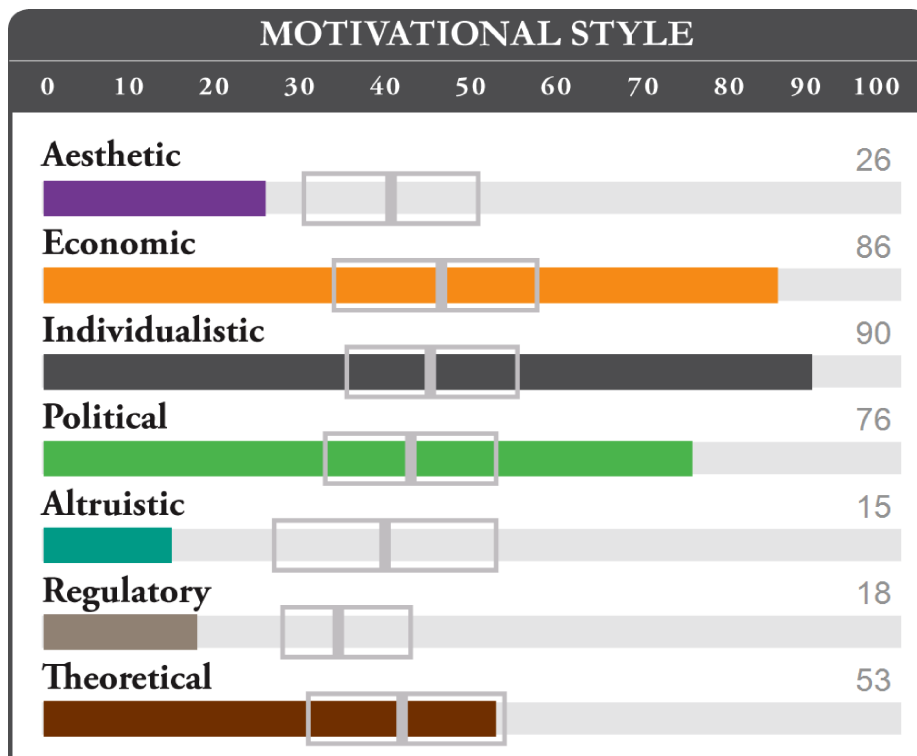


SELECTION REPORT
**MOTIVATIONAL
STYLE**

Jane
Sample
7/19/2011

Motivational Style Summary and Graph

Dimension	Score	Description
Aesthetic	Low	Bottom-line approach focusing on functionality over form or aesthetics.
Economic	Very High	Very competitive and bottom-line oriented.
Individualistic	Very High	Demonstrates high independence and projects self-confidence.
Political	Very High	Very strong leader, and able to take control of a variety of initiatives and maintain control.
Altruistic	Very Low	Guards trust level so as not to get burned, either self or team.
Regulatory	Low	Able to be a multi-threaded problem solver, able to shift gears and projects in a flexible way.
Theoretical	High	High interest level in understanding all aspects of a situation, or subject.



| = norm = 1 standard deviation each direction

Strengths and Limitations

THE AESTHETIC DIMENSION

The main motivation in this value is the drive to achieve balance, harmony, and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Key Strengths:

- You tend to take more of a bottom-line approach.
- You are a strong survivor even in heavy competition.
- To you, achieving balance and peace in life may take a back seat to results.
- You are less emotional than many, and prefer practical transactions.

Possible Limitations:

- Some might consider you somewhat unconcerned about aesthetics, artistic beauty or harmony.
- You may be seen as a bit overly businesslike.
- You should try to appreciate the value others have for artistic things, or trying to increase workplace aesthetics.
- Remember to respect the creativity of others.
- You need to remember that others have different levels of appreciation of Aesthetic values, and their opinions need to be respected.

THE ECONOMIC DIMENSION

This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Key Strengths:

- You will protect organizational or team finances, as well as your own.
- Your decisions are made with practicality and bottom-line dollars in mind.
- You are able to multi-task in a variety of areas, and keep important projects moving.
- You are highly productive.
- You are profit driven and bottom-line oriented.

Possible Limitations:

- Some scoring in this range may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- While this very high economic drive may be a significant motivating factor in achieving goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.
- You may judge efforts of others by an economic scale only.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.

Strengths and Limitations

THE INDIVIDUALISTIC DIMENSION

The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Key Strengths:

- You bring creative ideas.
- You desire to be an individual and to celebrate differences.
- You have the ability to take a strong stand, and not be afraid to be different in either ideas or approaches to problem solving.
- You enjoy making presentations to small or large groups, and are generally perceived as an engaging presenter by your audiences.
- You are not afraid to take calculated risks.

Possible Limitations:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.

THE POLITICAL DIMENSION

This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Key Strengths:

- You have a strong 'buck stops here' approach to business and getting things done.
- You have a very high energy level to work hard at meeting goals.
- You accept struggle and hard work toward a goal.
- You are able to plan and design work projects for teams to accomplish.
- You are able to plan and control your own work tasks.

Possible Limitations:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority at times.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.

Strengths and Limitations

THE ALTRUISTIC DIMENSION

This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Key Strengths:

- You have a very pragmatic, bottom-line approach to business transactions.
- You are a very strong survivor in chaotic situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have a rational-steady business focus.
- You work just fine alone, and don't need continuous team interaction.

Possible Limitations:

- Some could consider your very pragmatic approach as self-centered if not monitored.
- You are likely to be viewed as "guarded" and "reserved" by those who are much more altruistic.
- You might benefit from being more sensitive to the personal needs of others.
- You may gain personally by helping others gain personally as well.

THE REGULATORY DIMENSION

The regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Key Strengths:

- You prefer new ideas over old and offers them frequently.
- You have a relatively quick uptake on new concepts or complex problems.
- You like finding new, more efficient, solutions.
- You prefer to consider new and better ways to do things.
- Your decisions will tend to be faster and without too much emotional involvement.

Possible Limitations:

- You should remember to be patient with others who are not as flexible or are more rules-oriented.
- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts).
- You should consider resisting the urge to push the envelope just for the sake of pushing the envelope alone.
- You should remember that sometimes rules or procedures exist for good reasons.
- You should be sure to respect those who prefer to comply with all rules, they balance the equation many times.

Strengths and Limitations

THE THEORETICAL DIMENSION

The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Key Strengths:

- Others on the team may seek out Jane to answer their questions because they know of his strong knowledge base.
- Gathers the maximum amount of information on an issue because he asks the necessary questions.
- Jane brings a strong knowledge-driven ethic.
- Strong ability to read, study, and learn independently.
- Will work long, hard hours on the complex solution to a problem.

Possible Limitations:

- May be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- A tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- May sometimes bog down in details and minutia when needing to see the big picture.
- Don't rush from one learning experience to another. Make certain there are some practical applications.
- The sense of urgency may vacillate, depending on the intellectual importance Jane assigns to the issue.

Interview Guide

AESTHETIC

ABOVE	
Concern	<ul style="list-style-type: none"> • May have their creativity or productivity stilted when working in chaos, disorder, or visually unpleasing surroundings. • Could have difficulty taking a practical approach to situations. • May spend too much time making their work, self, or surroundings visually pleasing.
Interview Focus	<ul style="list-style-type: none"> • Determining the basis of the high aesthetic motivation (art, music, design, etc.) and its relevancy to the position. • Tendency to spend too much time developing “elegant” solutions
Interview Questions	<ul style="list-style-type: none"> • What do you do with your free time? Do you have any hobbies or outside interests? • Tell me about a position you’ve had where the presentation and environment did not fulfill your needs. What did you do? What was the outcome?
BELOW	
Concern	<ul style="list-style-type: none"> • May not be able to focus on or be interested in aesthetic presentation. • May have a lack of attention to personal workspace that could negatively impact co-workers
Interview Focus	<ul style="list-style-type: none"> • Determining the interest and motivation in aesthetic presentation. • Ability and approach to producing high aesthetic outcomes.
Interview Questions	<ul style="list-style-type: none"> • Tell me about a time when you have to develop an important presentation. How did you go about it? What was the outcome? • Tell me about a position which required a high attention to presentation and the environment. What did you do? What was the outcome?

ECONOMIC

ABOVE	
Concern	<ul style="list-style-type: none"> • May be a workaholic, interested primarily in personal (vs. team) success. • May be overly focused on making money. • May leave for a better paying position. • May not have the desire to serve high-maintenance customers.
Interview Focus	<ul style="list-style-type: none"> • The desire to earn money, gain a return on investment, possibly at the expense of others or other priorities. • The tendency to be a workaholic and show a lack of concern for others.
Interview Questions	<ul style="list-style-type: none"> • Tell me about a position you’ve had where there wasn’t enough financial opportunity. What did you do? What was the outcome? • Tell me about a time when you didn’t feel that your work group was obtaining the results you expected. What did you do? What was the outcome?
BELOW	
Concern	<ul style="list-style-type: none"> • May not have the drive to achieve the necessary financial objectives to be successful. • May invest time and money with customers and on projects with little forethought to return on investment. May pursue impractical objectives.
Interview Focus	<ul style="list-style-type: none"> • Motivation to earn money and a profit. • Desire to obtain practical results and a return on invested time and capital.
Interview Questions	<ul style="list-style-type: none"> • Tell me about a time you set priorities when planning a project. What were the top priorities you chose? What was the outcome? • Tell me about a position you’ve had where objectives/financial goals limited your ability to do what you consider to be a good job. What did you do? What was the outcome?

Interview Guide

INDIVIDUALISTIC	
ABOVE	
Concern	<ul style="list-style-type: none"> • May seek to be separate and overly independent. • May require a significant amount of autonomy to be successful. • May be difficult to manage or supervise because of a strong need stand out and express their uniqueness.
Interview Focus	<ul style="list-style-type: none"> • Determining the extent to which the individual expects to be free to do things their own way and to not be under the direction of a supervisor.
Interview Questions	<ul style="list-style-type: none"> • Tell me about the relationship you had with your previous supervisor. How much autonomy did you have? How did you interact with your supervisor? • Tell me about a position you've had where you didn't have enough authority/control. What did you do? What was the outcome?
BELOW	
Concern	<ul style="list-style-type: none"> • May not be comfortable working independently and may require constant direction from a manager or supervisor. • May be concerned about maintaining the status quo and not wanting to develop anything unique or creative.
Interview Focus	<ul style="list-style-type: none"> • Determining the extent to which the individual is willing to work independently without requiring constant direction.
Interview Questions	<ul style="list-style-type: none"> • Tell me about a situation that required working a lot on your own with little direction. What did you do? What was the outcome? • Tell me about a time when you to develop a new method or way of doing things. What did you do? What was the outcome?

POLITICAL	
ABOVE	
Concern	<ul style="list-style-type: none"> • May see power, position, and recognition as overly important and constantly be trying to move up. • May require a significant amount of autonomy to be successful. • May be difficult to coach or control, because of their independent nature and/or strong ego.
Interview Focus	<ul style="list-style-type: none"> • Determining the extent to which the individual expects to be in a position of power or influence in their potential cultural fit into the organization.
Interview Questions	<ul style="list-style-type: none"> • Tell me about the relationship you had with your previous supervisor. How much autonomy did you have? How did you interact with your supervisor? • Tell me about a position you've had where you didn't have enough opportunity for advancement or growth. What did you do? What was the outcome?
BELOW	
Concern	<ul style="list-style-type: none"> • May not be driven by or comfortable with the accolades/recognition that goes along with being the "leader of the pack." • May not be motivated by or willing to be responsible for leading others and setting the tone and direction of work. • May be uncomfortable in a position of power.
Interview Focus	<ul style="list-style-type: none"> • Determining the extent to which the individual is willing to function in a leadership role or role which requires significant autonomy.
Interview Questions	<ul style="list-style-type: none"> • Tell me about a situation where taking control was required to be successful. What did you do? What was the outcome? • Tell me about a time when you were in a situation in which you were required to perform as the leader. What did you do? What was the outcome?

Interview Guide

ALTRUISTIC

ABOVE	
Concern	<ul style="list-style-type: none"> • Could have difficulty saying “no,” resulting in overextending their time or company resources. • May be oversensitive to helping others. • May have time management problems-focus on helping, not always efficiency. • Might leave a company that highly values results over service.
Interview Focus	<ul style="list-style-type: none"> • Determining the basis for a high social motivation and how the motivation may be seen and impact them in the workplace. • Determining if this motivation is being satisfied outside of work.
Interview Questions	<ul style="list-style-type: none"> • Tell me about a time when you helped or supported others. Did you have enough time and resources? What did you do? What was the outcome? • What are some of your interests and activities outside of the workplace? How do you spend your free time?
BELOW	
Concern	<ul style="list-style-type: none"> • May have self-focused behavior. • May be insensitive to others’ needs. • May be unwilling to help and support others.
Interview Focus	<ul style="list-style-type: none"> • Determining the extent to which they are motivated to help and support other employees and colleagues
Interview Questions	<ul style="list-style-type: none"> • Tell me about a position you’ve had where helping and/or developing others was required to be successful. What did you do? What was the outcome? • Tell me about a time when you were in a position to help a fellow employee. What did you do? What was the outcome?

REGULATORY

ABOVE	
Concern	<ul style="list-style-type: none"> • Will probably have difficulty working in a company whose beliefs/values are in direct opposition to theirs. • May have working conflicts with others who do not share their standards/values.
Interview Focus	<ul style="list-style-type: none"> • Identifying the belief system that is driving the high traditional motivation. • Determining the extent to which the high traditional motivation may impact their ability to function in the company environment.
Interview Questions	<ul style="list-style-type: none"> • Tell me about a position you’ve had where the culture/lack of systems and standards hindered your performance/did not fulfill you. What did you do? What was the outcome? • Tell me about a time in another organization where you were uncomfortable with the company culture. What was the source of your discomfort? What do you do?
BELOW	
Concern	<ul style="list-style-type: none"> • May have a tendency to resist working within very rigid systems, procedures, etc. • May appear indifferent or noncommittal to others who have a strong desire to work within the “system.”
Interview Focus	<ul style="list-style-type: none"> • Determining how the individual will fit into a highly structured culture. • Determining the extent to which the individual is willing to adjust to structured systems and procedures in an organizational setting.
Interview Questions	<ul style="list-style-type: none"> • Tell me about a position you’ve had where an overly rigid culture hindered your ability to be successful. What did you do? What was the outcome? • Tell me about a time when you may have disagreed with the values and beliefs of the organization in which you were working. What did you do? What was the outcome?

Interview Guide

THEORETICAL	
ABOVE	
Concern	<ul style="list-style-type: none"> • May become bored if job does not require research or continual learning. • Might not know how to practically apply their knowledge to everyday solutions or get bogged down in gathering so much information that they can't make quick decisions. • May be so focused on "being right" about a topic that they lose their ability to make an appropriate decision.
Interview Focus	<ul style="list-style-type: none"> • The need to obtain knowledge and the tendency to need to be a specialist or expert. • The tendency to spend too much time gathering information and learning and not enough time getting things done.
Interview Questions	<ul style="list-style-type: none"> • In previous positions what did you do to gain the knowledge you needed to be effective? • Tell me about a position you've had where you didn't think there was enough opportunity to learn and grow. What did you do? What was the outcome?
BELOW	
Concern	<ul style="list-style-type: none"> • May experience high levels of stress due to position's need for continual learning and possibly being a subject matter expert. • May not gather sufficient information and knowledge to make a high-quality decision. • May try to "squeeze" current knowledge into all situations.
Interview Focus	<ul style="list-style-type: none"> • Desire and approach to gathering information and gaining knowledge required in the job.
Interview Questions	<ul style="list-style-type: none"> • In your last position what did you do to gain the required knowledge to be successful? How long did it take? • Tell me about a position you've had where significant learning was required to be successful. What did you do? What was the outcome?