



TTI  
SUCCESS  
INSIGHTS®

# TTI Talent Insights®

## Management-Staff

**Ernani Jr Belvez**

**06.02.2025**

**The Abelson Group**

Solutions for Hiring, Managing, Team Development, Leading & Coaching

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Hiring & Performance Solutions for Staff, Teams & Leaders

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# Introduction



## Where Opportunity Meets Talent

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

### 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.

### 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.

### 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.

# Introduction

## Behaviors



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

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

**In this report we are measuring four dimensions of normal behavior. They are:**

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report 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.

*All people exhibit all four behavioral factors to varying degrees of intensity.*  
—W.M. Marston

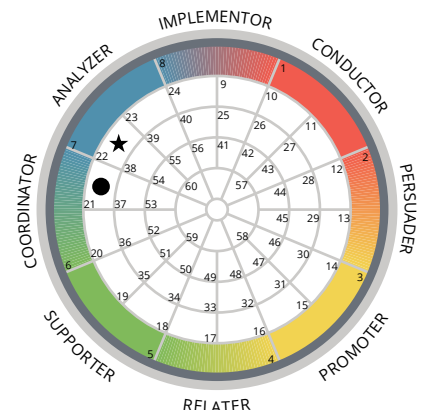
# Behavioral Characteristics



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

Ernani Jr is alert and sensitive to his errors and mistakes. He constantly seeks to avoid errors in his work. Following procedures is his way of ensuring quality and orderly work. Ernani Jr can be depended upon to follow set work procedures. His aggressiveness is tempered by his sensitivity to quality work. This is a positive strength of Ernani Jr's, and others appreciate this tendency. His motto for work may well be the coined phrase, "quality is job number one." Getting the project or job done right is important to him. If forced to choose between producing quality work or quantities of work, quality will be the winner. When Ernani Jr sees something that is wrong, he wants to fix it. He is oriented toward achieving practical results. He resists change if he feels the change will lower the quality of his work. If change is inevitable, he may need reassurances that his standards will continue to be met. He wants the safety features on his equipment to be in good working order. While he may not be a perfectionist with all things, he has certain activities that will always be done with the same high standards in mind. Ernani Jr doesn't appreciate a dirty or messy work station, since he equates dirt and disorganization with lower quality work. He prefers doing the job right the first time, rather than taking shortcuts that may lessen the quality of work. He sees it as the efficient way of task completion.

Ernani Jr is skilled at observing and collecting data on different subjects. If he has a real passion for a given subject, he will read and listen to all of the available information on the subject. He is a critical and systematic thinker, and this strength may not be easily recognized by others. He can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. He gets frustrated when well-established rules are not observed by others. He prefers to have everyone adhere to the same rules and regulations. Ernani Jr follows company policy, if aware of it. He is the type of person who will accept challenges and accept them seriously. He usually judges others by the quality of their work. He may find it difficult to recognize others' strengths if their work does not meet his high standards. He takes pride in his competence or his ability to understand all the facts of a situation. He is good at concentrating on data while looking for the best method for solving the problem.

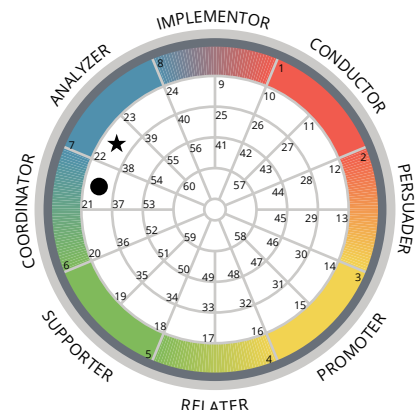


# Behavioral Characteristics

## Continued



Ernani Jr does not seek confrontation; but if he is confronted, he will present his case with enough supportive data that he will probably win. When Ernani Jr is deeply involved in thinking through a project, he may appear to be cool and distant. He likes to know what is expected of him in a working relationship; they also like to know what the duties and responsibilities are for others who will be involved. Communication is accomplished best by well-defined avenues. Because Ernani Jr wants to be certain he is performing his work assignments correctly, he enjoys working for a manager who explains what is expected of him. Ernani Jr's work represents his true self, and he will take issue when people attack the quality of his work. He has a low trust level with strangers. This becomes apparent when he asks specific and perhaps blunt questions. He is intuitive and is able to ask good questions in order to get the critical, complete information he seeks. He is patient and persistent in his approach to achieving goals. He responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star."

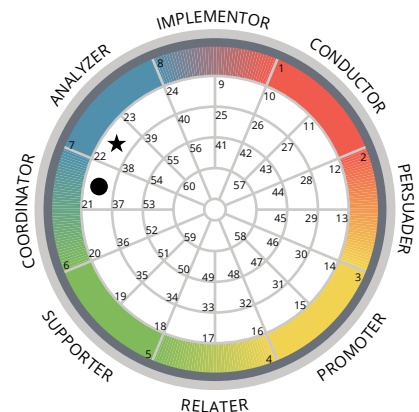


# Value to the Organization



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

- ✓ 1. Comprehensive in problem solving.
- ✓ 2. Accurate and intuitive.
- ✓ 3. Can make decisions without getting emotionally involved.
- ✓ 4. Always concerned about quality work.
- ✓ 5. Always looking for logical solutions.
- ✓ 6. Defines, clarifies, gets information, criticizes, and tests.
- ✓ 7. Proficient and skilled in his technical specialty.
- ✓ 8. Objective—"The anchor of reality."





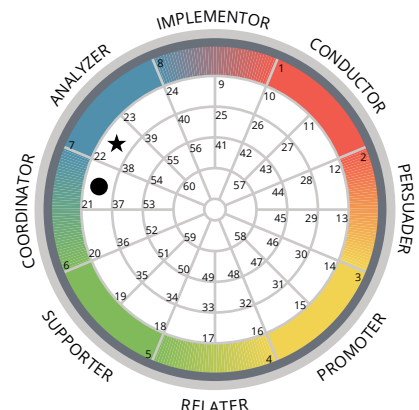
# Checklist for Communicating



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

## Ways to Communicate

- ✓ 1. Provide tangible and practical evidence.
- ✓ 2. Prepare your "case" in advance.
- ✓ 3. Make an organized contribution to his efforts, present specifics and do what you say you can do.
- ✓ 4. Support his principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- ✓ 5. Give him time to verify the reliability of your actions; be accurate and realistic.
- ✓ 6. Give him time to analyze the data before making a decision.
- ✓ 7. Use an unemotional approach.
- ✓ 8. Keep at least three feet away from him.
- ✓ 9. Respect his quiet demeanor.
- ✓ 10. Listen to him.
- ✓ 11. Use expert testimonials.



# Checklist for Communicating

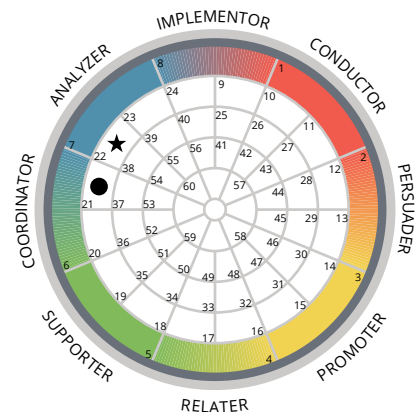
## Continued



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

## Ways NOT to Communicate

- ❌ 1. Pretend to be an expert if you are not.
- ❌ 2. Be superficial.
- ❌ 3. Say "trust me"—you must prove it.
- ❌ 4. Threaten, cajole, wheedle, coax, or whimper.
- ❌ 5. Push too hard or be unrealistic with deadlines.
- ❌ 6. Overuse emotion.
- ❌ 7. Stand too close—give them two to three feet of space.
- ❌ 8. Make statements about the quality of his work unless you can prove it.
- ❌ 9. Rush the decision-making process.
- ❌ 10. Overuse gestures.
- ❌ 11. Dillydally or waste time.
- ❌ 12. Leave things open to interpretation.
- ❌ 13. Be vague about what's expected of either of you; don't fail to follow through.



# Communication Tips



*This section provides suggestions for methods which will improve Ernani Jr's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Ernani Jr will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.*

## Compliance

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

- ✓ Prepare your "case" in advance.
- ✓ Stick to business.
- ✓ Be accurate and realistic.
- ✗ Being giddy, casual, informal, or loud.
- ✗ Pushing too hard or being unrealistic with deadlines.
- ✗ Being disorganized or messy.

## Dominance

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

- ✓ Be clear, specific, brief, and to the point.
- ✓ Stick to business.
- ✓ Be prepared with support material in a well-organized "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

## Steadiness

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

- ✓ Begin with a personal comment—break the ice.
- ✓ Present your case softly, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

## Influence

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

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

# Perceptions



## See Yourself As Others See You

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



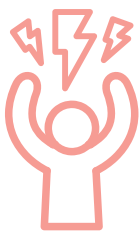
### Ernani Jr usually sees himself as being:

- ✓ Precise
- ✓ Thorough
- ✓ Moderate
- ✓ Diplomatic
- ✓ Knowledgeable
- ✓ Analytical



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

- ✓ Pessimistic
- ✓ Picky
- ✓ Worrisome
- ✓ Fussy



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

- ✓ Perfectionistic
- ✓ Hard-to-Please
- ✓ Strict
- ✓ Defensive

# The Absence of a Behavioral Factor



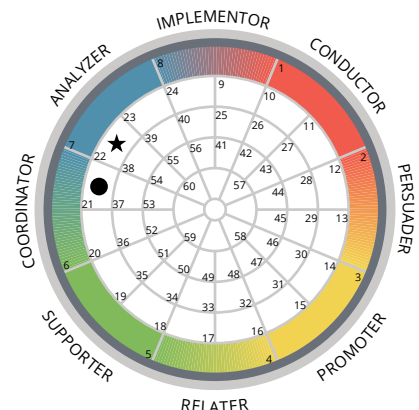
*The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral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

## Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid environments that are about quantity over quality.
- Avoid situations where they are forced to trust without supporting data.
- Avoid work environments that require an open door policy.

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

- Understand when an analytical perspective is needed and valued.
- Daily and repetitive team meetings will detract from productivity and add to stress.
- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.



# Descriptors



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

|                  |                  |                   |                   |
|------------------|------------------|-------------------|-------------------|
| Driving          | Inspiring        | Relaxed           | Cautious          |
| Ambitious        | Magnetic         | Passive           | Careful           |
| Pioneering       | Enthusiastic     | Patient           | Exacting          |
| Strong-Willed    | Persuasive       | Possessive        | Systematic        |
| Determined       | Convincing       | Predictable       | Accurate          |
| Competitive      | Poised           | Consistent        | Open-minded       |
| Decisive         | Optimistic       | Steady            | Balanced Judgment |
| Venturesome      | Trusting         | Stable            | Diplomatic        |
| <b>Dominance</b> | <b>Influence</b> | <b>Steadiness</b> | <b>Compliance</b> |
| Calculating      | Reflective       | Mobile            | Firm              |
| Cooperative      | Factual          | Active            | Independent       |
| Hesitant         | Calculating      | Restless          | Self-willed       |
| Cautious         | Skeptical        | Impatient         | Obstinate         |
| Agreeable        | Logical          | Pressure-oriented | Unsystematic      |
| Modest           | Suspicious       | Eager             | Uninhibited       |
| Peaceful         | Matter-of-Fact   | Flexible          | Arbitrary         |
| Unobtrusive      | Incisive         | Impulsive         | Unbending         |

# Natural & Adapted Style



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



## Problems & Challenges

### Natural

Ernani Jr is cautious in his approach to problem solving and does not attempt to demand that his view, or opinion, be accepted at face value. Ernani Jr likes to solve problems within the framework of a team environment. He will look for a compromise as opposed to a win-lose situation.

### Adapted

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



## People & Contacts

### Natural

Ernani Jr feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.

### Adapted

Ernani Jr sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

# Natural & Adapted Style



## Pace & Consistency

### Natural

Ernani Jr is comfortable in an environment in which there are few projects going on concurrently. He is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.

### Adapted

Ernani Jr feels the environment is calling for a relaxed demeanor or one in which patience is looked at as a virtue. He is predictable and stable and places an emphasis on follow-up and follow-through.



## Procedures & Constraints

### Natural

Ernani Jr is concerned with doing things right. He can be quite worrisome and possibly fearful that mistakes will crop into the procedure. He will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.

### Adapted

Ernani Jr shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant, and Ernani Jr sees little or no need to change his response to the environment.

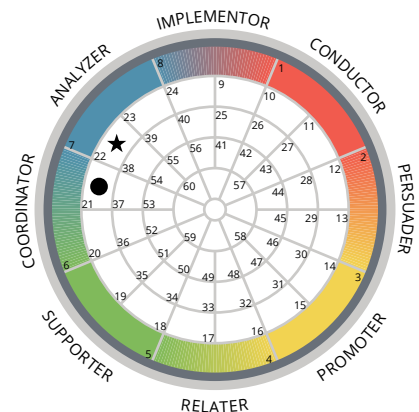


# Adapted Style



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

- ✓ 1. Precedence of quality over efficiency.
- ✓ 2. Accomplishing tasks without many people contacts.
- ✓ 3. Calculation of risks before taking action.
- ✓ 4. Compliance to high standards.
- ✓ 5. Sensitivity to existing rules and regulations.
- ✓ 6. Maintaining a clean and organized work station.
- ✓ 7. Using a proven, procedure-oriented method when implementing change.
- ✓ 8. Being attentive and dependable with detailed work activities.
- ✓ 9. Critical appraisal of data.
- ✓ 10. Limited contact with people.
- ✓ 11. Gathering data in a logical, systematic way.



# Time Wasters



*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.*

## Waiting For Events To Happen

*Although patience may be a virtue, being pro-active allows the decision-maker to be in better control of events within their scope of influence.*

### Possible Causes:

1. Want to affect the here and now
2. Fear rushing into something will show unpreparedness
3. Need for high standards inhibits getting started

### Possible Solutions:

1. Plan alternative solutions
2. Determine most likely scenarios
3. Implement a plan that best meets those needs without jeopardizing other scenarios

## Tendency To Be Overly Neat and Orderly

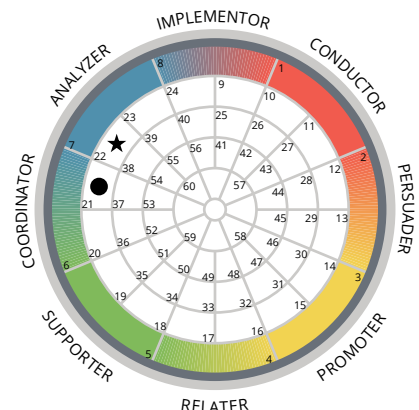
*The tendency to be overly neat and orderly is usually a compulsive behavior that overrides the need to accomplish a task. More importance may be placed on cleaning off your desk than completing the actions required (out of sight, out of mind).*

### Possible Causes:

1. Easily distracted by non-related materials in view
2. Need a systematic method of working
3. Catalog information for later retrieval

### Possible Solutions:

1. Recognize that this is a strength as long as it is not over extended





# Time Wasters

## Continued

### Looking For "Hidden Meaning"

*The habitual practice of looking for hidden meanings demonstrates the inability to take messages, information and people-signals at face value. It may indicate that issues and people are suspect or have potential negative impact on you and your work.*

#### Possible Causes:

1. Critical listening ability may cause you to read more into a situation
2. Want to look beyond the obvious
3. Have a need for additional information
4. Do not have a high level of trust in others

#### Possible Solutions:

1. Ask questions
2. Share initial evaluation/opinion with others

### Prolong Events In Order To Gain Improved Results

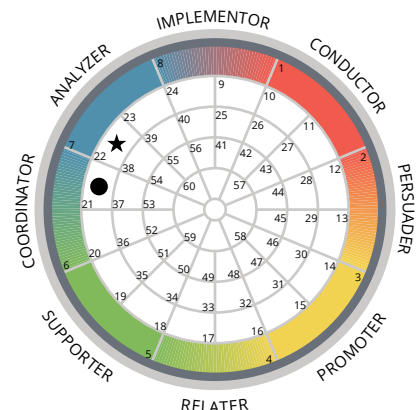
*Prolonging events in order to gain improved results is the process of doing and redoing, evaluating and re-evaluating and changing to and changing back as a way of "testing" the best possible outcome.*

#### Possible Causes:

1. Want to ensure that success is always achieved
2. Feel that if rushed, the results will not be satisfactory
3. Hope situations will work out themselves

#### Possible Solutions:

1. Set realistic schedule and timeline
2. Follow the schedule
3. Seek advice or assistance from others





# Time Wasters

## Continued

### Seeking "All" of The Facts

*Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.*

#### Possible Causes:

1. Want to be certain/prepared
2. Want to avoid mistakes
3. Want extended time for getting tasks done

#### Possible Solutions:

1. Set a timeline for gathering new information or evaluating old information and then take action
2. Evaluate importance or risk factors to how much information is actually needed

### Seeking The Best, But Not Necessarily Workable Solutions

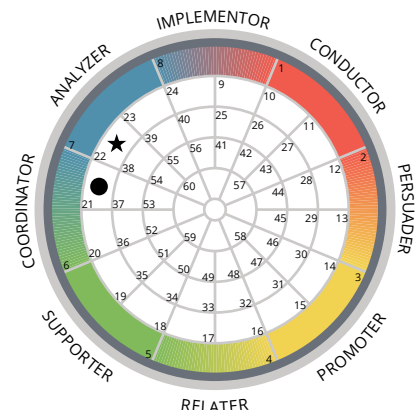
*Always seeking the best solution may prohibit getting the task accomplished. Something better is always on the horizon.*

#### Possible Causes:

1. Want to do things right the first time
2. Want personal approval for preciseness of work
3. Fear criticism if solution doesn't work

#### Possible Solutions:

1. Establish required standards
2. Determine the solution that meets or exceeds those standards
3. Set a timeline for making a decision or completing a task



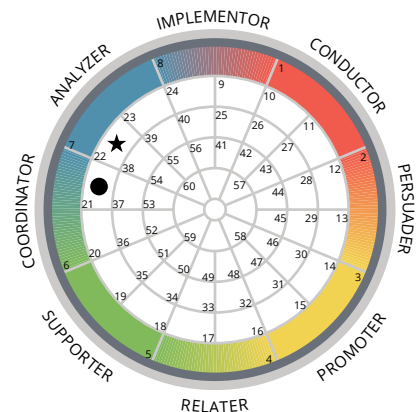
# Areas for Improvement



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

## Ernani Jr has a tendency to:

- ✓ 1. Prefer things to people—things don't show emotion or need restraint.
- ✓ 2. Want full explanations before changes are made to ensure his understanding.
- ✓ 3. Lean on supervisors if information and direction is not clear.
- ✓ 4. Select people much like himself.
- ✓ 5. Yield his position to avoid controversy.
- ✓ 6. Fail to tell others where he stands on an issue.
- ✓ 7. Be critical of any approach that is not regarded as purely logical or factual (to his standards).
- ✓ 8. Be self-deprecating—doesn't project self-confidence.

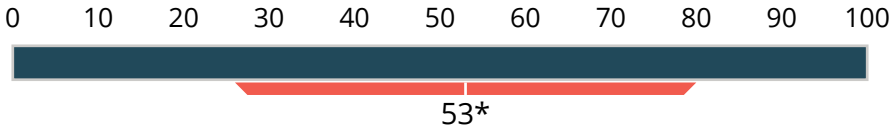


# Behavioral Hierarchy

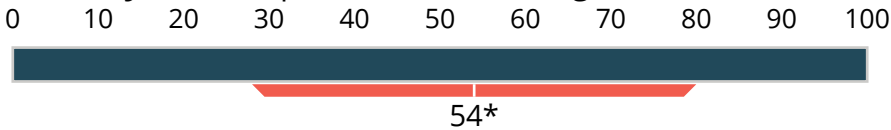


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

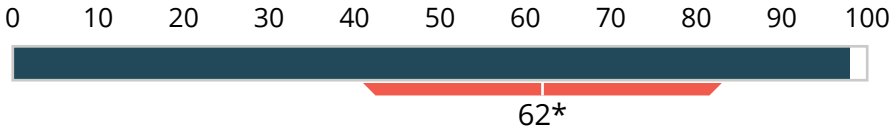
**1. Organized Workplace** - Establish and maintain specific order in daily activities.



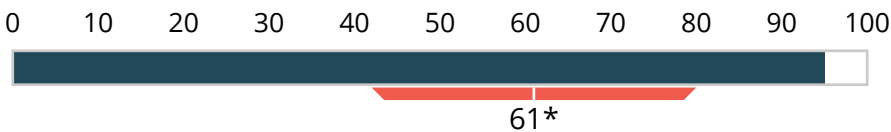
**2. Analysis** - Compile, confirm and organize information.



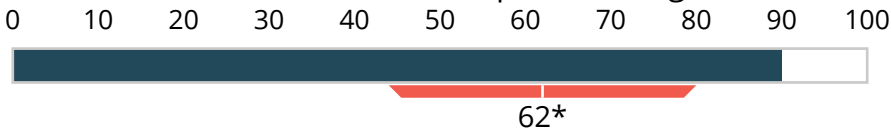
**3. Consistent** - Perform predictably in repetitive situations.



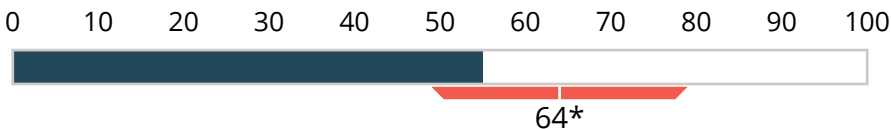
**4. Following Policy** - Adhere to rules, regulations, or existing methods.



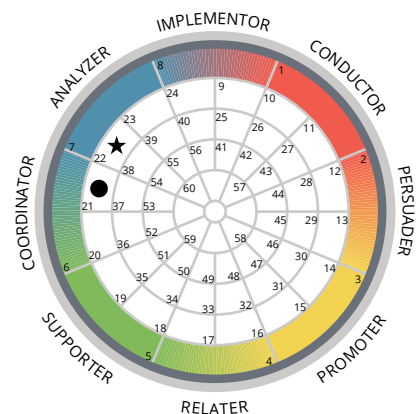
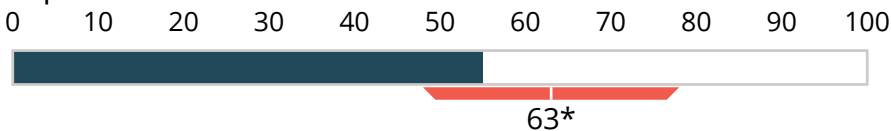
**5. Persistence** - Finish tasks despite challenges or resistance.



**6. People-Oriented** - Build rapport with a wide range of individuals.



**7. Customer-Oriented** - Identify and fulfill customer expectations.

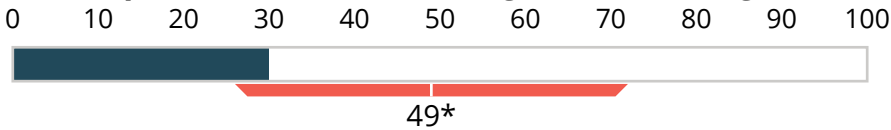


\* 68% of the population falls within the shaded area.

# Behavioral Hierarchy

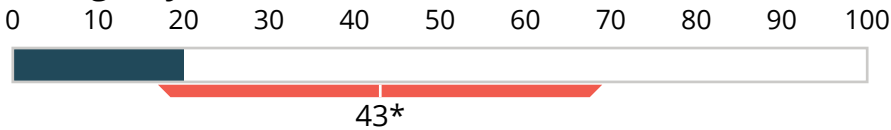


**8. Competitive** - Want to win or gain an advantage.



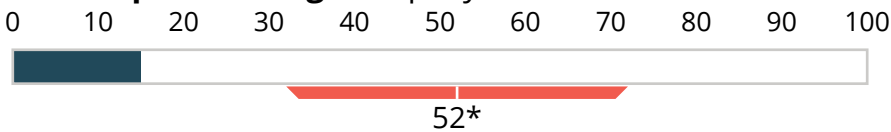
30

**9. Urgency** - Take immediate action.



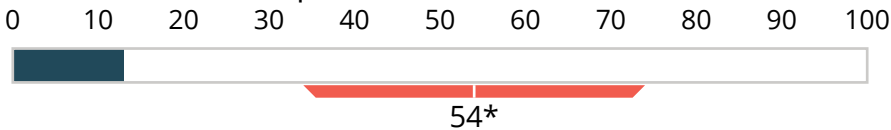
20

**10. Frequent Change** - Rapidly shift between tasks.



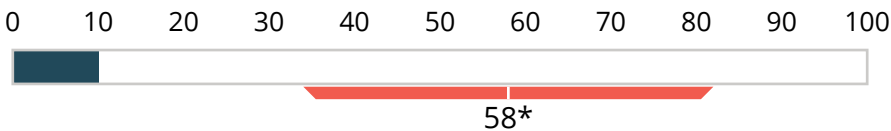
15

**11. Versatile** - Adapt to various situations with ease.

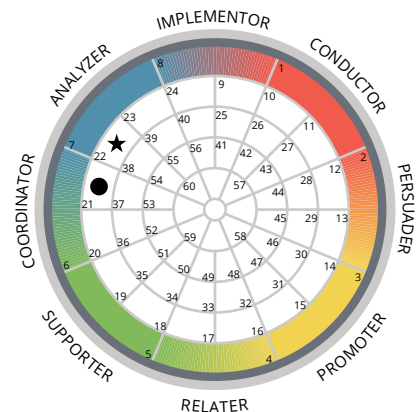


13

**12. Interaction** - Frequently engage and communicate with others.



10



SIA: 28-07-68-93 (22) SIN: 28-08-85-91 (21)

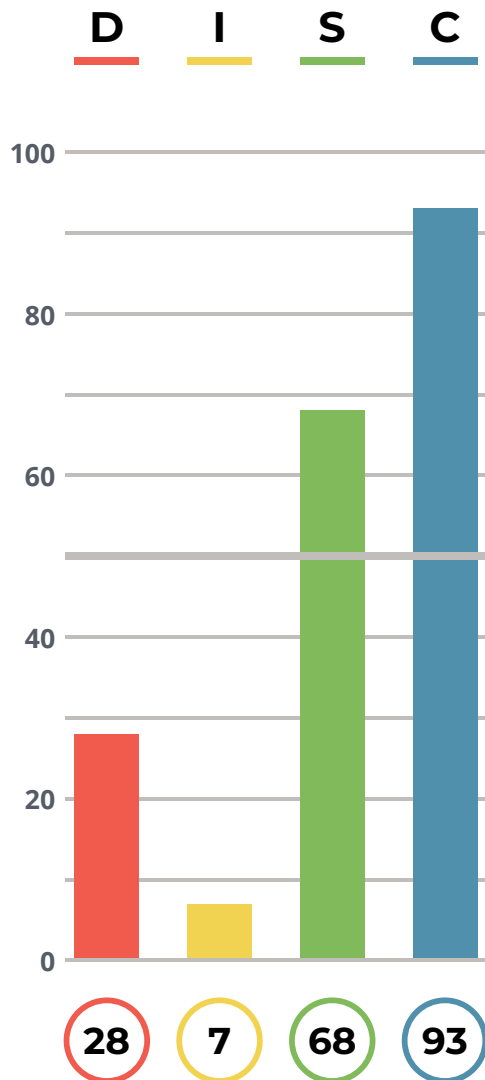
\* 68% of the population falls within the shaded area.

# Style Insights® Graphs



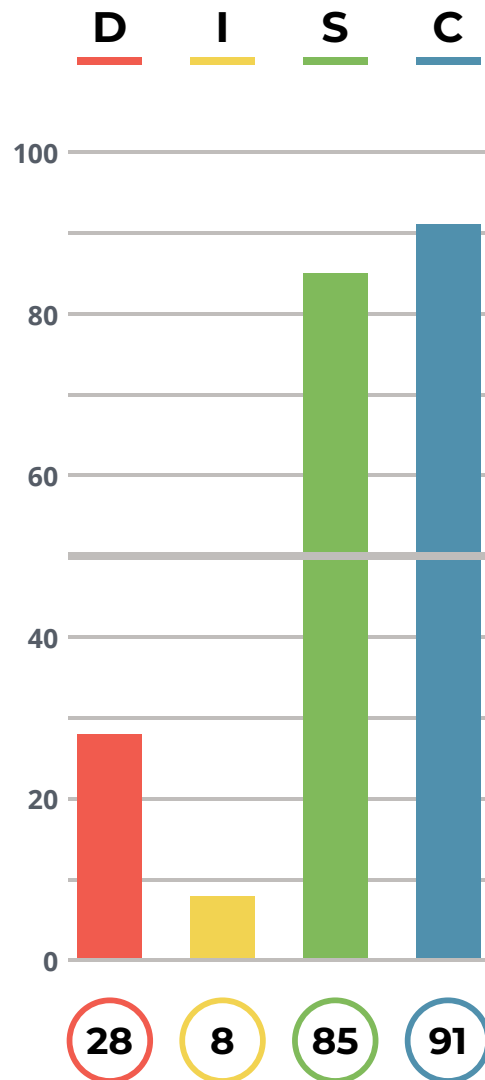
Graph I

## Adapted Style



Graph II

## Natural Style



Norm 2021 R4  
6-2-2025  
T: 6:01



# The TTI Success Insights® Wheel



The TTI Success Insights® Wheel is a powerful tool first 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 to which you are adapting your behavior.

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.

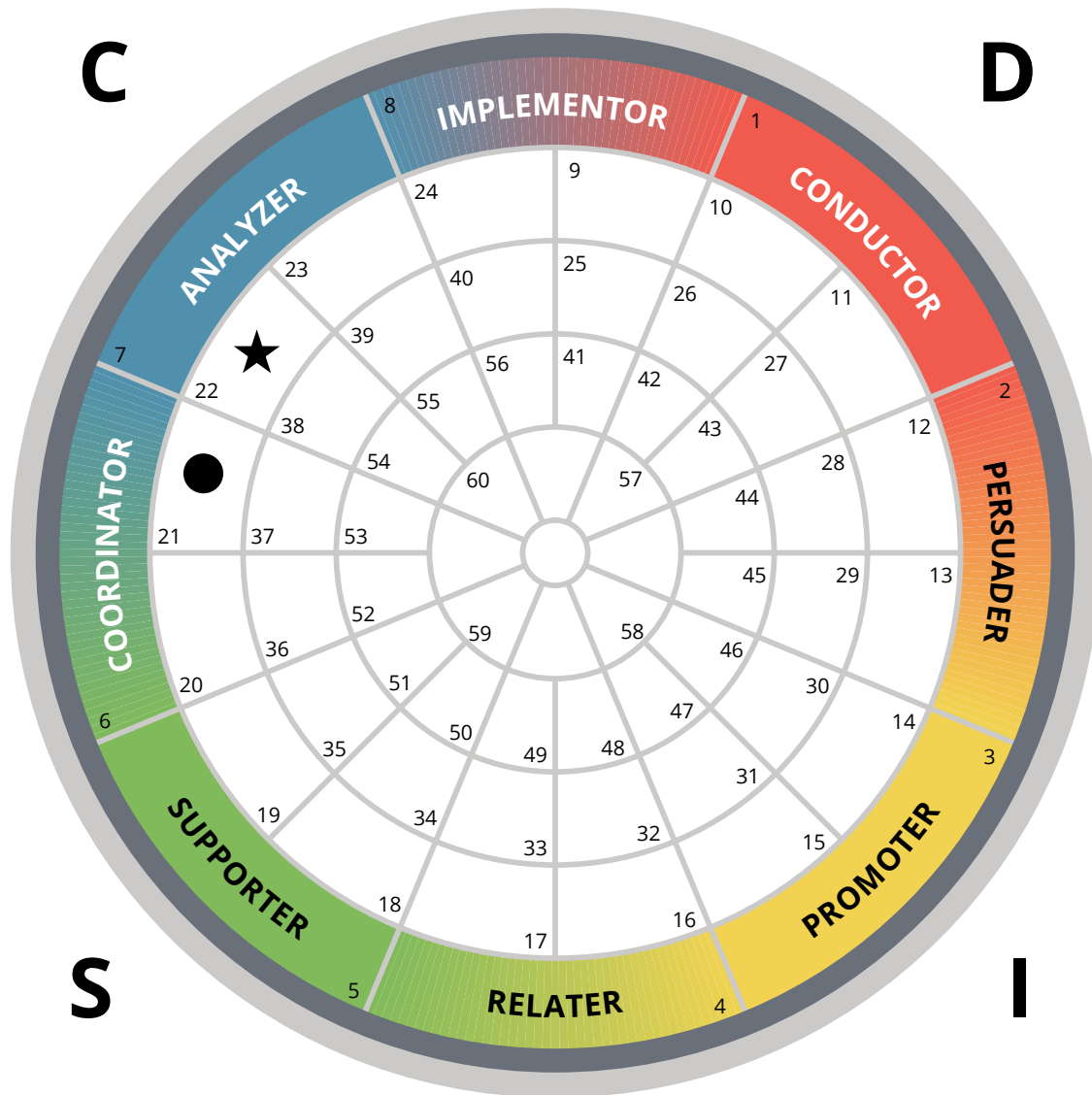
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

# The TTI Success Insights® Wheel



Ernani Jr Belvez

6-2-2025



Adapted: ★ (22) COORDINATING ANALYZER

Natural: ● (21) ANALYZING COORDINATOR

Norm 2021 R4

T: 6:01

# Introduction

## Motivators



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.

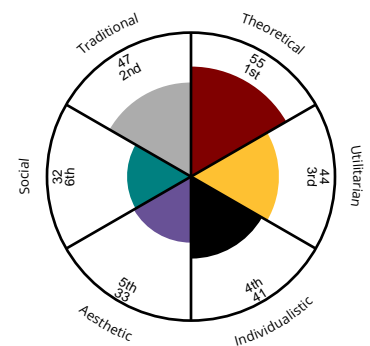
| Your Personal Motivators Ranking |                 |                    |
|----------------------------------|-----------------|--------------------|
| 1st                              | Theoretical     | <b>Strong</b>      |
| 2nd                              | Traditional     | <b>Strong</b>      |
| 3rd                              | Utilitarian     | <b>Strong</b>      |
| 4th                              | Individualistic | <b>Situational</b> |
| 5th                              | Aesthetic       | <b>Indifferent</b> |
| 6th                              | Social          | <b>Indifferent</b> |

# Theoretical



*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.*

1. Ernani Jr is comfortable around people who share his interest for knowledge and especially those people with similar convictions.
2. Ernani Jr is very good at integrating past knowledge to solve present problems.
3. A comfortable job for Ernani Jr is one that challenges his knowledge.
4. He will usually have the data to support his convictions.
5. He may have difficulty putting down a good book.
6. Ernani Jr has the potential to become an expert in his chosen field.

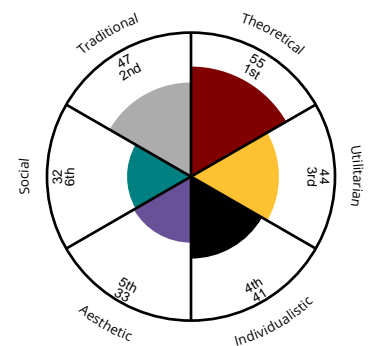


# Traditional



*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.*

1. Ernani Jr lets his conscience be his guide.
2. He is true to his personal vision.
3. Following proven procedures is more important than quick fixes.
4. He will evaluate others based on his rules for living.
5. Ernani Jr likes unity and order in his life.
6. He believes strongly in his opinions.

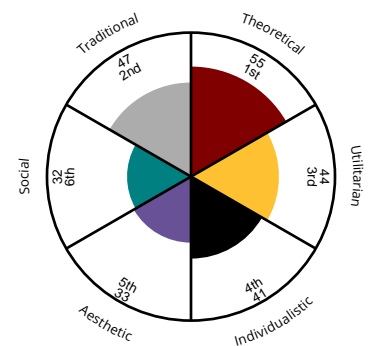


# Utilitarian



*The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves but for their present and future family. This 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.*

1. The accumulation of material possessions results from his ability to follow through and accomplish goals.
2. He will work long and hard to satisfy his needs.
3. He evaluates things for their utility and economic return.
4. Goals for the future are easily accomplished with his ability to integrate the past and the present.
5. Ernani Jr tends to give freely of time and resources, but will want and expect a return on his investment.
6. Ernani Jr is good at achieving goals.
7. He may use wealth as a yardstick to measure his work effort.

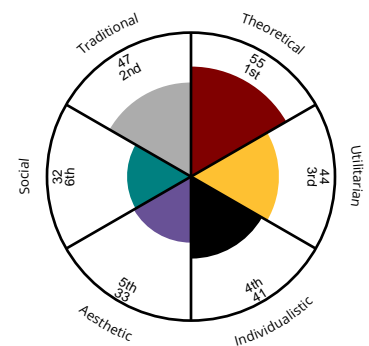


# Individualistic



*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.*

1. He will evaluate each situation individually and determine how much or how little control he will want to exercise.
2. At times Ernani Jr can be very competitive.
3. Ernani Jr can be assertive in meeting his needs.
4. The amount of control he attempts will increase if he has strong feelings about the issues involved with the situation. If, however, he has little interest in the issues involved, he will not see the need for exercising control.

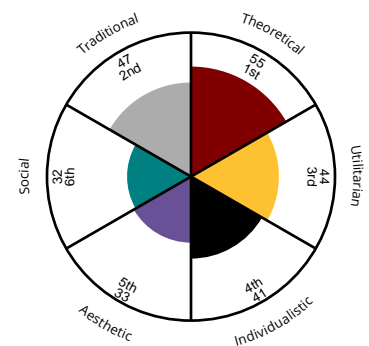


# Aesthetic



*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.*

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



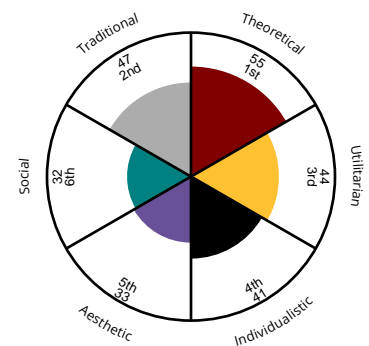


# Social



*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.*

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



## NAVIGATING SITUATIONS OUTSIDE OF YOUR COMFORT ZONE



*The information on this page will highlight areas in which you may struggle relating to based on your lowest motivator. The information will teach you how to manage your way through discussions focusing on your number six motivator.*

Tips for Communicating with "High Social" utilizing your Theoretical.

As you read through the communication tips, think about the following questions:

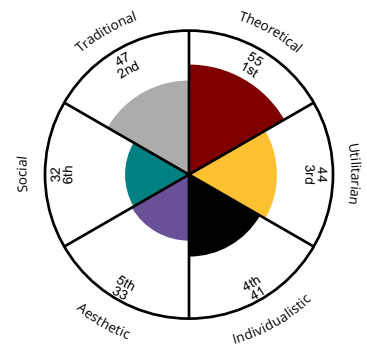
1. How does the mindset of a high Social contribute to today's workforce?
2. How do Socials contribute to the world, your professional life, and your personal life?

A person with a high Social may sacrifice bottom-line profit when the decision may be detrimental to the people involved.

- A planned sacrifice to the bottom-line could allow for research and data mining in order to discover potential advancements of current offerings. Help the high Social team members understand the information and its positive impact on the cause.
- Establish a way to take the bottom-line sacrifice and educate people in order to help themselves in the future versus simply giving it away.

A person with a high Social has the ability and desire to be empathetic toward those who are hurting.

- Discussing the passion and drive of a high Social can lead to the discovery of new information and advancements in current solutions.
- Understand the possibilities of what a person could learn by asking questions rather than making educated assumptions in order to appear empathetic to those in need.



## NAVIGATING SITUATIONS OUTSIDE OF YOUR COMFORT ZONE

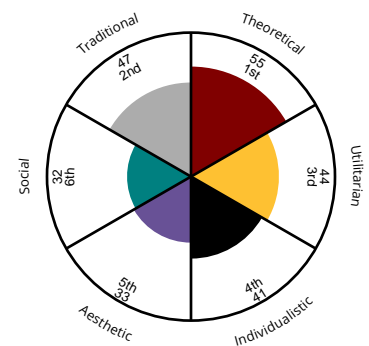


A person with a high Social will blame the system more than the individual and will work diligently to change the system.

- Appropriate problem diagnosis and research will help determine if the challenge is with the system or the people. In order to avoid recurrence, research can be conducted to determine the best solution.
- When the problem lies with an individual, attempt to discover and plan an appropriate journey toward solving the problem.

A person with a high Social may have causes that cannot be won, but he may still be compelled to try.

- Utilize the ability to research the facts and potentially a new approach to solving the problem the other team member can't release.
- Educate the team on the facts of the situation in order to accurately determine probability of success.



# Motivators - Norms & Comparisons

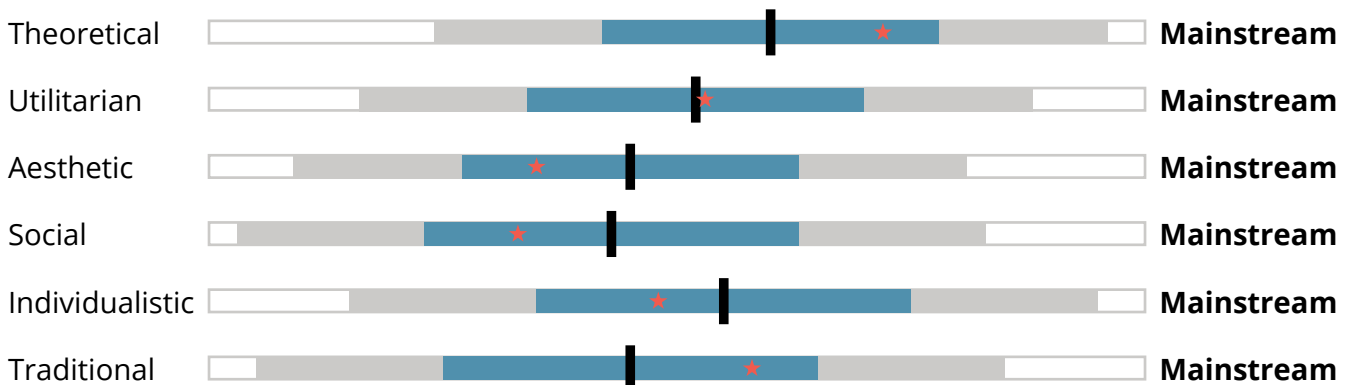


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people 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.

## Norms & Comparisons Table - Norm 2021



- 1st Standard Deviation - \* 68% of the population falls within the shaded area.
  - 2nd Standard Deviation
  - 3rd Standard Deviation
  - 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

# Motivators - Norms & Comparisons



All of your attitude scores fall within one standard deviation of the national mean. This means that 68% of the population have similar attitudes and feelings on each of the six attitudes. Having all your scores close to the national mean indicates the following:

- You will be seen by others as a team player.
- You will be able to relate to a large percentage of our society.
- You will have less conflict with other people.
- You will have a larger selection of friends and careers than most people.

# Motivators Hierarchy



Your drive to succeed in anything you do is determined by your underlying motivators. You will feel energized and successful at work when your job supports your personal motivators. 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.

0 10 20 30 40 50 60 70 80 90 100



60\*

72

**2. Traditional/Regulatory** - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

0 10 20 30 40 50 60 70 80 90 100



45\*

58

**3. Utilitarian/Economic** - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

0 10 20 30 40 50 60 70 80 90 100



52\*

53

**4. Individualistic/Political** - Rewards those who value personal recognition, freedom, and control over their own destiny and others.

0 10 20 30 40 50 60 70 80 90 100



55\*

48

**5. Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

0 10 20 30 40 50 60 70 80 90 100



45\*

35

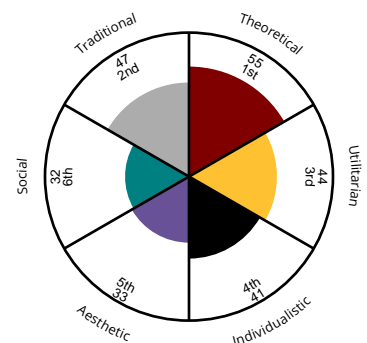
**6. Social** - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

0 10 20 30 40 50 60 70 80 90 100



43\*

33

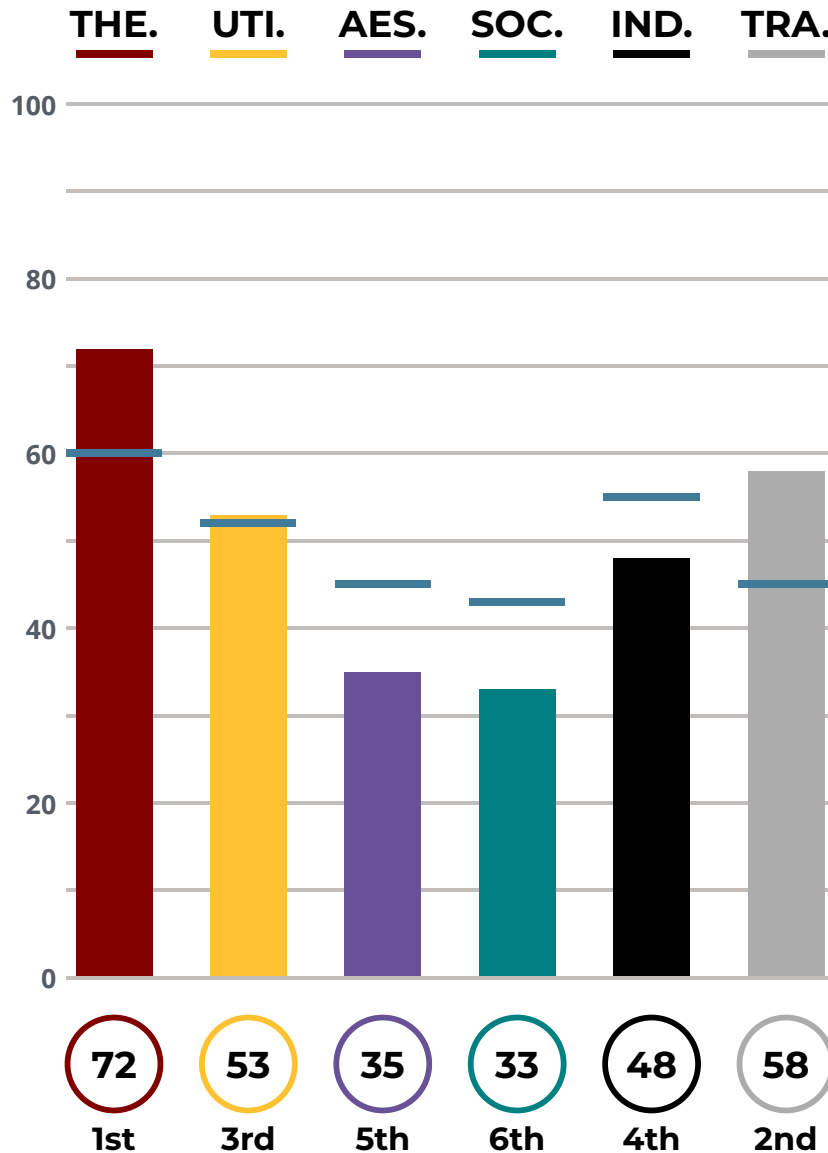


\* 68% of the population falls within the shaded area.

# Motivation Insights® Graph



The Motivators Graph is a visual representation of what motivates Ernani Jr and the level of intensity for each category. These categories include: Theoretical, Utilitarian, Aesthetic, Social, Individualistic, and Traditional.

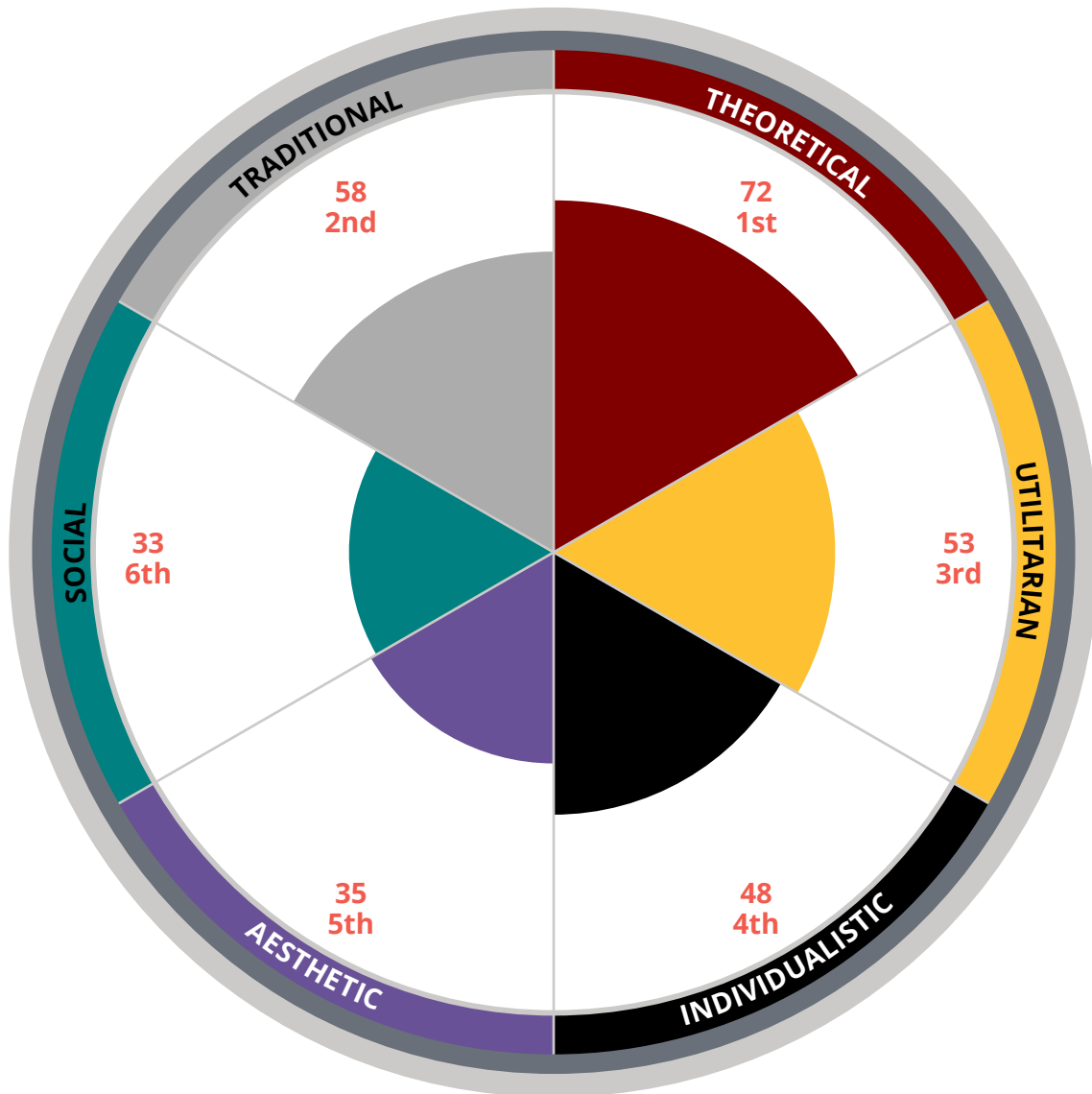


— national mean  
**Norm 2021**  
 6-2-2025  
 T: 4:10

# Motivators Wheel™



6-2-2025



T: 4:10



# Introduction



## Integrating Behaviors & Motivators

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and motivators. Individually, each is powerful enough 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 & Motivational Strengths



*This section describes the potential areas of strengths between Ernani Jr'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.*

1. Detailed and compliant about the research process.
2. Wants to know everything about the process, which leads to high standards and results.
3. Focused on doing his part the right way.
4. Comfortable in groups that are compliant and hold strong traditions.
5. Will keep sensitive information under lock and key.
6. Great at retrieving information for decision makers he trusts.
7. Maintains long-term relationships with a strong sense of loyalty.
8. Steady communicator of structure and process and the way it "should" be.

# Potential Behavioral & Motivational Conflict



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

1. Needs data for comfort and curiosity but may experience paralysis by analysis when finishing goals.
2. Wants a consistent process but constantly looking to make sure it is correct.
3. Has difficulty understanding past policy violations, even if the violation led to a better result.
4. May obsess over other ways of doing things, especially if it's not within his set of procedures.
5. May not pursue knowledge if it jeopardizes his security.
6. Struggles in adapting to new situations without preparation.
7. May struggle with simultaneous concern for accommodating needs and making sure processes are followed.
8. Difficulty making ambiguous choices when confronted with changing the system.

# Ideal Environment



*This section identifies the ideal work environment based on Ernani Jr'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 Ernani Jr enjoys and also those that create frustration.*

1. Little conflict between people.
2. An environment where he can use his intuitive thinking skills.
3. Needs an opportunity to deal with people with whom a long-standing relationship has been established.
4. The ability to return to the table with more information in order to present the case.
5. Information to support the reasons for change.
6. Information and time to make decisions.
7. A forum to be heard when he expresses errors in the system.
8. An environment where adhering to ethical standards is as important as achieving results.
9. A manager that provides specific, detailed direction that is consistent with the organization's system, mission, and vision.

# Keys To Motivating



*This section of the report was produced by analyzing Ernani Jr'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 Ernani Jr and highlight those that are present "wants."*

## Ernani Jr wants:

1. Traditional products and procedures.
2. Constant appreciation and a feeling of security on the team.
3. Time to perform up to his high standards.
4. Access to all necessary information and instruction manuals in order to do things right.
5. The time to research and structure information in a methodical way.
6. To support others through the gathering and delivery of information.
7. A manager that is compliant to the company belief system and one that appreciates this quality in him.
8. Appreciation for his high standards and ability to maintain them.
9. To be seen as the subject matter expert on company policies, systems, and philosophies.

# Keys To Managing



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

## Ernani Jr needs:

1. Reassurances that he is doing the job right.
2. Support when under pressure to perform many activities quickly.
3. The facts in a logical sequence.
4. Access to appropriate resources and tools for learning new information within the organizational framework.
5. To showcase areas of expertise when appropriate.
6. Appropriate time to research and understand new information.
7. Time to determine if new and innovative ideas fit within the existing framework, process, and systems.
8. To support beliefs and systems with facts and data.
9. To be utilized as a champion for new ideas through the reviewing of facts and data and how everything fits together.

# Action Plan

## Professional Development



1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

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---

4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

---

---

---

# Action Plan

## Personal Development



1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

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---

---

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

---

---

---

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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