



# INDIVIDUAL DIRECTIONS INVENTORY™

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ABC Company  
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SAMPLE



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:

**Normative Group:** North America n=18532 (Nov2017)

**Presented by:** Management Research Group

## 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.

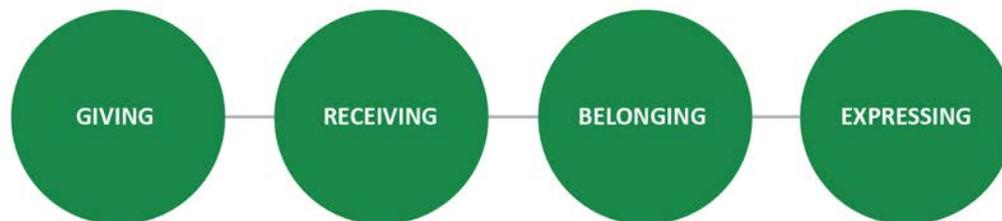


# Affiliating



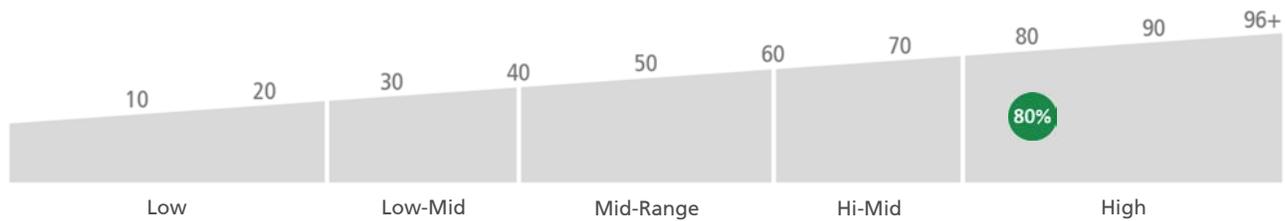
The four Directions of the Affiliating Cluster share a common objective of gaining satisfaction through close connections with others. These connections include giving to others, receiving care and support, seeking group settings and activities, and expressing one's thoughts and feelings openly and spontaneously. 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

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

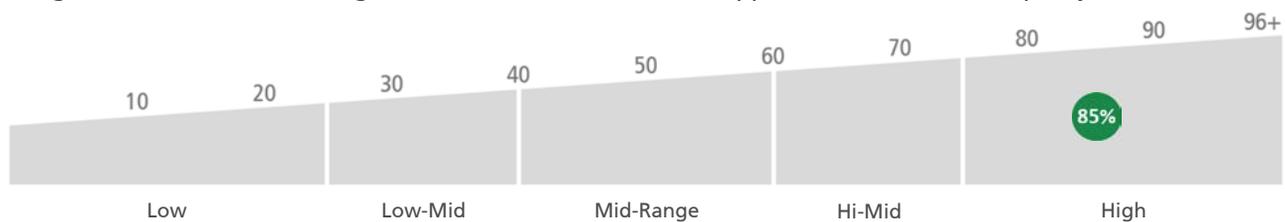


May prefer more objective relationships; more drawn to carefully choosing who to help and how

Enjoy helping others; drawn to opportunities to be kind and caring; like giving freely of your time, energy and resources

## Receiving

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

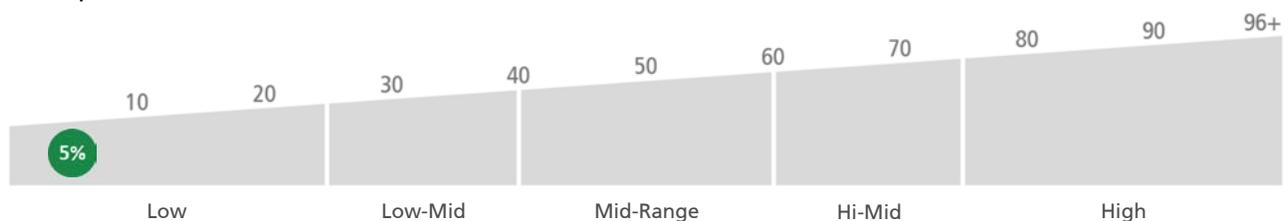


May be uncomfortable accepting help from others, may prefer to succeed through your own efforts; may prefer to avoid obligations or dependency

Appreciate receiving support and affection; comfortable admitting that you need help now and then; like to have a solid support system around you

## Belonging

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

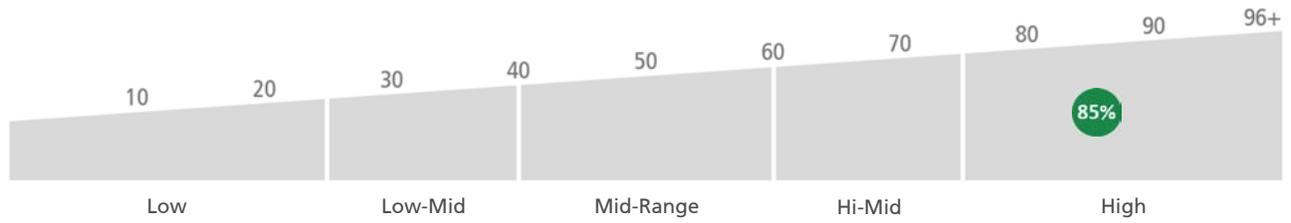


Less attracted to group or team settings; may prefer one-on-one rather than group relationships

Enjoy group settings and activities; value the feelings of comradeship gained through group membership

## Expressing

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



Less drawn to expressing your feelings to others spontaneously; more comfortable carefully selecting what emotions you will share and with whom

Comfortable with allowing your emotions to show; believe it is important to communicate your feelings to others

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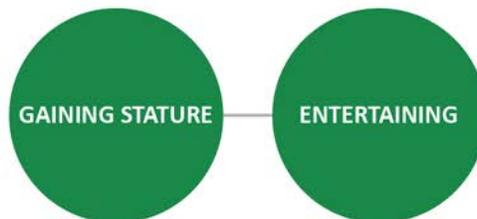


# Attracting



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.

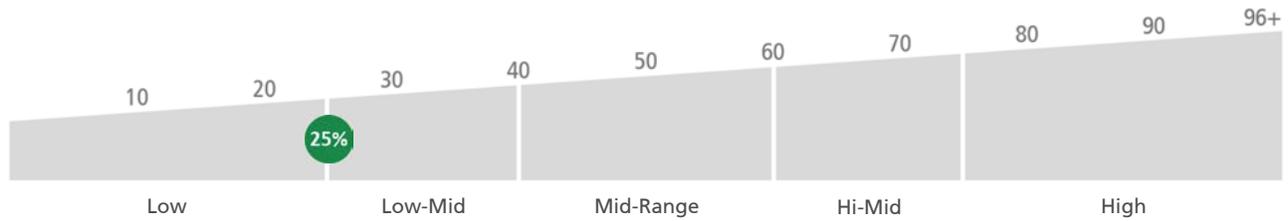
The two Directions associated with **Attracting** are:





## Gaining Stature

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

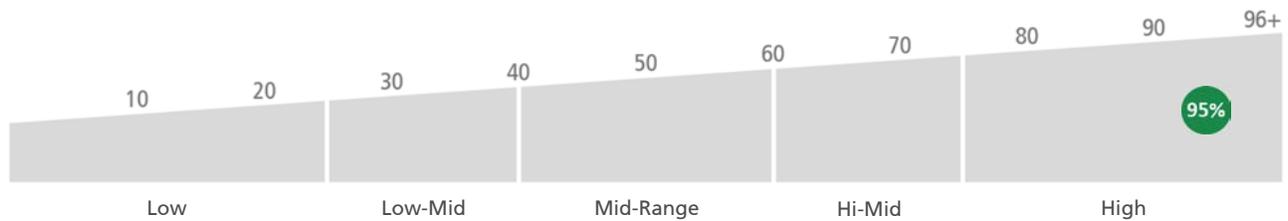


Less interested in gaining recognition or being seen as prominent, important, or well-known

Enjoy earning the respect of people who are important to you; want to be seen as prominent; like receiving recognition

## Entertaining

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



Less comfortable with being "on stage" and the focus of attention; less drawn to engaging with others in an entertaining manner

Enjoy being the center of attention; comfortable with using your energy to entertain others

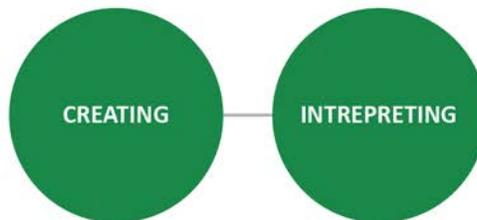


# Perceiving



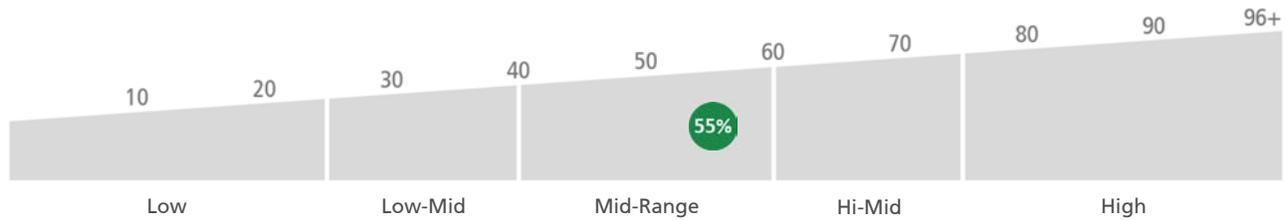
The two Directions grouped under Perceiving share the common objective of seeking to gain fulfillment through experiencing and understanding the world of thoughts, ideas and information. Individuals who score high on these Directions may perceive the world through a creative lens or a rational lens, 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

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

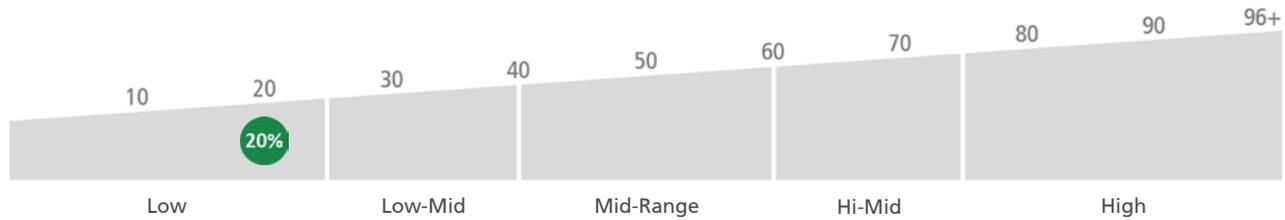


Less drawn to pursuing new and imaginative ways of engaging with the world; less attracted to unconventional or creative experiences

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



# Mastering



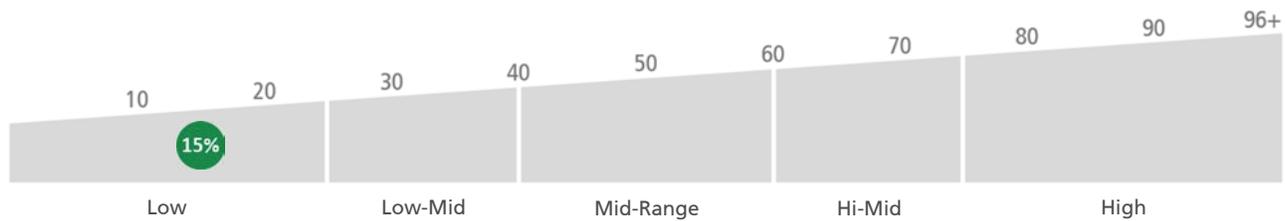
The Directions associated with the Mastering Cluster all tend to revolve around one's efforts to be successful in interacting with one's environment. Whether these efforts involve striving to be the best, persisting against all odds, or being thorough, efficient and orderly, the common objective is to 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

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

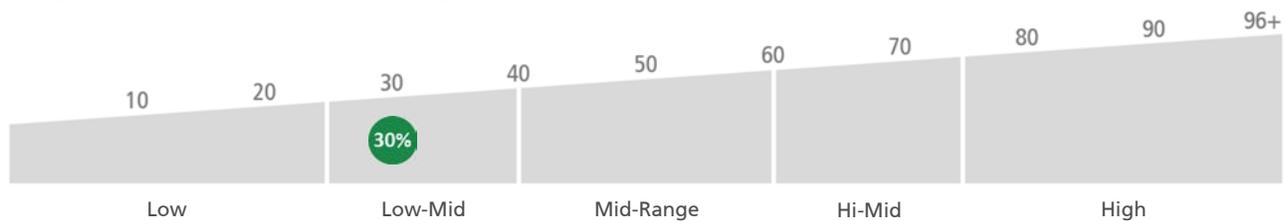


Less drawn to constantly pursuing the highest levels of achievement; may prefer to be selective in what you choose to master

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.

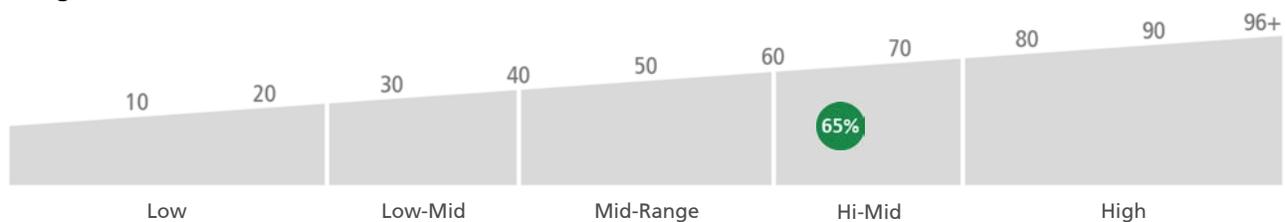


Less attracted to showing stamina and endurance; may feel comfortable with the option of leaving something and trying alternatives

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



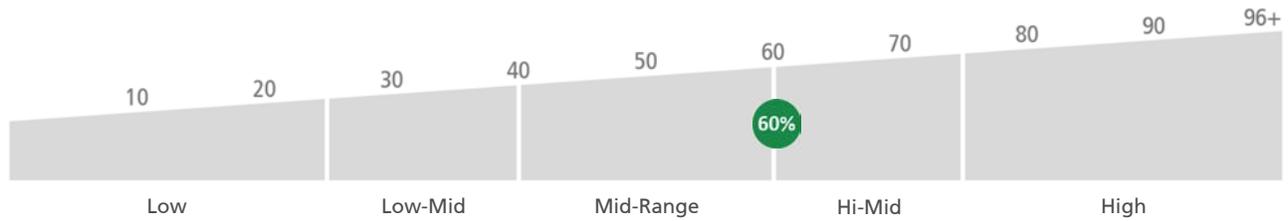
The Directions associated with the Challenging Cluster share a common objective of gaining satisfaction from overcoming opposing forces in one's world. Individuals with high scores are likely to take an assertive stance toward their environment. They may use the behaviors associated with these Directions 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

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

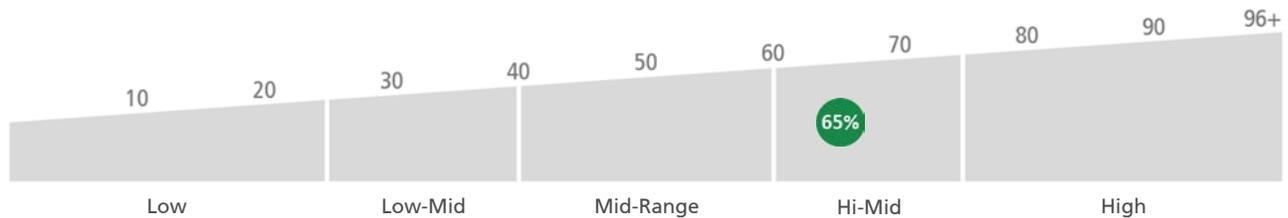


Prefer a straightforward approach; less comfortable searching for ways around obstacles and constantly changing direction

Comfortable with risk and change; enjoy looking for options and taking advantage of opportunities

## Winning

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

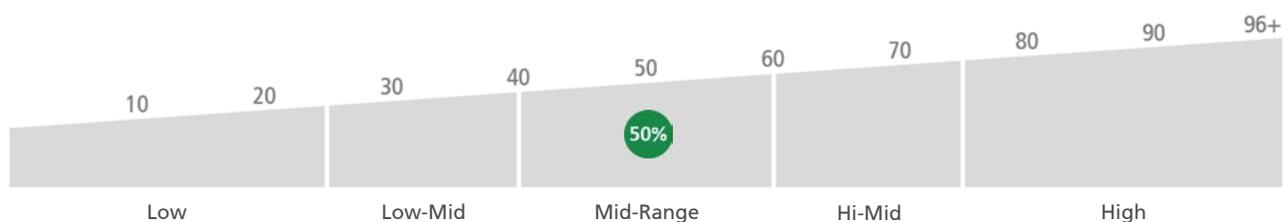


Less comfortable in directly competitive situations; may prefer non-competitive paths to success

Enjoy competing; comfortable engaging in competitive contests; drawn to the pursuit of victory

## Controlling

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



Less attracted to positions of authority and influence; less comfortable being the one in charge

Enjoy being in charge; comfortable achieving results through power and influence

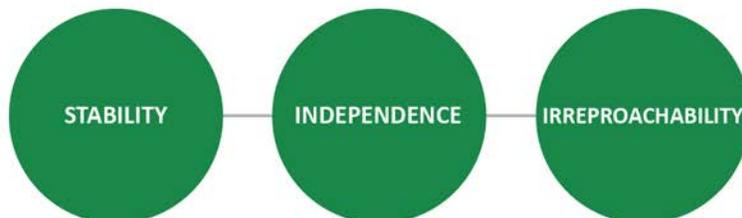


# Maintaining



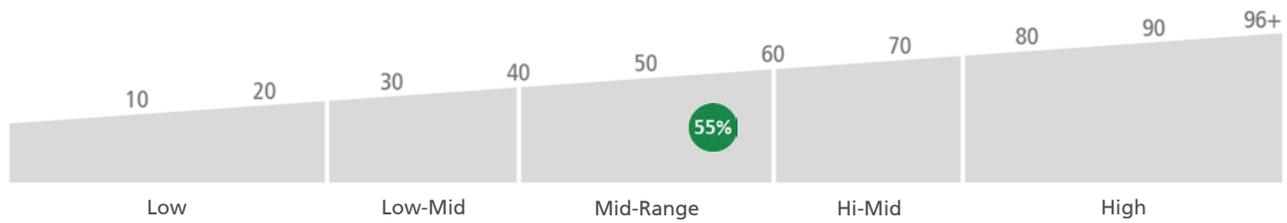
The Directions associated with the Maintaining Cluster share a common objective of preserving or defending certain aspects of one's life. Whether the objective is having a stable and predictable world, maintaining freedom of action, or living by a set of definitive principles, the implication is that 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

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

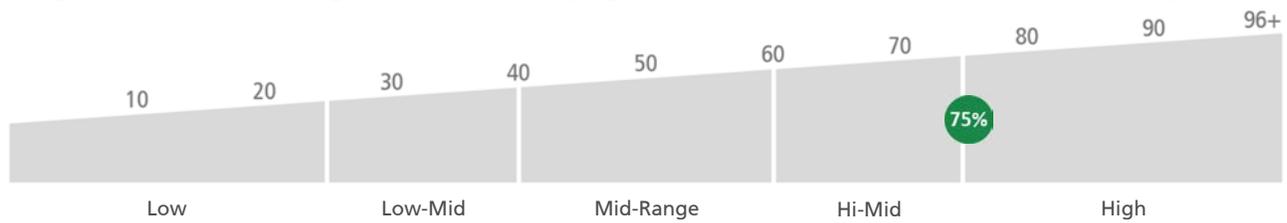


Less attracted to maintaining a secure and consistent life; may prefer rapidly changing circumstances

Value feeling safe and secure; prefer a world that is reliable and consistent

## Independence

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

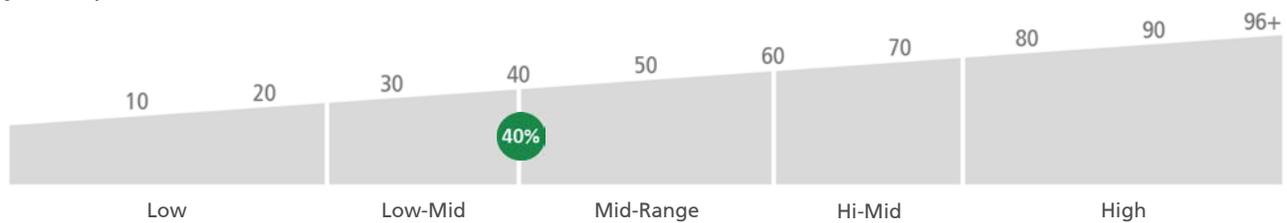


Less comfortable in highly independent settings; less attracted to being completely self-sufficient

Enjoy being self-sufficient and independent; value having the freedom to make your own choices

## Irreproachability

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



More comfortable adjusting your code of conduct according to circumstances

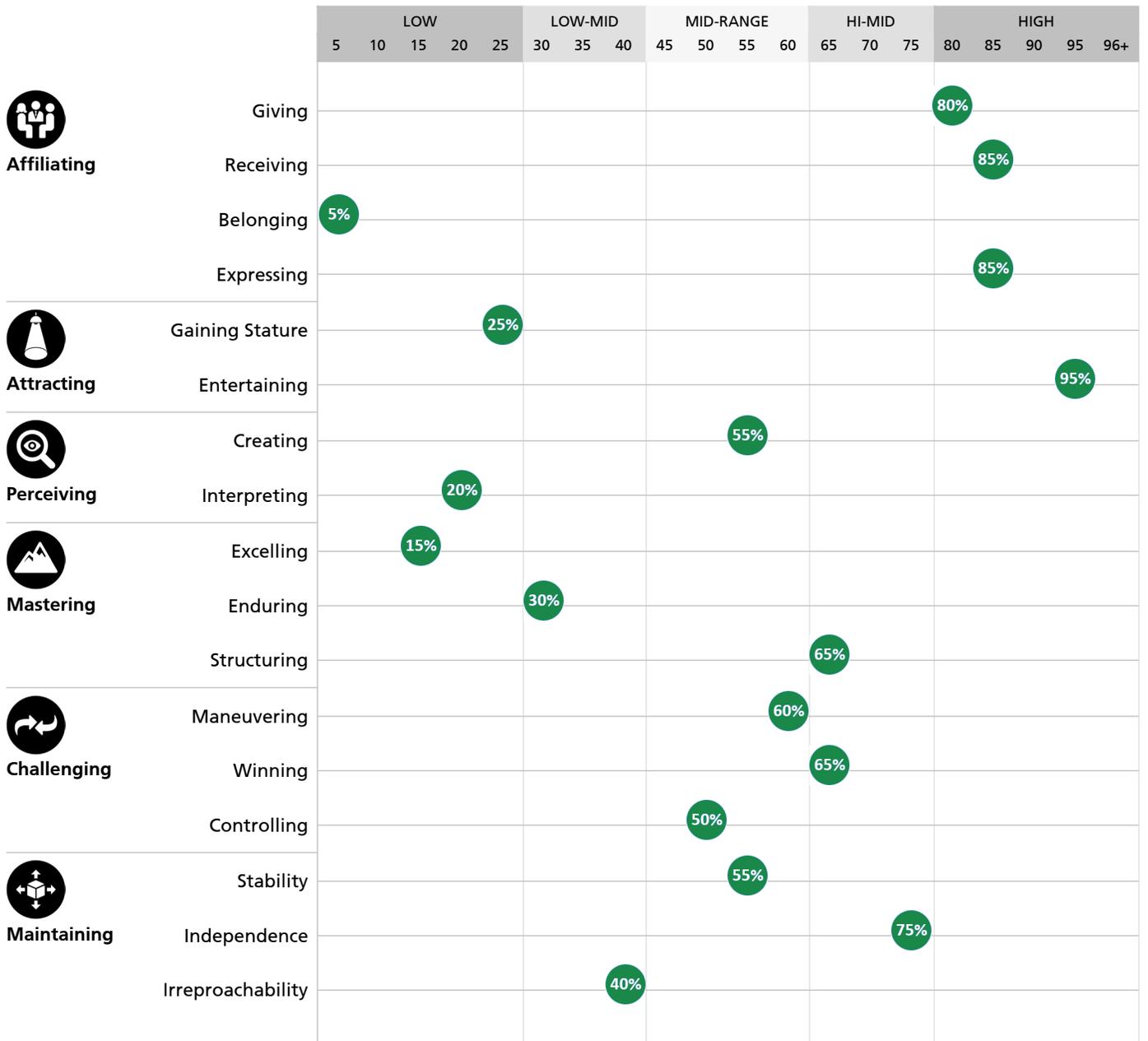
Prefer living by a definitive code of conduct that remains constant regardless of circumstances

# Profile Review



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

This provides an opportunity for you to see the overall pattern of your Directions and to explore interactions between these 17 variables. Remember that higher scores indicate areas that you are likely to find more energizing; lower scores indicate areas that you are likely to find less energizing; and mid-range scores most often indicate a more varied energy experience, where you may find that in some situations this Direction is more energizing while in different situations you may find it less energizing.



## 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.

### Entertaining: 95%

Your high score on the Direction of Entertaining suggests that you may have a great deal of interpersonal energy. You are oriented towards entertaining people and livening up their lives. You like being the center of attention. You are likely to gain a good deal of emotional satisfaction from causing others to laugh and be in a good humor, or even in teaching them something of value. You are well aware that information and social interaction have more impact when packaged in ways that stimulate others. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:



**Attracting**

- It is important for you to feel that you can make an impact on people and move them by dramatically expressing your feelings.
- You like settings in which people have fun and don't take themselves too seriously. You are not constantly trying to make sense of things - you don't really need or want everything to be logically spelled out.
- You stimulate your need for people and their interest in you by keeping them amused and entertained.
- You enjoy situations in which you can help people and yet be dramatic and entertaining at the same time.

### Expressing: 85%

Your high score on the Direction of Expressing indicates that you feel it is important to share your feelings with others. You are likely to enjoy situations in which you can be highly spontaneous and allow your emotions to show. You may feel that expressing your emotions is an important aspect of your relationships with others. You have strong ideas about communicating your feelings in a personal way, and do not apologize for the fact that you are emotionally expressive. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:



**Affiliating**

- You prefer environments where you can show how you really feel without being constrained by group rules and expectations.
- You enjoy being in settings where your natural liveliness and spontaneity will be appreciated and affirmed.
- Your openness in expressing your feelings will make it easier for people to provide you with the support and help you desire.
- You feel happiest when you can give your emotions free rein. You don't tend to analyze your feelings; things may make emotional sense to you without necessarily being logical.

**Receiving: 85%**

Your high score on the Direction of Receiving indicates that you are open to receiving support, affection and help from others. In organizing your life with this Direction in mind, you look for solid support systems. You will admit that you need help now and then. You value people who are nurturing and who value you in appropriate ways. You will look to others to give you a sense of support and encouragement. You like being surrounded by people who appreciate you. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:

**Affiliating**

- You like to have close relationships, but tend to form these with individuals rather than groups. You want others to be friendly and helpful to you because they really like you as a person.
- You enjoy roles that allow you to show off your talents and entertain people, and you feel most comfortable doing so when the people like you and support your efforts.
- For you, the bottom line is the quality of your friendships and helpfulness of your friends, not what you have been driven to achieve.
- You like people to like you, and don't mind showing that you do.

**Giving: 80%**

Your high score on the Direction of Giving indicates that you are likely to relate to your world on the basis of giving - of yourself, of your emotions, perhaps even of your material possessions. You put a high priority upon being charitable and generous. You gain satisfaction from being helpful to and supportive of others, and you are sensitive to their needs, both spoken and unspoken. You will attempt to be of service, and will often say that you feel you have a responsibility to give as well as to receive. In looking at the way this Direction interacts with other significant aspects of your profile, it is likely that:

**Affiliating**

- You enjoy being generous and supportive to others, but prefer to do this on an individual basis rather than as part of a group.
- One of your gifts to the world is to try to make people happy in a fun way.
- You welcome opportunities to be helpful and to see others develop. In return, you appreciate receiving their support.
- You enjoy giving of yourself, but would rather be unobtrusive about it. You may feel embarrassed when you've done a kindness and too much is made of it - you believe that giving is its own reward.

**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:

**Maintaining**

- 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.
- You value your independence, and you may be quite open and intense in expressing your feelings about wanting to be self-sufficient.
- You prefer working on your own in roles which involve direct action rather than introspection or analysis. You like tasks and people who are not too abstract or theoretical.
- For you, the ideal situation is feeling that others like and accept you and will be supportive when you need them to be, yet will allow you to remain free and unencumbered.

## 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.



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.



Excelling: 15%

**Potential Benefits:**

- You may have clearer limits on the level of achievement you are willing to pursue; you are not constantly driven by internal demands to set and strive for ever higher goals.
- You may feel freer to engage in a number of activities without feeling that you have to achieve a high level of mastery in each one.
- You may find it easier to balance your drive for achievement with other parts of your life; you may have the potential to relax more and enjoy life.

**Potential Drawbacks:**

- You may feel uncomfortable or frustrated in settings where the people around you are constantly raising the level of expectations they have of you.
- You may find that you are accomplishing less than you could because you have not set your standards high enough.
- You sometimes may not get the recognition you deserve for your efforts because the people around you expect an even higher level of performance.



Interpreting: 20%

**Potential Benefits:**

- You may be more willing to accept things as they are, rather than wasting time in chasing the elusive answer to "why?"
- You are less likely to frustrate yourself by over-analyzing issues.
- You may be more willing to use your intuition, rather than adopting a strictly rational and logical approach.
- You may be able to move more quickly on issues, rather than waiting until every last piece of information is gathered and analyzed.

**Potential Drawbacks:**

- You may not have as much influence as you would like on the people around you if they focus on taking a rational, logical approach to problem solving and you do not.
- You may sometimes feel frustrated with people and situations which demand and value only highly analytical thinking.
- You may not have the patience to gather enough information and think through issues as carefully as you should; based on your intuition, you may sometimes jump to conclusions and act too quickly.



Gaining Stature:  
25%

**Potential Benefits:**

- You are less subject to the whims of others because you are not seeking to gain their recognition or respect.
- You may gain a certain freedom of action or expression because you are less concerned about what others think of you.
- You are less likely to be disappointed if you experience a loss of status or fail to achieve a more prominent position.

**Potential Drawbacks:**

- You may reduce the number of opportunities that are offered to you because others are unaware of your capabilities or achievements.
- You may find that you do not receive the benefits or credit you deserve for your accomplishments.
- If others get the impression that their opinion has no impact on you, they may be less inclined to reward you or give feedback, particularly in a manner you prefer.

Notes

## 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.

## 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
<p style="text-align: center;"><b>Giving</b> 80%</p>	
<p style="text-align: center;"><b>Receiving</b> 85%</p>	
<p style="text-align: center;"><b>Belonging</b> 5%</p>	

Direction	Observations
<b>Expressing</b> 85%	
<b>Gaining Stature</b> 25%	
<b>Entertaining</b> 95%	
<b>Creating</b> 55%	
<b>Interpreting</b> 20%	
<b>Excelling</b> 15%	
<b>Enduring</b> 30%	

Direction	Observations
<b>Structuring</b> 65%	
<b>Maneuvering</b> 60%	
<b>Winning</b> 65%	
<b>Controlling</b> 50%	
<b>Stability</b> 55%	
<b>Independence</b> 75%	
<b>Irreproachability</b> 40%	

## 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><b>Affiliating</b></p> <ul style="list-style-type: none"> <li>• Giving: 80%</li> <li>• Receiving: 85%</li> <li>• Belonging: 5%</li> <li>• Expressing: 85%</li> </ul>	
 <p><b>Attracting</b></p> <ul style="list-style-type: none"> <li>• Gaining Stature: 25%</li> <li>• Entertaining: 95%</li> </ul>	
 <p><b>Perceiving</b></p> <ul style="list-style-type: none"> <li>• Creating: 55%</li> <li>• Interpreting: 20%</li> </ul>	
 <p><b>Mastering</b></p> <ul style="list-style-type: none"> <li>• Excelling: 15%</li> <li>• Enduring: 30%</li> <li>• Structuring: 65%</li> </ul>	
 <p><b>Challenging</b></p> <ul style="list-style-type: none"> <li>• Maneuvering: 60%</li> <li>• Winning: 65%</li> <li>• Controlling: 50%</li> </ul>	
 <p><b>Maintaining</b></p> <ul style="list-style-type: none"> <li>• Stability: 55%</li> <li>• Independence: 75%</li> <li>• Irreproachability: 40%</li> </ul>	

## Exploring Where to Go from Here

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

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.)

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

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

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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.)

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

A. 

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B. 

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C. 

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