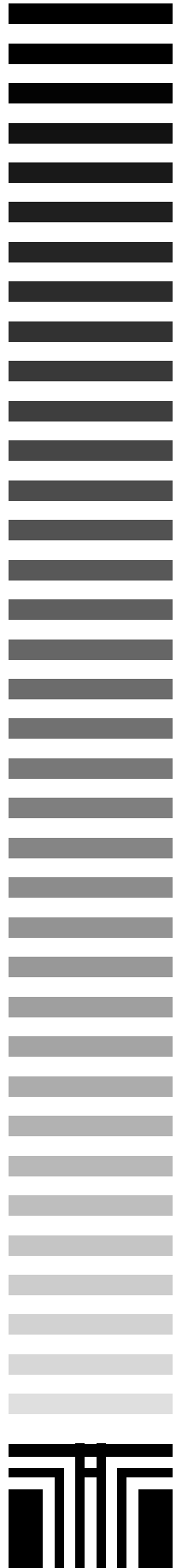


Interactive Insights™

Motivation Version

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

John Doe
VP Operations
ABC Company
4-15-2004



UNDERSTANDING YOUR HIDDEN MOTIVATORS

This Interactive Insights™ Motivation Version report is the result of the online assessment you have completed. It contains specific and comprehensive information on the motivators behind your natural behavior - your attitudes and values. Use this report as a reference point in conjunction with your Blueprint For Success™ that contains your personalized responses to the online self-development questions.

Knowledge of an individual's attitudes help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. This report measures the relative prominence of six basic interests or attitudes (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Attitudes help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six attitudes. Your top two and sometimes three attitudes cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top attitudes.

The feedback you will receive in this section will reflect one of three intensity levels for each of the six attitudes.

- **STRONG** - positive feelings that you need to satisfy either on or off the job.
- **SITUATIONAL** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These attitudes tend to become more important as your top attitudes are satisfied.
- **INDIFFERENT** - your feelings will be indifferent when related to your 5th or 6th attitude.

YOUR ATTITUDES RANKING		
1st	UTILITARIAN	Strong
2nd	INDIVIDUALISTIC	Strong
3rd	THEORETICAL	Situational
4th	TRADITIONAL	Situational
5th	AESTHETIC	Indifferent
6th	SOCIAL	Indifferent

UTILITARIAN

The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This 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 American business person. A person with a high score is likely to have a high need to surpass others in wealth.

- Having more wealth than others is a high priority for John.
- John will protect his assets to ensure the future of his economic security.
- John has a long list of wants and will work hard to achieve them.
- John is future-oriented.
- John will attempt to structure his economic dealings.
- John faces the future confidently.
- He uses money as a scorecard.
- With economic security comes the freedom to advance his ideas or beliefs.
- He can be very practical.
- All attempts are made to protect future security to ensure that his legacy is protected.
- John will be motivated by his accomplishments.
- Wealth provides the security John wants for himself and/or his family.

INDIVIDUALISTIC

The primary interest for this value is POWER, not necessarily politics. 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.

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

THEORETICAL

The primary drive with this value is the discovery of TRUTH. 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.

- A job that challenges the knowledge will increase his job satisfaction.
- John has the potential to become an expert in his chosen field.
- If John is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth.
- If knowledge of a specific subject is not of interest, or is not required for success, John will have a tendency to rely on his intuition or practical information in this area.
- John will usually have the data to support his convictions.
- In those areas where John has a special interest he will be good at integrating past knowledge to solve current problems.
- John will seek knowledge based on his needs in individual situations.

TRADITIONAL

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 religion, conservatism or any authority that has defined rules, regulations and principles for living.

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

AESTHETIC

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

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

SOCIAL

Those who score very high in this value have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic value, the Social person regards helping others as the only suitable form for human relationships. Research into this value indicates that in its purest form, the Social interest is selfless.

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

ATTITUDES - 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 attitudes, you will fit in with the group and be energized. However, when surrounded by people whose attitudes are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict. When confronted with this type of situation you can:

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

This section reveals areas where your attitudes 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 attitude. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that attitude. The shaded area for each attitude represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

NORMS & COMPARISONS TABLE		
John Doe		
THEORETICAL	* █	Mainstream
UTILITARIAN	█ █ *	Extreme
AESTHETIC	* █	Mainstream
SOCIAL	* █ █	Extreme
INDIVIDUALISTIC	█ █ *	Passionate
TRADITIONAL	█ █ *	Mainstream

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

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

ATTITUDES - NORMS & COMPARISONS

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

- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.
- You have a strong desire to lead, direct and control your own destiny and the destiny of others. You have a desire to lead and are striving for opportunities to advance your position and influence. Others may believe you are jockeying for position and continually stepping "over the line." They may believe that you form relationships only to "move ahead" and gain an advantage.

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

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

John Doe



Blueprint For Success™ Motivation Version

John Doe
ABC Company
VP Operations
1-15-2003

**To return to your blueprint for future updates,
use this response link and password:
RL1222EP-66KQLE60**



Blueprint For Success™

Motivation Version

Key Motivating Attitudes

The key to self-motivation is spending time in environments that energize you. Listed below are the statements you selected during the Interactive Insights™ process that are true about you. Use these statements to help you make decisions on how and where you spend your time. This will assure your needs are being met and you are highly motivated.

John's Motivational Factors:

Utilitarian - Strong

- John will protect his assets to ensure the future of his economic security.
- John has a long list of wants and will work hard to achieve them.
- John is future-oriented.
- John faces the future confidently.
- He uses money as a scorecard.
- He can be very practical.
- John will be motivated by his accomplishments.
- Wealth provides the security John wants for himself and/or his family.

Individualistic - Strong

- John takes responsibility for his actions.
- John likes to be in situations that allow him the freedom to control his destiny and the destiny of others. His team's strategy is to attempt to dilute outsiders' influence on the results of their goals.
- John believes "when the going gets tough, the tough get going."
- John has the desire to assert himself and to be recognized for his accomplishments.
- Maintaining individuality is strived for in relationships.
- If necessary, John will be assertive in meeting his own needs.
- People who are determined and competitive are liked by John.

Social - Indifferent

- He will not normally allow himself to be directed by others unless it will enhance his own self-interest.
- John will be torn if helping others proves to be detrimental to him.
- Believing that hard work and persistence is within everyone's reach - he feels things must be earned, not given.
- John is willing to help others if they are working as hard as possible to achieve their goals.



Blueprint For Success™

Motivation Version

Top Attitude

This section deals with your top two attitudes. Research indicates that people are driven by their top attitudes, and are highly motivated when spending time in environments that support them.

Listed below are your responses to the development plan questions. You may find that your environments on and off the job are aligned with your top two attitudes, or that a change is in order. Review your comments and determine if action should be taken to assure you are highly motivated.

Top Attitude: Utilitarian - Strong

The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This 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 American business person. A person with a high score is likely to have a high need to surpass others in wealth.

1. **Which ONE statement that you selected about this attitude most accurately describes you – and why?**

The first one about protecting my assets for the future. It is true because I spend a lot of personal time at home planning for my family's economic security, shopping for low mortgage rates, etc.

2. **Do you experience emotional rewards for this motivating attitude in your PROFESSIONAL life? Briefly explain.**

Definitely. It is my responsibility to make sure that the company's operations are both efficient and cost effective. I frequently make decisions on where to spend the company's ops budget dollars for maximum payback, and I find that rewarding (getting our money's worth).

3. **Do you experience emotional rewards for this motivating attitude in your PERSONAL life? Briefly explain.**

Yes (as I described above in the first answer). I am happiest when I negotiate a bargain and get a deal.

4. **What impact does this attitude have on your RELATIONSHIPS with others in your life?**

I make most of the major monetary decisions in the family, pay the bills, shop for cars. Sometimes my wife gets irritated that I question her need for purchasing particular items (like furniture, for example) and we have occasional conflicts about money - but who doesn't?

5. **What action can you take to assure that your satisfaction and personal PERFORMANCE is enhanced through this key motivating attitude?**

Keep on doing what I'm doing in my career. Progress to higher positions that reward me for assuring the financial success of our company.

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Blueprint For Success™ Motivation Version

Second Attitude

Second Attitude: Individualistic - Strong

The primary interest for this value is POWER, not necessarily politics. 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.

1. **Which ONE statement that you selected about this attitude most accurately describes you – and why?**

All of them really describe me, but I will choose the fourth one about "be recognized for accomplishments."

2. **Do you experience emotional rewards for this motivating attitude in your PROFESSIONAL life? Briefly explain.**

Yes. I am in control of the company's operations budget and I find it rewarding to make decisions that positively impact our profitability. I am pleased when my department is recognized for being on or below budget in the delivery of services and resources. I'm not happy when staff members make irresponsible monetary decisions, and have no hesitation in letting them know.

3. **Do you experience emotional rewards for this motivating attitude in your PERSONAL life? Briefly explain.**

My friends are all have pretty strong personalities and we have fun matching wits. I am happiest when I'm playing golf with them at our own fast pace, and I come out with the best score.

4. **What impact does this attitude have on your RELATIONSHIPS with others in your life?**

People on the whole take my opinions seriously . Sometimes I am accused of being too controlling at home.

5. **What action can you take to assure that your satisfaction and personal PERFORMANCE is enhanced through this key motivating attitude?**

Continue to excel at everything I do.



Blueprint For Success™ Motivation Version

Lowest Ranked Attitude

This section deals with your lowest ranked attitude. Because it is weak, you could become demotivated if you are spending most of your time in environments that require or reward this attitude.

Review your comments carefully and determine if any action is needed.

Lowest Ranked Attitude: Social - Indifferent

Those who score very high in this value have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic value, the Social person regards helping others as the only suitable form for human relationships. Research into this value indicates that in its purest form, the Social interest is selfless.

1. **List people you know, or SITUATIONS you have been in, that are consistent with this attitude:**

This sounds like my sister, who is a nurse.

2. **Describe how you feel when you are in the company of PEOPLE with this attitude:**

Like I'm not very interested in the conversation. I have a problem seeing my sister's viewpoint, or why she gives her job so much of her time and energy with so little payback.

3. **What impact does this attitude have on your WORK and/or your RELATIONSHIPS with others in your life?**

I think my sister looks at me as a type A kind of guy and doesn't want to listen to my advice. She thinks I'm too driven and don't spend enough time with the relatives. In some cases she's probably right, I don't know.