



Talent Insights® Management-Staff

Max Muster INSIGHTS MDI® 21/6/2017

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## Introduction Where Opportunity Meets Talent

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviours, driving forces and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

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

#### **Behaviours**

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.

#### **Driving Forces**

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

#### **Integrating Behaviours And Driving Forces**

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviours and driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.



## Introduction Behaviours Section

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

#### In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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.



## **General Characteristics**

Based on Max's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behaviour 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 Max's natural behaviour.

Max displays a high energy factor and is optimistic about the results he can achieve. The word "cannot" is not in his vocabulary. He is a goal-oriented individual who believes in harnessing people to help him achieve his goals. He needs people with other strengths on his team. He prefers an environment with variety and change. He is at his best when many projects are underway at once. He has high ego strengths and may be viewed by some as egotistical. Max is extremely results-oriented, with a sense of urgency to complete projects quickly. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. Many people see him as a self-starter dedicated to achieving results. He wants to be viewed as self-reliant and willing to pay the price for success. Max embraces visions not always seen by others. Max's creative mind allows him to see the "big picture." He wants to be seen as a winner and has an inherent dislike for losing or failing. He tends to work hard and long to be successful.

Max is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He should realise that at times he needs to think a project through, beginning to end, before starting the project. He prefers authority equal to his responsibility. Max has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He finds it easy to share his opinions on solving work-related problems. He will work long hours until a tough problem is solved. After it is solved, Max may become bored with any routine work that follows. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome.

Adapted Style

DISC

DIS



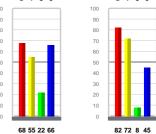
## General Characteristics Continued

Max may lose interest in what others are saying if they ramble or do not speak to the point. His active mind is already moving ahead. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He tends to influence people by being direct, friendly and results-oriented. Max may sometimes mask his feelings in friendly terms. If pressured, Max's true feelings may emerge. He may lack the patience to listen and communicate with slower acting people. He challenges people who volunteer their opinions. He 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!



DISC DISC

Adapted Style



Natural Style



## Value to the Organisation

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

- Spontaneity.
- Change agent--looks for faster and better ways.
- Good mixer.
- Competitive.
- Sense of urgency.
- Tenacious.
- Initiates activity.
- Forward-looking and future-oriented.







## **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 Max. 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 Max most frequently.

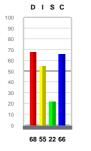
## Ways to Communicate

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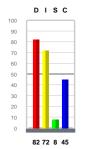
	Put proje	cts in w	riting, wi	th deadlines.
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- ☐ Support and maintain an environment where he can be efficient.
- ☐ Be clear, specific, brief and to the point.
- ☐ Come prepared with all requirements, objectives and support material in a well-organised "package."
- ☐ Support the results, not the person, if you agree.
- ☐ Ask specific (preferably "what?") questions.
- ☐ Understand his sporadic listening skills.
- ☐ Present the facts logically; plan your presentation efficiently.
- Be isolated from interruptions.
- ☐ Provide facts and figures about probability of success, or effectiveness of options.

Adapted Style



Natural Style





## **Ineffective Communication**

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

#### Ways **NOT** to Communicate

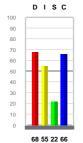
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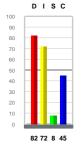
Ramble	OΠ	or wast	e his	time

- ☐ Reinforce agreement with "I am with you."
- Try to build personal relationships.
- Use paternalistic approach.
- ☐ Let disagreement reflect on him personally.
  - Come with a ready-made decision, or make it for him.
- □ Try to convince by "personal" means.
- Assume he heard what you said.
- Let him change the topic until you are finished.
- ☐ Ask rhetorical questions, or useless ones.

#### Adapted Style



Natural Style





## **Communication Tips**

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

#### When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

#### Factors that will create tension or dissatisfaction:

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

#### When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organised "package."

#### Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the
- Leaving loopholes or cloudy issues.
- Appearing disorganised.

#### When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

#### Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

#### When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Do not deal with a lot of details (put them in
- Ask "feeling" questions to draw their opinions or comments.

#### Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



## **Perceptions**

### See Yourself as Others See You

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

#### Self-Perception

Max usually sees himself as being:

Pioneering

Assertive

Competitive

Confident

Positive

Winner

#### Others' Perception - Moderate

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

Demanding

Daring

Egotistical

Aggressive

#### Others' Perception - Extreme

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

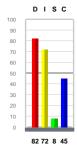
Abrasive

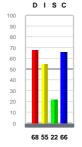
Controlling

Arbitrary

Opinionated







Natural Style



## The Absence of a Behavioural Factor

The absence of a behavioural factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimised in a person's day-to-day environment. By understanding the contribution of a low behavioural style, we are able to better articulate a person's talents and create environments where people can be more effective.

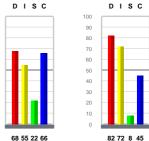
Situations and circumstances to avoid or aspects needed within the environment in order to minimise behavioural stress.

- Avoid projects that require constant focus without any room for variance in task.
- Avoid positions that revolve around routine work.
- The need for juggling many tasks at once may jeopardise quality.

Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with S above the energy line and/or tips for seeking environments that will be conducive to the low S.

- Seek environments where change is rewarded versus discouraged.
- Recognise the constant need for change causes fear in others.
- Understand and recognise that the avoidance of delegation may have a negative impact long-term.

#### Adapted Style



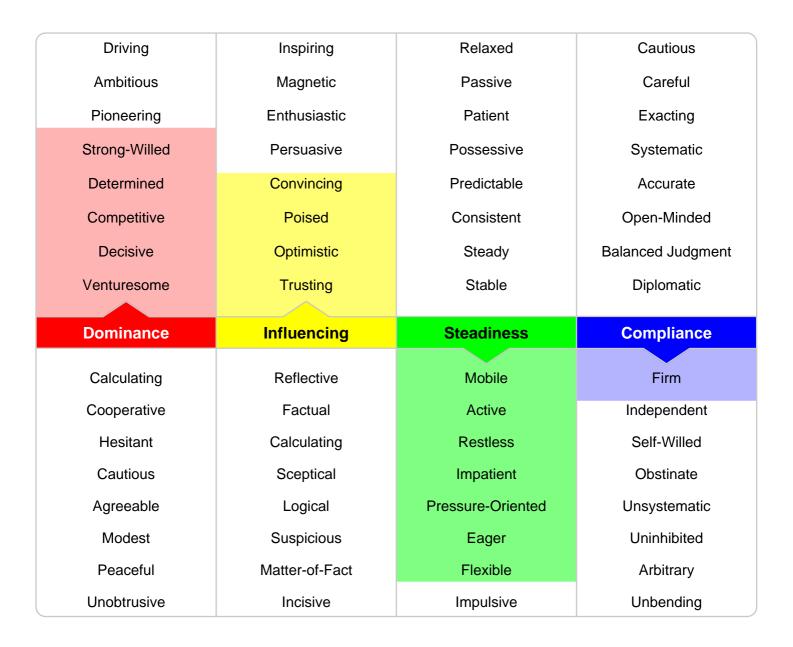


Natural Style





Based on Max's responses, the report has marked those words that describe his personal behaviour. 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.





## Natural and Adapted Style

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

## **Problems - Challenges**

#### **Natural**

Max is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. Max has a tendency to make decisions with little or no hesitation.

#### **Adapted**

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

#### People - Contacts

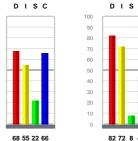
#### **Natural**

Max is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Max is trusting and also wants to be trusted.

#### **Adapted**

Max feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.





Natural Style DISC



## Natural and Adapted Style Continued



#### Pace - Consistency

#### **Natural**

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

#### **Adapted**

Max wants an environment that is variety-oriented. He feels a great sense of urgency to get things completed quickly. He is eager to accept change and work on many activities.

#### **Procedures - Constraints**

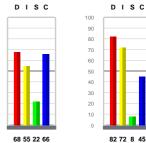
#### **Natural**

Max 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.

#### **Adapted**

Max sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.





Natural Style



## Adapted Style

Max sees his present work environment requiring him to exhibit the behaviour listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behaviour.

- Meeting deadlines.
- Persistence in job completion.
- Dealing with a wide variety of work activities.
- Exhibiting an active and creative sense of humour.
- A competitive environment, combined with a high degree of people skills.
- Anticipating and solving problems.
- Working without close supervision.
- Acting without precedent, and able to respond to change in daily work.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Moving quickly from one activity to another.
- Handling a variety of activities.

## Adapted Style Natural Style DISC DISC



## **Time Wasters**

This section of your report is designed to identify time wasters that may impact basis for creating an effective plan for maximising your use of TIME and increasing your PERFORMANCE.

# your overall time use effectiveness. Possible causes and solutions will serve as a

#### Lack of a Written Plan

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

#### **Possible Causes:**

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

#### **Possible Solutions:**

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

#### **Snap Decisions**

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

#### **Possible Causes:**

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

#### **Possible Solutions:**

- Ask for recommendations
- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems





## Time Wasters Continued

#### Firefighting

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

#### **Possible Causes:**

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

#### **Possible Solutions:**

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

#### **Poor Delegation**

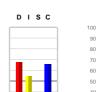
Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

#### **Possible Causes:**

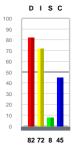
- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

#### **Possible Solutions:**

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



Adapted Style



Natural Style



## Time Wasters Continued

#### Crisis Management

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

#### **Possible Causes:**

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

#### **Possible Solutions:**

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible







## Areas for Improvement

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

#### Max has a tendency to:

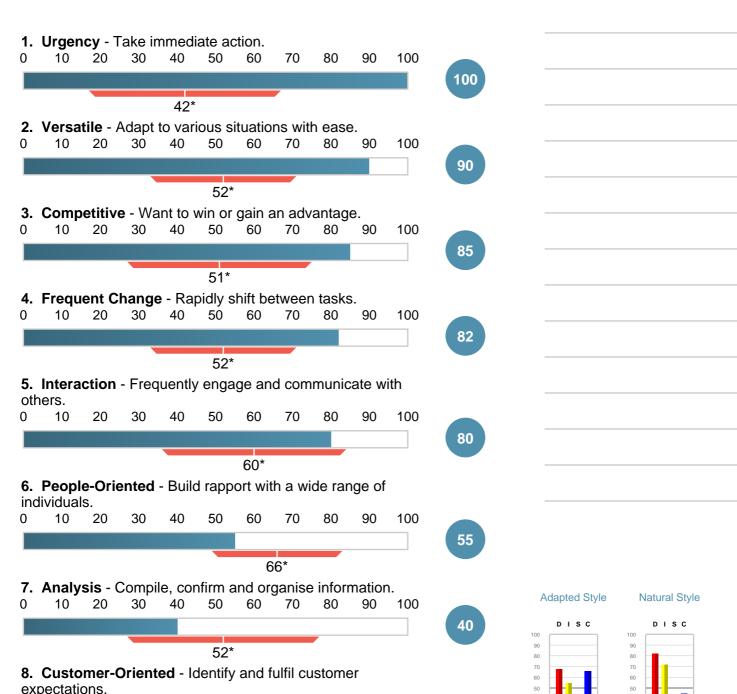
- Have trouble delegating--cannot wait, so does it himself.
- Have difficulty finding balance between family and work.
- Have no concept of the problems that slower-moving people may have with his style.
- Resist participation as part of the team, unless seen as a leader.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Be crisis-oriented.
- Be impulsive and seek change for change's sake. May change priorities daily.





## Behavioural Hierarchy

The Behavioural Hierarchy graph will display a ranking of your natural behavioural style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.



30

40

50

60

64\*

70

80

90

100

82 72 8 45

20

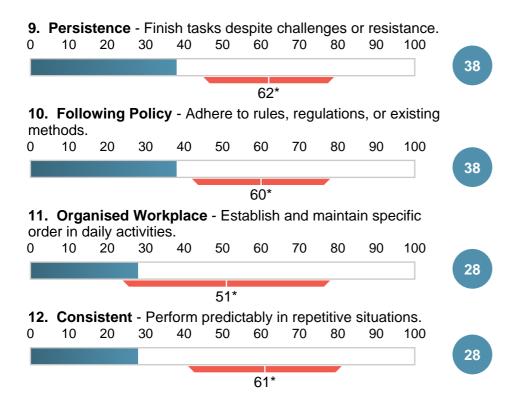
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<sup>\* 68%</sup> of the population falls within the shaded area.



## Behavioural Hierarchy







SIA: 68-55-22-66 (25) SIN: 82-72-08-45 (12) 68% of the population falls within the shaded area.



## Style Insights® Graphs 21/6/2017

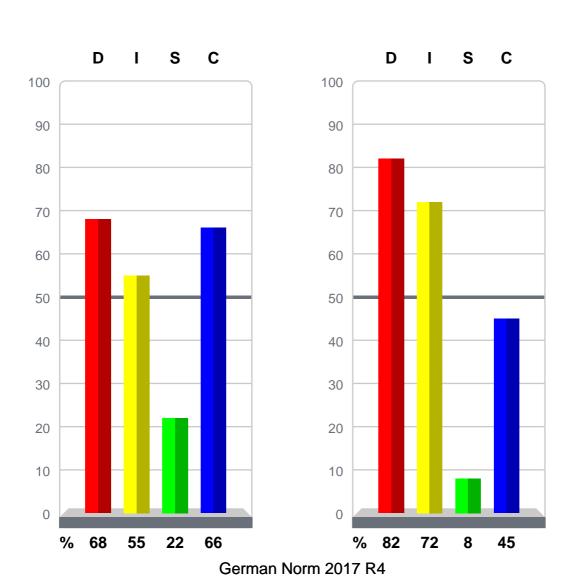


### Adapted Style

#### **Graph I**

## **Natural Style**

#### **Graph II**



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## The Success Insights® Wheel

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

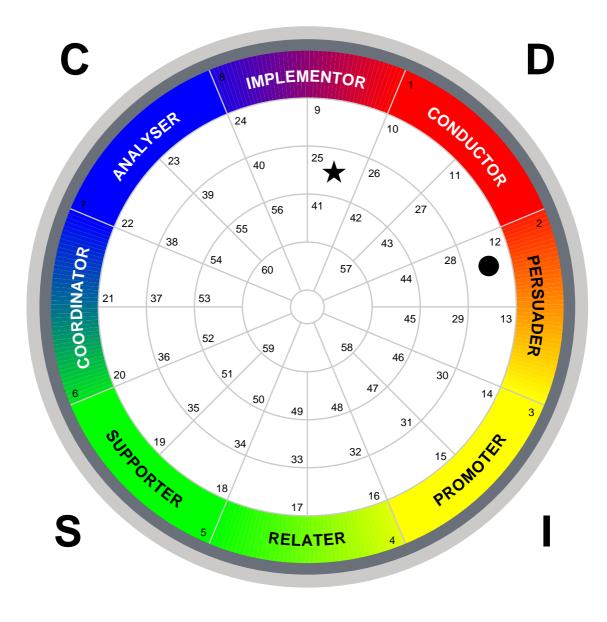
- View your natural behavioural style (circle).
- View your adapted behavioural style (star).
- Note the degree you are adapting your behaviour.
- If you filled out the Work Environment Analysis, view the relationship of your behaviour to your job.

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 behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

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



## The Success Insights® Wheel 21/6/2017



Adapted: (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)

Natural: (12) CONDUCTING PERSUADER

German Norm 2017 R4



## **Understanding Your Driving Forces**

Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

With TTISI's additional insights into Spranger's original work, the 12 Driving Forces® came to life. The 12 Driving Forces® are established by looking at each motivator on a continuum and describing both ends. All of the twelve descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies.

You will learn how to explain, clarify and amplify some of the driving forces in your life. This report will empower you to build on your unique strengths, which you bring to work and life. You will learn how your passions from 12 Driving Forces® frame your perspectives and provide the most accurate understanding of you as a unique person.

Please pay careful attention to your top four driving forces, as they highlight what most powerfully moves you to action. As you examine the next tier of four driving forces, you will recognise they may have strong pull for you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

Once you have reviewed this report you will have a better grasp of one of the key areas in the Science of Self™ and will:

- Identify and understand your unique Driving Forces
- Understand and appreciate the Driving Forces of others
- Establish methods to recognise and understand how your Driving Forces interact with others to improve communication



## **General Characteristics**

Based on your responses, the report has generated statements to provide a broad understanding of WHY YOU DO WHAT YOU DO. These statements identify the motivation that you bring to the job. However, you could have a potential Me-Me conflict when two driving forces seem to conflict with each other. Use the general characteristics to gain a better understanding of your driving forces.

Max will thrive in an environment filled with chaos. He will compartmentalise issues to keep the momentum moving forward. He tends to concentrate on what is tangible versus subjective feelings. He tends to overlook traditions or boundaries to complete a task. In many cases, Max would prefer to set his own plan of action. He may be open to new ideas because he is not tied to a defined philosophy or system. He is very good at integrating past knowledge to solve present problems. He is comfortable around people who share his interest for knowledge and especially comfortable among people with similar convictions. Max has the desire to be recognised for his accomplishments. He wants to control his own destiny and display his independence. Saying "no" may be difficult when others need his time or talent. He evaluates situations and may not feel the need for a return on investment.

Max tends to see things in pieces. He can divide the personal and professional relationships within the same person. He will not be afraid to explore new and different ways of interpreting his own belief system. He may prefer to set his own plan to guide his actions. Max could be instrumental in identifying informational resources. He may have the desire to expand his knowledge to be considered an expert in his chosen field. He seeks to achieve leadership roles. He will strive to maintain individuality in group settings. Max is generous with his time, talent and resources for those who need help. He may have an interest in improving the working conditions for others. He may accomplish tasks for the sake of accomplishment. He tends to give freely of time, talent and resources, but may still value a return on his investment.



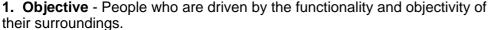
## **General Characteristics**

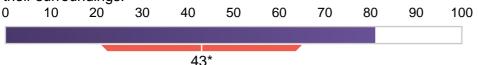
Max tends to be open to increasing productivity and efficiency. He may look at the process for faults before blaming an individual. He will strive to create a winning strategy for himself and/or his team. He will often gather information before starting a project. Max tends to interpret and dissect other systems and/or traditions and is creative when applying them. He tends to seek new methods and ways to expand his future opportunities. He isolates personal issues to focus on professional productivity. He will focus on the functionality over harmony of a situation.

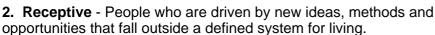


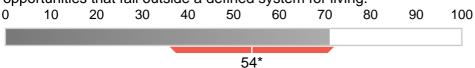
## **Primary Driving Forces Cluster**

Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement to create your unique driving force.

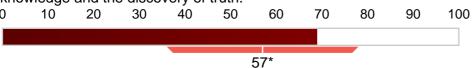






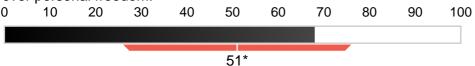


#### 3. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



69

#### **4. Commanding** - People who are driven by status, recognition and control over personal freedom.

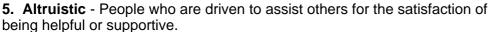


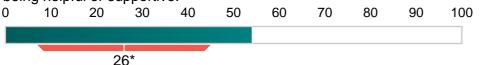
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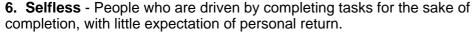


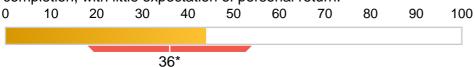
## Situational Driving Forces Cluster

Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.





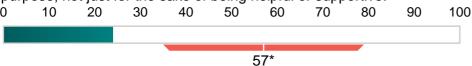




## **7. Resourceful** - People who are driven by practical results, maximising both efficiency and returns for their investments of time, talent, energy and resources.



## **8. Intentional** - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

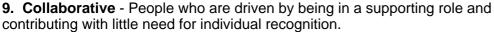


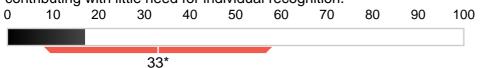
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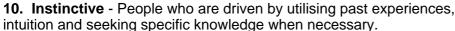


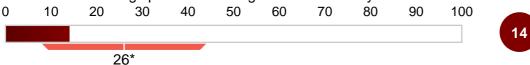
## Indifferent Driving Forces Cluster

You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

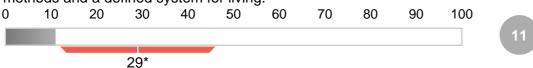












## **12. Harmonious** - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



German Norm 2017

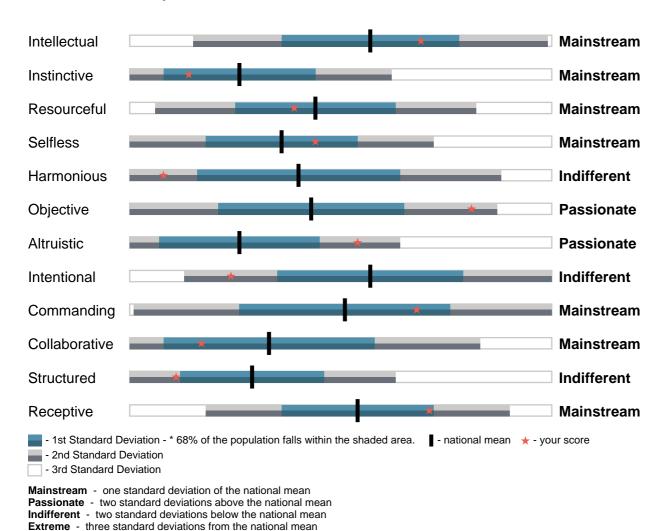


## **Areas for Awareness**

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 driving forces, you will fit in with the group and be energised. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

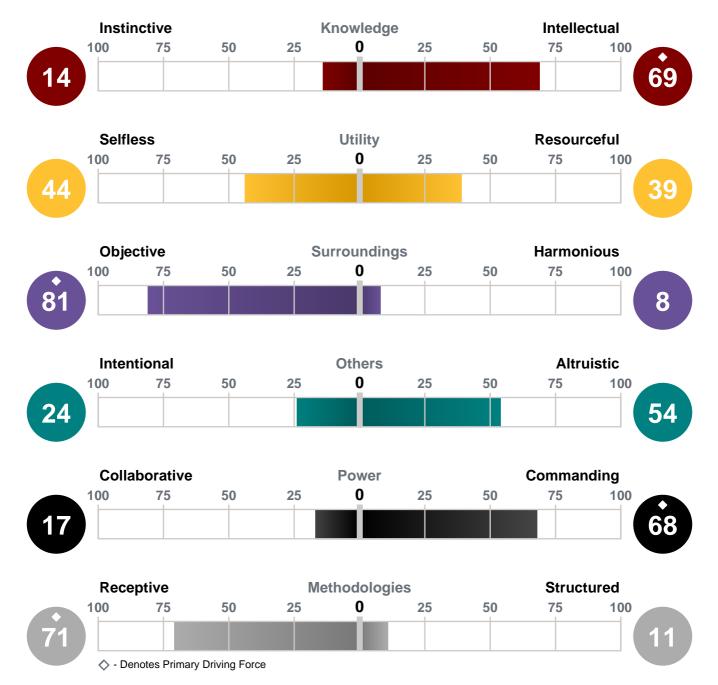
#### Norms & Comparisons Table - German Norm 2017





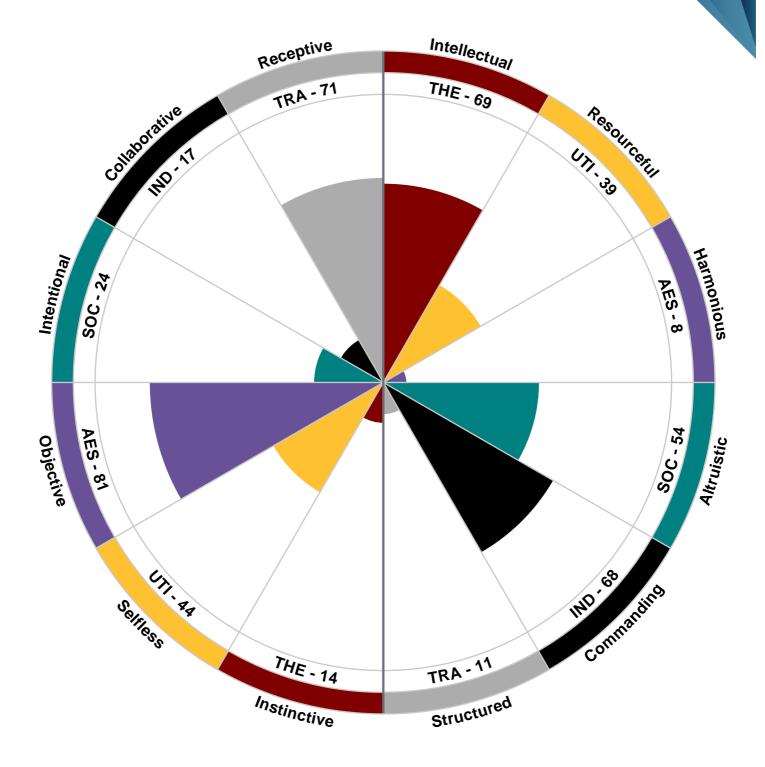
## **Driving Forces Graph**





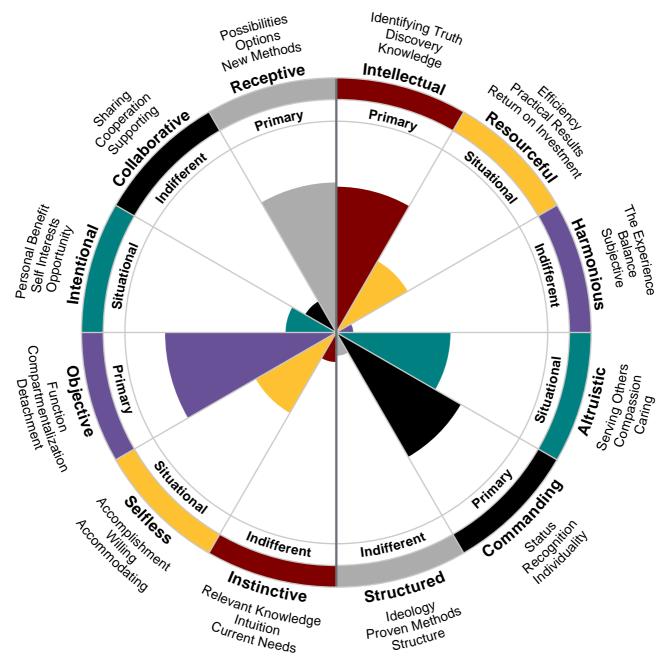


## **Driving Forces Wheel**











## Introduction Integrating Behaviours and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviours and driving forces. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

#### In this section you will find:

- Potential Behavioural and Motivational Strengths
- Potential Behavioural and Motivational Conflict
- **Ideal Environment**
- Keys to Motivating
- Keys to Managing



## Potential Behavioural and Motivational Strengths

This section describes the potential areas of strengths between Max's behavioural style and top four driving forces. Identify two to three potential strengths that need to be maximised and rewarded in order to enhance on-the-job satisfaction.

•	Will do what he commits to, to ensure function.
•	Seen as a leader who will focus on the functionality.
•	May take a leadership position to focus on specific aspects of the organisation.
•	A leader for those who question traditions.
•	Good at directing others to challenge the status quo.
•	Will champion change and focus on out of the box results
•	Will be decisive and make fact-based decisions.
•	Uses knowledge to support his position.
•	Offers informed opinions on a variety of topics.
•	A strong influencer.
•	Forward-looking to improve himself or a situation.
•	Innovative with strategies for success.



## Potential Behavioural and Motivational Conflict

This section describes the potential areas of conflict between Max's behavioural style and top four driving forces. Identify two to three potential conflicts that need to be minimised in order to enhance on-the-job performance.

- The need for function and results could overpower the balance in the organisation. Will want function and results immediately. May communicate bluntly and not fully express what he thinks and feels. By challenging the status quo he may miss the desired results. Standards may be unreachable with his desire to try new things. A desire for better results may be prohibited by his need for something new. An urgency to get things done may conflict with a desire to know all there is to know about a given subject. When confronted with a major decision, he will want the facts before deciding but may make the decision anyway. The need to research everything and the corresponding need to do everything too soon and too fast.
- May not realise the negative consequences of his quick decisions.

May always want to display his superiority through problems or

Has to be big player if not the leader and may miss out on beneficial

role-playing opportunities.

challenges.



## Ideal Environment

People are more engaged and productive when their work environment matches the statements described in this section. This section identifies the ideal work environment based on Max's behavioural style and top four driving forces. Use this section to identify specific duties and responsibilities that Max enjoys.

- The ability to compartmentalise when facing challenges and in achieving results.
- An environment where keeping the momentum moving is critical and rewarded.
- Objective, results-driven environment.
- An environment that promotes creative ideas for solving problems and making decisions.
- Ability to achieve results by challenging the status quo.
- Opportunity to alter existing systems to make them bigger, better and faster.
- Active problems that require researched-based solutions.
- New and challenging theoretical-based questions or projects.
- Appreciation for a research-based approach to problem solving.
- Management that appreciates and rewards powerful risk-taking.
- Continual opportunity to challenge and win.
- Opportunity to assertively express his desire to control his own destiny and potentially that of others.



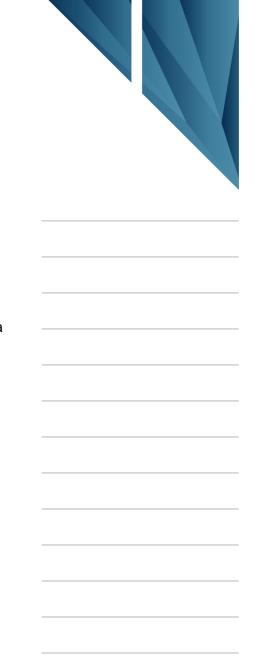


## **Keys to Motivating**

All people are different and motivated in various ways. This section of the report was produced by analysing Max's driving forces. Review each statement produced in this section with Max and highlight those that are present "wants."

#### Max wants:

- To focus on the functionality more than physical attributes as an indicator of success.
- The freedom to compartmentalise issues when solving problems.
- To be seen as someone who is passionate about results even within a chaotic environment.
- The opportunity to expand his way of thinking.
- The ability to solve problems by examining many new approaches.
- All systems and structures to be current and moving toward the desired result.
- Complete information in bulleted format for his own investigation.
- All possible information at his fingertips in order to conquer challenges.
- Challenging problems where his knowledge and research capabilities can be maximised.
- To lead a team that understands the value of short-term and fast-moving ideas and results.
- New and difficult challenges that lead to prestige and status.
- Space and latitude to do what it takes to get the job done.





## **Keys to Managing**

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

#### Max needs:

- Challenges that utilise his objectivity and drive.
- To understand the optimal pace of each team member in order to help maintain momentum.
- Assistance in understanding how his emotional intensity affects the performance of the team.
- Support to achieve results through his constantly evolving system for living.
- A manager that understands his need to explore many systems to capture all possibilities.
- A manager that understands his potentially explosive nature is from the desire to achieve and win in new and different ways.
- To understand that others possess information he may not.
- To be able to seek out new ways to achieve desired results.
- A manager who realises that he wants to learn new ways to solve problems and make decisions.
- Help in limiting interruptions because of the desire to be involved in too many projects.
- Assistance in staying on task when he is not the leader of the project.
- Freedom to determine how results should be achieved.





## **Action Plan**

The following are examples of areas in which Max 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.			
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