iWAM - Management Report

Joseph Example

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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 **Australia**).

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

Action Direction: "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 high on "Goal Orientation", and high on "Problem Solving".   He is equally motivated both by achieving goals and avoiding problems. He is able to keep focused on his goals to be achieved as well as to recognize the situations that need to be avoided and gotten rid of. He is well suited for situations where keeping focus has equal value to recognizing the problem.

Evaluation Reference: Internal and External

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

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

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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 high on "Alternatives" (generating options), and very low on "Follow Procedures".   He is motivated to develop options and to find other possibilities. He has difficulty following procedures without trying to find a "better way" of doing things. When asked to follow procedures, he will be unmotivated.

Task Orientation: Breadth and Depth

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

He scores very high on "Breadth" (keeping the overview and understanding the big picture), and average on "Depth Orientation" (willing to work with details and sequences).   He usually makes sense of the world as an overview, but he can work with detail sequences for extended periods. He usually thinks about projects in global, random order, but may think and talk 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 high on "Affective Communication" (having attention for non-verbal communication), and low on "Neutral Communication" (focusing on the content of the communication and the exact words used).   He responds to others and their communications with a variety of non-verbal signals. He understands the significance of the communications based on the non-verbals. He is uncomfortable when non-expressive people communicate with him.

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 high on "Group Environment" (needing contact with others), and low on "Individual Environment" (willing to work alone). When the patterns are combined, he seems to be prefer Social Contact. He wants to have other people near him. His productivity drops when he works alone. He needs social contact. This can be in the same room, or passing by his open door, or across the counter, or any other way of having direct contact. This contact is not deep emotional relationship, it only the ability to see and hear others in proximity.

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 high on "Shared Responsibility". When the patterns are combined, there seems to be a preference for shared Responsibility. He wants to share responsibility with others. He prefers to work in a team environment where the members share tasks and responsibility.

Relationship Sorting: Similarities, Comparison and Distinctions.

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

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.

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?

Active Theorist ("Concept" > "Use" > "Structure"):
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 take action. Next, he takes action in order to execute his concept. This step is in support of and a follow up to his first step. Finally, he organizes the resources; establishes lists, and identifies the relationships between the parts. He is likely to spend the least time on the third step.

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

• he is less interested in organizing the resources; establishing lists, and identifying the relationships between the parts.

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

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

He does not heavily focus on the past.

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

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

McClelland's Motivational Types: Hierarchical Criteria

What are the basic motivation factors for this person? Is it "Power", "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 Australia, we would describe this person as:

- **Medium "Power":** He is somewhat motivated by situations where he has power, authority, and control over people and things.
- **Very High "Affiliation":** He is strongly motivated by situations where people like him and he can be a part of the group. 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): "Affiliation" > "Achievement" > "Power"

Norming - Rule Structure

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

- He knows the policies and rules and is willing and able to tell others what they should do.
- He cares about others and he is concerned about the wellbeing of others.
- Generally, this person want to obtain or learn rules and policies from the organization and once he knows these rules, in general, he wants to become an 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 **seeing** as the most motivating factor.

Compared to the general population of Australia:

• He must be able to see something to get convinced.
• To some degree, he must be able to hear how or hear about something to get convinced.
• To some degree, he must read information or instructions to become convinced.
• He does not need 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 Automatically": With only a small amount or even partial information he quickly projects the rest of the information. Then, he decides based on what his projections. He often assumes based on very limited data.

Interest Filters

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

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

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

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.

- NON-CONSISTENT At a certain point he will have enough data in order to be convinced. Extra data will be superfluous.

- NON-EXAMPLES He does not accept examples as sufficient evidence for being convinced

- AUTOMATIC With only a small amount or even partial information he quickly projects the rest of the information. Then, he decides based on his projections. He may even make assumptions based on very limited data.

- NON-INTERNAL DECISION PROCESS He doesn't feel a strong need to decide for himself. He may find it useful to have advice an input from others. He will not object and resist when others make decisions. He can handle criticism.

- POPULARITY He is strongly motivated by situations where people like him and he can be a part of the group. He has a strong desire to belong.

- NON-STRUCTURE He does not want to organize the resources or focus on relationships while working on project.

- NONVERBAL INTERACTION He responds to others and their communications with a variety of non-verbal signals. He understands the significance of the communications based on body language. He is uncomfortable when non-expressive people communicate with him.

- GENERATE ALTERNATIVES He is always searching for a better way or an alternative. He is better at creating procedures than following them. If he must follow a procedure, he will modify it before he uses it.

- NON-FOCUS ON SYSTEMS He does not need to work with processes and systems.

- FOCUS ON PEOPLE He wants to work with people and their feelings.

- NON-EXTERNAL DECISION PROCESS He doesn't want to rely on others for evaluating how well he has done his work. He is not easily swayed by somebody's arguments. He might feel uncomfortable when people give feedback, give directions on what to do or want to guide him.

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

- OVERVIEW He works with and thinks about large chunks of information. He can work with details for a short while, but he prefers to work with the overview and the big picture. He is random in his approach to projects and tasks.

PART B. Combination of Patterns - Explanation

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

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

PART C. Statistics - Combinations of patterns
Personal Characteristics:

The percentages in this section are related to the standard group (Australia - AU2002a). 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:

109% has energy for initiation and is impatient
25% has patience and can wait

Ability to make decisions:

-36% decides for himself
-17% needs outside help to decide

Respect for the norms:

106% needs to tell others how to behave
22% is indifferent (does not care) about others
53% wants to adapt to the needs of the organization/boss
14% tolerates the non-conforming behavior of others

Sense of reality:

22% is indifferent (does not care) about others
53% wants to adapt to the needs of the organization/boss
86% focuses on the here and now, and may be practical
9% focuses on the past, and may tend to be critical
117% focuses on the future, and may be a dreamer

Social behavior patterns:

122% communicates non-verbally
71% needs contact with others
129% motivated by opportunities to belong
106% needs to tell others how to behave
22% is indifferent (does not care) about others
14% tolerates the non-conforming behavior of others
20% understands the importance of time and schedules

Attitude toward work:

-36% decides for himself
90% focuses on problems and errors
42% motivated by opportunities for control and power
129% motivated by opportunities to belong
57% motivated by opportunities to achieve
53% wants to adapt to the needs of the organization/boss

Integration into work groups:

71% needs contact with others
96% wants to share responsibility with the team
129% motivated by opportunities to belong
20% understands the importance of time and schedules
22% is indifferent (does not care) about others
53% wants to adapt to the needs of the organization/boss
14% tolerates the non-conforming behavior of others

Ability to accept authority:

53% wants to adapt to the needs of the organization/boss
-36% decides for himself
42% motivated by opportunities for control and power

Leadership:

109% has energy for initiation and is impatient
95% is goal oriented and motivated by goals
-36% decides for himself
113% understands the overview and the big picture
34% needs to have sole responsibility for his task
106% needs to tell others how to behave
14% tolerates the non-conforming behavior of others

Ability to work under pressure:

109% has energy for initiation and is impatient
14% tolerates the non-conforming behavior of others
34% needs to have sole responsibility for his task
53% wants to adapt to the needs of the organization/boss

Capability for self-criticism and for learning from mistakes:

9% focuses on the past, and may tend to be critical
113% understands the overview and the big picture
90% focuses on problems and errors

Capability for problem solving:

90% focuses on problems and errors
121% creates alternatives & new options
109% has energy for initiation and is impatient
57% takes action

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Aspirations for professional growth:

95% is goal oriented and motivated by goals
121% creates alternatives & new options
34% needs to have sole responsibility for his task
57% motivated by opportunities to achieve
117% focuses on the future, and may be a dreamer

Ability & desire to adapt to change:

13% is sameness oriented and wants stability
82% is evolution oriented and wants things to progress or improve
19% is change oriented and wants things to change rapidly and dramatically
121% creates alternatives & new options

Section 3. Task Match Ups.

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

Administration Match Up

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

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

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

INTERACTIVE: This person tends to be Interactive. This is very good for tasks which involve contact with others, such as Receptionist and Secretary. He or she has a tendency to be good at establishing rapport.

SOCIAL CONTACT: This is a very good pattern for Administrative tasks in a large office with other people. This person is most comfortable in situations where there are many others in proximity. This can be co-workers as well as customers and visitors.

SHARED RESPONSIBILITY: This person is very good in work situations where responsibility is shared. So, if the office is organized as a free-flowing team where tasks and responsibility move between workers or is defined as belonging to the team, this person should do very well.

Management Match Up

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

POPULARITY: This is usually a problem for managers and supervisors. People with this pattern have a need to be liked or to belong. This often clashes with those management and supervisory tasks of "making assignments, controlling progress, evaluating results, taking actions based on those results". Managers and supervisors need a little disassociation from the subordinate employees because sometimes they must make decisions that are not popular that will not be liked by others.

GENERATE ALTERNATIVES: This is a good pattern for managers and supervisors. This involves the ability to recognize that procedures need to be replaced, renewed, or discarded. It also involves knowing how, when, and where to install those procedures.

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

SHARED RESPONSIBILITY: This is usually a problem for managers and supervisors. People with this pattern do not like to have a boss or be a boss, because they prefer to work in a shared responsibility environment. In that environment they think everyone is on the same level and boss-employee relationships often do not permit everyone to be on the same level. It may work well if the management of the organization has a consensus style. In that case the manager with a Shared Responsibility gets to feel like everyone is on the same level.

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

Customer Contact Match Up

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

POPULARITY: This is usually a good pattern for customer contact tasks. The person with this pattern wants to be liked and to feel like a member of the team or the group. So, in customer contact situations the person with this pattern will act in ways to be liked by the customer.

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

FOCUS ON PEOPLE: This is useful for the customer contact task. A person with this pattern wants to work with people. This means he wants to interact with and be involved with people.

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

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

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 (Australia - AU2002a). 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:

Factor	Percentage	Words	
Initiation	109%	initiate. start. just do it. begin	
Reflecting & Patience	25%	patience. wait. all in good time	
Goal Orientation	95%	have. get. obtain. goal. outcome	
Problem Solving	90%	problems. errors. concerns. uneasy	
Individual Motives	-36%	decide for yourself. it is up to you	
External Reference	-17%	feedback. receiving advice & guidance	
Alternatives	121%	alternatives. options. possibilities	
Follow Procedures	-10%	follow procedures. do it the right way	
Breadth	113%	big picture. overview. global	
Depth Orientation	34%	specific. detail. precise. exact. sequence	
Affective Communication	122%	*(provide non-verbal interaction)*	
Neutral Communication	0%	*(communicate only with the content)*	
Group Environment	71%	others. contact with people	
Individual Environment	2%	alone. private. self-sufficient. independent	
Sole Responsibility	34%	sole responsibility. in charge	
Shared Responsibility	96%	share. with others. together. team	

The need for change:

Factor	Percentage	Words	
Sameness	13%	same. in common. similar. alike	
Evolution	82%	improved. changed for the better. different yet similar	
Difference	19%	new. change. different. unique. switch. flip	

Distribution of energy:

Factor	Percentage	Words	
Use	57%	take action. do. get on with it. comfort	
Concept	30%	analysis. theory. philosophy. understand	
Structure	-25%	organize. relationship between the parts. structure. the plan	

Orientation in time:

Past	9%	past. history. evidence
Present	86%	here and now. in the moment
Future	117%	future. plan. foresight

Basic motivation:

Power	42%	in command. control. authority. direct. influence. prestige
Affiliation	129%	belong. friendship. in the group. be a member
Achievement	57%	achieve. success. challenge. competence. competition

Respect for the norms:

Assertiveness	106%	tell others what to do. set the rules
Indifference	22%	indifference
Compliance	53%	adapt to what is needed. team player
Tolerance	14%	tolerance. respect

To be convinced, needs to:

Convinced by Seeing	109%	see. vision. look. clear
Convinced by Hearing	38%	hear. sounds like. listen
Convinced by Reading	48%	read. go through the documents
Convinced by Doing	26%	do. actions. do with
Convinced by a Number of Examples	-45%	example. enough times, give enough examples
Convinced Automatically	145%	assume. automatic. take for granted. decide fast
Convinced by Consistency	-54%	consistent. ongoing. over and over. each time
Convinced after a Period of Time	36%	take time. enough time. over time. *take the time needed*

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	117%	people. individuals. persons. *using names* (who)
Focus on Tools	56%	tools. instruments. things (how)
Focus on Systems	-21%	systems. processes. flow (whether)
Focus on Information	13%	information. data. facts. sources (why)
Focus on Money	65%	budget. money. finance (how much)
Focus on Place	55%	place. position. location (where)
Focus on Time	20%	time. schedule. deadline. on-time. the clock (when)
Focus on Activity	3%	activity. tasks. actions. lively (what)