



iWAM Profile Management Report

DEMO REPORT -- NOT FOR RESALE

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Changing the Landscape of Human Performance



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This report is a guide that is designed to assist in the selection, appraisal, development or coaching process.

The report consists of the following sections:

The first section explains each test scale and how the person is situated on that scale in comparison to the standard group (here **USA**). The second section lists the patterns that typify the person the most and discusses some combinations of patterns. The third section describes how the person would perform at various job types, linked to administration, management and customer contact. The final section explains how to manage this person.

jobEQ recommends using this report in conjunction with an interview and a further assessment of competencies, trainability and cultural fit of the candidate.

Section 1. Describing the person.

This section provides the individual's test results in plain language. It describes the basic characteristics of the person's attitude in terms of Motivation and Work Organization Preferences. iWAM measures 48 cognitive patterns, which we have grouped into 16 pattern categories. For each pattern category, the first paragraph gives an overview of the thinking and behavior that is linked to the cognitive patterns. The following paragraphs (in arial) explain how the person described by this report scored on the patterns.

Action Level: Starts and Follows

How much motivation does this person have for starting projects? Does he initiate or does he prefer to take time to consider his decisions? If he is a strong initiator, then he may not have much patience. If he has a lot of patience, he may prefer to respond to transactions initiated by others.

He scores very high on "Starts" (proactivity, starting, taking initiative), and low on "Follows" (reactivity, patience, waiting, reflecting). He tends towards action. He is motivated by situations where he can do and act. The downside is that others may consider this person impulsive or impatient.

Action Direction: Focus on Goals and on Problems

Does this person maintain focus on the goals? Is he able to recognize the problems which would interfere with obtaining those goals? If he is too highly focused on goals, he will have difficulty recognizing that things might be going wrong. If he is highly problem-focused, he is excellent at recognizing and finding problems. Whatever can go or is going wrong becomes the highest priority for this person, and he becomes highly motivated in the face of problems.

He scores average on goal orientation, and average on problem focus. He is equally motivated both by achieving goals and avoiding problems. He is able to keep focused on his goals to be achieved as well as to recognize the situations that need to be avoided and gotten rid of. He is well suited for situations where keeping focus has equal value to recognizing the problem.

Evaluation Reference: Internal and External

Does this person decide for himself or does he prefer for others to give advice or even make the decision? If he favors the ability to decide for himself, he will feel compelled to make decisions on his own. If he is motivated by an external reference, he can decide, but he will prefer to get opinions and advice to make those decisions.

He scores very high on "Internal" (deciding for oneself), and very high on "External" (involving others in decisions). He has no strong preference regarding evaluation reference, and is equally motivated by both making decisions for himself or using feedback from others.

Task Attitude: Options and Procedures

Does this person prefer to follow procedures or to generate alternatives? If he generates alternatives he will have difficulty following procedures (it will be easier to think of new procedures than to follow them). If he follows procedures he will have difficulty generating alternatives (it will be easier to follow the current way of doing things than to think of new ways).

He scores average on "options" (generating alternatives), and low on "willing and needing to follow procedures". He is usually motivated to develop options and to find other possibilities. He often has difficulty following procedures, but is usually good at developing new procedures. When asked to follow procedures, he may be unmotivated.

Task Orientation: Breadth and Depth

When working with information, how broadly or deeply does this person naturally think? Does he tend to work with large, medium sized or small pieces of data? Is he global or detail oriented? When working on projects, is he random or sequential in his approach?

He scores very high on "breadth" (keeping the overview and understanding the big picture), and low on "Depth" (willing to work with details and sequences). **Breadth Person:** He makes sense of the world as an overview. He understands the big picture and knows about the details, but he has trouble keeping his attention on the details for a long time. He thinks about projects in global, random order.

Communication Sort: Affective and Neutral

How are this person's communications organized? Does he communicate using body language or not? If he understands how the communication is progressing based on the non-verbal part of the communications, he tends to be focused on his facial expressions, his gestures, and his voice. If he is more oriented toward content, he tends to understand communications better by the message itself.

He scores low on "affective" (having attention for non-verbal communication), and high on "neutral" (focusing on the content of the communication and the exact words used). He focuses on the message content during face-to-face communications. He understands the communications based more on the content of those communications rather than by the body language that was used to communicate.

Work Environment Type: Group and Individual

Does this person prefer to work around other people or work alone? Does he want social contact or not? If he needs social contact, he will have difficulty performing tasks which require that he works alone. If he does not need or want social contact, he will have difficulty working with people around him.

He scores very low on "Group" (needing contact with others), and very high on "Individual" (willing to work alone). When the patterns are combined, he seems to prefer to work alone. He does not need social contact to be productive. He prefers to have the door to his office closed, and is most productive when people are not around to distract him.

Work Assignment Type: Sole and Shared Responsibility

Does this person want sole responsibility for the work results or does he want to share that responsibility? Some people prefer to be accountable for their own work, while others prefer teamwork and shared responsibility.

He scores high on "wanting sole responsibility", and low on "wanting shared responsibility". When the patterns are combined, there seems to be a preference for sole responsibility. He wants sole responsibility for the work he performs. He does not want to share responsibility. He likes having a clear definition of that responsibility and he will notice when others interfere. In team situations he wants each team member to have their own responsibility.

Relationship Sorting: Similarities, Comparison and Distinctions.

What is this person's cycle time for projects, tasks, and jobs? How much need for change does this person have? Does this person want to move from one thing to another quickly or does he like things to remain stable for a long period of time? When his cycle time is finished and he is ready to move to the next project, task, or job, he will need that change or he will become depressed (this is called burnout). Does this person experience burnout?

High Change Person: This person can deal with change fairly easily and is quite motivated by change. He wants to move from one project or job to another every 3 years. As soon as he really knows the task, he will want to move on to the next. He performs best on assignments which take less than 3 years.

Compared to the average population,

- he is *more* interested in new projects & tasks. He is an early adopter and wants things to change.

When this person has reached the end of his normal cycle time, he will experience a decline in motivation, but a small change can be enough to satisfy the need for change (promotion, department change, etc. .). But, if time progresses and there is no change, the need for change will become greater and the depression will deepen. This deepening of the depression is usually called "burnout." After he makes a change of task, project, or job, he will feel refreshed and his cycle is reset to zero.

Work Approach: Doing, Conceptualizing & Organizing

What is the internal process this person uses when approaching or working on a task or project? The internal process is composed of three parts: Use, Concept, and Structure. Where 'Use' is the activity and doing part, 'Concept', is the analytical and philosophic part, and 'Structure', is the organizing and ordering part. In what sequence does this person normally go through these parts to do tasks?

Conceptual Activist (USE > CONCEPT > STRUCTURE):

He starts by taking action. He understands the task or project based on the activity, or performance. He prefers to get the rough draft out of the way and make refinements later. Next, he works on the theory, the concept, and the consequences of this task or project. This step is in support of and a follow up to his first step. Finally, he organizes the resources; establishes lists, and identifies the relationships between the parts. He is likely to spend the least time on the third step.

Compared to the average population, when starting a task or project,

- he is less interested in the theory, the concept, and the consequences of this task or project.
- he is less interested in organizing the resources; establishing lists, and identifying the relationships between the parts.

Temporal Processing: Concentration on Past, Present and/or Future

When working on a project or task, or when thinking about or organizing something, in what time reference does this person tend to be? Is he remembering the past, is he thinking about the present, or is he planning or projecting the future? If his focus is mostly in the past, he will tend to evaluate the current situation or future plan by comparing from the past to the present. If his focus is mostly in the present, he will be more motivated by what is happening now. He tends to be practical about what is happening now, but may not learn from the past or plan for the future. If his focus is mostly in the future, he will tend to look at things in the past or present by extrapolating to the future. This sets up planning for and hoping about the future.

He does not heavily focus on the past.

He strongly concentrates on the present and the 'now.' He tends to be practical.

He concentrates on the future and he has a tendency to dream about and hope for the future.

McClelland's Motivational Types: Hierarchical Criteria

What are the basic motivation factors for this person? Is it Power, Popularity, or Performance? If it is Power, he wants have to power, authority, and control over people and things. If it is Popularity (or Affiliation), he wants to be liked and to belong to some group. If it is Performance (or Achievement), he wants to achieve goals. And, what is the proportion between these three motivation factors in him?

Compared to the average population of USA, we would describe this person as:

- **High Power:** He is strongly motivated by situations where he has power, authority, and control over people and things.
- **Very Low Popularity:** He is not motivated by situations where people like him and he can be a part of the group.
- **Medium Performance:** He is somewhat motivated by situations where he can achieve. He wants, to a limited degree, to have the rewards for what he has achieved. He may want to be noticed, appreciated, and looked up to for what he has achieved.

When filling out the test, this person puts these 3 motivational factors in the following order (decreasing importance): ACHIEVEMENT > POWER > AFFILIATION

Norming - Rule Structure

How does this person deal with the unwritten rules or the social contract in the workplace? Does he feel the need to tell others how they should act; that is, others should follow the same norms that he follows? Does he care about how others act or is he indifferent? Does he try to become the kind of person the organization needs him to be? How does he deal with the non-conforming behavior of others?

- He does not want to or is not able to tell others what behavior is expected from them.
- He is not interested in telling others how to behave and thinks everybody needs to set their own rules. He is motivated when he feels no one is in his way.
- When he knows the rules, he sometimes wants to be an example of what the rules define as good. He is not motivated by conforming to the organization's standards.
- He does not feel it is appropriate for him to impose the rules on others. He accepts the non-conforming behavior of others.

Convincer Patterns

How is this person convinced about something or someone new? How does he gather the data to be convinced and what does he do with that data to be convinced?

A. Input Representation

For gathering the data to be convinced, does this person prefer to see, hear, read, or do something to be convinced?

From the Profile answers, we derive that in order to be convinced, he considers **seeing** as the most motivating factor.

Compared to the general population of USA:

- To some degree, he must be able to see something to get convinced.
- Auditory information will not help to convince his.
- He must be able to read information or instructions to become convinced.
- To some degree, he must actually do it himself, or handle it, to be convinced.

B. Interpretation Process

As this person is gathering this data to be convinced, how does he manipulate that data to complete the process of being convinced? Does he need some set number of examples of that data to be convinced? Does he need to collect that data for some period of time to be convinced? Is he convinced before the first example is finished? Or, is he never quite convinced?

Automatic: With only a small amount or even partial information he quickly projects the rest of the information. Then, he decides based on what his projections. He often assumes based on very limited data.

Interest Filters

What does this person pay attention to in the environment? What does this person have to be working with to be motivated? These are the specific factors in the work environment that they focus on.

These are the person's interests, sorted by decreasing importance:

- **Very High - Money:** He wants to work directly with money and financial data.
- **High - Place:** He is concerned about geographical, social, or political position.
- **High - Activity:** He focuses on activity and needs to manipulate activities.
- **High - Systems:** He wants to work with processes and systems.
- **Medium - Time:** To some degree, he focuses on schedules and allotting time.
- **Low - People:** He does not want to work with people and their feelings.
- **Low - Tools:** He does not want to work with tangible tools, instruments, and other things.
- **Very Low - Information:** He does not want to work with data, facts, information, and knowledge.

The indications «Very High», «High», «Medium», «Low», «Very Low» indicate the importance of this interest filter for this person, in comparison to the standard group.

Section 2. Typical Patterns.

This Section reflects this person's strongest patterns. These are the patterns this person will display most of the time at work (under "normal circumstances"). Given that this person is usually displaying them, these patterns are the most easily noticed by others. If the person has a choice on how to organize his work and how to behave, these patterns indicate his preferences, since these are the most motivating patterns for this person. This listing is ordered so that his strongest patterns are first, but all that are listed are strong for him.

- **PERMISSIVE** He does not want to or is not able to tell others what behavior is expected of them.
- **NON-CONCEPT** He doesn't want to focus on the theory while starting or working on a project
- **NON-FOCUS ON INFORMATION** He does not need to work with data, facts, information, and knowledge.
- **AUTOMATIC** With only a small amount or even partial information he quickly projects the rest of the information. Then, he decides based on his projections. He may even make assumptions based on very limited data.
- **RESIST SOCIAL CONTACT** He does not need other people around to be productive at work. In fact, he prefers not to be in work environments where there are large groups of people, and his productivity may drop in these situations.
- **SOCIAL INDEPENDENCE** He prefers not to have other people near his as he works. His productivity drops when he works around others. He prefers to have the door to his office closed.
- **NON-POPULARITY** He is not motivated by situations where people like his and he can be a part of the group.
- **INITIATION** He needs to initiate. He needs to start. He does not like to wait for others. He will work best in tasks which require him to initiate. If required to wait for others, he will have difficulty.
- **NON-HEAR** What he hears does not help to convince him.
- **FOCUS ON MONEY** He wants to work directly with money and financial data.
- **NON-STRUCTURE** He does not want to organize the resources or focus on relationships while working on project.
- **INDIFFERENCE** He has rules for him own life, and he is not focused on others at work.
- **CHANGE** He wants things to change rapidly and quickly. He wants dramatic change.



PART B. Combination of Patterns - Explanation

Under this paragraph we will only print texts if the combination of several patterns leads to reinforcement of typical behavior. Thus it is possible that this section remains blank for a particular person.

This person will be able to reorganize work processes based on a general vision of where the organization or business unit needs to go. However, this general solution may lack the detail needed to assure that the system is foolproof. Also, this person will not want to perform routine and detailed actions. Therefore, one needs to complement this person with a more detail oriented person that will work out the features.

PART C. Statistics - Combinations of patterns

Personal Characteristics:

The percentages in this section are related to the standard group (USA - US2001a). People score 50% on a pattern if they are "average" compared to the group (this means that as many of the population have a lower score as a higher score on this pattern). If a person scores 100% or 0%, they are 1 Standard deviation from the group average. Scores of more than 100% and less than 0% are more than 1 Standard deviation from the average. In other words, on a normal distribution only 16% of the population will be above the standard group (more than 100%) and 16% will be below the standard group (less than 0%). You will find a graphical representation of the distribution of the standard group for each of the patterns in section 4.

Initiative:

132% has energy for initiation and is impatient
14% has patience and can wait

Ability to make decisions:

114% decides for himself
104% needs outside help to decide

Respect for the norms:

-69% needs to tell others how to behave
116% is indifferent (does not care) about others
47% wants to adapt to the needs of the organization/boss
110% tolerates the non-conforming behavior of others

Sense of reality:

116% is indifferent (does not care) about others
47% wants to adapt to the needs of the organization/boss
114% focuses on the here and now, and may be practical
-14% focuses on the past, and may tend to be critical
66% focuses on the future, and may be a dreamer

Social behavior patterns:

8% communicates non-verbally
-39% needs contact with others
-36% motivated by opportunities to belong
-69% needs to tell others how to behave
116% is indifferent (does not care) about others
110% tolerates the non-conforming behavior of others
47% understands the importance of time and schedules

Attitude toward work:

- 114% decides for himself
- 49% focuses on problems and errors
- 86% motivated by opportunities for control and power
- 36% motivated by opportunities to belong
- 49% motivated by opportunities to achieve
- 47% wants to adapt to the needs of the organization/boss

Integration into work groups:

- 39% needs contact with others
- 20% wants to share responsibility with the team
- 36% motivated by opportunities to belong
- 47% understands the importance of time and schedules
- 116% is indifferent (does not care) about others
- 47% wants to adapt to the needs of the organization/boss
- 110% tolerates the non-conforming behavior of others

Ability to accept authority:

- 47% wants to adapt to the needs of the organization/boss
- 114% decides for himself
- 86% motivated by opportunities for control and power

Leadership:

- 132% has energy for initiation and is impatient
- 57% is goal oriented and motivated by goals
- 114% decides for himself
- 101% understands the overview and the big picture
- 71% needs to have sole responsibility for his task
- 69% needs to tell others how to behave
- 110% tolerates the non-conforming behavior of others

Ability to work under pressure:

- 132% has energy for initiation and is impatient
- 110% tolerates the non-conforming behavior of others
- 71% needs to have sole responsibility for his task
- 47% wants to adapt to the needs of the organization/boss

Capability for self-criticism and for learning from mistakes:

- 14% focuses on the past, and may tend to be critical
- 101% understands the overview and the big picture
- 49% focuses on problems and errors



Capability for problem solving:

- 49% focuses on problems and errors
- 58% creates alternatives & new options
- 132% has energy for initiation and is impatient
- 98% takes action

Aspirations for professional growth:

- 57% is goal oriented and motivated by goals
- 58% creates alternatives & new options
- 71% needs to have sole responsibility for his task
- 49% motivated by opportunities to achieve
- 66% focuses on the future, and may be a dreamer

Ability & desire to adapt to change:

- 14% is sameness oriented and wants stability
- 26% is evolution oriented and wants things to progress or improve
- 116% is change oriented and wants things to change rapidly and dramatically
- 58% creates alternatives & new options



Section 3. Task Match Ups.

This Section explores how well (or not) the patterns of this individual match up with the typical patterns of various positions, such as Sales, Management, Administration, Clerical, and Technical tasks. Within each of these task groups are many different specific tasks, and many of these specific tasks will be explored. As these tasks are examined, only the patterns of this individual that are significant for that task will be described. When this person's patterns are shown in these pages, it is because the patterns are either very well-suited for the task or they are a problem for the task. When patterns are not listed, they do not have much effect on the task, one way or the other. (Note: If you have a model of reference for a function, compare the person to that model instead of relying on this section.)

Administration Match Up

In the area of Administration, there are many tasks. Here is an examination of this individual's patterns with respect to tasks like clerical, secretarial, reception, bookkeeping, and general office work. These tasks revolve around a business need to maintain orderly information about the business and about the flow of client orders, money, products & services, costs, people, and other important aspects of the business. So, these tasks involve scheduling, tracking, reporting, archiving, retrieving, remembering, and generally managing the information of the business. The following are the patterns of this individual and they show how good a match up these patterns are, in relationship to achieving success in an administrative role.

GENERATE ALTERNATIVES: This could be a problem for Administrative tasks. Normally, administrative tasks involve following sets of procedures, and this person has a pattern which makes it difficult to follow procedures. On the other hand, in cases where the administrative tasks need to be defined or redefined, this pattern can be excellent, because it is about generating alternatives to the old ways.

OVERVIEW ORIENTATION: This person tends to have an Overview Orientation. This can cause difficulty for a worker in Administrative tasks. Management needs to have an overview, but normally, administrative workers have a tendency to focus on the details of their tasks. So, a person with an Overview Orientation might have difficulty concentrating on those details and may have a tendency toward errors. If this person is comfortable with the details and not error prone, then he is a good prospect for supervisory responsibility.

NON-INTERACTIVE: This person tends to be Non-Interactive. This could cause problems for certain Administrative tasks, such as Receptionist, where interaction with visitors and with employees are important. But, for other tasks with more of a technical orientation, such as database administrator, this can be a useful pattern. This is because Non-Interactive people tend to become high-level experts at their tasks.

SOCIAL INDEPENDENCE: This is a very good pattern for Administrative tasks in a one-person or two-person office. This person does not need to have social contact to be comfortable with his work situation.

SOLE RESPONSIBILITY: This person is very good in work situations where each person has his own responsibility. So, if the office is organized with each worker having separate responsibility, this person will perform very well.



Management Match Up

This is about the task of managing and supervising the work of others. This involves making assignments, controlling progress, evaluating results, taking actions based on those results, and creating and maintaining motivation in others. The following paragraphs are descriptions of some patterns of this individual and they show how good a match up these patterns are for this person, in relationship to achieving success in a role as manager or as supervisory worker.

INITIATION: Most aspects of "making assignments, controlling progress, evaluating results, taking actions based on those results, and creating and maintaining motivation in others" involves some initiation. This person has enough initiation to cover that need for the task.

TOLERANCE: This is not a good pattern for managers and supervisors. People with this pattern are not able to tell people what they should do. They tolerate the inappropriate behavior of others. Managers and supervisors need to be able to tell others when their behaviors are inappropriate.

POWER: This could be good for managers and supervisors. People who have this pattern want to do important things. They want others to look up to them. They need everything to be in control. This need for control is very useful for managers and supervisors. The problem for them is when this need for control becomes more important than other aspects of their job or when subordinates feel they lack the necessary freedom.

BALANCED FOCUS: This is a good pattern for managers and supervisors. This involves the ability to maintain priorities as well as respect the importance of rising problems. This balance is useful in all aspects of what managers and supervisors must do.

Customer Contact Match Up

This involves all those positions which include customer contact as part of the task. This can be customer service, repair technicians, receptionists, medical care-givers, or anyone who has contact with customers. The following are the patterns of this person and how those patterns might impact on Customer Contact tasks.

SOCIAL INDEPENDENCE: This can be a problem for customer contact tasks. A person with this pattern does not need (and usually does not like) to have social contact with others. A person with this pattern wants to work and be alone.

INITIATION: When the customer contact task involves going out to the customer's location, this is a very good pattern. But, if the task involves waiting for the customer to take actions, then the person with this pattern will have some difficulty, because they have difficulty waiting for others.

INDIFFERENCE: This may not be good for customer contact tasks. This pattern usually means the person does not care about others. In customer contact situations if the employee does not care for the customer, this can mean poor customer relationships and this could lead to a reduction in the number of customers.

PRESENT: This is usually a good pattern for customer contact tasks. The person with this pattern keeps his thoughts on the present. This means the person will have an urgency in the customer contact situation and attempt to resolve issues as quickly as possible.

TOLERANCE: This could be good for customer contact tasks. A person with a lot of tolerance will be more open to strange situations. And this openness could be translated into solving unusual customer problems.

NON-INTERACTIVE: This can be a problem for customer contact tasks. A person with this pattern has some difficulty in being motivated to communicate with others as a key component of the job.

POWER: This can be a problem for customer contact tasks. A person with this pattern wants to control things and people. This means that a customer with a question or problem could feel manipulated in that contact.

GENERATE ALTERNATIVES: This can be a very good pattern for customer contact tasks when the task involves developing solutions. Especially in cases where there the former solution was not working in the past and when there was no solution before.

iWAM Profile Motivating Language.

To motivate this person, use the following language:






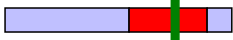







<> Where the percentage is higher than 70%, **use** the words that follow.

<> Where the percentage is lower than 30%, **avoid** the words that follow.




(For lines in italics, use this behavior if percentage is higher than 70%, avoid if lower than 30%)

Note: The percentages in this section are related to the standard group (USA - US2001a). The **green line** indicates the score of the individual, the **red part** of the bar indicates the standard group and the **blue area** is outside the standard group.




Operating Factors:

| | | | |
|-------------------------|------|--|---|
| Initiation | 132% | initiate. start. just do it. begin |  |
| Reflecting & Patience | 14% | patience. wait. all in good time |  |
| Goal Orientation | 57% | have. get. obtain. goal. outcome |  |
| Problem Solving | 49% | problems. errors. concerns. uneasy |  |
| Individual Motives | 114% | decide for yourself. it is up to you |  |
| External Reference | 104% | feedback. receiving advice & guidance |  |
| Alternatives | 58% | alternatives. options. possibilities |  |
| Follow Procedures | 17% | follow procedures. do it the right way |  |
| Breadth | 101% | big picture. overview. global |  |
| Depth Orientation | 10% | specific. detail. precise. exact. sequence |  |
| Affective Communication | 8% | <i>(provide non-verbal interaction)</i> |  |
| Neutral Communication | 91% | <i>(communicate only with the content)</i> |  |
| Group Environment | -39% | others. contact with people |  |
| Individual Environment | 136% | alone. private. self-sufficient. independent |  |
| Sole Responsibility | 71% | sole responsibility. in charge |  |
| Shared Responsibility | 20% | share. with others. together. team |  |




The need for change:

| | | | |
|------------|------|---|---|
| Sameness | 14% | same. in common. similar. alike |  |
| Evolution | 26% | improved. changed for the better. different yet similar |  |
| Difference | 116% | new. change. different. unique. switch. flip |  |




Distribution of energy:

| | | | |
|-----------|------|---|---|
| Use | 98% | take action. do. get on with it. comfort |  |
| Concept | -58% | analysis. theory. philosophy. understand |  |
| Structure | -17% | organize. relationship between the parts. structure. the plan |  |





Orientation in time:

| | | | |
|---------|------|-----------------------------|---|
| Past | -14% | past. history. evidence |  |
| Present | 114% | here and now. in the moment |  |
| Future | 66% | future. plan. foresight |  |

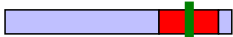

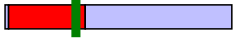





Basic motivation:

| | | | |
|-------------|------|---|---|
| Power | 86% | in command. control. authority. direct. influence. prestige |  |
| Affiliation | -36% | belong. friendship. in the group. be a member |  |
| Achievement | 49% | achieve. success. challenge. competence. competition |  |

Respect for the norms:

| | | | |
|---------------|------|---------------------------------------|---|
| Assertiveness | -69% | tell others what to do. set the rules |  |
| Indifference | 116% | indifference |  |
| Compliance | 47% | adapt to what is needed. team player |  |
| Tolerance | 110% | tolerance. respect |  |

To be convinced, needs to:

| | | | |
|-----------------------------------|------|--|---|
| Convinced by Seeing | 50% | see. vision. look. clear |  |
| Convinced by Hearing | -23% | hear. sounds like. listen |  |
| Convinced by Reading | 87% | read. go through the documents |  |
| Convinced by Doing | 47% | do. actions. do with |  |
| Convinced by a Number of Examples | 41% | example. enough times, give enough examples |  |
| Convinced Automatically | 142% | assume. automatic. take for granted. decide fast |  |
| Convinced by Consistency | -1% | consistent. ongoing. over and over. each time |  |
| Convinced after a Period of Time | 12% | take time. enough time. over time. <i>take the time needed</i> |  |



To feel successful, needs to work with:

(The word between brackets shows which question you have to answer, when giving this person a task.)

| | | | |
|----------------------|------|---|--|
| Focus on People | 23% | people. individuals. persons. <i>using names</i> (who?) | |
| Focus on Tools | 22% | tools. instruments. things (how?) | |
| Focus on Systems | 67% | systems. processes. flow (whether?) | |
| Focus on Information | -51% | information. data. facts. sources (why?) | |
| Focus on Money | 118% | budget. money. finance (how much?) | |
| Focus on Place | 77% | place. position. location (where?) | |
| Focus on Time | 47% | time. schedule. deadline. on-time. the clock (when?) | |
| Focus on Activity | 69% | activity. tasks. actions. lively (what?) | |



Extra Info

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