

**KETS DE VRIES
INSTITUTE**



Inner Theatre Inventory

Confidential

Participant Name

360° Feedback Report

Programme name, Programme dates

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	• Money
Aesthetics	• Order
Affiliation / Attachment	• Power
Autonomy / Independence	• Pride
Care	• Recognition
Exploration / Learning	• Revenge
Food / Eating	• Security
Health / Well-being	• Sensuality / Sexuality
Honour / Integrity	• Spirituality
Lifestyle Quality	• Status / Rank
Meaning	• 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 try to be the best at whatever they do. They can delay gratification and demonstrate competitiveness and great persistence. They work extremely hard to achieve the goals they have set for themselves, like to make things happen and obtain results.

Aesthetic

People for whom aesthetics are a main life anchor are attuned to emotional, perceptual and cultural phenomena. When confronted with beauty, a person with aesthetics as an important life anchor might express or show feelings of wonder, elation or awe. On the other hand, they may be disgusted by or quickly dismiss experiences or sights they find aesthetically displeasing.

Affiliation

People for whom affiliation is an important life anchor value their relationships. It is important to them to be seen as likable, valuable and important to others. They are good listeners, know how to build rapport and enjoy being part of a group. They are excellent team members.

Autonomy & Independence

People for whom autonomy is a major life anchor have a strong sense of self. They rely on their own judgment and live their lives according to their own reasons and motives. 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, warm-hearted, sympathetic, and kind. They have a genuine concern and a deep respect for others. For some, their caring nature may result in putting the needs of others before their own.

Exploration & Learning

The love of learning is an intense life-long pursuit for people with this life anchor. They are energised by new ideas and experiences, appreciate different points of view, engage in critical thinking and maintain an open, flexible mind. On occasion, too much experimentation and interest in novelty may hinder the ability to focus on and complete existing projects.

Understanding the Dimensions

Food/Eating

For people with food as a key life anchor, eating is a celebration of pleasure and a signifier of a zest for living. The rituals, sensations and memories associated with preparing and eating meals with family or friends are important communal practices.

Health & Well-being

Those who have health/wellness as a major life anchor take care of their body through eating properly, staying physically active and sleeping well. But for some people, health and fitness can become an obsession and deprive their work and 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 hold themselves to an ideal of conduct and strive to do what is right. But some people with this life anchor can become overly righteous and uncompromising.

Lifestyle Quality

People who have lifestyle quality as a life anchor seek a 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 they work.

Meaning

People with meaning as their major life anchor need to be connected to something larger than themselves. It is important for them to do something of value and to have an impact. If meaning is not obvious in the work they do, they may lose motivation or a sense of purpose.

Money

For some people, money is an important life anchor because it symbolises a pathway to independence and security, or even a triumph over helplessness. For others, it might be the embodiment of power, with money elevating their self-worth and self-esteem.

Understanding the Dimensions

Order

People for whom order is a major life anchor are extremely organised, precise, and preoccupied with rules and structure. Where order is respected, we often find an ambience of seamless efficiency. However, a compulsion to overly organise can inhibit spontaneity and flexibility.

Power

People for whom power is a major life anchor experience a strong need for control. Some use their power to protect or improve the lives of others. For others, power can become intoxicating 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. Intrinsic pride that comes from having done a job well motivates such people as much as, or more than, financial rewards.

Recognition

People for whom recognition is a major life anchor have a strong need for their contributions to be acknowledged. The quest for recognition drives them to work hard to rise above the crowd. Because recognition requires validation by others, a person who seeks recognition may become too dependent on the opinions of others.

Revenge

People who are preoccupied with the life anchor of revenge may harbour long-lasting grudges and resentment. They can get stuck in a vicious circle of vindictiveness, neglecting their careers or putting their life plans on hold, rather than move on to forgiveness and reparation.

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. They are dependable and may well be a key pillar of stability in an organisation.

Understanding the Dimensions

Sensuality/Sexuality

This life anchor is centred around different expressions of sensuality. 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.

Spirituality

People with spirituality as a major life anchor are driven by something greater than oneself. Some find spirituality in religion while others believe that spiritual life comes from within. However, some people may develop a dogmatic view of the "correct" spiritual path and this may create conflict with others.

Status/Rank

People for whom status and rank are important are preoccupied with status symbols such as expensive clothes, cars, luxurious houses, yachts or powerful positions. However, through conspicuous consumption, these people may also lose sight of the things that are truly important.

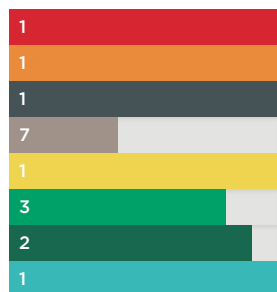
Voice

People for whom voice is an important life anchor acquire a sense of ownership over decisions and have a sense of responsibility about them. They have a strong need to be included and to participate in decision making. On the other hand, if this person is excluded, the result may be anger, resentment and dysfunctional behaviour.

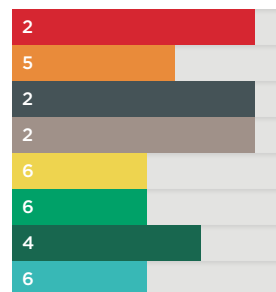
Your Top Ten Life Anchors

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

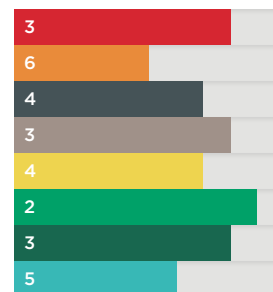
Your Top Ten Life Anchors Compared to your Observers



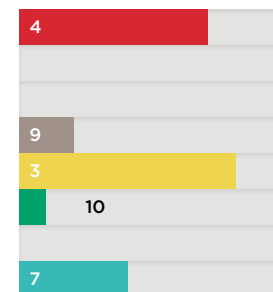
1. Achievement



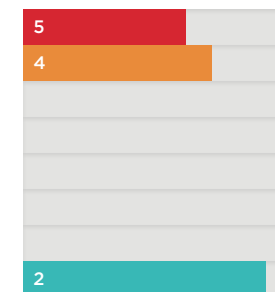
2. Money



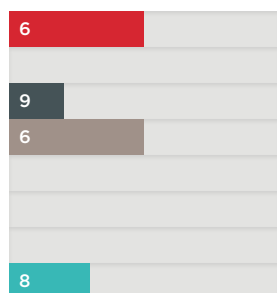
3. Recognition



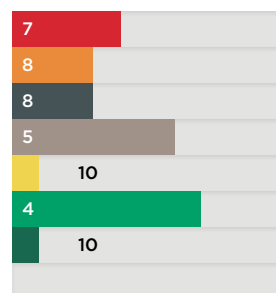
4. Meaning



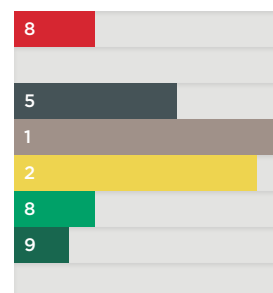
5. Care



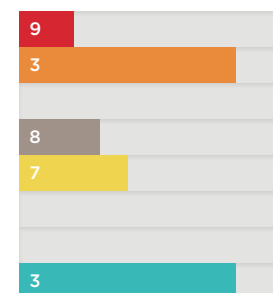
6. Lifestyle Quality



7. Status/Rank



8. Pride



9. Affiliation



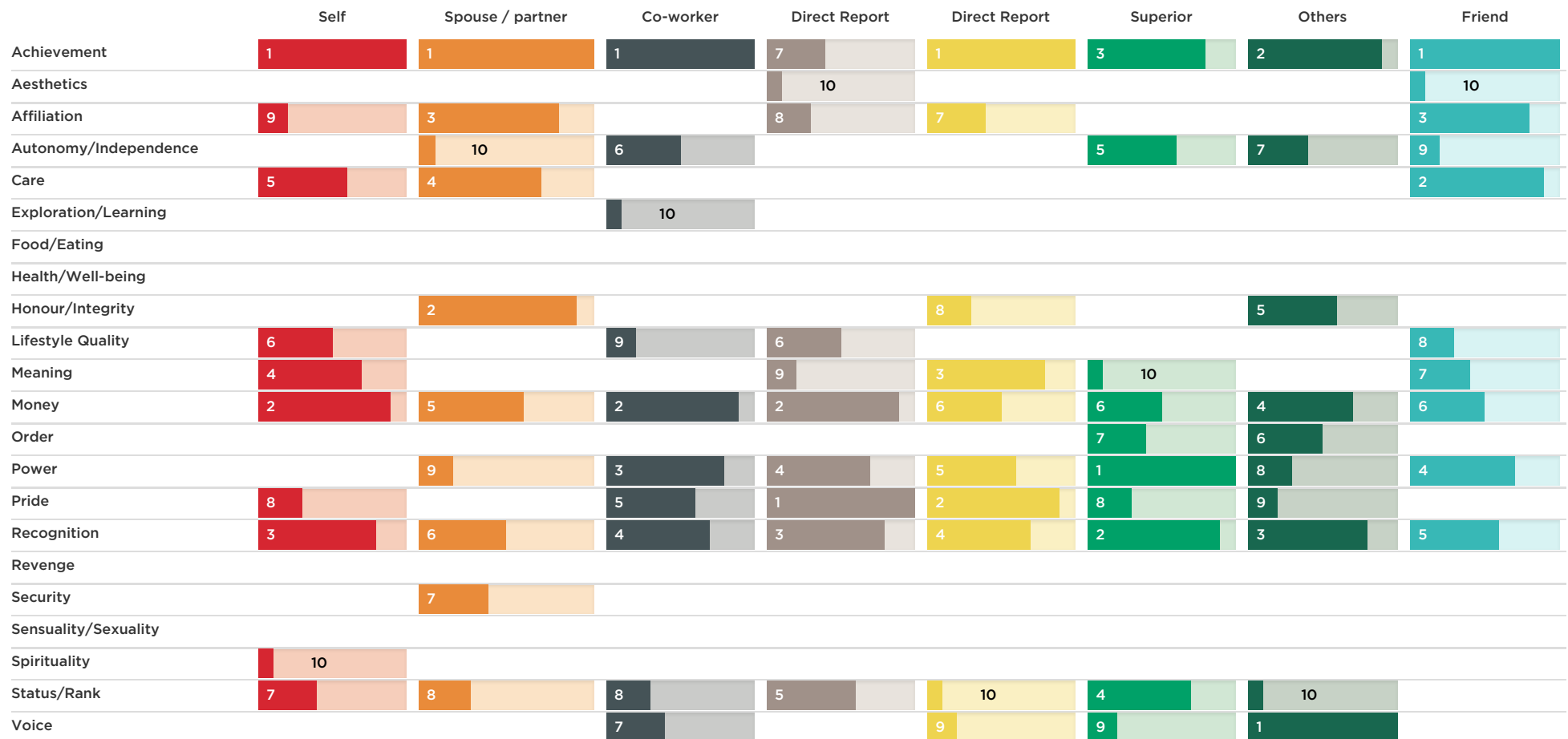
10. Spirituality

Self
Spouse / partner
Co-worker
Direct Report

Direct Report
Superior
Others
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.

Life Anchors

Achievement

Money

Pride

Recognition

Status/Rank

Affiliation

Lifestyle Quality

Meaning

Care

Spirituality

Agreement Quotient

50%

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.

Life Anchors

Achievement

Money

Pride

Recognition

Status/Rank

Affiliation

Lifestyle Quality

Meaning

Care

Spirituality

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?

- Proin in scelerisque risus. Ut quis ornare lacus. Duis a bibendum nunc.
- Phasellus auctor, velit sit amet luctus dapibus, dolortellus sagittis magna, sit amet varius sapien arcu ut ipsum.
- Sed ultrices orci sed ipsum tincidunt facilisis nec eu est. Integer id felis ipsum, ac posuere lectus.
- Nam ac hendrerit elit. Vestibulum sollicitudin, felis quis hendrerit eleifend, leo augue adipiscing mauris, quis condimentum enim nisi id libero.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi ut porttitor augue. Mauris sodales justo lectus.
- Nullam semper, arcu suscipit imperdiet eleifend, risus enim luctus turpis, sed facilisis urna lacus nec erat. Nullam quis lectus eu odio sodales eleifend at eget eros.

Observer Comments

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

- Proin in scelerisque risus. Ut quis ornare lacus. Duis a bibendum nunc.
- Phasellus auctor, velit sit amet luctus dapibus, dolortellus sagittis magna, sit amet varius sapien arcu ut ipsum.
- Sed ultrices orci sed ipsum tincidunt facilisis nec eu est. Integer id felis ipsum, ac posuere lectus.
- Nam ac hendrerit elit. Vestibulum sollicitudin, felis quis hendrerit eleifend, leo augue adipiscing mauris, quis condimentum enim nisi id libero.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi ut porttitor augue. Mauris sodales justo lectus.
- Nullam semper, arcu suscipit imperdiet eleifend, risus enim luctus turpis, sed facilisis urna lacus nec erat. Nullam quis lectus eu odio sodales eleifend at eget eros.

Observer Comments

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

- Proin in scelerisque risus. Ut quis ornare lacus. Duis a bibendum nunc.
- Phasellus auctor, velit sit amet luctus dapibus, dolortellus sagittis magna, sit amet varius sapien arcu ut ipsum.
- Sed ultrices orci sed ipsum tincidunt facilisis nec eu est. Integer id felis ipsum, ac posuere lectus.
- Nam ac hendrerit elit. Vestibulum sollicitudin, felis quis hendrerit eleifend, leo augue adipiscing mauris, quis condimentum enim nisi id libero.
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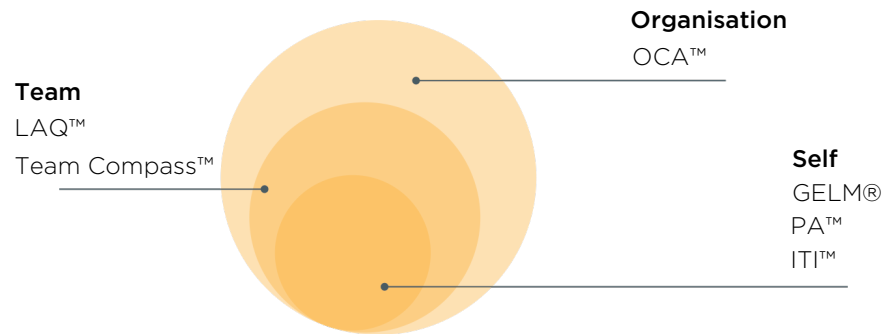
Exploring Further Your Inner Theatre

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 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.

Team Compass

The Team Compass™ is designed to help teams better understand how they are operating and identify areas to improve to become more effective as a team. The results can be used to design targeted/themed teams workshops and benchmark for ongoing team development.

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