Workplace Motivators®

Sharon Smith

Chief Operating Officer
ABC Company
10-29-2020

Maximizing Individual and Corporate Potential
Data Dome, Inc.
PO Box 304, Fairport, NY 14450
www.datadome.com
404-814-0739
service@datadome.com

DATA DOME INC.

Understanding Your Report

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.

Understanding Your Report

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.

Data Dome, Inc.
404-814-0739
service@datadome.com

3

**Sharon Smith**

Theoretical

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

General Characteristics

- High degree of curiosity in a variety of areas.
- Enjoys learning even for its own sake.
- High knowledge base and credibility base in contributions to team efforts.
- Others on the team may seek Sharon to answer questions about projects or procedures.
- A strong personal belief in life-long learning.
- Strong desire to learn and go beyond the required knowledge base.
- Has a "cognitive" attitude. Looks for deeper meaning in things.
- Others may consider Sharon a strong intellectual.
- Believes that continuous learning is healthy for the mind and body.

Value to the Organization

- Will work long, hard hours on the complex solution to a problem.
- Others on the team may seek out Sharon to answer their questions because they know of her strong knowledge base.
- Demonstrates a logical approach to problem solving and patience to analyze all of the options for solutions.
- Possesses strong and consistent analytical skills and ability.
- Can usually answer new questions that hit the team or knows where to find answers.
- Has an open-minded approach that comes from broad-based research.

Data Dome, Inc.
404-814-0739
service@datadome.com

4

Sharon Smith
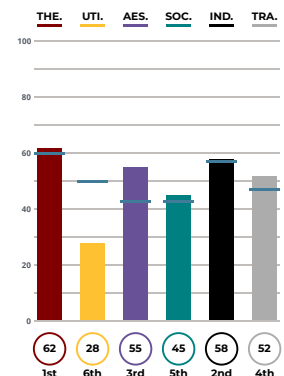
Keys to Managing and Motivating

- Realize that as much as she has learned, Sharon still wants to learn more.
- Classes, courses and conferences: Send Sharon and let her learn.
- Needs the opportunity to explore a variety of knowledge-based areas and to act on them.
- Find out her interests and channel related information to Sharon. Send topical mail, brochures and info-sheets to her.
- Sometimes incentives or bonuses are earned as tickets to a special event; consider cultural events that are not just sports related.

Training, Professional Development and Learning Insights

- Sharon may have her own on-going personal development program already in progress.
- She enjoys learning even for its own sake and will be supportive of most training and development endeavors.
- Actively engaged in learning both on and off the job.

Continuous Quality Improvements

- May bog down in details and minutia when needing to see the big picture.
- The sense of urgency may vacillate, depending on the intellectual importance Sharon assigns to the issue.
- Has a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.

THE.	UTI.	AES.	SOC.	IND.	TRA.
62	28	55	45	58	52
1st	6th	3rd	5th	2nd	4th
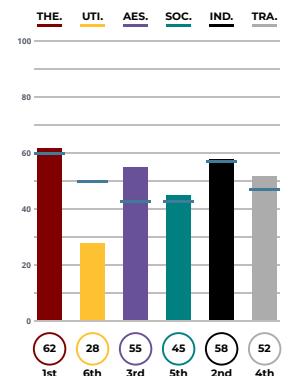
Sharon Smith

Individualistic/Political

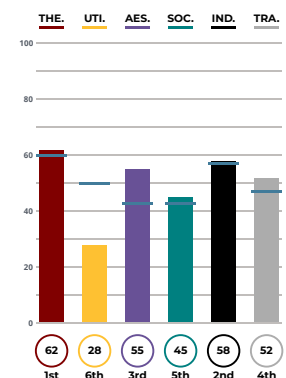*The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however,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

- Sharon has a strong desire to be her own person.
- This high individualism may be demonstrated in a variety of observable ways: In creative problem solving, in a risk-taking attitude, etc.
- Enjoys working in her own way and own methods.
- Likes freedom in her own work area.
- Prefers to make her own decisions about how an assignment or project is to be accomplished.
- Brings a lot of energy that needs to be put to good use.
- Likes to have her own niche; the place where she can excel.
- There is a tendency to push the envelope a bit in situations where winning is desired.
- Comfortable being in the limelight and enjoys demonstrating her 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.
- Brings a variety of different and energetic ideas to the workplace.
- Realizes that we are all individuals and have ideas to offer.

Data Dome, Inc.
404-814-0739
service@datadome.com

Sharon Smith

	THE.	UTI.	AES.	SOC.	IND.	TRA.
Score	62	28	55	45	58	52
Rank	1st	6th	3rd	5th	2nd	4th

Individualistic/Political
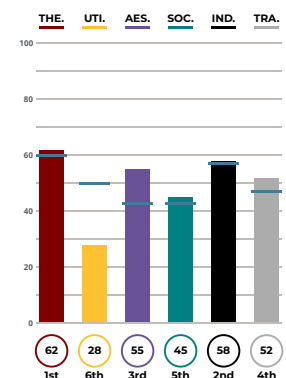
Keys to Managing and Motivating

- Let her work with an idea, develop it and run with it for awhile before making a judgment call.
- Remember to build in a continuous opportunity to learn and progress.
- Sharon brings a variety of strengths to the team that may not have been utilized. Explore the possibilities of expanding these opportunities.
- Be open to new ideas Sharon may offer and realize that she may do things a bit differently than standard operating procedure.
- She will appreciate "air-time" at meetings to share ideas with others on the team.

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 her to express her 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

- 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 her high Individualistic behavior.
- Needs to remember that her good ideas aren't the only good ideas.
- Needs to listen more and speak less.

| THE.	UTI.	AES.	SOC.	IND.	TRA.
62	28	55	45	58	52
1st	6th	3rd	5th	2nd	4th

Sharon Smith

Aesthetic

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

General Characteristics

- Shows an appropriate and realistic approach to Aesthetic appreciation without being an extremist.
- The need for and appreciation of beauty is determined on an individual basis and is not generalized in terms of the total work around her.
- Has an interest in form and harmony, but also understands there may be more important factors when making decisions.
- Can support and understand the positions of individuals with either higher or lower Aesthetic scores.
- Brings a sense of balance and stability to a variety of job-related Aesthetic issues that might emerge.

Value to the Organization

- Brings flexibility to the team regarding this Aesthetic area: able to see the issues and positions from a variety of sources with a sense of balance.
- Is a stabilizing and realistic influence on the team.
- Able to appreciate the needs of both the higher or lower Aesthetic individuals on the team.
- Shows ability to help and go the extra mile without a negative impact on her own responsibility and work-load.
- Not an extremist and therefore when Aesthetic issues emerge, Sharon demonstrates an awareness of form and harmony and responds as needed on the job.

Sharon Smith
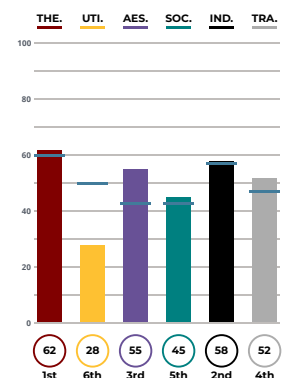
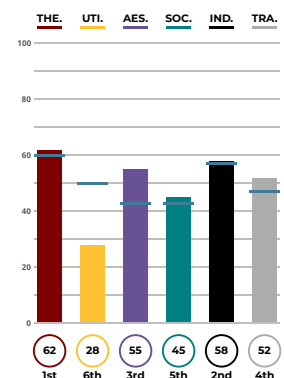# Aesthetic

Keys to Managing and Motivating

- Remember that she shows a practicality and realism regarding Aesthetic values and positions.
- This middle ground between the extremes of higher and lower Aesthetic issues may be an appropriate stabilizing force.
- Check for other Values drives that may be higher or lower than this Aesthetic value in order to gain a better idea of specific keys to managing and motivating.
- Support the middle ground strength that she brings between various positions on team issues.

Training, Professional Development and Learning Insights

- Explore the professional development insights from some of the other Values scales to determine more specific preferences.
- Can become engaged in training activities because she sees it as a part of necessary growth and professional improvement.
- Sharon will be supportive of the training efforts as well as supportive of the trainer(s) from the viewpoint of this Aesthetic dimension.

Continuous Quality Improvements

- To gain additional insight, it is important to review other Values drives to determine the importance of this Aesthetic drive factor.
- May feel conflict as to whether or not to participate in certain team activities unless there is some area where her creativity may be used.
- Allow space for those who differ on this Aesthetic scale, and remember that all Values positions are positions deserving of respect.

THE.	UTI.	AES.	SOC.	IND.	TRA.
62	28	55	45	58	52
1st	6th	3rd	5th	2nd	4th

Data Dome, Inc.
404-814-0739
service@datadome.com

9
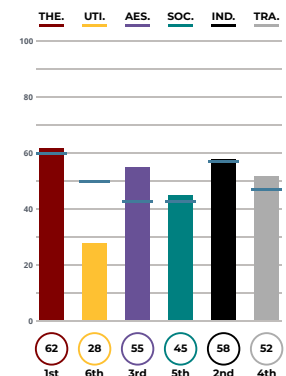
Sharon Smith

Traditional/Regulatory

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

General Characteristics

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

Value to the Organization

- Demonstrates an awareness of the necessary protocol and an appreciation of working in creative problem-solving ways that might challenge that protocol.
- Brings flexibility to the team. Follows precedent when necessary and able to set new precedent when necessary.
- Sharon is able to walk the line between following the rules and bending the rules, knowing the difference.
- Able to appreciate the needs of both the higher and lower Traditional/Regulatory individuals on the team.
- Shows respect for protocol and standard operating procedure without becoming overly rigid.
- May be perceived by others on the team as neither rigid nor undisciplined, but rather as one who is responsible and mature in approach to corporate and organizational protocol.

THE.	UTI.	AES.	SOC.	IND.	TRA.
62	28	55	45	58	52
1st	6th	3rd	5th	2nd	4th

Data Dome, Inc.
404-814-0739
service@datadome.com

Sharon Smith

Traditional/Regulatory

Keys to Managing and Motivating

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

Training, Professional Development and Learning Insights

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

Continuous Quality Improvements

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

THE.	UTI.	AES.	SOC.	IND.	TRA.
62	28	55	45	58	52
1st	6th	3rd	5th	2nd	4th

**Sharon Smith**

11
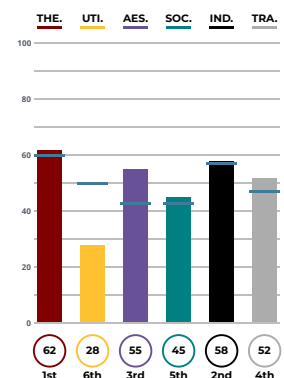
Social/Altruistic

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

General Characteristics

- Other values tend to take a higher motivational priority than this Social/Altruistic scale.
- Places a business "guard" on her trust level, perhaps as a result of being burned in the past and attempting not to let it happen again.
- Has a tendency to have a strong work ethic that is projected to others. "I've worked hard and have been persistent, and others should be able to do that for themselves."
- Has learned to say "No" when asked to do things that may not contribute to the bottom line (either her own or the organization's).
- Tends to be more "self-concerned" than "other-concerned" in terms of meeting needs and sharing time, talent and energy.
- May look at those scoring higher as selfless types who are giving their security away.
- May be generous to charities outside of the job but may balk at displaying that same generosity in the workplace.
- Motivated and driven in Values areas other than the Social/Altruistic.

Value to the Organization

- Survivor in the business arena, even in the midst of heavy competition.
- Not easily swayed in terms of emotional issues.
- Good business sense.

THE.	UTI.	AES.	SOC.	IND.	TRA.
62	28	55	45	58	52
1st	6th	3rd	5th	2nd	4th
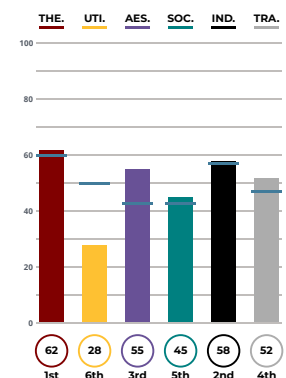
# Social/Altruistic

Keys to Managing and Motivating

- Be careful not to overload assignments with too many coaching or counseling activities since she may not perceive an immediate business gain from those activities.
- Appeal to the practical side that Sharon shows.
- Sharon scores like those who set their own goals. Use those goals as primary motivators.
- Don't be emotional or paternal.
- Have your idea or approach make "business sense."

Training, Professional Development and Learning Insights

- Link learning and professional development to other items of greater self-interest.
- Find areas of the training that relate to increased business opportunity or advancement.
- Connect learning and training goals to bottom-line increases and successes.

Continuous Quality Improvements

- Some perceive a "selfishness-factor" on certain projects or when sharing information resources with the team.
- Seen as overly "guarded" by some, especially those who tend to be more open and sharing in a business sense.
- Needs to be more open and receptive to others.

THE.	UTI.	AES.	SOC.	IND.	TRA.
62	28	55	45	58	52
1st	6th	3rd	5th	2nd	4th

Sharon Smith
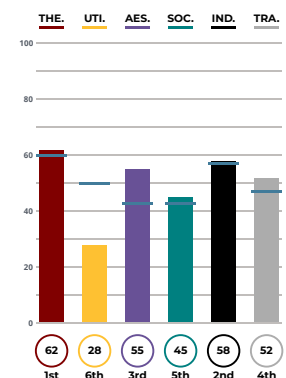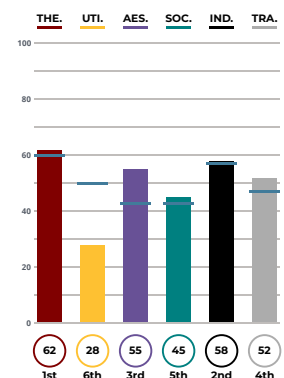
Utilitarian/Economic

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

General Characteristics

- The lower Utilitarian/Economic drive here indicates that she may not be solely motivated by competitive financial incentives such as accelerated commissions in the compensation plan.
- Since this value's area may help to determine one's money-motivation, the results indicate that Sharon may be motivated more by things other than a high paycheck (although that may still be important.)
- Check the full results and graph to determine those values that were ranked in a higher field than the Utilitarian/Economic area.
- The lower score here also indicates that she may have already begun to reach her own level of financial security, to the extent that things other than money may now become motivating drives.
- Sharon's score indicates a lower interest in materialistic things or that she has already achieved a level of material security.
- While not driven by money, she may be sensitive to perceived inequities in wages and salaries and does not want to be taken advantage of in that process.
- Using money or materials as a yardstick to measure or impress others is not important.
- Tends to be easy-going and supportive of others on the team.
- Motivated by money to have needs met, but money itself is not a primary driving factor.

Value to the Organization

- Sees a wider spectrum of the picture, not just the economic view.
- Has a high want, desire and need to help people. (Internal or external to the organization.)
- Enjoys monetary compensation, but especially enjoys a different type of paycheck: perhaps that of someone saying, "Thank you very much for helping me."
- Sensitive and responsive to the "people-side" of work-related activities.

Sharon Smith

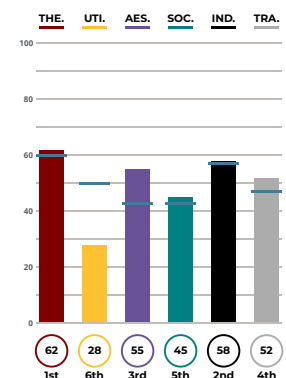# Utilitarian/Economic

Keys to Managing and Motivating

- Praise for continued contributions to the job, sometimes even without highly visible recognition.
- Needs recognition for innovative, creative work, not just for doing her assigned responsibilities.
- Remember that "helping hands" behind the scenes are as important as the highly visible ends of a work project.
- Allow time in the schedule for helping others as she chooses.
- Consider the strengths of the "total person" when considering rewards and incentives. Perhaps consider intangible or environmental rewards.

Training, Professional Development and Learning Insights

- May prefer team-oriented activities to work and share ideas with others.
- She may enjoy a more cooperative learning style.
- Prefers less competition between learning groups.

Continuous Quality Improvements

- Tends to over commit both on and off the job, such as with community organizations, etc.
- May not hear the "revenue-clock" ticking on some projects.
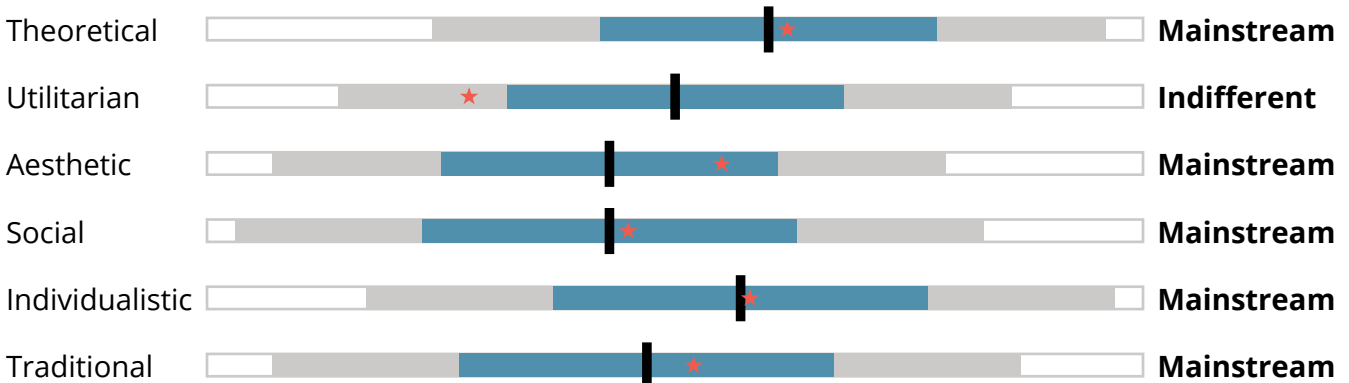- Needs coaching to increase return-on-investment awareness or profit motivation.

THE.	UTI.	AES.	SOC.	IND.	TRA.
62	28	55	45	58	52
1st	6th	3rd	5th	2nd	4th

Sharon Smith

Data Dome, Inc.
404-814-0739
service@datadome.com

Motivators Norms & Comparisons

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

- Change the situation.

- Change your perception of the situation.

- Leave the situation.

- Cope with the situation.

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

Norms & Comparisons Table - Norm 2017

Theoretical		**Mainstream**
Utilitarian		**Indifferent**
Aesthetic		**Mainstream**
Social		**Mainstream**
Individualistic		**Mainstream**
Traditional		**Mainstream**

■ - 1st Standard Deviation - * 68% of the population falls within the shaded area.   ▮ - national mean   ★ - your score
■ - 2nd Standard Deviation
□ - 3rd Standard Deviation

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

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

- Understanding people who view the world based on return on investment will frustrate you. Other things are more important to you.

Motivation Insights® Graph

The Motivators Graph is a visual representation of what motivates Sharon and the level of intensity for each category. These categories include: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.
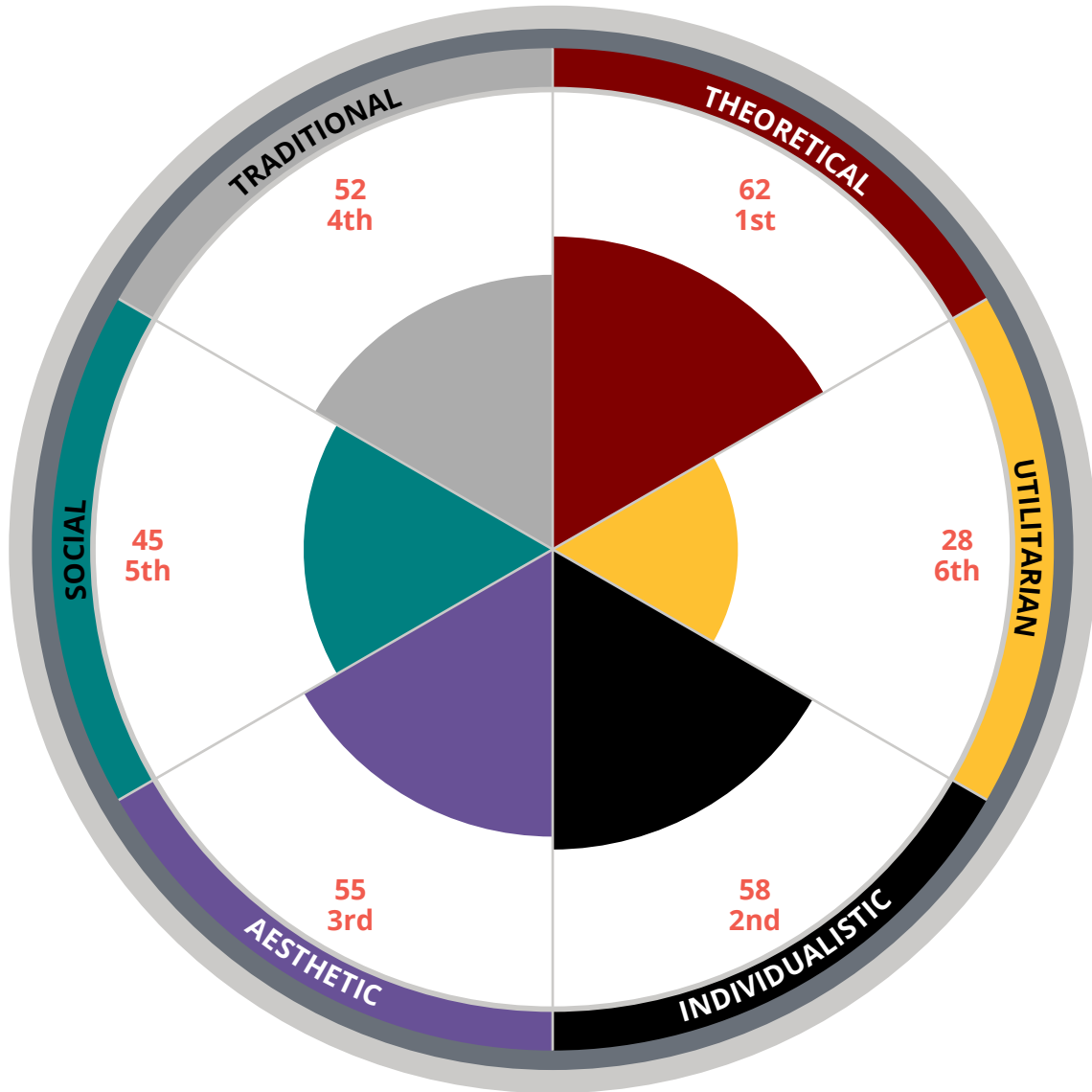
THE.	UTI.	AES.	SOC.	IND.	TRA.
62	**28**	**55**	**45**	**58**	**52**
1st	6th	3rd	5th	2nd	4th
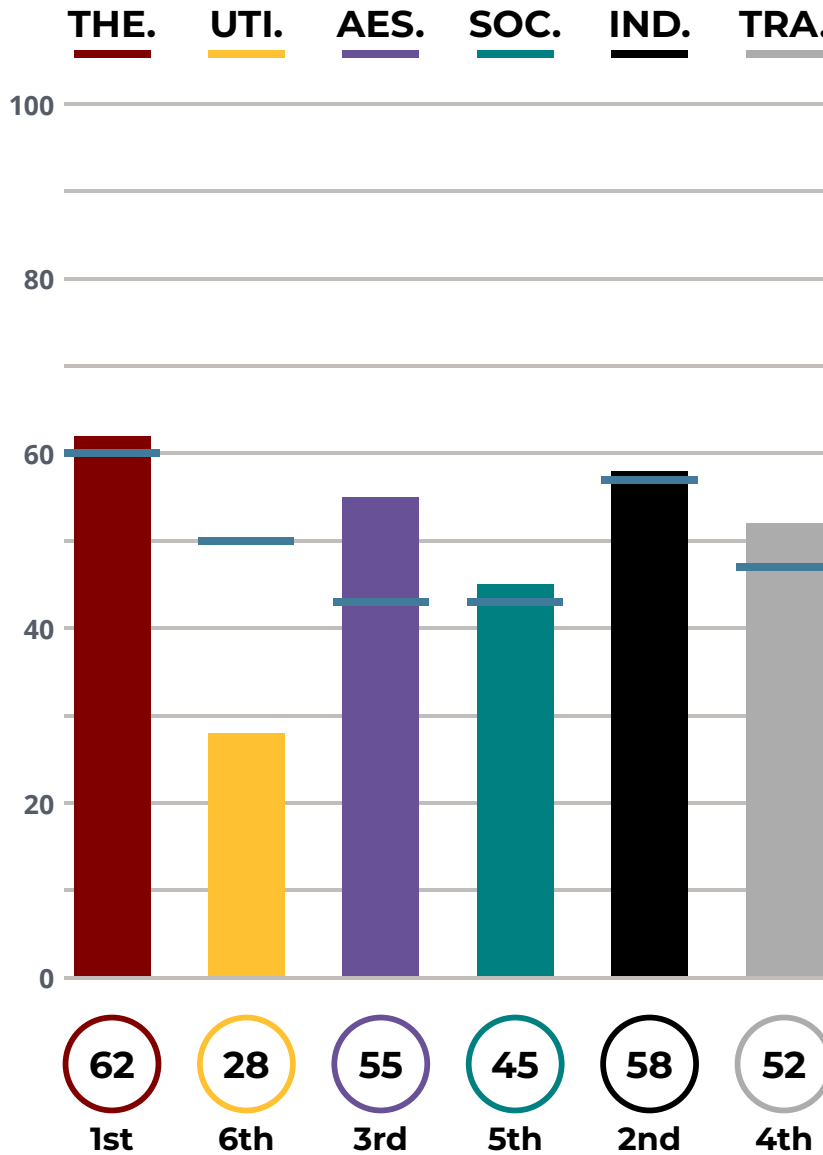
national mean
Norm 2017
10-29-2020
T: 5:35

18

Sharon Smith

Motivators Wheel™

10-29-2020

Sharon Smith

Values Action Plan

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

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

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

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

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

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:_____

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 _____
   _____

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. _____
   _____