



TriMetrix®HD Theoretical Workbook

Theoretical

The drive to use cognitive ability to understand, discover and systemize the truth and knowledge.

Why is this value important?

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. People who are motivated by the Theoretical value have a tremendous need to know, learn and understand.

The bottom line for the Theoretical person is the accumulation of knowledge, and the logical pursuit of this knowledge drives them. Since the interests of the Theoretical people are empirical, critical and rational, they are not necessarily intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.

Remember high school biology? Remember the scientific method? Let's refresh your memory. The scientific method requires that you establish a working hypothesis based on careful research of a topic. Then, you systematically test your hypothesis in controlled situations, observing the results dispassionately. Finally, when your hypothesis has been observed to be true under a specific number of relevant situations or cases, it becomes a theory.

One of the main strengths of Theoretical thinkers is their ability to solve problems by asking questions and formulating theories in a manner much like the scientific method. They are able to apply knowledge of past situations quickly and effectively to new situations or problems. However, people motivated by the Theoretical value are not always interested in applying this knowledge.

Theoretical people are at their best in positions that require them to continually explore new territory and report on it or synthesize it for others. They like to be experts in their fields, and they like to work most with people who share, or respect their interest in intellectual pursuits. Theoretical people are likely to express their nature away from work too by engaging in hobbies that require mental concentration, new learning and attention to details.

Theoretical people are primarily thinkers, not doers, so they may have a hard time dealing with practical problems or letting go of details. As a result, abstract thinkers may need a strong performance system under which they can be monitored. Theoretical people also may need some training in patience and empathy. They typically have little time for people who perceive situations differently, especially those who base decisions on emotions over facts.

What characteristics are associated with Theoretical/Knowledge?

Someone who is motivated by the Theoretical value:

- Is comfortable around people who share his or her interest in knowledge, especially those people with similar convictions.
- Is interested in working at a job that challenges his or her knowledge.
- Has the potential to become an expert in his or her chosen field.
- Good at integrating past knowledge to solve present problems.
- Usually has the data to support his or her convictions.
- May have difficulty putting down a good book.

What can you do to gain a better understanding of the Theoretical value?

- Always have your facts and figures organized and easily presentable.
- Don't be overly emotional. Even passionate support of an idea or theory can seem too emotional to a Theoretical person.
- Don't try to influence Theoretical people through their emotions.
- Do appeal to a Theoretical person's interest in raw data and conclusive facts.
- Remember to challenge Theoretical people by providing them with opportunities to investigate problems and develop solutions.
- Pay attention to details. A Theoretical person will notice if you haven't dotted your i's and crossed your t's.
- Treat Theoretical people as experts in their fields. Give them the respect of being authorities on topics they are experts on.
- A Theoretical person, prefers a clear system of performance monitoring so that he or she knows what is expected
- Be logical and orderly when you present information in reports or presentations. Develop outlines and make sure one topic smoothly and naturally follows the previous.
- Don't get flustered if a Theoretical person challenges you. They will likely ask you a lot of questions. Just calm down and remember that you probably have the answers.
- If a Theoretical person is your supervisor or manager, be especially conscious of how they like to receive information.
- Mix careful searches for data and information with brainstorming sessions in which you discuss your ideas and thoughts with other people.
- Give Theoretical people the opportunity to research important topics for themselves. Don't expect them to take your word for it alone.
- Keep careful notes on how you solved particularly difficult problems. This way you can refer back to your notes to apply lessons learned to new situations.
- Practice investigating topics that interest you. Use the library, the Internet and individual resources to get a complete picture of the topic.

Theoretical

Activities

Activity 1: Perception

Think about someone you know who is motivated by the Theoretical value.

What makes you think this person is motivated by the Theoretical value?

What is this person's job?

Is he or she successful in the career that he or she has chosen? Why or why not?

How is this person like you? Unlike you?

Activity 2: Practice

Choose a controversial topic that has been in the news lately. Research the topic thoroughly using library, Internet and personal resources. Gather facts about the topic, keeping careful track of the sources you use. Once you have thoroughly investigated the topic, formulate your opinion. Write a statement about what you believe, and then come up with at least three supporting statements that explain your belief.

Belief Statement:

Supporting Statement 1:

Supporting Statement 2:

Supporting Statement 3:

Activity 3: What Have You Learned?

What do you think were the three most important lessons you learned in this session?

1. _____
2. _____
3. _____

Are you a Theoretical person? _____

If so, how does this session apply to you? If not, what did you learn about how to interact with Theoretical people _____

What aspects of the Theoretical value appeal to you? _____

List three ways you can begin taking action today to help you gain a better understanding of the Theoretical value?

1. _____
2. _____
3. _____

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WORKPLACE MOTIVATORS MEMORY JOGGER CARD

WHAT PUTS GAS IN MY TANK

Theoretical/Knowledge

"LEARNER" A PASSION FOR KNOWLEDGE AND EXPERTISE

Tendencies: May give you more than you need. Will focus on research available. Energized by learning. Always questioning and changing things. May bog down in details.

Provide: Research, study and learning opportunities. Allow them to become your product expert. May be methodical in approach.

Most Wants: Facts, objectivity and to gain knowledge.

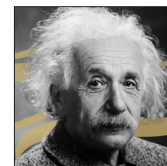
Words That Work: I have a problem that I need you to help me solve. Here are the facts. Deeper meaning. Formulating theory. Identifying truth. Books. Understand. Smart. Wise. Expert-status.

Blind Spots: May put the pursuit of knowledge above their own health and safety. Practical matters can be neglected and ignored (home, family, money). May come across as a "know it all."

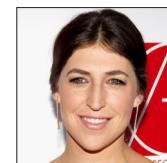
Stressors: Inability to learn and build expert status. Emotional subjective experiences with no rational justification. Inability to discover truth, understanding, or knowing around a topic.

My #1 & #2 (This Puts Gas in My Tank) – The Learner: Love of Knowledge, Intellectual.

My #6 (This Motivator Does NOT Put Gas in my Tank): "I tend to seek knowledge as needed and don't enjoy theoretical discussions."



Albert Einstein



Mayim Bialik

Utilitarian/Economic

"BUSINESS PERSON" A PASSION FOR MAKING MONEY AND ROI

Tendencies: May focus on monetary implications, "what's in it for me" or "what is practical." Energized by work, ROI and economic return. Competitive player. Adamant about getting results. May be a workaholic.

Provide: Practicality, reduction in waste and savings. Will want gain in time, energy and money.

Most Wants: Everyone to pull equal weight, to eliminate waste and get ROI.

Words That Work: Maximize resources. Eliminate waste. The return on investment is... Earnings. Interest. Profit. Wealth. Practical. Useful. The bottom line is... Achievement. Reward. Value. Productivity. Time management.

Blind Spots: May become a workaholic. Willing to give but may always want something in return.

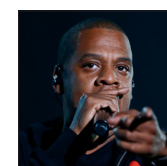
Stressors: Wasted resources, time and material. Investments with inadequate or no return. Lack of efficiency.

My #1 & #2 (This Puts Gas in my Tank) – The Business Person: Bottom line and ROI. Practical.

My #6 (This Motivator Does NOT Put Gas in my Tank): "I tend to give freely of my time and don't like being primarily judged on efficiency."



Warren Buffett



Jay Z

Individualistic/Political

"THE POWER PLAYER" A PASSION FOR LEADING AND BEING OUT-FRONT

Tendencies: May focus on being #1 and what can be done for them. Energized by being visible and in charge of their destiny. Strong ambitious goals. The buck stops here. May be impatient. Charismatic.

Provide: Power and influence; opportunity to be on advisory groups and to lead. Stretch goals and recognition.

Most Wants: The opportunity to advance position, power and influence.

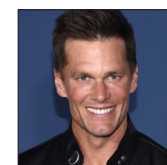
Words That Work: This is the best. Leadership. Excel. Advance. Be #1. Power. Recognition. Distinctive. Outside the box. New ideas. Take control and be in charge. You have the authority. We need a front person.

Blind Spots: Positioning of self may be more important than others. Desire for being in charge of his/her destiny.

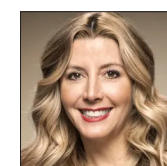
Stressors: Actual or perceived diminishing/loss of power or visibility. Inability to advance. Lack of respect for position and chain of command.

My #1 & #2 (This Puts Gas in my Tank) – Power Player: Status, Advance, Recognition.

My #6 (This Motivator Does NOT Put Gas in my Tank): "I tend to not want to work alone or be in the spotlight."



Tom Brady



Sara Blakely

WORKPLACE MOTIVATORS MEMORY JOGGER CARD

WHAT PUTS GAS IN MY TANK

Aesthetic

"BALANCE, HARMONY AND SENSITIVE SEEKER" A PASSION FOR CREATIVITY AND BEAUTY

Tendencies: May focus on subjective feelings rather than data. Energized by creating an environment of beauty and harmony. May be non-conformist. Outdoor interests –nature rejuvenates.

Provide: Beautification projects; stewardship of the Earth, beauty of product or service. Freedom to express feelings, creativity and quality.

Most Wants: To create and work in peace, balance and harmony. To focus on how things look and feel.

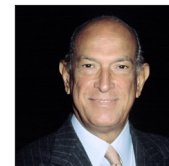
Words That Work: Work/life balance. Appreciation. Using descriptive words, phrases, similes and metaphors. Ask: How are you feeling? You'll have time to re-energize. Creativity. Beauty. Self-help and personal development.

Blind Spots: May function outside of reality and struggle with every day reality. Excessive striving for their perception of perfection and beauty.

Stressors: Chaos and disturbance around them. Lack of work/life balance and not enough quiet time or rest. Too much objective focus. Inability to express feelings.

My #1 & #2 (This Puts Gas in my Tank) – Balance and Harmony Seeker: Subjective, Surroundings.

My #6 (This Motivator Does NOT Put Gas in my Tank): "I tend to compartmentalize chaos and focus on function and the end result."



Oscar de la Renta



Vera Wang

Social/Altruistic

"SERVICE AND HELPING OTHERS" A PASSION FOR SERVICE

Tendencies: May focus on the people aspect of everything, avoidance or elimination of suffering, win-win relationships. Energized by helping others. Generous teacher/coach. May never say "no."

Provide: Opportunity to help, coach and champion others.

Most Wants: An organization that is committed to its people and clients.

Words That Work: We/I need your help. Listening to others, coaching, helping. Volunteer. Making the world a better place. Contribute. Giving. People. Humanity. Service. Serve. Charity. Soothing and comforting others.

Blind Spots: May create lose/win relationships, focusing only on the benefit to others. Overzealousness for a cause may lead to harmful behavior to self/others.

Stressors: Too much emphasis on bottom-line results. Decisions and actions that are insensitive to people. People who are hurting or in pain in any way.

My #1 & #2 (This Puts Gas in my Tank) – Serving Others: Altruistic to all, Remove Pain.

My #6 (This Motivator Does NOT Put Gas in my Tank): "I tend to help others who are already working hard and for a specific purpose."



Mother Teresa



Princess Diana

Traditional/Regulatory

"THE PROCESS AND ORDER KEEPER" A PASSION FOR KEEPING AND ENFORCING THE RULES

Tendencies: May focus on "you are with me or against me;" what role faith plays in others' lives. Precise time management. May be overly rigid.

Provide: Code, ethics and high moral standards, rewards for long term loyalty. Commitment to mission and values. Opportunity to follow and enforce rules and protocol.

Most Wants: Structure and the ability to follow and enforce rules and processes.

Words That Work: Standards. Structure. Routine. Tradition. Protocol. Discipline. Tell me about your beliefs. Tell me about the rules. Help us stay in line. Follow your conscience. Sacrifice. History tells us...

Blind Spots: Sacrifices self for beliefs, willing "to die" for them. Closed-minded and judgmental toward other viewpoints, being too rigid.

Stressors: Close mindedness by others. Lack of directions, order, structure. Opposition to their beliefs.

My #1 & #2 (This Puts Gas in my Tank) – Process and Order Keeper: Proven approaches.

My #6 (This Motivator Does NOT Put Gas in my Tank): "I tend to thrive on change. I like new ideas and methods."



George S. Patton



Rosa Parks

USING WORKPLACE MOTIVATORS WHEN HIRING

MEMORY JOGGER CARD

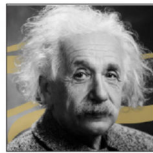
WORKPLACE MOTIVATORS HIRING PROCESS:

- 1 ROLE PRIORITIES:** Think about what's important in the position. What **three to five** things need to happen in the role, for the person to be successful?
- 2 MOST and LEAST:** Review the priorities for the role and then review the six gender- and culture-neutral Workplace Motivators, below. What two **MOST** match what the job will require five days a week, and what one is **LEAST** important five days a week?
- 3 OBSERVATION AND USE INTERVIEW QUESTIONS:**
 - a. Use the matching interview questions and the six MOTIVATOR MATCH QUESTIONS ' - WHAT THEY MOST WANT TO DO INTERVIEW questions. Listen for themes that match the Motivators.
 - b. If you have an assessment on the candidate, look at what they scored **MOST INTERESTED** (#1 & #2) and **LEAST INTERESTED**. Also, look the **INTENSITY** of their scoring, and pick the matching WM questions.

THEORETICAL/KNOWLEDGE

LEARN - A love for knowledge, learning, and understanding

Dr Seuss: "The more that you read, the more things you will know. The more that you learn, the more places you will go."



Albert Einstein

Top Motivator Clues

- Questions about the process and protocol.
- Long time service in one position.

Stressor/Dis-satisfiers:

- Close mindedness by others.
- Lack of directions/order
- Opposition to their beliefs.



Mayim Bialik

UTILITARIAN/ECONOMIC

ROI - A focus on efficiency, practicality, and return on investment

Thomas A. Edison: "Anything that won't sell, I don't want to invent. Its sales is proof of utility and utility is success."



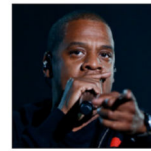
Warren Buffett

Top Motivator Clues

- Many books/magazines related to business.
- Will focus on what he/she will get from a process.

Stressor/Dis-satisfiers:

- Wasted resources: time and material.
- Lack of efficiency.



Jay Z

INDIVIDUALISTIC/POLITICAL

VISIBILITY – A drive for personal influence, recognition, and control

Serena Williams: "I always believe I can best the best, achieve the best. I always see myself in the top position."



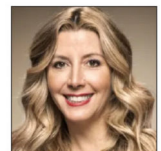
Tom Brady

Top Motivator Clues

- Takes independent approach to work and life.
- Focuses on what it takes to be the best, #1.

Stressor/Dis-satisfiers:

- Actual or perceived diminishing/loss of power.
- Inability to advance.

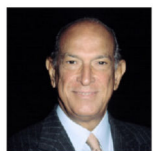


Sara Blakely

AESTHETIC

ENJOY – A desire for beauty, balance, and creating harmony

Danny Glover: "Art is about the dynamics of the human experience."



Oscar de la Renta

Top Motivator Clues

- Talks about how things make him/her feel
- A love and need for anything beautiful, natural and/or outdoors

Stressor/Dis-satisfiers:

- Too much objective focus.
- Inability to express feelings
- Chaos and disturbance around them.



Vera Wang

SOCIAL/ALTRUISTIC

SERVICE – A passion for helping others and making a difference

Muhammad Ali: "Service to others is the rent we pay for our room in heaven."



Mother Teresa

Top Motivator Clues

- A generous coach or teacher who listens closely to others
- Mentions volunteer and service work done on own time.

Stressor/Dis-satisfiers:

- Too much emphasis on bottom-line results.
- Decisions and actions that are insensitive to people.



Princess Diana

TRADITIONAL/REGULATORY

SOP– A respect for structure, rules, and a guiding purpose or belief system

Golda Meir: "One cannot and must not try to erase the past merely because it does not fit the present."



George S. Patton

Top Motivator Clues

- Strong military, religious, government or political focus.
- Questions about the process and protocol.

Stressor/Dis-satisfiers:

- Close mindedness by others.
- Lack of directions, order, structure.



Rosa Parks

THE INTERVIEW

ASK ALL SIX OF THESE QUESTIONS. If you listen closely, through the lens of the Workplace Motivators, you will hear themes and what they are most and least interested in.

1. Describe what you do in your current job. Share specific examples of how you add value in that job.
2. What jobs have you enjoyed the most? Why? Please share specific examples of what you enjoyed.
3. What jobs have you enjoyed the least? Why? Please share specific examples of what you disliked.
4. Give specific examples of past environments you worked best in.
5. Give specific examples of past environments that did not work well for you.
6. What kind of responsibilities would you like to avoid in your next job? Why?

GAS IN TANK – Motivation and Interest

Pick the Questions for the Top Two Motivators That the Job Rewards *(Shared below in alphabetic order)*

Read and select the following suggested interview questions as they relate to the rewards, culture and environment for the position. Modify questions to be more specific to the job and your company.

AESTHETIC

- How would you rank the importance of creativity and self-expression in your work? How do you personally express your unique creative style?
- Within your work environment, what single event, problem and/or unexpected situation has the potential to throw you off balance more than anything else.
- Describe how you would feel if you were to discover that an organization you worked for was misusing the earth's natural resources. How would you show your feelings?
- Describe your strategy for achieving and maintaining a comfortable level of balance and harmony in your life. What would you say you are most sensitive to in your work environment and/or in general?

INDIVIDUALISTIC/POLITICAL

- What role does being in control of a situation play in your job satisfaction? How important is it for you to control your own destiny?
- How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
- How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.
- How good are you in taking directions from others? How much do you like doing so?

SOCIAL/ALTRUISTIC

- Is there ever such a thing as “too much” service? Explain your answer to me, please.
- Is there ever a point when employees should stand up and tell their manager that they are being mistreated? Give me an example of a circumstance where that might be the case.
- Tell me how you would service an account that kept having problems with your product and kept coming back, yet showed no promise of future business.
- What would you do if an employee was missing an undue amount of time to a family crisis? How would you handle it? At what point would you take drastic action? What would that drastic action be?

THEORETICAL/KNOWLEDGE

- Which is more important, action or knowledge?
- Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
- Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
- How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?

TRADITIONAL/REGULATORY

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about “rules”. Give me an example of a rule that you have relative to managing or leading others. Where did you learn that rule? How rigid is it?
- Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? How do you deal with it?

UTILITARIAN/ECONOMIC

- How important is earning a lot of money to you? What do you consider to be a “lot of money”?
- Where would you like to be, financially, in 5 years? 10 years? Why?
- What role does earning a significant income play in your job choices? In staying in a job?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?