iWAM Profile - HR Statistical Summary Report

relative percentages in comparison to AU2002a standard group.

Operating Factors

	P	M
OF1: Action Level 104%	109% **Initiation**: has energy for initiation and wants to get going (impulsive / proactive / thinking "while" action)	25% **Reflecting & Patience**: has patience & can wait (thinking before action) (serenity, endurance, persistence, reflective, reaction)
OF2: Action Direction 52%	95% **Goal Orientation**: is goal oriented & motivated by targets, can maintain focus over time (goal focus/toward)	90% **Problem Solving**: focuses on problems and errors (problem focus/away from)
OF3: Evaluation Reference 39%	-36% **Individual Motives**: individual motives internal reference frame for evaluation: decides for him/herself - interprets feedback, sets own criteria if low: needs outside help to decide	-**External Reference**: external satisfiers or expectations 17% external reference frame for evaluation: wants feedback, wants to consult others involved in decision, uses criteria outside one's control / if low: ignores what others think
OF4: Task Attitude 122%	121% **Alternatives**: creates, generates alternatives & new options	-**Follow Procedures**: wants and needs to follow procedures 10%
OF5: Task Scope 98%	113% **Breadth**: understands the overview and the big picture (overview/general/global)	34% **Depth Orientation**: needs to work with details and sequences / exactly (specific/detail) - information
OF6: Communication Style 119%	122% **Affective Communication**: communicates nonverbally if low: may even disapprove or ignore overt emotion	0% **Neutral Communication**: assumes that all the meaning is in the text
OF7: Work Environment Type 88%	71% **Group Environment**: needs contact with others	2% **Individual Environment**: does not need contact with others, wants to work independent, alone
OF8: Work Assignment Type 13%	34% **Sole Responsibility**: needs to have sole responsibility for his/her task (independent)	96% **Shared Responsibility**: wants shared responsibility with the team

Relationship Sorting (The clock/need for change)

So1: Sameness	13%	sameness/stability
So2: Evolution	82%	improvement/qualification/evolution
So3: Difference	19%	new, difference, change, unique, switch

explanation of percentages	100%= top of range for standard group 0%= bottom of range for standard group < 0%: below range / > 100% above range

Work Approach (Task Sequence / Distribution of energy)

WA1: Use	57%	taking action
WA2: Concept	30%	working with concepts: analyze / theorize / understand
WA3: Structure	-25%	Structuring & planning: organize / establish relationship between parts

Temporal Processing (Time Orientation)

TP1: Past	9%	past orientation ("experience") (Critic)
TP2: Present	86%	present orientation (here and now) (Realist)
TP3: Future	117%	future orientation (long term) (Dreamer)

General Note: percentages above 150% or below -50% are especially "outspoken"

Hierarchical Criteria (Motivation Types of McClelland)

Mo1: Power	42%	boss: control & power, dominance, status, competition (winning), politics, preservation, in charge
Mo2: Affiliation	129%	friend: belong (affiliation), connection, relationship, cooperation, harmony, inclusion, respect
Mo3: Achievement	57%	manager: achievement (success), competence, intelligence, objectives, results, expression

Norming - Rule Structure (Respect for the norms)

N1: Assertiveness	106%	the rules that apply for me apply to others, and I will tell the rules
N2: Indifference	22%	there are no rules, or I don't want to state the rules for others
N3: Compliance	53%	the rules are what suits the company (or the boss)
N4: Tolerance	14%	different rules may apply for each person

Convincer Patterns - To be convinced, needs to:

Co1: Convinced by Seeing	109%	it looks right
Co2: Convinced by Hearing	38%	it sounds right
Co3: Convinced by Reading	48%	(it makes sense / list of reasons) - information & instructions
Co4: Convinced by Doing	26%	it feels right
Co5: Convinced by a Number of Examples	-45%	needs some examples to be convinced
Co6: Convinced Automatically	145%	is automatically convinced
Co7: Convinced by Consistency	-54%	is never quite convinced
Co8: Convinced after a Period of Time	36%	needs some time to be convinced

Interest Filters (Work preference / Focus of attention)

IF1: Focus on People	117%	who	IF5: Focus on Money	65%	Money & Finances (how much)
IF2: Focus on Tools	56%	Tools & Instruments (how)	IF6: Focus on Place	55%	Place / Position / Location (Where)
IF3: Focus on Systems	-21%	Systems & Processes (whether)	IF7: Focus on Time	20%	Time (When)
IF4: Focus on Information	13%	Information: data / facts/ knowledge (why)	IF8: Focus on Activity	3%	Activity (what)