



*Personality Portrait for:*

**Business Owner**

Assessment Date: December 15, 2015



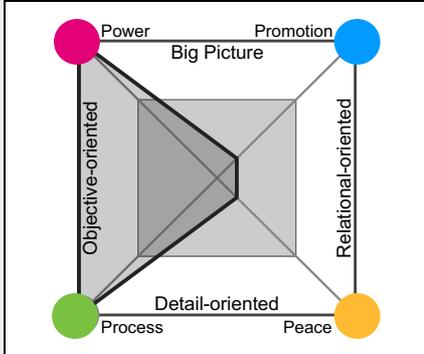
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- Decision-Making
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- C.A.R.E. Mindset



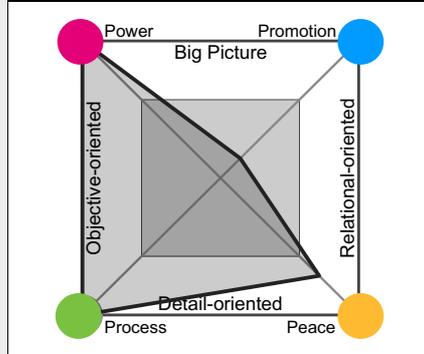
## Dashboard Summary

Accuracy of Results 88 %  
Moderate Accuracy

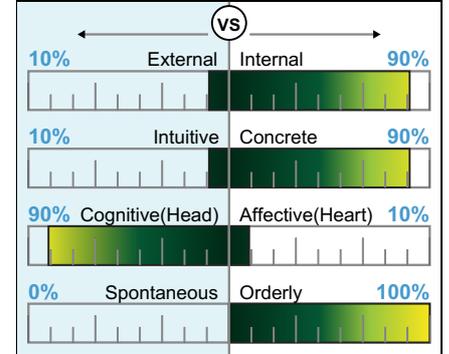
### Primary Personality Navigator



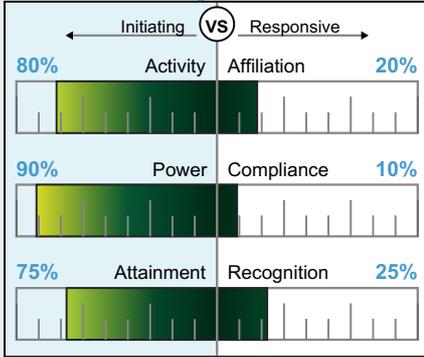
### Personality Under Pressure Researcher



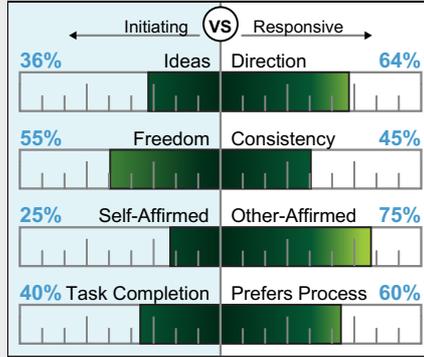
### Processing Blueprint



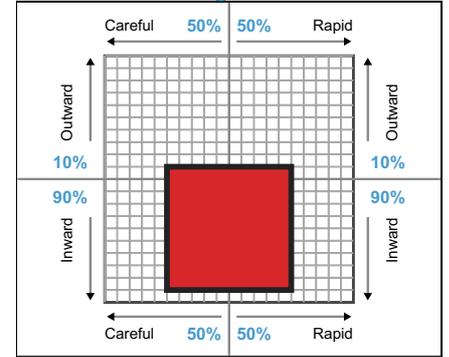
### Motivation: Why



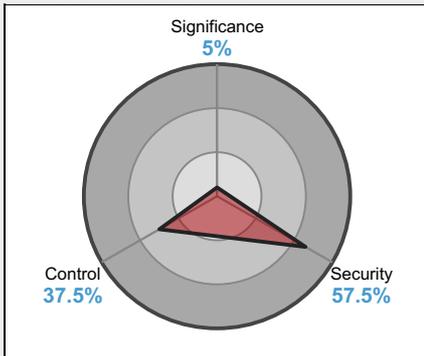
### Motivation: How



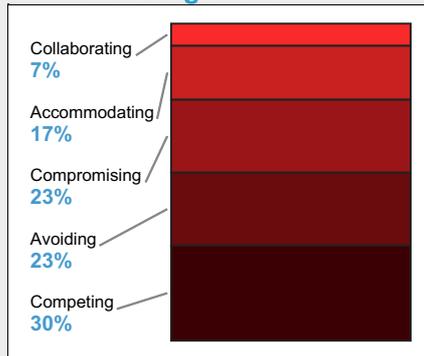
### Decision-Making



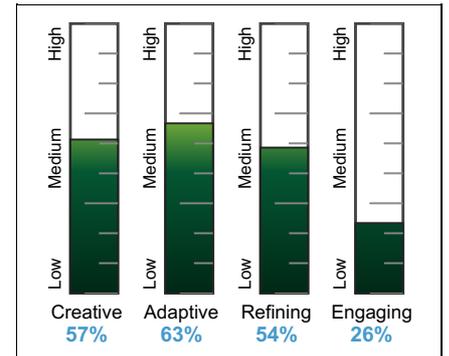
### Fundamental Needs



### Conflict Management



### C.A.R.E. Mindset





## Four Dimension Personalities: A Brief Overview



The **'POWER Personality'** is a strong individual that can easily take responsibility in a variety of settings. Others often perceive this kind of person as the obvious choice to lead. However, others may see the 'Power Personality' as overly forceful at times. They are willing to apply the pressure necessary to achieve the results desired. The 'Power Personality', like a hammer, must be used carefully. It can be used to build or destroy. The 'Power personality' correlates with the Classical Choleric, the High "D" on the Performax DISC, the lion in the Trent-Smalley Model and the Powerful Hammer on the Toolbox Analysis.



The **'PROMOTER Personality'** is both flexible and spontaneous, quickly adapting to most any situation. They can talk about anything, anywhere, with or without information and tend to be a people magnet. However, others can view their flexibility as throwing caution to the wind. This personality correlates with the Classical sanguine, The High "I" on the Performax DISC, the otter on the Trent-Smalley Model and the Versatile Army Knife on the Toolbox Analysis.



The **'PEACE Personality'** is among the most docile personalities who desire to keep the peace and have everyone get along with each other. This person hates conflict and does not want to cause problems. Their hesitancy in "speaking up" when doing so is important may lead others to believe that this person is in full agreement. This personality correlates with the Classical Phlegmatic, the High "S" on the Performax DISC, the Golden retriever on the Trent-Smalley Model and the Adaptable Duct Tape on the Toolbox Analysis.



The **'PROCESS Personality'** is the most precise of all the personalities and likes to "get it right." They seem to have a secret rule book in the back of their mind that they live by and want others to live by the rules as well. However, others may become exasperated when expected to comply with their detailed expectations. Learning to be flexible and open to how others view situations may be beneficial to this type of individual. This personality correlates with the Classical Melancholy, the High "C" on the Performax DISC, that Conscientious Beaver on the Trent-Smalley Model and the Precision Tape Measure on the Toolbox Model

**A Special Note to Consider:** *The Livstyle tools were created with your personal growth in mind. A Livstyle Visual Personality Portrait can describe a person very accurately, but you do possess a uniqueness that cannot be fully captured in a report. There are dynamics in your life that impact your uniqueness that may include maturity, values, spiritual/religious beliefs, culture, and life-changing events. The purpose of this Livstyle portrait is to assist you in the process of gaining self-awareness as well as increasing your understanding of others.*

*It is very important to recognize that there may be both strengths and shortcomings that are generally true of your personality type but they may not necessarily apply to you. There are many circumstances and variables that contribute to your uniqueness.*

*We encourage you to put on your 'growth mindset lenses' as you read about yourself and others. Guard against using a Livstyle portrait to put a person 'in a box'. Instead, use your Livstyle portrait to expand your insight and to keep on growing!*

### Questions Concerning the Accuracy of Results

*What does the Accuracy Scale indicate? (At the top right of the Dashboard Summary page)*

- A 90% score or higher indicates that the outcome report is an accurate reflection of the person.
- An 80%-89% score indicates that the report is acceptable in the reflection of the person
- A 70%-79% indicates that the outcome report is marginal with a number of statements that may not be an accurate reflection of the individual
- Under 70% is considered invalid and may not be a true reflection of the individual

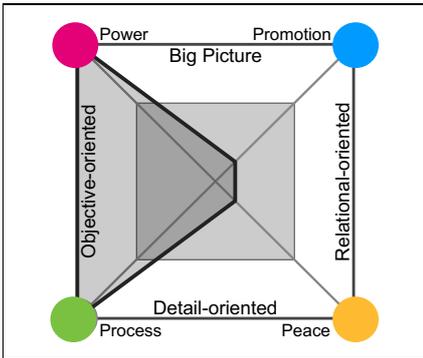
### What factors might cause one's Accuracy Score to be lower than anticipated?

- Possessing a dislike for personality assessments or trying to force a preferred outcome.
- Over-analyzing the question, thinking "it all depends" while answering many of the questions.
- Having a high moral compass that results in projecting a moral code onto the preference questions.
- Not taking the assessment seriously and choosing to answer the questions carelessly



## Primary Personality Navigator

**Personality Category:** POWER-PROCESS Personality Mix **Classical Designation:** Choleric/Melancholy Mix



### Navigator

[See the Personality Overview (Page 3) for the names used by other contemporary personality measuring instruments]

**Narrative:** Marital partners with this Power-Process Personality mix (The Navigator) exhibit a unique pattern that places them among the stronger personalities. He possesses the strength Power Personality (Choleric) and the detail-orientation of the Process Personality (Melancholy). In fact, some individuals with this personality mix are not always fully aware of how their personality strength is perceived by others including a marital partner or the children in a family. Individuals with this personality type tend to possess opposite characteristics in their behavior. There is a desire for tangible results and also a strong, equal desire to attain perfectionist standards. He is willing to apply the pressure necessary to get results. Business may be both aggressive and sensitive at the

same time. Decision-making can be restrained by the desire to explore all the possible options before arriving at a conclusive decision. his strength of personality and desire to 'get it right' may be perceived by family members or others as being inflexible or 'bending like a steel post!' With his strong task/objective orientation, He is apt to implement changes in a family with considerable planning. However, when in his 'task mode' the personal relationships in the family may not receive the important attention and energy necessary. This may create somewhat of a challenge for a marital partner. One caution is that He may not always exercise the concern that is important when others are affected by his decisions. He may project an aloofness or candor at times that may create a distance from a family member. Because of his strong task/objective orientation, "He who holds the hammer should be careful how it is used. You can build with it or destroy with it." Because of the strength of his personality it would be beneficial to focus on cultivating a gentler, more relational demeanor when approaching a marital partner and the family.

- 1. Emotional Posture:** This personality type seems to possess two opposite postures. At times there will be a posture that is persistent, determined and industrious. He may display frustrations when goals are thwarted.
- 2. Most Favorable Home Environment:** There is a strong need for an environment where life is orderly and predictable. Business may have strong preferences and expectations as to how a home life 'should be'. Having the respect and support of a spouse can significantly fuel his personal vitality.
- 3. Relational/Task Orientation:** Primarily task oriented and enjoys working alone.
- 4. Environmental Stressors:** Business is stressed by having an unsupportive spouse, a combative child or losing control of the direction of a given situation. Stress is created when Business is unable to exercise some control over the direction, purpose and goals in the work and/or home environment. When pressured He may become inwardly threatened when his personal approach is thwarted or the door to challenge is closed.
- 5. Key Strengths:** This type of person is usually independent, result-oriented, direct and perceptive. Business is inclined to be logical and possibly analytical in an approach to attain results and problem-solve both at home and work. his attention to details and willingness to apply the pressure necessary to get results can be both an asset and detriment. He may pick up little nuances and hidden meanings often missed by others.
- 6. Primary Shortcomings:** Having a mixture of tenacity and attention to detail, there may be a tendency to be somewhat insistent upon having one's own way. This is likely to be perceived by others as being stubborn, blunt, critical or condescending. Business may become uneasy when there is a failure to achieve his standards or when the ability to influence a situation is diminished. Having high standards and being rather critical may be a problem for others, especially for those who are less detailed. Because of a strong bent to 'get it right', extending grace to others is likely to have a powerful impact on others.
- 7. Parenting Style & Impact:** Being among one of the more powerful personalities, Business is apt to have a potent impact on the family. He will probably be the 'weather maker', s the one who creates the climate in the family. There may be significant attention to the details that are important to him and the personality stamina to apply the pressure necessary to get results. Whether the impact is positive or negative is totally up to him. Unfortunately there isn't the opportunity to have a neutral impact for those who possess this strength of personality. A good motto would be "He who holds the hammer should be careful how it is used; you can build with it or destroy with it!" Utilizing the strength of personality to build up and encourage family members can instill a confidence in the children and even the spouse. However, a critical posture that may be accompanied with a bent toward details is certain to have a negative impact. Because there is a tendency to be especially attentive to important details this parent should decide which details are important to address. Some children may become overwhelmed and frustrated when too many details are interjected in the parental guidance.
- 8. Needed For Possible Improvement:** There may be the possible perception by family members and/or others that Business can be 'insistent' upon having his own way. This personality type has a tendency to be self-critical and overly



serious. There is a tendency to strive for desired results with 'one foot on the gas pedal and the other on the brake'. There is a tension between the 'big picture' and getting the details together that may leave this individual struggling with an internal tension. Never appearing to be fully satisfied with anything, a marriage partner and others may see Business as vacillating on a position or possibly reversing a decision. The impact He has on others may be stronger than Business actually realizes. Possessing a strong personality, Business either empowers others or leaves them feeling hurt and criticized. He may at times appear as overbearing or insensitive to people. Focusing on being more practical and learning to settle for a 'good solution' is more beneficial than striving for the 'perfect solution' in the marriage, family and work setting. A defensive posture can diminish the learning opportunity and diminish the relationship. A posture of 'teach-ability' would increase personal awareness and effectiveness.

**9. To Communicate With This Person As A Marital Partner:** Because Business is inclined to be practical, accurate and organized; there may be a tendency to resist change unless the reasons are understood. Provide the rationale for changes and decisions with well-researched facts and information. He is probably motivated more by logic than by emotions. Business may also have a role as a change agent when a particular change makes sense. Give him the 'big picture' and then provide explanations.

**10. To Disagree With This Person As A Marital Partner:** Because Business is objective-oriented, Give the 'big picture', carefully documented with facts and information that have been well-researched. Look for areas of agreement to serve as a foundation to any change being considered. Appeal to this person's logic and do not pressure for an immediate decision. Give time for him to think through the evidence before expecting a decision from him. Pointing out small and insignificant shortcomings will erode the relationship over time. He needs a partner that is willing to discuss matters openly in a democratic manner. Avoid asking "why" questions, but rather, make inquiries by asking "how did you arrive at your decision?" Or "I'm not sure if I understand, can you tell me more?" Taking this approach in potentially conflicted situations will prevent defensiveness or at least keep it to a minimum. Being respectfully direct and allowing frankness will go a long way. When making a request let Business know what you want, then allow him the latitude to accomplish the request his own way.

**11. Possible Negative Perceptions This Person Has Of Others:** Business is most likely to be offended by public embarrassments and corrections. Those who criticize or correct him publicly are sure to lose his respect. A spouse should avoid doing so at all cost. He very likely views many people as disorganized, less prepared, less accurate and unproductive.

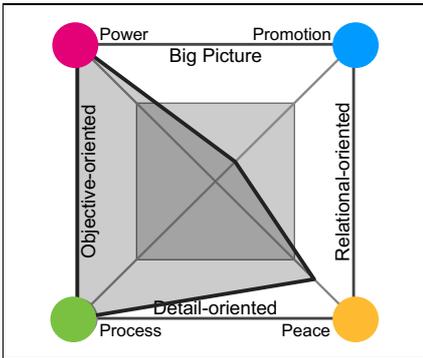
**12. Negative Perceptions Others May Have Of This Person:** Others may see Business as territorial. Conflict may occur over who is in control and who is correct. He may possibly be seen as 'picky' or 'pushy' with a 'know-it-all' attitude. Some may see this type of personality as overbearing, demanding and/or unyielding. He may be seen as systematic, factual and impatient at times. Some may see this personality type as being a person who is 'insistent' upon having his way.

**13. How To Encourage:** Respect is highly valued by those who possess this type of personality even when they act like it doesn't matter. Acknowledging what is appreciated in Business in regard to character and accomplishment will create a climate of receptivity. Business likely functions better around those who are willing to be respectfully direct and straightforward. He very possibly wants to feel free to raise issues and negotiate on equal ground. A spouse may have to remind him of just how potent some comments may be and make him aware of the impact words may have on others, especially the children. But be sure to raise this issue respectfully and with the full intent to be helpful. A passive approach may create a false peace with Business but it will not cultivate an environment conducive to a strong and healthy relationship.



## Personality Under Pressure Researcher

**Personality Category:** POWER-PROCESS-PEACE Personality Mix **Classical Designation:** Choleric/Melancholy/Phlegmatic Mix



### Researcher

[See the Personality Overview (Page 3) for the names used by other contemporary personality measuring instruments]

**Narrative:** Marital partners with this Power-Process--Peace Personality mix (The Researcher) exhibit a unique pattern that places them among the stronger personalities. He possesses the strength of the Power Personality (Choleric), the detail-orientation of the Process Personality (Melancholy) and a less obvious 'soft-side' of the Peace Personality (Phlegmatic). In fact, some individuals with this personality mix are not always fully aware of how their personality strength is perceived by others including a marital partner or the children in a family. Individuals with this personality type tend to possess opposite characteristics in their behavior. The Researcher personalities are typically objective and analytical. They will calmly and steadily pursue a path toward a

fixed goal. There is a desire for tangible results and also a strong, equal desire to attain perfectionist standards. He is willing to apply the pressure necessary to get results. Business may be both aggressive and sensitive at the same time. Decision-making can be restrained by the desire to explore all the possible options before arriving at a conclusive decision. His strength of personality and desire to 'get it right' may be perceived by marital partner, family members or others as being inflexible or 'bending like a steel post!' With his strong task/objective orientation, He is apt to implement changes in a family with considerable planning. However, when in his 'task mode' the personal relationships in the family may not receive the important attention and energy necessary. This may create somewhat of a challenge for a marital partner. Others may have to be confrontational to change his direction. As a result, Business could be perceived as opinionated and/or stubborn. Individuals with this personality type tend to respond with logic more than with emotions. One caution is that He may not always exercise the concern that is important when others are affected by his decisions. He may project an aloofness or candor at times that may create a distance from a family member. Because of his strong task/objective orientation, "He who holds the hammer should be careful how it is used. You can build with it or destroy with it." However, the Researcher can also be very empowering to family members as well as others. Encouragement from a Researcher can have a profoundly positive impact especially on a marital partner and children. It would be good for Business to keep in mind this imputed capacity to have a strong impact on others. Because of the strength of his personality it would be beneficial to focus on cultivating his less obvious gentler, more relational aspect of his personality when approaching a marital partner and the family. Effectiveness in dealing with a marital partner and children can be developed by seeking to be more understanding of their perspectives and emotions. When a Researcher believes in others, including family, it inspires confidence.

- 1. Emotional Posture:** This personality type seems to possess two opposite postures. At times there will be a posture that is persistent, determined and industrious. He may display frustrations when goals are thwarted. At other times there may be an opposite soft relational and easy-going demeanor displayed. These opposite postures of being both tough and tender at times that may be confusing to some family members, especially children.
- 2. Most Favorable Home Environment:** This person is likely more comfortable in a home environment that is orderly and predictable with clearly defined objectives. Business may have strong preferences and expectations as to how a home life 'should be'. Having the respect and support of a spouse can significantly fuel his personal vitality. There is also a need to have the freedom to exercise the authority necessary to accomplish what He believes to be important.
- 3. Relational/Task Orientation:** This personality type has the tendency to be very task-oriented, but also relates well to people. There may be a tension between tasks and relationships for individuals who exhibit this personality pattern.
- 4. Environmental Stressors:** Business is stressed by having an unsupportive spouse, a combative child or losing control of the direction of a given situation. Stress is created when Business is unable to exercise some control over the direction, purpose and goals in the work and/or home environment. When pressured He may become inwardly threatened when his personal approach is thwarted or the door to challenge is closed.
- 5. Key Strengths:** This type of person is usually independent, result-oriented, direct and perceptive. Business is inclined to be logical and possibly analytical in an approach to attain results and problem-solve both at home and work. His attention to details and willingness to apply the pressure necessary to get results can be both an asset and detriment. He may pick up little nuances and hidden meanings often missed by others.
- 6. Primary Shortcomings:** Having a mixture of tenacity and attention to detail, there may be a tendency to be somewhat insistent upon having one's own way. This is likely to be perceived by others as being stubborn, blunt, critical or condescending. Business may become uneasy when there is a failure to achieve his standards or when the ability to influence a situation is diminished. Having high standards and being rather critical may be a problem for others, especially for those who are less detailed. Because of a strong bent to 'get it right', extending grace to others is likely to have a powerful impact on others. Others may not always know how to interpret the seemingly opposite strengths of being both tough in some situations and tender in other circumstances.



**7. Parenting Style & Impact:** Being both tough in some situations and tender in others, Business is apt to have a potent impact on the family. He will probably be the 'weather maker' in the family. There may be significant attention to the details that are important to him and the personality stamina to apply the pressure necessary to get results. Whether the impact is positive or negative is totally up to him. Unfortunately there isn't the opportunity to have a neutral impact for those who possess this strength of personality. A good motto would be "He who holds the hammer should be careful how it is used; you can build with it or destroy with it!" Utilizing the strength of personality to build up and encourage family members can instill a confidence in the children and even the spouse. However, a critical posture that may be accompanied with a bent toward details is certain to have a negative impact. Because there is a tendency to be especially attentive to important details this parent should decide which details are important to address. Some children may become overwhelmed and frustrated when too many details are interjected in the parental guidance.

**8. Needed For Possible Improvement:** An awareness of the paradoxical personality strengths of being both tough and tender would benefit a marital relationship as well as the relationship with children. Business may be stubborn at times, thus refusing to change a perspective or position on a particular issue. He may initially disbelieve what is presented and by nature will examine the new information from a skeptical posture. Adopting a focus on becoming more open to other's perspectives with less suspicion would be helpful in maintaining positive relationships. Seeking feedback from a spouse, co-workers and friends who are more detail-orientated would help him gain a better understanding and broader perspective on a given life situation. Strive to remain free of 'black/white, either/or thinking'. It is advisable to find a balance between being 'tough and tender' by not being so sensitive to the shortcomings and comments of others. He would benefit by receiving constructive criticism with a 'teachable' posture.

**9. To Communicate With This Person As A Marital Partner:** Because Business is inclined to be practical, accurate and organized; there may be a tendency to resist change unless the reasons are understood. Provide the reasons for the changes and decisions with well-researched facts and information. He is probably motivated more by logic than by emotions, although there is likely a less obvious soft, relational side to Business. Give him the 'big picture' and then provide explanations. Use diplomacy and a non-controversial posture when explaining your point of view as a marriage partner. Competing or forcing an issue is likely to be one of the most unproductive ways to convey your point of view to Business. He may be a significant 'change agent' in the family when the changes seem to make sense to him.

**10. To Disagree With This Person As A Marital Partner:** Because Business is objective-oriented, Give the 'big picture', carefully documented with facts and information that have been well researched. Look for areas of agreement to serve as a foundation to any change being considered. Appeal to this person's logic and do not pressure for an immediate decision. Give time for him to think through the evidence before expecting a decision from him. Pointing out small and insignificant shortcomings will erode the relationship over time. He needs a partner that is willing to discuss matters openly in a democratic manner. Avoid asking "why" questions, but rather, make inquiries by asking "how did you arrive at your decision?" Or "I'm not sure if I understand, can you tell me more?" Taking this approach in potentially conflicted situations will prevent defensiveness or at least keep it to a minimum. Being respectfully direct and allowing frankness will go a long way. When making a request let Business know what you want, then allow him the latitude to accomplish the request his own way.

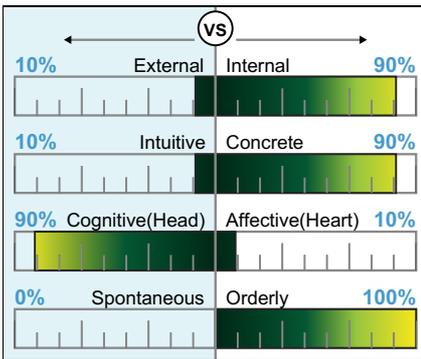
**11. Possible Negative Perceptions This Person Has Of Others:** Business is most likely to be offended by public embarrassments and corrections. Those who criticize or correct him publicly are sure to lose his respect. A spouse should avoid doing so at all cost. He very likely views many people as disorganized, less prepared, less accurate and unproductive.

**12. Negative Perceptions Others May Have Of This Person:** Others may see Business as territorial. Conflict may occur over who is in control and who is correct. He may possibly be seen as 'picky' or 'pushy' with a 'know-it-all' attitude. Some may see this type of personality as overbearing, demanding and/or unyielding. He may be seen as systematic, factual and impatient at times. Some may see this personality type as being a person who is 'insistent' upon having his way. However, some may be confused by the obvious 'tough side' of this personality type which has a less obvious 'soft side'.

**13. How To Encourage:** A direct, but diplomatic and sincere approach is the best course to take in communicating with Business. Do not embarrass him in public, since He already has a hard time living up to his own personal standards. Pointing out small and insignificant shortcomings will erode the relationship over time. He needs a partner that is willing to discuss matters openly in a democratic manner. Avoid asking "why" questions, but rather, make inquiries by asking "how did you arrive at your decision?" Or "I'm not sure if I understand, can you tell me more?" Taking this approach in potentially conflicted situations will prevent defensiveness or at least keep it to a minimum. Being respectfully direct and allowing frankness will go a long way. When making a request let Business know what you want, then allow him the latitude to accomplish the request his own way.



## Processing Blueprint



This section of the report indicates the following:

1. How Business is Energized [Externally vs. Internally]
2. How Business Takes in New Information [Intuitive vs. Concrete]
3. How Business Makes a Decision [Cognitive vs. Affective]
4. How Business Relates to the External World [Spontaneous vs. Orderly]

### Event Input: External Energy vs. Internal Energy

Internally energized and externally energized are two different ways of relating to our environment. A person who is internally energized prefers to focus on the inner world of ideas and thought. Time alone for reflection is important. This person is not necessarily shy or unsociable. However, the externally energized person prefers to focus on people and activities, drawing energy from the external world, or those things in which he is involved.

#### Externally Energized

10%

- Extroverted, Energized by people
- Acts, then possibly reflects
- Tends to be friendly and talkative; easier to get to know
- Tends to be more expressive and unrestrained
- Needs engaging activity
- Discovers thought as words are spoken
- May seem shallow to the introvert
- Processes information outwardly

#### Internally Energized

90%

- Introverted, Energized by inner experiences
- Reflects, then possibly acts
- Tends to be reserved and quiet; may be harder to get to know
- Tends to be more private and restrained
- Needs privacy
- Thinks before speaking and acting
- May seem withdrawn to the extrovert
- Processes information inwardly

### Sensory Filter: Intuitive vs. Concrete

At any given time a person is either taking in information or making decisions based upon information already received. Using concrete or intuitive data are two ways of perceiving information. The concrete processor prefers to utilize what can be actually seen, heard, touched, tasted, or smelled, rather than counting on the possibilities of what could be. The intuitive processor prefers to gather information by application and thinking through as many different scenarios as possible.

#### Intuitive (Possibilities)

10%

- Prefers imagining new possibilities and opportunities in life situations
- Definitely likes opportunities to be creative and inventive
- Jumps in anywhere and tends to pass over the steps
- May skip directions and tends to follow intuitive hunches
- Likes change and variety in the job and personal life
- Tends to ask "What could I do if there are no limitations?"

#### Concrete (Factual)

90%

- Prefers handling the practical matters of life situations
- Likes things that are definite and can be measurable
- Starts at the beginning, taking one step at a time
- Reads instructions and notices the details of a given situation
- Likes set procedures and the established routines
- Tends to ask "What do I do in this situation?"



**Sensory Filter: Cognitive (Head) vs. Affective (Heart)**

Cognitive and affective are two different ways of making decisions. People use both their head and heart in making Decisions but typically prefer and are better at one over the other. The person that prefers the head (cognitive) function tends to make decisions based on what seems to be logical with objective information. This does not mean that the individual never makes decisions based on his heart (affective). A person that prefers the heart (affective) function in making decisions is likely to be more person-centered and/or value-centered. This does not mean that this person is overly emotional or illogical. It is not suggesting that the individual will never make decision based on his head (cognitive).

**Cognitive (Head) 90%**

- Decides with the head
- Goes with what seems to make sense
- Concerned for truth and justice
- Objectivity is important
- May seem aloof and condescending to the Feeling-preferred person

**Affective (Heart) 10%**

- Decides with the heart
- Goes by a sense of personal convictions
- Concerned for relational harmony
- Emotionally participates
- May seem fuzzy-minded and emotional to the Thinking-preferred person

**Output Method: Orderly vs. Spontaneous**

Orderly and spontaneous reflect different lifestyle orientations by which people relate to the external world. A person who has an orderly preference will generally relate to life by being more decisive, planned, structured, and organized. Whereas, the person who is more spontaneous in preference will generally relate to life by being more flexible, adaptable, curious, and quick to embrace the change that may come his way.

**Spontaneous 0%**

- Prefers a flexible lifestyle and can adjust with the changes in life's situations
- Likes going with the flow and rolling with the punches
- Prefers to experience life as it happens
- Likes the freedom to be able to explore with minimum limits
- Meets deadlines by the last minute rush with a touch of suspense
- Fulfills tasks by a last minute sprint to the finish line
- May seem disorganized, messy, and irresponsible to the orderly type of individual

**Orderly 100%**

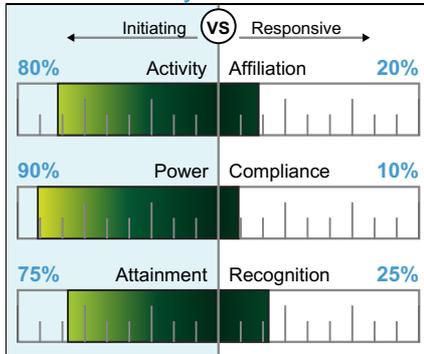
- Prefers an organized lifestyle, tends to organize what is important and may let other things go
- Likes definite order, structure, and knowing what is to happen next
- Likes to have life under control and somewhat predictable
- Likes to have clearly defined limits and categories
- Feels comfortable establishing closure and getting something completed
- Enjoys deadlines and likes to plan in advance to prevent undue pressure
- May seem demanding, rigid, and up-tight to the more spontaneous type of individual



## Motivation

The following information indicates the factors that determine WHY and HOW Business is motivated.

### Motivation: Why



### Why is Business Motivated?

#### 80% Activity vs. 20% Affiliation

Business is more motivated by "what" is being done more than "who" it may involve.

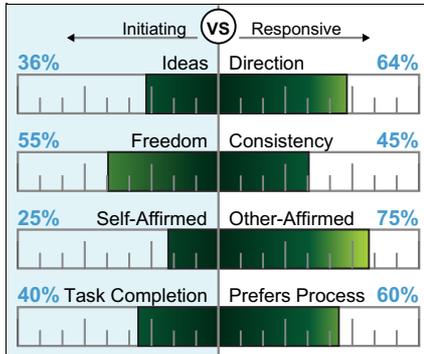
#### 90% Power vs. 10% Compliance

Business is more motivated by a capacity to manage people and circumstances well. This individual is more of an initiator than responder and is likely demotivated by being told what to do and how to do it.

#### 75% Attainment Of Goals vs. 25% Recognition Of Efforts

Business is more motivated by the opportunity to pursue and achieve the valued goal or objective more than being recognized for the efforts made.

### Motivation: How



### How is Business Motivated?

#### 36% Exchange Of Ideas vs. 64% Receiving Direction

Business is more motivated by receiving direction from others rather than the opportunity to explore, dialogue on ideas, strategies, vision and challenges.

#### 55% Freedom vs. 45% Consistency

Business is more motivated by the freedom and the latitude to make the decisions, adjustments and take action on matters deemed important. This individual is not necessarily as motivated by routines and will often invent new ways to avoid routine.

#### 25% Self-Affirmed vs. 75% Affirmed by Others

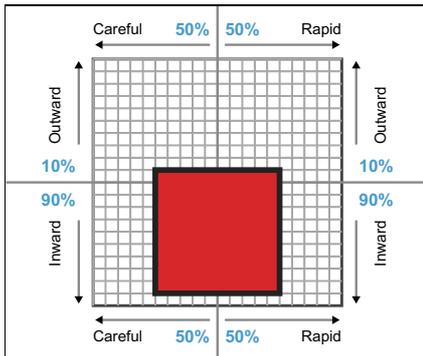
Business finds self-esteem more through appreciation, encouragement and support of significant others, rather than experiencing self-esteem based on an internal sense of bringing a valued contribution to the surrounding environment.

#### 40% Task Completion vs. 60% Prefers Process

Business is motivated by a preference to do the work well and stay with the process at hand. What is being done and how it is done are both important. Completing the task is not necessary to feel motivated or rewarded. Upon completion of a task or project this individual is usually ready to address the next process.



## Decision-Making



People have 4 different ways of processing information and making decisions:

- Outward or Inward Processors
- Careful or Rapid Deciders

**Business is an Inward Processor and a Careful/Rapid Decider**

**Special Note:** As the indicator box moves toward the center of the graph quadrants, the individual uses more flexibility and adaptability in the decision-making style. In contrast, when the Decision-Making style is charted almost fully over a single quadrant it may be problematic.

Clockwise from upper left the quadrants indicate:

- Outward/Careful: Indecisive
- Outward/Rapid: Impulsive
- Inward/Rapid: Subversive
- Inward/Careful: Evasive

### 10% Outward vs. 90% Inward

Outward Processors often utilize interaction with others as a way to process information and arrive at a wise decision. They have a need to communicate their thoughts openly in order to discern which ideas best contribute to a wise decision. It is this interaction with others that allows them to convert an idea to a decision. Others may think this type of person 'thinks out loud', allowing others to hear both their good and bad ideas. Some may get the impression that Outward Processors figure out what they think as they speak. Observers may not fully understand the need for engaging conversation in order for the Outward Processor to organize and clarify the thinking process. When this person is in a leadership role, others cannot always tell whether an Outward Processor is just 'thinking out loud' or making a decision. Thoughts are often discovered as words are spoken.

Inward Processors may unfairly see the Outward Processor as shallow or careless with their thoughts.

Inward Processors usually keep their thoughts private until they are convinced that the ideas are sound. They sort through their thoughts privately, and discern which ideas best contribute to a wise decision. It is in their private world that they can solidify their decisions. Others may think of this kind of person as one who 'holds their cards close' or even is 'uptight' about sharing thoughts. Some may get the impression the Inward Processor is unwilling to take the risk of sharing all their ideas.

Inward Processors may be accused of not being open to the exchange of ideas, failing to fully understand their need for privacy in order to organize and clarify the thought process. In a leadership position others cannot always get a 'reading' on what the Inward Processor is thinking. This type of person is usually only willing to share ideas that they are convinced are wise. Outward Processors may unfairly see the Inward Processor is uninvolved, non-committal, or withdrawn.

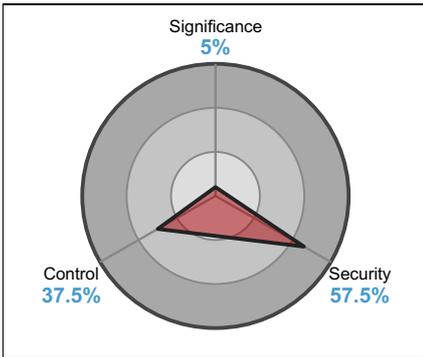
### 50% Careful vs. 50% Rapid

Careful Deciders usually have to investigate all the options before making a decision, wanting to be certain of the outcome. They tend to go step-by-step with a methodical style of processing information and arriving at a decision. Others may see this kind of person as 'bogging down' the process or as being overly concerned over small matters.

Rapid Deciders have a quick sense of what will work and are able to intuitively process information and arrive at a decision without the need to go step-by-step. Others may see this kind of person as 'rushing to judgment', carelessly making decisions, which may or may not be the case.



## Fundamental Needs



There are three fundamental needs that everyone experiences in life. However, one will usually dominate and contribute significantly to a person's outlook, attitude, motivation, and behavior.

Business's primary need is to achieve a sense of **Security (57.5%)**.

His secondary need is to achieve a sense of **Control (37.5%)**.

The following are the fundamental needs:

### Significance

Significance comes by way of approval or affection from significant others. It brings a desire for a career setting that has a positive effect on others. This usually comes about through cooperative efforts or association with a particular group of people.

### Control

Control manifests itself in efforts to influence or manage circumstances or people. It carries a longing for a setting that will allow the opportunity to control the work setting or have the power to manage people/events.

### Security

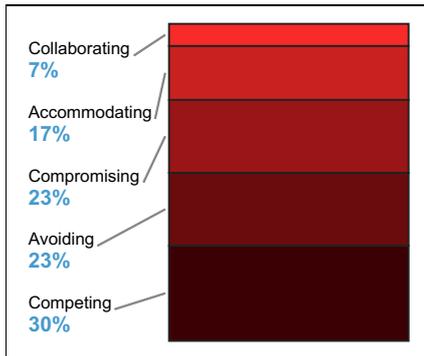
Security comes by way of acquisition of assets, position, education, or a sense of belonging. Those motivated by security are likely attracted to a career setting that provides for a stable future.

## Principles that Apply to Fundamental Needs

- One of the three fundamental needs will be dominant throughout most of the person's life, but many people will identify a secondary need as well.
- Fundamental needs have a significant impact on one's attitude, behavior, and motivation in the work context.
- A mismanaged fundamental need can become a destructive force in any area of life.
- Setbacks may cause a temporary shift away from the fundamental need to the secondary need.
- Identifying a fundamental need can increase the understanding of a person's attitudes, motivation, and behavior.



## Conflict Management



There are Five Styles of Conflict Management indicated in this report. Your style of dealing with conflict is...

- Primarily **Competing (30%)**
- Secondarily **Avoiding (23%)**

### Collaborating

**Posture:** "I can win and you can win too!"

**Attitude:** "My preference is... what is your preference?"

**Strategy:** Gathers information, looks for alternatives, open to dialogue, welcomes varied views and potential disagreement.

**Interaction:** Focuses on information gathering.

**Goal/Relations:** This style does not typically create problems, but rather, brings resolution. However, this person may become depressed when others aren't open to the same positive approach.

### Accommodating

**Posture:** "I'll lose so you can win!"

**Attitude:** "Whatever you say!"

**Strategy:** Agree, flatter or appease--anything to keep the peace.

**Interaction:** Very reluctant to enter into a tense dialogue or to gather uncomfortable information.

**Goal/Relations:** Has a concern for preserving the relationship in the conflict, even at the price of giving up personal desires and goals.

**Problem Areas:** May be difficult to determine a true position due to the "nice person" posturing or because of "silent lying" - failing to speak up when doing so is important.

### Compromising

**Posture:** "I'll win some and you will win some!"

**Attitude:** "I'll back off if you do the same." "I'll scratch your back if you scratch mine too!"

**Strategy:** Bargain, split the difference, reduce one's expectations, there is a "little something for everyone concerned."

**Interaction:** Tolerates exchange of views but may find it uncomfortable at certain times.

**Goal/Relations:** Recognizes that it may not be possible to get everything one wants and desires and still preserve the relationship.

**Problem Areas:** May be difficult to discern this person's perspective possibly due to "silent lying" - failing to speak up when it is important.

### Avoiding

**Posture:** "I don't want to make any waves, so I'll steer clear of conflict."

**Attitude:** "Conflict? What Conflict?"

**Strategy:** Flee, deny, ignore or withdraw from the conflicted situation--which may include "silent lying" to keep peace.

**Interaction:** Reluctant to enter into any kind of tense dialogue or gather uncomfortable information.

**Goal/Relations:** Feels at times that it is impossible to accomplish one's goals in a conflicted situation.

**Problem Areas:** A troublesome style to read, usually including the possibility of denial that there is a problem or placing the blame on others, or "soft shoeing" to keep the peace.

### Competing

**Posture:** "I will win, You will lose!"

**Attitude:** "Do it my way or not at all." "Its my way or the Highway!"

**Strategy:** Compete, control, outwit, coerce, fight, force, persist, "stick with it".

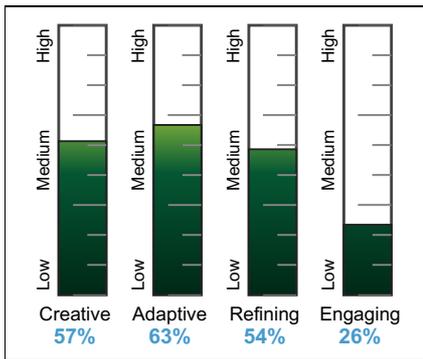
**Interaction:** Authoritarian and possible impatient with dialogue and information.

**Goal/Relations:** Has a high concern for achieving personal goals even at the risk of potentially harming the relationship.

**Problem Areas:** May not always be aware of, nor demonstrate regard for the feelings of others.



### C.A.R.E Mindset



There are primarily four preferences or Mindsets in how we go about solving problems and overcoming challenges.

An individual will typically lean toward one or two problem-solving mindset preferences and can benefit by working in tandem with others who bring the remaining preferences to the context

Of the four preferences, this person is...

- Primarily: **Adaptive (63%)**
- Secondly: **Creative (57%)**

The **Creative Mindset** is able to generate

multiple innovative ideas when other may see only a single solution. Their motto is: "Hey, I have a good idea! I have another good idea!" By thinking outside the box the Creators can identify solutions and ideas often overlooked by others. There is a desire to push past the obstacles, examine new possibilities with a capacity to see challenges from a new angle. There may be a tendency to become overly committed to the creation of 'new ideas' rather than focusing on a single good idea and move toward implementation. Effectiveness will likely increase when one's mental energy is directed toward the refinement and implementation of the ideas. Creators have a need for others in order to refine and execute new ideas

The **Adaptive Mindset** is able to see the value of ideas and concepts in their early stages make the necessary adaptations as well as develop strategies for implementation. Their motto is: "There has got to be a way this can be done, I just have to figure out how to do it." An Adapter is apt to be strategic in one's thinking with the capacity to see challenges from different vantage points. There is an ability to generate strategies to overcome the obstacles that seem overwhelming to others. Problems are not perceived as barriers, but rather, obstacles to be overcome. These Adapters possess the ability to focus on many things at one time, moving from one subject to another, which may be a distraction to others involved in the decisions. Effectiveness will likely increase when the Adapter choose to listen carefully to the ideas of others on a work team instead of always thinking ahead of the group and to guard against moving ahead on an idea that has not been adequately refined by an examination of the details.

The **Refining Mindset** is able to recognize details, including procedural flaws, logical defects, and other potential problems that are missed by others. Their motto is: "Measure twice; cut once. Get it right the first time." Refiners are often innovative problem solvers; motivated by a deep desire to get it right by being organized, logical, factual, and precise. The Refiner may challenge ideas and concepts under discussion. Over-exercising the ability to refine may result in a paralysis of analysis. Perfectionism in unimportant details may bog them down and delay or halt the path to progress. Effectiveness will likely increase when there is a willingness to adopt a good idea rather than searching for the perfect idea.

The **Engaging Mindset** possesses a strong drive to implement, execute a concept toward completion and push to get results with out needing to have everything perfectly in place. Their motto is: "You miss 100 percent of the shots you don't take. Just do it!" Because of a 'can do' attitude the Engager may move ahead to implement an idea that may not be completely thought through; ignoring the warning signs and realistic barriers to a successful implementation. Effectiveness will likely increase when the Engager is willing to expend far more patience than they deem necessary in order to explore alternatives and move to an adequate solution to a problem or challenge.