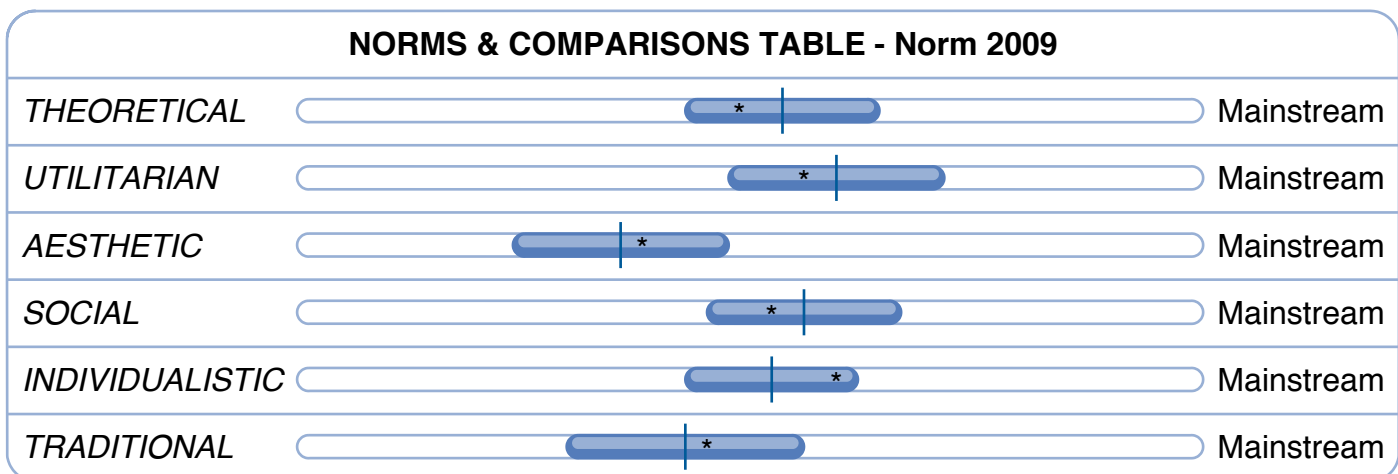



MOTIVATORS - NORMS & COMPARISONS

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

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

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



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

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



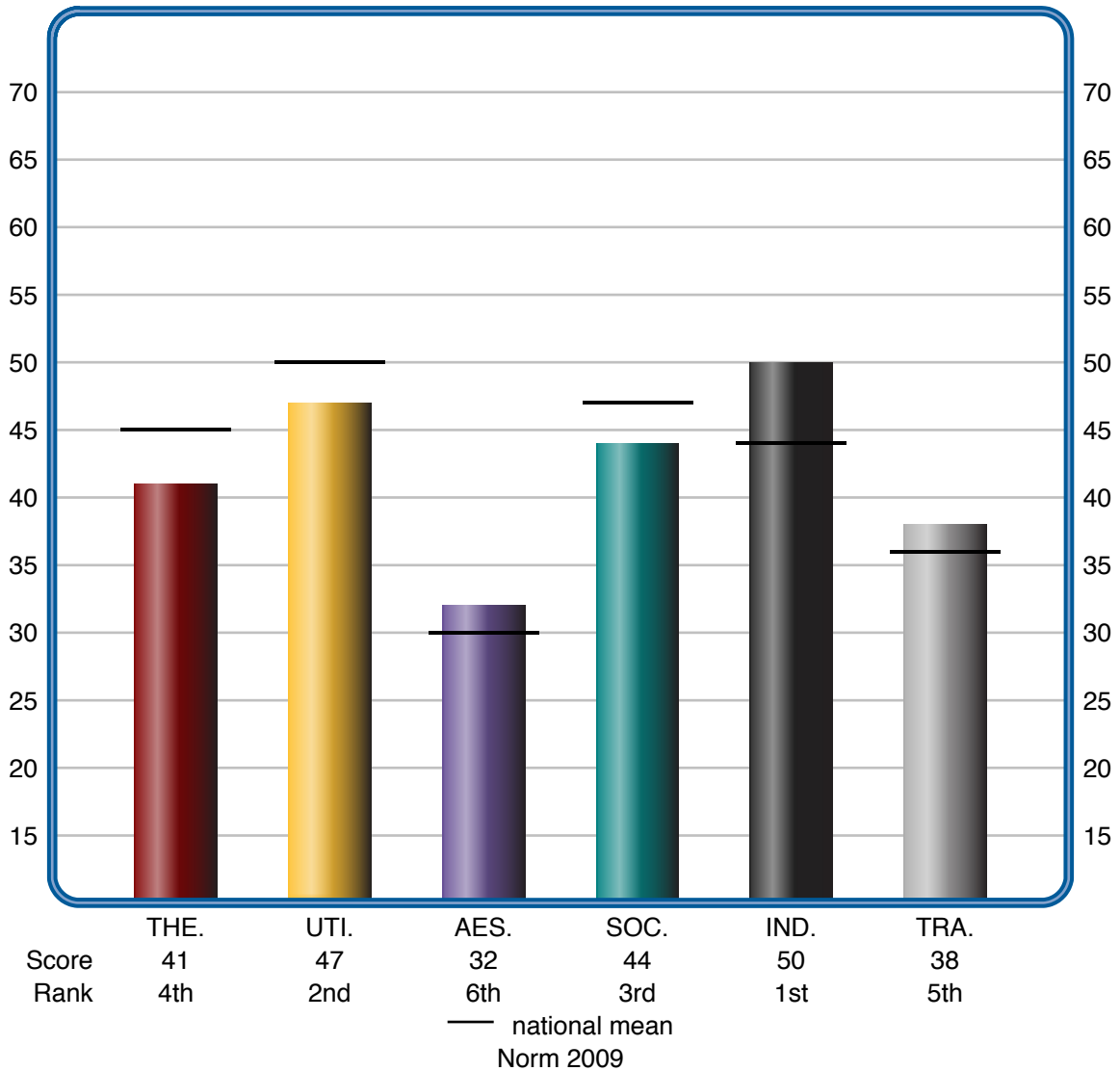
MOTIVATORS - NORMS & COMPARISONS

All of your attitude scores fall within one standard deviation of the national mean. This means that 68% of the population have similar attitudes and feelings on each of the six attitudes. Having all your scores close to the national mean indicates the following:

- You will be seen by others as a team player.
- You will be able to relate to a large percentage of our society.
- You will have less conflict with other people.
- You will have a larger selection of friends and careers than most people.



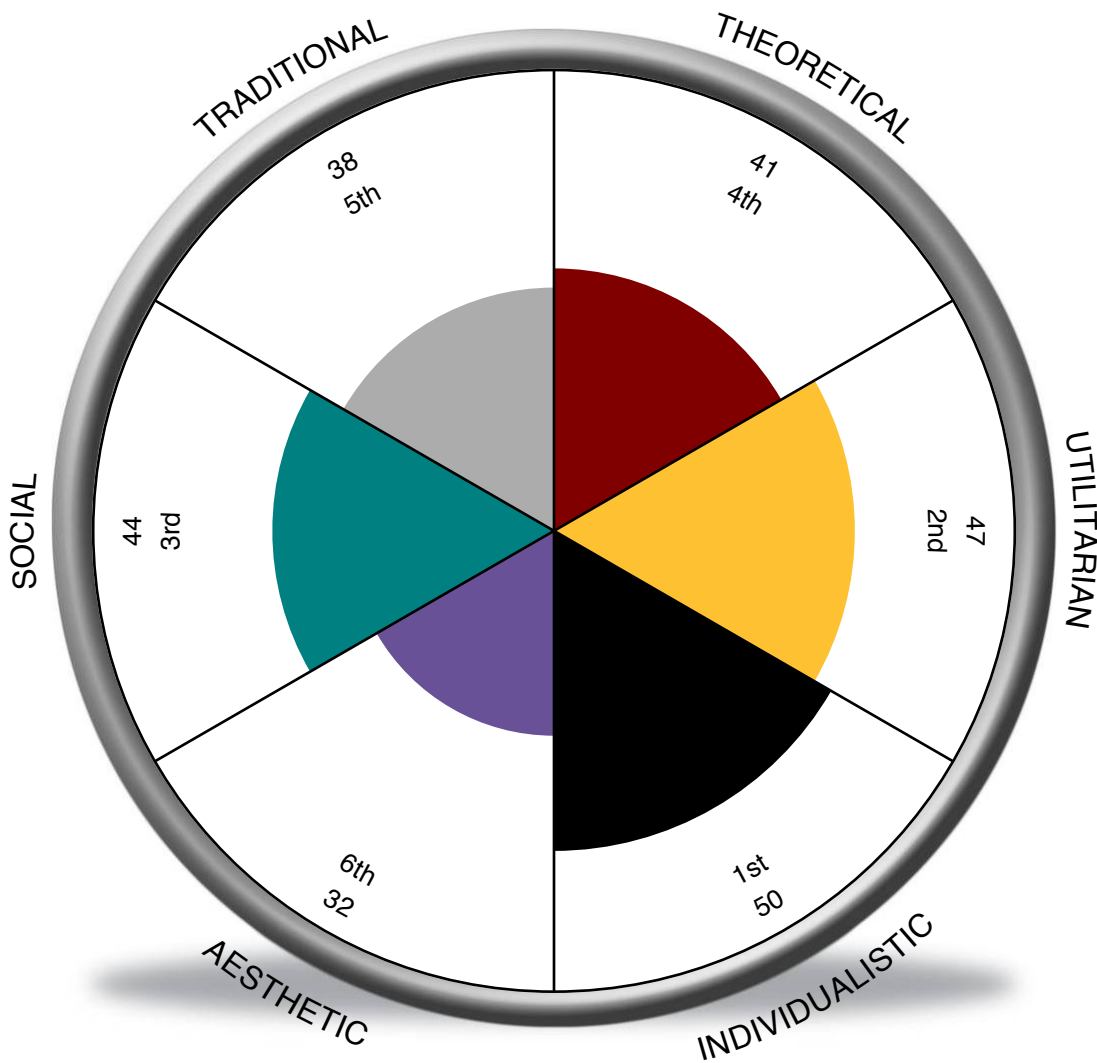
Tom Test
Company Inc.
4-5-2010



Company Inc
123 St.
800-555-5555



Tom Test
Company Inc.
4-5-2010



Company Inc
123 St.
800-555-5555



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

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

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

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

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



QUALITY IMPROVEMENT ACTION PLAN

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

Action Point 1: Things I will keep on doing.

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

- 1.
- 2.
- 3.

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

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

- 1.
- 2.

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

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

- 1.

Today's Date: _____

Date to review with mentor or peer: _____

Company Inc
123 St.
800-555-5555



TEAM BUILDING SUMMARY OF WORKPLACE VALUES

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

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

General Characteristics

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

Value to the Organization

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



TEAM BUILDING SUMMARY OF WORKPLACE VALUES

Keys to Managing and Motivating:

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

Training, Professional Development and Learning Insights:

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



TEAM BUILDING SUMMARY OF WORKPLACE VALUES

Continuous Quality Improvement:

1. Theoretical _____

2. Utilitarian/Economic _____

3. Aesthetic _____

4. Social/Altruistic _____

5. Individualistic/Political _____

6. Traditional/Regulatory _____

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

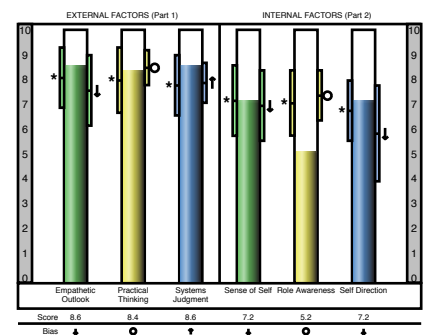
1. _____

2. _____



This is how Tom sees the world around him. This view measures his clarity and understanding of people, tasks and systems. It could also be looked at in terms of feeling, doing and thinking from an external standpoint. The statements below are based primarily on the 3 dimensions on the left side of the dimensional balance page and are in a random order.

- Tom may do well in positions that involve the management, coaching or leadership of others.
- He tends to use his people skills, together with his planning or systems skills in order to be effective.
- He believes rules and policies should be respected and followed.
- He could benefit from paying more attention to practical matters.
- Tom focuses on people and systems, while minimizing the details involved in things and processes in the practical world around him.
- He needs to associate with people who can take care of the details and the process of implementing the plan or idea.
- He could avoid mistakes by paying more attention to the details and the task at hand.
- He has good thinking and planning ability, as well as good organizational skills.
- Tom understands the importance of authority figures and enforces his own authority well.

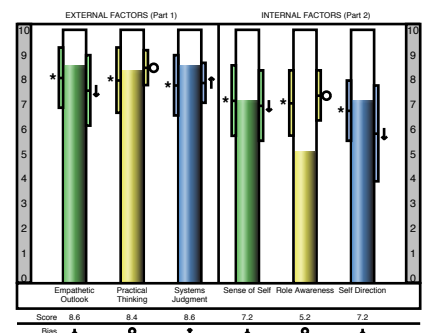


Company Inc
123 St.
800-555-5555



This is how Tom sees himself. This view measures his clarity and understanding of himself, his roles in life and his direction for the future. The internal dimensions are a reflection of him from both personal and professional viewpoints. The statements below are based primarily on the 3 dimensions on the right side of the dimensional balance page and are in a random order.

- Tom tends to get involved with new things as long as they fit in with his overall life plan.
- He focuses on the directional aspects of life, where he is going and who he will become.
- He has somewhat developed a picture of where he is going.
- He has a defined set of organizing structures for his life.
- Tom focuses on both who he is as a person and where his future may lead.
- He would benefit from listing his roles and asking himself if any of these roles are currently in transition?
- He needs to gain a clearer understanding of his roles in life by asking himself, "What are my major roles?"
- He doesn't have a strong understanding of his life roles.
- Tom relies on his self-esteem and future direction for strength.





SUMMARY OF STRENGTHS AND WEAKNESSES

The key lies in being able to measure these individual preferences in the way we think, and understanding how they shape our decisions. It is this understanding of our individual strengths and weaknesses that will enable us to effect change in our lives and achieve greater personal success. It is only by first understanding something that we are then able to change it.

The top five and bottom five scores on your Core Skills List determines the information below. Please take the national mean and the requirements of your position into consideration when determining a development plan.

Strengths

- USING COMMON SENSE
- INTEGRATIVE ABILITY
- FOLLOWING DIRECTIONS
- RESPECT FOR POLICIES
- REALISTIC GOAL SETTING FOR OTHERS

Weaknesses

- HANDLING STRESS
- CONSISTENCY AND RELIABILITY
- JOB ETHIC
- ENJOYMENT OF THE JOB
- ROLE AWARENESS



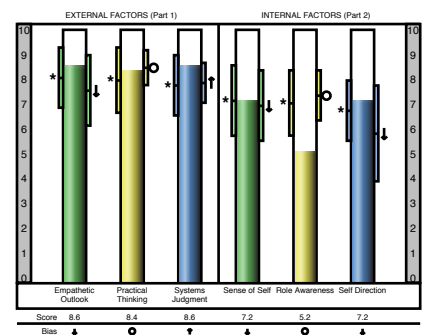
Using Common Sense as a capacity is determined by an individual's focus on practical thinking. It is the ability to see the world clearly and the general ability to combine abilities for empathy, practical thinking, and organizational ability into cohesive decisions and actions.

Possible Strengths:

- Maintains focus on the immediate issues requiring attention.
- Develops analytical skills through practice and careful thought.
- Capable of managing unforeseen situations without getting frustrated.

Continuous Development:

- Remember to stay organized.
- Put time frames around objectives.
- Communicate proposed solutions and objectives clearly.



Company Inc
123 St.
800-555-5555



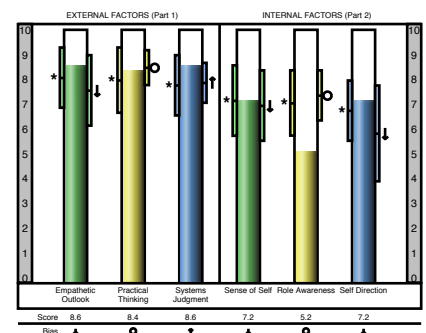
In part Integrative Ability is an individual's ability to identify the key elements of a problem situation and understand which components are critical. Furthermore, this is an ability to then put together the different elements and to see different types of situational structures. It is thereby the ability to see different types of problem solutions.

Possible Strengths:

- Is able to prioritize critical events while not losing track of less critical ones.
- Accurately defines the key elements in problem situations.
- Is a good project planner and scheduler.

Continuous Development:

- Approach problem solving as a project that requires planning.
- Don't rely on stop-gap measures.
- Don't be afraid to ask for assistance.



Company Inc
123 St.
800-555-5555



FOLLOWING DIRECTIONS

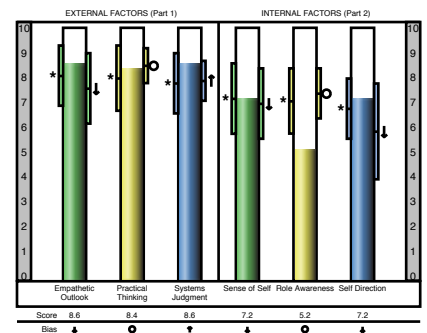
Following Directions is an individual's ability to effectively hear, understand and follow directions or instructions. It is the willingness to postpone making personal decisions, or taking action, until one has openly listened to what they are being asked to do. Don't judge whether this assumption is right or wrong. Whether the person may in fact be perfectly capable of accomplishing the goal with no external instruction is irrelevant here. A low score in this area simply indicates a person's tendency to discount outside instructions and rely on their own innate abilities, regardless of competency.

Possible Strengths:

- Good listening skills.
- Is able to work independently on tasks that require specific steps to complete.
- Is open-minded and flexible about ways to accomplish required tasks.

Continuous Development:

- Don't add steps that are not a part of the original instructions.
- Enlist a friend or manager to audit activities.
- If you do see steps that need adding or altering, get approval from the proper source.



Company Inc
 123 St.
 800-555-5555



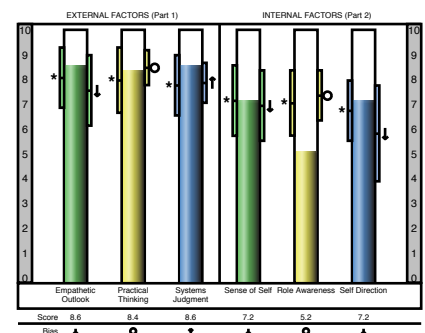
Respect for Policies is the ability to see and appreciate the value of conducting business affairs according to the intent of company policies and standards without necessarily having to agree with them completely.

Possible Strengths:

- Respects and utilizes policies and procedures in order to efficiently complete job tasks.
- Makes a point of understanding and respecting the corporate structures.

Continuous Development:

- Join and participate on a corporate policy review board.
- Develop logical extensions of policies to cover activities on uncharted ground.



Company Inc
123 St.
800-555-5555



REALISTIC GOAL SETTING FOR OTHERS

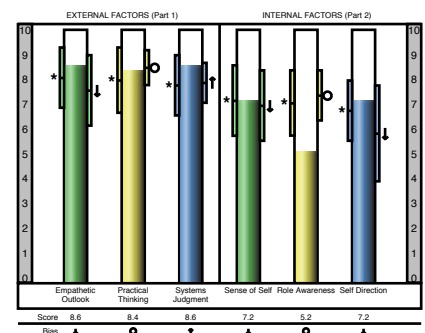
Realistic Goal Setting for Others is the ability to set goals for others that can be achieved using available resources, personnel capabilities and operating within a projected timeframe. This capacity includes the ability to utilize previous measurable performance in the establishing of goals and/or quotas.

Possible Strengths:

- Coordinates individual goals with corporate or organizational directives.
- Is proactive about setting high goals for him/herself and achieving them.
- Sets goals for each person that are challenging but not defeating.

Continuous Development:

- Keep your highest performers enthusiastic!
- Keep tasks and consequences for failure or success separate from the person being supervised.
- Be specific when assigning any new goal or duty.



Company Inc
123 St.
800-555-5555



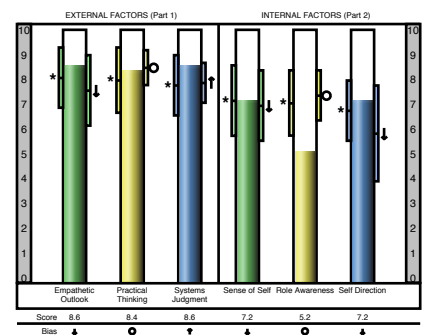
Handling Stress is an individual's ability to balance and defuse inner tensions and stresses, which, if allowed to build up, could interfere with his or her ability to perform to potential. It is not an individual's ability to handle stressful situations, but rather the ability to appropriately separate oneself from such stressful situations and maintain separate inner sense of peace.

Possible Limitations:

- Gets emotionally tied to difficult situations.
- Does not recognize the difference between "good stress" and "bad stress".
- May not take time for relaxation.

Developmental Suggestions:

- Get serious about time management.
- Work off stress through regular and vigorous exercise.
- Face up to unpleasant facts and get it over with.



Company Inc
123 St.
800-555-5555



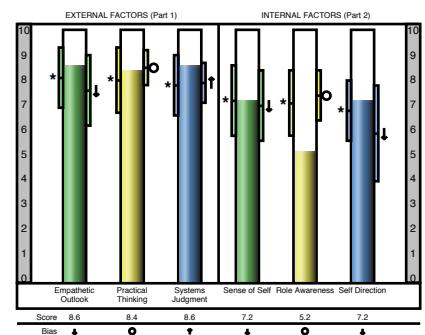
Consistency and Reliability is the ability to feel an internal motivation to be conscientious in personal or professional efforts. It is the need to be consistent and reliable in life roles.

Possible Limitations:

- May need external motivators to stay on task.
- May not maintain personal composure in the face of adversity.
- May not have an equal commitment to the job and other life priorities.

Developmental Suggestions:

- Try to monitor and manage interruptions.
- Keep promises made.
- Prioritize tasks both personally and professionally.



Company Inc
123 St.
800-555-5555



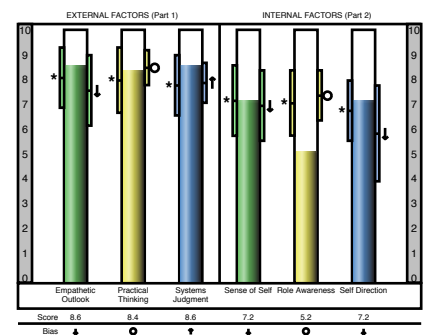
Job Ethic is the personal commitment an individual makes to execute a specific task by doing the most and the best during the hours a person is at work and by becoming the most reliable, personally, professionally and civically.

Possible Limitations:

- May have a poor understanding of role.
- May have trouble applying abilities to a given task.
- May procrastinate.

Developmental Suggestions:

- Create an inventory of tasks and projects.
- Stay focused!
- Be consciously goal-directed.



Company Inc
123 St.
800-555-5555



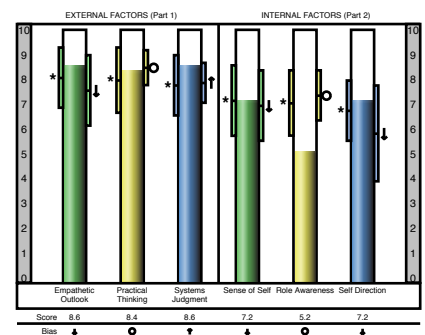
Enjoyment of the Job is the feeling that a job is both fulfilling and rewarding and that it has a positive and useful benefit.

Possible Limitations:

- May lack the time or resources to do the job.
- May lack a skill set required for the position.
- May have insufficient self-confidence to enjoy the job.

Developmental Suggestions:

- Find a mentor.
- Set exciting goals and continually update them.
- Be optimistic. We generally get what we expect.



Company Inc
123 St.
800-555-5555



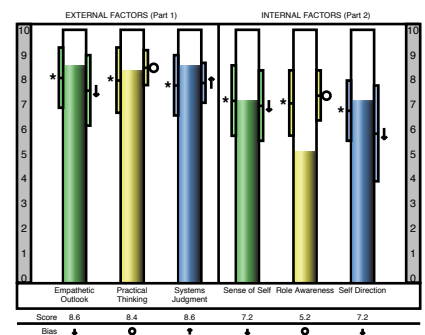
Role Awareness is the ability to be aware of one's role in the world or within a given environment. This is the ability to understand the expectations placed on a position and to clearly see how those expectations are to be met.

Possible Limitations:

- May lack understanding of the role.
- Unclear or uninformed of expectations.
- May not ask for clarification of role or responsibilities.

Developmental Suggestions:

- Get familiar with the job description.
- Ask management to spend time to define the role.
- Talk to peers to learn what is expected.



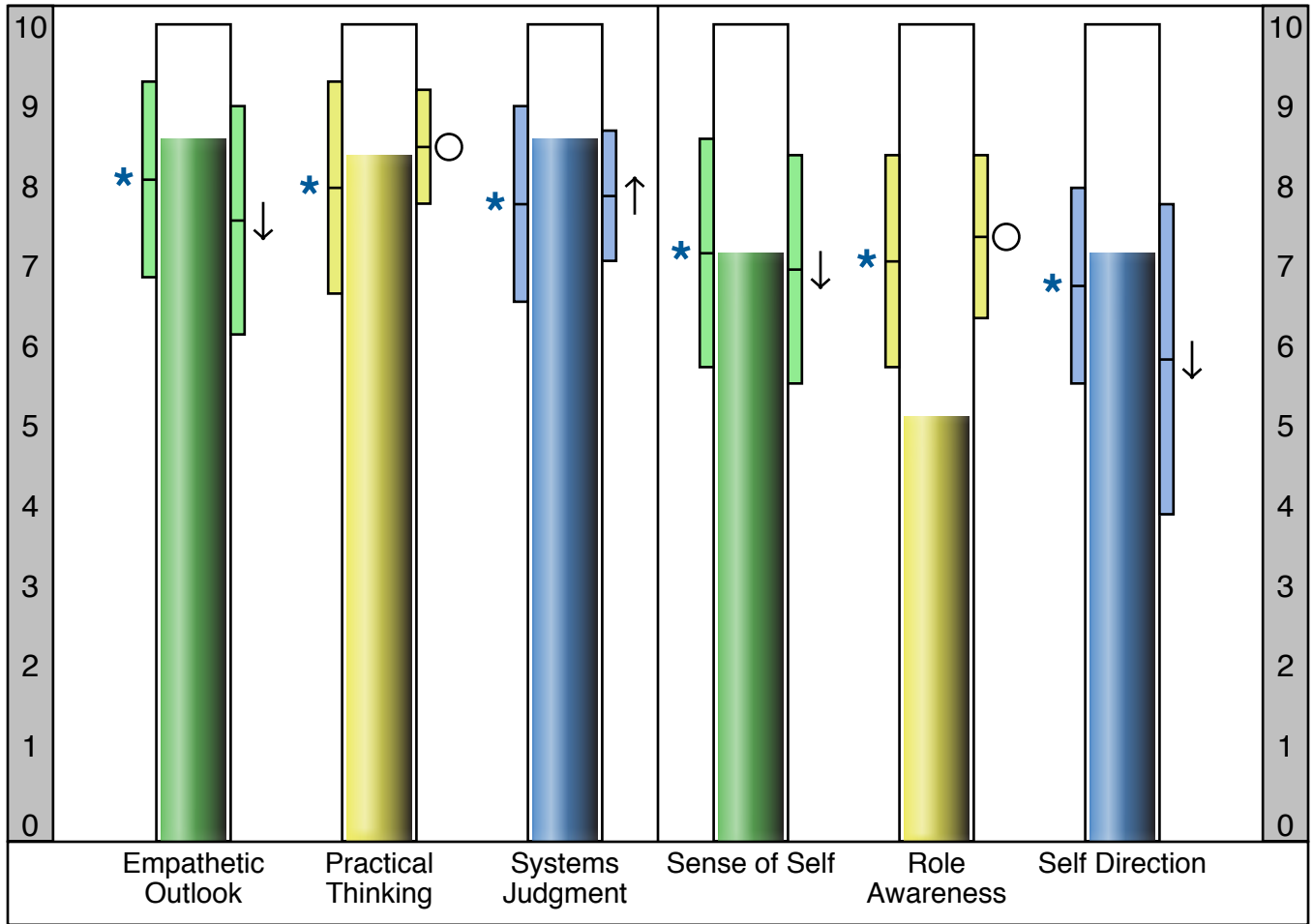
Company Inc
123 St.
800-555-5555



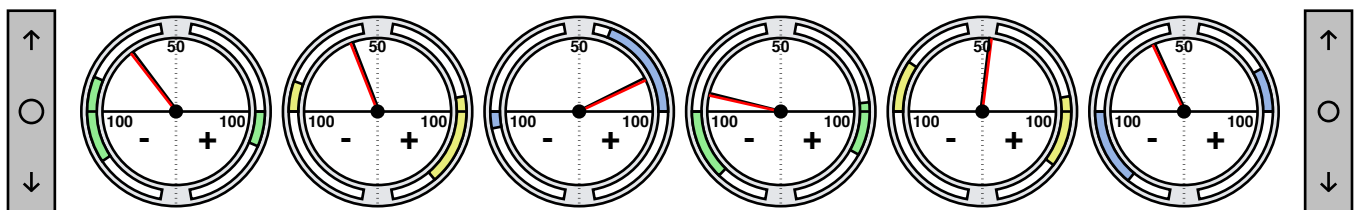
* Population mean
 ↑ Overvaluation
 ○ Neutral valuation
 ↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	8.6	8.4	8.6	7.2	5.2	7.2
Bias	↓	○	↑	↓	○	↓



Rev: 0.95-0.78



Score	Mean	Description	Score	Mean	Description
9.6	7.6	Using Common Sense	6.8	7.5	Sense of Timing
9.3	7.6	Integrative Ability	6.8	7.6	Status and Recognition
9.1	8.0	Following Directions	6.8	7.7	Sense of Belonging
9.1	8.0	Respect for Policies	6.7	7.1	Personal Drive
8.9	8.2	Realistic Goal Setting for Others	6.7	7.4	Handling Rejection
8.8	8.3	Theoretical Problem Solving	6.6	7.2	Persistence
8.6	8.0	Attention to Detail	6.5	7.1	Gaining Commitment
8.6	7.9	Correcting Others	6.5	6.9	Meeting Standards
8.6	8.1	Empathetic Outlook	6.4	6.7	Self Assessment
8.6	7.8	Systems Judgment	6.4	7.6	Realistic Personal Goal Setting
8.5	7.6	Concrete Organization	6.4	7.4	Self Management
8.5	7.7	Evaluating Others	6.2	6.9	Initiative
8.5	8.1	Understanding Motivational Needs	6.1	7.1	Role Confidence
8.5	7.9	Emotional Control	6.0	7.4	Self Confidence
8.5	7.8	Monitoring Others	6.0	7.3	Sense of Mission
8.4	7.3	Surrendering Control	5.9	7.0	Handling Stress
8.4	8.0	Material Possessions	5.7	7.3	Consistency and Reliability
8.4	8.0	Practical Thinking	5.7	7.3	Job Ethic
8.2	7.5	Problem Solving	5.4	7.4	Enjoyment of the Job
8.2	8.1	Self Improvement	5.2	7.1	Role Awareness
8.1	7.3	Results Orientation			
8.1	7.9	Attitude Toward Others			
8.1	7.8	Freedom from Prejudices			
8.1	7.9	Proactive Thinking			
8.1	7.9	Sensitivity to Others			
8.1	7.7	Evaluating What is Said			
8.1	8.1	Personal Relationships			
8.0	7.3	Conceptual Thinking			
8.0	7.7	Realistic Expectations			
7.9	7.8	Relating to Others			
7.9	8.2	Respect for Property			
7.6	7.4	Project and Goal Focus			
7.6	7.4	Developing Others			
7.4	7.3	Project Scheduling			
7.4	7.9	Conveying Role Value			
7.3	7.6	Long Range Planning			
7.2	7.0	Intuitive Decision Making			
7.2	7.3	Sense of Self			
7.2	6.9	Self Direction			
7.0	7.2	Personal Accountability			
7.0	7.5	Accountability for Others			
7.0	7.0	Balanced Decision Making			
7.0	7.9	Leading Others			
7.0	7.5	Quality Orientation			
7.0	7.8	Persuading Others			
7.0	7.2	Taking Responsibility			
6.8	7.1	Internal Self Control			



CORE SKILLS LIST

For consulting and coaching

Score	Mean	Description	Score	Mean	Description
7.0	7.5	Accountability for Others	8.1	7.3	Results Orientation
8.6	8.0	Attention to Detail	5.2	7.1	Role Awareness
8.1	7.9	Attitude Toward Others	6.1	7.1	Role Confidence
7.0	7.0	Balanced Decision Making	6.4	6.7	Self Assessment
8.0	7.3	Conceptual Thinking	6.0	7.4	Self Confidence
8.5	7.6	Concrete Organization	7.2	6.9	Self Direction
5.7	7.3	Consistency and Reliability	8.2	8.1	Self Improvement
7.4	7.9	Conveying Role Value	6.4	7.4	Self Management
8.6	7.9	Correcting Others	6.8	7.7	Sense of Belonging
7.6	7.4	Developing Others	6.0	7.3	Sense of Mission
8.5	7.9	Emotional Control	7.2	7.3	Sense of Self
8.6	8.1	Empathetic Outlook	6.8	7.5	Sense of Timing
5.4	7.4	Enjoyment of the Job	8.1	7.9	Sensitivity to Others
8.5	7.7	Evaluating Others	6.8	7.6	Status and Recognition
8.1	7.7	Evaluating What is Said	8.4	7.3	Surrendering Control
9.1	8.0	Following Directions	8.6	7.8	Systems Judgment
8.1	7.8	Freedom from Prejudices	7.0	7.2	Taking Responsibility
6.5	7.1	Gaining Commitment	8.8	8.3	Theoretical Problem Solving
6.7	7.4	Handling Rejection	8.5	8.1	Understanding Motivational Needs
5.9	7.0	Handling Stress	9.6	7.6	Using Common Sense
6.2	6.9	Initiative			
9.3	7.6	Integrative Ability			
6.8	7.1	Internal Self Control			
7.2	7.0	Intuitive Decision Making			
5.7	7.3	Job Ethic			
7.0	7.9	Leading Others			
7.3	7.6	Long Range Planning			
8.4	8.0	Material Possessions			
6.5	6.9	Meeting Standards			
8.5	7.8	Monitoring Others			
6.6	7.2	Persistence			
7.0	7.2	Personal Accountability			
6.7	7.1	Personal Drive			
8.1	8.1	Personal Relationships			
7.0	7.8	Persuading Others			
8.4	8.0	Practical Thinking			
8.1	7.9	Proactive Thinking			
8.2	7.5	Problem Solving			
7.6	7.4	Project and Goal Focus			
7.4	7.3	Project Scheduling			
7.0	7.5	Quality Orientation			
8.0	7.7	Realistic Expectations			
8.9	8.2	Realistic Goal Setting for Others			
6.4	7.6	Realistic Personal Goal Setting			
7.9	7.8	Relating to Others			
9.1	8.0	Respect for Policies			
7.9	8.2	Respect for Property			