

**KETS DE VRIES  
INSTITUTE**



Inner Theatre Inventory

**Confidential**

Participant Name

360° Feedback Report

Sample Feedback Report, 24 November 2016 to 31 August 2017

# About The ITI™

Some of us work to live, others live to work, and others want to have it all. Some of us are satisfied with our lives, others deeply dissatisfied. We each have a very specific outlook toward the world, a unique inner theatre.

The purpose of **the Inner Theatre Inventory (ITI™)** is to help you reflect on what motivates you and the major life anchors in your inner theatre. Life Anchors are made up of our values, beliefs and attitudes, which in turn determine the criteria we use to decide what is desirable, undesirable, right, wrong, important or unimportant. They influence what we value, and shape our behaviour and actions. They define who we are and what is important to us. The Inner Theatre Inventory consists of 22 major life anchors:

- Achievement
- Aesthetics
- Affiliation/Attachment
- Autonomy/Independence
- Care
- Exploration/Learning
- Food/Eating
- Health/Well-being
- Honour/Integrity
- Lifestyle Quality
- Meaning
- Money
- Order
- Power
- Pride
- Recognition
- Revenge
- Security
- Sensuality/Sexuality
- Spirituality
- Status/Rank
- Voice

## Interpreting the Results

The thematic imagery in our inner theatre – the scripts – determines our way of interpreting the world and influences our behaviour and actions. Our inner scripts help us make meaning out of our experiences and influence what we value. They explain why we do what we do and why we behave in certain ways.

When interpreting the results of the ITI™, and determining what to make of those results, keep the following in mind:

1. Identify what are your *core motivators*? What happens in your inner theatre? What are the scripts that colour your outlook on life? Why do the inner imagery make some people content with their lives, while others remain profoundly dissatisfied?
2. Our individual make-up is complex. And that complexity is increased by the fact that what we see is not necessarily what we get. To identify the drivers of our inner theatre, it is not sufficient to look at manifest behaviour; it is essential that our observations take into account *underlying motivational forces*.
3. The *variances among the scores* of the observers and your scores can be very revealing, showing the different ways that you can appear to different people.

# Understanding the Dimensions

## Achievement

People who are strongly achievement-oriented always try to be the best at whatever they do. These people have great persistence and the ability to delay gratification, and they are very competitive. They work extremely hard to achieve the goals they have set for themselves, like to make things happen and obtain results, and avoid both low-risk and high-risk situations.

## Aesthetic

Aesthetic means concerned with beauty or the appreciation of beauty. People for whom aesthetics are a main life anchor are particularly sensitive to emotional, perceptual, and cultural phenomena. They will stop and focus on things like beautiful or dramatic landscapes, or unusual or disturbing works of art, for example.

## Affiliation

People for whom affiliation is an important life anchor value close relationships; they enjoy working with others, and look for opportunities to be helpful and supportive. It is important to them to be seen as likeable, valuable and important to others. They know how to build rapport with others, and are good at reading emotions. Such people are very good listeners, and they are excellent team members.

## Autonomy & Independence

Autonomy implies reliance on one's own judgment. It means wanting to live life according to one's own reasons and motives. People for whom autonomy is a major life anchor have a strongly developed sense of self. Autonomy and independence bring a desire for self-determination. Autonomous individuals like to set their own agenda and conduct their affairs with a minimum of outside interference.

## Care

People who care for others as a primary life anchor are compassionate, willing to share, warm-hearted, sympathetic, humane and kind. They have a genuine concern for others. However, they may put the needs of other people before their own. They may not understand themselves how to create a proper balance between caring for others and caring for oneself.

## Exploration & Learning

The love of learning is an intense life-long pursuit for people with this life anchor. They like to tackle new things and question why things are as they are. They appreciate different points of view, engage in critical thinking and maintain an open, flexible mind. On occasion, however, too much experimentation and interest in new learning may hinder the ability to complete existing projects.

# Understanding the Dimensions

## Food/Eating

For people with food as a key life anchor, eating is a celebration of pleasure, a signifier of a zest for living. For these people, the rituals, sensations and memories that are generated by the preparation and eating of meals in the family or with friends are healthy and important practices. For others with this life anchor, food becomes an all-encompassing obsession that might mask deeper issues.

## Health & Well-being

Those who have health/wellness as a major life anchor eat properly, stay physically active, control their weight, sleep well, and do not smoke. But for some people, health and fitness can become an obsession. Their need to stay fit may interfere with their work and deprive their families of their time and attention.

## Honour/Integrity

For people with integrity as a life anchor, their beliefs, values and actions are central to their inner world. They want to do what is right. Honourable people hold themselves to an ideal of conduct even though doing so may at times be inconvenient or unprofitable. But some people with this life anchor can become overly righteous, creating a world with little room for compromise.

## Lifestyle Quality

People who have lifestyle quality as a life anchor seek a satisfactory balance between work, friends and family. Lifestyle quality is related to achieving equilibrium between all the priorities in our lives, and having a measure of control over when, where and how we work. People who reach a balance between professional and personal life are likely to be more productive at work.

## Meaning

People with meaning as their major life anchor need to be connected to something larger than themselves, to believe that they are doing something of value, to believe that they are making a difference, and to be remembered as people who did their best to help others. If meaning is not obvious in the work they do, they are often able to find meaning for themselves in other places.

## Money

For some people, money is an important life anchor because it symbolises deliverance from misery, escape from a grey existence, freedom from familial constraints, a pathway to independence and security, a triumph over helplessness. For others, it might be the embodiment of power, an opportunity to escape hard work, enjoy leisure, or seek self-worth, self-esteem and love.

# Understanding the Dimensions

## Order

Some people like to arrange and organise things, are scrupulously precise, and preoccupied with details, rules, lists, order, and organisation. People for whom order is the major life anchor like exactness. However, a compulsion to organise and systematise can take up increasing amounts of time and inhibit flexibility, spontaneity, and adaptability.

## Power

People for whom power is a major life anchor experience a strong need for control. They may feel the need for power so that they can protect or improve the lives of others. But for some people with this governing life anchor, power can be intoxicating, irresistible, persuasive and addictive and if their need for power is thwarted, frustration, apathy and even violence may result.

## Pride

People for whom pride is the major life anchor reason that if they can't do something perfectly, they shouldn't do it at all. Most great companies contain many people for whom pride is a major life anchor. Intrinsic pride - the kind that comes from the emotional high of having done a job well - motivates people with this life anchor as much as, or more than, financial rewards.

## Recognition

People for whom recognition is a major life anchor have an above-average need for their contributions and efforts to be acknowledged. The quest for recognition drives them to seek glory and to work hard to rise above the crowd. Because recognition by definition requires the input of others, a person who seeks recognition may be influenced by people in positions of power.

## Revenge

The desire to inflict punishment in return for injury or insult is a natural form of defence against feeling wronged. But people who are preoccupied with the life anchor of revenge many harbour long-lasting grudges and resentment. They can get stuck in a vicious circle of malignant vindictiveness, spending too much time trying to hurt others.

## Security

People with security as a predominant life anchor like predictability and certainty. They strive for a comfortable, uneventful life and seek careers that offer a considerable dose of safety and security, and require steady, predictable performance. They are dependable and may well be a key pillar of stability in an organisation.

# Understanding the Dimensions

## Sensuality/Sexuality

Sensuality is appreciated primarily through the senses of sight, touch, smell, and taste. Sensuality plays a key role not only in sexual attraction, but also in the overall ability to derive pleasure. Men for whom this life anchor is important may confuse a need for sensuality, including love and intimacy, for a demand for sex; for many women, sensuality becomes a tool they use as a means to an end.

## Spirituality

People with spirituality as a major life anchor believe that without faith, life has no direction, no meaning, and no justification. Whatever the source of spirituality, they all seek wisdom to make sense out of a world that does not seem intrinsically reasonable. However, some people may develop a dogmatic view of the “correct” spiritual path to take, and this may create conflict with others.

## Status/Rank

Some people like to rank themselves and others according to criteria such as beauty, intellect, physique, wealth and power. Status and rank in the pecking order are very important life anchors for them. However, through conspicuous consumption, self-absorption, and lack of social conscience, these people may lose sight of the things that are truly important.

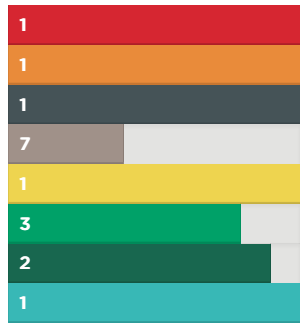
## Voice

People for whom voice is an important life anchor acquire a sense of ownership over decisions, and have a sense of responsibility about them. On the other hand, if this person is excluded from an event or process in which they feel they should be implicated, the result may be anger, resentment and dysfunctional behaviour.

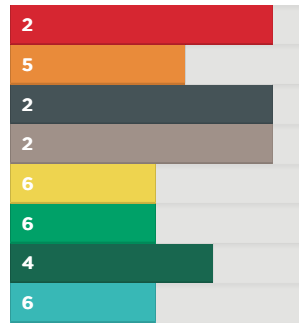
# Your Top Ten Life Anchors

- 1 Achievement
- 2 Money
- 3 Recognition
- 4 Meaning
- 5 Care
- 6 Lifestyle Quality
- 7 Status/Rank
- 8 Pride
- 9 Affiliation
- 10 Spirituality

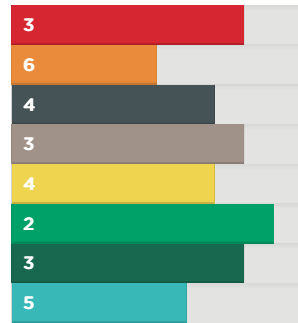
# Your Top Ten Life Anchors Compared to your Observers



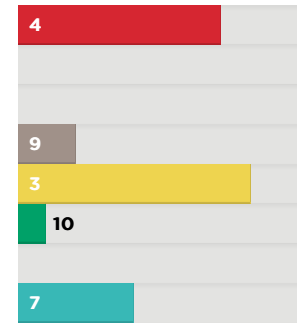
1. Achievement



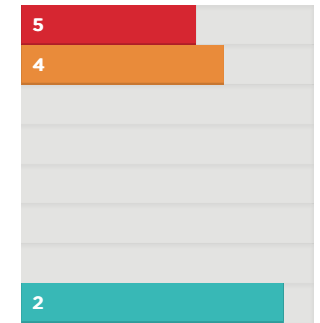
2. Money



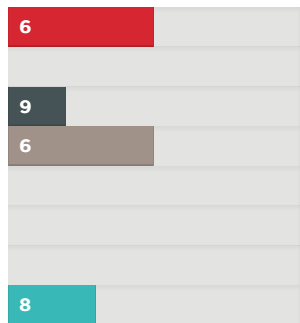
3. Recognition



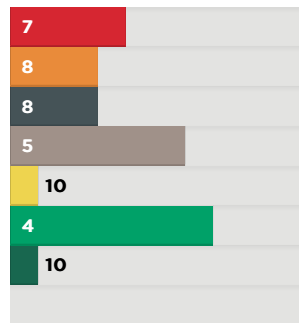
4. Meaning



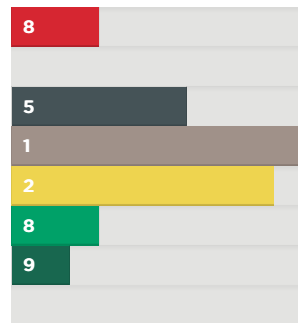
5. Care



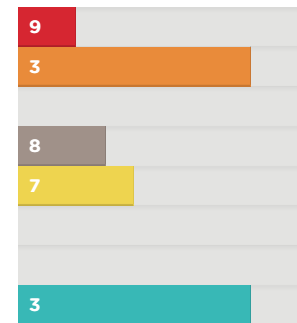
6. Lifestyle Quality



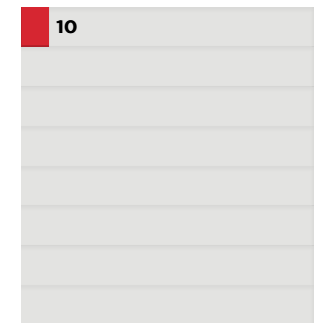
7. Status/Rank



8. Pride



9. Affiliation



10. Spirituality

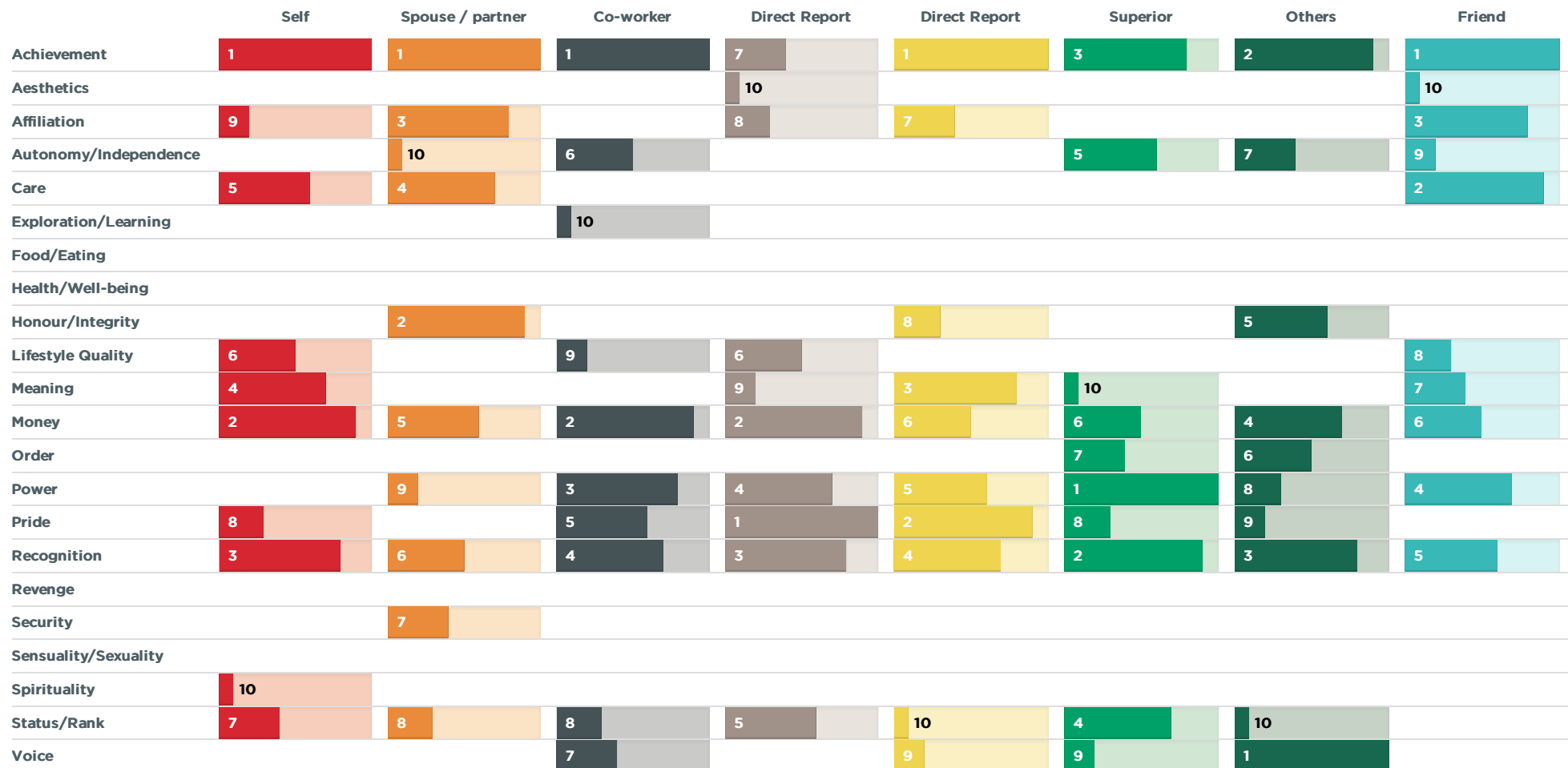
- Self
- Ellie Doe (Spouse / partner)
- Phillipa Chen (Co-worker)
- Eric Robbins (Direct Report)

- Matthew Nabeth (Direct Report)
- Elizabeth Luccini (Superior)
- Mary Dahl (Others)
- John Wagner (Friend)

\* The numbers represent the ranking with 1 being the most important Life Anchor.



# Overview of all Life Anchors



\* The numbers represent the ranking with 1 being the most important Life Anchor

# Agreement Quotient

The **Agreement Quotient** shows, as a percentage, the number of Life Anchors on the participant's Top 10 List which were also selected by a majority of your Observers.



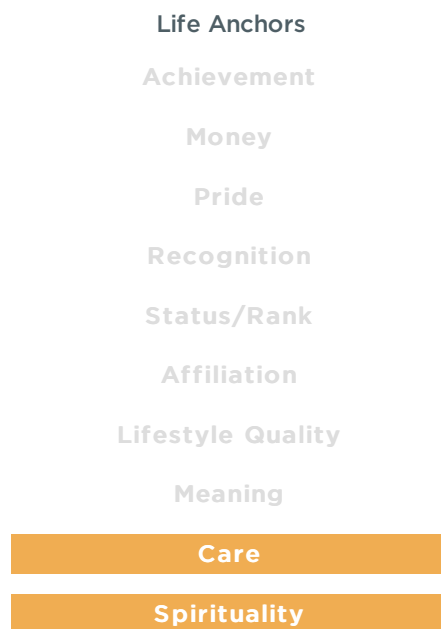
## Agreement Quotient



Life anchors selected by you and selected by  
at least two thirds of your observers.

# Secret Garden Quotient

The **Secret Garden Quotient** shows, as a percentage, the number of Life Anchors or qualities which were **selected** by a minority of your observers.



Secret Garden Quotient



Life anchors selected by you and selected by no more than one third of your observers.

# Blind Spot(s)

Blind Spot(s) shows the Life Anchors which were selected by a majority of your observers but not by the participant.

## Life Anchors

Autonomy/Independence

Power

## Blind Spot



Life anchors not selected by you but selected by at least two thirds of your observers.

# Observer Comments

## What is the first life anchor that comes to mind when you think of this person?

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## What qualities of character do you like most about this person?

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# Observer Comments

## Are any of the person's qualities of character getting in the way of living a satisfactory professional and/or personal life?

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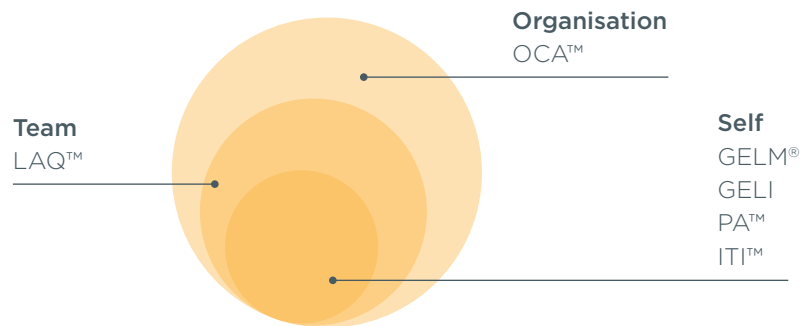
# Exploring Further Your Inner Theatre

**The following questions can be used to guide a deeper exploration of the key themes and imagery in your inner theatre in order to understand what drives and motivates your decisions and actions.**

1. Say something about yourself. Where did you grow up and go to school? What were your parents like? What about other members of your family? What role did you play in the family? How do your parents describe you as a child?
2. What are the most important values your parents taught you? What values do you want your children to have?
3. Describe an event/situation in your personal or professional life that changed your life in a significant way.
4. What are the worst and best things you have done in your life?
5. What do you care passionately about? What makes you angry/happy/mad/sad?
6. What gets you into trouble? What temptations do you most need to control?
7. What do you see as your life's purpose? What do you want to accomplish in your life?
8. What were the worst times of your life? What were the best times? What has been your greatest failure/disappointment? What was the happiest time?
9. If you could sell your soul for one thing, what would it be?
10. What is the hardest decision you have ever made?
11. What attracted you about your spouse or significant other?
12. If you could spend a day with one person, dead or alive, whom would you want to spend it with, and why?
13. What is the most interesting thing you can say about yourself? (Select something few people know.)
14. What quality or characteristic do you dislike in yourself? What do you like?
15. What do you see as your strengths as a leader? What do you see as your weaknesses?
16. What was a defining moment in your career?
17. If you could instantly re-educate yourself and choose any career, what career would you choose? Why?
18. If you won £50 million in the lottery, what would you do?
19. Imagine you are looking into a crystal ball and see yourself five years from now. What do you see?
20. List the five things you want to do before you die.
21. What would you like people to say at your funeral? What would you like to be remembered for?

# KDVI Family of Leadership Development Instruments

**The Inner Theatre Inventory** is part of a family of leadership development instruments developed over the last decade by Manfred Kets de Vries. These instruments apply different lenses to examine organisational leadership, from individual (personality, individual leadership skills, to motivations and drivers) to teams (leadership roles and role constellations) to organisational (culture). Collectively, they provide a systemic view of leadership effectiveness within the organisation.



## Individual

### **The Global Executive Leadership Mirror (GELM®)**

The GELM® is an in-depth 360° feedback development tool to measure specific leadership behaviours and provide feedback across four main levels: Self, Teams, Organisation and Networks. It also includes life indicators such as life stressors and well-being resources, and perceived performance to add further insight into an executive's behaviours at work.

### **The Global Executive Leadership Inventory (GELI)**

The GELI is an in-depth 360° feedback development tool for identifying and understanding one's leadership strengths and weaknesses and to explore steps needed to improve one's leadership competencies.

### **The Personality Audit (PA™)**

The PA™ is a 360° feedback instrument to help participants understand their motives for what they do through looking at their key personality traits. It can be used towards an action plan for personal growth and development.

### **The Inner Theatre Inventory (ITI™)**

The ITI™ is a 360° feedback assessment which identifies the drivers in an individual's inner theatre, consisting of the values, beliefs, and attitudes that guide their behaviour. Through the ITI™, individuals can identify the life anchors that drive them, develop greater self-awareness, and develop a lifestyle more congruent with their values and belief systems.

## Team

### **The Leadership Archetype Questionnaire (LAQ™)**

The LAQ™ is a 360° feedback assessment designed to help the participants identify his/her salient leadership behaviour through eight leadership archetypes. The assessment of leadership archetypes can help towards identifying an individual's role within a team as well as the roles needed to ensure capable executive leadership in a team.

## Organisation

### **The Organisational Culture Audit (OCA™)**

Organisational culture is the foundation upon which an organisation's vision, mission, strategy, and structure are based; it makes up the organisation's uniqueness and identity. The OCA™ provides a comprehensive diagnostic of the current corporate culture as well as a detailed understanding of the culture an organisation are aiming at, by examining employee's perceptions of the organisation's current practices and the values they consider important, and whether they are aligned with corporate strategy.



[www.kdvi.com](http://www.kdvi.com)