



SUCCESS INSIGHTS®

Talent Insights - Executive Version

Anna Deber
project manager
ABC Company
10-29-2012



SuccessInsights
CENTRAL & EASTERN EUROPE

SI® The World Leader of Online Behavior and Attitude Assessments
Success Insights Central & Eastern Europe
www.successinsights-cee.eu
(+36) 1 336 1057
info@successinsights-cee.eu

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The Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators 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:

SECTION 1: BEHAVIORS

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

SECTION 2: MOTIVATORS

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

SECTION 3: INTEGRATING BEHAVIORS AND MOTIVATORS

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

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

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



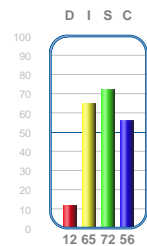
Based on Anna's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Anna's natural behavior.

Anna can be seen as a person of good will. She projects a self-assured and self-confident image. She tends to trust people and may be taken advantage of because of her high trust level. She can combine and balance enthusiasm and patience. Her goal is to have and make many friends. At work, she is good at maintaining friendly public relations. She likes feedback from her staff. She can be obliging and accommodating; that is, she likes to work with people and help them. She is optimistic and usually has a positive sense of humor. Anna places her focus on people. To her, strangers are just friends she hasn't met! She is approachable, affectionate and understanding.

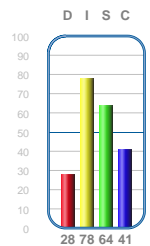
Anna is good at solving problems that deal with people. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. She prefers not disciplining people. She may sidestep direct disciplinary action because she wants to maintain the friendly relationship. Anna is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. She likes working with others who make quick decisions. She likes to participate in decision making.

NOTES

Adapted Style



Natural Style



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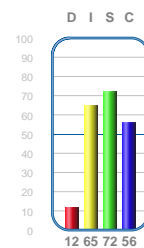
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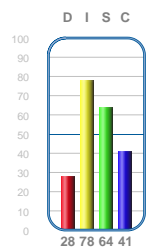
Anna usually uses many gestures when talking. It is important for Anna to use her people skills to "facilitate" agreement between people. She tends to look at all the things the group has in common, rather than key in on the differences. She may use her time imprecisely because she likes to talk to people. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! Anna tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. She is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Anna will attempt to put them at ease. She has the ability to sense what people want to hear. She then tends to tell people what she thinks they want to hear. She is good at negotiating conflict between others. Anna feels that "if everyone would just talk it out, everything would be okay!"

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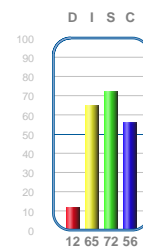


This section of the report identifies the specific talents and behavior Anna brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

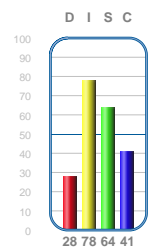
- Builds confidence in others.
- Optimistic and enthusiastic.
- Team player.
- People-oriented.
- Respect for authority and organizational structure.
- Verbalizes her feelings.
- Flexible.

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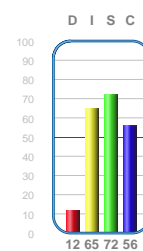
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Anna. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Anna most frequently.

Do:

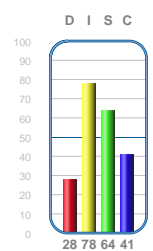
- Provide ideas for implementing action.
- Talk about her, her goals and the opinions she finds stimulating.
- Read the body language for approval or disapproval.
- Give her time to ask questions.
- Take time to be sure that she is in agreement and understands what you said.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Leave time for relating, socializing.
- Be sincere and use a tone of voice that shows sincerity.
- Support your communications with correct facts and data.
- Provide a warm and friendly environment.
- Be prepared.
- Provide testimonials from people she sees as important.
- Use scheduled timetable when implementing new action.

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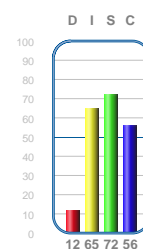
This section of the report is a list of things NOT to do while communicating with Anna. Review each statement with Anna and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Don't:

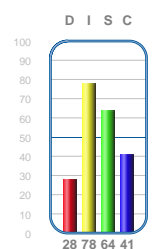
- Make promises you cannot deliver.
- Talk down to her.
- Give your presentation in random order.
- Talk to her when you're extremely angry.
- Don't be haphazard.
- Be curt, cold or tight-lipped.
- Push too hard, or be unrealistic with deadlines.
- Legislate or muffle--don't overcontrol the conversation.
- "Dream" with her or you'll lose time.
- Be dictatorial.
- Drive on to facts, figures, alternatives or abstractions.

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

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

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

"See Yourself As Others See You"

NOTES

SELF-PERCEPTION

Anna usually sees herself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

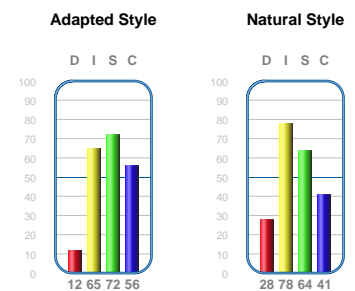
Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter



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Based on Anna's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she responds to rules and procedures set by others.

Dominance Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Influencing Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Steadiness Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Compliance Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details

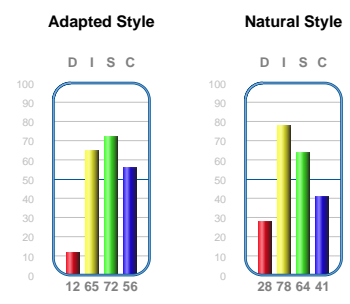


Anna's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Natural	PROBLEMS - CHALLENGES	Adapted
	<p>Anna is cautious in her approach to problem solving and does not attempt to demand that her view, or opinion, be accepted at face value. Anna likes to solve problems within the framework of a team environment. She will look for a compromise as opposed to a win-lose situation.</p>	<p>Anna sees no need to seek out problems or challenges. She prefers to just sit back and react in a team-oriented manner. She tends to avoid confrontation or procrastinate until the problem goes away.</p>

Natural	PEOPLE - CONTACTS	Adapted
	<p>Anna is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Anna is trusting and also wants to be trusted.</p>	<p>Anna feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to relate.</p>

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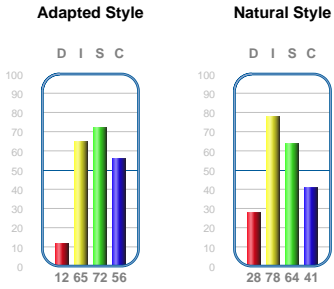


NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
Anna is deliberate and steady. She is willing to change, if the new direction is meaningful and consistent with the past. She will resist change for change's sake.		Anna sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.

Natural	PROCEDURES - CONSTRAINTS	Adapted
Anna is independent by nature and somewhat self-willed. She is open to new suggestions and can, at times, be seen as somewhat freewheeling. She is most comfortable in an environment where the constraints can be "loosened" for certain situations.		Anna sees the need to be open-minded about rules. However, she is aware and sensitive to the implications of not following rules and procedures.

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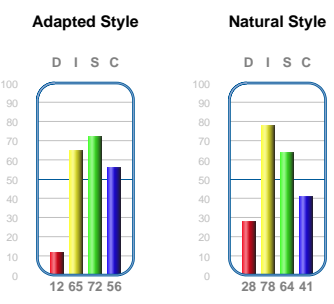
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Anna sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Being a good "team player."
- Freedom from confrontation.
- Being cooperative and supportive.
- Limited or prepared changes in routine.
- Exhibiting patience and good listening skills.
- Presenting a practical, proven approach to decision making.
- Considerate of others' time and attention.
- Diplomatic cooperation in team interaction.
- Logical solutions.
- Adherence to established guidelines and procedures.
- Being cordial and helpful when dealing with new clients or subordinates.
- Consistency of task performance.
- Being conservative, not competitive, in nature.

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This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

1. POOR FILING SYSTEM

A poor filing system is one that has no predetermined method for subject matter grouping. It is one that you may understand but is not usable by others who may need to retrieve information from your files.

POSSIBLE CAUSES:

- Have not determined or prioritized subject matter groupings
- Categorize by emotions

POSSIBLE SOLUTIONS:

- Set up a cataloging system that you AND others can use easily
- Have someone assist you in setting up a system
- Use cross-referencing indexes
- Computerize information

2. INABILITY TO SAY NO.

The inability to say no is when you are unable to or feel powerless to refuse any request.

POSSIBLE CAUSES:

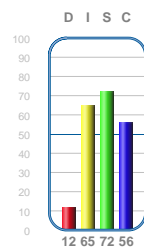
- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

POSSIBLE SOLUTIONS:

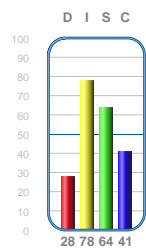
- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

NOTES

Adapted Style



Natural Style



3. PROCRASTINATION

Procrastination is the process of delaying action. It is also the inability to begin action.

POSSIBLE CAUSES:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

POSSIBLE SOLUTIONS:

- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute

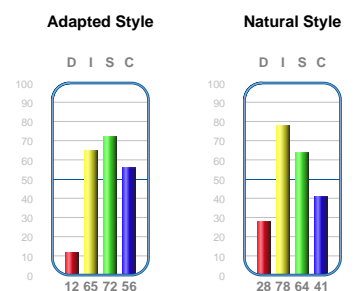
4. DAYDREAMING

Daydreaming is being preoccupied with non-task or non-work related thoughts. It is being easily distracted from at-hand tasks and focusing on past or future events for prolonged periods of time.

POSSIBLE CAUSES:

- Being a creative thinker and always thinking of new ideas
- Being more excited about the future than the here and now
- Bring personal problems to work
- See work as routine and unexciting
- Experience stress from working on something too long
- Focus on past pleasant experiences as a way of coping with routine and stress

NOTES



POSSIBLE SOLUTIONS:

- Learn to read body signals for fatigue
- Change routine
- Remind yourself that worrying about personal problems interferes with your productivity
- Set tasks/objectives

NOTES
5. DESIRE TO BE INVOLVED WITH TOO MANY PEOPLE

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

POSSIBLE CAUSES:

- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

POSSIBLE SOLUTIONS:

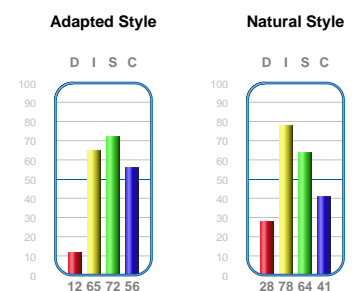
- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view

6. CLUTTERED DESK

A cluttered desk is one that is overloaded by papers, supplies and equipment to the point of impacting the ability to be productive.

POSSIBLE CAUSES:

- See organizing and filing activities as a waste of time
- Want everything at fingertips
- Do not conceptualize a system for grouping information and materials
- Have not established a timeline for tasks or projects



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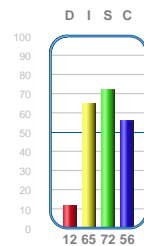
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POSSIBLE SOLUTIONS:

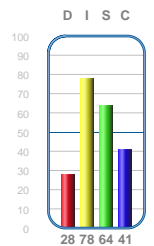
- Handle each piece of mail only once, i.e. pitch it, file it or delegate it
- Set up (or have someone else set up) an information storage and retrieval system
- Get off mailing lists that are of no interest to you
- Remind yourself that the time it takes to open "junk" mail robs you of time for more important tasks
- Establish a time limit for certain projects and only have current project material on your desk

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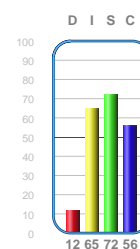
In this area is a listing of possible limitations without regard to a specific job. Review with Anna and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Anna has a tendency to:

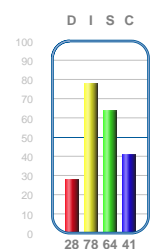
- Be too verbal in expressing criticism.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Be overly enthusiastic about her own shortcomings (weaknesses) and the shortcomings of others.
- Make decisions based on surface analysis.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Be optimistic regarding possible results of her projects or the potential of her people.
- Act impulsively--heart over mind, especially if her security is not perceived to be threatened.

NOTES

Adapted Style



Natural Style

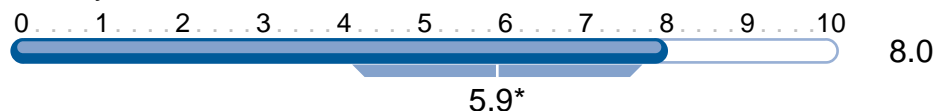


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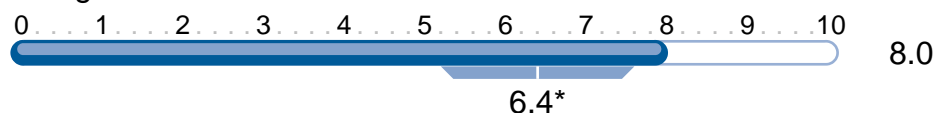


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

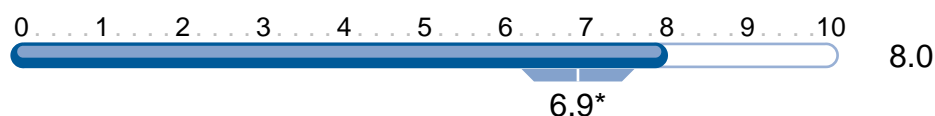
1. FREQUENT INTERACTION WITH OTHERS - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



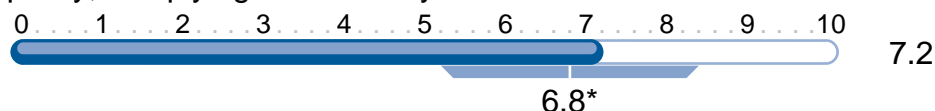
2. PEOPLE ORIENTED - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



3. CUSTOMER RELATIONS - A desire to convey your sincere interest in them.



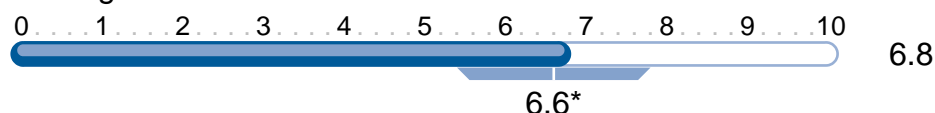
4. FOLLOWING POLICY - Complying with the policy or if no policy, complying with the way it has been done.



5. CONSISTENCY - The ability to do the job the same way.

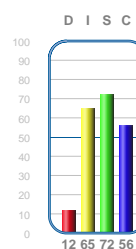


6. FOLLOW UP AND FOLLOW THROUGH - A need to be thorough.

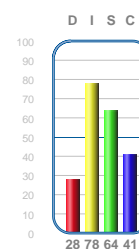


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Adapted Style



Natural Style

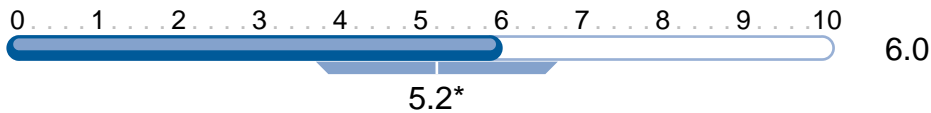


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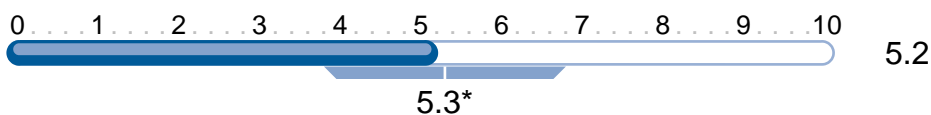
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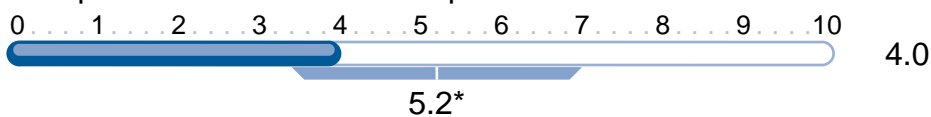
7. VERSATILITY - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



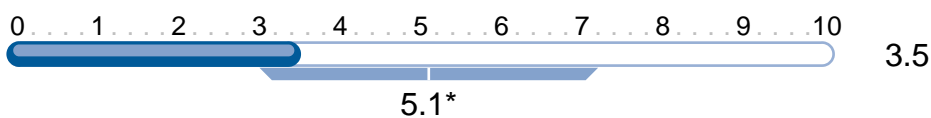
8. FREQUENT CHANGE - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



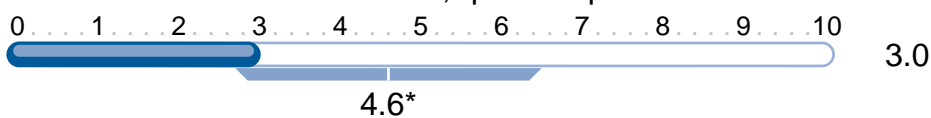
9. ANALYSIS OF DATA - Information is maintained accurately for repeated examination as required.



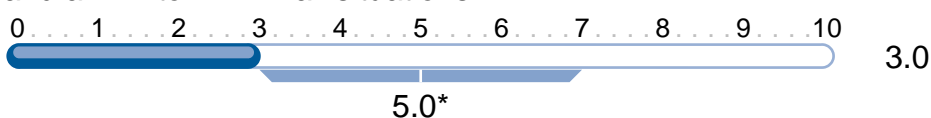
10. ORGANIZED WORKPLACE - Systems and procedures followed for success.



11. URGENCY - Decisiveness, quick response and fast action.

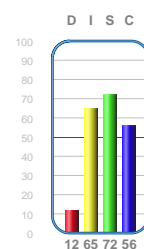


12. COMPETITIVENESS - Tenacity, boldness, assertiveness and a "will to win" in all situations.

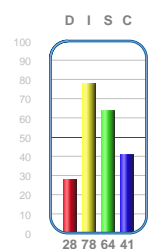


NOTES

Adapted Style



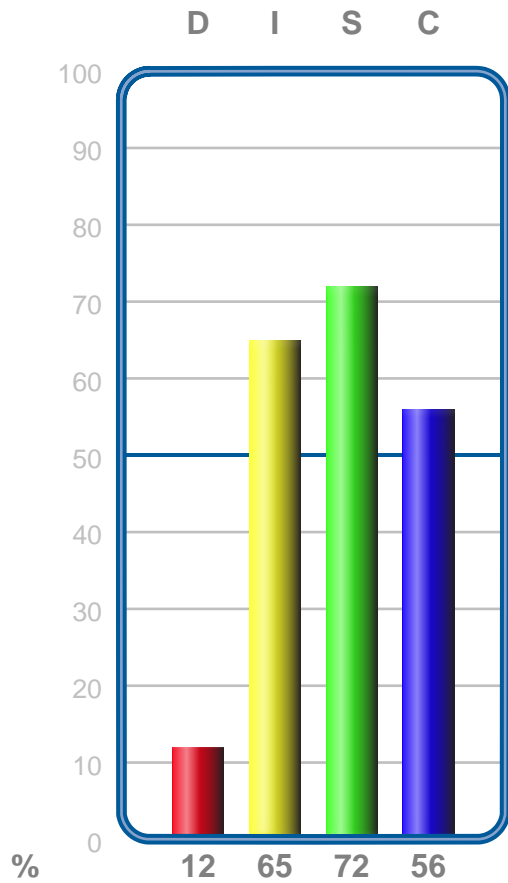
Natural Style



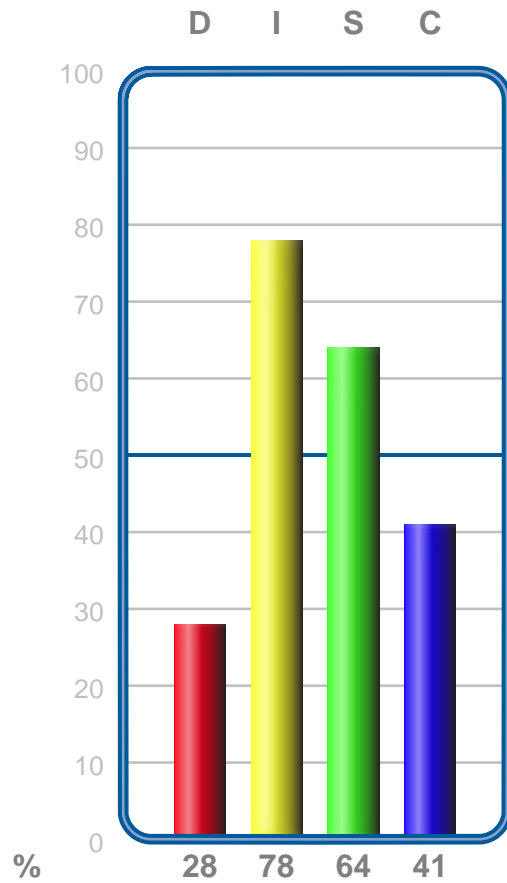
SIA: 12-65-72-56 (33) SIN: 28-78-64-41 (16)
* 68% of the population falls within the shaded area.

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 ABC Company
 10-29-2012

MOST
 Graph I
Adapted Style



LEAST
 Graph II
Natural Style



Norm 2012 R4

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 (+36) 1 336 1057
 info@successinsights-cee.eu

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

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

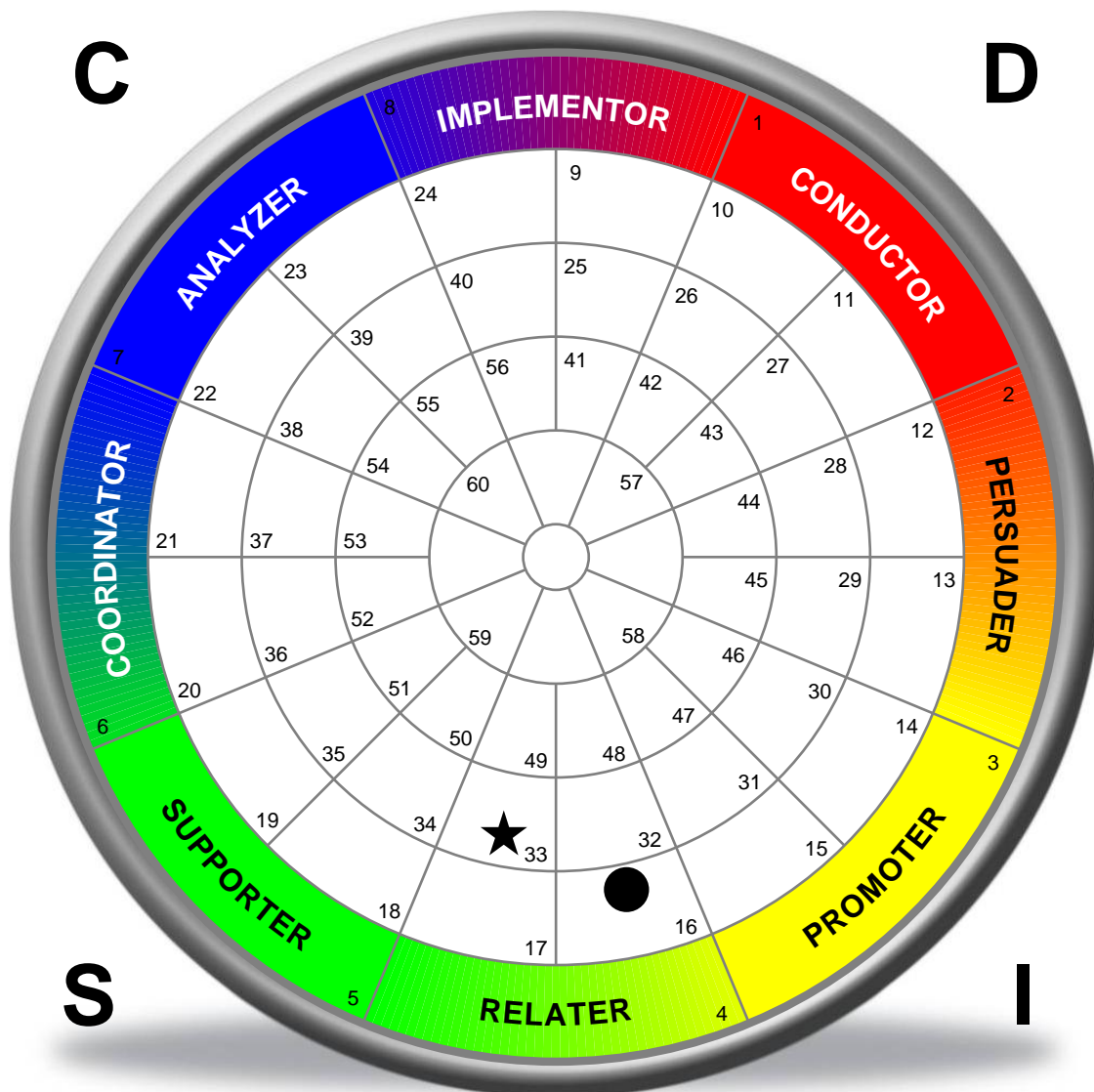
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

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(+36) 1 336 1057
info@successinsights-cee.eu



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ABC Company
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Adapted: ★ (33) SUPPORTING RELATER (FLEXIBLE)
Natural: ● (16) PROMOTING RELATER

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(+36) 1 336 1057
info@successinsights-cee.eu

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Knowledge of an individual's motivators 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 Personal Motivators & Engagement report measures the relative prominence of six basic interests or motivators (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Motivators 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 motivators. Your top two and sometimes three motivators cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top motivators.

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

- **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 motivators tend to become more important as your top motivators are satisfied.
- **INDIFFERENT** - your feelings will be indifferent when related to your 5th or 6th motivator.

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

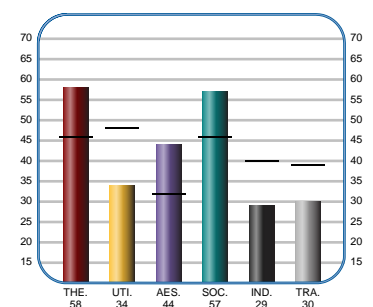
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The primary drive with this motivator is the discovery of TRUTH. In pursuit of this drive, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. 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.

- She may have difficulty putting down a good book.
- A comfortable job for Anna is one that challenges her knowledge.
- Anna is comfortable around people who share her interest for knowledge and especially those people with similar convictions.
- Anna has the potential to become an expert in her chosen field.
- She will usually have the data to support her convictions.
- Anna is very good at integrating past knowledge to solve present problems.

NOTES



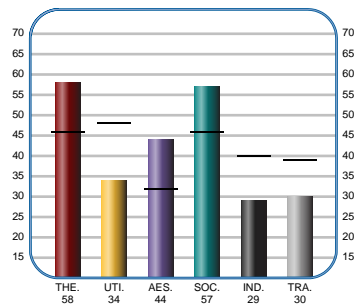
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 (+36) 1 336 1057
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Those who score very high for this motivator have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic motivator, the Social person regards helping others as the only suitable form for human relationships. Research indicates that in its purest form, the Social interest is selfless.

- She believes charities should be supported.
- She is generous with her time, talent and resources for those in need.
- Anna will be generous with time, research and information on social problems.
- Anna is patient and sensitive to others.
- Saying "no" is difficult when others need her time or talent.
- Helping the homeless may be one of her concerns.

NOTES



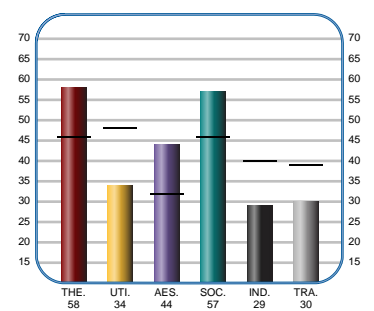
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A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high 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.

- At times Anna will look for the beauty in all things.
- The need for the appreciation of beauty is determined on an individual basis and is not generalized in terms of the total world around her.
- There could be a specific area that is of great interest to her. For instance, she may be appreciative of the natural beauty of mountains and streams, but may not be overly impressed by the works of Picasso or Rembrandt.
- Anna may desire fine things for her spouse or family members.

NOTES



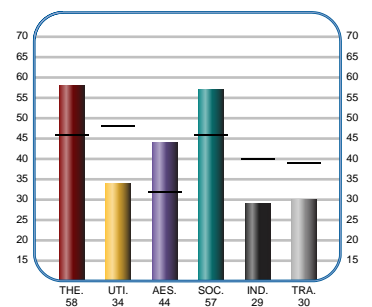
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The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This motivator includes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

- Money itself is not as important as what it will buy.
- She will evaluate some decisions but not necessarily all based on their utility and economic return.
- Anna can give freely of time and resources to certain causes and feel this investment will result in a future return on her investment.
- Anna will become money motivated when she wants to satisfy one of the other motivators mentioned in this report.
- Anna will not alter her lifestyle in order to acquire something unless there is an immediate need (or the situation is critical).
- She will use wealth as a yardstick to measure her work effort with certain activities.

NOTES



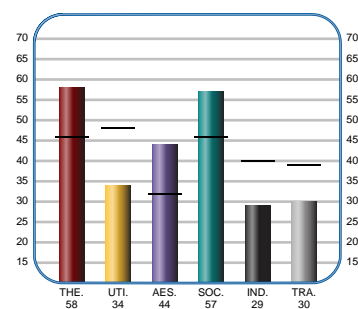
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The highest interest for this motivator may be called "unity," "order," or "tradition." Individuals with high scores for this motivator seek a system for living. This system can be found in such things as conservatism or any authority that has defined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

- Anna can be creative in interpreting other systems or traditions and selective in applying those traditions.
- Anna's passion in life will be found in one or two of the other dimensions discussed in this report.
- She will work within a broadly defined set of beliefs.
- It may be hard to manipulate Anna because she has not defined a philosophy or system that can provide immediate answers to every situation.
- Traditions will not place limits or boundaries on Anna.
- In many cases, Anna will want to set her own rules which will allow her own intuition to guide and direct her actions.
- She will not be afraid to explore new and different ways of interpreting her own belief system.

NOTES



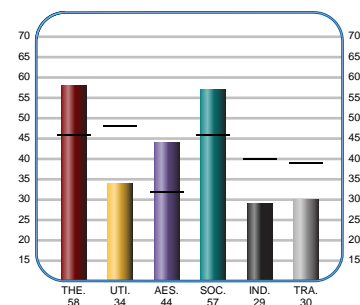
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The primary interest for this motivator is **POWER**, not necessarily politics. Research studies indicate that leaders in most fields have a high power drive. Since competition and struggle play a large part in all areas of life, many philosophers 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.

- Anna will be less concerned about her ego than others may be.
- As long as Anna's belief systems are not threatened, she will allow others to set the tone and direction of her work.
- Stability is a primary concern. Patience and fortitude will win in the long run.
- She will not attempt to overpower others' points of view or change their thinking.
- Being in total control of a situation is not a primary motivating factor.
- Anna feels that struggles should be the burden of the team, not just the individuals.
- Anna's passion in life will be found in one or two of the other dimensions discussed in this report.

NOTES



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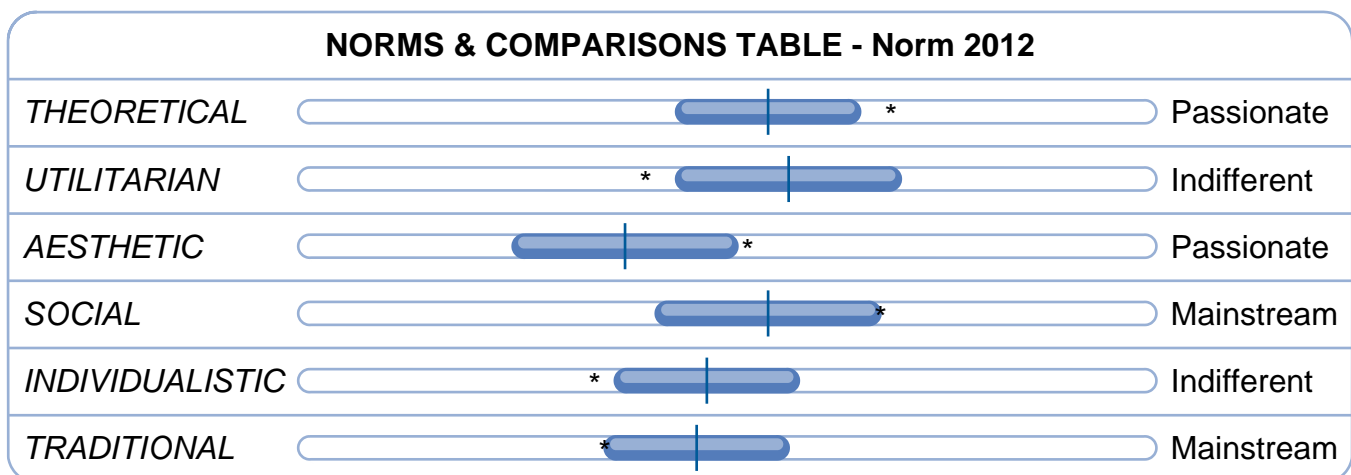


MOTIVATORS - NORMS & COMPARISONS

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 motivators, you will fit in with the group and be energized. However, when surrounded by people whose motivators 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 motivators 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 motivator. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that motivator. The shaded area for each motivator represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.



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

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

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info@successinsights-cee.eu

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

- You have an intense passion for learning new things, always searching for opportunities to advance your knowledge. Others may struggle with the amount of time and resources you are willing to invest to learn new things. They might think you should stop learning and start doing.
- You have a strong desire to become all you can be (self actualization). You will tend to strive for balance, form and harmony in all areas of your life. Others may not understand your subjective way of reasoning and may feel you are somewhat unrealistic. Your appreciation of the world around you and the environment may appear extreme to them.

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

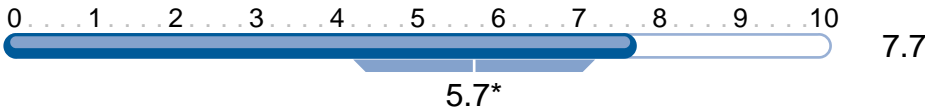
- Understanding people who view the world based on return on investment will frustrate you. Other things are more important to you.
- You can be frustrated by others who are always jockeying for position and control.

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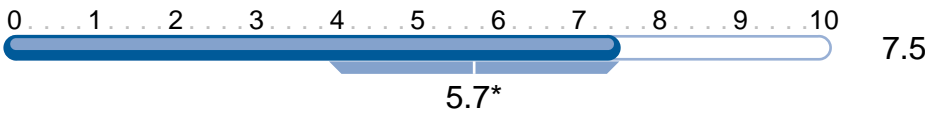


Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. They are listed below from the highest to the lowest.

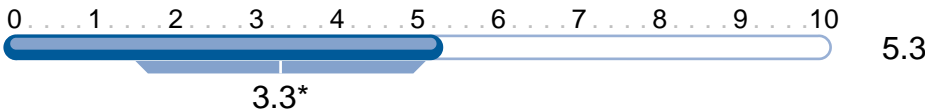
1. THEORETICAL - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



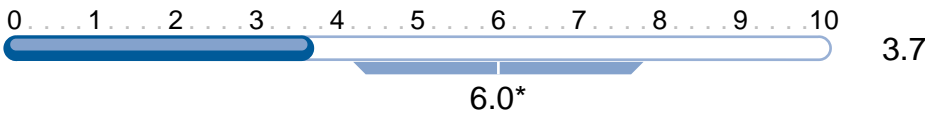
2. SOCIAL - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



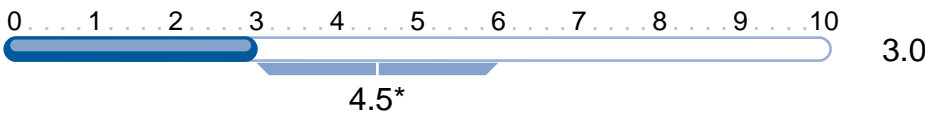
3. AESTHETIC - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



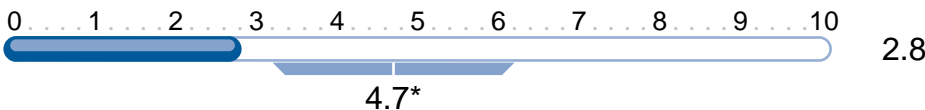
4. UTILITARIAN/ECONOMIC - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



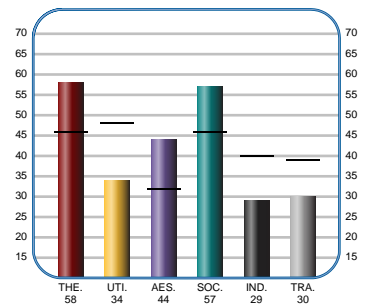
5. TRADITIONAL/REGULATORY - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



6. INDIVIDUALISTIC/POLITICAL - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



NOTES



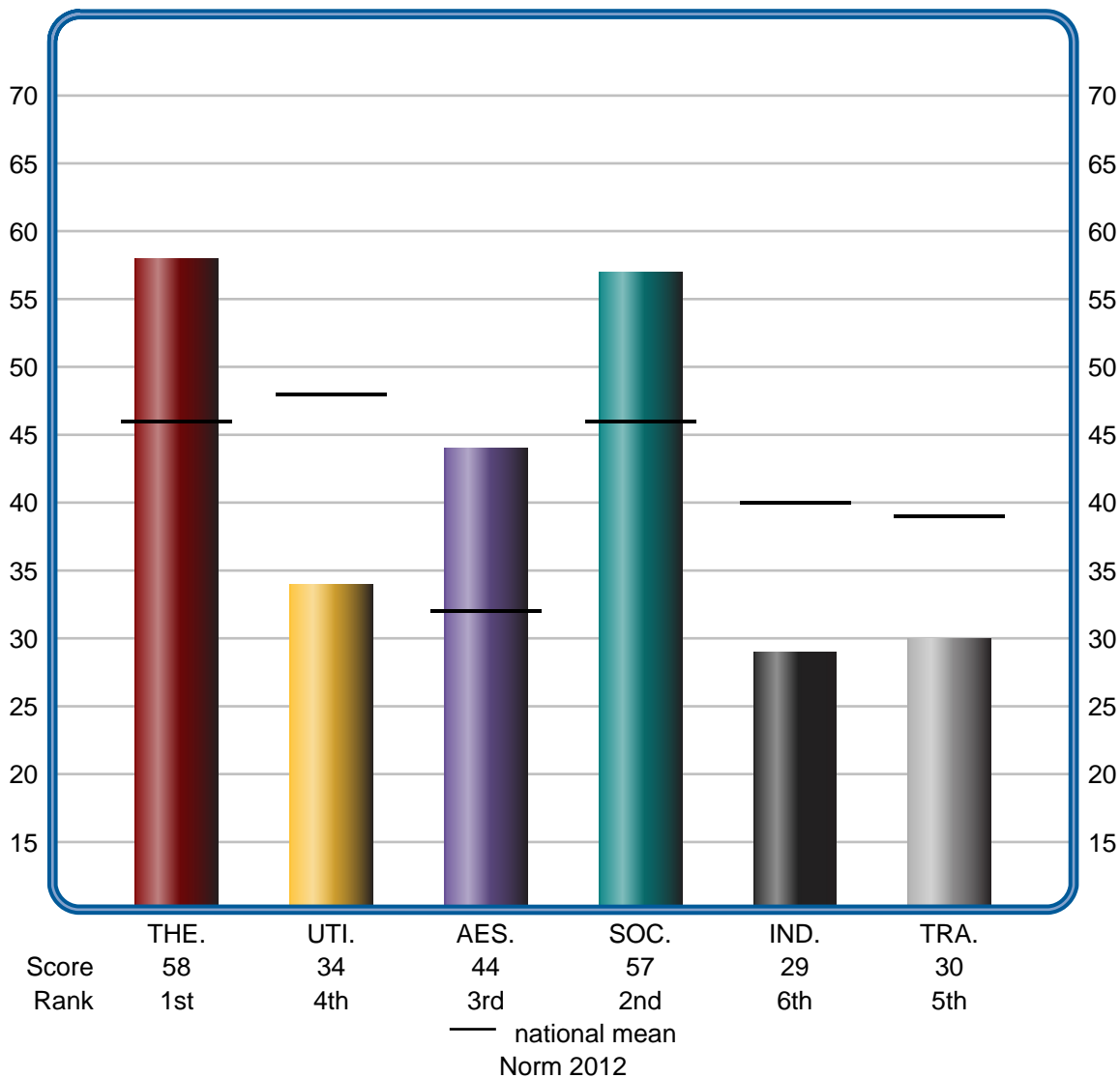
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* 68% of the population falls within the shaded area.



Anna Deber

ABC Company

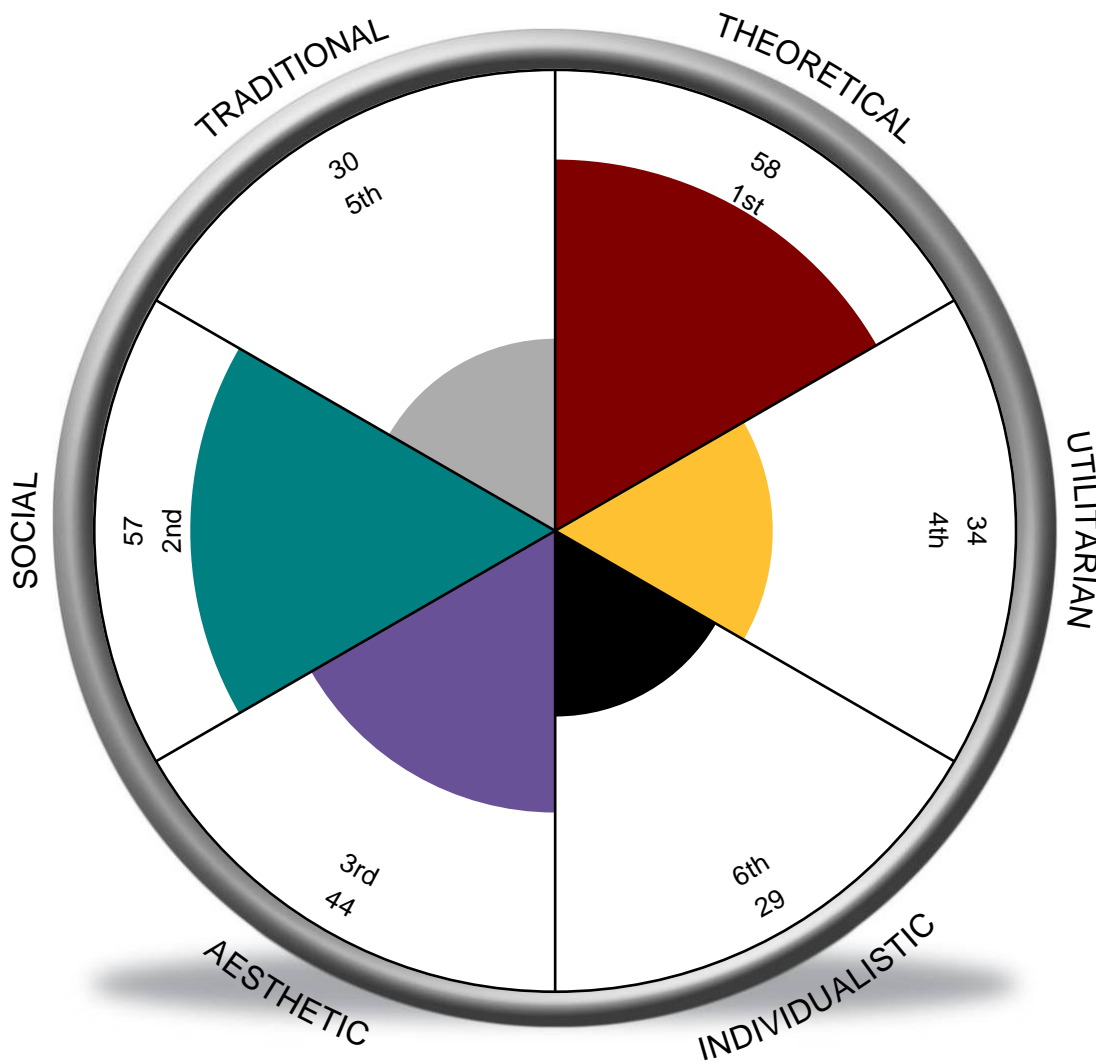
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Success Insights Central & Eastern Europe
(+36) 1 336 1057
info@successinsights-cee.eu

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Anna Deber
 ABC Company
 10-29-2012



Success Insights Central & Eastern Europe
 (+36) 1 336 1057
 info@successinsights-cee.eu

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The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and motivators. 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 Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



POTENTIAL BEHAVIORAL AND MOTIVATIONAL STRENGTHS

This section describes the potential areas of strengths between Anna's behavioral style and top two motivators. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.

- Thinks outside of the box when gathering information.
- Willing to share knowledge to benefit the team or organization.
- Great at generating excitement in others and getting people on board.
- Wants to be seen as a leader in humanitarian issues.
- Great at retrieving information for decision makers she trusts.
- Good listener when being presented with accurate facts and figures.
- Able to be a strong listener, who can become a lifelong friend.
- Strong supporter, therefore, always willing to help.

NOTES



POTENTIAL BEHAVIORAL AND MOTIVATIONAL CONFLICT

This section describes the potential areas of conflict between Anna's behavioral style and top two motivators. Identify two to three potential conflicts that need to be minimized in order to enhance on-the-job performance.

- May overlook vital details in her pursuit of information.
- May be too trusting of people as resources.
- Has trouble making difficult decisions that affect others.
- When helping others, may talk too much about herself.
- Struggles in adapting to new situations without preparation.
- May withhold sharing of knowledge to meet her security needs.
- May not always stand up for oneself or others.
- Struggles with delivering a tough message, even if it's to the person's benefit.

NOTES

This section identifies the ideal work environment based on Anna's basic style and top two motivators. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Anna enjoys and also those that create frustration.

- Democratic supervisor with whom she can associate.
- Little conflict between people.
- An environment in which she may deal with people on a personal, intimate basis.
- Continuous learning in a team atmosphere where people share openly.
- Information and time to make decisions.
- Information to support the reasons for change.
- Ability to give of time, talent and resources in order to help the organization.
- Groups and committees are present in order to assist charities and social causes.
- Ability to achieve results through the interaction with and helping of others.

NOTES



This section of the report was produced by analyzing Anna's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Anna and highlight those that are present "wants."

Anna wants:

- A support system to do the detail work.
- To be trusted.
- Flattery, praise, popularity and strokes.
- To research new information in a team environment requiring people interaction.
- To support others through the gathering and delivery of information.
- An opportunity to methodically layout research and work through the information- gathering process.
- Time to give back both internally and externally in order to quietly change things for the better.
- To be the promoter for programs that assist others, both on and off the job.
- An opportunity to express how she can improve society.

NOTES

In this section are some needs which must be met in order for Anna to perform at an optimum level. Some needs can be met by herself, 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 Anna and identify 3 or 4 statements that are most important to her. This allows Anna to participate in forming her own personal management plan.

Anna needs:

- Rewards in terms of tangible things, not just flattery and praise.
- A quality product in which to believe.
- People to work and associate with.
- Establish a method for bringing the ideal to the practical.
- Appropriate time to research and understand new information.
- To showcase areas of expertise when appropriate.
- To be involved in long-term planning where people are the forefront of the plan.
- To be realistic about her ability to help others within the organizational framework.
- Support in handling situations when others take advantage.

NOTES

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

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

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____

Success Insights Central & Eastern Europe
(+36) 1 336 1057
info@successinsights-cee.eu