

MANAGING FOR SUCCESS®

Personal Interests, Attitudes and Values™

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

Jane Doe

3-21-2001



UNDERSTANDING YOUR REPORT

Knowledge of an individual's attitudes help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. The PIAV report measures the relative prominence of six basic interests or attitudes (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Attitudes help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six attitudes. Your top two and sometimes three attitudes cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top attitudes.

The feedback you will receive in this section will reflect one of three intensity levels for each of the six attitudes.

- **STRONG** - positive feelings that you need to satisfy either on or off the job.
- **SITUATIONAL** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These attitudes tend to become more important as your top attitudes are satisfied.
- **INDIFFERENT** - your feelings will be indifferent when related to your 5th or 6th attitude.

YOUR ATTITUDES RANKING		
1st	SOCIAL	Strong
2nd	INDIVIDUALISTIC	Strong
3rd	THEORETICAL	Situational
4th	UTILITARIAN	Situational
5th	TRADITIONAL	Indifferent
6th	AESTHETIC	Indifferent

SOCIAL

Those who score very high in this value have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic value, the Social person regards helping others as the only suitable form for human relationships. Research into this value indicates that in its purest form, the Social interest is selfless.

- She believes charities should be supported.
- Helping the homeless may be one of her concerns.
- Saying "no" is difficult when others need her time or talent.
- She is generous with her time, talent and resources for those in need.
- Jane is patient and sensitive to others.
- Jane will be generous with time, research and information on social problems.

INDIVIDUALISTIC

The primary interest for this value is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

- Jane believes "when the going gets tough, the tough get going."
- Jane has the desire to assert herself and to be recognized for her accomplishments.
- She wants to control her own destiny and display her independence.
- Maintaining individuality is strived for in relationships.
- Jane takes responsibility for her actions.
- She believes "if at first you don't succeed try, try again."
- Jane likes to be in situations that allow her the freedom to control her destiny and the destiny of others. Her team's strategy is to attempt to dilute outsiders' influence on the results of their goals.
- People who are determined and competitive are liked by Jane.
- If necessary, Jane will be assertive in meeting her own needs.

THEORETICAL

The primary drive with this value is the discovery of TRUTH. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical and rational, the person appears to be an intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.

- Jane has the potential to become an expert in her chosen field.
- A job that challenges the knowledge will increase her job satisfaction.
- In those areas where Jane has a special interest she will be good at integrating past knowledge to solve current problems.
- Jane will seek knowledge based on her needs in individual situations.
- If Jane is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then she will take the initiative to learn about that subject in great depth.
- If knowledge of a specific subject is not of interest, or is not required for success, Jane will have a tendency to rely on her intuition or practical information in this area.
- Jane will usually have the data to support her convictions.

UTILITARIAN

The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the production, marketing and consumption of goods, the use of credit, and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average American business person. A person with a high score is likely to have a high need to surpass others in wealth.

- Jane can give freely of time and resources to certain causes and feel this investment will result in a future return on her investment.
- She will use wealth as a yardstick to measure her work effort with certain activities.
- Jane will become money motivated when she wants to satisfy one of the other attitudes or values mentioned in this report.
- Jane will not alter her lifestyle in order to acquire something unless there is an immediate need (or the situation is critical).
- She will evaluate some decisions but not necessarily all based on their utility and economic return.
- Money itself is not as important as what it will buy.

TRADITIONAL

The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as religion, conservatism or any authority that has defined rules, regulations and principles for living.

- Traditions will not place limits or boundaries on Jane.
- In many cases, Jane will want to set her own rules which will allow her own intuition to guide and direct her actions.
- Jane's passion in life will be found in one or two of the other dimensions discussed in this report.
- She will not be afraid to explore new and different ways of interpreting her own belief system.
- Jane can be creative in interpreting other systems or traditions and selective in applying those traditions.
- It may be hard to manipulate Jane because she has not defined a philosophy or system that can provide immediate answers to every situation.
- She will work within a broadly defined set of beliefs.

AESTHETIC

A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent has talents in creative artistry. It indicates a primary interest in the artistic episodes of life.

- The utility of "something" is more important than its beauty, form and harmony.
- She is a very practical person who is not sensitive to being in harmony with her surroundings.
- She wants to take a practical approach to events.
- Jane is not necessarily worried about form and beauty in her environment.
- Jane's passion in life will be found in one or two of the other attitudes and values discussed in this report.
- Intellectually, Jane can see the need for beauty, but has difficulty buying the finer things in life.
- Unpleasant surroundings will not stifle her creativity.

ATTITUDES - NORMS & COMPARISONS

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar attitudes, you will fit in with the group and be energized. However, when surrounded by people whose attitudes are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict. When confronted with this type of situation you can:

- Change the situation.
- Change your perception of the situation.
- Leave the situation.
- Cope with the situation.

This section reveals areas where your attitudes may be outside the mainstream and could lead to conflict. The further away you are from the mainstream on the high side, the more people will notice your passion about that attitude. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that attitude. The shaded area for each attitude represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

NORMS & COMPARISONS TABLE		
Jane Doe		
THEORETICAL	* █	Mainstream
UTILITARIAN	* █	Mainstream
AESTHETIC	█ *	Mainstream
SOCIAL	█ *	Mainstream
INDIVIDUALISTIC	█ *	Mainstream
TRADITIONAL	* █	Mainstream

- █ - 68 percent of the population
- | - national mean
- * - your score

Mainstream - one standard deviation of the national mean
 Passionate - two standard deviations above the national mean
 Indifferent - two standard deviations below the national mean
 Extreme - three standard deviations from the national mean

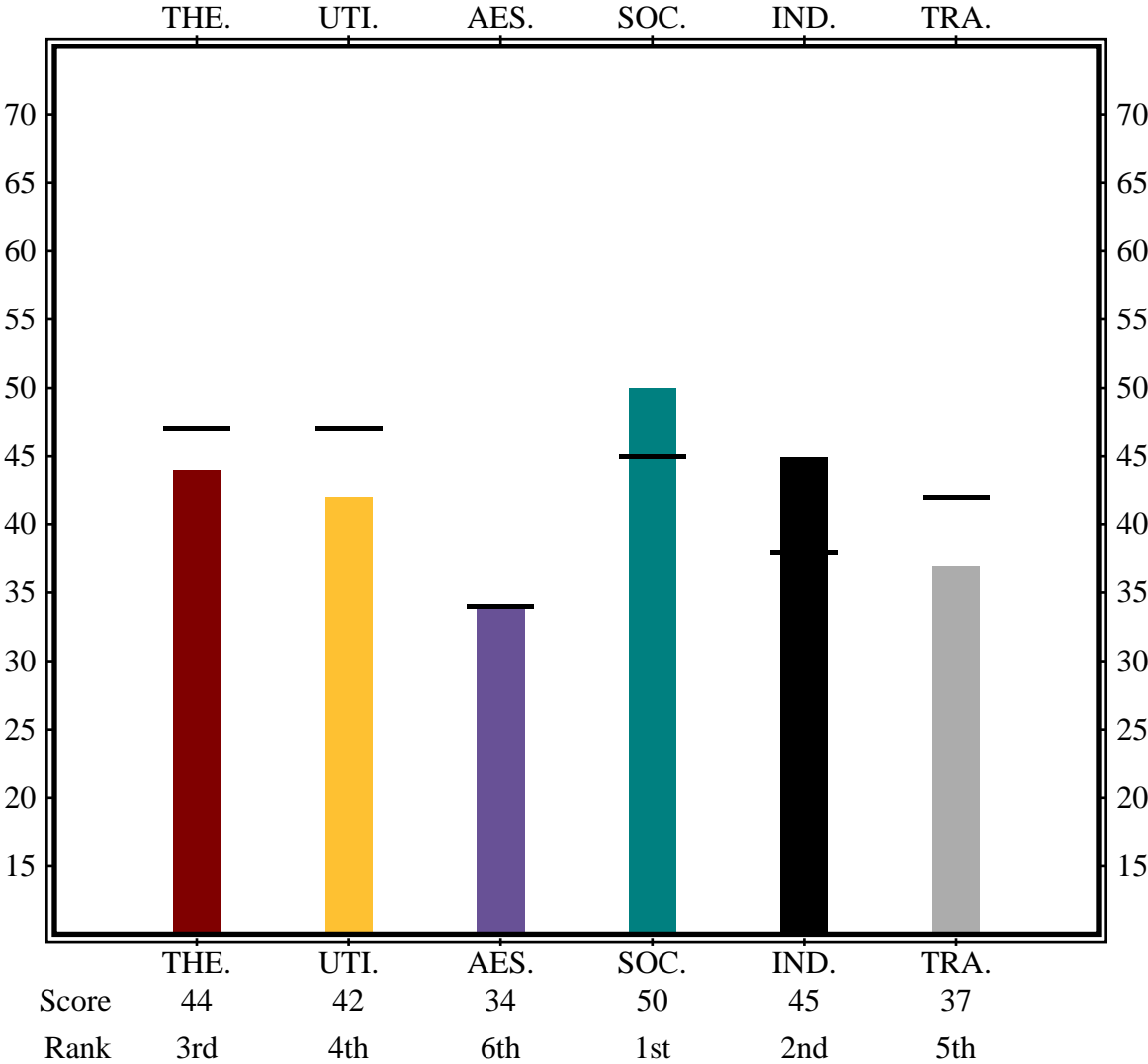
ATTITUDES - NORMS & COMPARISONS

All of your attitude scores fall within one standard deviation of the national mean. This means that 68% of the population have similar attitudes and feelings on each of the six attitudes. Having all your scores close to the national mean indicates the following:

- You will be seen by others as a team player.
- You will be able to relate to a large percentage of our society.
- You will have less conflict with other people.
- You will have a larger selection of friends and careers than most people.

ATTITUDES GRAPH

Jane Doe
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— national mean

ATTITUDES WHEEL™

Jane Doe

3-21-2001

