

Organizational Behavior and the ProScan: An Internship for Predix LLC

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## Introduction

Effective communication within an organization is essential in building great teams, making the right decisions, and in facilitating the optimization of an organization. As a discipline, organizational communication aims to facilitate people in comprehending the essential nature of communication in all facets of organizational operation (Modaff, Dewine & Butler, 2012). In short, effective organizational communication can help a body more adeptly realize its goals, instill a sense of fulfillment and purpose into its employees, and motivate them to perform at their highest levels. Understanding the behaviors of the individuals within an organization allows management to understand what actually motivates those individuals. Once understood, management can influence those behaviors and motivations and elevate the organization and its culture to achieve optimal success.

For my capstone internship, I had the opportunity to work with Predix, a consulting firm based in Scottsdale, Arizona which conducts behavioral analyses on organizations to improve employee productivity and help organizations achieve optimal performance. This is what I wanted to focus on in my internship.

The CEO of Predix and my supervisor for this internship, Lori Coruccini, is a sales and business strategist. With over 25 years of experience as a staffing industry executive, combined with her role as a leadership and management consultant, Lori's responsibility is to drive the strategic growth of the enterprise. Lori specializes in linking client strategic initiatives with their workforce development needs. She works within senior executive management, sales and project teams throughout service and manufacturing organizations. She is responsible for marketing, sales, contracting strategic alliances and the deployment of business strategies focused on growth and profitability. As a staffing executive Lori drove

annual revenue goals in excess of \$50 million. Lori holds several board positions in Entrepreneurial Board of America, Progressive Network, Arizona Business and Professional Women, and Arizona SalesPros. Lori has a Bachelor of Science and Bachelor of Arts in Marketing/Management from Northern Arizona University (Predix, 2011). It is a privilege to be able to work closely with Lori and Predix.

Development in any line of work is related to the ability to predict and control. Numerous managers would concur that the efficiency of their organizations would be at least doubled if they could ascertain how to tap that unrealized potential present in their human resources (McGregor & Cutcher-Gershenfeld, 2006). One method to predict and control in an organization is through a communication audit.

An audit is a systematic review or assessment of a particular aspect in an organization. In most organizations when an audit takes place, the auditor will go down to some production unit, find some problems, and report them to his superior, who would send information up the auditing chain. The information would then cross over to the head of operations, who would send the information down the operational chain, where it would eventually land in the office of the supervisor of the production group whose work was an issue. The supervisor would then call in the employee or a group and ask why it was doing what it was doing; often catching the group off guard and making its members feel that they were being watched by big brother. McGregor (2006) has noted that a long period of time will have elapsed between when the problem was identified and when the group is confronted with this information. McGregor (2006) proposed something that, at the time, seemed quite radical but it's today much more common: that when the auditor discovers a problem, he or she should initially make the operating group aware of it, even before it is reported to his or her own boss in

auditing. By doing this it made employees feel that auditing was there to help them, not to "catch" people doing things wrong. Predix adheres to the same idea proposed by McGregor by using the ProScan survey. The survey is intended not to point out behaviors that are wrong with an employee, but to allow managers to be familiar with and point out the strong behaviors employees possess and leverage those behaviors for the benefit and optimization of their organization.

As a consulting firm, Predix teaches organizations and their members how to leverage behaviors. According to Kim Gillcoatt, a Client Services Representative at Predix, "Predix aims to leverage employee behavior. Leveraging behaviors involves understanding people, where their strengths lie, what they need to be their absolute best, and then doing it. When behavior is understood and integrated, the performance of employees' in an organization will be maximized" (2012).

To assist organizations in leveraging their employee's behaviors, Predix uses an innovative instrument created by Professional DynaMetric Programs called the ProScan. PDP developed a system to directly and concisely measure the aspects of an individual's self-perception. The ProScan survey helps to reveal individuals' basic behavior, reaction to the environment, and predictable behavioral patterns.

The ProScan Survey is a managerial and coaching instrument that supports in developing better communication and understanding and mutual respect among individuals within an organization. The survey contains 60 adjectives drawn from the works of a variety of researchers, Dr. Samuel R. Houston, Dr. Dudley Solomon, and Bruce M. Hubby, President of PDP, Inc. Respondents are requested to react to each adjective on a five-point Likert-Scale under two separate perceptions, Basic Self and Priority Environment(s). The ProScan Survey

typically takes 15 minutes to administer, but has no time constraint. Validity of the instrument has been researched using four well-known approaches--construct, concurrent, predictive, and content validity, and was normed using a cross section of working adults (Kraiger, 1992). A copy of this study will be included in the appendix of this document. The survey is intended for the normal segment of society and is no way designed to serve as a pathological finding device nor is it to be used in isolation without considering other factors such as experience, education, references, observations, or other relevant, observable factors. The ProScan has been used in a wide variety of professional settings for assistance in hiring, motivating, coaching, and managing employees. An example of a ProScan report will be included in the appendix of this document.

The intention of the ProScan is to aid in creating a positive organizational culture because it focuses on the strengths of people and has proven that when strengths are understood and matched with the requirements of the job or situation positive improvements will result. Interactions are a common and critical part of organizational communication, they happen on a daily basis. My intention with my internship was to advocate how the ProScan is an effective management/coaching instrument in developing better communication, understanding, and mutual respect, and ultimately creating an enhanced organizational culture.

I was able to learn hands-on the process Predix takes when conducting a behavioral audit using the ProScan. My task as an intern was to determine the Situation within LearnKey prior to its merge with two other companies. Once this was done, I was tasked with analyzing motivational assessments of 38 employees and then analyzing Action Items that were generated in one-on-one follow-up interviews that were conducted shortly after employees

took the assessment. I identified trends throughout the Action Items of each employee by looking for common themes in these items, for example lack of effective communication among teams. I helped identify decisions which were made during the merging process and how they affected the organization, such as functional changes and personnel changes. I had two different opportunities to learn hands-on how the collected behavior data is used to hire, promote, and coach and counsel employees, once at a convention in Nashville where Predix was presenting and second during an audit of the PDP certification course in which I participated. Scottsdale. Last, I was tasked with determining success and the return on investment of the time devoted to behavior awareness since August of 2011. All of this is included in a short report which will be used for public relations purposes which has been included in the appendix of this document.

## Literature Review

### *Organizational Communication*

Communication within an organization is essential. Organizational communication is the complex and continuous processes through which organizational members create, maintain, and change the organization (Keyton, 2005, p.13). It is important to note that all organizational members participate in this process. Communication is not the sole duty or privilege of managers. Even if managers do generate and send a majority of the messages, their subordinates and peers create meaning for those messages. Second, while not always realized in organizations, this process is intended to be transactional, meaning all parties enact both sender and receiver roles to create mutual and shared meanings of messages (Keyton, 2005, p.13).

Charles Redding's scholarship in the field mentions, "belief in human progress through empirical investigation, power of critique, message exchange as the core of organizational communication, and need to understand the socio-historical and diverse theoretical underpinnings of our discipline" (Buzzanell & Stohl, 1999, p. 326). All of the characteristics focus on openly examining aspects of communication and not just accepting a communication situation without critically thinking.

The main focus of Redding's ideology of organizational communication is how these features and other facets of communication impact an organization or workplace. How can communication make an organization an ideal place to be and work? Redding attempts to emphasize through his research and publications how to cultivate this area. He addresses organizational leaders and communicators, telling them to view the current situation and culture of the organization: what are the issues, practices, goals, assumptions, and values?

Who is sending messages and how are they being received? How is the communication evolving in the workplace?

The interpretations created or derived from these interactions may not be mutual and may affect the culture of an organization. The link between organizational culture and communication becomes salient when managers or employees want to change something about the organization, such as answering the questions in the previous paragraph.

### *Organizational Culture*

Culture was initially a concept applied to social groupings that were geographically distinguished from one another, and became the focus of anthropological studies (Keyton, 2005, p. 17). Another definition suggested that culture is: a consistent pattern of ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constitute the distinctive achievements of human groups, including other embodiments and artifacts; the essential core of culture consists of traditional ideas and especially their attached values. (Kroeber & Kluckhohn, 1952, p. 181). More recently, Hofstede (2001) suggested that culture was, "the collective programming of the mind distinguishes the members of one group or category of people from another" (p. 11). With this particular definition, we can view culture as a system of values for any group of people not just societies or nations.

Sociologists also study culture but they do it in a different way. The sociological tradition is to focus on subgroups of society. This perspective of culture is conceptualized as a collection of the ideas, themes, and values expressed by particular social group (Sackman, 1991). Culture is both limiting and facilitating it. Is confining because it acts as a perspective or framework, limiting what we see and how we interpret what we see. On the other hand,

culture is facilitating, it allows us to make sense of what is happening so that we can function in that setting.

Given the definitions of organizational communication and culture previously introduced, it should be clear that some type of culture would emerge from any collection of individuals who comprise themselves as an organization. Individuals and organizations are held together, positively or negatively, by their communication within and across the organizational structure, as they work to satisfy the organizations super ordinate goal, as well as their personal or professional goals. Just as an organization is enacted through the interactions of its members, and organizational culture emerges from the complex and continuous web of communication among members of the organization (Keyton, 2005).

Edgar Schein, a well-known scholar in the field of organizational psychology, has said, "An organizational culture depends for its existence on definable organization, in the sense of number of people interacting with each other for the purpose of accomplishing some goal in their defined environment" (1983). An organizational culture, as defined by Schein is, "...the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems..." (1983). Essentially, organizational culture is something that is shaped through the everyday interactions of individuals within an organization.

Schein's definition focuses on three elements: socialization, or the way in which new organizational members learn the culture; deeply held assumption; and recognition that any organization may have more than one culture. Schein further argues that culture can be analyzed at three different levels: artifacts, espoused values, and basic underlying assumptions. Martin (2002) defines organizational culture as, "patterns of interpretation

composed of the meanings associated with various cultural manifestations, such as stories, rituals, formal and informal practices, jargon, and physical arrangements" (p.330). She also argues that culture is subjective, meaning that it is viewed differently by different people. Her perspective cautions us in making quick decisions about who is in or out of an organizational culture, thereby identifying employees as organizational members. She argues that we should not assume that organizational culture is tied to a physical location or to a collection of bodies (Martin, 2002).

### *Motivation*

Motivation is an expansive subject matter, with thousands of theories and as many practices and methodologies to motivate individuals. It has been said that the average worker is bored, dissatisfied, and dehumanized in organizational life and lacks motivation (Sanzotta, 1977, p. 4). The importance of this problem should not be underestimated. Low productivity can have an economic ripple effect throughout our society. According to Sanzotta, many organizations began to realize that the costs of low motivation and dissatisfaction need to be accounted for and analyzed (p. 5). He also states that in addition, the costs of low motivation and dissatisfaction are not only organizational, they are personal. Human motivation can be best understood in terms of the needs one has in common and the different means by which these needs are satisfied (Williams, 1978, p. 95).

Individuals are vital to the success of an organization. This idea is stressed in the very definition of management. Management involves getting things done through and with people. James R. Lindner, a Research and Extension Associate at Ohio State University, stated, "At one time, employees were considered just another input into the production of goods and services" (Lindner, 1998). The change in this way of thinking about employees was research

known as the Hawthorne Studies. The Hawthorne Studies were conducted by Elton Mayo from 1924 to 1932. The findings of this study suggested that employees are not merely motivated by money and that employee behavior is linked to attitudes (Dickson, 1973). The Hawthorne Studies and Effect led to the Human Relations Movement.

Human Relations is a broad term that encompasses a variety of organizational elements, but fundamentally the term refers to the study of how organizations manage and interact with their employees, attempting to understand the needs and motivations of employees, in their efforts to improve employee and organizational success (Bedeian, 1993). This is why the work Predix does is so valuable to organizations.

The needs and motivations are important elements to understand with regards to Human Relations. The term needs refers simply to the lack of something useful. Motivation has been defined as: the psychological process that gives behavior a purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). There are five major approaches that may help one understand the idea of motivation. First is Maslow's need-hierarchy theory. Second is Herzberg's two factor theory. Third is Vroom's expectancy theory. Fourth is Adam's equity theory. Fifth is Skinner's reinforcement theory.

According to Abraham Maslow (1943), employees have five levels of needs: physiological, safety, social ego, and self-actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work separated motivation into two factors: motivators and hygienes (Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, yield

job satisfaction, whereas hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

Victor Vroom, of Yale School of Management (1964) proposed the expectancy theory. Vroom's expectancy theory stresses and focuses on outcomes, not on needs unlike Maslow and Herzberg. The theory suggests that the intensity of a tendency to perform in a particular mode is dependent on the amount of a belief that the performance will be followed by a certain outcome and on the appeal of the outcome to the individual. Another theory to consider is Adams' Equity Theory is named for John Stacey Adams, a workplace and behavioral psychologist, who developed this job motivation theory in 1963. The foundation of the theory suggests that employees become demotivated, both in relation to their job and their employer, if they feel as though their inputs are greater than the outputs. This in essence makes employees feel good about their work and raises the morale and culture within the organization.

Finally, the last theory of motivation to consider is the Reinforcement Theory of Motivation proposed by B.F. Skinner and his associates. It states that individual's behavior is a function of its consequences. It is based on "law of effect," i.e., individual's behavior with positive consequences tends to be repeated, but individual's behavior with negative consequences tends not to be repeated. Understanding an employee's motivation can greatly improve culture within an organization.

It is a common thought that the terms motivation and satisfaction are synonymous. Edward E. Lawler III, a researcher, educator, and consultant believes they are not. Lawler (1994) has examined the relationship between the two terms and states:

They are, in fact, very different. Motivation is influenced by forward-looking-perceptions concerning the relationship between performance and rewards, while satisfaction refers to people's feelings about the rewards they have received. Thus, satisfaction is a consequence of past events while motivation is a consequence of their expectations about the future.

Managers should be attentive of this important difference. Attempts to improve future performance by focusing on past rewards and benefits exhibit a lack of understanding of the nature of satisfaction. Satisfaction is past-oriented; motivation is future-oriented.

### *Theory X & Y*

According to the renowned scholar Douglas McGregor (2006), successful motivation and management depends not alone, but notably upon the capacity to foresee and manage human behavior. McGregor also writes, "We can improve our ability to control only if we recognize that control consists in selective adaptation to human nature rather than in attempting to make human nature conform to our wishes" (p.14). McGregor is recognized for pioneering Theory Y, Which assumes (p.59-60):

*1. The expenditure of physical and mental effort in work is as natural as play or rest. The average human being does not inherently dislike work. Depending upon controllable conditions, work may be a source of satisfaction and will be voluntarily performed or a source of punishment and will be avoided if possible.*

*2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives. Man will exercise self-direction and self-control in the service of objectives to which he is committed.*

*3. Commitment to objectives is a function of the rewards associated with their achievement.*

*The most significant of such rewards, e.g., the satisfaction of ego and self actualization needs, can be direct products of effort directed toward organizational objectives.*

*4. The average human being learns, under proper conditions, not only to accept but to seek responsibility.* Avoidance of responsibility, lack of ambition, an emphasis on security is generally consequences of experience, not inherent human characteristics.

*5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.*

*6. Under the conditions of modern industrial life, the intellectual potentiality allergies of the average human being are only partially utilized.*

Theory Y is dynamic; it points out the possibility of human growth and development, and emphasizes the necessity for discerning adaption rather than for a single absolute form of control. Above all, theory Y points out the fact that limits on human cooperation in organizational settings are not limits of human nature but of management's ingenuity and discovering how to understand the potential represented by its human resources (McGregor, 2006). The idea of Theory Y relates to the mission of Predix, to promote growth and development and high productivity because individual's are understood and put in roles in which they can thrive and gain a high sense of satisfaction in their jobs.

#### *Stress*

Workplace stress has the prospective to have an effect on employees at all levels in an organization. According to Sauter & Murphy (1995), less powerful employees, those who

have less control over their jobs, are more susceptible to stress than those with more power, such as managers and CEOs. J. Clifton Williams (1978) discusses stress in his book, "Human Behavior in Organizations". He states:

Stress is an exceedingly complex concept which does not lend itself to a simple definition. It can best be understood in terms of the internal and external conditions necessary for its arousal and the symptoms by which it is identified. Its identifiable symptoms are both psychological and physiological. It is not necessarily the situation but one's perception of it that determines whether it will be stressful (pp. 349).

Williams (1978) also states, "The causes of stress are found within the environment, the individual, and the interaction between the two". Stress is an expensive problem for organizations (Primm, 2005). The cost of stress has influenced some companies to take action and try to reduce workplace stress. This leads into the question of how can companies reduce and control the amount of stress placed on their employees.

Diverse methods have been created for controlling employee's reaction to stress. Several of these approaches involve teaching employees how to relax or how to think differently about themselves or their work (Primm, 2005). Since the causes of stress lie both within the individual and their environment, management cannot completely eliminate stress, however management can minimize stress. There are many ways to reduce stress. To do so requires finding the source of the stress.

There are several useful features of the ProScan helps identify things that may inhibit an employee from being productive at an optimal level. By way of the ProScan and the PDP system, organizational communication and organizational culture are improved. This is done

through elements that identify the motivators and demotivators of employees, thus helping managers to know how to motivate an employee and things to avoid that may demotivate employees. Another useful aspect that identifies an individual's stress and provokes them to look into possible solutions or adjustments that can be made to reduce the stress. The next section will provide a detailed explanation of the ProScan and how these theories relate to it.

### **Understanding the ProScan**

Behavioral scientists have found that the three "psychological states" experienced which are critical in determining a person's motivation and satisfaction on the job (Hackman, Oldham, Janson, and Purdy, 1975). First is experienced meaningfulness. This means that an individual must perceive his work as worthwhile or important by some system of value. Second is experienced responsibility. The individual must believe that he personally is accountable for the outcomes of his efforts. Third is knowledge of results. The individual must be able to determine, on some fairly regular basis, whether or not the outcomes of his work are satisfactory. When these three conditions are present, a person tends to feel very good about himself when he performs well.

It is been said that the average worker is bored, dissatisfied, and dehumanized in organizational life and lack motivation (Sanzotta, 1977, p. 4). The importance of this problem should not be underestimated. Low productivity can have an economic ripple effect throughout our society. According to Sanzotta (1977), many organizations began to realize that the costs of low motivation and dissatisfaction need to be accounted for and analyzed (p. 5). He also states that in addition, the costs of low motivation and dissatisfaction are not only organizational, they are personal.

Professional DynaMetric Programs, Inc. (PDP) aimed to discover a system which offered a summarizing, undeviating process for measuring the main facets of self-perception. They eventually created the ProScan, an assessment tool that discloses an individual's basic behavior, reaction to the environment, and predictable behavior patterns. The original ProScan was developed by Dr. Samuel R. Houston, Dr. Dudley Solomon, and Bruce M. Hubby, President of PDP, Inc. in the late 80's (PDP, 2011).

The ProScan survey is a simple, objective assessment intended to measure vital behavioral traits that are held in different amounts by every human being. The survey is comprised of 60 prudently selected, self-descriptive adjectives which were chosen by Bruce Hubby, President of PDP, succeeding the study of carefully directed field trials and all-embracing case study reports (Hubby and Williamson, 1988). The responses to each adjective are documented in the five-point Likert (1932) scale, with 1 being the least and five 5 being the most. In order for me to perform the task I was assigned by my supervisor, I needed to thoroughly understand how the ProScan works.

The ProScan is intended to measure four main behavioral traits and a fifth secondary trait as follows (Hubby and Williamson, 1988):

Dominance, the control trait

Extroversion, the social and fluency trait

Pace/Patience, the rate of motion trait (often referred to as the Patience trait)

Conformity/Structure, the structure detail trait

Logic/Rationale, the type of reasoning trait

Hubby and Williamson (1988) indicate that the survey also measures certain “dynamic features” of personality that are derived from special formulas applied to the available data.

Those features are identified in the list that follows:

Energy level

Environmental stress

Direction of stress in behavioral changes, e.g., “...feel the need to be less (or more) dominant”

Energy lost due to stress

Moral/satisfaction

Rationale for decisions, fact or feeling

Primary and back-up management styles

Primary and back-up communication styles

Primary and back-up approaches to tasks or goals

Environmental preferences

Motivators, Demotivators

Overriding needs, those being met and those not being met

The ProScan survey was based on the following primary theoretical assumptions: 1) Human behavior is comprised of different factors, 2) Factors of behavior can be measured by appropriate sets of self descriptive word lists, 3) Knowledge of behavioral traits is useful for describing, understanding and predicting individual behavior, and 4) The ability to describe, understand and predict behavior can make important differences in many real-life situations (Hubby and Williamson, 1988). These theoretical assumptions provided an important basis for the definition of human behavior in terms of multiple trait dimensions within which individuals locate themselves at particular points and which together defines the behavior space. Factor analysis was relied upon as the statistical tool for translating theoretical constructs into scales of measurement. It was with those understandings that the development of the ProScan survey proceeded.

Understanding the meaning of these measurements helps us understand how to appreciate and leverage the strengths of oneself and others, how individuals accomplish tasks, and how one will communicate. The meanings of the measurements also indicate how one will lead and how one is typically motivated. All of the previously mentioned aspects of the

ProScan will be covered more in depth moving forward. The Data Sheet is a 22 page report which presents the graph showing the Basic/Natural Self, the Priority Environment and the Predictor/Outward (the Blue, Red and Green areas throughout the report). An example of an administered ProScan is included in the Appendix. It's important for managers to have some understanding about the needs that are commonly most important to people. Maslow's hierarchy of needs is a framework that helps explain the strength of certain needs individuals have.

Maslow's theory begins with satisfying physiological needs, i.e. hunger and thirst. When that need is met Individuals begin to have a need for safety, the need to feel like the world is organized and feel safe and secure. When that need is met individuals then feel the need for a sense of belonging and acceptance. If an individual has a job, we can assume that these three needs are met. Having the job makes them feel needed, feel safe, they are able to satisfy hunger and thirst with the money they make. According to Maslow's theory, there are two needs left that need to be met. This is where I see you at the ProScan as being a valuable tool.

After individuals begin to satisfy the need to belong, they generally want to be more than just a member of their group. Most people have a need for high evaluation of themselves that is firmly based in reality, recognition and respect from others (hersy Blanchard, Johnson). The ProScan data sheet allows both employee and manager to see and evaluate different traits in the Basic/Natural Self and Predictor/Self sections. As defined earlier, The Basic/Natural Self describes an individual's most efficient and productive style of operating and the value they bring to an organization and the Predictor/Self these same aspects are addressed but in regards to how others see the individual. These are evaluations of self

perception and outer perception, allowing the individual to get recognition, both from themselves and others for their behavioral trait strengths.

The last need in Maslow's hierarchy of needs is self actualization, Meaning individuals have I need to live up to their fullest and unique potential. The results obtained from taking the ProScan Identify strengths and individuals help them see their potential. As Maslow (hersy, pp. 38) put it, "What a man can be, he must be". Many organizations believe that they must change their employees to fit their organization. However, the ProScan identifies positive behaviors and teaches managers to leverage those behaviors for the benefit of their company instead of changing the individual to fit the organization's needs. Putting an employee's needs first can have a strong effect on increasing their motivation.

The findings of the Hawthorne studies suggested that employees are not merely motivated by money but that employee behavior is linked attitudes. Mayo Conducted another phase of experiments with a group of women who assembled telephone relays. He implemented innovations such as schedule rest periods, company lunches, and shorter workweeks. Work output was increased, which baffled Mayo. Mayo then took everything away from the women, returning the work conditions back to the exact way they had been before he conducted the experiment. He expected negative results but instead I'll put them was increased to an all time high. Why was this? Because of the attention given them by experimenters, the women felt that they were in important part of the company, they no longer saw themselves as isolated individuals, working together only in the sense that they were members of a cohesive workgroup.

In my analysis I found that the ProScan individual data has a similar effect on employees that the experiments had on the women in Mayo's experiment. After completing

the ProScan survey, employees' eyes were opened and they saw themselves as individuals that were all different but valuable to the company. Because of the attention given them in their follow-up interviews, which primarily focused on their strengths, LearnKey employees felt that they were an important part of the company. Giving employees individual attention can have a great effect on their motivation, emphasizing their behavioral strengths and encouraging them to live up to their fullest and unique potential.

## **SECTION 1: Basic/Natural Self**

Each of us is a unique individual. We all have natural strengths and pressures that we experience that affect how we come across to others. To better understand the ProScan survey one needs to understand an individual's "True Self", or the Basic/Natural Self. This particular aspect of the survey involves measuring a person's individuality and describing who a person really is, such as actions, behaviors, perceptions and reactions. It also tells how a person communicates, responds to others and accomplishes tasks and describes an individual's most efficient and productive style of operating (Hubby, Hubby, Bass & Dowd, 1984).

As previously mentioned before, there are four cornerstone behavioral traits identified by PDP's research which are Dominance, Extroversion, Pace/Patience, and Conformity. It is important that these four cornerstone behavioral traits are understood from both a "High" level, meaning the behavioral trait is very intense and from a "Low" level, meaning the behavioral trait is very moderate.

### *Dominance*

The first of the four cornerstone behaviors is Dominance, which is the disposition of an individual to assert control in dealing with others. High Dominance individuals take

charge; act on the environment, this control oriented in things and concepts, and direct, decisive, and innovative and driven. Individuals with this trait take charge of situations with the big picture and bottom-line results in mind. Their point of view is a focus on things getting done. They want to have and may take authority to accomplishing goals and achieve bottom-line results. These individuals demand a great deal of self and others and are competitive in areas of perceived important. They are most productive when working with minimal supervision. They respond well to meeting challenges and are good at solving complex problems. Also, these individuals like to develop concepts, which are often technically oriented, and relate to team approaches if it serves selected goals (Hubby, Hubby, Bass & Dowd, 1984).

High Dominant individuals delegate responsibility, not authority. They respect only what is perceived to be competent management or necessary education. These individuals have little regard for titles or organizational charts of others and ignore others ideas when their mind is made up. They prefer to give orders, rather than take them, they are not aware of how strongly they come across to others intend to say exactly what they think. When in sales they prefer to market tangibles and may use intimidation or pair of self-confidence to hide insecurity, soft heartedness, or lack of preparation.

On the other side of the spectrum Low Dominant individuals are generally mild-mannered, composed, and often modest. They are accommodating and helpful, support others and collaborate to accomplish results, and prefer not to impose demands upon others time and work. These individuals are may wait for others to take the lead, are most productive in non-confrontational, peaceful environments, and may react to offensive commands by

withdrawing or delaying action.

### *Extroversion*

The next of the four cornerstone behaviors is Extroversion, which is the act of directing one's interest outward or to things outside the self. Individuals with High Extroversion act on the environment, are control-oriented through people, and are articulate communicators, able to adapt to diverse communication styles. High Extroversion individuals are interactive, motivational, persuasive, and influential. They are good at role-playing, inspiring, and envisioning and delegating. A High Extrovert endeavors to put others at ease and be influential and persuasive. They are energized and social surroundings, tend to have a lot of acquaintances, and are able to read people and know what they want to hear. They also have the ability to develop promotional ideas and to work with intangibles. These people want to become and need to, be liked and respected. They become frustrated by contrary views and negativity and overly optimistic about people and situations. High Extroverts are attracted to new opportunities, makeshift from one idea to another without focus, and are very opportunistic at promoting self and ideas. They like to create a surprise effect, and are practical jokers. High Extroverts are aware of impressions made on others through appearance and belongings (Hubby, Hubby, Bass & Dowd, 1984).

Persons with Low Extroversion, on the other hand, are contemplative, reserved, and enjoy quietness and time to think. They are selective in whom they place trust, and value personal privacy. They may have creative, individualistic, and imaginative approaches to situations, communicate cautiously, sincerely and unpretentious and maybe skeptical when pressured by someone perceived as flamboyant.

*Patience*

The third of the four cornerstone behaviors is Patience. This trait is influenced by the environment and is control-oriented through process. Individuals with a High Patience trait are attentive listeners, patient instructors, coaches, and mentors. They are persistent and dependable, stable influencers and mediators, and able to adjust to about any justifiable pace, and use time effectively. The point of view of the High Patience individual is a focus on accomplishing tasks through patience and persistence. They tend to observe cause-and-effect before taking action and prefer a consistent, established, and predictable pace (Hubby, Hubby, Bass & Dowd, 1984).

High Patience individuals set up routines and are comfortable with repetitious actions and procedures. They are most productive in a stable environment, often accomplish more than may be apparent to others, are friendly, relaxed, patient, and in harmony with others. They attempt to make the best of everything to avoid causing trouble or dissension. They appear to react calmly to pressure but actually internalize feelings. They are cautious to start and slow to make change unless justified (Hubby, Hubby, Bass & Dowd, 1984).

High Patience individuals take the time to understand concerns and expectations of others. They are noted for good memory and moderate tastes, preferring to work with strong confident leadership, and wait for recognition and appointment to leadership roles. They may only push organizationally and socially if pressured. They want assurance of benefits, may take on more than can be handled to avoid saying "no" to others, and tend to hold concerns and injustices within until reaching a bursting point.

Low Pace/Patience individuals have a strong sense of urgency for self and others. They create or seek out new, exciting situations for the change of pace and environment.

These individuals are action oriented, impatient, fast-paced, and prefer surface learning in a variety of areas, rather than focusing on single topics. Low Pace/Patience individuals get bored if pace is too slow and disorganized, may show erratic behavior or waste time.

### *Conformity*

The last of the four cornerstone behavioral traits is Conformity. This is the System/Quality assurance trait. It is influenced by the environment; control oriented through rules, and follows and maintains established systems and procedures. Task managers are accurate, detailed, and utilize process and task orientation. The point of view of the high conformity individual is strong personal values about right and wrong. They follow the rules or procedures, particularly those from within, have a high sense of what is proper and appropriate, and like preset standards and systems. They know what to do, when and how, and need positive reinforcement about job well done (Hubby, Hubby, Bass & Dowd, 1984).

These persons itemize details; have check lists, and check and double check for accuracy. They welcome comprehensive training to avoid mistakes and are most accurate when using preferred systems without pressure. High Conformity individuals respect leadership, particularly if structured and consistent. They expect to receive respect for role or position, can accept change when confident and certain of value, they will proceed cautiously, and preferably one step at a time. They have a strong sense of loyalty and obligation unless mistreatment is perceived or experienced. High Conformity individuals worry about future risk and potential danger. They avoid anything that will lead to criticism, may resist testing or evaluations, and may start to or become a bottleneck to protect against pressure if overload with responsibility (Hubby, Hubby, Bass & Dowd, 1984).

Low Conformity individuals are characterized by a generalist orientation to life. They

often show an independent attitude and an inhibited style. They relate well to activities that are out of the ordinary or prescribed, they want freedom and minimal controls in all areas of life, and enjoy taking risks. Those with this trait may focus on detail that serves personal interest, may resent or show degrees of resistance, even hostility towards authority. They often state or imply that rules are meant to be broken, and may prefer to ask forgiveness rather than permission.

There is one characteristic among people that is universally Valid and important, it is that they differ. People differ greatly in intelligence, aptitudes, physical strength, manual dexterity, knowledge, skill, interest, personality traits, motivation, and many other attributes which potentially influence behavior and productivity. The Basic/Natural Self portion of the ProScan identifies these elements in individuals and helps them as well as their managers to better understand themselves (Williams, 1978).

### **Logic/Rationale**

The ProScan also includes a Logic section, which indicates the decision-making style of an individual or how one individual processes and makes a decision. The three logic styles are Fact, Feeling, and Balance. Those individuals who use the Fact logic style are analytical; they have a deliberate decision-making process based on documents and facts. They use more time to make decisions, simply because of the required access to sufficient facts. They are skeptical of decisions made in any other way. These individuals find difficulty in trusting intuitive decisions, which are viewed negatively as "gut" decisions (Hubby, Hubby, Bass & Dowd, 1984).

Those individuals who use feeling style of logic are very intuitive. They can make decisions quickly based on inner sense. They have a continual mental recording of

information through observations and experiences. They have the ability to use reading and listening to provide the resources for rapid and valid decisions. Situations involving decisions about new projects and people issues so will not have many hard facts available; therefore, these situations may require intuitive decision-makers.

The balance type of logic involves a balance of Fact and Feeling. The Balance trait involves the ability to call on either style for the situation at hand: Fact when detailed regulations or supporting documentation is required for proof of decisions made. Feeling is used when facts are not available or when decisions must be made at once (Hubby, Hubby, Bass & Dowd, 1984).

The ProScan measures the level of intensity to which a trait has been developed by an individual. All individuals surveyed will have some measure of each trait of action. A Trait Intensity Chart and Profile Spread can be found in the appendix. These graphics allow one to see traits and the distance between highest-rated the lowest rate. The wider the profile, the easier it is to recognize a protected behavior, essentially meaning a result of certain traits being much stronger or intense than others. The narrower the profile, the harder it is to recognize and predict behavior. Any trait that falls within the midline sigma can take on the characteristics of either side. Over 74% of the population has a profile spread of less than 3 sigmas. (1 sigma=1 inch) (Hubby, Hubby, Bass & Dowd, 1984).

The location of profiles on the Data Sheet correlates with the intensity of the individual's response to the words on the ProScan survey. This results in response intensity scores that have an effect on the location of the profiles for the Basic/Natural Self and Priority Environment sections of the Data Sheet (Williams, 1978). An example is shown in the appendix.

In the original, PDP research, several sophisticated statistical procedures made it possible for ProScan to measure the strength of each specific behavioral trait with reference to the other traits of a person's profile, using what is known as a variable norm. This produces a measurement of the amplitude and intensity of each trait in relation to other Traits within each profile. Therefore, the DynaMetric Mid-Line is actually the individual's norm and is located halfway between the ranges of traits. Sets of the four traits can fall in the upper, middle or lower part of any one of the sections on the Data Sheet (Hubby, Hubby, Bass & Dowd, 1984).

Mid-Line profiles consist of any trait configuration having a total profile spread of one sigma or less. Because each cornerstone trait is developed with similar intensity, Mid-Line profiles can be very flexible and adaptable. They can also be very unpredictable. It's helpful to encourage these individuals to let others know when and for what reasons they may change style of behavior.

An adaptable person is one who can adjust to a variety of environments. They are moderate in actions and have the flexibility to take on a wide range of responsibilities and roles. Based on observations of what the situation needs, they have the ability to respond in ways which will be the most useful. They sell them show extremes of behavior. They are composed, tolerant and comfortable with wearing several hats (Hubby, Hubby, Bass & Dowd, 1984).

To help midline profiles determine their degree of flexibility, one may have them highlight all the words in the trait intensity chart that they feel describe them best. It is possible that the results will show wide range in one or more of the tricks. This indicates that they can and will use different styles of behavior that they perceive necessary to accomplish

their goals. Generally the high traits with the most markings will predict the person's most-often used the behavior (Hubby, Hubby, Bass & Dowd, 1984).

### *Energy Styles*

The ProScan includes an Energy Measures section. It measures an individual's Energy Styles and Kinetic Energy level. Energy Styles indicate how an individual approaches tasks or accomplishes a goal. There are three different Energy Styles, Thrust, Allegiance, and Ste-nacity. Thrust is a rocket launch style with huge energy output and inner directed, self starting drive. Allegiance is a follow-through, supportive style. It is dedicated to completing a pre-determined project. Ste-nacity is a steadfast and tenacious style. It is a locomotive-like force that self initiates, pursues and complete the project. Energy styles are measured from the bottom of the Data-Sheet up, meaning the higher the energy style, the more intense style (Hubby, Hubby, Bass & Dowd, 1984).

### *Kinetic Energy Level*

The ProScan also measures an individual's Kinetic Energy level, which indicates the amount of energy a person possesses to accomplish the task. In other words it is a person's capacity or fuel, their battery size and charge. This energy level relates to: mental energy, which may be observed in those who are able to solve complex problems or think creatively. Emotional energy maybe described as enthusiasm, excitement and the ability to sense or feel the emotions of themselves or others. Physical Energy relates to the ability to use the body as a resource to accomplish work or exercise. Some individuals may have a balance of mental, emotional, and physical energy (Hubby, Hubby, Bass & Dowd, 1984). Others may have different levels in each type of energy. Energy level chart will be included in the appendix.

## **SECTION 2: Priority Environment**

The next section of the ProScan Data Sheet involves Priority Environment(s). In this section stress, satisfaction, and energy drain are measured from the important environments which are taking priority in an individual's life. Pressures from an individual's life come from one or more of six major environments determined by PDP. These are: work, social, family, economic, health, and beliefs. On part two of the ProScan survey, the individual is asked to respond to what they feel are the actions that others are expecting of them: "how others expect you to be or act." This part of the survey may trigger thoughts from the past 4 to 8 weeks that are either related to the work environment or to the outside world. Significant amounts of stress can cause dissatisfaction, poor performance, and turnover (Hubby, Hubby, Bass & Dowd, 1984). With ProScan, individuals can identify the causes of stress at work. All jobs have some stress at times. The key challenge is to understand and minimize long-term negative aspects of stress.

### *Stress Analysis*

Stress involves making adjustments to outside or internal pressures. Stress has two forms: Distress and Eustress. While distress may be negative or bad eustress may be self-imposed or positive. Hans Selye, M.D., professor and director at the University of Montréal (1974), stated:

Stress is not something to be avoided. The only way to avoid stress would be to do nothing at all. Virtually all human activity involves stress, from a game of backgammon to a passionate embrace. But, this can be defined as the stress of pleasure, challenge, or fulfillment. What we all want is the right kind of stress for the right length of time, at a level that is best for us. Excessive or unvaried stress,

particularly frustration, becomes distress. And this, in turn, can lead to ulcers, hypertension, and mental or physical breakdowns.

PDP indicates that distress is negative, bad stress. It causes a person to tire more quickly. In the ProScan survey, when the Low Satisfaction length is 1/4" or more, Distress is present.

Eustress is self-imposed or positive stress. The stress amount does not indicate unhappiness or distress. Eustress is generally present when there is Average or High Satisfaction indicated on the ProScan Data Sheet (Hubby, Hubby, Bass & Dowd, 1984).

The Data Sheet contains arrows, lines, and dots. These are descriptions of whether a trait is moving up or down. If the dot is above the arrow and line, this indicates that an individual is doing more of one of the four cornerstone behavioral traits or is being more Fact conscious in their Logic Style (Hubby, Hubby, Bass & Dowd, 1984). For example, if the dot is above the arrow and line on the Data Sheet for Dominance, This indicates that the individual is taking charge, becoming more assertive and forceful. Possibly they have placed in a leadership role, or sense the need to take control. They may be using more decisive, analytical, and problem-solving skills to achieve desired results. For the Extroversion trait, an arrow pointing up indicates that the individual is being more friendly and empathetic. They may feel the need to develop more relationships and to be active in group/team activities. They may have more of an emphasis on social involvement at the given time that has created the need to be more interactive.

Persons with the Patience trait may be realizing things are not going to happen as quickly as preferred; waiting for others, or not pushing as hard as would be natural. Perhaps the individual is choosing to act in a more casual, easy-going manner. When the conformity behavioral trait is on the rise, more emphasis is put on details. The individual is emphasizing

precision and accuracy more. Perhaps developing and following systems, procedures, and becoming more organized. They may be increasing focus on the quality or having to deal with more of the details (Hubby, Hubby, Bass & Dowd, 1984).

When individuals Logic style is on the rise they are more fact conscience. They may feel pressured to be more objective and deliberate and making decisions. Perhaps there is pressure together more specific factual information to validate the resulting decision. When the dot is below the arrow and line on the Data Sheet, This indicates that an individual is trying to do less of one of the four cornerstone behavioral traits. With respect to dominance, this means an individual is trying to be less controlling. They are stepping back and not being as forceful auras assertive house would be natural. Perhaps they are attempting to delegate authority; or conversely some authority is being taken away.

With regards to Extroversion, an arrow pointing down indicates the individual is less outgoing than before. The individual may be less communicative, or quieter. This may result from a change in roles that require a more objective and direct approach with people. Perhaps feeling let down, disappointed, or not appreciated by others.

A declining Patience trait indicates that a person has less patience. The individual is generally sensing an urgency to accomplish more in less time. They may be pushing to get more rapid results. Or possibly, internal or external deadlines are not being met, causing a need to move more quickly.

Regarding the Conformity trait, this means an individual is less detailed than before. An individual with conformity on the decline may be taking more risks, asserting independence, or breaking away from tradition possibly there is pressure to forgo quality to increase production, which may minimize the opportunity to conduct preferred accuracy

checks. When an individual's logic style is on the decline their feelings are more conscious. They feel pressure to be more intuitive and spontaneous and making decisions perhaps decisions must be made in less time. They may base decisions more on past experiences and less on facts (Hubby, Hubby, Bass & Dowd, 1984).

The difference in the spread between the highest and lowest trait of that basic profile and the priority environment profile is very informative. PDP uses two different terms to describe the differences. The terms are Compression, which means feeling boxed in and Over Extension, which means reaching further than one has capability. With regards to Compression, the priority profile is dimensionally smaller than the basic profile. It is not as dynamic as the basic profile would indicate. The individual feels boxed in by external pressures or is holding back in response to internal pressures. With regards to Over Extension, the priority profile is dimensionally larger than the basic profile. It is more dynamic and then would be expected from the basic profile. The individual maybe stretching beyond their capacity or may be required to do more than would be comfortable (Hubby, Hubby, Bass & Dowd, 1984).

The Priority Environment section Stressors that may be occurring in employees' work or home life. Individuals may experience internal stress, which refer to inner conflicts, Such as nonspecific fears or anxiety. Perceptual influences also affect an employee's attitude in their work environment and cause stress as well. Environmental stressors can also affect an employee. This may include organizational structure, such as rules, procedures, and policies. Or it could include interpersonal conflicts, such as having to work day after day with another person was irritating, aggressive, or repulsive because of personal habits maybe highly stressed. There are several other elements that may be environmental stressors, such as

leadership, responsibility, and task load just to name a few (Williams, 1978). The Literature Review mentioned that stress is expensive (Primm, 2005) and asked how can companies reduce and control the amount of stress placed on their employees. Companies can do this the Priority Environment Section of the ProScan, employees and managers can identify what may be causing the stress and individuals life so that they may find solutions to alleviate that stress.

### **Satisfaction Analysis**

The ProScan Data Sheet also includes a satisfaction analysis. This analysis shows the level of personal need or desire that is currently being filled. It determines if the individual is being rewarded or if their goals and aspirations are being met. If an individual has High Satisfaction they will have feelings of satisfaction or high morale. They are receiving desired rewards for efforts put forth and have a sense of goal fulfillment and purpose. High satisfaction indicates the stress is positive. If someone questions their high satisfaction results, over expectations may be occurring, meaning more maybe expected by others than the person is comfortable with or feels reasonable.

Average satisfaction indicates that an individual is getting enough rewards to make stress worthwhile. They are seeing the light at the end of the tunnel and feeling that current circumstances are adequate. Low satisfaction indicates a concern as to whether or not goals and aspirations are being met by the individual. The individual may not be receiving rewards for efforts put forth. A Sense of discouragement and dissatisfaction indicates that stress is negative (Hubby, Hubby, Bass & Dowd, 1984).

### *Energy Drain*

The next element included in the ProScan Data Sheet is a section on Energy Drain. This section indicates how stress and satisfaction affect energy level. This section involves three elements, Potential Energy, Energy Drain, and Available Energy. Potential Energy is generally unseen. Visible physical evidence does not necessarily indicate an individual's genuine Energy Level. Characteristics such as high satisfaction, enthusiasm, and response to challenges may be perceived as higher energy. Energy Drain=Stress (length + if crosses Mid-Line) + Satisfaction (Hubby, Hubby, Bass & Dowd, 1984).

### *Available Energy*

Available Energy is the remaining usable energy after stress and satisfaction diminishes energy capacity. An example of an Energy Level chart will be included in the appendix.

## **SECTION 3: Predictor Outward Self**

This section is a synthesis of the Basic/Natural Self and Priority Environment(s). The Predictor describes how others observe an individual. This section identifies Dominance, Extroversion, Pace/Patience, Conformity, Logic, Energy Styles, and Available Energy, which were all described in SECTION 1: Basic/Natural Self. Depending on the stress pressures indicated in SECTION 2: Priority Environment, this section may be quite different from the individual's Basic/Natural Self (Hubby, Hubby, Bass & Dowd, 1984).

This section is very similar to the Basic/Natural Self section in that it identifies perceptions of others whereas the Basic/Natural Self section identifies how an individual sees himself. This is important to understand because it identifies their behavior and can also be useful in motivating employees. Motivation has been defined as: the psychological process

that gives behavior a purpose and direction (Kreitner, 1995). Managers can then leverage this behavior and give it purpose and direction for the optimization of their organization.

## **SECTION 4: Operational Styles**

Based on individuals Basic/Natural self operational styles include the following three styles that encompass how an individual operates. Communication style: how they communicate to others (send messages) how they prefer others to communicate with (receive messages). Leadership style: some traits are more natural in leadership roles, but all traits can lead. Each trait leads using a unique style. Back up style: what individuals resort to when they run out of energy, it is the last effort to get results.

### **Communication Style**

PDP defines communication styles of the four cornerstone behavioral traits, Dominance, Extroversion, Pace, Conformity. Those individuals with the Dominance trait are Considered teller/authoritative. These individuals use a forceful, direct approach when communicating with others. They feel comfortable expressing opinions and may make strong, Frank statements to make a point. They also tend to say what they mean and prefer to say things only once (Hubby, Hubby, Bass & Dowd, 1984).

Those individuals with the Extroversion Trait are considered seller/persuasive. These individuals are influential in convincing. In general, they are positive, optimistic, and inspiring. They show empathy and give encouragement to peers. Enjoy exploring new opportunities and place high value on being part of the team.

Individuals with the Pace/Patience trait are considered casual/careful. These individuals are warm, friendly, and willing to listen. They prefer to have harmonious and non-chaotic surroundings with time to get comfortable in a new environment.

Individuals with the Conformity trait are considered Guarded/Cautious/Exacting. These individuals are selected, reserved communicators. They will be concerned and conscientious, referring to proven policies and rules as a basis for actions. They naturally itemize things in detail and expect accuracy from self and others. They also place importance on loyalty and sincere. A model for developing effective communication skills with regards to the four cornerstone behavioral traits will be included in the appendix (Hubby, Hubby, Bass & Dowd, 1984).

As previously mentioned, back up styles are what individuals resort to whenever they run out of energy, patience, or feel that it just isn't worth the effort. Back-up style is an individual's last effort to get results. As with the previous Operational styles, Back-up styles for each of the four cornerstone behaviors traits will be defined. Dominance is the dictatorial steamroller trait. When in there Back-up style, these individuals may turn into a steamroller or become dictatorial to gain, regain, or maintain control Hubby, Hubby, Bass & Dowd, 1984). These elements are crucial to understand for the fact that it can help facilitate communication among teams and individuals in an organization.

### **Leadership Style**

The ProScan also helps individuals understand their leadership styles with regards to the four cornerstone behavioral traits. Dominance is the authoritative/decisive trait (Hubby, Hubby, Bass & Dowd, 1984). These individuals take direct command and art inner directed and self-styled. Seeking to obtain positions by winning them, their decisions are very analytical. When in a leadership role, they lead with authority, take charge and are decisive, and create a vision. They also foster innovation, delegate responsibility while retaining authority, and focus on results.

The leadership style for Extroversion is Persuasive. These individuals use a selling style which includes influencing and reading people. Their social control skills are generally evident. They seek to obtain positions by winning them. When in a leadership role, these individuals build teams effectively, seek opportunities, and delegate authority, responsibility and detail. They influence and convince others, have social and verbal skills, and present well in public (Hubby, Hubby, Bass & Dowd, 1984).

The Pace trait is the Caretaker/persistent trait. These individuals take what comes and adjust as needed, and then push ahead. They have constant observation of everything which is strength. They seek to obtain positions by earning them. When in a leadership role they show dependability consistency, preferring to establish pace, but will adjust to reasonable change, and value promotion based on performance. They also foster stability and harmony and demand respect of others. They persistently pressed towards goals (Hubby, Hubby, Bass & Dowd, 1984).

The Conformity trait is the Procedural/Traditional trait. Individuals possessing this trait demand adhering to systems and structured whenever possible. They follow regulations and continue with what has worked in the past. They also seek to obtain positions by earning them. When in a leadership role these individuals follow clearly defined systems and establish programs, show loyalty and commitment, and value expertise of others. They ensure accuracy and quality and see correct results (Hubby, Hubby, Bass & Dowd, 1984).

### **Back-Up Style**

The backup style for Extroversion is a verbal attack. These individuals may launch a verbal attack or give exhaustive over explanation if they feel cornered, ignored, or not appreciated and valued. The backup style for the pastray is to avoid conflict. These individuals

avoid conflict and given so as to not make a scene. They make it even later with others through listing multiple grievances, avoiding responsibilities, or quitting.

Finally, the Back-up style for the Conformity trait is a strong need to be right. These individuals must be right Intend to cover the situation with fax, stall, and seek more information. This is particularly true if unjust criticism is experienced or anticipated.

## **SECTION 5: Motivation**

Individuals are motivated or demotivated by environmental factors linked to their profile. These factors are determined by the individuals Basic/Natural Self traits and Trait Pair combinations (Hubby, Hubby, Bass & Dowd, 1984).

### **Motivators Worksheet**

Motivators are elements that create a positive environment. They are factors that provide a sense of well-being and reward foreperson. They are also items that increased satisfaction and recharge an individual's energy. The Motivator Worksheet is intended to help the individual identify the importance that each of the listed terms has for them in their work and/or personal life. It is also important to note that the terms are based on the individual's trait pair, so the the same terms do not appear on each individual Data Sheet (Hubby, Hubby, Bass & Dowd, 1984). The motivators worksheet helps identify employee needs; similar to how Maslow's theory emphasizes individual's five basic needs.

### **Demotivators**

Demotivators are elements that create a negative environment. They are factors that are not desirable and may be discouraging. These are items that negatively affect Energy Level and causes Energy Drain. As with previous sections, the motivators and de-motivators are applied to the four cornerstone behavioral traits (Hubby, Hubby, Bass & Dowd, 1984).

Motivators for individuals possessing the Dominance trait are challenge, power and authority, and money and material things. They are also motivated by prestige and position, direct answers, and freedom from controls supervision, and detail. Bottom-line results, Protection, direction, leadership, predictable environments, and peaceful coexistence are also motivators for these individuals. De-motivators for individuals possessing a dominance trait that is high are too many external controls and incompetent, trivial interferences. Those with low Dominance trait are de-motivated by having to be authoritative and incompetent leadership (Hubby, Hubby, Bass & Dowd, 1984).

Individuals possessing the Extroversion trait are motivated by status, popularity, and friends. Opportunity, monetary rewards, and praising a public recognition are also significant motivators for these individuals. Group activities outside of their job, identification with an organization, socializing with close friends, and limited emotional exposure are also motivators for individuals with the Extroversion trait. Respect and time to think, to be creative thinkers also promotes motivation in these individuals. Individuals with high extroversion are de-motivated by not feeling appreciated, feeling left out, and distrust. Individuals with low extroversion are de-motivated by emotion charged situations, no respect, and meeting and associating with new people (Hubby, Hubby, Bass & Dowd, 1984).

Individuals with the Pace are motivated by happiness, harmony, cooperation, and time to adjust to change. Fairness, appropriate benefits, steadiness, stability, and predictable environments are also motivators. Also mentioned are no abrupt changes without justification, a fast-paced, variety, and new environments to work/play, and freedom from routine. Finally these individuals are motivated by more time in the day and outside activities, such as travel. Individuals with a high pay straight our de-motivated by unjustified or erratic

pressure and confrontation. Low pace individuals are demotivated by routine and slow-paced environments (Hubby, Hubby, Bass & Dowd, 1984).

It has been noted that Esteem and self-actualization needs seem to become more important as people develop. Fredrick Herzberg concentrated on these areas when pioneering his motivation-hygiene theory. Knowledge about human nature, motives, and needs could be invaluable to organizations and individuals. Working with an individual's strengths identified by the ProScan survey the PDP system identifies motivators and shows how environmental factors affect stress, energy, and satisfaction levels. These elements correspond with the Motivation-Hygiene theory. Motivators relate to the job itself, such as achievement, recognition for accomplishment, challenging work, increased responsibility, and growth and development. Hygiene factors relate to the environment, policies and administration, supervision, working conditions, interpersonal relations, and money, status, security. Herzberg's research found that when people felt good about their jobs, this feeling had to do with the work itself, thus motivating them. On the other hand, she found that when people felt dissatisfied with their jobs they were concerned about the environment in which they were working. These were referred to as hygiene factors, maintenance because they are never completely satisfied and have to be continually maintained. The ProScan becomes a valuable tool in helping this theory work. With the ProScan a manager is able to see what motivates an employee in the Basic/Natural Self section while also identifying what factors could be causing dissatisfaction in the Priority Environment section.

Adams Equity theory suggests that employees become demotivated, both in relation to their job and their employer, if they feel as though their inputs are greater than their outputs. In my analysis there were some employees that have been sent, that their efforts outweighed

their yield. Part of the reason for this was being in the wrong position Or not completely sure what their role was. Without the ProScan audit and follow-up interview managers may never have found out why some employees were demotivated. Along with uncovering the demotivation within employees, managers were also able to assess the demotivated employees' traits and help them improve in their current position or move them to another position more suited for them.

Conformity is the last trait. Individuals possessing this trait are motivated by standard operating procedures and systems and reassurance of a job well done, such as praise (Hubby, Hubby, Bass & Dowd, 1984). Constant updates of changes, procedures, accuracy, quality, and sound actions motivate these individuals. Basic benefits, security, and independence from freedom, meaning no supervision motivate these individuals. Freedom from detail, rules, and reports are motivators along with no restrictions and unusual assignments. Individuals with high conformity are de-motivated by unjustified criticism and lack of organization. Individuals with low conformity are de-motivated by controls, detail work, and highly structured environments.

### **Overriding Needs Survey**

Occasionally conditions or the environment cause individuals to experience Needs that may not be related to their Basic/Natural traits. This survey helps them capture and identify what is important to them at that time (Hubby, Hubby, Bass & Dowd, 1984).

B.F. Skinner's reinforcement. He states that an individual's behavior is a function of its consequences, meaning that an individual's behavior with positive consequences tends to be repeated, but individuals' behavior with negative consequences tends not to be repeated. Going back to the Basic/Natural Self section of the ProScan, managers can use the

information given in this section to help reinforce behaviors. For example a salesman with high extroversion may be positively reinforced by his manager for his interactive, motivational, persuasive, and influential manner with customers. By the manager doing this the behavior is reinforced in the salesman thus meaning the behavior will be repeated. Or another situation could be a co-manager who notices that employees do not respond well to her direction. The other co-manager may be able to point out High dominant behavior in this person, meaning she may not be aware of how strongly she is coming across to the employees in the office. If the co-manager takes this advice and strives to be less dominant, co-manager along with employees may reinforce the behavior because of positive outcomes of lowered Dominance.

Edward Lawler III (1994) identified the difference between the terms motivation and satisfaction and also examined the relationship between the two terms. Lawler claims the terms are different, motivation being forward looking and satisfaction refers to feelings about the past. Manager should be attentive of this important difference. As motivation is measured and reported in the ProScan satisfaction to can be found in the priority environment section of the ProScan.

Douglas McGregor, a renowned scholar, suggests that successful motivation management depend not alone, but notably upon the capacity to foresee and manage human behavior. McGregor Pioneered Theory X & Y. X Assumes that most people prefer to be directed, are not interested in assuming responsibility, and want safety above all. In contrast, Theory Y, organizations have cohesive work teams whose goals parallel organizational goals. In these organizations, there is higher productivity, when people come to work gladly because of work is inherently satisfying.

Ultimately this is what the ProScan and PDP system aims to do, identify strengths in employees and put them in positions where they can thrive and managers can leverage their behavior for the benefit of their organizations. However, many are led to the trap of thinking that Theory X is always bad and Theory Y is good. Both of these theories are attitudes toward people. Thus, although the best assumptions for a manager to have maybe theory Y, it may not be appropriate to behave consistently with those assumptions all the time. There may be times when elements of Theory X may be needed in an organization. McGregor's main focus in his research was finding ways to improve management. When management is effective the company thrives and an organization's culture is essential in making that happen. When the culture of an organization is high it's as if the organization is firing on all cylinders and the sky is the limit.

## Results

During the course of the internship I analyzed work that has been done involving the formation of BLS, Better Learning Systems. BLS was formed with the merging of three companies, LearnKey, LearnCast, and Predix. The work will focus mainly on the LearnKey organization.

### *Determining the Situation within LearnKey*

LearnKey is a premier global provider of self-paced training solutions for corporate, education, government and personal users. For over two decades, our mission has been to create flexible expert learning solutions, solutions that work for everyone because they are not only easy to use, but they are extremely engaging and interactive. LearnKey brings the classroom experience to you - where and when you need it. LearnKey is made up of three different divisions which are spread throughout the state of Utah. The corporate office of LearnKey is located in St. George then there are two other production offices, one in Cedar City and another in Salt Lake City which focuses on video production. The St. George office is made up of the sales team, marketing, and administration and client services. The Cedar City production office is made up of a graphic design team, technical writing team and quality-control team. In Salt Lake City, the team consists of a production manager, camera operators, and video editors.

Up until the summer of 2011, LearnKey was partnered with another eLearning company based out of Tampa Florida. Essentially LearnKey wanted to go a different direction than it was going with the company from Tampa. This is when Better Learning Systems was initially formed.

Better Learning Systems is a company powered by a group of people dedicated to the common goal of creating learning experience for you. We represent three globally trusted brands that have come together to offer customized learning experiences for each of you. LearnKey, a provider of self-paced online and offline training, Predix, a company that identifies talents through behavioral awareness, and LearnCast, a mobile pushing platform joined forces to form Better Learning Systems in 2011. The collaboration of these companies provides a unique opportunity to optimize behavioral strengths, learn from premium courses that align to careers that leverage talents, and receive those courses through robust online and mobile learning platforms (Better Learning Systems, 2012).

#### *Analysis of ProScans and Motivation Reviews of LearnKey Employees*

The vision of BLS was envisioned to produce an enhanced learning experience for customers by identifying their aptitudes, finding courses that align with those aptitudes, and then using the most innovative and up-to-date technologies to deliver these courses. For this to happen some adjustments and concerns with employees needed to be addressed so that LearnKey could produce the most optimal eLearning material in the industry.

Prior to the merge of the companies, there existed some uncertainty, dissatisfaction, and questions about the overall direction of LearnKey. One of the common frustrations among employees was a lack of training and direction. With regards to some technical aspects of a job, one fairly new employee stated:

I am trying to get down all the strange capitalizations that MS throws at you. There are so many weird spots. There is no training that I am aware of, like English to MS dictionary. Between acronyms and capitalizations, we speak ‘Microsoft’. I research on

MS website or CISCO website, I look to see how many instances they have done one way or another.

Another employee stated:

There is lots of history, I don't know what has worked or not in other depts. I see things come and go and certain trends for the company. The company morale has fluctuated a lot. Things aren't out of control; people are willing to help out. I work and coordinate in 3 departments, marketing dept, flash, multi-media, promotional things, and development. I am revamping work with developers in Canada. In production, I am setting up a process; I manage final content, Scorm content and OLE development.

Another employee said:

People do stuff the best they can, it is a process. As project comes to us as crap, I look at files; there are 70 words with 10 mistakes. An example with test writing, they are hurrying trying. There is lots of work. Estimated team is overloaded; we have lost 1.5 of team.

Along with some dissatisfaction among some of the employees, there were also some common positives that appeared.

Some of the positive aspects identified by employees were, "I enjoy that it is pretty consistent. I know what I need to do and what is expected. Sometimes it isn't as interesting. I like the fact that I never dread coming in to work. I will always have something to do." Another employee stated: "I enjoy writing the most. I like it all, writing email campaigns and press releases. Email campaign examples: One is a welcome back to school email to teachers which highlights new bundles, new OLE, new online expert site".

It depended on who was interviewed, but there were some employees who were concerned about the state of the company and others who did not experience any concern about the state of the company. With the news of LearnKey breaking away from the Florida based company employees were a little uncertain about their jobs. However, these doubts were cleared up when members of the Executive team of Better Learning Systems came to each office and reassured employees of their jobs and also outlined the direction in which the company would be heading.

With the direction given by the Executive team, the ProScan was administered to the LearnKey teams and dates were set for Lori Coruccini to come and give training and understanding of how the ProScan could help improve, morale, culture, and smooth over any uncertainty employees may have had. The ProScans revealed some diversity among the three different teams but also allowed for a better understanding of the individuals that made up these teams.

My intention with this internship was to demonstrate how the ProScan and PDP system can help an organization advance communication, improve relationships, and enhance its culture. There are various reports available to CEOs and managers that can be of great value in leveraging their employees' behavioral strengths. One such element is the TeamScan. This instrument charts a composite of the individuals in a group, showing probable group work styles and preferences in a department, division or the entire organization. The TeamScan also forecasts team interactions, uncovers why some teams are more productive than others, and identifies corporate culture in teams. As understood from Schein's research, (1983) essentially organizational culture is something that is shaped through the everyday interactions of individuals within an organization.

This instrument was very valuable and where I began my analysis to see how teams interacted with one another. I obtained a TeamScan of LearnKey (a copy is found in the appendix of this document) as a whole and also obtained a TeamScan for each of the divisions of LearnKey that are spread across Utah. The TeamScan gave me a snapshot of the entire organization. I was able to see graphs and charts with percentages indicating the traits, energy styles, and motivation the organization as a whole possessed. The statistics and calculations provided in the TeamScan were computed using factor analysis. A more in depth description of the methods and statistical tests used can be found in the Monograph and Validation studies found in the appendix of this document. My task was not to analyze the methods and test used, but to identify how the PDP system and ProScan are useful in an actual organization.

The LearnKey TeamScan of the whole organization indicated that more than half of the employees possessed the High Pace/Patience trait and the Low Extroversion trait. The next closest traits were High Dominance and Low Extroversion. This information revealed that the organization prefers a steady rate of motion and is as a whole supportive, collaborative and non-controlling. A majority of the organization own a Feeling based intuitive logic style. The organization has an Allegiance energy style, suggesting members follow through, are supportive, and have a commitment and dedication to a project, plan or person(s). The trait pairs show that the employees are dependable and productive. The organization's Energy level indicates the accomplish tasks very successfully. The Predictor behavior was essentially the same as the Basic/Natural Self behavior, with very minimal differences.

There were significant trait adjustments that were taking place within the organization. There was a large portion of the staff with decreasing traits in social aspects, followed by half of the employees letting go of structure and details in their lives. However, there were a majority of individuals seeking to be more analytical and fact oriented along with half of the staff seeking to be more analytical and fact oriented.

The energy drain within the organization was average, meaning it was typical for functioning in daily activities and that the drain is not significant to worry about. With regards to Available Energy, the Effectiveness Zone was the highest, but closely followed by the Productive zone. Learnkey possessed a Casual/Careful communication style, which could be a reason for some of the commination issues identified in the follow-up interviews. A Caretaker/Persistent Leadership style and an Avoid Conflict Back-up styles were found within LearnKey, possibly indicating the reason why the organization was functioning at a satisfactory level despite the communication problems. The Avoiding Conflict seems as though it could be related to the Demotivators for the organization, which were unjustified and erratic pressure and confrontation. This is obviously a significant amount of information to take in, but it gives a snapshot of the organization as a whole. From here we are able to look at each division within LearnKey and identify where action can be taken to improve things.

I also obtained copies of the TeamScan for each individual division within LearnKey which yielded a few differences from the whole organization with reagards to St. George and Salt Lake City. However, Cedar City's TeamScan was very similar to the TeamScan of the whole organization.

*Analysis of Action Items*

The analysis of the action items of LearnKey some of the major issues that came out involved compensation, undefined roles or individuals not sure what their role is, and an overarching problem was lack of communication between company divisions.

Having been asked to keep specifics confidential, I will give a brief explanation of what the situation was among the three different divisions. Essentially Cedar city was experiencing lack of communication with both the Salt Lake team and the St. George team. There were different reasons for the communication breakdown, but communication was an issue that needed to be addressed. Without the ProScan and the follow-up interviews the reasons for the lack of communication may not have been identified. As a whole, LearnKey Employees had a casual/careful communication style. This was also true when examining the individual team scans or the Cedar city, Salt Lake City, and St. George teams. One of the characteristics of the casual/careful communication style is that these individuals tend to hold things within. Other reasons may have been there was not an agreement on the agenda, time frame or the directions were not clear.

In order to solve this communication problem teams were taught how to understand the casual/careful communication style. The lack of communication between the Cedar city team and the St. George team was enough time and opportunity to process the need for a change, agreement on the agenda, and the timeframe in which these things would happen. St. George needed things but failed to realize the process that goes into creating those things in the Cedar city office. The issue between Cedar City and Salt Lake City was that Cedar City was holding frustrations instead of trying to create and speed up delivery of material from Salt Lake City. Understanding the demotivators of each of the teams is valuable in being able

to communicate among teams. Cedar City was able to understand that Salt Lake City was demotivated by unjustified erratic pressure and confrontation. Another reason for the communication problem between Salt Lake and Cedar city is that the Salt Lake team's Available energy was in the motive evaluation zone, meaning they needed to evaluate their goals and focus energies accordingly. Cedar City had to communicate in a way that would avoid these things. St. George had to understand what demotivated Cedar City this shedding light on the reason they weren't getting what they wanted as fast as they expected it. Demotivators for Cedar city were also unjustified, erratic pressure and confrontation. St. George has been communicating in a pressured way which caused confrontation and thus demotivated Cedar City. To date there has been an increase and improvement in communication between all of the teams. This was due to understanding how to communicate with the teams and understanding what was going on within their offices.

One of the identified issues that was found in the Follow-up interviews was there were several individuals who were not completely sure what their role was. Managers may have communicated the roles to these individuals in their own style but failed communicate in the subordinate's style. This is where the individual ProScan datasheet is valuable for a manager. The manager is able to see the different behavioral traits and also the communication style of the subordinate bus increasing communication and helping the employee to better understand their role within the company.

Positive working culture can stimulate potential employees if the business strategy and culture embrace the same goals and values (Keyton, 2005). An effective way to realize successful change, such as the communication within the LearnKey organization, is to empower employees to participate in the process. As a manager helps the organization

understand how to communicate with other divisions within the company employees Have the opportunity to simultaneously work through changes in organizational structure and organizational culture can be effective (keyton, 2005, pp. 135).

"Organizations do not form accidentally or spontaneously" (Schein, 1992, p. 212). The only way for an organization to form is for people to create it. Every organization begins with a vision. It's founders have a spark of an idea that is refined through contemplation and conversation. Overtime of vision is turned into the organization's mission, describing where specifically the organization wants to go. These are then accompanied by strategic plans (keyton, 2005). A vision creates a realistic long-term path for an organization to follow. The ProScan is a valuable tool and allows management to keep the organization on this path toward success. The PDP system cultivates an understanding of the individuals in an organization and thus promotes healthy culture.

An audit such as the ProScan must be thoughtfully planned and implemented, and the results carefully assessed to achieve the greatest impact. The ProScan and PDP system allows managers to focus on a number of areas to evaluate and analyze. This focus can be the broad-based for the entire company or for an individual division or group. It can be a specific behavioral trait or a communication or logic style and sometimes the scope one of all of these traits simply too large. Breaking these efforts to understand employees into smaller, more manageable chunks enables more targeted, accurate findings. The scope simply depends on what you want to achieve in a particular timeframe. The exact scope of an audit like the ProScan depends on the company: on particular problems and needs of the organization at that time. Administering the ProScan multiple times is always helpful, if only to keep up with

the needs of a changing staff and a changing business climate.

The behavioral data collected with the ProScan is used in the LearnKey hiring process. The PDP system offers a practical tool called the JobScan. The JobScan describes a position in requisites of the behavioral dynamics most likely to succeed at the job. This instrument designs the best qualifications for a position and compares them to each applicant's work style. The JobScan assists managers in matching people to positions, increasing hiring success and decreasing turnover (Knowyourtalents.com, 2012). LearnKey has experienced much successes and a return on investment of time devoted to behavior awareness since August of 2011.

To date the following decisions are some that have been made with consideration toward the data gathered of behavior: Sales barriers have been released giving the sales team more freedom and client services were merged with the sales team. Several promotions have taken place and several employees have also been moved to new positions. Other changes include changes to incentive plans, employee of the month program created, and several employees have been given added responsibilities.

The most significant change that took place was a change in communication. There were some barriers between the teams that were addressed and improved. Over the past five months LearnKey has released all of its new eLearning courses on time. This was due to some changes in the Salt Lake City production office and a relentless Content Development Manager in Cedar City keeping things on track. Communication was also improved between the Sales tem in St. George and the Production managers in Cedar City. The Sales team gained a new perspective and appreciation for the production process and came to understand how much time and effort it takes to release each of the courses. As part of my assignment

with Predix, a short report detailing the success achieved within LearnKey due to the help of Predix will be included in the appendix.

Also as part of my internship I was able to attend the 14th Annual Crawford Contractor Connection Conference in June 2012 in Nashville Tennessee. The annual conference, one of the largest expos in the restoration industry, offers insurance carriers, affinity partners, network members and Contractor Connection personnel an opportunity to focus on contractor program service offerings and the needs and challenges of both providers and clients. Lori was supposed to be giving several presentations to give a brief explanation of what Predix can do for the companies attending the conference. My role was to help out with the presentations while observing and learning more about the ProScan and why it is an effective tool for managing employees. However, due to a gas leak and an explosion the hotel where the convention was staged was evacuated and the convention was cut short. I did have the opportunity to speak with individuals who have used the ProScan in their organizations and received valuable feedback from them.

In December of 2012, I had the opportunity to travel to Scottsdale Arizona to attend and audit a certification course for PDP and become more familiar with the ProScan. The training I participated in is described below:

The licensed Professional DynaMetric Programs client certification course is a stimulating and in-depth learning experience that will provide the knowledge and skills for using the PDP Integrated Management System. It is designed to cover the fundamental concepts of understanding people's behavior based on PDP's extensive and valid research and analysis. The focus will be on proven behavioral applications that will meet your organizational needs (Knowyourtalents.com, 2012).

The benefits from Predix certifying an organization include: Utilizing the strengths of people side of business, more effective communication to expedite production and productivity, identify and manage workplace stresses, create action plans for immediate implementation and results, develop position critical benchmarks for better results, and acquire knowledge for building high performance teams. An improved organizational culture can come from administering the ProScan in an organization.

Culture is facilitating, it allows us to make sense of what is happening so that we can function in that setting (Sackman, 1991). An organizational culture, as defined by Schein is, “...the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems...” (1983). Organizational culture is something that is shaped through the everyday interactions of individuals within an organization. The ProScan helps improve these interactions by understanding an individual’s behaviors. Schein’s (1983) definition focuses on three elements: socialization, or the way in which new organizational members learn the culture; deeply held assumption; and recognition that any organization may have more than one culture, all of which are addressed in some way by the ProScan.

Socialization of new members is facilitated by the ProScan because it can be administered in an interview and hiring managers can select the candidate that will smoothly acclimate to the socialization process and culture of the organization. The ProScan can help organization members clarify and understand deeply held assumption; and recognition that any organization may have more than one culture.

The ProScan was not based on a particular theory but on complex statistical tests (Houston & Solomon, 1978). As I researched theories I immediately began to draw comparisons to elements of the ProScan. There are elements of human behavior, motivation,

and stress addressed in the ProScan. In my time as an intern I was able to see how it is a valuable tool to use in an organization.

## Conclusion

The end result of my internship with Predix is to expand career opportunities and to learn more about a personal interest in organizational communication/behavior I developed as an undergrad in classes such as Organizational communication and Organizational Training and Development. I was afforded several very great opportunities while being an intern for Predix. First and foremost, I was able to learn hands on knowledge about organizational development, I was also very fortunate to have been able to travel to Nashville, although the conference was cut short, and also to have been able to recently travel to Scottsdale to audit a PDP certification course. Participating and learning in the certification course was a valuable experience. Though I was not officially certified, my hope is that through this document and other research I will be able to obtain my certification so that I may impart my passion and interest in organizational communication to the business world.

The most critical aspect of this internship and what I want the focus of this internship to be is the importance of learning organizational culture. Culture plays a critical role in organizational communication and helps to motivate employees and helps to fulfill needs those employees in an organization all have. The culture within LearnKey has significantly improved since the ProScan and PDP systems have been implemented. I feel as though the ProScan is an exceptionally valuable instrument due to its ease and simple administration. The quick survey yields so much valuable information to managers and can help them employ the strengths of those whom they manage for the benefit of their organization.

As mentioned before, my keen interest in organizational communication/behavior led me to pursue this internship. I have been greatly impressed with how involved I have been able to be with Predix and also very grateful with the flexibility Lori Coruccini has had with

me and has given me in determining what I would actually like to do for the internship. I anticipate that the internship will be a very educational and valuable experience for me.

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## **Appendix A: TeamScan Learnkey**

LK Cedar City - Mike

Survey: 04/23/13

This TeamScan Report Is Specially Prepared  
for:

# LK Cedar City - Mike

**By the Offices of:**

Predix, Inc.

34522 N. Scottsdale Rd  
180

Scottsdale, AZ 85266

480-348-8900

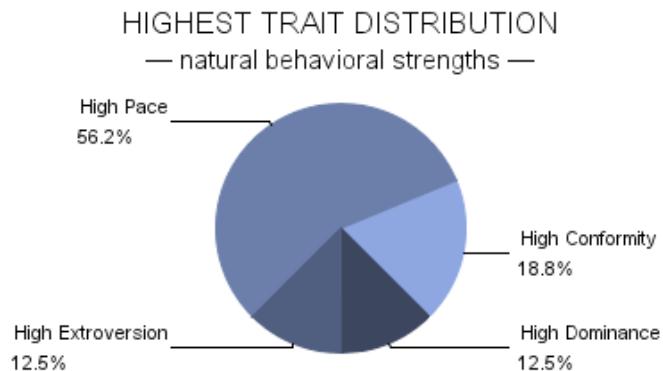
[www.knowyourtalents.com](http://www.knowyourtalents.com)

0036-001.25

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Cover

LK Cedar City - Mike  
 Survey: 04/23/13  
 Basic Traits & Energy

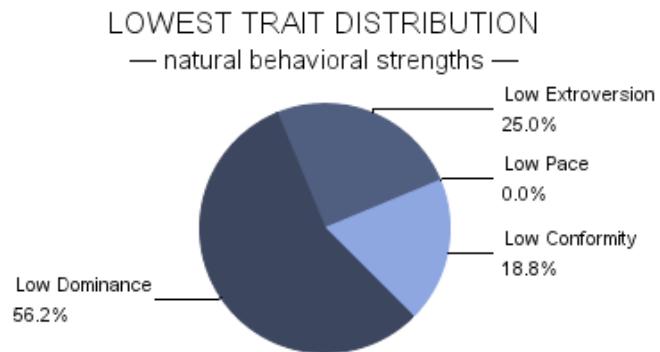


Basic	High Trait Descriptions
12.5%	High Dominance — Take Charge Trait — To the point, big picture-oriented, troubleshooters, outwardly secure, dislike indecisiveness, forceful decision-makers.
12.5%	High Extroversion — Social/Relational Trait: People and Fluency — Outgoing, friendly, persuasive, empathetic, enthusiastic, motivating, optimistic, effective communicators.
56.3%	High Pace — Steady Rate of Motion/Adaptable Trait — Persistent, cooperative, harmonious, dependable, patient, amiable, steady, unhurried, good listeners.
18.8%	High Conformity — System Oriented/Quality Assurance Trait — Procedural, precise, conscientious, careful, prudent, loyal, meticulous, structured, dedicated, perfectionistic.
6.3%	Mid-Line Profile — — Flexible and adaptable profiles, able to call on any of the four traits depending on the situation.



## LK Cedar City - Mike

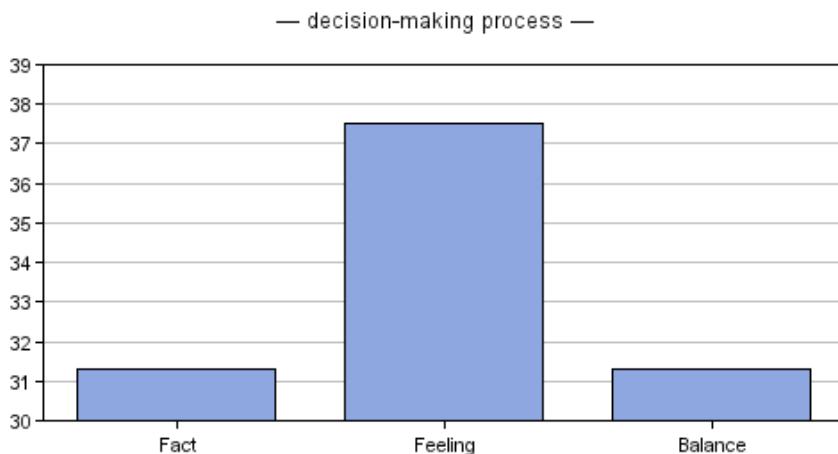
Survey: 04/23/13  
Basic Traits & Energy



Basic	Low Trait Descriptions
56.3%	Low Dominance — Supportive, collaborative, moderate, accepting, tolerant, helpful, non-controlling, deferring.
25%	Low Extroversion — Reserved, quiet, imaginative, observant, introspective, congenial, confidential, guarded.
0%	Low Pace — Adaptable, likes change, fast paced, restless, abrupt, impatient, sporadic, driving, hasty.
18.8%	Low Conformity — Open-minded, independent, generalists, adventurous, non-detailed, flexible, carefree, non-conforming, unconventional.



LK Cedar City - Mike  
Survey: 04/23/13  
Basic Traits & Energy

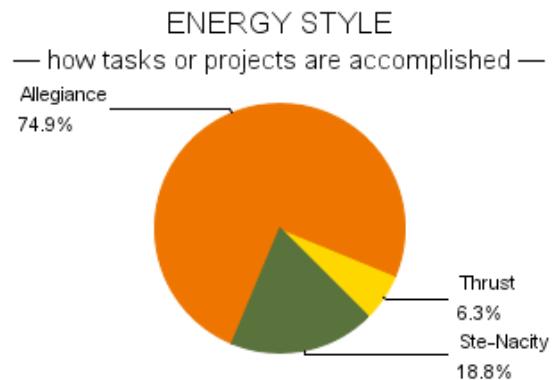


Basic	Logic Descriptions
31.3%	Fact (FAC) — Analytical, deliberate decision making process based on documented facts.
37.5%	Feeling (FEL) — Intuitive, can make decisions quickly based on an inner sense.
31.3%	Balance (BAL) — Balance of fact and feeling, able to call on either style for situation at hand.



## LK Cedar City - Mike

Survey: 04/23/13  
Basic Traits & Energy

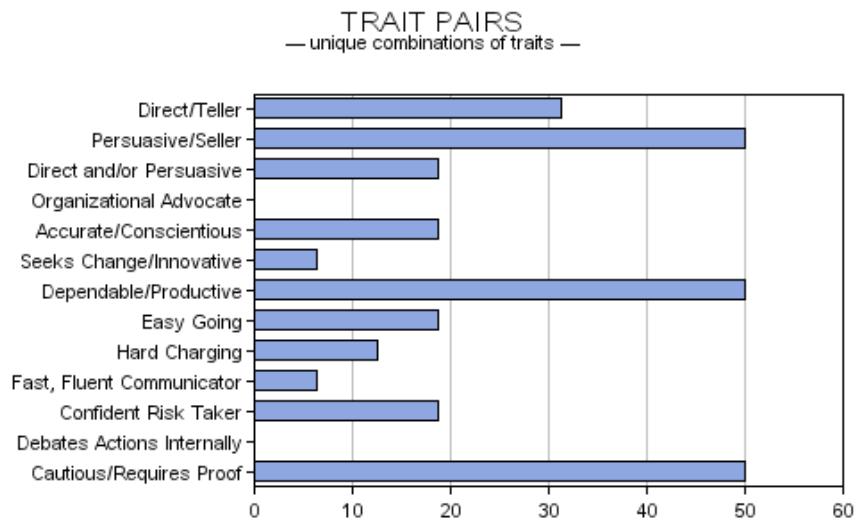


Basic	Energy Style Descriptions
6.3%	Thrust (T) — A rocket launch energy style, a bursting style of energy, to drive or push quickly and forcibly.
75%	Allegiance (A) — A follow-through, supportive, maintenance style, commitment and dedication to a project, plan or person(s).
18.8%	Ste-Nacity (S) — A steady, tenacious, persistent energy style, dogmatic, powerful, with little care as to what others think.



## LK Cedar City - Mike

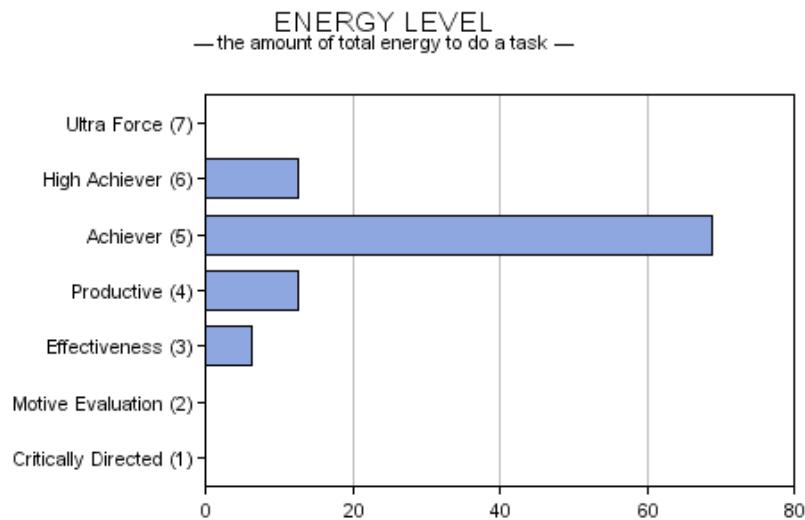
Survey: 04/23/13  
Basic Traits & Energy





## LK Cedar City - Mike

Survey: 04/23/13  
Basic Traits & Energy



Basic	Energy Level Descriptions
0%	Ultra Force Zone (7) — An awesome energy force, almost any task can be accomplished, have to have outlets to expend energy.
12.5%	High Achiever Zone (6) — Endless energy, need diverse ways to channel energy.
68.8%	Achiever Zone (5) — Accomplishes tasks very successfully, may need additional activities to utilize the energies one has to offer.
12.5%	Productive Zone (4) — Productive and successful with task accomplishments, additional activities can be accommodated.
6.3%	Effectiveness Zone (3) — Sufficient energy to be effective in today's complex society, industry standards are geared to this level.
0%	Motive Evaluation Zone (2) — Evaluate goals and focus energies accordingly, make every move count to get the task done.
0%	Critically Directed Zone (1) — Use energies with singleness of purpose, identify the priority(s) of life, specifically direct efforts for accomplishing tasks.



## LK Cedar City - Mike

Survey: 04/23/13  
Basic vs. Predictor



Basic	Predictor	High Trait Descriptions
12.5%	6.3%	High Dominance — Take Charge Trait — To the point, big picture-oriented, troubleshooters, outwardly secure, dislike indecisiveness, forceful decision-makers.
12.5%	12.5%	High Extroversion — Social/Relational Trait: People and Fluency — Outgoing, friendly, persuasive, empathetic, enthusiastic, motivating, optimistic, effective communicators.
56.3%	50%	High Pace — Steady Rate of Motion/Adaptable Trait — Persistent, cooperative, harmonious, dependable, patient, amiable, steady, unhurried, good listeners.
18.8%	31.3%	High Conformity — System Oriented/Quality Assurance Trait — Procedural, precise, conscientious, careful, prudent, loyal, meticulous, structured, dedicated, perfectionistic.
6.3%	6.3%	Mid-Line Profile — — Flexible and adaptable profiles, able to call on any of the four traits depending on the situation.



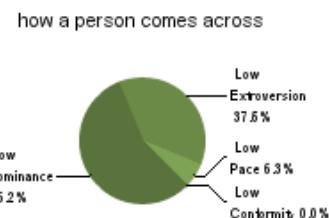
## LK Cedar City - Mike

Survey: 04/23/13  
Basic vs. Predictor

BASIC



PREDICTOR

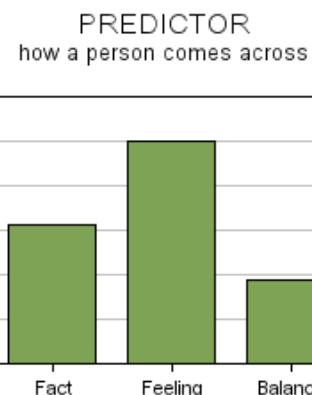
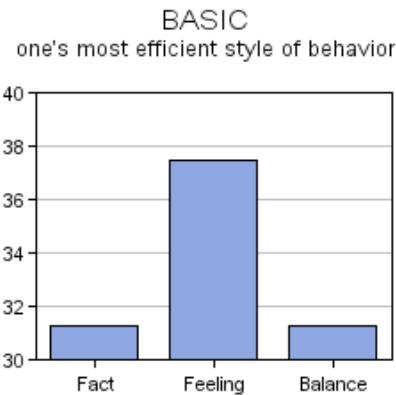


Basic	Predictor	Low Trait Descriptions
56.3%	56.3%	Low Dominance — Supportive, collaborative, moderate, accepting, tolerant, helpful, non-controlling, deferring.
25%	37.5%	Low Extroversion — Reserved, quiet, imaginative, observant, introspective, congenial, confidential, guarded.
0%	6.3%	Low Pace — Adaptable, likes change, fast paced, restless, abrupt, impatient, sporadic, driving, hasty.
18.8%	0%	Low Conformity — Open-minded, independent, generalists, adventurous, non-detailed, flexible, carefree, non-conforming, unconventional.



## LK Cedar City - Mike

Survey: 04/23/13  
Basic vs. Predictor



Basic	Predictor	Logic Descriptions
31.3%	31.3%	Fact (FAC) — Analytical, deliberate decision making process based on documented facts.
37.5%	50%	Feeling (FEL) — Intuitive, can make decisions quickly based on an inner sense.
31.3%	18.8%	Balance (BAL) — Balance of fact and feeling, able to call on either style for situation at hand.



## LK Cedar City - Mike

Survey: 04/23/13  
Basic vs. Predictor

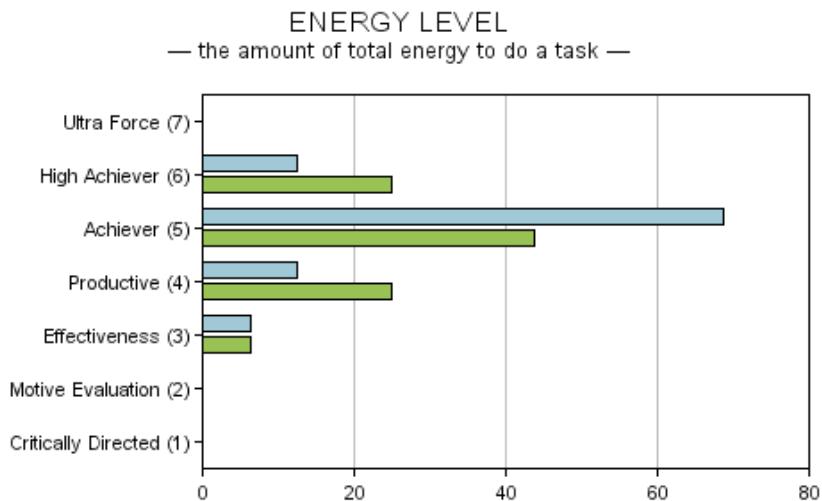


Basic	Predictor	Energy Style Descriptions
6.3%	12.5%	Thrust (T) — A rocket launch energy style, a bursting style of energy, to drive or push quickly and forcibly.
75%	81.3%	Allegiance (A) — A follow-through, supportive, maintenance style, commitment and dedication to a project, plan or person(s).
18.8%	6.3%	Ste-Nacity (S) — A steady, tenacious, persistent energy style, dogmatic, powerful, with little care as to what others think.



## LK Cedar City - Mike

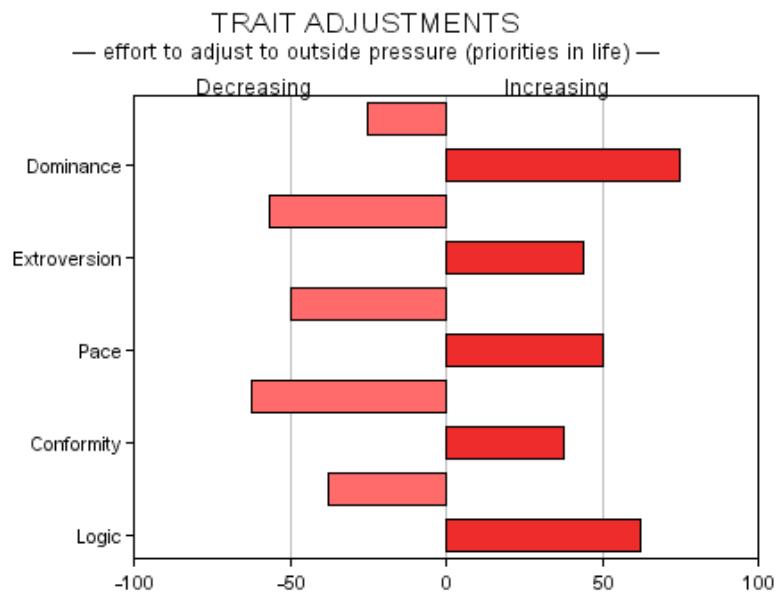
Survey: 04/23/13  
Basic vs. Predictor



Basic	Predictor	Energy Level Descriptions
0%	0%	Ultra Force Zone (7) — An awesome energy force, almost any task can be accomplished, have to have outlets to expend energy.
12.5%	25%	High Achiever Zone (6) — Endless energy, need diverse ways to channel energy.
68.8%	43.8%	Achiever Zone (5) — Accomplishes tasks very successfully, may need additional activities to utilize the energies one has to offer.
12.5%	25%	Productive Zone (4) — Productive and successful with task accomplishments, additional activities can be accommodated.
6.3%	6.3%	Effectiveness Zone (3) — Sufficient energy to be effective in today's complex society, industry standards are geared to this level.
0%	0%	Motive Evaluation Zone (2) — Evaluate goals and focus energies accordingly, make every move count to get the task done.
0%	0%	Critically Directed Zone (1) — Use energies with singleness of purpose, identify the priority(s) of life, specifically direct efforts for accomplishing tasks.



LK Cedar City - Mike  
 Survey: 04/23/13  
 Priority Environment Impact



	Decreasing Descriptions		Increasing Descriptions
25%	Less Authoritative, Less Controlling	75%	More Authoritative, Controlling
56.3%	Less Outgoing, Less Social	43.8%	More Outgoing, Social
50%	Faster Paced, Hurried	50%	Slower Paced, Easy-going
62.5%	Less Structured, Less Detailed	37.5%	More Structured, Detailed
37.5%	More Intuitive, Less Analytical, Feeling-oriented	62.5%	More Analytical, Fact-oriented



## LK Cedar City - Mike

Survey: 04/23/13

Priority Environment Impact



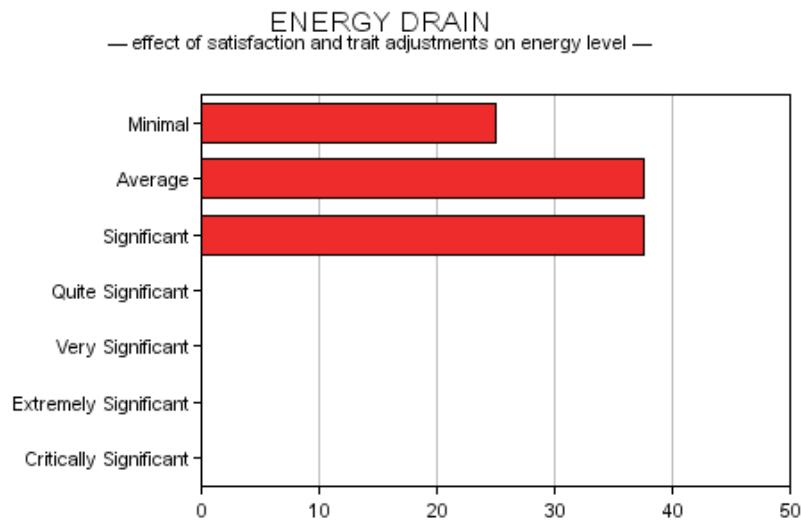
Priority	Satisfaction Level Descriptions
50%	High — Feeling of high morale, getting many rewards, feeling fulfilled.
18.8%	Average — Getting enough rewards, seeing light at the end of the tunnel.
31.3%	Low* — Not getting rewards for effort being put forth, may feel discouraged, misused or not being used to fullest potential.



## LK Cedar City - Mike

Survey: 04/23/13

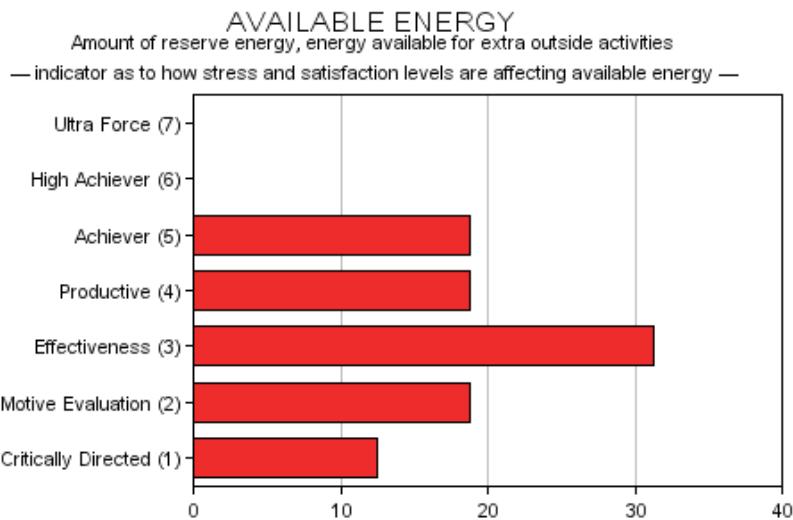
Priority Environment Impact



Priority	Energy Drain Descriptions
25%	Minimal — Energy drain is almost nonexistent
37.5%	Average — Typical drain for functioning in daily activity requirements, drain is not significant enough to worry about.
37.5%	Significant — Energy drain is somewhat significant, but not enough to cause great concern.
0%	Quite Significant — Energy drain is reaching a level of significance that may raise a question of concern, examine causes.
0%	Very Significant — Effectiveness may be diminished; as a result of stress or efforts to adjust to unnatural roles, energy drain is significant.
0%	Extremely Significant — Evaluate how long activities can continue that drain energy, there is marginal energy to spare as a result of energy loss.
0%	Critically Significant — It is critical to isolate the activities of greatest importance and focus efforts directly toward them; any margin of extra energy seems nonexistent.



LK Cedar City - Mike  
 Survey: 04/23/13  
 Priority Environment Impact



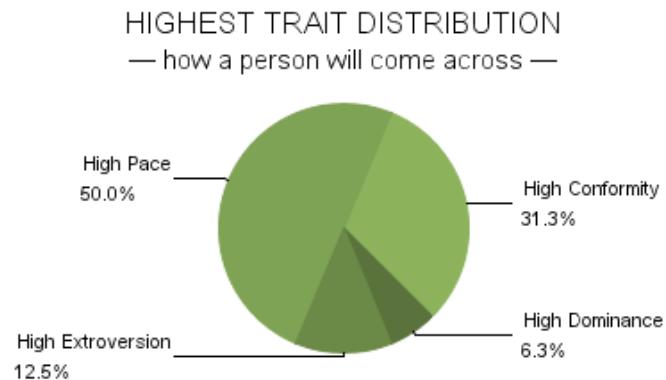
Priority	Available Energy Descriptions
0%	Ultra Force Zone (7) — An awesome energy force, almost any task can be accomplished, have to have outlets to expend energy.
0%	High Achiever Zone (6) — Endless energy, need diverse ways to channel energy.
18.8%	Achiever Zone (5) — Accomplishes tasks very successfully, may need additional activities to utilize the energies one has to offer.
18.8%	Productive Zone (4) — Productive and successful with task accomplishments, additional activities can be accommodated.
31.3%	Effectiveness Zone (3) — Sufficient energy to be effective in today's complex society, industry standards are geared to this level.
18.8%	Motive Evaluation Zone (2) — Evaluate goals and focus energies accordingly, make every move count to get the task done.
12.5%	Critically Directed Zone (1) — Use energies with singleness of purpose, identify the priority(s) of life, specifically direct efforts for accomplishing tasks.



## LK Cedar City - Mike

Survey: 04/23/13

Predictor Traits &amp; Energy

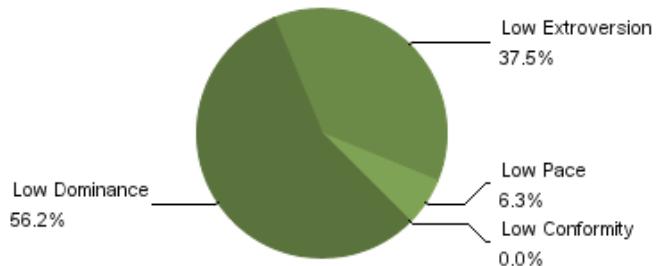


Predictor	High Trait Descriptions
6.3%	High Dominance — Take Charge Trait — To the point, big picture-oriented, troubleshooters, outwardly secure, dislike indecisiveness, forceful decision-makers.
12.5%	High Extroversion — Social/Relational Trait: People and Fluency — Outgoing, friendly, persuasive, empathetic, enthusiastic, motivating, optimistic, effective communicators.
50%	High Pace — Steady Rate of Motion/Adaptable Trait — Persistent, cooperative, harmonious, dependable, patient, amiable, steady, unhurried, good listeners.
31.3%	High Conformity — System Oriented/Quality Assurance Trait — Procedural, precise, conscientious, careful, prudent, loyal, meticulous, structured, dedicated, perfectionistic.
6.3%	Mid-Line Profile — — Flexible and adaptable profiles, able to call on any of the four traits depending on the situation.



LK Cedar City - Mike  
Survey: 04/23/13  
Predictor Traits & Energy

LOWEST TRAIT DISTRIBUTION  
— how a person will come across —



Predictor	Low Trait Descriptions
56.3%	Low Dominance — Supportive, collaborative, moderate, accepting, tolerant, helpful, non-controlling, deferring.
37.5%	Low Extroversion — Reserved, quiet, imaginative, observant, introspective, congenial, confidential, guarded.
6.3%	Low Pace — Adaptable, likes change, fast paced, restless, abrupt, impatient, sporadic, driving, hasty.
0%	Low Conformity — Open-minded, independent, generalists, adventurous, non-detailed, flexible, carefree, non-conforming, unconventional.



## LK Cedar City - Mike

Survey: 04/23/13

Predictor Traits &amp; Energy

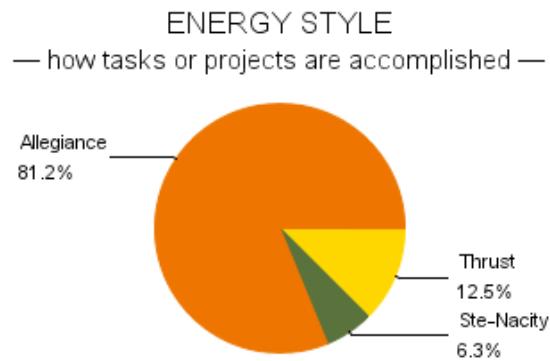


Predictor	Logic Descriptions
31.3%	Fact (FAC) — Analytical, deliberate decision making process based on documented facts.
50%	Feeling (FEL) — Intuitive, can make decisions quickly based on an inner sense.
18.8%	Balance (BAL) — Balance of fact and feeling, able to call on either style for situation at hand.



## LK Cedar City - Mike

Survey: 04/23/13  
Predictor Traits & Energy

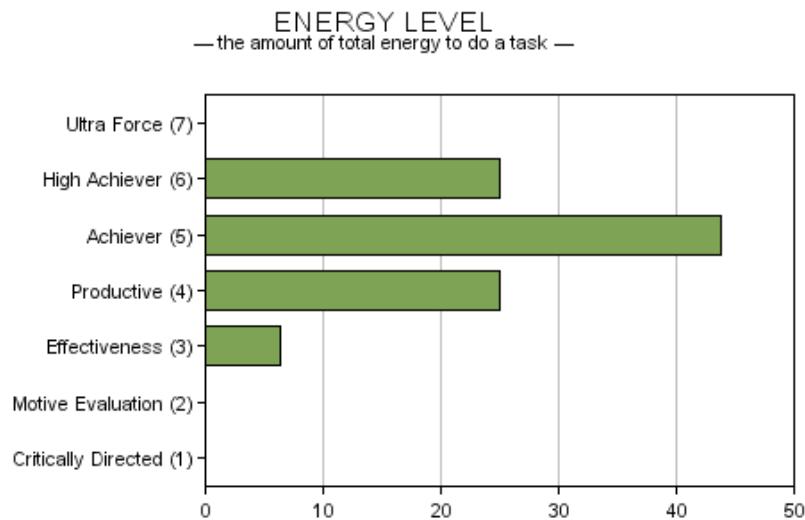


Predictor	Energy Style Descriptions
12.5%	Thrust (T) — A rocket launch energy style, a bursting style of energy, to drive or push quickly and forcibly.
81.3%	Allegiance (A) — A follow-through, supportive, maintenance style, commitment and dedication to a project, plan or person(s).
6.3%	Ste-Nacity (S) — A steady, tenacious, persistent energy style, dogmatic, powerful, with little care as to what others think.



## LK Cedar City - Mike

Survey: 04/23/13  
Predictor Traits & Energy



Predictor	Energy Level Descriptions
0%	Ultra Force Zone (7) — An awesome energy force, almost any task can be accomplished, have to have outlets to expend energy.
25%	High Achiever Zone (6) — Endless energy, need diverse ways to channel energy.
43.8%	Achiever Zone (5) — Accomplishes tasks very successfully, may need additional activities to utilize the energies one has to offer.
25%	Productive Zone (4) — Productive and successful with task accomplishments, additional activities can be accommodated.
6.3%	Effectiveness Zone (3) — Sufficient energy to be effective in today's complex society, industry standards are geared to this level.
0%	Motive Evaluation Zone (2) — Evaluate goals and focus energies accordingly, make every move count to get the task done.
0%	Critically Directed Zone (1) — Use energies with singleness of purpose, identify the priority(s) of life, specifically direct efforts for accomplishing tasks.



## LK Cedar City - Mike

Survey: 04/23/13  
Styles and Demotivators

Name	Title	Communication	Leadership Style	Backup Style	Demotivators
Quality Control Manager	Guarded / Cautious / Exacting	Procedural / Traditional	Must Be Right (may bury you with facts)	Criticism, Lack Of Organization	
HR Manager/ Technical Writer	Casual / Careful	Caretaker / Persistent	Avoid Conflict	Unjustified, Erratic Pressure / Confrontation	
	Casual / Careful	Caretaker / Persistent	Avoid Conflict	Unjustified, Erratic Pressure / Confrontation	
Creative Director	Teller / Authoritative	Authoritative / Decisive	Dictatorial Steamroller (tendency)	External Controls, Incompetence	
Technical Writing Team Lead	Casual / Careful	Caretaker / Persistent	Avoid Conflict	Unjustified, Erratic Pressure / Confrontation	
Graphic Designer	Casual / Careful	Caretaker / Persistent	Avoid Conflict	Unjustified, Erratic Pressure / Confrontation	
Graphic Designer	Casual / Careful	Caretaker / Persistent	Avoid Conflict	Unjustified, Erratic Pressure / Confrontation	
Graphic Designer	Casual / Careful	Caretaker / Persistent	Avoid Conflict	Unjustified, Erratic Pressure / Confrontation	



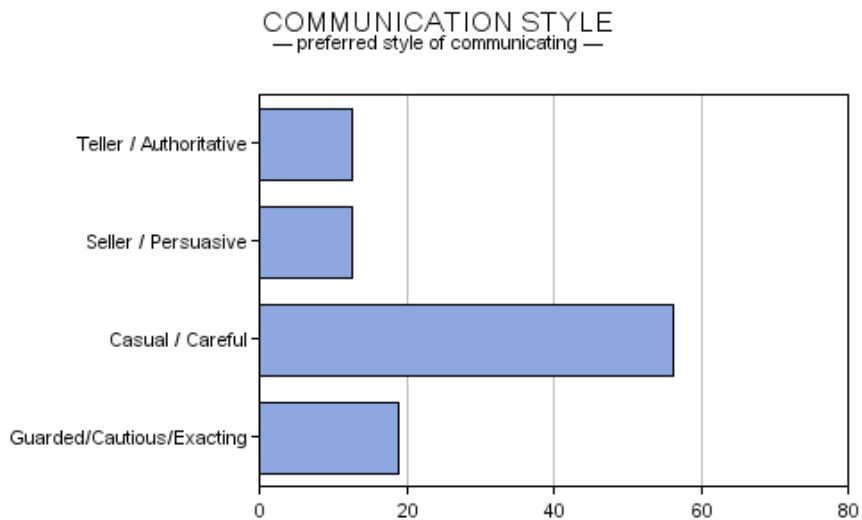
## LK Cedar City - Mike

Survey: 04/23/13  
Styles and Demotivators

Name	Title	Communication	Leadership Style	Backup Style	Demotivators
	quality control technician	Teller / Authoritative	Authoritative / Decisive	Dictatorial Steamroller (tendency)	External Controls, Incompetence
	Lead Graphic Designer	Seller / Persuasive	Persuasive	Verbal Attack (tendency)	No Appreciation, Being Left Out
		Guarded / Cautious / Exacting	Procedural / Traditional	Must Be Right (may bury you with facts)	Criticism, Lack Of Organization
Technical Writer	Casual / Careful	Caretaker / Persistent	Avoid Conflict	Unjustified, Erratic Pressure / Confrontation	
	Casual / Careful	Caretaker / Persistent	Avoid Conflict	Unjustified, Erratic Pressure / Confrontatio	
	Casual / Careful	Caretaker / Persistent	Avoid Conflict	Unjustified, Erratic Pressure / Confrontatio	
Database Specialist / Productio n Liaison	Seller / Persuasive	Persuasive	Verbal Attack (tendency)	No Appreciation, Being Left Out	
	Guarded / Cautious / Exacting	Procedural / Traditional	Must Be Right (may bury you with facts)	Criticism, Lack Of Organization	



LK Cedar City - Mike  
Survey: 04/23/13  
Styles and Demotivators

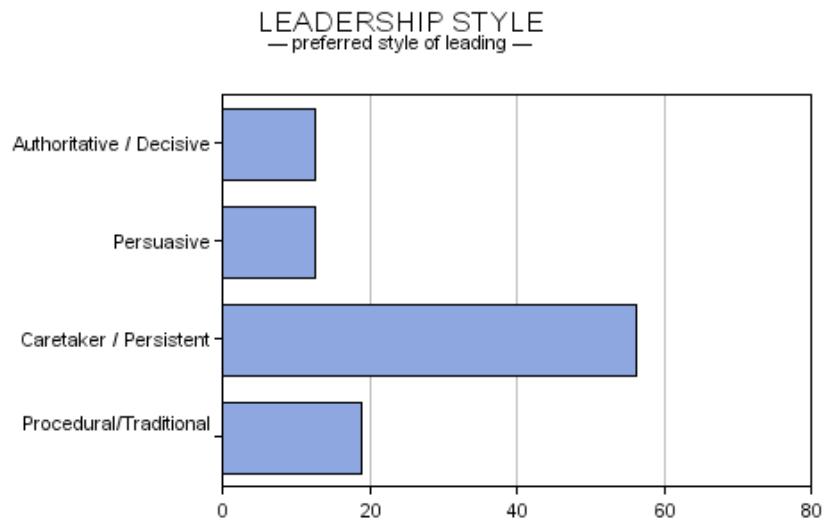


#### Communication Style Descriptions

12.5%	Teller/Authoritative
12.5%	Seller/Persuasive
56.3%	Casual/Careful
18.8%	Guarded/Cautious/Exacting



LK Cedar City - Mike  
Survey: 04/23/13  
Styles and Demotivators

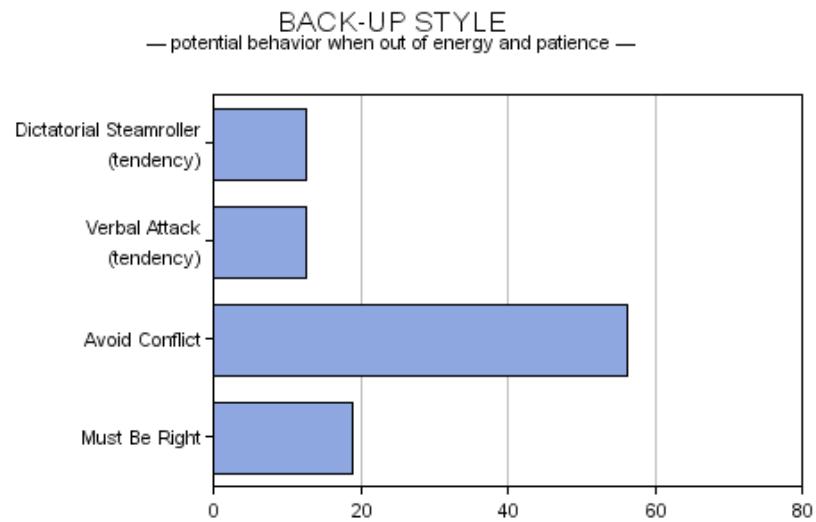


#### Leadership Style Descriptions

12.5%	Authoritative/Decisive
12.5%	Persuasive
56.3%	Caretaker/Persistent
18.8%	Procedural/Traditional



LK Cedar City - Mike  
Survey: 04/23/13  
Styles and Demotivators



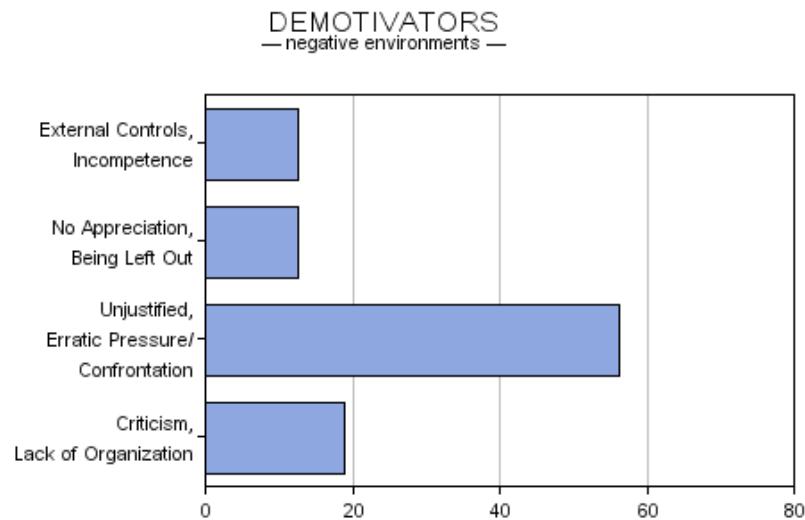
#### Back-up Style Descriptions

12.5%	Dictatorial Steamroller (tendency)
12.5%	Verbal Attack (tendency)
56.3%	Avoid Conflict (but may Get You Later)
18.8%	Must be Right (may Bury with the Facts)



## LK Cedar City - Mike

Survey: 04/23/13  
Styles and Demotivators



## Demotivator Descriptions

12.5%	External Controls, Incompetence
12.5%	No Appreciation, Being Left Out
56.3%	Unjustified, Erratic Pressure/Confrontation
18.8%	Criticism, Lack of Organization



LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Basic

## DOMINANCE

18.8% Dominance Above Mid-line, \*12.5% Dominance as Highest Trait

DOMINANCE above mid-line: Self-confident, decisive, conceptually analytical, aspiring, self-starting, controlling, strong impact on others, results-oriented.

DOMINANCE below mid-line: Supportive, collaborative and modest; may place importance on security and prefer to work with leadership that has a strong sense of direction and purpose.

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Basic

## EXTROVERSION

25% Extroversion Above Mid-line, \*12.5% Extroversion as Highest Trait

EXTROVERSION above mid-line: Friendly, empathetic, interactive, interested in people, persuasive, enthusiastic, inspiring, team-oriented.

EXTROVERSION below mid-line: Reserved, sincere, communicates when necessary, enjoy private time, selective-communicator.

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Basic

## PACE

81.3% Pace Above Mid-line, \*56.3% Pace As Highest Trait

PACE above mid-line: Steady, unhurried, persistent, cooperative, pleasant, able to take what comes and make the best out of it.

PACE below mid-line: Fast-paced, action-oriented, impatient, a doer and driver, like and seek changes.

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Basic

## CONFORMITY

68.8% Conformity Above Mid-line, \*18.8% Conformity As Highest Trait

CONFORMITY above mid-line: Concerned, thoughtful, structured, prudent, system-oriented, detailed and accurate.

CONFORMITY below mid-line: Non-traditional, candid, big-picture, independent, free thinker, prefer to delegate technical matters.

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Basic

## LOGIC

31.3% Fact, 37.5% Feeling, 31.3% Balance

FACT: Analytical, deliberate decision making process based on documented facts, skeptical of decisions made any other way.

FEELING: Can make decisions quickly based on an inner sense, base decisions on experiences, observations, knowledge of proven facts, etc., resulting in instant and valid decisions which can be trusted.

## LK Cedar City - Mike

Survey: 04/23/13  
Analysis of Basic

Basic	Energy Level Descriptions
0%	Ultra Force Zone (7) — An awesome energy force, almost any task can be accomplished, have to have outlets to expend energy.
12.5%	High Achiever Zone (6) — Endless energy, need diverse ways to channel energy.
68.8%	Achiever Zone (5) — Accomplishes tasks very successfully, may need additional activities to utilize the energies one has to offer.
12.5%	Productive Zone (4) — Productive and successful with task accomplishments, additional activities can be accommodated.
6.3%	Effectiveness Zone (3) — Sufficient energy to be effective in today's complex society, industry standards are geared to this level.
0%	Motive Evaluation Zone (2) — Evaluate goals and focus energies accordingly, make every move count to get the task done.
0%	Critically Directed Zone (1) — Use energies with singleness of purpose, identify the priority(s) of life, specifically direct efforts for accomplishing tasks.

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Priority

## DOMINANCE

75% Increasing Dominance, 25% Decreasing Dominance

Increasing DOMINANCE: More in charge and/or more assertive and forceful. Positioned into a new management role or there are expectations to assume more control. Emphasis on being more assertive in order to get results.

Decreasing DOMINANCE: Stepping back and not being as forceful or assertive as would be natural. Attempting to delegate more authority than usual, or conversely, authority is being taken away.

\*The intensity of this adjustment is very significant as it is creating an OPPOSITE style from that which is NATURAL.

Real Team Discussion:

Why is there the feeling to make adjustments?

What is forcing the need to make adjustments?

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Priority

## EXTROVERSION

43.8% Increasing Extroversion, 56.3% Decreasing Extroversion

Increasing EXTROVERSION: Sensitive in terms of people. More communicative in general, working to develop more people skills. Emphasis on public relations. Need to be more outgoing and social.

Decreasing EXTROVERSION: Less communicative, less outgoing and quieter. Finding it necessary to deal with people more objectively. Has experienced disappointment, rejection or required to be alone for an extended time.

Real Team Discussion:

Why is there the feeling to make adjustments?

What is forcing the need to make adjustments?

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Priority

## PACE

### 50% Increasing Pace, 50% Decreasing Pace

Increasing PACE: Waiting for things to happen, trying to be more casual and easygoing. Realization that things are not going to happen as quickly as would like, and are not pushing as hard as would be natural.

Decreasing PACE: Need more done in less time. Imposed deadlines not being met causing sense of urgency to be moving at a faster pace.

\*The intensity of this adjustment is very significant as it is creating an OPPOSITE style from that which is NATURAL.

Real Team Discussion:

Why is there the feeling to make adjustments?  
What is forcing the need to make adjustments?

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Priority

## CONFORMITY

37.5% Increasing Conformity, 62.5% Decreasing Conformity

**Increasing CONFORMITY:** Paying attention to the system or details, emphasizing precision and accuracy. Trying to get things more organized or establishing systems. Need to place an emphasis on quality.

**Decreasing CONFORMITY:** Eliminating or delegating some details, looking more at the big-picture, being more open-minded, taking more risks, asserting more independence and breaking away from tradition. Pressure to forego quality in lieu of concern for production.

\*The intensity of this adjustment is very significant as it is creating an OPPOSITE style from that which is NATURAL.

Real Team Discussion:

Why is there the feeling to make adjustments?

What is forcing the need to make adjustments?

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Priority

## LOGIC

62.5% Increasing Logic, 37.5% Decreasing Logic

Increasing FACT: More objective in decision making process, requiring more figures and numbers or the gathering of more data for proof in order to validate decisions.

Increasing FEELING: Using more empathy and intuition in making decisions. Make decisions in a shorter amount of time without documented facts.

\*The intensity of this adjustment is very significant as it is creating an OPPOSITE style from that which is NATURAL.

Real Team Discussion:

Why is there the feeling to make adjustments?  
What is forcing the need to make adjustments?

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Priority

## SATISFACTION

### Achieving personal GOALS and ASPIRATIONS

— indication of level of morale and feeling rewarded for efforts in life, both work and personal

—

50% High Satisfaction, 18.8% Average Satisfaction, 31.3% Low Satisfaction

High Satisfaction (Feeling of high morale, getting many rewards, feeling fulfilled).

Low: Concern as to whether or not goals and aspirations are being met, not getting rewards for effort being put forth, feeling discouraged, dissatisfied.

LK Cedar City - Mike

Survey: 04/23/13

Analysis of Priority

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Predictor

## DOMINANCE

18.8% Dominance Above Mid-line, \*6.3% Dominance as Highest Trait

DOMINANCE above mid-line: Self-confident, decisive, conceptually analytical, aspiring, self-starting, controlling, strong impact on others, results-oriented.

DOMINANCE below mid-line: Supportive, collaborative and modest; may place importance on security and prefer to work with leadership that has a strong sense of direction and purpose.

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Predictor

## EXTROVERSION

31.3% Extroversion Above Mid-line, \*12.5% Extroversion as Highest Trait

EXTROVERSION above mid-line: Friendly, empathetic, interactive, interested in people, persuasive, enthusiastic, inspiring, team-oriented.

EXTROVERSION below mid-line: Reserved, sincere, communicates when necessary, enjoy private time, selective-communicator.

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Predictor

## PACE

81.3% Pace Above Mid-line, \*50% Pace As Highest Trait

PACE above mid-line: Steady, unhurried, persistent, cooperative, pleasant, able to take what comes and make the best out of it.

PACE below mid-line: Fast-paced, action-oriented, impatient, a doer and driver, like and seek changes.

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Predictor

## CONFORMITY

75% Conformity Above Mid-line, \*31.3% Conformity As Highest Trait

CONFORMITY above mid-line: Concerned, thoughtful, structured, prudent, system-oriented, detailed and accurate.

CONFORMITY below mid-line: Non-traditional, candid, big-picture, independent, free thinker, prefer to delegate technical matters.

LK Cedar City - Mike  
Survey: 04/23/13  
Analysis of Predictor

## LOGIC

31.3% Fact, 50% Feeling, 18.8%Balance

FACT: Analytical, deliberate decision making process based on documented facts, skeptical of decisions made any other way.

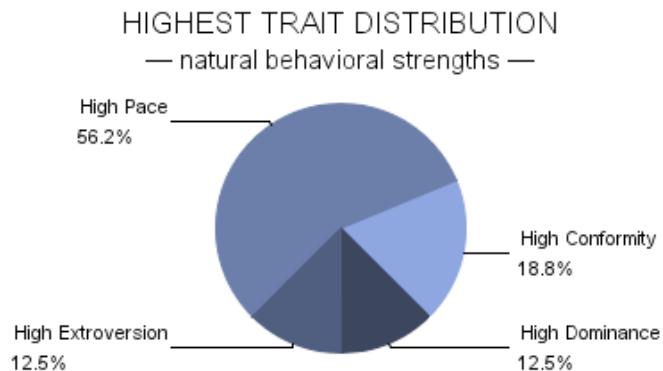
FEELING: Can make decisions quickly based on an inner sense, base decisions on experiences, observations, knowledge of proven facts, etc., resulting in instant and valid decisions which can be trusted.

## LK Cedar City - Mike

Survey: 04/23/13  
Analysis of Predictor

Predictor	Energy Level Descriptions
0%	Ultra Force Zone (7) — An awesome energy force, almost any task can be accomplished, have to have outlets to expend energy.
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43.8%	Achiever Zone (5) — Accomplishes tasks very successfully, may need additional activities to utilize the energies one has to offer.
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0%	Motive Evaluation Zone (2) — Evaluate goals and focus energies accordingly, make every move count to get the task done.
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LK Cedar City - Mike  
Survey: 04/23/13  
Team Communication



HIGH DOMINANCE team members:

When communicating to a HIGH DOMINANCE person:

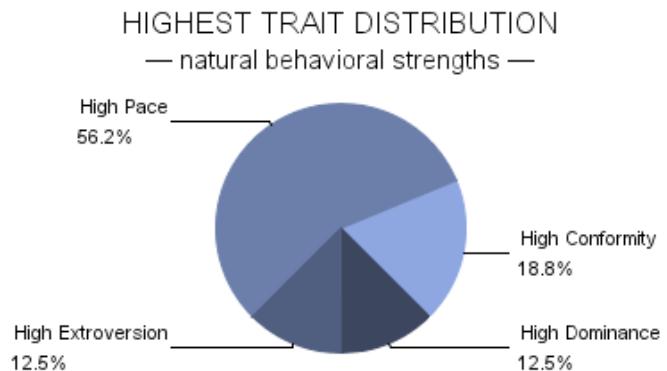
- Use direct and concise messages
- Do not repeat details
- Avoid saying, 'This is the way it has always been done.'
- Be willing to express disagreement with them
- Discuss solving problems and getting results
- Focus on goals and winning

When HIGH DOMINANCE communicate, they:

- Will make forceful and frank statements
- Want to say things only once
- Express strong opinions
- Expect others to follow their directions
- Like competition
- Feel verbal conflict is helpful
- Say exactly what they mean



LK Cedar City - Mike  
Survey: 04/23/13  
Team Communication

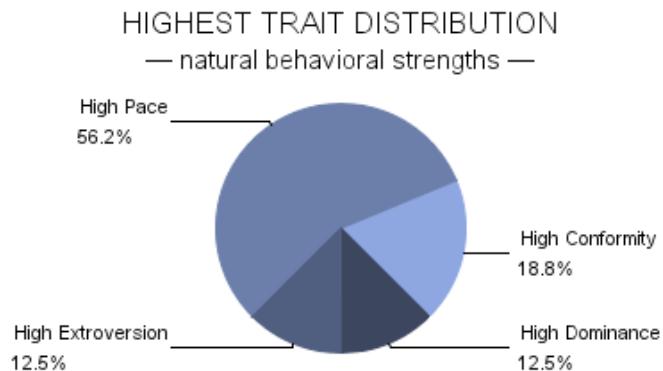


#### HIGH EXTROVERSION team members:

- When communicating to a HIGH EXTROVERSION person:
- Make friendly comments
  - Discuss ideas and opportunities with them
  - Do not be harsh or insulting
  - Present things persuasively and as beneficial to people
  - Give recognition for accomplishments
  - Include in team-based activities that are visible
- When HIGH EXTROVERSION communicate, they:
- Enjoy talking about ideas
  - Will not want to look bad or foolish, so may be reluctant to show real self
  - Will be positive, optimistic and inspiring
  - Show empathy and give encouragement to peers
  - Place high value on working as a team member



LK Cedar City - Mike  
Survey: 04/23/13  
Team Communication



HIGH PACE team members:

When communicating to a HIGH PACE person:

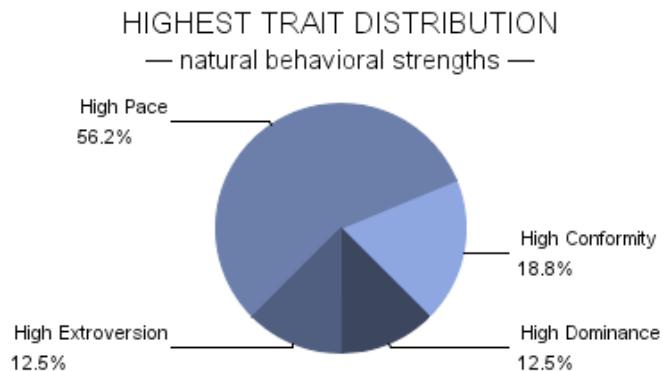
Give time to think about and process the need for change  
Present the benefits of change and show that it is fair and reasonable  
Adhere to agreed on agendas and time frames  
Give consistent and clear priorities and directions  
Use a calm and cooperative approach

When HIGH PACE communicate, they:

Will be warm, friendly, careful and sympathetic  
Want to 'make best of it'  
Need time to get comfortable in a new environment  
Will ask for routines and predictable schedules  
Seek harmonious and non-chaotic surroundings



LK Cedar City - Mike  
Survey: 04/23/13  
Team Communication



**HIGH CONFORMITY**  
team members:

When communicating to a  
**HIGH CONFORMITY** person:

Give clearly defined processes and directions for a task  
Present ideas in detail—correctly and in order  
Give assurance that someone dependable and trustworthy is in charge  
Clearly justify reasons for criticism

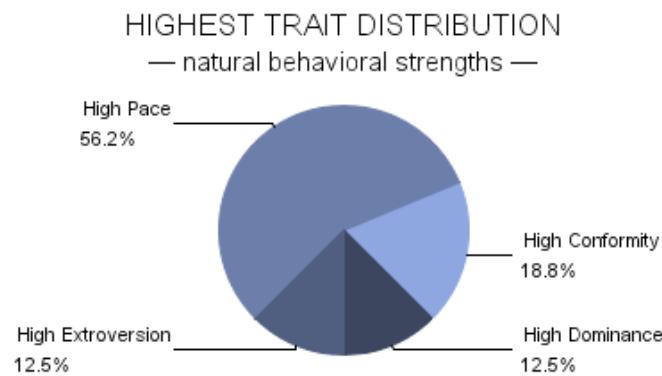
When **HIGH CONFORMITY**  
communicate, they:

Will be concerned and conscientious  
Will want to do what is right  
Place importance on loyalty and sincerity  
Itemize things in detail  
Will refer to proven policies and rules as basis for actions  
Demand accuracy from self and others

## LK Cedar City - Mike

Survey: 04/23/13

Team Perception

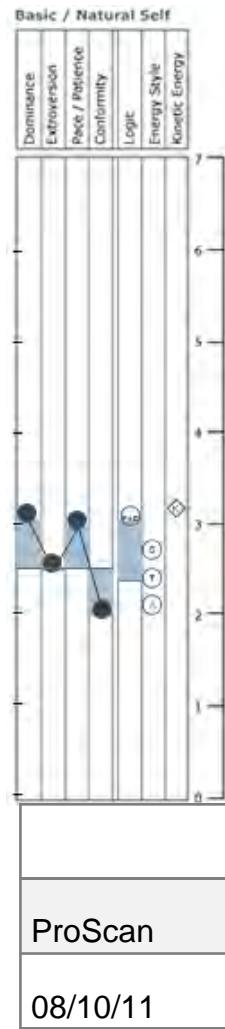
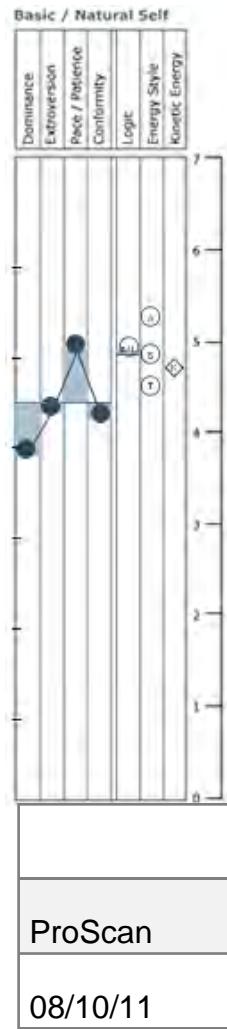
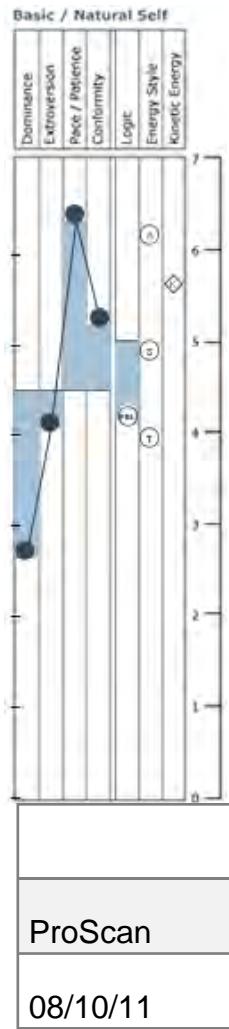
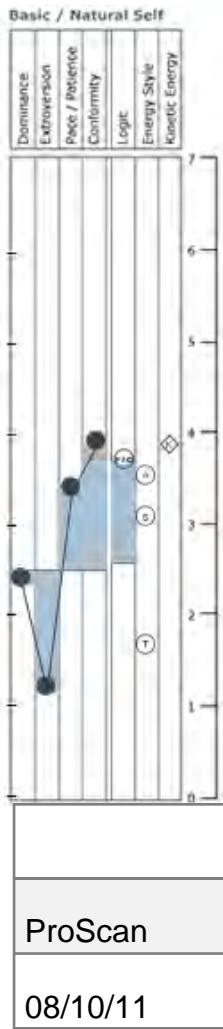




## LK Cedar City - Mike

Survey: 04/23/13

Team Member Thumbnail

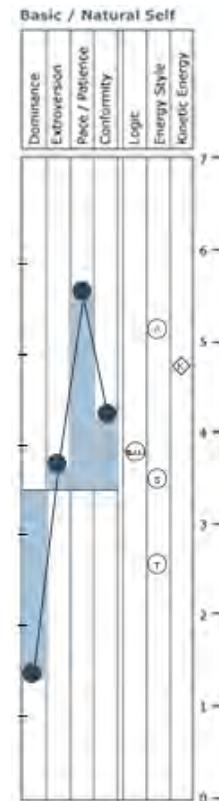
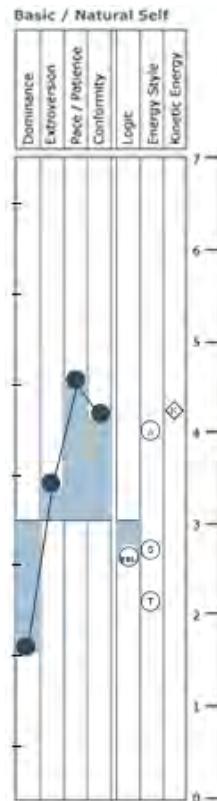
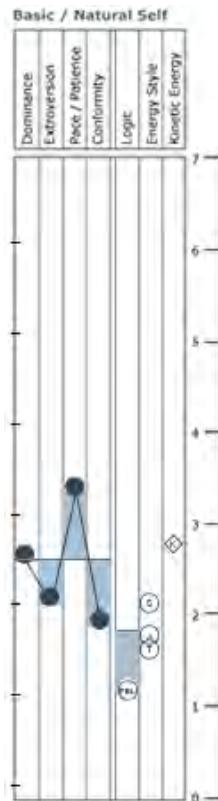


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**LK Cedar City - Mike**

Survey: 04/23/13

Team Member Thumbnail



ProScan

08/10/11

ProScan

10/24/11

ProScan

08/10/11

ProScan

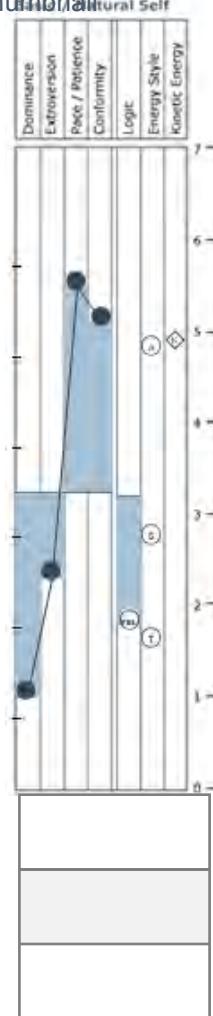
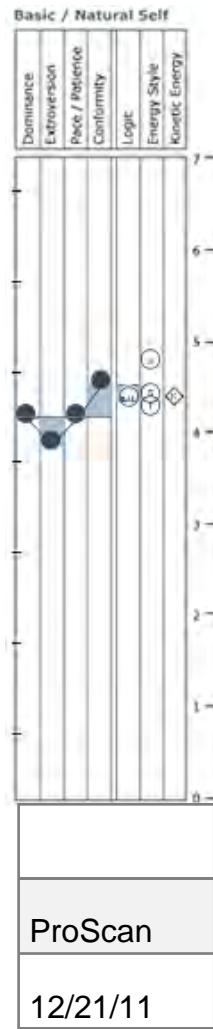
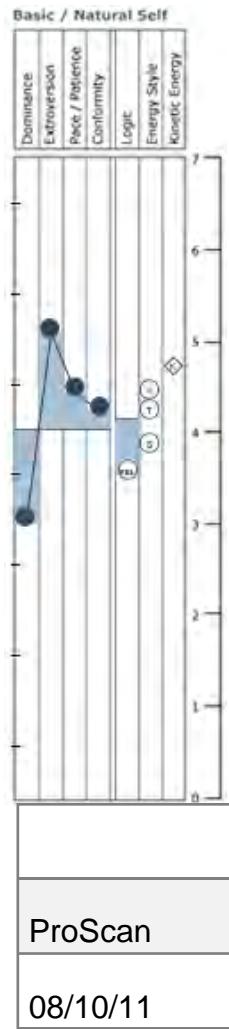
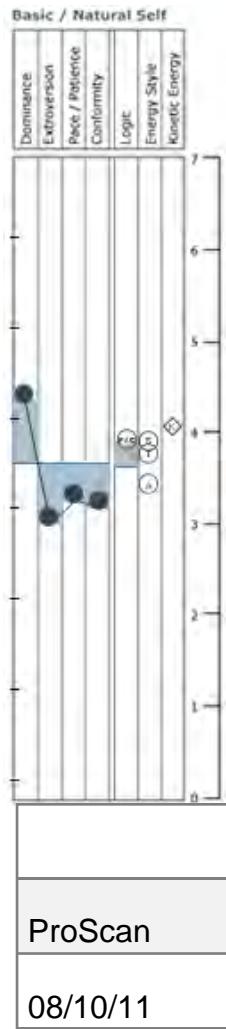
08/09/11

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**LK Cedar City - Mike**

Survey: 04/23/13

Team Member Thumbnail

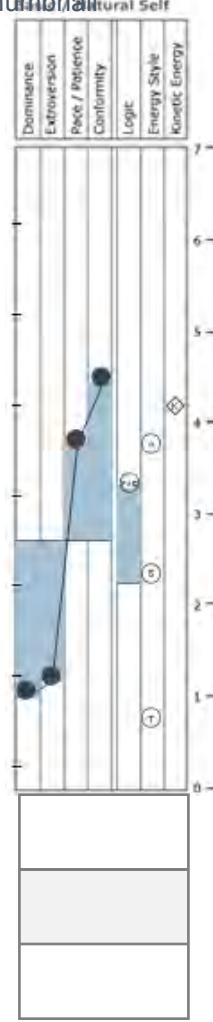
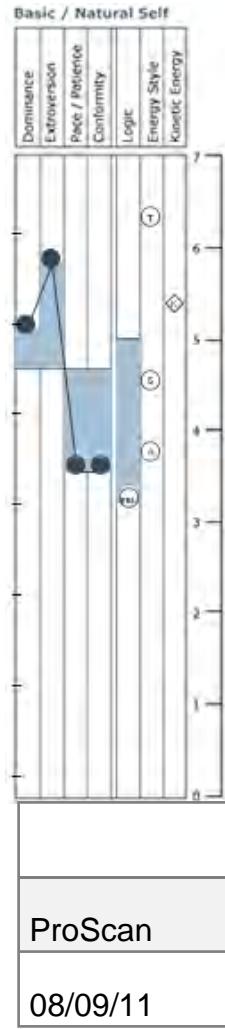
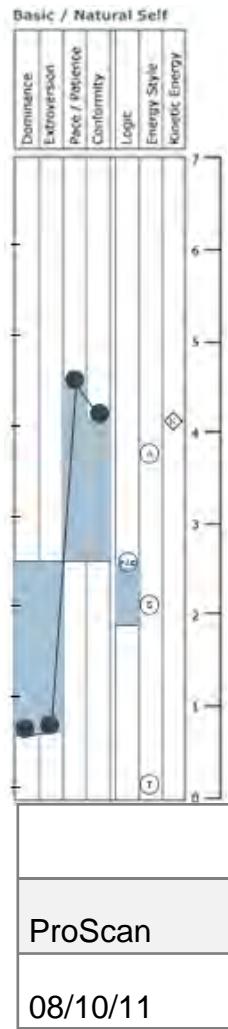
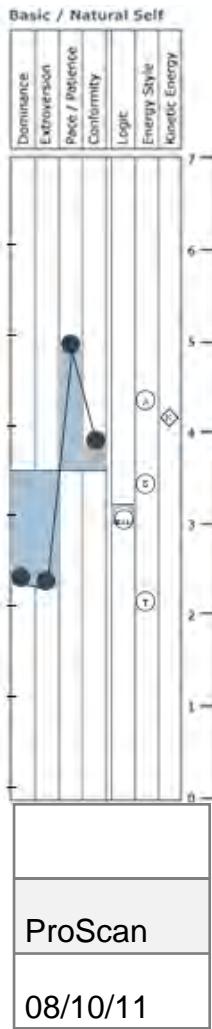


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## LK Cedar City - Mike

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Team Member Thumbnail



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**Appendix B**