



# iWAM Profile Management Report

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LeadUGlobal

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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:

The first section explains each test scale and how the person is situated on that scale in comparison to the standard group (here **USA**). The second section lists the patterns that typify the person the most and discusses some combinations of patterns. The third section describes how the person would perform at various job types, linked to administration, management and customer contact. The final section explains how to manage this person.

**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 she is a strong initiator, then she may not have much patience. If she has a lot of patience, she may prefer to respond to transactions initiated by others.

She scores average on "Initiation" (proactivity, starting, taking initiative), and very low on "Reflecting & Patience" (reactivity, patience, waiting, reflecting). She is more likely to act than to wait. She is mostly motivated by situations where she can do and act.

### Action Direction: Focus on Goals and on Problems

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

She scores high on goal orientation, and low on problem focus. She is usually motivated by goals. She mostly wants to attain, achieve, get, and have. She can and will recognize problems and errors, but this is not motivating to this person. She is best suited for tasks where the job is to maintain focus on the goal, but where recognizing the problem is an added asset.

## Evaluation Reference: Internal and External

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

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

## Task Attitude: Options and Procedures

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

She scores very high on "options" (generating alternatives), and average on "willing and needing to follow procedures". She is usually motivated to develop options and to find other possibilities. She often has difficulty following procedures, but is usually good at developing new procedures. When asked to follow procedures, she may be unmotivated.

## Task Orientation: Breadth and Depth

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

She scores very high on "breadth" (keeping the overview and understanding the big picture), and very low on "Depth" (willing to work with details and sequences). **Breadth Person:** She makes sense of the world as an overview. She understands the big picture and knows about the details, but she has trouble keeping her attention on the details for a long time. She thinks about projects in global, random order.

## Communication Sort: Affective and Neutral

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

She scores average on "affective" (having attention for non-verbal communication), and very low on "neutral" (focusing on the content of the communication and the exact words used). She responds to others and their communications with a variety of non-verbal signals. She understands the significance of the communications based on the non-verbals. She is uncomfortable when non-expressive people communicate with her.

## Work Environment Type: Group and Individual

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

She scores high on "Group" (needing contact with others), and low on "Individual" (willing to work alone). When the patterns are combined, she seems to prefer Social Contact. She wants to have other people near her. Her productivity drops when she works alone. She needs social contact. This can be in the same room, or passing by her 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 she want to share that responsibility? Some people prefer to be accountable for their own work, while others prefer teamwork and shared responsibility.

She scores low on "wanting sole responsibility", and very high on "wanting shared responsibility". When the patterns are combined, there seems to be a preference for shared Responsibility. She wants to share responsibility with others. She 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 she like things to remain stable for a long period of time? When her cycle time is finished and she is ready to move to the next project, task, or job, she will need that change or she will become depressed (this is called burnout). Does this person experience burnout?

**High Change Person:** This person can deal with change fairly easily and is quite motivated by change. She wants to move from one project or job to another every 3 years. As soon as she really knows the task, she will want to move on to the next. She performs best on assignments which take less than 3 years.

When this person has reached the end of her normal cycle time, she 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 she makes a change of task, project, or job, she will feel refreshed and her 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):**

She begins by developing an idea or theory. She needs to understand the consequences to be sure about the task. Knowing the "why" and the "how" help to organize things. Next, she 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 her first step. Finally, she takes action and performs whatever is necessary. She 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 she remembering the past, is she thinking about the present, or is she planning or projecting the future? If her focus is mostly in the past, she will tend to evaluate the current situation or future plan by comparing from the past to the present. If her focus is mostly in the present, she will be more motivated by what is happening now. She tends to be practical about what is happening now, but may not learn from the past or plan for the future. If her focus is mostly in the future, she 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.

She strongly concentrates on the past and she has a tendency to compare situations to previous experience.

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

She somewhat concentrates on the future and she 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, Popularity, or Performance? If it is Power, she wants to have power, authority, and control over people and things. If it is Popularity (or Affiliation), she wants to be liked and to belong to some group. If it is Performance (or Achievement), she wants to achieve goals. And, what is the proportion between these three motivation factors in her?

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

- **Low Power:** She does not want to be in situations where she has power, authority, and control over people and things.
- **Medium Popularity:** She is somewhat motivated by situations where people like her and she can be a part of the group. To some degree, she wants to belong.
- **High Performance:** She is motivated by situations where she can achieve. She wants to have the rewards for what she has achieved. She wants to be noticed, appreciated, and looked up to for what she has achieved.

When filling out the test, this person puts these 3 motivational factors in the following order (decreasing importance): ACHIEVEMENT > AFFILIATION > POWER

## Norming - Rule Structure

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

- She does not want to or is not able to tell others what behavior is expected from them.
- She cares about others and she is concerned about the wellbeing of others.
- She is highly de-motivated by conforming to the organization's standards.
- Generally, she tolerates the non-conforming behavior of others. Most of the time, she doesn't think it's appropriate to impose rules on others.

## Convincer Patterns

How is this person convinced about something or someone new? How does she gather the data to be convinced and what does she 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, she considers **seeing** as the most motivating factor.

Compared to the general population of USA:

- To some degree, she must be able to see something to get convinced.
- She must be able to hear how or hear about something to get convinced.
- Reading the information will not help to convince her.
- She does not need do it herself, or handle it, to be convinced.

### B. Interpretation Process

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

**Examples:** She 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 - Systems:** She wants to work with processes and systems.
- **High - People:** She wants to work with people and their feelings.
- **High - Tools:** She wants to work with tangible tools, instruments, and other things.
- **Medium - Information:** To some degree, she wants to work with data, facts, information, and knowledge.
- **Medium - Place:** To some degree, she is concerned about geographical, social, or political position.
- **Very Low - Activity:** She does not focus on activity or need to manipulate activities.
- **Very Low - Time:** She is not focused on schedules and allotting time.
- **Very Low - Money:** She 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 her work and how to behave, these patterns indicate her preferences, since these are the most motivating patterns for this person. This listing is ordered so that her strongest patterns are first, but all that are listed are strong for her.

- **FOCUS ON SYSTEMS** She wants to work with processes and systems.
- **SHARED RESPONSIBILITY** She prefers to work in a team environment where the members share tasks and responsibility.
- **OVERVIEW** She works with and thinks about large chunks of information. She can work with details for a short while, but she prefers to work with the overview and the big picture. She is random in her approach to projects and tasks.
- **PERIOD OF TIME** She needs to have the data remain consistent for some period of time to be convinced
- **NON-FOCUS ON MONEY** She does not need to work directly with money and financial data.
- **# EXAMPLES** She must have or receive the data a particular number of times to be convinced.
- **NON-FOCUS ON TIME** She is not focused on schedules and allotting time.
- **GENERATE ALTERNATIVES** She is always searching for a better way or an alternative. She is better at creating procedures than following them. If she must follow a procedure, she will modify it before she uses it.
- **PAST** She strongly concentrates on the past and she has a tendency to be critical.
- **NON-FOCUS ON ACTIVITY** She does not focus on activity or need to manipulate activities.
- **IMPATIENCE** She does not have a lot of patience. If required to wait for others, she will have difficulty.
- **NON-READ** What she reads does not help to convince her.
- **NON-DETAIL** Working out the details or doing things in a precise sequence are the last things she wants to be concerned with. It's not that she can't do this, but it's not very motivating to her. Nor does she consider it motivating to work out mind-boggling administrative details. If she has to do detail-oriented work for too long, she may get bored.

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## **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 has a strong capacity for fast initiation of action in order to reach a goal. This high level of proactivity means she should be surrounded by people who are more reactive or more focused on potential problems in order to avoid that she moves too fast.

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 (USA - US2001a). 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:**

56% has energy for initiation and is impatient  
-5% has patience and can wait

#### **Ability to make decisions:**

22% decides for herself  
65% needs outside help to decide

#### **Respect for the norms:**

24% needs to tell others how to behave  
23% is indifferent (does not care) about others  
5% wants to adapt to the needs of the organization/boss  
74% tolerates the non-conforming behavior of others

#### **Sense of reality:**

23% is indifferent (does not care) about others  
5% wants to adapt to the needs of the organization/boss  
53% focuses on the here and now, and may be practical  
111% focuses on the past, and may tend to be critical  
49% focuses on the future, and may be a dreamer

#### **Social behavior patterns:**

62% communicates non-verbally  
93% needs contact with others  
58% motivated by opportunities to belong  
24% needs to tell others how to behave  
23% is indifferent (does not care) about others  
74% tolerates the non-conforming behavior of others  
-15% understands the importance of time and schedules

**Attitude toward work:**

- 22% decides for herself
- 16% focuses on problems and errors
- 17% motivated by opportunities for control and power
- 58% motivated by opportunities to belong
- 95% motivated by opportunities to achieve
- 5% wants to adapt to the needs of the organization/boss

**Integration into work groups:**

- 93% needs contact with others
- 142% wants to share responsibility with the team
- 58% motivated by opportunities to belong
- 15% understands the importance of time and schedules
- 23% is indifferent (does not care) about others
- 5% wants to adapt to the needs of the organization/boss
- 74% tolerates the non-conforming behavior of others

**Ability to accept authority:**

- 5% wants to adapt to the needs of the organization/boss
- 22% decides for herself
- 17% motivated by opportunities for control and power

**Leadership:**

- 56% has energy for initiation and is impatient
- 72% is goal oriented and motivated by goals
- 22% decides for herself
- 126% understands the overview and the big picture
- 6% needs to have sole responsibility for her task
- 24% needs to tell others how to behave
- 74% tolerates the non-conforming behavior of others

**Ability to work under pressure:**

- 56% has energy for initiation and is impatient
- 74% tolerates the non-conforming behavior of others
- 6% needs to have sole responsibility for her task
- 5% wants to adapt to the needs of the organization/boss

**Capability for self-criticism and for learning from mistakes:**

- 111% focuses on the past, and may tend to be critical
- 126% understands the overview and the big picture
- 16% focuses on problems and errors

### **Capability for problem solving:**

- 16% focuses on problems and errors
- 113% creates alternatives & new options
- 56% has energy for initiation and is impatient
- 26% takes action

### **Aspirations for professional growth:**

- 72% is goal oriented and motivated by goals
- 113% creates alternatives & new options
- 6% needs to have sole responsibility for her task
- 95% motivated by opportunities to achieve
- 49% focuses on the future, and may be a dreamer

### **Ability & desire to adapt to change:**

- 34% is sameness oriented and wants stability
- 45% is evolution oriented and wants things to progress or improve
- 64% is change oriented and wants things to change rapidly and dramatically
- 113% creates alternatives & new options

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## 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 is to the organization, the management, and the needs of the business. People with this pattern do what others want them to do.

**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 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 she 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.

**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.

**PERFORMANCE:** This could be a useful pattern for managers and supervisors. People who have this pattern want to achieve results. They organize their activities in order to get things accomplished. When they are managers and supervisors, they organize themselves and their employees in order to score successes. The problem for them is when this need for achievement becomes more important than other aspects of their job.

**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.

**GOAL FOCUS:** This is helpful for managers and supervisors. By being goal focused, the manager or supervisor is able to keep her own motivation organized on the defined outcomes of her area of responsibility. A Goal Focus means the ability to maintain priorities. But, too much Goal Focus can be a problem if the manager or supervisor is not able to notice rising problems.

## 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.

**FOCUS ON SYSTEMS:** This can be useful for the customer contact task. A person with this pattern wants to work with and manipulate the systems and processes around them. This means this person will attempt to use those processes to solve the customer problem.

**PERFORMANCE:** This is usually a good pattern for customer contact tasks. The person with this pattern wants to achieve. So, in the customer contact situation, this means wanting to achieve the outcomes of the customer.

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

**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.

**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.

**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.

# 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 - US2001a). 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	56%	initiate. start. just do it. begin	
Reflecting & Patience	-5%	patience. wait. all in good time	
Goal Orientation	72%	have. get. obtain. goal. outcome	
Problem Solving	16%	problems. errors. concerns. uneasy	
Individual Motives	22%	decide for yourself. it is up to you	
External Reference	65%	feedback. receiving advice & guidance	
Alternatives	113%	alternatives. options. possibilities	
Follow Procedures	43%	follow procedures. do it the right way	
Breadth	126%	big picture. overview. global	
Depth Orientation	-3%	specific. detail. precise. exact. sequence	
Affective Communication	62%	<i>(provide non-verbal interaction)</i>	
Neutral Communication	-1%	<i>(communicate only with the content)</i>	
Group Environment	93%	others. contact with people	
Individual Environment	4%	alone. private. self-sufficient. independent	
Sole Responsibility	6%	sole responsibility. in charge	
Shared Responsibility	142%	share. with others. together. team	




## The need for change:

Sameness	34%	same. in common. similar. alike	
Evolution	45%	improved. changed for the better. different yet similar	
Difference	64%	new. change. different. unique. switch. flip	




## Distribution of energy:

Use	26%	take action. do. get on with it. comfort	
Concept	92%	analysis. theory. philosophy. understand	
Structure	70%	organize. relationship between the parts. structure. the plan	


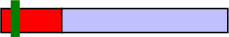


### Orientation in time:

Past	111%	past. history. evidence	
Present	53%	here and now. in the moment	
Future	49%	future. plan. foresight	



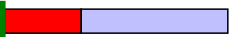




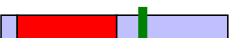
### Basic motivation:

Power	17%	in command. control. authority. direct. influence. prestige	
Affiliation	58%	belong. friendship. in the group. be a member	
Achievement	95%	achieve. success. challenge. competence. competition	

### Respect for the norms:

Assertiveness	24%	tell others what to do. set the rules	
Indifference	23%	indifference	
Compliance	5%	adapt to what is needed. team player	
Tolerance	74%	tolerance. respect	

### To be convinced, needs to:

Convinced by Seeing	50%	see. vision. look. clear	
Convinced by Hearing	102%	hear. sounds like. listen	
Convinced by Reading	-4%	read. go through the documents	
Convinced by Doing	13%	do. actions. do with	
Convinced by a Number of Examples	121%	example. enough times, give enough examples	
Convinced Automatically	6%	assume. automatic. take for granted. decide fast	
Convinced by Consistency	-1%	consistent. ongoing. over and over. each time	
Convinced after a Period of Time	126%	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	87%	people. individuals. persons. <i>using names</i> (who)	
Focus on Tools	67%	tools. instruments. things (how)	
Focus on Systems	159%	systems. processes. flow (whether)	
Focus on Information	52%	information. data. facts. sources (why)	
Focus on Money	-21%	budget. money. finance (how much)	
Focus on Place	33%	place. position. location (where)	
Focus on Time	-15%	time. schedule. deadline. on-time. the clock (when)	
Focus on Activity	-11%	activity. tasks. actions. lively (what)	



## Extra Info

e-mail address for Lisa Lahrman -> : rkll@aol.com