

TMA® Drive **Need for status**

The extent to which the person needs to be held in high esteem and demands recognition for her work and achievements.

Comment:

Need for status is categorized under TMA Dimension “Motivation”.

| | | |
|---|--|---|
| 9 | <i>Presentable, sensitive to compliments and status, rather proud, desire to be noticed</i> | Is driven by receiving recognition for her own work and achievements. Values personal status highly. Needs to be complimented and appreciated personally. May find it hard to deal with criticism and feedback – even if it is constructive. May seem somewhat self-satisfied. Usually values a decent personal appearance; likes to look good and presentable. |
| 6 | <i>Sees personal status and recognition in perspective, responds reasonably to feedback</i> | Is able to see personal recognition and status in reasonable perspective but cannot completely do without. Responds reasonably well to feedback and criticism. Is motivated rather by constructive feedback than by sharp criticism; tone is important. Doesn't need recognition from everybody but appreciates an occasional compliment and is extra motivated by approval from the people around her. Understands the importance of a decent and presentable personal appearance. Likes to be noticed to some extent. |
| 1 | <i>Humble, attaches little value to personal status, temperate, responds well to feedback</i> | Is driven by a moderate view on her own achievements and hardly depends on personal status and recognition. Is rather humble and not overly sensitive to compliments – which she doesn't really need. Is hardly motivated by status or recognition. Tends to be temperate and see her own status in perspective. Deals well with feedback and criticism, even if it is personal and not particularly constructive. Performance and appearance may seem somewhat careless or too casual. |

Example items:

- Being praised by others
- Being esteemed by others
- Being approached as someone who matters
- Making sure that people consider me important

Development potential for TMA Competencies

- Conduct

| Score Need for status | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|-----------------------|--|--|--|
| ≥ 7 | <ul style="list-style-type: none"> • Ambition & challenges ≥ 7 • Dominance ≥ 7 • Self-esteem ≤ 3 • Extraversion ≥ 7 • Responsibility & Leadership ≥ 7 | <ul style="list-style-type: none"> • Ambition & challenges ≤ 3 • Dominance ≤ 3 • Self-esteem ≥ 7 • Extraversion ≤ 3 • Responsibility & Leadership ≤ 3 | <ul style="list-style-type: none"> • Ambition & challenges • Dominance • Self-esteem • Extraversion • Helpfulness • Respect • Responsibility & leadership |
| ≤ 3 | <ul style="list-style-type: none"> • Ambition & challenges ≤ 3 • Dominance ≤ 3 • Self-esteem ≥ 7 • Extraversion ≤ 3 • Responsibility & Leadership ≤ 3 | <ul style="list-style-type: none"> • Ambition & challenges ≥ 7 • Dominance ≥ 7 • Self-esteem ≤ 3 • Extraversion ≥ 7 • Responsibility & Leadership ≥ 7 | |

Additional comments:

Sometimes the TMA motive Need for status is mistaken for a person's actual prestige or the degree of respect other people may have for her. This is not the case; it reflects the person's need for status. For instance, someone with a high score on Need for status very much wants to be complimented for her work but isn't necessarily highly regarded by others.

Try and find out whether a high Need for status is focused on the candidate's own needs (to be noticed and appreciated personally) or on her direct surroundings as well (team, organization, products & services, colleagues). If the latter is the case, than her Need for status can also be fulfilled through these.

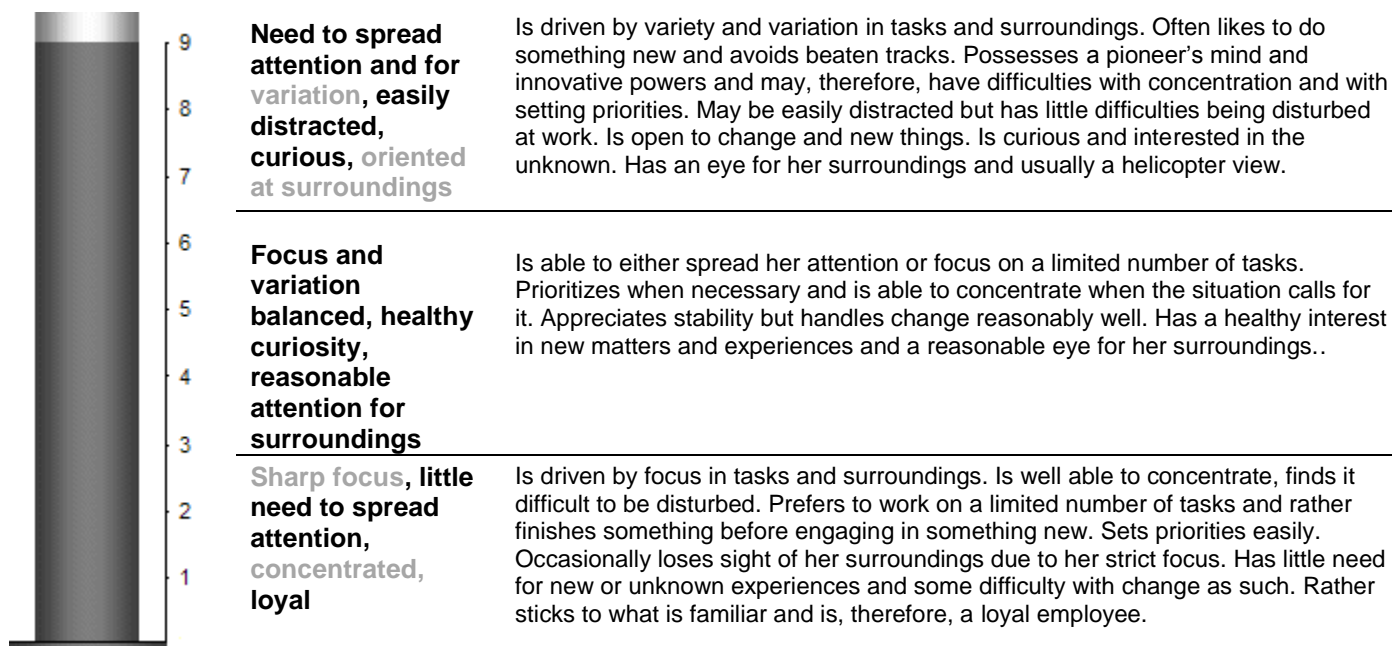
A high Need for status should not be confused with a desire to help others; the motive is primarily for the person to be noticed herself. People with a low Need for status like to receive compliments, appreciation and recognition from the people around them as well. They may feel an extra sense of pride about themselves or their work but they are not dependent on it.

TMA® Drive **Variety**

The extent to which the person needs variety.

Comment:

Variety is categorized under TMA Dimension “Motivation”.

**Example items:**

- I am always up for something new
- I am fond of new experiences
- I like trying new things
- I like to acquaint myself with different cultures

Development potential for TMA Competencies

- Adaptability
- Focus on Quality (*inverse*)*
- Social Awareness

| Score Variety | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|---------------|---|---|---|
| ≥ 7 | <ul style="list-style-type: none"> • Purposiveness ≤ 3 • Order & structure ≤ 3 • Persistence ≤ 3 | <ul style="list-style-type: none"> • Purposiveness ≥ 7 • Order & structure ≥ 7 • Persistence ≥ 7 | <ul style="list-style-type: none"> • Ambition & challenges • Purposiveness • Energy & action • Order & structure • Persistence |
| ≤ 3 | <ul style="list-style-type: none"> • Purposiveness ≥ 7 • Order & structure ≥ 7 • Persistence ≥ 7 | <ul style="list-style-type: none"> • Purposiveness ≤ 3 • Order & structure ≤ 3 • Persistence ≤ 3 | |

Additional comments:

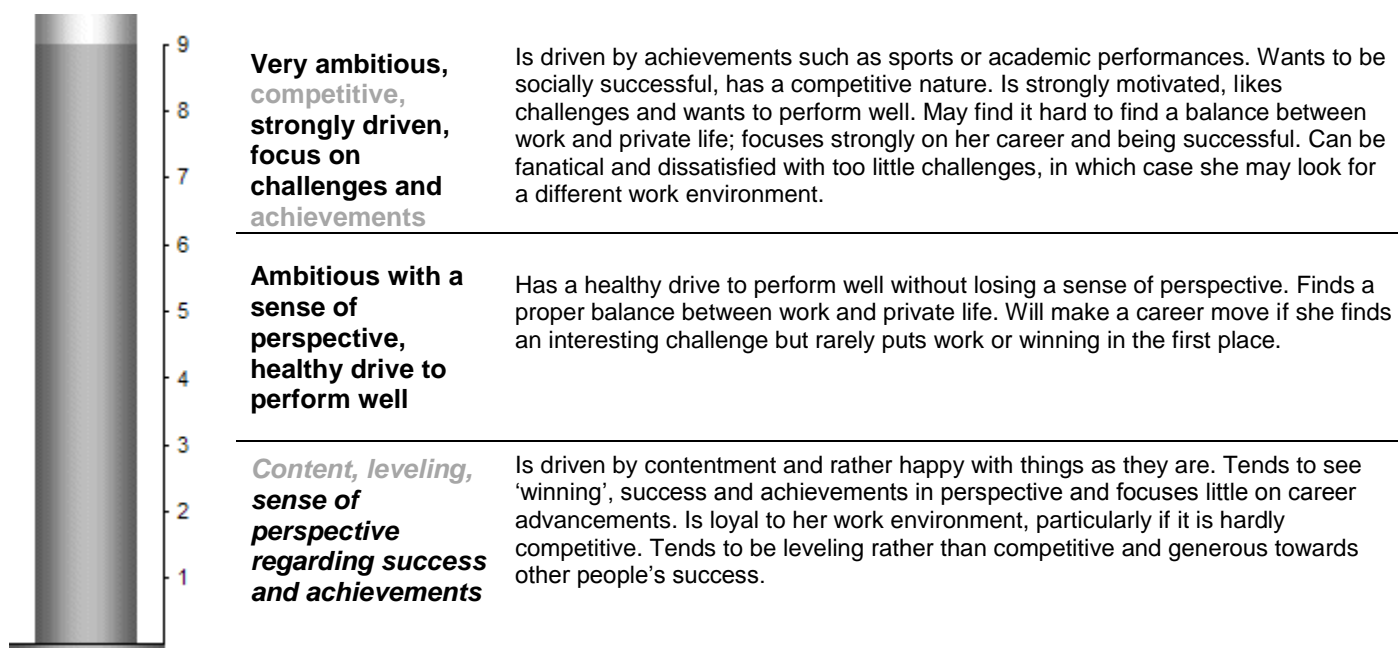
The TMA motive Variety is inversely correlated to the TMA competency Focus on quality. This means that a low score on Variety has a positive influence on the candidate's talent for Focus on quality. Conversely, a high score on Variety works out negatively for the candidate's talent for Focus on quality.

TMA® Drive **Ambition & challenges**

The extent to which the person is competitive, is willing to strive to be successful and looks for challenges.

Comment:

Ambition & challenges is categorized under TMA Dimension "Motivation".



Example items:

- I like to demonstrate that I can live up to a challenge
- If I attempt something I want to succeed in it
- I try to do better than others
- If I attempt something I want to succeed in it

Development potential for TMA Competencies

- Ambition
- Commercial power
- Initiative
- Business orientation
- Need to achieve
- Result-orientedness

| Score Ambition & challenges | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|-----------------------------|---|---|--|
| ≥ 7 | <ul style="list-style-type: none"> • Need for status ≥ 7 • Purposiveness ≥ 7 • Energy & action ≥ 7 • Pragmatism ≥ 7 • Responsibility & Leadership ≥ 7 • Persistence ≥ 7 | <ul style="list-style-type: none"> • Need for status ≤ 3 • Purposiveness ≤ 3 • Energy & action ≤ 3 • Pragmatism ≤ 3 • Responsibility & Leadership ≤ 3 • Persistence ≤ 3 | <ul style="list-style-type: none"> • Need for status • Variety • Purposiveness • Energy & action • Pragmatism • Responsibility & Leadership • Persistence |
| ≤ 3 | <ul style="list-style-type: none"> • Need for status ≤ 3 • Purposiveness ≤ 3 • Energy & action ≤ 3 • Pragmatism ≤ 3 • Responsibility & Leadership ≤ 3 • Persistence ≤ 3 | <ul style="list-style-type: none"> • Need for status ≥ 7 • Purposiveness ≥ 7 • Energy & action ≥ 7 • Pragmatism ≥ 7 • Responsibility & Leadership ≥ 7 • Persistence ≥ 7 | |

Additional comments:

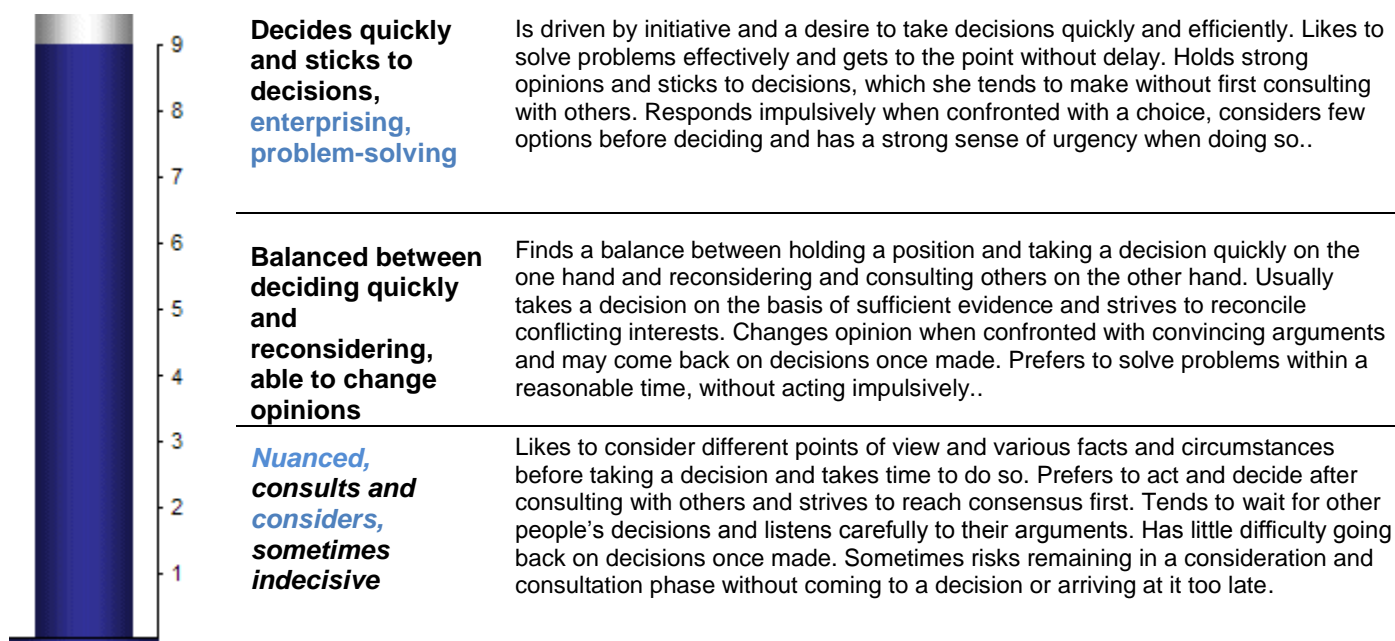
The TMA motive Ambition & Challenges focuses predominantly on achievements.

TMA® Drive Decisiveness

The extent to which the person takes clear positions, makes and stands by decisions.

Comment:

Decisiveness is categorized under TMA Dimension “Leadership talents”.



Example items:

- Not easily postponing decisions
- Staying convinced of my own view
- Needing relatively little time to solve a problem
- Standing squarely by my decisions

Development potential for TMA Competencies

- Decisiveness
- Forming judgement

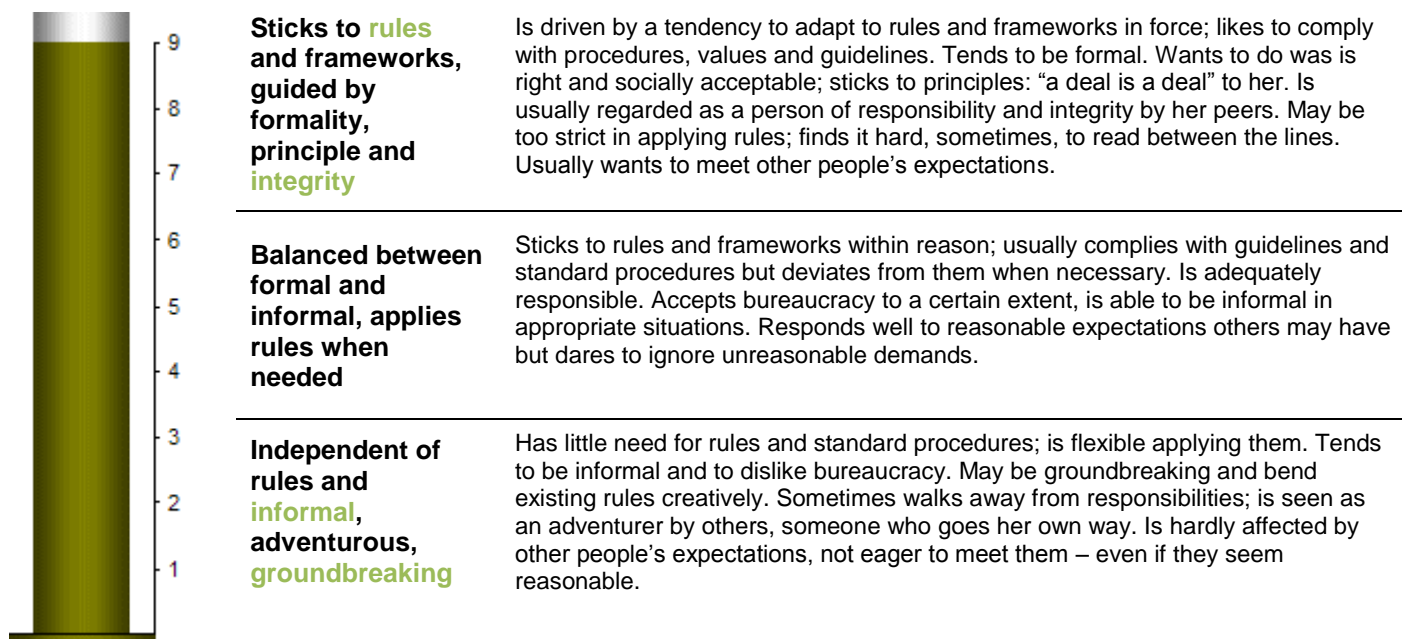
| Score Decisiveness | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|--------------------|--|--|---|
| ≥ 7 | <ul style="list-style-type: none"> • Dominance ≥ 7 • Independent thinking & acting ≥ 7 • Pragmatism ≥ 7 • Need for support ≤ 3 | <ul style="list-style-type: none"> • Dominance ≤ 3 • Independent thinking & acting ≤ 3 • Pragmatism ≤ 3 • Need for support ≥ 7 | <ul style="list-style-type: none"> • Purposiveness • Dominance • Independent thinking & acting • Order & structure • Pragmatism • Need for support • Sociability & contact |
| ≤ 3 | <ul style="list-style-type: none"> • Dominance ≤ 3 • Independent thinking & acting ≤ 3 • Pragmatism ≤ 3 • Need for support ≥ 7 | <ul style="list-style-type: none"> • Dominance ≥ 7 • Independent thinking & acting ≥ 7 • Pragmatism ≥ 7 • Need for support ≤ 3 | |

TMA® Drive Conformity

The extent to which the person adapts and conforms to different surroundings.

Comment:

Conformity is categorized under TMA Dimension “Social talents”.



Example items:

- Abiding by the rules
- Acting normally as I am supposed to
- Taking the right standards and values into account
- Observing the right forms of conduct

Development potential for TMA Competencies

- Creativity (*inverse*)*
- Discipline
- Courage (*inverse*)*
- Flexible behavior (*inverse*)*
- Focus on Quality
- Identification with management
- Conduct
- Accountability

| Score Conformity | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|------------------|---|---|--|
| ≥ 7 | <ul style="list-style-type: none"> • Independent thinking & acting ≤ 3 • Respect ≥ 7 • Order & structure ≥ 7 | <ul style="list-style-type: none"> • Independent thinking & acting ≥ 7 • Respect ≤ 3 • Order & structure ≤ 3 | <ul style="list-style-type: none"> • Dominance • Self-esteem • Independent thinking & acting • Respect • Order & structure • Sociability & contact |
| ≤ 3 | <ul style="list-style-type: none"> • Independent thinking & acting ≥ 7 • Respect ≤ 3 • Order & structure ≤ 3 | <ul style="list-style-type: none"> • Independent thinking & acting ≤ 3 • Respect ≥ 7 • Order & structure ≥ 7 | |

Additional comments:

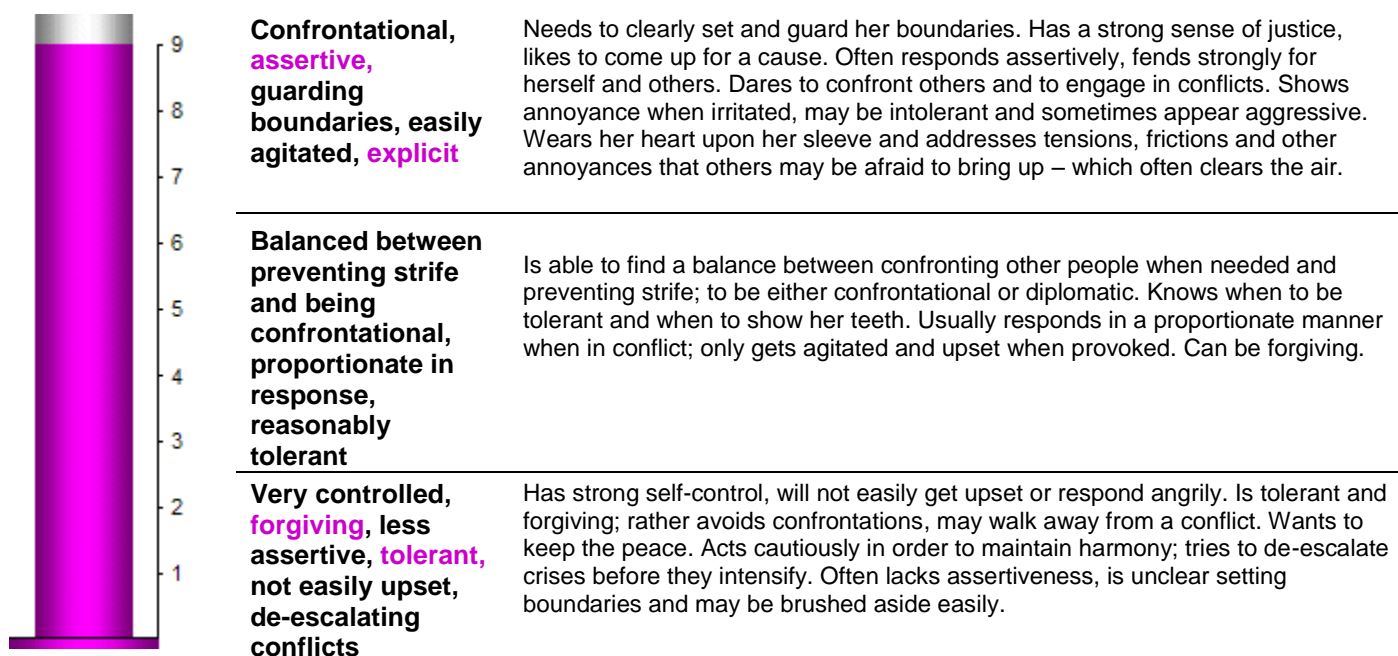
The TMA drive Conformity is inversely correlated to the TMA competencies Creativity, Courage and Flexibility. This means that a low score on Conformity has a positive influence on the candidate’s talent for these competencies. Conversely, a high score on Conformity works out negatively for the candidate’s talent for these competencies.

TMA® Drive **Confrontation**

The extent to which the person dares to react in a confrontational manner and sets verbal boundaries.

Comment:

Confrontation is categorized under TMA Dimension “Influential talents”.



Example items:

- I tend to get angry before I realize it
- I will not accept someone being rude to me
- I am easily irritated by other people`s behavior
- I am often aggravated by other people`s behavior

Development potential for TMA Competencies

- Assertiveness
- Conflict Management (*inverse*)*

| Score Confrontation | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|---------------------|---|---|---|
| ≥ 7 | <ul style="list-style-type: none"> • Dominance ≥ 7 • Self-esteem ≤ 3 • Energy & action ≥ 7 • Social empathy ≤ 3 • Stress management & pressure ≤ 3 | <ul style="list-style-type: none"> • Dominance ≤ 3 • Self-esteem ≥ 7 • Energy & action ≤ 3 • Social empathy ≥ 7 • Stress management & pressure ≥ 7 | <ul style="list-style-type: none"> • Ambition & challenges • Dominance • Self-esteem • Energy & action • Extraversion • Sociability & contact • Social empathy • Stress management & pressure |
| ≤ 3 | <ul style="list-style-type: none"> • Dominance ≤ 3 • Self-esteem ≥ 7 • Energy & action ≤ 3 • Social empathy ≥ 7 • Stress management & pressure ≥ 7 | <ul style="list-style-type: none"> • Dominance ≥ 7 • Self-esteem ≤ 3 • Energy & action ≥ 7 • Social empathy ≤ 3 • Stress management & pressure ≤ 3 | |

Additional comments:

The TMA motive Confrontation is inversely correlated to the TMA competency Conflict management. This means that a low score on Confrontation has a positive influence on the candidate's talent for Conflict management. Conversely, a high score on Confrontation works out negatively for the candidate's talent for Conflict management.

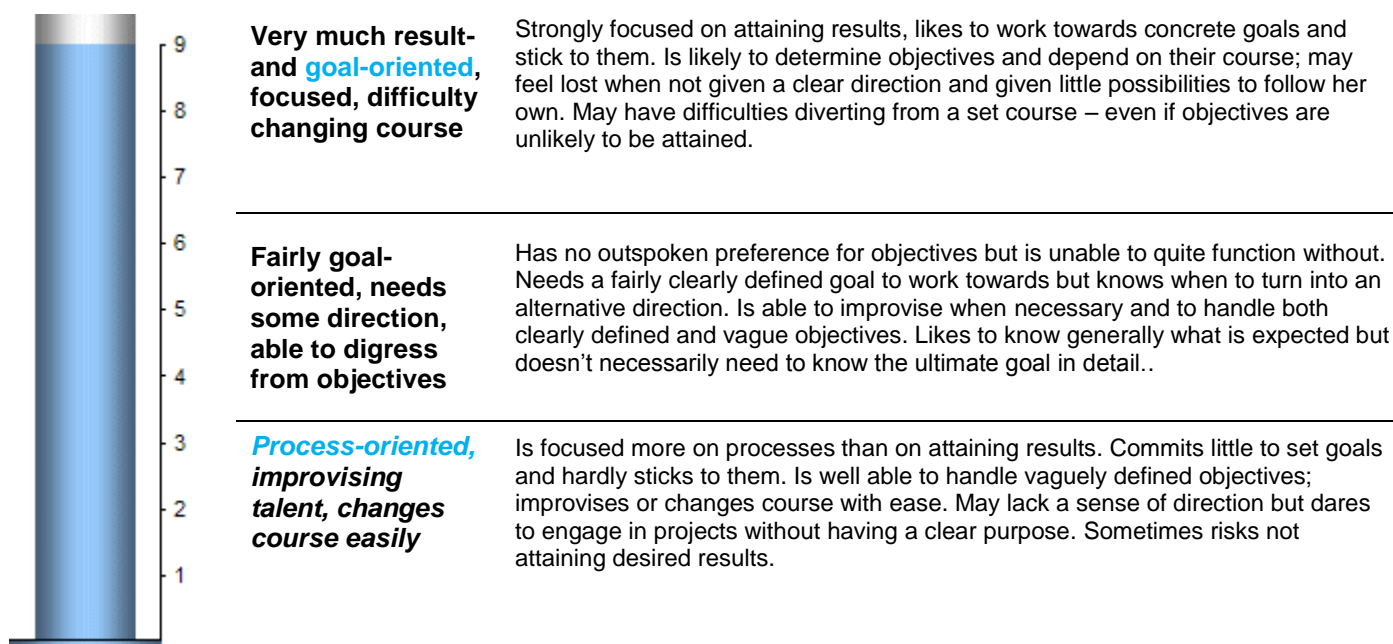
It is important to know whether someone with a high score on Confrontation is able to channel and communicate her irritations in a positive and constructive manner. If not, she may come across as aggressive and arouse resistance. Social talents and competencies are needed in order to transform the candidate's aggravation into a healthy assertiveness.

TMA® Drive Purposiveness

The extent to which the person is focused on (defined) goals and results.

Comment:

Purposiveness is categorized under TMA Dimension “Organizational talents”.



Example items:

- Being focused on my goals
- Defining my goals clearly
- Defining very concrete goals
- Having a clearly defined goal and working towards it

Development potential for TMA Competencies

- Flexible behavior
- Negotiating
- Planning and organising
- Result-orientedness
- Controlling progress

| Score Purposiveness | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|---------------------|---|---|---|
| ≥ 7 | <ul style="list-style-type: none"> • Ambition & challenges ≥ 7 • Variety ≤ 3 • Energy & action ≥ 7 • Order & structure ≥ 7 • Pragmatism ≥ 7 • Persistence ≥ 7 | <ul style="list-style-type: none"> • Ambition & challenges ≤ 3 • Variety ≥ 7 • Energy & action ≤ 3 • Order & structure ≤ 3 • Pragmatism ≤ 3 • Persistence ≤ 3 | <ul style="list-style-type: none"> • Variety • Ambition & challenges • Decisiveness • Conformity • Energy & action • Order & structure • Pragmatism • Persistence |
| ≤ 3 | <ul style="list-style-type: none"> • Ambition & challenges ≤ 3 • Variety ≥ 7 • Energy & action ≤ 3 • Order & structure ≤ 3 • Pragmatism ≤ 3 • Persistence ≤ 3 | <ul style="list-style-type: none"> • Ambition & challenges ≥ 7 • Variety ≤ 3 • Energy & action ≥ 7 • Order & structure ≥ 7 • Pragmatism ≥ 7 • Persistence ≥ 7 | |

Additional comments:

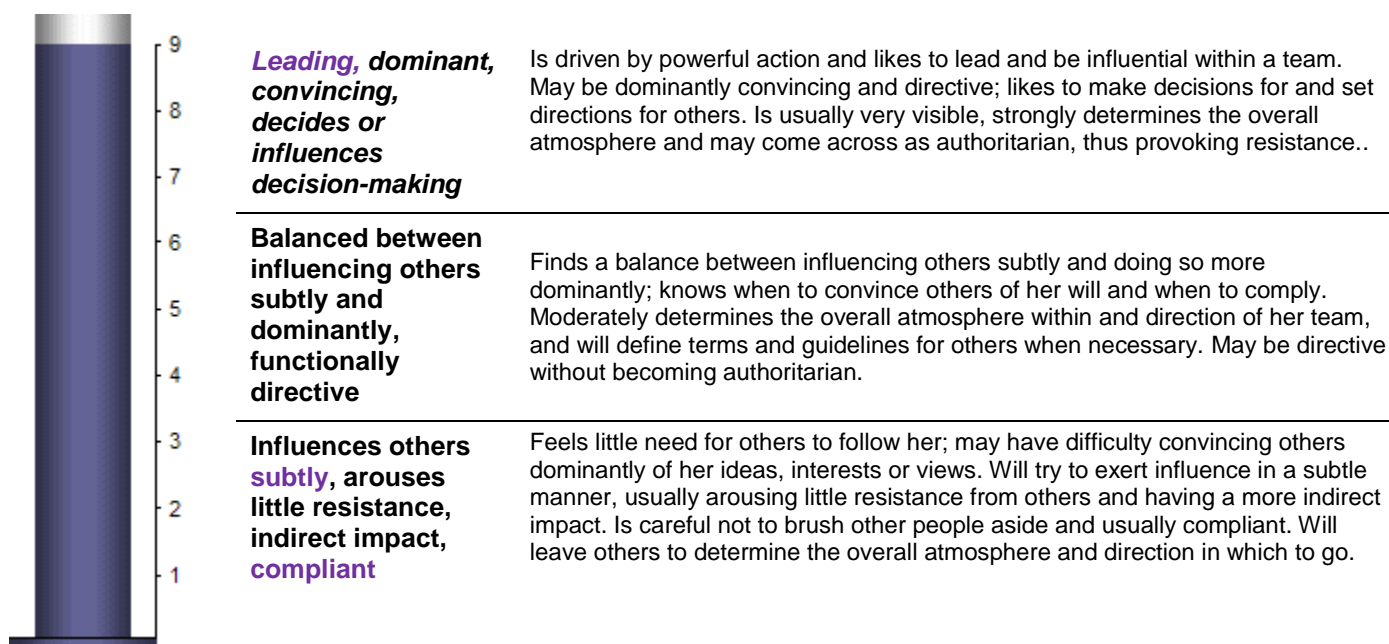
People with a high score on Purposiveness who are free to determine their own actions (often in positions of responsibility, or in smaller or ‘flat’ organizations) are more likely to set goals if the organization doesn’t do so for them. People with a high score on Purposiveness who are not free to determine their own actions usually need to be provided with objectives. It is important that these are clearly defined and communicated since the candidate may otherwise be demotivated due to a lack of purpose.

TMA® Drive **Dominance**

The extent to which the person acts powerfully and dominantly.

Comment:

Dominance is categorized under TMA Dimension “Influential talents”.

**Example items:**

- I like to decide what is going to happen
- I like to give other people directions
- I enjoy taking the lead in discussions
- I like to be a powerful or influential person within a group

Development potential for TMA Competencies

- Assertiveness
- Negotiating
- Persuasiveness

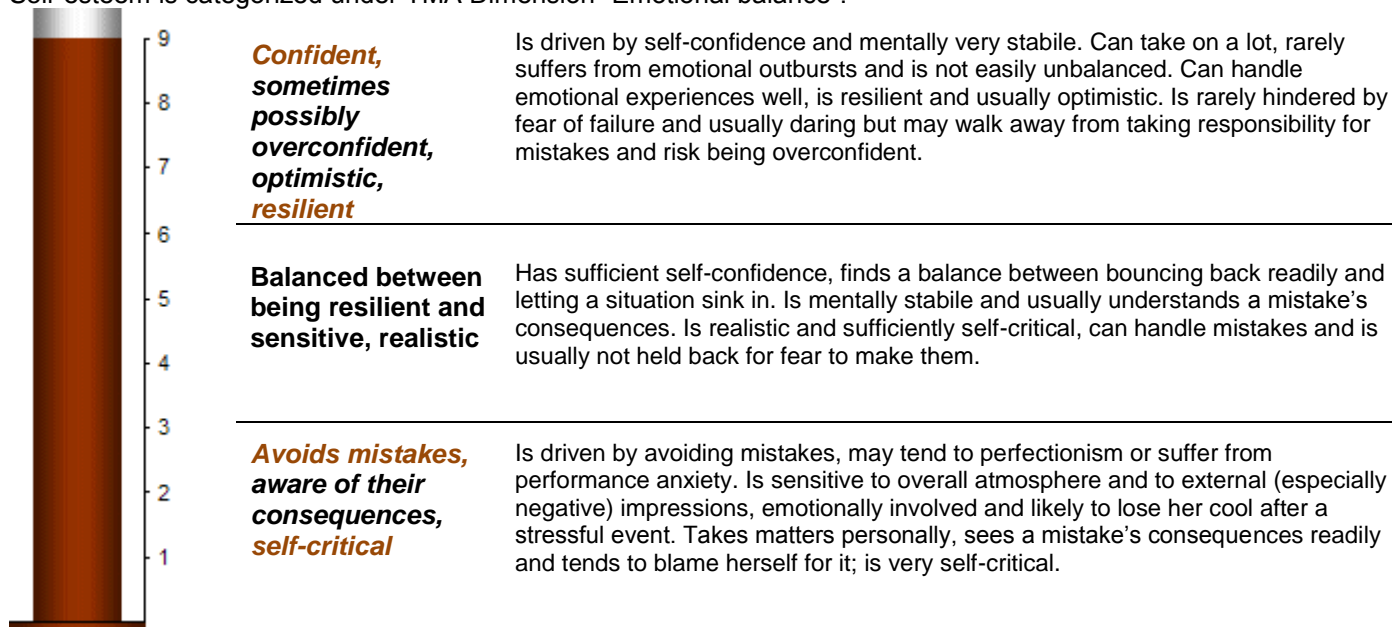
| Score Dominance | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|-----------------|--|--|---|
| ≥ 7 | <ul style="list-style-type: none"> • Need for status ≥ 7 • Decisiveness ≥ 7 • Confrontation ≥ 7 • Self-esteem ≥ 7 • Energy & action ≥ 7 • Extraversion ≥ 7 • Independent thinking & acting ≥ 7 • Responsibility & Leadership ≥ 7 | <ul style="list-style-type: none"> • Need for status ≤ 3 • Decisiveness ≤ 3 • Confrontation ≤ 3 • Self-esteem ≤ 3 • Energy & action ≤ 3 • Extraversion ≤ 3 • Independent thinking & acting ≤ 3 • Responsibility & Leadership ≤ 3 | <ul style="list-style-type: none"> • Need for status • Ambition & challenges • Decisiveness • Confrontation • Energy & action • Self-esteem • Extraversion • Independent thinking & acting • Responsibility & Leadership • Social empathy |
| ≤ 3 | <ul style="list-style-type: none"> • Need for status ≤ 3 • Decisiveness ≤ 3 • Confrontation ≤ 3 • Self-esteem ≤ 3 • Energy & action ≤ 3 • Extraversion ≤ 3 • Independent thinking & acting ≤ 3 • Responsibility & Leadership ≤ 3 | <ul style="list-style-type: none"> • Need for status ≥ 7 • Decisiveness ≥ 7 • Confrontation ≥ 7 • Self-esteem ≥ 7 • Energy & action ≥ 7 • Extraversion ≥ 7 • Independent thinking & acting ≥ 7 • Responsibility & Leadership ≥ 7 | |

TMA® Drive **Self-esteem**

The extent to which the person has self-esteem and mental stability.

Comment:

Self-esteem is categorized under TMA Dimension “Emotional balance”.



Example items:

- The cause of a problem often lies with me
- I admit that I am worth less than others in some respects
- I resent the fact that I don't cope well with many issues
- When I find myself in a difficult position it often turns out to be my own fault

Development potential for TMA Competencies

- Courage
- Presenting
- Accountability

| Score Self-esteem | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|-------------------|--|--|--|
| ≥ 7 | <ul style="list-style-type: none"> • Need for status ≤ 3 • Confrontation ≤ 3 • Dominance ≥ 7 • Extraversion ≥ 7 • Respect ≤ 3 • Need for support ≤ 3 • Stress management & pressure ≥ 7 | <ul style="list-style-type: none"> • Need for status ≥ 7 • Confrontation ≥ 7 • Dominance ≤ 3 • Extraversion ≤ 3 • Respect ≥ 7 • Need for support ≥ 7 • Stress management & pressure ≤ 3 | <ul style="list-style-type: none"> • Need for status • Ambition & challenges • Conformity • Confrontation • Dominance • Extraversion • Independent thinking & acting • Respect • Social empathy • Need for support • Stress management & pressure |
| ≤ 3 | <ul style="list-style-type: none"> • Need for status ≥ 7 • Confrontation ≥ 7 • Dominance ≤ 3 • Extraversion ≤ 3 • Respect ≥ 7 • Need for support ≥ 7 • Stress management & pressure ≤ 3 | <ul style="list-style-type: none"> • Need for status ≤ 3 • Confrontation ≤ 3 • Dominance ≥ 7 • Extraversion ≥ 7 • Respect ≤ 3 • Need for support ≤ 3 • Stress management & pressure ≥ 7 | |

Additional comments:

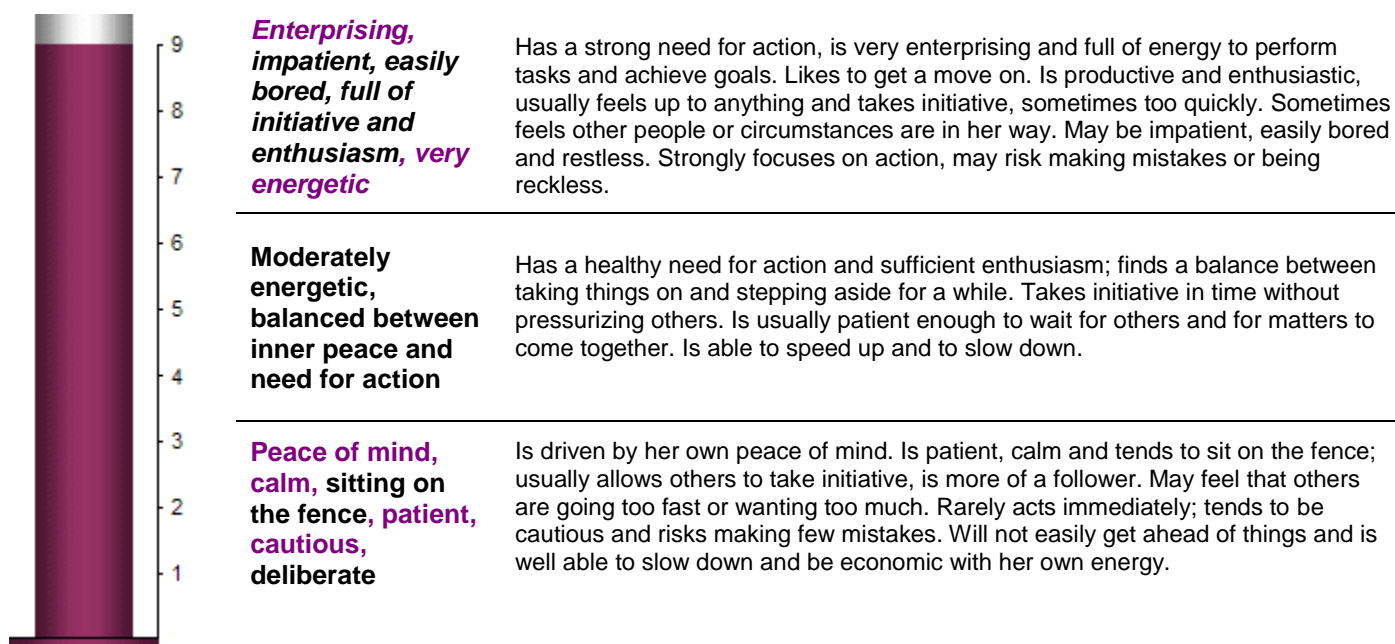
- Self-esteem is measured inversely (with negative statements). This means that a candidate who often chooses items tagged for Self-esteem will score low on this TMA motive and vice versa.
- It sometimes happens that someone with a low score on Self-esteem will blame not herself but others for mistakes that are made. She might do so out of self-protection..

TMA® Drive Energy & action

The extent to which the person has the energy to perform tasks and to achieve goals.

Comment:

Energy is categorized under TMA Dimension “Influential talents”.



Example items:

- Nothing can stop me
- I have more energy than others
- I feel physically strong and powerful
- I tend to take the lead, both at work and in my private life

Development potential for TMA Competencies

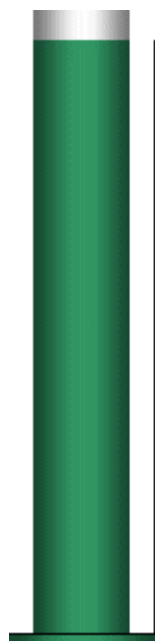
- Ambition
- Energy
- Leadership of groups
- Initiative
- Innovative power
- Business orientation
- Persuasiveness
- Need to achieve

| Score Energy & action | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|--------------------------|--|--|--|
| ≥ 7 | <ul style="list-style-type: none"> • Ambition & challenges ≥ 7 • Purposiveness ≥ 7 • Dominance ≥ 7 • Persistence ≥ 7 | <ul style="list-style-type: none"> • Ambition & challenges ≤ 3 • Purposiveness ≤ 3 • Dominance ≤ 3 • Persistence ≤ 3 | <ul style="list-style-type: none"> • Variety • Decisiveness • Confrontation • Purposiveness • Dominance • Helpfulness • Persistence |
| ≤ 3 | <ul style="list-style-type: none"> • Ambition & challenges ≤ 3 • Purposiveness ≤ 3 • Dominance ≤ 3 • Persistence ≤ 3 | <ul style="list-style-type: none"> • Ambition & challenges ≥ 7 • Purposiveness ≥ 7 • Dominance ≥ 7 • Persistence ≥ 7 | |

TMA® Drive Extraversion

The extent to which the person likes to stand out and leans toward extravert behavior.

Comment: Extraversion is categorized under TMA Dimension “Social talents”.



Expressive, notable, optimistic, flamboyant, noticeably present

Is more extraverted, driven by self-expression. Likes to be noted, to be the centre of attention; likes to talk about her own experiences. Is usually optimistic and shows a certain flair. Has a sense of humor, uncomplicated self-confidence and a positive sense of self, may be impulsive. Is potentially charismatic, knows how to present herself, is noticeably in the foreground. May draw attention away from others and come across as self-satisfied.

Balanced between drawing attention to self and others, presents reasonably well

Finds a balance between expressing herself and allowing others to be in the forefront. Presents herself reasonably well, shows flair and makes jokes at times. Is not afraid to be in the limelight but doesn't have to be; knows when to step back.

Unnoticeable, prefers to be in background, gives room to other people

Is more introverted, prefers to operate in the background and stay out of the limelight; is fairly common, unnoticeable. Hardly presents herself and may have difficulty opening up to others; allows others to be in the foreground and tends to respect their behavior. Only says what she thinks is relevant and necessary; is unlikely to reveal anything she shouldn't.

Example items:

- I like to make jokes
- I like to stand out
- I like to entertain people with an account of my experiences
- I like to show what I am good at

Development potential for TMA Competencies

- Conduct
- Persuasiveness
- Presenting
- Sociability

| Score Extraversion | Reinforcing talents | Neutralising talents | Interesting combinations with extremes of: |
|--------------------|---|---|---|
| ≥7 | <ul style="list-style-type: none"> • Self-esteem ≥ 7 • Need for status ≥ 7 • Ambition & challenges ≥ 7 • Dominance ≥ 7 • Sociability & contact ≥ 7 | <ul style="list-style-type: none"> • Self-esteem ≤3 • Need for status ≤3 • Ambition & challenges ≤3 • Dominance ≤3 • Sociability & contact ≤3 | <ul style="list-style-type: none"> • Need for status • Ambition & challenges • Conformity • Dominance • Self-esteem • Energy & action • Sociability & contact • Responsibility & leadership |
| ≤3 | <ul style="list-style-type: none"> • Self-esteem ≤3 • Need for status ≤3 • Ambition & challenges ≤3 • Dominance ≤3 • Sociability & contact ≤3 | <ul style="list-style-type: none"> • Self-esteem ≥ 7 • Need for status ≥ 7 • Ambition & challenges ≥ 7 • Dominance ≥ 7 • Sociability & contact ≥ 7 | |