



iWAM Profile Management Report

DEMO REPORT -- NOT FOR RESALE

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Changing the Landscape of Human Performance

iWAM Profile Management Report

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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:

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 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.

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 very 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: Focus on Goals and on Problems

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 low on goal orientation, and low on problem focus. 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 high on "Internal" (deciding for oneself), and very low on "External" (involving others in decisions). He has to decide for himself. He is motivated when he gets to decide. He takes information and evaluates that information by his own standards. He may listen to instructions from others, but he takes it as information rather than instructions. He needs to be in work situations where he makes his own decisions.

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 "options" (generating alternatives), and low on "willing and needing to 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 high on "breadth" (keeping the overview and understanding the big picture), and low on "Depth" (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 low on "affective" (having attention for non-verbal communication), and high on "neutral" (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 very low on "Group" (needing contact with others), and high on "Individual" (willing to work alone). When the patterns are combined, he seems to prefer to work alone. He does not need social contact to be productive. He prefers to have the door to his office closed, and is most productive when people are not around to distract him.

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 very high on "wanting sole responsibility", and low on "wanting shared responsibility". When the patterns are combined, there seems to be a preference for sole responsibility. He wants sole responsibility for the work he performs. He does not want to share responsibility. He likes having a clear definition of that responsibility and he will notice when others interfere. In team situations he wants each team member to have their own 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?

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

Conceptual Activist (USE > CONCEPT > STRUCTURE):

He starts by taking action. He understands the task or project based on the activity, or performance. He prefers to get the rough draft out of the way and make refinements later. Next, he works on the theory, the concept, and the consequences of this task or project. 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 more interested in taking action and focuses more on activity or performance of the task or project. The actions and the direct results are crucial to this person.
- he is less interested in the theory, the concept, and the consequences of this 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 somewhat concentrates on the past and he may compare situations to previous experience.

He 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, Popularity, or Performance? If it is Power, he wants to have power, authority, and control over people and things. If it is Popularity (or Affiliation), he wants to be liked and to belong to some group. If it is Performance (or Achievement), 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:

- **Very High Power:** He is strongly motivated by situations where he has power, authority, and control over people and things.
- **Very Low Popularity:** He is not motivated by situations where people like him and he can be a part of the group.
- **Medium Performance:** 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): **POWER > ACHIEVEMENT > 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?

- He does not want to or is not able to tell others what behavior is expected from them.
- He is not interested in telling others how to behave and thinks everybody needs to set their own rules. He is motivated when he feels no one is in his way.
- He is highly de-motivated by conforming to the organization's standards.
- He does not feel it is appropriate for him to impose the rules on others. He accepts 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?

Consistent He is never quite convinced. He needs information every single time to remain somewhat convinced.

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

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.

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.

- **POWER** He is strongly motivated by situations where he has power, authority, and control over people and things.
- **DO** He must actually do it himself, or handle it, to be convinced.
- **NON-POPULARITY** He is not motivated by situations where people like his and he can be a part of the group.
- **NON-STRUCTURE** He does not want to organize the resources or focus on relationships while working on project.
- **INITIATION** He needs to initiate. He needs to start. He does not like to wait for others. He will work best in tasks which require him to initiate. If required to wait for others, he will have difficulty.
- **INTERNAL DECISION PROCESS** He has strong needs to decide for himself. He has standards by which he recognizes excellence and he is compelled to use those standards and decide. He wants to have the right to form his own opinion. He does not need to use others to help him decide and he He might object and resist when others have taken a decision. He may not respond well to criticism. And he knows for himself how well he is doing on the job.
- **PERMISSIVE** He does not want to or is not able to tell others what behavior is expected of them.
- **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-SEE** What he sees does not help to convince him.
- **RESIST NONVERBAL INTERACTION** It's not motivating to him to have to pay attention to the emotions of people in communication. People should say what they think. He is interested in exactly what people say, and much less in how they say it.
- **USE** He simply begins the task. He prefers to get that first step out of the way, and make refinements later if necessary. He understands the task or project based on his actions and the direct results of his actions.
- **RESIST SOCIAL CONTACT** He does not need other people around to be productive at work.



In fact, he prefers not to be in work environments where there are large groups of people, and his productivity may drop in these situations.

- **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.



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 (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:

132% has energy for initiation and is impatient
-5% has patience and can wait

Ability to make decisions:

132% decides for himself
-14% needs outside help to decide

Respect for the norms:

-32% needs to tell others how to behave
93% is indifferent (does not care) about others
5% wants to adapt to the needs of the organization/boss
110% tolerates the non-conforming behavior of others

Sense of reality:

93% is indifferent (does not care) about others
5% wants to adapt to the needs of the organization/boss
74% focuses on the here and now, and may be practical
27% focuses on the past, and may tend to be critical
83% focuses on the future, and may be a dreamer

Social behavior patterns:

-18% communicates non-verbally
-15% needs contact with others
-36% motivated by opportunities to belong
-32% needs to tell others how to behave
93% is indifferent (does not care) about others
110% tolerates the non-conforming behavior of others
9% understands the importance of time and schedules

Attitude toward work:

- 132% decides for himself
- 16% focuses on problems and errors
- 155% motivated by opportunities for control and power
- 36% motivated by opportunities to belong
- 49% motivated by opportunities to achieve
- 5% wants to adapt to the needs of the organization/boss

Integration into work groups:

- 15% needs contact with others
- 3% wants to share responsibility with the team
- 36% motivated by opportunities to belong
- 9% understands the importance of time and schedules
- 93% is indifferent (does not care) about others
- 5% wants to adapt to the needs of the organization/boss
- 110% tolerates the non-conforming behavior of others

Ability to accept authority:

- 5% wants to adapt to the needs of the organization/boss
- 132% decides for himself
- 155% motivated by opportunities for control and power

Leadership:

- 132% has energy for initiation and is impatient
- 11% is goal oriented and motivated by goals
- 132% decides for himself
- 88% understands the overview and the big picture
- 103% needs to have sole responsibility for his task
- 32% needs to tell others how to behave
- 110% tolerates the non-conforming behavior of others

Ability to work under pressure:

- 132% has energy for initiation and is impatient
- 110% tolerates the non-conforming behavior of others
- 103% needs to have sole responsibility for his task
- 5% wants to adapt to the needs of the organization/boss

Capability for self-criticism and for learning from mistakes:

- 27% focuses on the past, and may tend to be critical
- 88% understands the overview and the big picture
- 16% focuses on problems and errors



Capability for problem solving:

- 16% focuses on problems and errors
- 131% creates alternatives & new options
- 132% has energy for initiation and is impatient
- 116% takes action

Aspirations for professional growth:

- 11% is goal oriented and motivated by goals
- 131% creates alternatives & new options
- 103% needs to have sole responsibility for his task
- 49% motivated by opportunities to achieve
- 83% focuses on the future, and may be a dreamer

Ability & desire to adapt to change:

- 14% is sameness oriented and wants stability
- 45% is evolution oriented and wants things to progress or improve
- 81% is change oriented and wants things to change rapidly and dramatically
- 131% creates alternatives & new options

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	132%	initiate. start. just do it. begin	
Reflecting & Patience	-5%	patience. wait. all in good time	
Goal Orientation	11%	have. get. obtain. goal. outcome	
Problem Solving	16%	problems. errors. concerns. uneasy	
Individual Motives	132%	decide for yourself. it is up to you	
External Reference	-14%	feedback. receiving advice & guidance	
Alternatives	131%	alternatives. options. possibilities	
Follow Procedures	30%	follow procedures. do it the right way	
Breadth	88%	big picture. overview. global	
Depth Orientation	10%	specific. detail. precise. exact. sequence	
Affective Communication	-18%	<i>(provide non-verbal interaction)</i>	
Neutral Communication	75%	<i>(communicate only with the content)</i>	
Group Environment	-15%	others. contact with people	
Individual Environment	76%	alone. private. self-sufficient. independent	
Sole Responsibility	103%	sole responsibility. in charge	
Shared Responsibility	3%	share. with others. together. team	

The need for change:

Sameness	14%	same. in common. similar. alike	
Evolution	45%	improved. changed for the better. different yet similar	
Difference	81%	new. change. different. unique. switch. flip	

Distribution of energy:

Use	116%	take action. do. get on with it. comfort	
Concept	-1%	analysis. theory. philosophy. understand	
Structure	-35%	organize. relationship between the parts. structure. the plan	

Orientation in time:

Past	27%	past. history. evidence	
Present	74%	here and now. in the moment	
Future	83%	future. plan. foresight	

Basic motivation:

Power	155%	in command. control. authority. direct. influence. prestige	
Affiliation	-36%	belong. friendship. in the group. be a member	
Achievement	49%	achieve. success. challenge. competence. competition	

Respect for the norms:

Assertiveness	-32%	tell others what to do. set the rules	
Indifference	93%	indifference	
Compliance	5%	adapt to what is needed. team player	
Tolerance	110%	tolerance. respect	

To be convinced, needs to:

Convinced by Seeing	-20%	see. vision. look. clear	
Convinced by Hearing	8%	hear. sounds like. listen	
Convinced by Reading	13%	read. go through the documents	
Convinced by Doing	151%	do. actions. do with	
Convinced by a Number of Examples	2%	example. enough times, give enough examples	
Convinced Automatically	40%	assume. automatic. take for granted. decide fast	
Convinced by Consistency	90%	consistent. ongoing. over and over. each time	
Convinced after a Period of Time	69%	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	23%	people. individuals. persons. <i>using names</i> (who)	
Focus on Tools	55%	tools. instruments. things (how)	
Focus on Systems	20%	systems. processes. flow (whether)	
Focus on Information	87%	information. data. facts. sources (why)	
Focus on Money	83%	budget. money. finance (how much)	
Focus on Place	91%	place. position. location (where)	
Focus on Time	9%	time. schedule. deadline. on-time. the clock (when)	
Focus on Activity	109%	activity. tasks. actions. lively (what)	



Extra Info

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