



Individual Directions Inventory™

Individual Directions Inventory™ Report

Chris Williams

ABC Company

The **Individual Directions Inventory™** (IDI) is a tool for personal and professional development that provides you with the opportunity to explore your motivations and preferences, examine how these have affected the choices you have made in different areas of your life, and consider what actions you might wish to take as you look toward your future. The IDI provides information about areas from which you are presently gaining satisfaction, as well as identifying areas which you may find less appealing. By helping you to understand the types of settings, roles and approaches that may hold the greatest interest for you, the IDI can be a useful tool in helping you to orient yourself in both your personal and professional worlds.

This report will provide you with *personal feedback* based on your responses to the Individual Directions Inventory™.

To help you understand your feedback, your scores have been compared to a large normative database of business and professional people who have completed the Individual Directions Inventory™. You will receive scores expressed in terms of percentiles. For example, if you have a score at 75%, then you scored higher than 75% and the same as or lower than 25% of people in the normative group. The specific norms that have been used in reporting your scores are:

Norm Group:

North America n=13936 (Jan2012)

Presented By:

Management Research Group

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Sample

Introduction

This report will provide you with **individualized feedback** on 17 specific dimensions which represent your personal Directions - the underlying directions you use to guide your life. This feedback is based on your responses to the Individual Directions Inventory (IDI).

An IDI Direction is a broad set of patterns or purposes that represents aspirations and motives. Our Directions may be satisfied or frustrated in many aspects of our lives; therefore, there are a variety of emotional experiences associated with them.

Our Directions represent our striving to achieve specific emotional goals in our lives. The way in which these goals are achieved may vary dramatically, depending upon the person. For example, a person whose primary direction in life is giving support and affection to others is very different from a person who finds this focus less appealing and prefers to be highly self-sufficient and free of outside interference.

The IDI Directions reflect a variety of internal processes: motives, needs, drives, and values. These are the source of much individual behavior. Our Directions differ from the methods we ordinarily employ to get what we want; they represent the strivings that we try to realize in our worlds. We then use the skills and insights we have developed to achieve the specific objectives that are related to these underlying Directions.

Depending upon the context in which they occur, our Directions:

- help us to create and build our unique worlds;
- describe the specific emotional content of our experiences;
- represent deep motivational patterns;
- help us to understand and predict our future behavior;
- represent the value we place upon people, places, things, ideas, goals, and activities;
- can affect the setting of future goals.

Think of your Directions as showing the direction and strength of the force with which you are likely to push against the world in order to achieve satisfaction. Some Directions will complement each other, while others will seem contradictory. When Directions are complementary, they tend to reinforce each other. When they are contradictory, they may cancel each other out or emerge as inconsistent behavior.

The following pages present your feedback scores on each of the 17 IDI Directions. In order to help you understand your feedback, the Directions have been organized into six groupings, or Clusters.

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Sample

AFFILIATING

The four Directions of the Affiliating Cluster share a common objective of gaining satisfaction through close connections with others. These connections include giving to others, receiving care and support, seeking group settings and activities, and expressing one's thoughts and feelings openly and spontaneously. High scores on the Affiliating Directions imply that you are willing to become close to others and allow them to know you truly well.

The four Directions associated with Affiliating are:

GIVING

RECEIVING

BELONGING

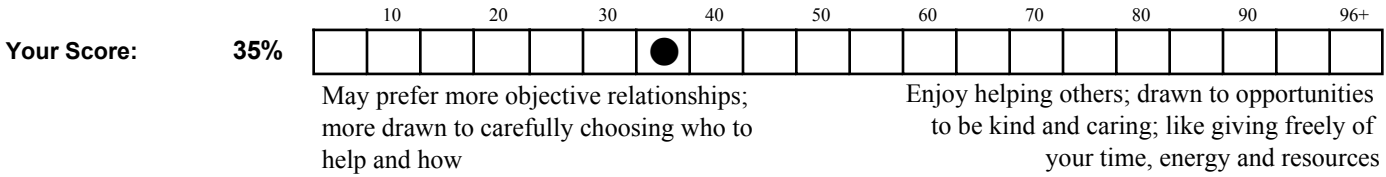
EXPRESSING

Sample



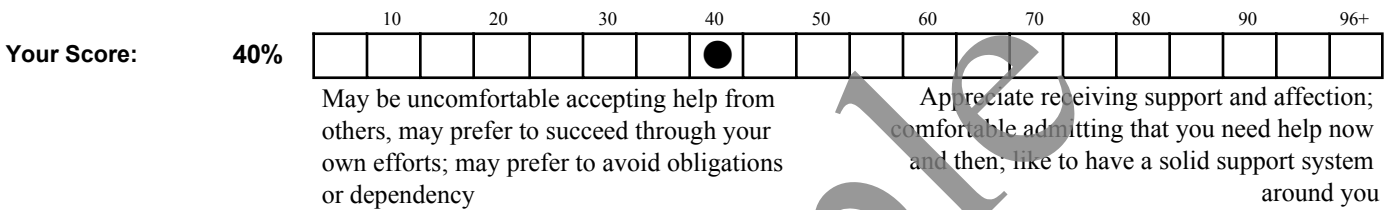
Giving

Gaining satisfaction from relating to others by providing them with support, affection, and empathy.



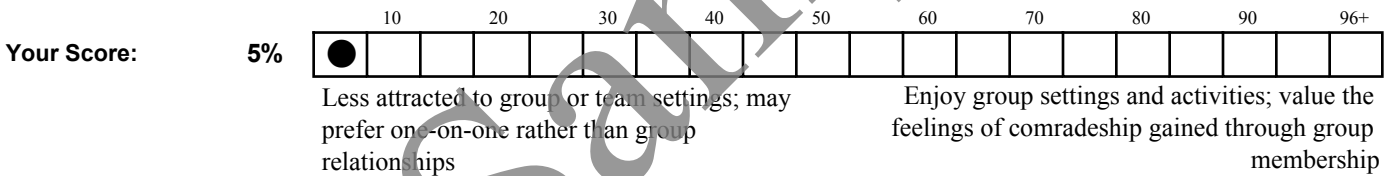
Receiving

Gaining satisfaction from relating to others in order to receive support, affection, and empathy from them.



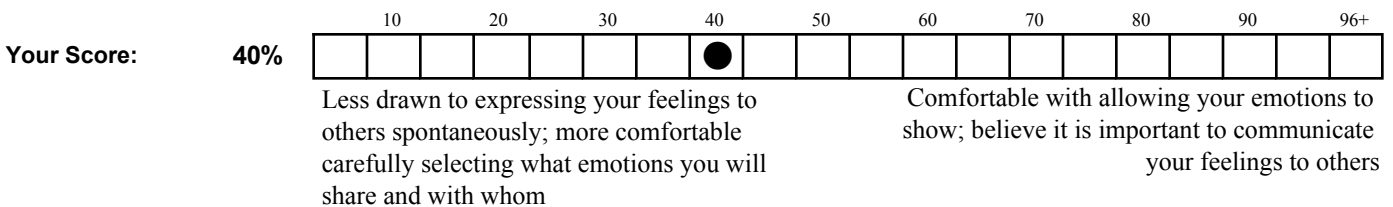
Belonging

Gaining satisfaction from relating to others in groups and developing mutual bonds of loyalty, cooperation, and friendship.



Expressing

Gaining satisfaction from relating to others by expressing oneself in a direct, spontaneous, and emotionally uninhibited fashion.



ATTRACTING

People who score high on the Directions of this Cluster gain satisfaction from attracting the attention of others, either in the form of respect and recognition, or the visibility of being the center of attention. These people enjoy casual interpersonal contact. They may or may not enjoy forming deeper relationships. They may be inclined toward extroversion, and have worked to develop interpersonal skills that facilitate and support their activities in this area. They may often make choices which provide them with frequent opportunities for interpersonal interaction. They enjoy being around other people, and they may seek to place themselves in environments in which they can gain the specific attention and recognition they desire.

The two Directions associated with Attracting are:

GAINING STATURE

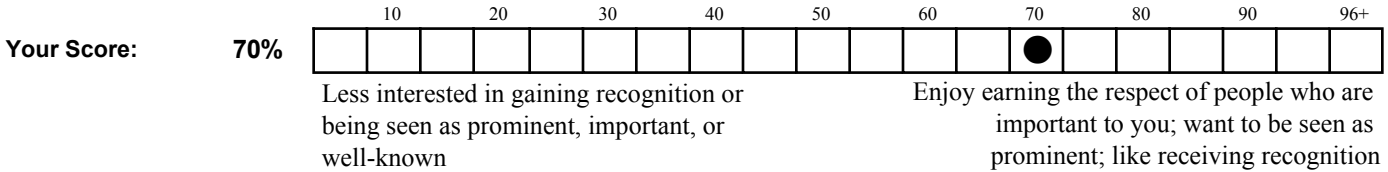
ENTERTAINING

Sample



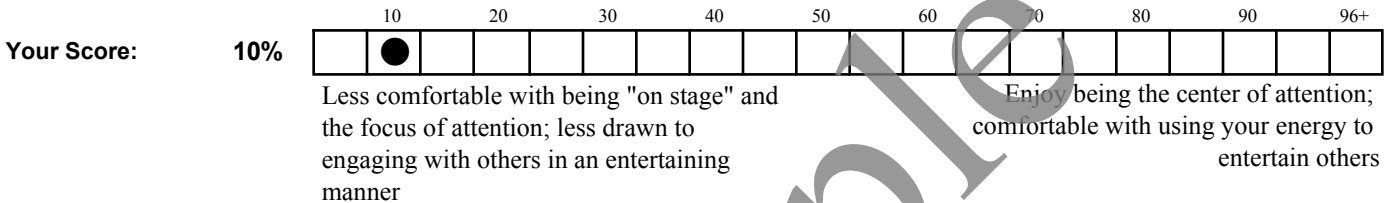
Gaining Stature

Gaining satisfaction from obtaining social rewards such as recognition, status and respect as the result of social skills, achievements and/or activities.



Entertaining

Gaining satisfaction from obtaining social rewards such as admiration and visibility by using personal charisma and talent to enliven situations and entertain people.



Sample

PERCEIVING

The two Directions grouped under Perceiving share the common objective of seeking to gain fulfillment through experiencing and understanding the world of thoughts, ideas and information. Individuals who score high on these Directions may perceive the world through a creative lens or a rational lens, or both. These Directions are not just methods of problem-solving. Each represents a vehicle for enjoying the world; each is an activity that is gratifying in and of itself. For example, engaging in the creative process is a satisfying act in its own right. It is also an activity in which one may or may not involve others. In fact, these two Directions are more independent of interpersonal elements than any of the other Directions, and they may include the activities of scientists, artists and many other people who enjoy creative and investigative pursuits.

The two Directions associated with Perceiving are:

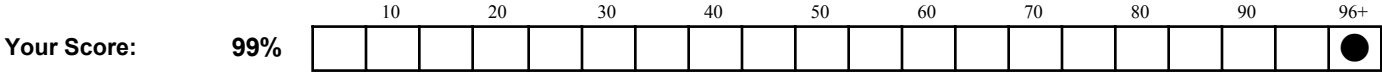
CREATING

INTERPRETING



Creating

Gaining satisfaction from being imaginative and original and perceiving one's world in an innovative and creative manner.

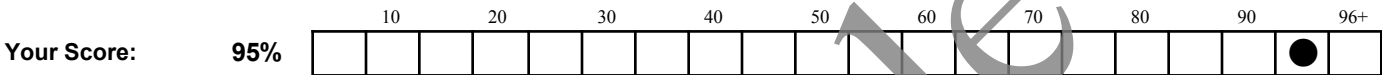


Less drawn to pursuing new and imaginative ways of engaging with the world; less attracted to unconventional or creative experiences

Enjoy being innovative and seeking out new and different activities and people; value being involved in creative pursuits

Interpreting

Gaining satisfaction from seeking intellectual stimulation and perceiving one's world in a logical, analytical and non-emotional manner.



Less attracted to analytical thinking; may prefer to take things at face value; may prefer practical thinking or using your intuition

Drawn to thinking in a rational, logical way; like exercising your mind; enjoy investigating in order to thoroughly understand

Sample

MASTERING

The Directions associated with the Mastering Cluster all tend to revolve around one's efforts to be successful in interacting with one's environment. Whether these efforts involve striving to be the best, persisting against all odds, or being thorough, efficient and orderly, the common objective is to gain "mastery" over one's world. Each of these Directions reflects an inward focus on the quality of one's own efforts, although the influence of other Directions (i.e. those of the Affiliating or Challenging Clusters) may also direct this focus toward the efforts of others.

The three Directions associated with Mastering are:

EXCELLING

ENDURING

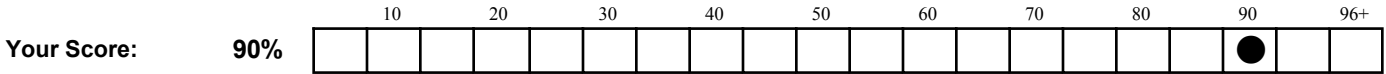
STRUCTURING

Sample



Excelling

Gaining satisfaction from constantly challenging oneself and pushing for the highest levels of achievement.

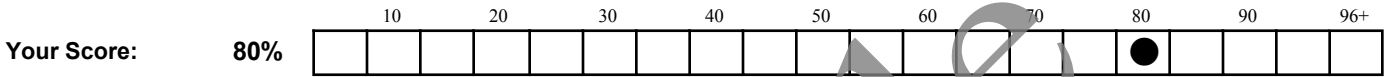


Less drawn to constantly pursuing the highest levels of achievement; may prefer to be selective in what you choose to master

Enjoy working toward ambitious goals; drawn to mastering whatever you undertake; like feeling that you are achieving at the highest levels

Enduring

Gaining satisfaction from demonstrating persistence, determination and tenacity.



Less attracted to showing stamina and endurance; may feel comfortable with the option of leaving something and trying alternatives

Enjoy showing persistence and tenacity; value overcoming obstacles through willpower and endurance

Structuring

Gaining satisfaction from controlling one's environment through the use of organization, precision and thoroughness.



Less attracted to working in a precise, methodical manner; more comfortable with flexibility and disorder

Enjoy being efficient, organized and paying attention to detail; like creating order out of chaos

CHALLENGING

The Directions associated with the Challenging Cluster share a common objective of gaining satisfaction from overcoming opposing forces in one's world. Individuals with high scores are likely to take an assertive stance toward their environment. They may use the behaviors associated with these Directions to actively challenge, as well as to respond to threats and opportunities. These Directions often (although not always) imply taking a proactive stance in interpersonal issues - one strives to outwit or win against or be in charge of some individual or group of individuals. In certain contexts, however, these directions may also have a more impersonal flavor; one may rise to the occasion to meet a challenge of a more general nature. For example, overcoming adversity may be framed in the form of a challenge (i.e. "winning the war on poverty", or "beating" a disease).

The three Directions associated with Challenging are:

MANEUVERING

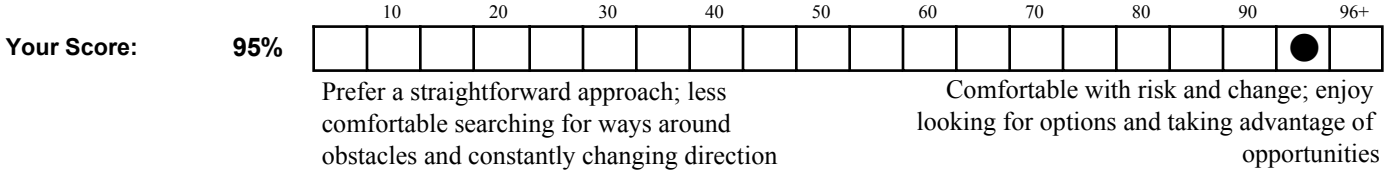
WINNING

CONTROLLING



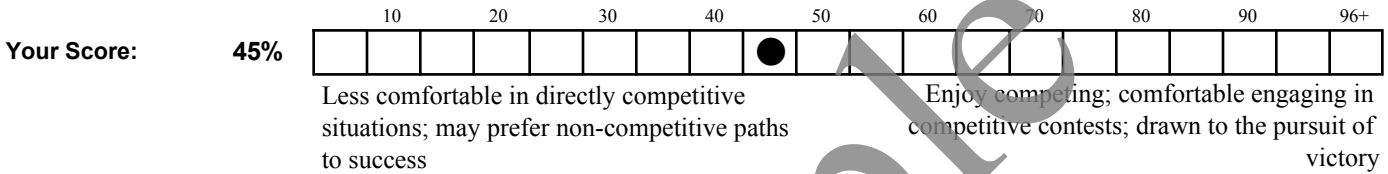
Maneuvering

Gaining satisfaction from actively seeking and pursuing opportunities in the environment and turning them to one's advantage.



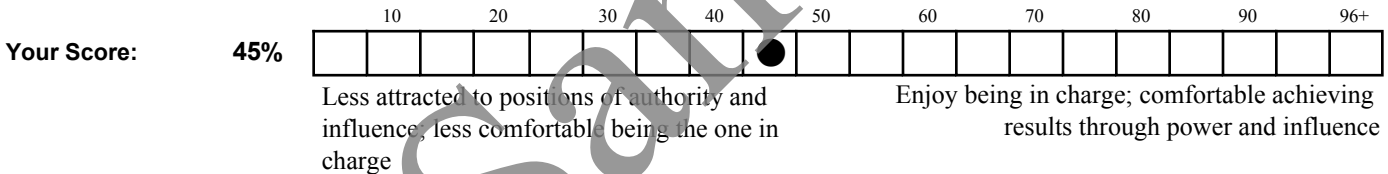
Winning

Gaining satisfaction from acting in a forceful, aggressive and directly competitive manner in order to win.



Controlling

Gaining satisfaction from being in charge, having power and authority, influencing and controlling people and events.



MAINTAINING

The Directions associated with the Maintaining Cluster share a common objective of preserving or defending certain aspects of one's life. Whether the objective is having a stable and predictable world, maintaining freedom of action, or living by a set of definitive principles, the implication is that there is a certain amount of comfort with one's world as it currently exists. There is an ongoing sense of security which is often experienced as a satisfactory state of affairs right now. The objective in life, then, is to maintain the world the way one wants it.

The three Directions associated with Maintaining are:

STABILITY

INDEPENDENCE

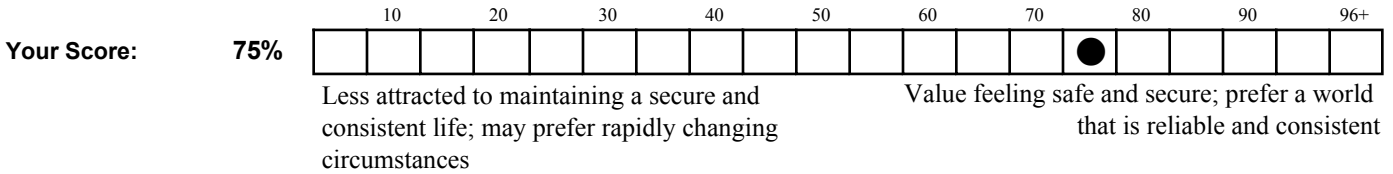
IRREPROACHABILITY

Sample



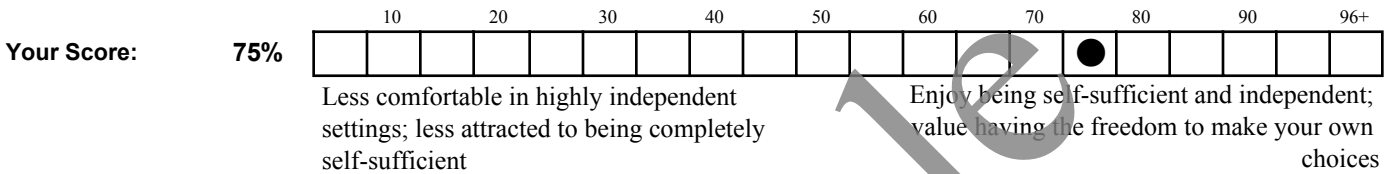
Stability

Gaining satisfaction from maintaining a predictable, safe and consistent environment.



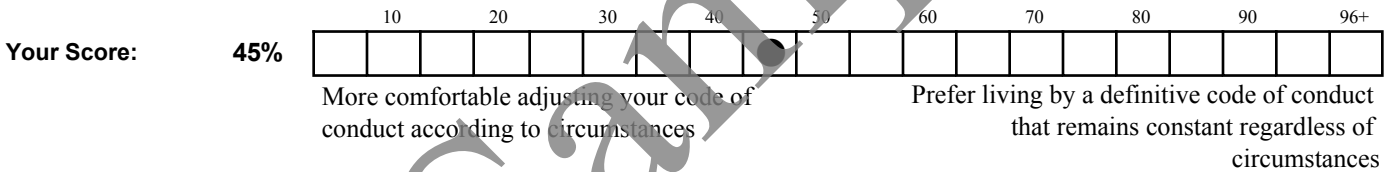
Independence

Gaining satisfaction from being self-reliant and staying free of external controls on personal autonomy.



Irreproachability

Gaining satisfaction from ascribing to and striving towards ideal behavior and a personal code which places one beyond reproach.



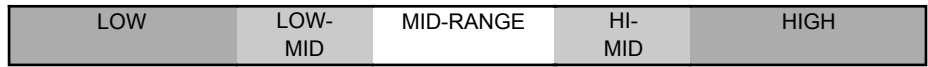
PROFILE REVIEW

The following page presents a one-page profile showing all 17 of your IDI scores.

Sample

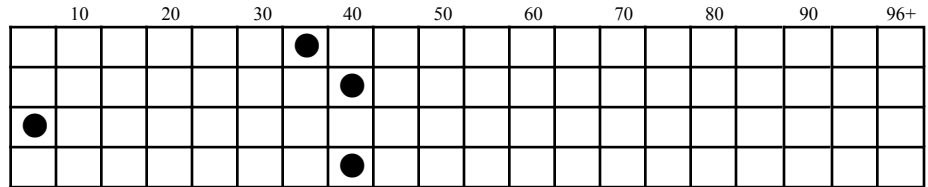
Individual Directions Inventory™

Summary Profile



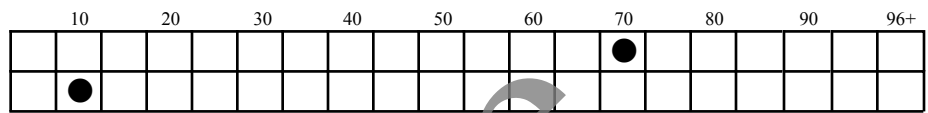
Affiliating

Giving **35%**
 Receiving **40%**
 Belonging **5%**
 Expressing **40%**



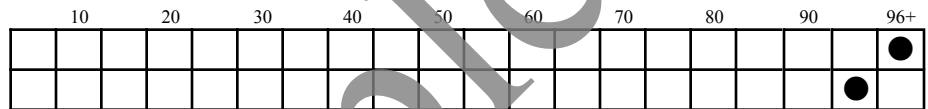
Attracting

Gaining Stature **70%**
 Entertaining **10%**



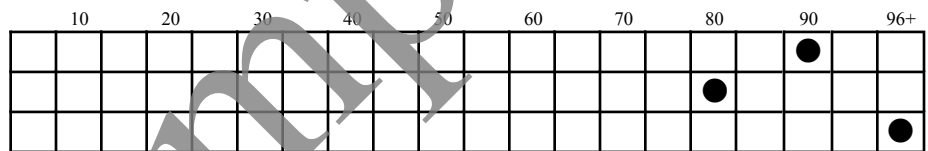
Perceiving

Creating **99%**
 Interpreting **95%**



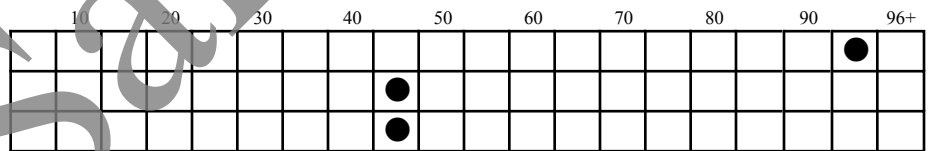
Mastering

Excelling **90%**
 Enduring **80%**
 Structuring **99%**



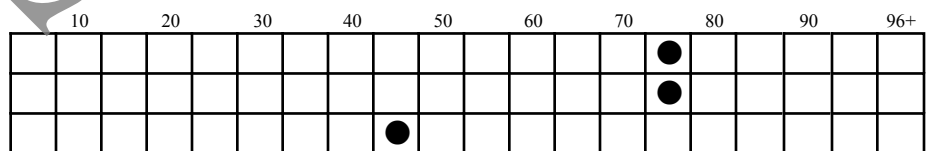
Challenging

Maneuvering **95%**
 Winning **45%**
 Controlling **45%**



Maintaining

Stability **75%**
 Independence **75%**
 Irreproachability **45%**



YOUR STRONGEST DIRECTIONS

The following pages provide descriptions of your strongest Directions. Included with each description are several interpretive statements to help you identify how the Direction is influencing your life.

Sample

Your Strongest Directions

Creating: 99%

Your high score on the Direction of Creating suggests that you not only like to come up with innovative ideas, you also like to see yourself leading a creative life. You enjoy being around stimulating and offbeat people. You value jobs and activities which give you the opportunity to think creatively and do new things, and you may feel very frustrated if major areas of your world do not allow you to be innovative. You are likely to see creativity as a way of fulfilling yourself in your larger life. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:

- You enjoy challenges which allow you to be innovative, but you do not want to feel constrained by group opinion. When it comes to your own creativity, you are not really interested in participating in a team process.
- You enjoy the creative process, and you tend to approach it in a highly efficient and organized way. When working on a new idea, you pay attention to all the details.
- You like to keep your options open and seem to have great resources in figuring out creative ways to position yourself most successfully.
- You enjoy the stimulation of being around creative processes and people; however, you tend to avoid acting in ostentatious ways - you try not to be considered a show-off.

Structuring: 99%

Your high score on the Direction of Structuring suggests that you feel best when you can ensure that things are organized and orderly. You enjoy paying attention to the details, and you tend to be efficient and thorough in your approach to your world. You may become upset when things are chaotic or messy; to the extent that it is possible, you are likely to want everything to be perfect. You like having a well-ordered world with understood rules and guidelines. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:

- You enjoy environments which allow you to look at issues in a fresh way, but which still have a system and a set of expectations to work within.
- You are likely to enjoy and do well in roles and activities which require strong analytical skills and highly structured approaches to problem solving.
- You like roles that take advantage of your talent for organization and concern for detail, but do not require you to be dramatic in any way.
- With your desire to do an excellent job on anything you undertake and your willingness to attend to the smallest detail, you take pride in being a true perfectionist.

Your Strongest Directions

Interpreting: 95%

Your high score on the Direction of Interpreting indicates that you like to build your life around the rational process. You enjoy environments which allow you to analyze and thoroughly think through issues and situations. Others approach you most successfully with logical presentations. You approach issues in an intellectual fashion; indeed, you may have many intellectual values. You are attracted to people and activities which allow you to exercise your mind. You seek to understand. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:

- You enjoy analyzing and inquiring into subjects in a great deal of depth, and you may conduct your investigations in a carefully organized and systematic manner.
- You are likely to choose opportunities that allow you to learn and to use your learning in an intuitive and creative way.
- You enjoy people and roles that stimulate you mentally, but you do not feel the need to be part of a team effort. In fact, you may prefer to work by yourself in figuring out solutions to issues.
- If a role is intellectually challenging to you, it does not bother you if you are not the center of attention. For you, the stimulation of solving the problem is enough.

Maneuvering: 95%

Your high score on the Direction of Maneuvering suggests that you like to keep your options open and know how to take practical advantage of opportunities. You tend to be a risk taker; you will move quickly when a good situation presents itself. You are likely to be materialistic, and you will keep your eyes open for good opportunities. You will be quite flexible and can quickly change direction if this suits your purpose. You enjoy figuring out the angles and staying one step ahead of the game. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:

- You enjoy environments which allow you to change direction rapidly and come up with different, creative ways of responding to challenges.
- You gain both satisfaction and intellectual stimulation from viewing life almost as a game that requires you to figure out your strategy and respond flexibly to the moves of others.
- You enjoy setting and working toward ambitious objectives, and you are resourceful in looking for opportunities and using a variety of approaches to achieve your goals.
- You tend to look for and enjoy opportunities which require a long-term commitment, but which give you the chance to operate flexibly and move quickly when there is an opening.

Your Strongest Directions

Excelling: 90%

Your high score on the Direction of Excelling indicates that you gain a good deal of satisfaction from achieving things in life. You like settings which demand your very best, and you usually have very high (perhaps even unrealistically high) aspirations. You attempt to excel at whatever you do; achieving can be an end in itself. Unless you are also highly competitive, however, your achievement may not have to come at the expense of others - you may measure yourself against your own results. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:

- You enjoy situations which allow you to use your creativity and imagination as a means to excel and achieve.
- You tend to set your own high standards rather than adopting those of a group, and you may prefer to work toward achieving these on your own rather than as part of a team.
- You seem to be drawn to situations which stimulate and utilize your abilities as an intelligent problem-solver. You use high standards in judging the quality of your work.
- You enjoy roles that allow you to show resourcefulness and flexibility in reaching ever higher levels of achievement.

Enduring: 80%

Your high score on the Direction of Enduring suggests that you gain a good deal of satisfaction from showing endurance and will power in your life and your approach to goal achievement. You do not give up easily; you have great determination. You may well take your talents to even higher levels just because you persist. Others may see you as strong-willed, even stubborn. You may sometimes follow a particular path without regard to consequence. You take pride in being seen as tenacious and resolute. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:

- You are likely to do well in roles which require strong follow-up and attention to detail.
- You gain a good deal of satisfaction from being creative and imaginative, and you can be quite tenacious and determined in pursuing your innovative ideas.
- You like challenges which don't require you to join a group. You do not need a group or team to help you get through difficulty; you do that yourself, through sheer determination.
- You are stimulated by roles which push you toward high level problem solving. You are tenacious in your concern for analyzing an issue in depth.

Your Strongest Directions

Independence: 75%

Your high score on the Direction of Independence suggests that you gain a good deal of satisfaction from being self-sufficient. You value your freedom and want to do things your own way. You can take the initiative in new situations without needing support or structure, and you are proud of your ability to operate without having to lean on anyone. You may not take direction easily; you may view this as interference that places limits around you. You may well have the drive to be totally self-reliant, whether in business or in interpersonal relationships. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:

- You enjoy operating in a highly organized manner, but you prefer to set up your own structure and systems rather than following someone else's.
- You most enjoy settings in which you are free to work in a creative and novel way; you are unhappy when others try to restrict your role or make you conform to their ideas and ways of doing things.
- You are not particularly interested in joining groups - you prefer to be on your own. You are unlikely to be attracted to groups that emphasize togetherness.
- While you are attracted to entrepreneurial roles where you can operate on your own, it is perhaps less important to you to be highly visible or feel you are the center of attention.

Stability: 75%

Your high score on the Direction of Stability suggests that you may try to keep your life as steady and predictable as possible. You tend to like environments that are secure and consistent. You may feel that it is easier to control a predictable world; if there are relatively few surprises, there will be fewer difficulties to deal with. In any situation, you are likely to proceed with a certain amount of caution. You tend to take a conservative approach to your life and play it safe. Others are likely to describe you as stable. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:

- You are likely to feel most comfortable in secure and predictable settings which allow you to be highly organized and take the time to get the details right.
- You are likely to feel most comfortable in settings which provide you with an underlying sense of stability and continuity, yet allow you to freely use your creativity and imagination.
- You tend to do best in roles where people can count on your steadiness and reliability and don't expect or need you to be a dramatic and entertaining character.
- You are likely to be tenacious and determined in pursuing your goals, and you will feel most comfortable doing so in settings that are stable and predictable.

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Sample

YOUR LOWEST DIRECTIONS

Just as high scores on certain Directions may reveal the kinds of satisfactions that tend to be especially significant for you, so low scores may give you ideas about some areas which you find less satisfying.

There are a variety of reasons why a person might score low on a particular Direction. For example, one may not have any interest in the kinds of emotional rewards that are associated with the high end of the Direction - these rewards are just not considered to be appealing.

Low scores generally mean that we are more insulated from the frustrations of not attaining the desired goal associated with a Direction. For example, a person who is high on Winning will probably make many choices that involve him or her in competitive situations, dealing with hard-charging, aggressive people, looking for the rewards that come with reaching a goal which others are also trying to reach.

Inevitably, this person will lose on occasion and face "the agony of defeat." People who score low on this Direction are likely to experience fewer feelings of defeat simply because Winning is less compelling for them, and so they tend to engage in fewer win-lose situations. Furthermore, they will place a different value on competitive outcomes. The net effect of being low on Winning, then, is that it shields one from these negative outcomes. This reduction in risk might be seen as positive.

The following pages will provide you with feedback about the IDI Directions on which you received low scores (25% or less). As you review your feedback, recognize that, along with the positive aspects these low scores may provide in dealing with your larger life, there may also be some potential drawbacks.

Sample

Your Lowest Directions

Belonging: 5%

Potential Benefits:

- You may feel freer to do what you want, rather than feeling that you have to conform to the norms, codes or expectations of a particular group.
- You may be less vulnerable to having your feelings hurt if you are not asked to join or are not included in group activities.
- Because you stand apart, you may be spared from experiencing the emotional turmoil or suffering that a group may be going through.
- You may find it easier to leave a group or an organization when it no longer meets your needs.

Potential Drawbacks:

- It may be more difficult for you to operate in an environment which is highly team-oriented.
- You may limit your influence with certain people because they see you as standing apart and being unwilling to join their group.
- You may feel frustrated or impatient if you believe that you could accomplish things faster or more efficiently on your own, yet have to wait for the group to catch up with you.
- You may find that you sometimes feel lonely or isolated from others when you are not a part of the group.

Entertaining: 10%

Potential Benefits:

- You may be at your best in settings that require working behind the scenes, accomplishing results without calling a lot of attention to yourself.
- You may be less subject to the control or influence of others because you are not trying to get them to react to your bids for attention.
- You may reduce the risk of feeling uncomfortable or awkward if your efforts to entertain were not appreciated.
- You are less likely to feel disappointed when you are not the center of attention.

Potential Drawbacks:

- It may be more difficult for you to operate in settings where you are constantly in front of people (i.e. as a presenter, or in high profile positions).
- You may limit the impact you make in certain situations where it might be advantageous to be amusing or dramatic.
- You may not get the credit you really deserve because you pay less attention to making sure others notice you and your accomplishments.
- You may reduce your effectiveness in transmitting important information to others because you pay less attention to the way you present it.

Your Lowest Directions

NOTES

Sample

Your Lowest Directions

NOTES

Sample

EXPLORING YOUR FEEDBACK

You now have had the opportunity to review your Individual Directions Inventory™ feedback. The purpose of this section is to help you to gain a better sense of how your Directions influence the way you engage with your world. You will examine how your Directions interact, as well as how you may be acting in ways that are consistent or inconsistent with your Directions. Having a better understanding of your underlying Directions will help you to make decisions and choices that bring you satisfaction, and to be more conscious of the way your decisions and choices affect your personal and professional development and effectiveness.

Remember that high or low scores are only significant to the extent that they help you to understand how you may gain more satisfaction from your life or relieve frustration and disappointment. They have nothing to do with what you “should be” or that others want you to be, although they may give you hints as to why others react to you in certain ways.

Sample

Exploring the Directions

As you review your profile, consider what each Direction means to you in relationship to your effectiveness in your world and your professional role, and how it relates to and interacts with the other Directions in your profile. For each Direction, use any or all of the following questions to help you explore your feedback:

- How does your score on this Direction **help you get** what you want in your world and your professional role?
- How does your score on this Direction **hinder you from getting** what you want in your world and your professional role?
- Describe yourself using this Direction. For example, under what specific circumstances do you gain the greatest satisfaction from this Direction? When you are most drawn to this Direction, what people, events and activities are involved?
- Is there a strong relationship between your score on this Direction and other Directions in your profile? Describe the interactions among these Directions.
- What else do you know about yourself that either supports or contradicts your score on this Direction?

Direction	Observations
Giving	
Receiving	
Belonging	
Expressing	

Direction	Observations
Gaining Stature	
Entertaining	
Creating	
Interpreting	
Excelling	
Enduring	
Structuring	

Sample

Direction	Observations
Maneuvering	
Winning	
Controlling	
Stability	
Independence	
Irreproachability	

Sample

Exploring the Clusters

Each of the six Clusters represents key themes which also may have an impact on your personal and professional success. Look at the pattern of your scores within each of the Clusters. Are there any Clusters in which the majority of your scores are above 75%? Are there any Clusters in which the majority of your scores are below 30%? Do these patterns have any impact on your personal and professional success?

Cluster	How does this Cluster influence your success?
<p>Affiliating</p> <ul style="list-style-type: none"> • Giving • Receiving • Belonging • Expressing 	
<p>Attracting</p> <ul style="list-style-type: none"> • Gaining Stature • Entertaining 	
<p>Perceiving</p> <ul style="list-style-type: none"> • Creating • Interpreting 	
<p>Mastering</p> <ul style="list-style-type: none"> • Excelling • Enduring • Structuring 	
<p>Challenging</p> <ul style="list-style-type: none"> • Maneuvering • Winning • Controlling 	
<p>Maintaining</p> <ul style="list-style-type: none"> • Stability • Independence • Irreproachability 	

Exploring Where to Go from Here

1. Are there any Directions that you would like to explore further and understand better to support your personal and professional development?

2. Now that you have explored your IDI profile, are there any changes that you would like to make in the way you allocate your time and energy that would bring you more satisfaction and success in your personal world and professional role? (These changes may include the choice to engage in certain activities more - or less - than you do at the present time.)

3. Of all the actions or changes that you have explored, which ones are your top 3 priorities?

A.

B.

C.
