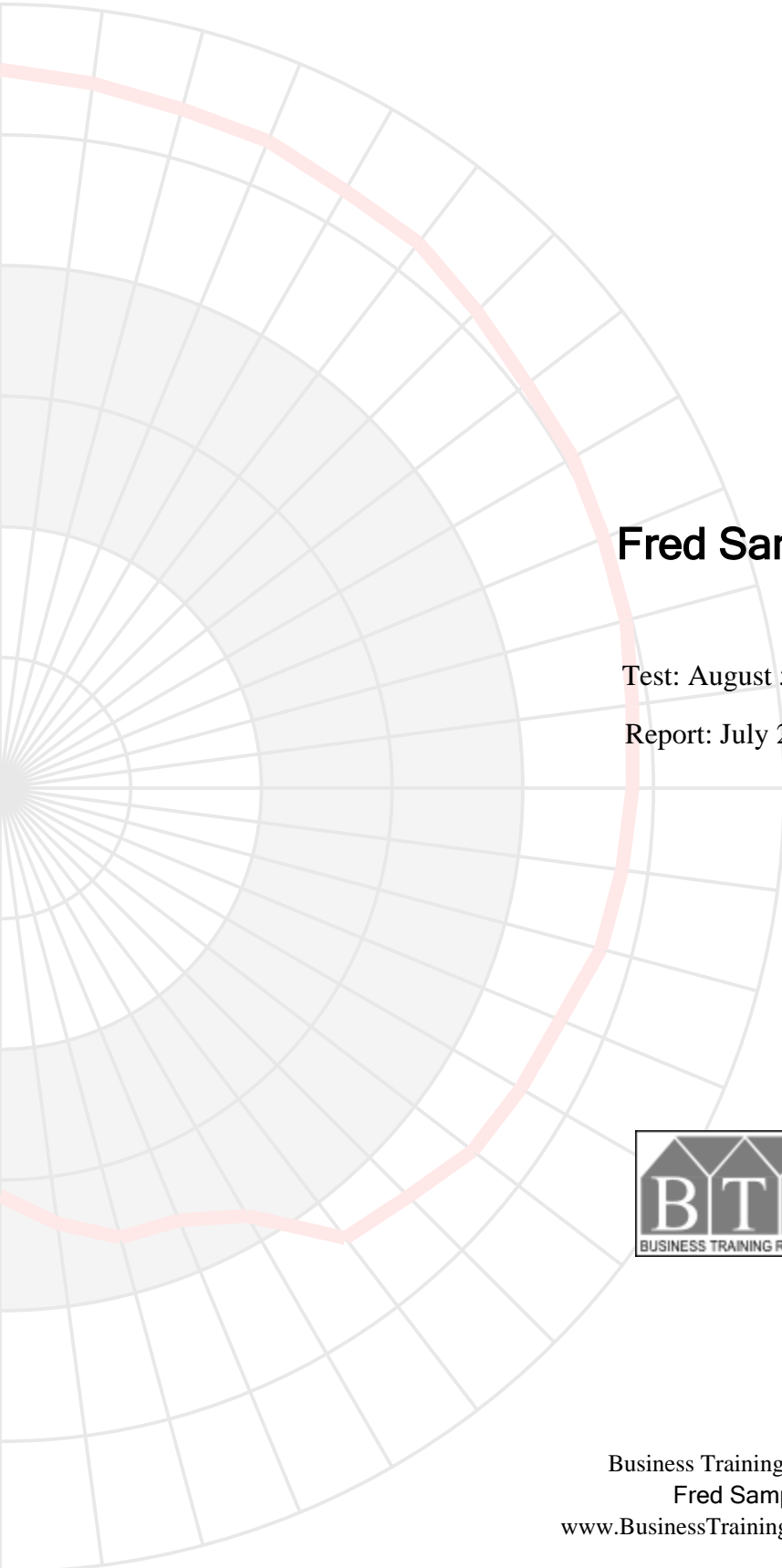




iWAM Management Report



Fred Sample

Test: August 5, 2008

Report: July 2, 2013



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Introduction

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

The report consists of the following sections:

A section that explains each test scale and how the person is situated on that scale in comparison to the standard group (here **USA**).

A section that lists the patterns that typify the person the most and discusses some combinations of patterns.

A section that describes how the person would perform at various job types, linked to administration, management and customer contact.

A section that displays graphically the iWAM results for this person as well as the influence language associated with the various patterns.

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

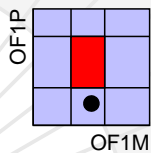


Section 1. Describing the person.

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

Action Level: "Initiation" and "Reflecting & Patience"

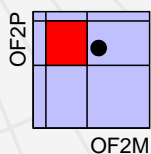
How much motivation does this person have for starting projects? Does he initiate or does he prefer to take time to consider his decisions? If he is a strong initiator, then he may not have much patience. If he has a lot of patience, he may prefer to respond to transactions initiated by others.



He scores very low on "Initiation" (proactivity, starting, taking initiative), and average on "Reflecting & Patience" (reactivity, patience, waiting, reflecting). He often tends toward waiting and analyzing. He is motivated by situations where he gets to understand and carefully think about it. He will ask questions before initiating. He will be cautious about jumping in later.

Action Direction: "Goal Orientation" and "Problem Solving"

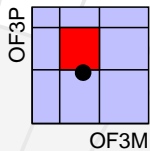
Does this person maintain focus on the goals? Is he able to recognize the problems which would interfere with obtaining those goals? If he is too highly focused on goals, he will have difficulty recognizing that things might be going wrong. If he is highly problem-focused, he is excellent at recognizing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



He scores average on "Goal Orientation", and very high on "Problem Solving". He is motivated by avoiding bad situations. He is energized by situations that should be avoided, steered clear of, or gotten rid of. Often he may be too concerned with avoiding obstacles, and he might lose sight of the goal. He has trouble managing priorities. When nothing is going wrong, he will begin to recognize obscure problems and less significant situations to avoid. He is best suited for jobs where finding the error or the problem is the task.

Evaluation Reference: Internal and External

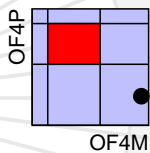
Does this person decide for himself or does he prefer for others to give advice or even make the decision? If he favors the ability to decide for himself, he will feel compelled to make decisions on his own. If he is motivated by an external reference, he can decide, but he will prefer to get opinions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



He scores very low on "Individual Motives" (Internal Reference, deciding for oneself), and average on "External Reference" (involving others in decisions). He values other people's opinions. He works well when the decision has already been made, and he often accepts information as if it were instructions. He usually prefers direction and advice from others.

Task Attitude: Options and Procedures

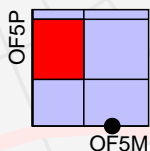
Does this person prefer to follow procedures or to generate alternatives? If he generates alternatives he will have difficulty following procedures (it will be easier to think of new procedures than to follow them). If he follows procedures he will have difficulty generating alternatives (it will be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



He scores very low on "Alternatives" (generating options), and very high on "Follow Procedures". He is motivated to stay with known ways and procedures. He understands procedures are important to get consistent results and to assure quality. While he is good at following procedures, he has difficulty developing alternatives or procedures. When asked to operate without procedures, he often finds the work challenging.

Task Orientation: Breadth and Depth

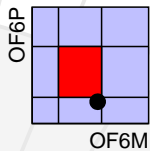
When working with information, how broadly or deeply does this person naturally think? Does he tend to work with large, medium sized or small pieces of data? Is he global or detail oriented? When working on projects, is he random or sequential in his approach?



He scores very low on "Breadth" (keeping the overview and understanding the big picture), and very high on "Depth Orientation" (willing to work with details and sequences). **Depth Person:** He makes sense of the world as a series of fine details. He understands information when it is in small pieces and in sequences. When he talks he will talk about those details too. He needs instructions in specific sequences.

Communication Sort: Affective and Neutral

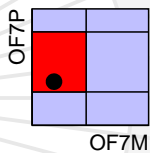
How are this person's communications organized? Does he communicate using body language or not? If he understands how the communication is progressing based on the non-verbal part of the communications, he tends to be focused on his facial expressions, his gestures, and his voice. If he is more oriented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



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

Work Environment Type: Group and Individual

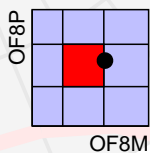
Does this person prefer to work around other people or work alone? Does he want social contact or not? If he needs social contact, he will have difficulty performing tasks which require that he works alone. If he does not need or want social contact, he will have difficulty working with people around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



He scores low on "Group Environment" (needing contact with others), and average on "Individual Environment" (willing to work alone). When the patterns are combined, he is balanced when it comes to work environment. He has no strong preference regarding social contact, and he is equally motivated by both group and individual tasks. In both cases he will be productive. Seeing and hearing somebody from time to time is ok, but at other times he prefers to have his door closed.

Work Assignment Type: Sole and Shared Responsibility

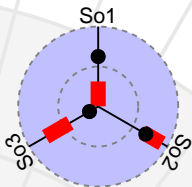
Does this person want sole responsibility for the work results or does he want to share that responsibility? Some people prefer to be accountable for their own work, while others prefer teamwork and shared responsibility.



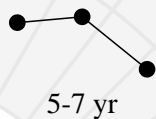
He scores average on "Sole Responsibility", and very high on "Shared Responsibility". When the patterns are combined, it seems he will function using a mix of responsibility styles (balanced). He prefers to work in situations where responsibility is well distributed, so that it is clear whether a task needs to be done alone or whether it is shared. His productivity might suffer in cases where it's not clear who is responsible.

Relationship Sorting: Similarities, Comparison and Distinctions.

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



Medium Change Person: He wants to move from one project or job to another every 5-7 years. He is happy being stable and productive and needs to cycle on to the next project or job after 5-7 years. But most jobs and careers offer normal changes more frequently than every 5-7 years, so he will seldom experience the depression brought on by the need to change. Normally, he will experience change before his 5-7 year cycle expires. He will resist change which happens more frequently than every 2 years.



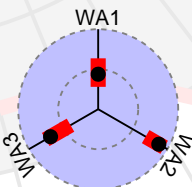
Compared to the average population,

- he is *more* interested in keeping things the same as they were before. He may resist change.
- he is *less* interested in new projects & tasks.

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

Work Approach: Doing, Conceptualizing & Organizing

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

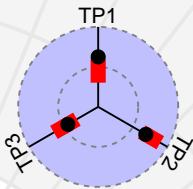


Structural Theorist ("Concept" > "Structure" > "Use"):

He begins by developing an idea or theory. He needs to understand the consequences to be sure about the task. Knowing the "why" and the "how" help to organize things. Next, he collects and organizes the resources needed to process and to have order on this project. This step is in support of and a follow up to his first step. Finally, he takes action and performs whatever is necessary. He is likely to spend the least time on the third step.

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

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



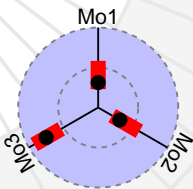
He strongly concentrates on the past and he has a tendency to compare situations to previous experience.

He does not heavily focus on the present and the 'now'.

He somewhat concentrates on the future and he may tend to dream about and hope for the future.

McClelland's Motivational Types: Hierarchical Criteria

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



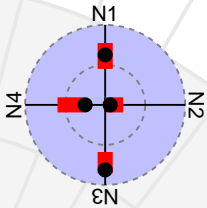
Compared to the average population of USA, we would describe this person as:

- **Low "Power"**: He does not want to be in situations where he has power, authority, and control over people and things.
- **Medium "Affiliation"**: He is somewhat motivated by situations where people like him and he can be a part of the group. To some degree, he wants to belong.
- **Medium "Achievement"**: He is somewhat motivated by situations where he can achieve. He wants, to a limited degree, to have the rewards for what he has achieved. He may want to be noticed, appreciated, and looked up to for what he has achieved.

When filling out the test, this person puts these 3 motivational factors in the following order (decreasing importance): "Achievement" > "Power" > "Affiliation"

Norming - Rule Structure

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



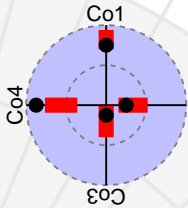
- Generally, he knows the policies and rules and is may be willing and able to tell others what they should do.
- Generally, he cares about others and he is concerned about the wellbeing of others.
- This person wants to obtain or learn the rules and policies from the organization (or the boss or colleagues). And when he knows the rules, he becomes an excellent example of what the rules define as good. He then becomes a good example of what the organization wants.
- He does not tolerate the non-conforming behavior of others.

Convincer Patterns

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

A. Input Representation

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



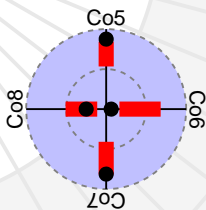
From the Profile answers, we derive that in order to be convinced, he considers **doing** as the most motivating factor.

Compared to the general population of USA:

- Visual information will not help to convince him.
- Auditory information will not help to convince him.
- Reading the information will not help to convince him.
- He must actually do it himself, or handle it, to be convinced.

B. Interpretation Process

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



"Convinced by a Number of Examples": He is most easily convinced by repetition (several examples).



Interest Filters

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

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

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

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



Section 2. Typical Patterns.

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

- **STABILITY** He wants everything to remain the same. He likes stability.
- **RESIST CHANGE** He does not like for things to change.
- **FOLLOW PROCEDURES** He likes to follow procedures and he needs the procedure to be well defined. When he knows the procedure and he is following the procedure, he wants to continue following the procedure until he reaches the end. If the procedure is not working, a) he may not recognize this and he may continue to follow it, or b) he may recognize that the procedure is not working and get stuck. Having a plan is very beneficial.
- **NON-GENERATE ALTERNATIVES** When he has to do a task, he is not very interested in getting a range of options or in inventing a series of alternatives.
- **NON-OVERVIEW** He is de-motivated when information is too vague or general. It might be difficult for him to keep the overview or to distinguish the essential from what's secondary.
- **DETAIL** He has an excellent attention to details. He is comfortable working with those details. He likes to approach projects and tasks in a sequential way. When his sequence is interrupted, he will have to restart his sequence to continue with the task.
- **FOCUS ON INFORMATION** He wants to work with data, facts, information, and knowledge.
- **NON-INITIATION** Having to take initiative is not motivating to him. When he is required to take initiative, others might find he is slow to start.
- **PROBLEM FOCUS** He very good at finding the problem. He has an ability to recognize when things are going wrong and when things might go wrong. And, because whatever is wrong at any given moment becomes the highest priority, this might interfere with goal-based priorities. He is highly motivated by direct or implied, personal or organizational threats.
- **DO** He must actually do it himself, or handle it, to be convinced.
- **NON-AUTOMATIC** He prefers not to extrapolate without sufficient data. he will want sufficient data before being convinced.
- **FOCUS ON TOOLS** He wants to work with tangible tools, instruments, and other things.
- **PAST** He strongly concentrates on the past and he has a tendency to be critical.



PART B. Combination of Patterns - Explanation

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

After having waited so that all information needed has been collected, this person will start taking action by treating one by one the potential problems that could show up along the road, so that any risks are avoided. If there are many problems along the road, it will take the person a long time to get there. Yet, this secure approach may be useful for projects that require to be well thought out and where all possible problems must be taken into account, such as working out the security system for a nuclear energy plant.

This person can monitor the details and the sequences of a process. All elements will be taken care of, fully respecting the procedure. He works best with a detailed plan, so at all times he knows what is the next step. If the procedure is not flexible and an unforeseen situation occurs, his biggest challenge will be finding an alternative solution.



PART C. Statistics - Combinations of patterns

Personal Characteristics:

The percentages in this section are related to the standard group (USA - US2007). People score 50% on a pattern if they are "average" compared to the group (this means that as many of the population have a lower score as a higher score on this pattern). If a person scores 100% or 0%, they are 1 Standard deviation from the group average. Scores of more than 100% and less than 0% are more than 1 Standard deviation from the average. In other words, on a normal distribution only 16% of the population will be above the standard group (more than 100%) and 16% will be below the standard group (less than 0%). You will find a graphical representation of the distribution of the standard group for each of the patterns in section 4.

Initiative:

- 30% has energy for initiation and is impatient
- 60% has patience and can wait

Ability to make decisions:

- 6% decides for himself
- 58% needs outside help to decide

Respect for the norms:

- 54% needs to tell others how to behave
- 27% is indifferent (does not care) about others
- 83% wants to adapt to the needs of the organization/boss
- 5% tolerates the non-conforming behavior of others

Sense of reality:

- 27% is indifferent (does not care) about others
- 83% wants to adapt to the needs of the organization/boss
- 22% focuses on the here and now, and may be practical
- 110% focuses on the past, and may tend to be critical
- 39% focuses on the future, and may be a dreamer



Social behavior patterns:

- 8% communicates non-verbally
- 17% needs contact with others
- 28% motivated by opportunities to belong
- 54% needs to tell others how to behave
- 27% is indifferent (does not care) about others
- 5% tolerates the non-conforming behavior of others
- 93% understands the importance of time and schedules

Attitude toward work:

- 6% decides for himself
- 128% focuses on problems and errors
- 23% motivated by opportunities for control and power
- 28% motivated by opportunities to belong
- 55% motivated by opportunities to achieve
- 83% wants to adapt to the needs of the organization/boss

Integration into work groups:

- 17% needs contact with others
- 102% wants to share responsibility with the team
- 28% motivated by opportunities to belong
- 93% understands the importance of time and schedules
- 27% is indifferent (does not care) about others
- 83% wants to adapt to the needs of the organization/boss
- 5% tolerates the non-conforming behavior of others

Ability to accept authority:

- 83% wants to adapt to the needs of the organization/boss
- 6% decides for himself
- 23% motivated by opportunities for control and power

Leadership:

- 30% has energy for initiation and is impatient
- 38% is goal oriented and motivated by goals
- 6% decides for himself
- 77% understands the overview and the big picture
- 61% needs to have sole responsibility for his task
- 54% needs to tell others how to behave
- 5% tolerates the non-conforming behavior of others





Ability to work under pressure:

- 30% has energy for initiation and is impatient
- 5% tolerates the non-conforming behavior of others
- 61% needs to have sole responsibility for his task
- 83% wants to adapt to the needs of the organization/boss

Capability for self-criticism and for learning from mistakes:

- 110% focuses on the past, and may tend to be critical
- 77% understands the overview and the big picture
- 128% focuses on problems and errors

Capability for problem solving:

- 128% focuses on problems and errors
- 78% creates alternatives & new options
- 30% has energy for initiation and is impatient
- 44% takes action

Aspirations for professional growth:

- 38% is goal oriented and motivated by goals
- 78% creates alternatives & new options
- 61% needs to have sole responsibility for his task
- 55% motivated by opportunities to achieve
- 39% focuses on the future, and may be a dreamer

Ability & desire to adapt to change:

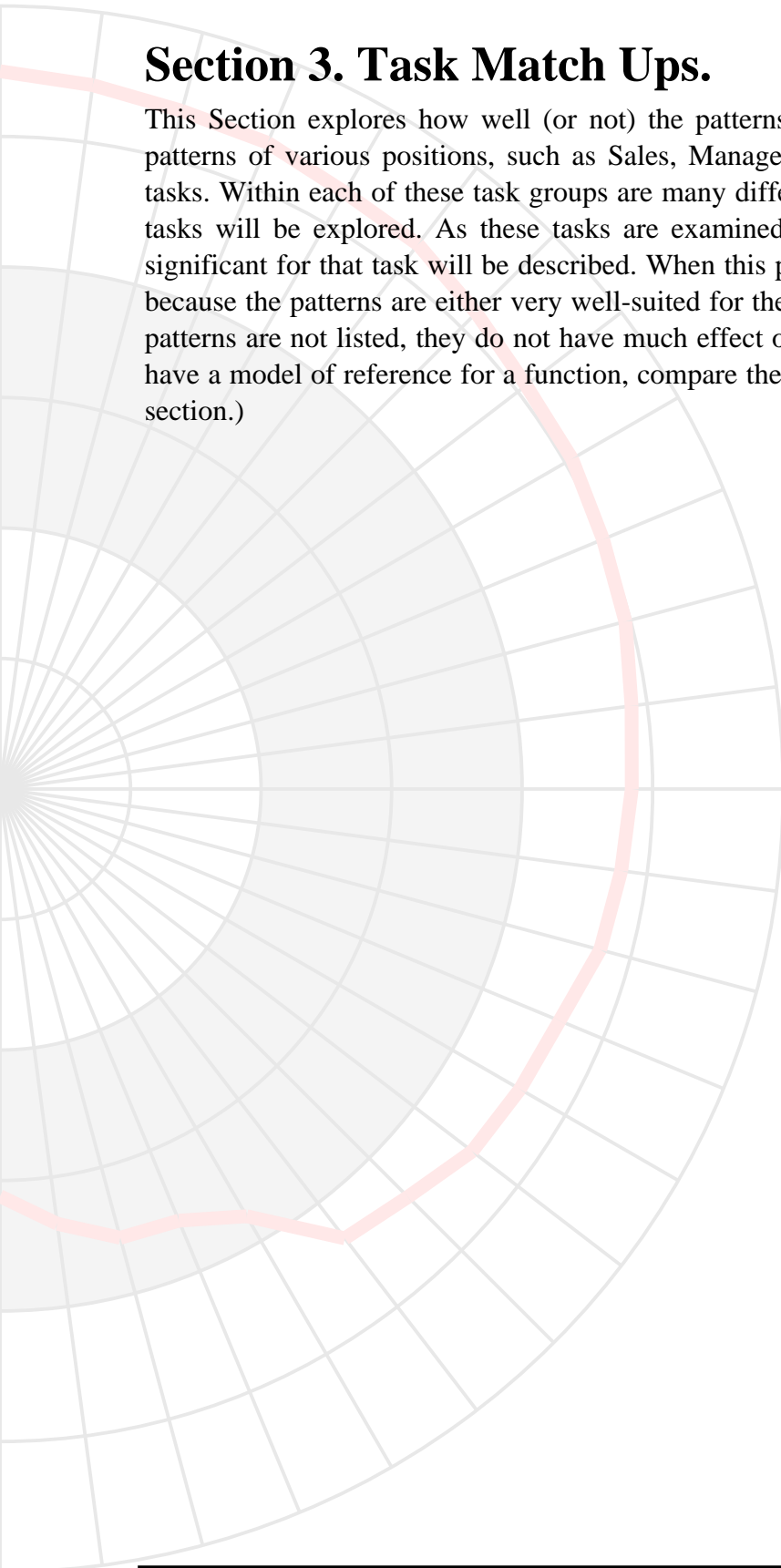
- 200% is sameness oriented and wants stability
- 16% is evolution oriented and wants things to progress or improve
- 80% is change oriented and wants things to change rapidly and dramatically
- 78% creates alternatives & new options





Section 3. Task Match Ups.

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





Administration Match Up

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

EXTERNAL DECISION PROCESS: This is a good pattern for administrative tasks. The task of the administration is to serve the organization, the management, and the needs of the business. People with this pattern do what others want them to do.

FOLLOWING PROCEDURES: This is an excellent pattern for Administrative tasks. Normally, administrative tasks involve following sets of procedures, and this person likes to follow procedures. For best results, this person needs the procedures to be well defined and correct. People with this pattern are comfortable following the procedure and maintain their energy as they continue with the procedure until they arrive at its end. They may not have the ability to recognize if the procedure has stopped functioning correctly as they continue on to the end of the procedure. But, effective management of people with this pattern includes tracking the continued effectiveness of the procedures they use.

DETAIL ORIENTATION: This person tends to have a Detail Orientation. Generally, this is very good for Administrative tasks. Most administrative responsibilities involve working with details, so this pattern is very helpful. Effective management of Administrative tasks must include keeping track of the big picture, because people with a Detail Orientation (the good workers at Administrative tasks) will not be able to relate the details they work with to the big picture.

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





Management Match Up

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

FOLLOWING PROCEDURES: This could be a problem for managers and supervisors. Following procedures is the task of workers, and most people who are comfortable following procedures are not able to recognize that the procedures need to be corrected, replaced, or eliminated, and they are not able to make the modifications to those procedures. Procedures often become inappropriate because of changes in marketplace or technology. Managers and supervisors need to be able to recognize that the change is needed and then design those changes. People with this pattern have difficulty doing that.

DETAIL ORIENTATION: This could be a problem for managers and supervisors. People with this pattern have difficulty working with the overview, the big picture. It can be okay for a manager or supervisor to be Detail Oriented when all of the subordinate employees are also Detail Oriented. The problem occurs when subordinate employees are more overview and big picture oriented than the manager. Those employees experience their assignments as punishment, because the manager needs more details than the employee would normally work with.

PATIENCE: This could be a problem. Most aspects of "making assignments, controlling progress, evaluating results, taking actions based on those results, and creating and maintaining motivation in others" involves some initiation. If a manager or supervisor has too much patience (and not enough initiation), important parts of the task might be missed.

PROBLEM FOCUS: This could be a problem for managers and supervisors. A Problem Focus is often associated with a lack of direction. A Problem Focus means an inability to maintain and follow priorities. This ability is very important in all of the tasks of managers and supervisors.

EXTERNAL DECISION PROCESS: This is not a good pattern for managers and supervisors. People with this pattern are not able to convert their education and experience into standards by which they make decisions. They need outside help or influence when making decisions. People with this pattern who have management or supervisory responsibility need to have strong managers above them or they will not be able to make the decisions needed to succeed at the task.

COMPLIANT: Generally, this is a good pattern for managers and supervisors. This involves wanting to be the kind of employee the company needs. In larger corporations, managers with this pattern move up the ladder quickly, because they adapt themselves to become the kind of person the company needs.





Customer Contact Match Up

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

FOLLOWING PROCEDURES: This can be a very good pattern for customer contact tasks. The person with this pattern is comfortable and happy following the established procedures. So, when the customer contact task is well defined with proven procedures, this person will function well and provide excellent service for customers.

FOCUS ON INFORMATION: This can be helpful for the customer contact task. If the customer needs information, this person will have the information or at least know how to find the information for the customer.

FOCUS ON TOOLS: This can be useful for the customer contact task. A person with this pattern wants to take care of the tools and instruments. If the customer contact task involves taking care of the tangible things, this pattern will be helpful.

PATIENCE: This is a good pattern for customer contact where the task involves waiting for the customer. A person with this pattern is comfortable waiting for the others to initiate.

PROBLEM FOCUS: This is a good pattern for customer contact where the task involves diagnosing problems or being the advocate for the customer. This could be maintenance, repair, and many types of liaison tasks.

FOCUS ON TIME: This can be helpful for the customer contact task. With this pattern, the person has a sense of urgency. If the customer's need is urgent, this pattern provides the customer contact employee with an urgency to provide solutions for the customer.

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

EXTERNAL DECISION PROCESS: This is usually a very good pattern for customer contact tasks. With this pattern, a person is open to hear the information the customer presents.



Section 4: iWAM Profile Motivating Language.

To motivate this person, use the following language:

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

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

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

Note: The percentages in this section are related to the standard group (USA - US2007).

The **green line** indicates the score of the individual, the **red part** of the bar indicates the standard group and the **blue area** is outside the standard group.

Operating Factors:

Initiation	-31%	initiate. start. just do it. begin	
Reflecting & Patience	61%	patience. wait. all in good time	
Goal Orientation	39%	have. get. obtain. goal. outcome	
Problem Solving	128%	problems. errors. concerns. uneasy	
Individual Motives	-7%	decide for yourself. it is up to you	
External Reference	59%	feedback. receiving advice & guidance	
Alternatives	-78%	alternatives. options. possibilities	
Follow Procedures	179%	follow procedures. do it the right way	
Breadth	-78%	big picture. overview. global	
Depth Orientation	156%	specific. detail. precise. exact. sequence	
Affective Communication	-9%	<i>(provide non-verbal interaction)</i>	
Neutral Communication	91%	<i>(communicate only with the content)</i>	
Group Environment	17%	others. contact with people	
Individual Environment	40%	alone. private. self-sufficient. independent	
Sole Responsibility	62%	sole responsibility. in charge	
Shared Responsibility	103%	share. with others. together. team	

The need for change:

Sameness	200%	same. in common. similar. alike	
Evolution	16%	improved. changed for the better. different yet similar	
Difference	-81%	new. change. different. unique. switch. flip	



Distribution of energy:

Use	44%	take action. do. get on with it. comfort	
Concept	71%	analysis. theory. philosophy. understand	
Structure	80%	organize. relationship between the parts. structure. the plan	

Orientation in time:

Past	110%	past. history. evidence	
Present	22%	here and now. in the moment	
Future	39%	future. plan. foresight	

Basic motivation:

Power	24%	in command. control. authority. direct. influence. prestige	
Affiliation	28%	belong. friendship. in the group. be a member	
Achievement	55%	achieve. success. challenge. competence. competition	

Respect for the norms:

Assertiveness	54%	tell others what to do. set the rules	
Indifference	28%	indifference	
Compliance	84%	adapt to what is needed. team player	
Tolerance	-5%	tolerance. respect	

To be convinced, needs to:

Convinced by Seeing	22%	see. vision. look. clear	
Convinced by Hearing	26%	hear. sounds like. listen	
Convinced by Reading	30%	read. go through the documents	
Convinced by Doing	127%	do. actions. do with	
Convinced by a Number of Examples	110%	example. enough times, give enough examples	
Convinced Automatically	-20%	assume. automatic. take for granted. decide fast	
Convinced by Consistency	99%	consistent. ongoing. over and over. each time	
Convinced after a Period of Time	35%	take time. enough time. over time. <i>take the time needed</i>	





To feel successful, needs to work with:

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

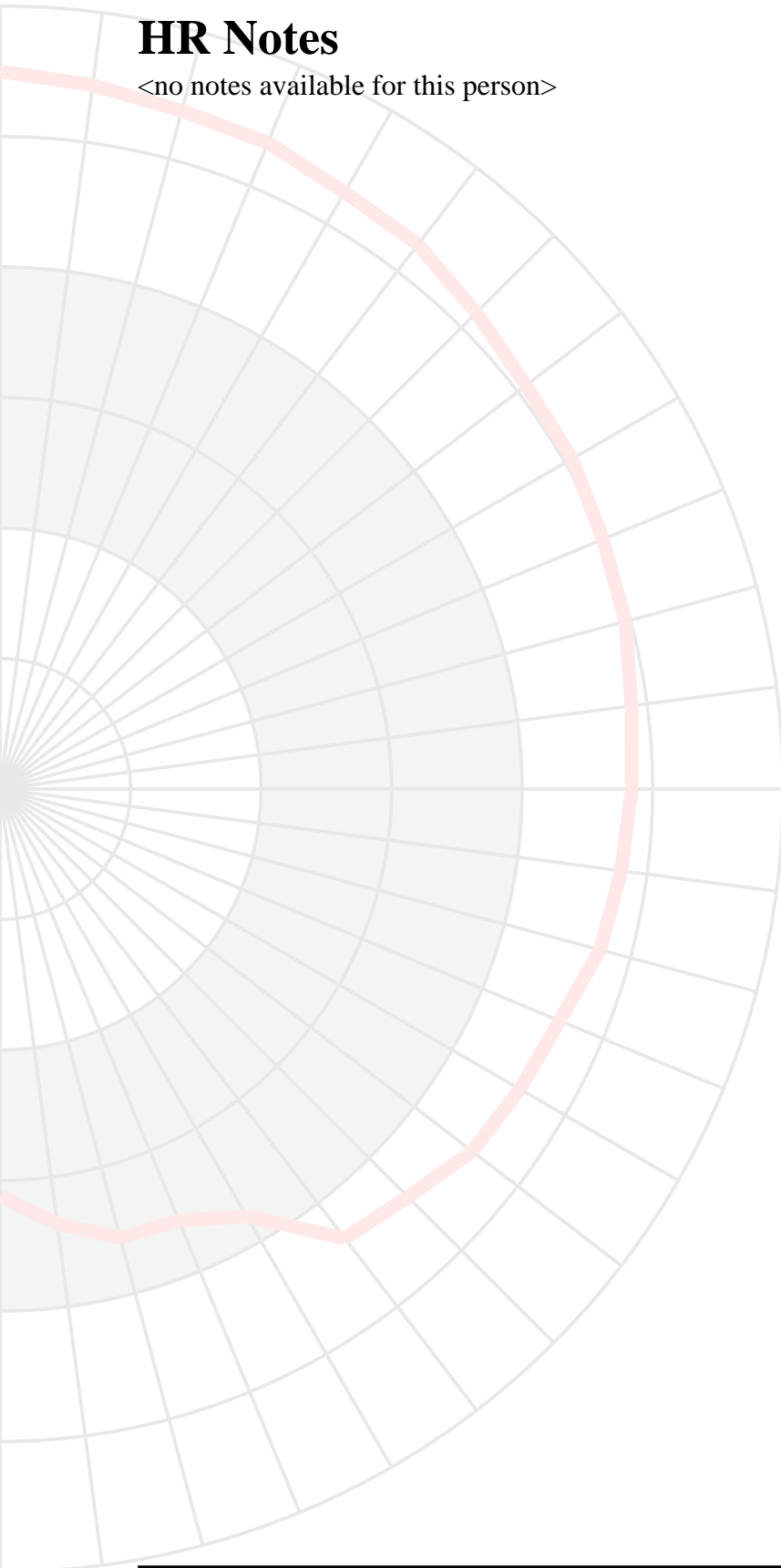
Focus on People	41%	people. individuals. persons. <i>using names</i> (who)	
Focus on Tools	114%	tools. instruments. things (how)	
Focus on Systems	57%	systems. processes. flow (whether)	
Focus on Information	146%	information. data. facts. sources (why)	
Focus on Money	14%	budget. money. finance (how much)	
Focus on Place	42%	place. position. location (where)	
Focus on Time	93%	time. schedule. deadline. on-time. the clock (when)	
Focus on Activity	25%	activity. tasks. actions. lively (what)	





HR Notes

<no notes available for this person>



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