



Sally Sample

February 19, 2021

This Innermetrix DISC Plus Profile combines the best of two world-class profiles authored by the Founder and CEO of Innermetrix, Jay Niblick. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand HOW you prefer to get things done, and WHY you're motivated to do them. This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.



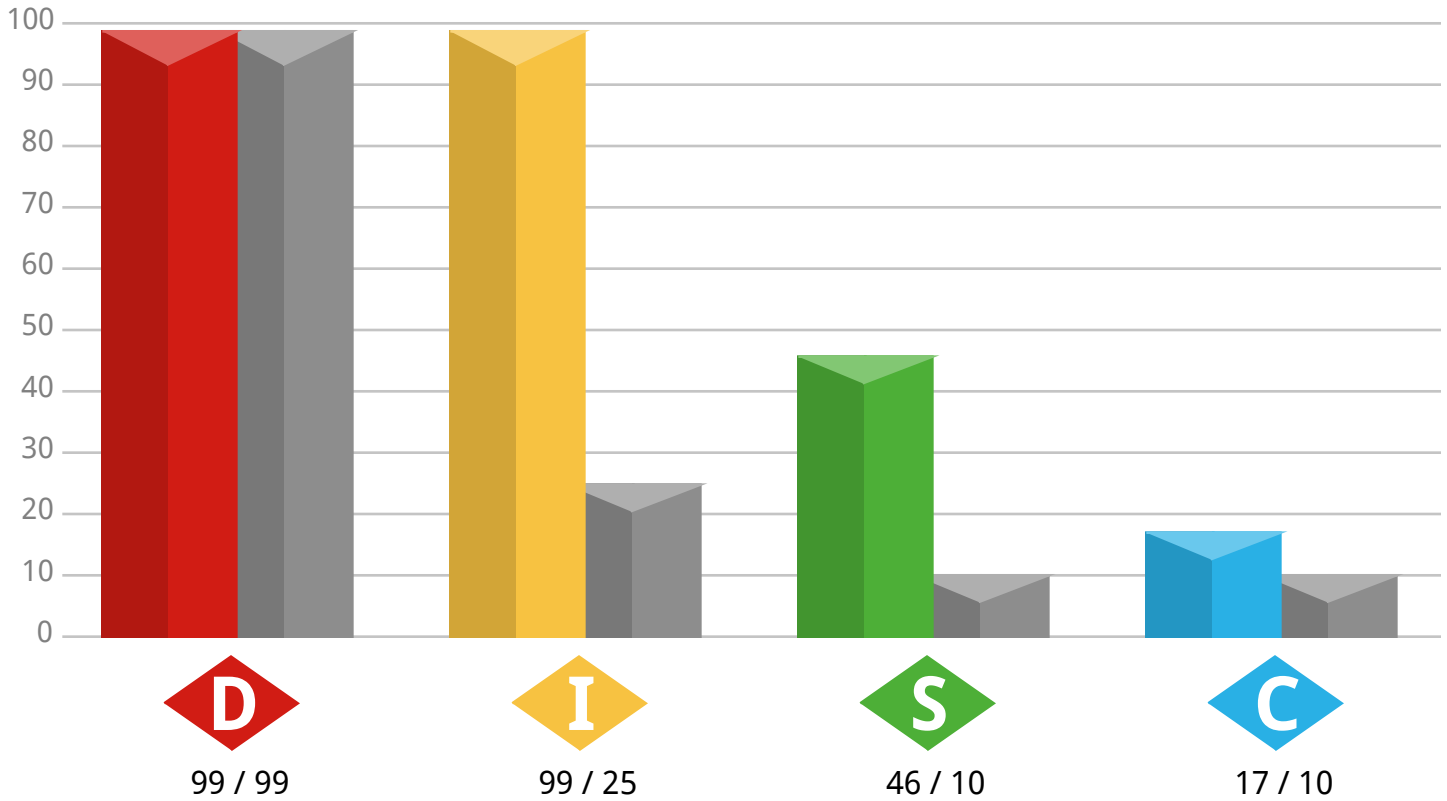
Innermetrix North American

515-259-9464

www.InnermetrixNorthAmerica.com



Natural and Adaptive Styles Comparison



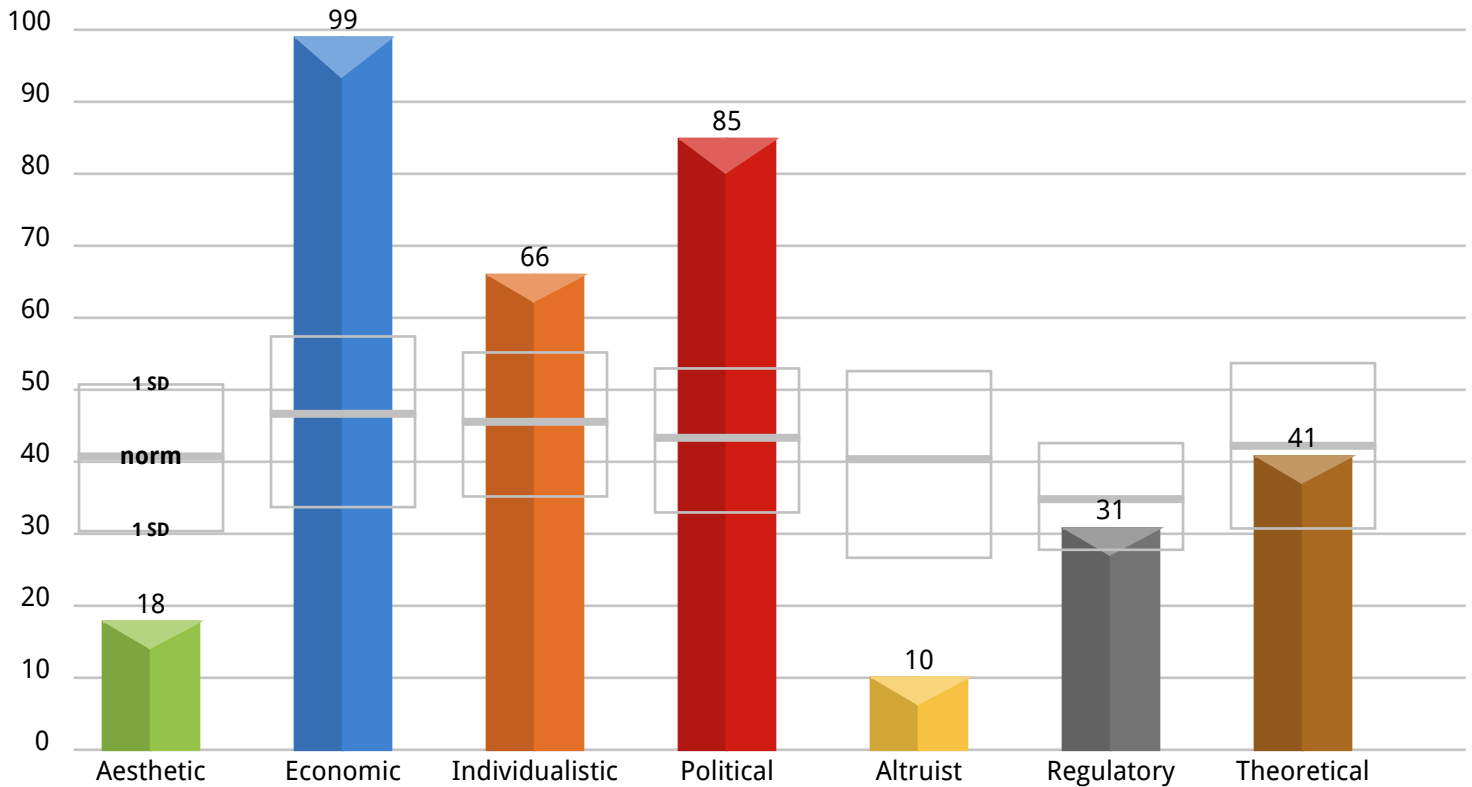
Sally Sample

Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style: The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.



Executive Summary of Sally's Values



Sally Sample

Very Low Aesthetic	You are not into artistic expression, or achieving balance and harmony in life. You are all about the utilitarian, bottom-line results.
Very High Economic	You are very competitive and bottom-line oriented.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Very Low Altruist	You guard your trust level so as not to get burned, either self or team.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Average Theoretical	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

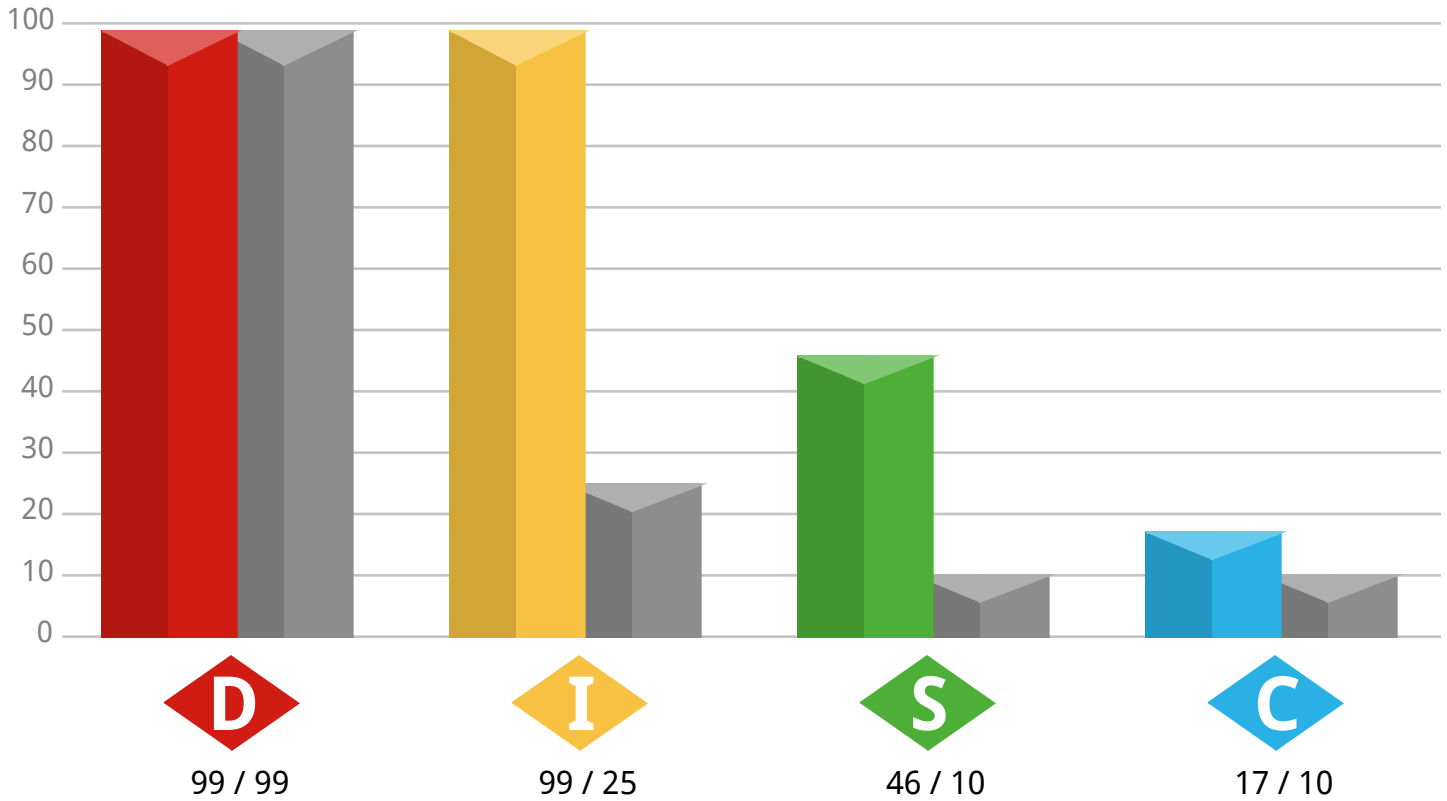


The DISC Index

HOW do you prefer to use your talents based on your natural behavioral style?



Natural and Adaptive Styles Comparison



Sally Sample

Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style: The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.



About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life



The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

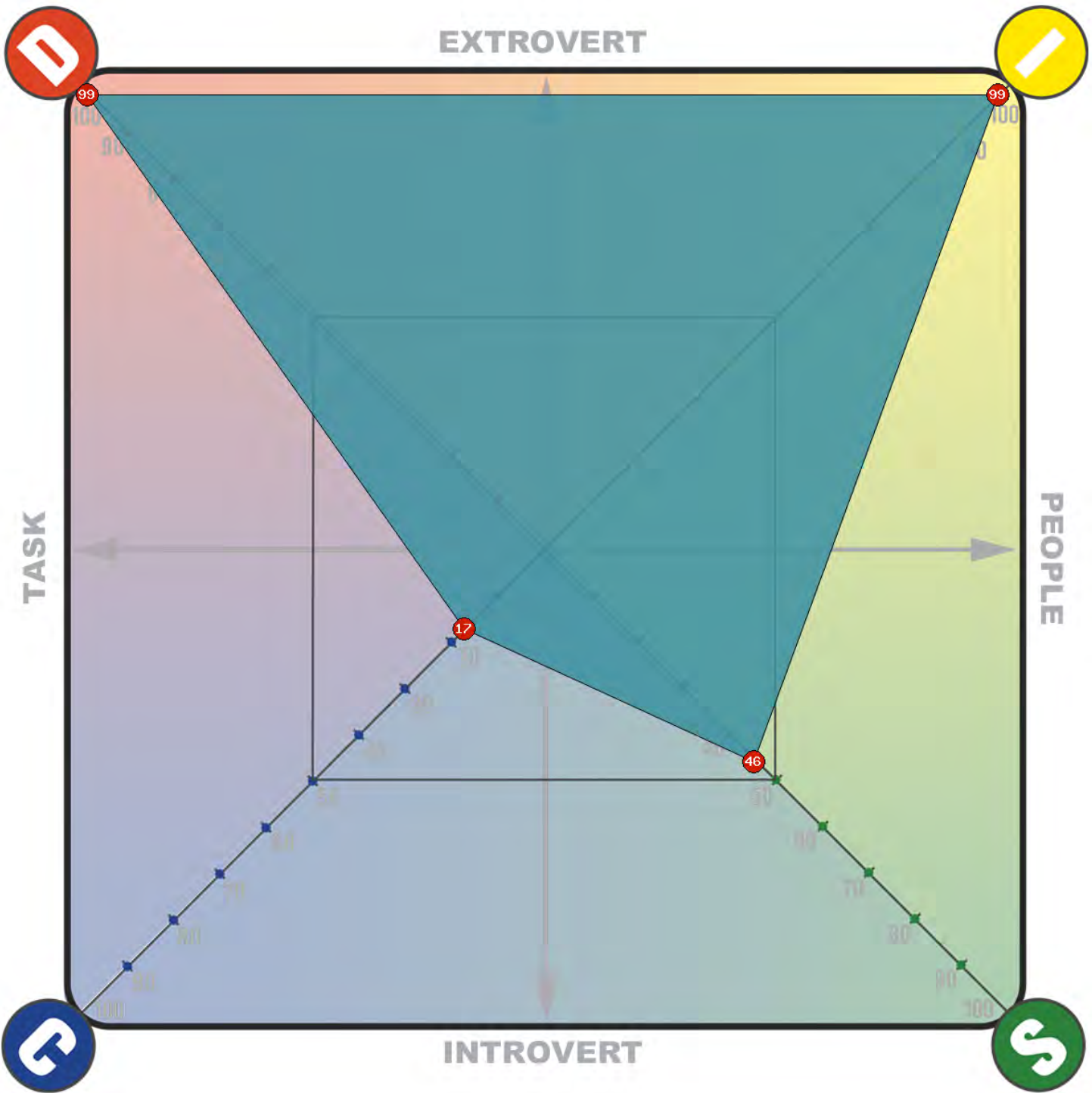
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.



A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/standards
High D	High I	High S	High C
Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Deliberate	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Reserved Introspective	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Chaotic Spontaneous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Challenging
Low D	Low I	Low S	Low C

Sally Sample



Sally Sample



Decisive

Your approach to problem-solving and obtaining results

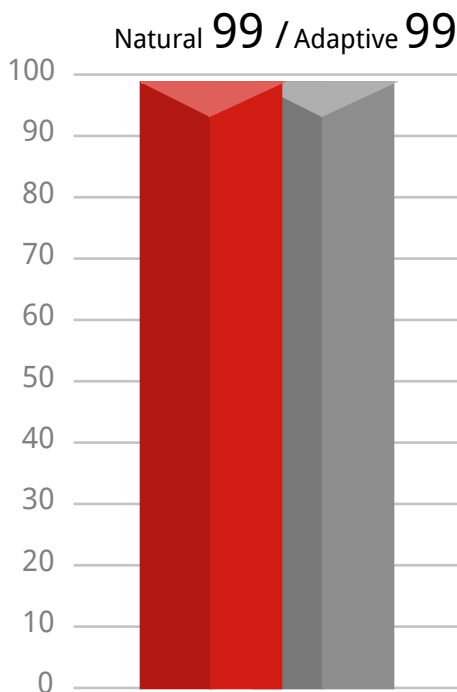
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.



Your score shows a very high score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are very decisive and a risk-taker.
- You are a very strong self-starter who always seems to have a high sense of urgency.
- You are a great source of innovation and new solutions, even if radical sometimes.
- You are practical - all about the business and getting results quickly without fluff or delay.
- Sometimes you become argumentative, even when you don't mean to be or notice that you are.
- When stressed, you can become somewhat of a selective listener, hearing only what you want to hear.

Sally Sample



Interactive

Your approach to interacting with people and display of emotions

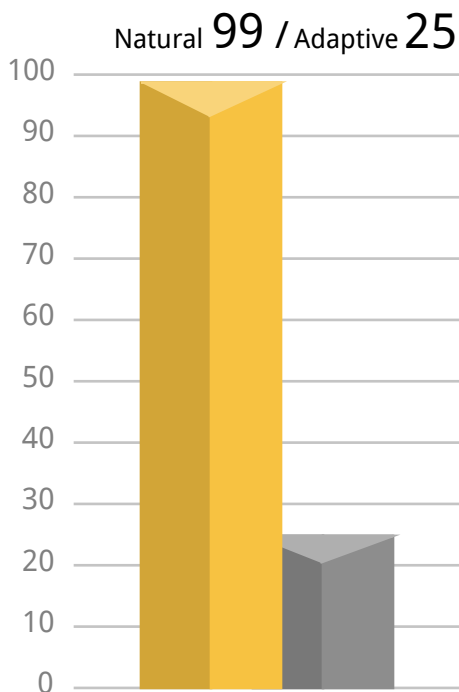
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.



Your score shows a very high score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are very enthusiastic in working with others.
- You tend to not be very organized or attentive to details at all.
- Generally speaking, people find you warm, open and excellent at interacting with others.
- You enjoy opportunities to motivate others.
- You most likely enjoy helping others as coach, counselor, or teacher.
- You seek freedom of speech and the ability to express ideas and opinions openly.

Sally Sample



Stabilizing

Your approach to the pace of the work environment

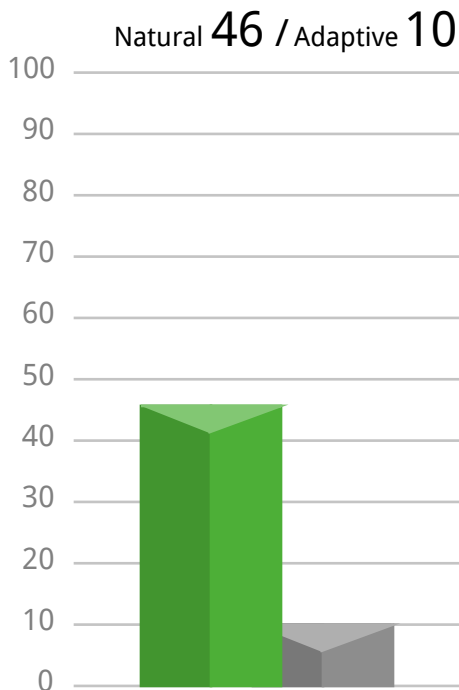
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.



Your score shows a low average score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You respect the established ways, but are open to change when it is deemed necessary.
- Unexpected events don't drive you crazy. They can be something of a welcomed change.
- You work well in a variety of environments and on a wide selection or projects or tasks.
- You appreciate the need of others to have more freedom and less structure.
- You bring a metered sense of urgency to get things done now, but not without some planning and thought.
- You are comfortable acting alone to determine the best course of action.

Sally Sample



Cautious

Your approach to standards, procedures, and expectations

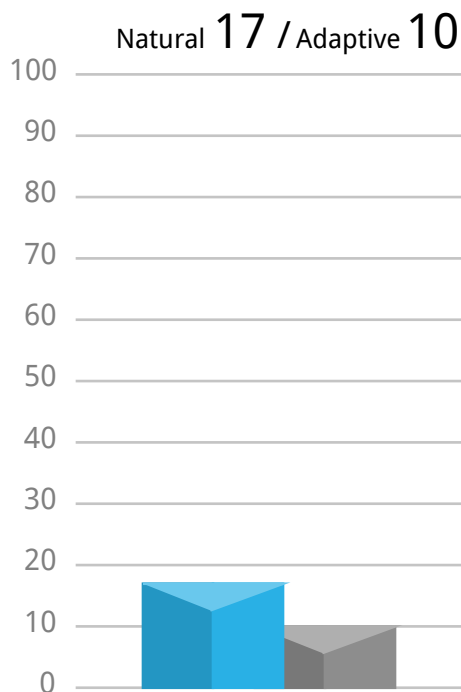
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.



Your score shows a very low score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You tend to operate independently from the established rules and procedures.
- You tend to be somewhat defiant and resistant to restrictions or rules that become an obstacle to results.
- You may tend to be less than tactful when you express strong opposition to an idea, rule or protocol.
- You like little, if any, "routine" work.
- Some might view how you make decisions as too arbitrary or not careful enough.
- You may be perceived as a bit of a rule-breaker by some.

Sally Sample



Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress.

The following statements are true to just your unique natural style:

- Able to think quickly on your feet.
- Will react, adjust, and modify behavior in a variety of situations.
- Poised, confident, and very articulate in front of large or small groups.
- Projects emotional strength and a leadership power in working with others.
- Able to direct the actions of others on the team using both a charming influence and a firm delegation of tasks and responsibilities.
- Can be very charming in persuading others when climate is favorable and firm when confronting a hostile situation.
- Tends to be a confident and independent person who is a self-starter and has a strong competitive edge.
- Pace of personal operations is faster than many people and may be a primary example of 'multi-tasking.'



Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- You want authority equal to your area of responsibility.
- Your scores are like those who are self-taught in many areas.
- You are frequently looking for new, better, and more efficient ways of getting things done.
- You want to be seen as a strong individualist who likes to make your own path.
- You tend to rely more heavily on your own evaluations and decisions than on others' evaluations.
- You are not easily influenced by the group, or the constraints of organizational protocol.
- You have many ideas and opinions of your own and high confidence in those ideas.
- Your high sense of urgency, high ego, and high innovation merge into someone who is not afraid to move, shake, and make some waves in the organization.



Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Have variety, many activities, and an occasional surprise to keep you from getting bored.
- Remembering that not everyone shares your high sense of urgency.
- Resisting, a little, your tendency to exceed your limits of authority, or work outside the established policies or rules.
- Having a system for record-keeping or organization.
- Being a little more aware of your impact on other people, especially in pressure situations.
- Watching how you express strong emotions.
- Greater focus on the immediate work tasks and less on socializing at times.
- Being aware of where your authority begins and ends.



Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- Authority equal to your areas of responsibility.
- Wants many opportunities to learn various aspects of the organization, industry, and global connections.
- Independence to be able to act on ideas, and to express creativity in solving problems.
- A change-oriented work culture.
- Direct, straight-forward answers to questions.
- A variety of experiences and new challenges.
- Air-time to express your ideas and opinions.
- Wants to be recognized for achievements and competence.



Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Excellent at initiating activity and direction for the team or organization.
- Excellent in presentations to large or small groups. You bring a poised, confident, and engaging message to any audience.
- Excellent at building new projects, initiatives, or territory for an organization.
- Able to juggle many projects and activities simultaneously and have a keen awareness of the status of each.
- Shows the rare ability of being able to manipulate people (in a positive way) without their noticing the manipulation.
- Able to make decisions quickly and to take the credit or blame for the outcome of decisions.
- Very skilled at verbal expression. Can deliver the same message using a persuasive style or an authoritative style with equal confidence.
- Able to carry a new initiative or message to a new audience in a new region and to build trust, credibility and rapport in a skillful manner.



Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Few, if any controls or limitations on your authority.
- A cutting-edge, innovative, entrepreneurial environment.
- Removal from routine or repetitive work.
- Direct answers from others with no holding back of information.
- Minimum direct supervision.
- Rapid and immediate results for the effort and energy on a project.
- Performance appraisals based on the results achieved, not the means or process.
- An audience to hear your ideas and solutions and to carry them to completion.



Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems.

Due to your behavioral style, you may tend to:

- Sometimes overuse an "ends justify the means" perspective.
- Set expectations for yourself and others that are overly ambitious or unrealistic.
- Become impatient, especially with slower-moving or slower-thinking people.
- Lose interest in the project or initiative once the challenge is gone and it has become more of a routine.
- Lack some follow-through with details or loose ends.
- Become more easily angry or belligerent when under pressure or when threatened.
- Be somewhat intimidating to others due to your aggressiveness and dominance.
- Easily become restless and impatient with overly complex processes or slow-moving work.



Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

How you prefer to share knowledge or teach:

- You may sometimes push to learn too quickly, without providing enough information.
- You share knowledge with confidence and openly.
- You tend to expect those you teach to move as quickly as you do, and not get stuck in any minutia.
- You are quick to anger and respond when frustrated by those you're teaching.
- You can be accused of leaving out too many details or specifics. You prefer high-level discussions.
- You can intimidate those you teach, or come across too forcefully.
- You don't like to teach on the same topic too much.

How you prefer to receive knowledge or learn:

- Prefer self-defined goals and flexibility in being able to modify assignments.
- Seek inspiration and excitement in the learning process.
- Like spontaneity, flexibility, and variety in the learning environment.
- Prefer learning with groups, but can work independently when necessary.
- Need "what to do and when to do it" for optimal time and process management.
- Interact frequently with others.
- Respond to extrinsic motivation such as praise and encouragement.



This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with Sally:

- Be specific about what needs to be done and who is going to do it.
- Ask for input regarding people and specific assignments.
- Free-up enough to be engaging, stimulating, and fast-paced.
- Motivate and persuade by referring to objectives and expected results.
- Put the details in writing, but don't plan on discussing them too much.
- Join in with some name-dropping, talk positively about people and their goals.
- Plan to talk about things that support dreams and goals.

Things to avoid to effectively communicate with Sally:

- Don't forget or lose things necessary for the meeting or project.
- Be certain all decision-points have reached closure and action-plans are the result.
- Don't 'dream' too much with the team or you'll lose time.
- Don't direct or order.
- Don't leave decisions hanging in the air.
- Don't be short-tempered, cold, or tight-lipped.
- Avoid getting bogged down in facts, figures, or abstractions.



In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?



Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)

Sally Sample



The Values Index

WHY are you motivated to use your talents based on your drivers of engagement?



About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.



The Elements of the Values Index

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.



A closer look at the seven dimensions

Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

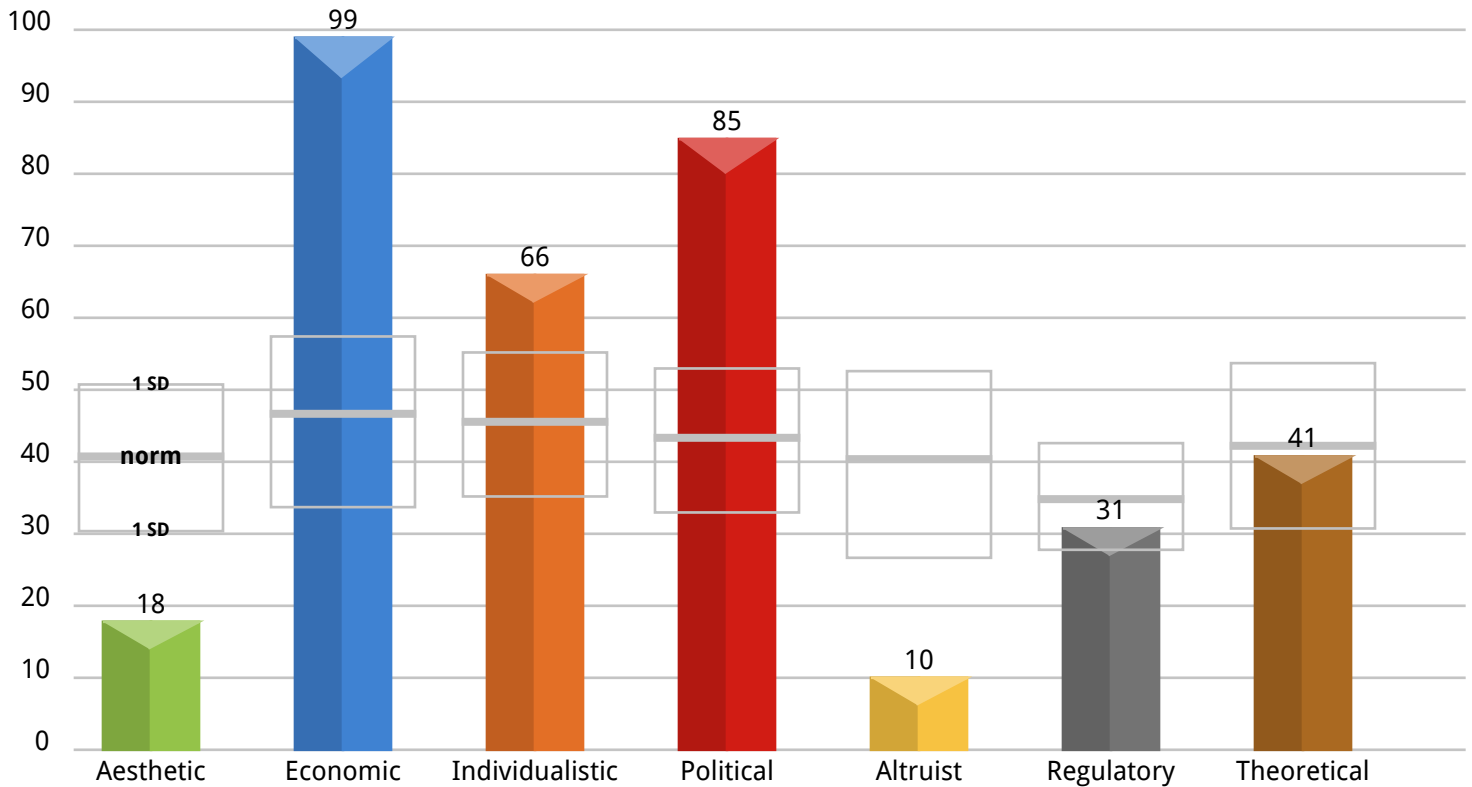
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

Sally Sample

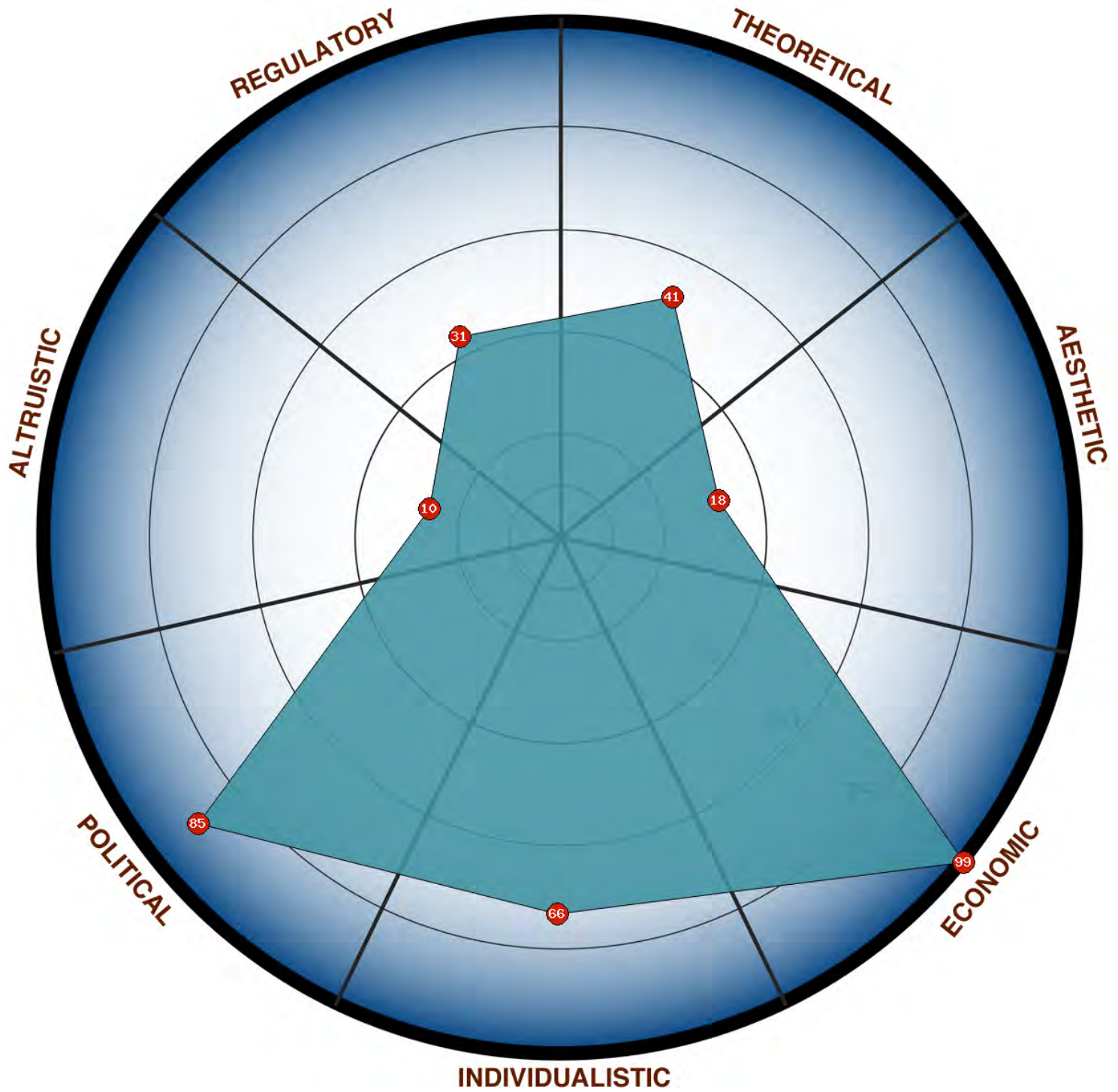


Executive Summary of Sally's Values

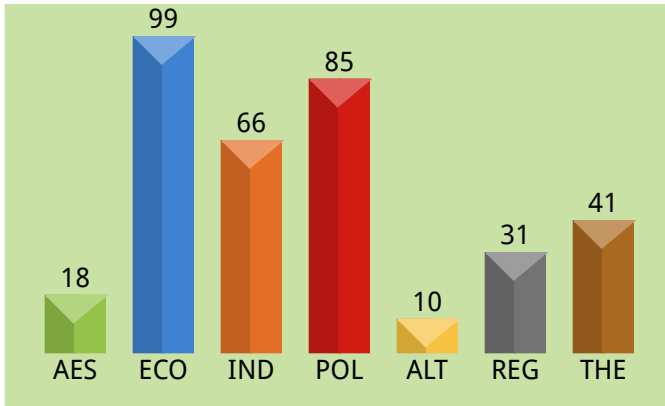


Sally Sample

Very Low Aesthetic	You are not into artistic expression, or achieving balance and harmony in life. You are all about the utilitarian, bottom-line results.
Very High Economic	You are very competitive and bottom-line oriented.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Very Low Altruist	You guard your trust level so as not to get burned, either self or team.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Average Theoretical	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.



Sally Sample



The Aesthetic Dimension:

The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

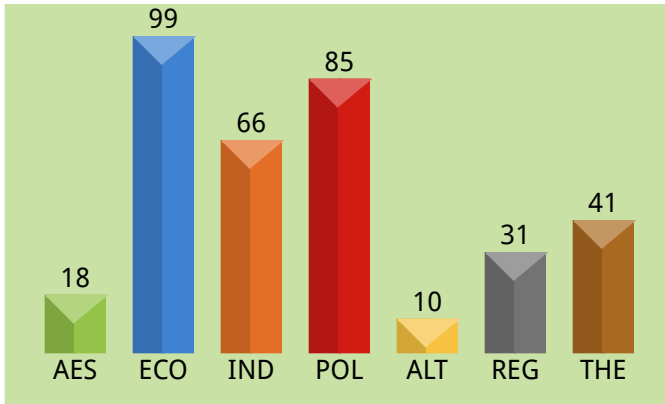
General Traits:

- You view having harmony and balance as not as important in business as other drive factors shown in this report.
- You can take or leave aesthetically pleasing things and may prefer to leave them alone.
- You believe something's usefulness is more important than its appearance.
- You are not passionate about harmony, balance, or aesthetics.
- You think making something "pretty" just for pretty sake is impractical.

Key Strengths:

- You tend to take a strong bottom-line approach to business transactions.
- You have a solid business sense. Business over beauty.
- You prefer not to share emotions and feelings and may like to work independently at times.
- You believe achieving results may take precedence over balance and peace in life.
- You are less emotional than most.

Sally Sample



The Aesthetic Dimension:

The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

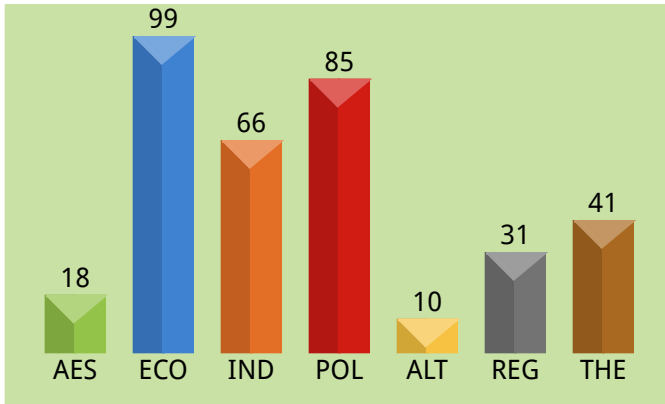
Motivational Insights:

- To maintain your highest level of motivation, avoid getting involved with projects related to the aesthetics of the work environment. Leave it to others and enjoy the fruits of their efforts.
- You should be sincere in providing recognition.
- You shouldn't assume that a workplace make-over and remodeling will be a substantial motivator.
- You're probably not going to be highly motivated purely by aesthetic reasons, or for doing something because it helps achieve harmony or balance.
- Team members working with you will benefit from your practical perspective.

Training/Learning Insights for Sally:

- You teach/learn in a very practical way, nothing fancy.
- You make sure to connect training benefits to business opportunities.
- You can be flexible about the surroundings in which you learn.
- You are not emotionally driven, stick to practical motivations.
- You avoid lots of team interaction just for the sake of interaction; be certain there is a business reason.

Sally Sample

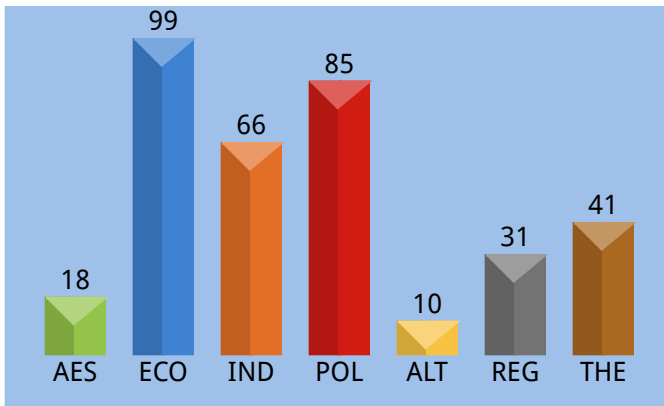


The Aesthetic Dimension:

The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Continual Improvement Insights:

- Some might consider you uncaring about aesthetics, artistic beauty or harmony.
- You may be seen as overly businesslike.
- You should try to appreciate the value others have for artistic things or trying to increase workplace aesthetics.
- You should remember to respect the creativity of others.



The Economic Dimension:

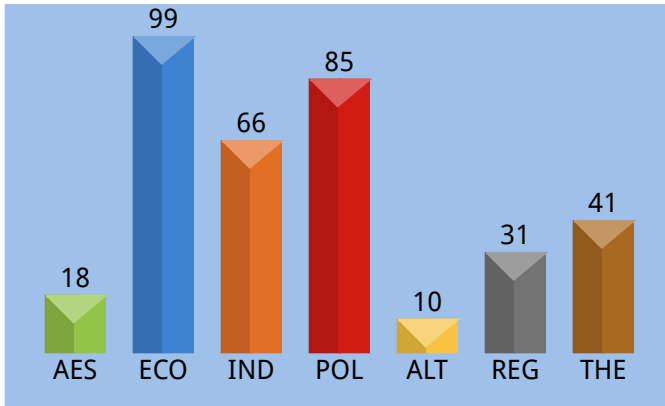
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You are interested in what is practical and useful in achieving your vision of success.
- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of your participation.
- You need for education and training to be practical and useful, with a profit or economic motive.
- You are motivated by high pay, and attaches importance to high earnings.
- You may want to surpass others in wealth or materials.

Key Strengths:

- You are able to multi-task in a variety of areas, and keep important projects moving.
- You are highly productive.
- You show a keen ear to the revenue-clock, your own and the organization's.
- Your decisions are made with practicality and bottom-line dollars in mind.
- You have high motivation to achieve and win in a variety of areas.



The Economic Dimension:

This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

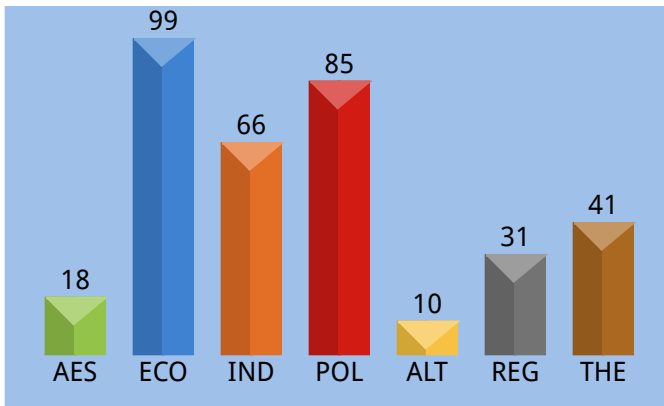
Motivational Insights:

- You realize that it's not just money that motivates, but also personal fulfillment in the job.
- You should reduce the potential visible "greed-factor" which may appear in your style.
- You would appreciate recognition and rewards (e.g., bonuses) as soon as possible, not just farther out as in at the end of the quarter or year.
- You provide substantial room for financial rewards for excellent performance.
- Remember that you have a keen ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.

Training/Learning Insights for Sally:

- If possible, you should build in some group competition as a part of any training activities.
- You should link learning outcomes to the ability to become more effective in increasing earnings for both yourself and the organization.
- You prefer some rewards or incentives for participation in additional training and professional development.
- Your scores are like those who want information that will help them increase bottom-line activity and effectiveness.

Sally Sample

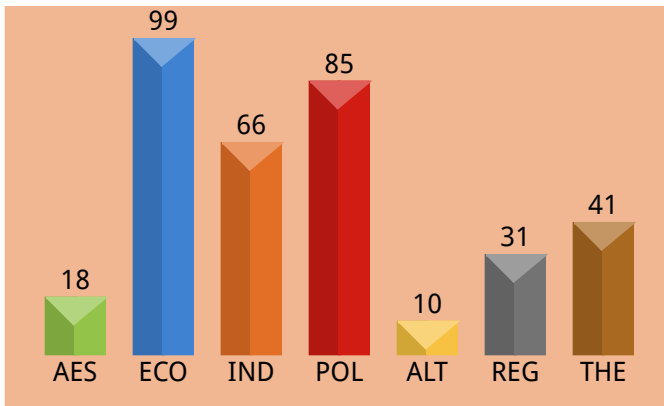


The Economic Dimension:

This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Continual Improvement Insights:

- While this very high economic drive may be a significant motivating factor in achieving your goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.
- You may judge efforts of others by an economic scale only.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.



The Individualistic Dimension:

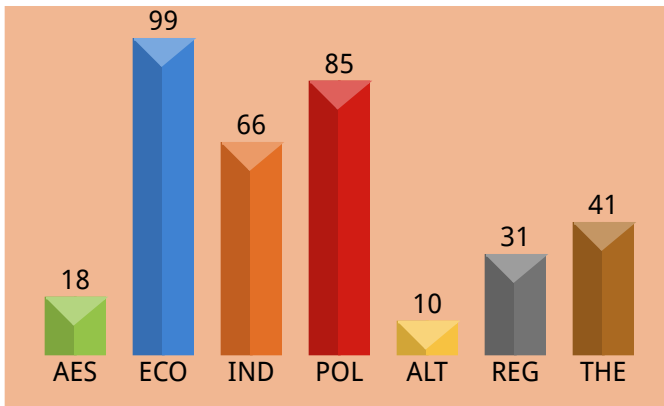
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- Your pattern of responses indicates that you have a strong desire to be your own person.
- You bring a lot of energy that needs to be put to good use.
- You may have a tendency to push-the-envelope a bit in situations where winning is desired.
- You enjoy work and assignments, which gives you standing in the eye of others and evokes respect.
- You prefer to make your own decisions about how an assignment or project is to be accomplished.

Key Strengths:

- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You realize that we are all individuals and have ideas to offer.
- You enjoy making presentations to small or large groups and are generally perceived as an engaging presenter by your audiences.
- You desire to be an individual and to celebrate differences.
- You bring a variety of different and energetic ideas to the workplace.



The Individualistic Dimension:

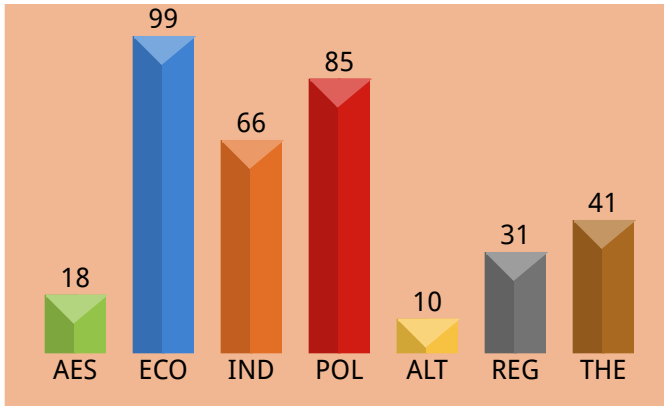
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- Be open to new ideas you may offer, and realize that you may do things a bit differently than standard operating procedures.
- You will appreciate 'air-time' at meetings to share ideas with others on the team.
- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.

Training/Learning Insights for Sally:

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

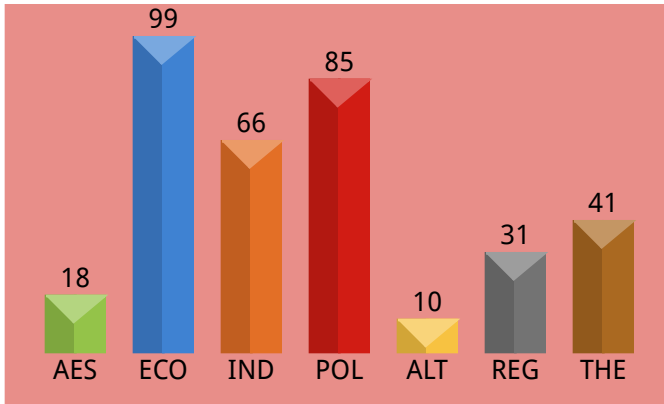


The Individualistic Dimension:

The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.



The Political Dimension:

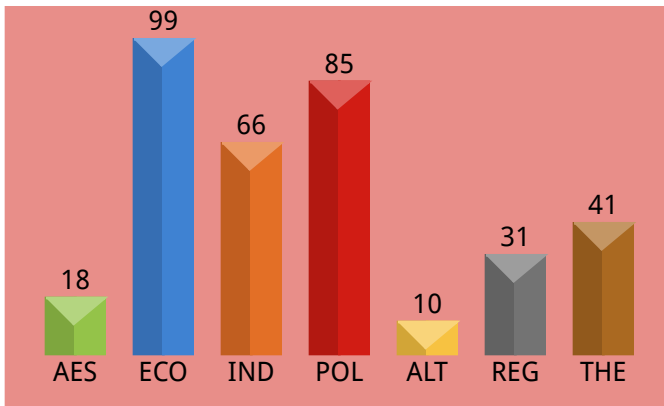
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You are very comfortable being in a leadership position and seek those roles.
- You like to be your own boss, and to have control over time and resources to accomplish goals.
- You seek competition.
- You have a bottom-line approach to getting things done.
- You enjoy a feeling of accomplishment in getting a difficult job done on your own.

Key Strengths:

- You have a strong 'buck stops here' approach to business and getting things done.
- You have a very high energy level to work hard at meeting goals.
- You accept struggle and hard work toward a goal.
- You are able to plan and design work projects for teams to accomplish.
- You are able to plan and control your own work tasks.



The Political Dimension:

This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

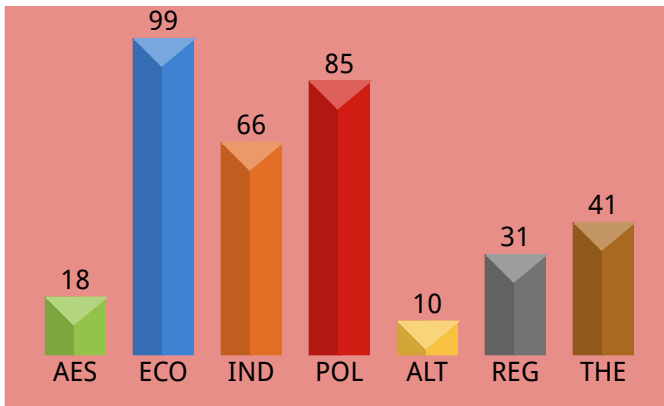
Motivational Insights:

- You appreciate public recognition and praise for successes.
- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.
- You enjoy status and esteem in the eyes of others.
- You score like others who may feel stifled if surrounded by many constraints.
- You may like to be seen as a catalyst for change.

Training/Learning Insights for Sally:

- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- If group activities are involved, you attempt to build in some competition and group leadership events.
- Your scores are like those who frequently show an interest in leading some training or professional development activities.
- Many who score like you, may prefer independent study instead of group or team activities.
- You provide for individual recognition for exceptional performance.

Sally Sample

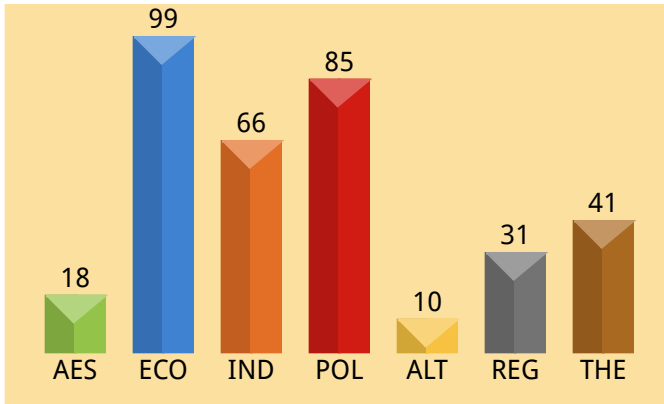


The Political Dimension:

This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Continual Improvement Insights:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority at times.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.



The Altruistic Dimension:

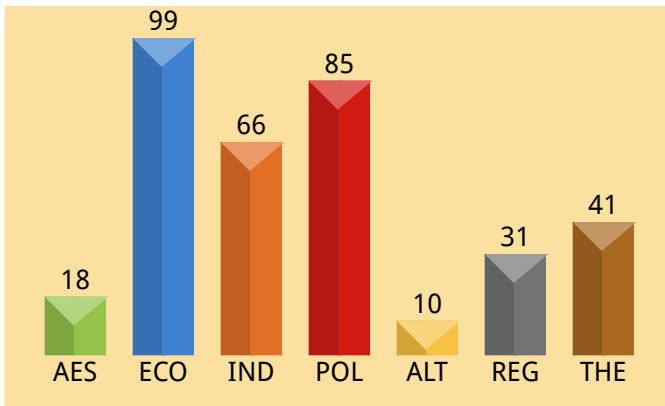
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You are not strongly motivated strictly by benefiting others alone.
- You view it as an unacceptable risk to openly trust others without some form of guarantee.
- You may not be seen as the most generous person when it comes to donating free time or services.
- You have no problem saying "No" to requests for help that do not provide a practical return.
- You can become more concerned with personal concerns than those of others.

Key Strengths:

- You have a very pragmatic, bottom-line approach to business transactions.
- You are a very strong survivor in chaotic situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have a rational-steady business focus.
- You work just fine alone, and don't need continuous team interaction.



The Altruistic Dimension:

This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

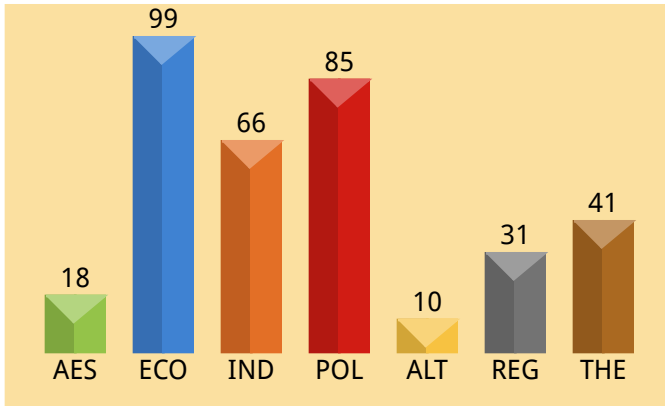
Motivational Insights:

- You should try not to get assigned for coaching or counseling duties, as these activities may not be your forte, and will take away from your attention to business matters.
- You demonstrate the practical benefits of increased team-work.
- You should remember that you will likely migrate towards independent work, even within a team, so try to pre-set some areas for independence.
- You leverage an individual benefit instead of a team benefit.
- You stay unemotional and don't get paternalistic.

Training/Learning Insights for Sally:

- You should make sure to link learning and professional development work to areas of personal interest.
- You should demonstrate the practical benefits of any training or learning.
- You connect all training or learning to the bottom-line business needs and how it will return personal results.
- You may like to train or learn independently, apart from others.

Sally Sample



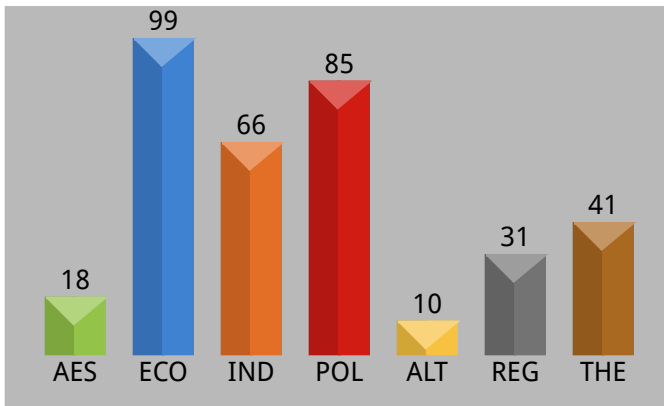
The Altruistic Dimension:

This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Continual Improvement Insights:

- Some could consider your very pragmatic approach as self-centered if not monitored.
- You are likely to be viewed as "guarded" and "reserved" by those who are much more altruistic.
- You might benefit from being more sensitive to the personal needs of others.
- You may gain personally by helping others gain personally as well.

Sally Sample



The Regulatory Dimension:

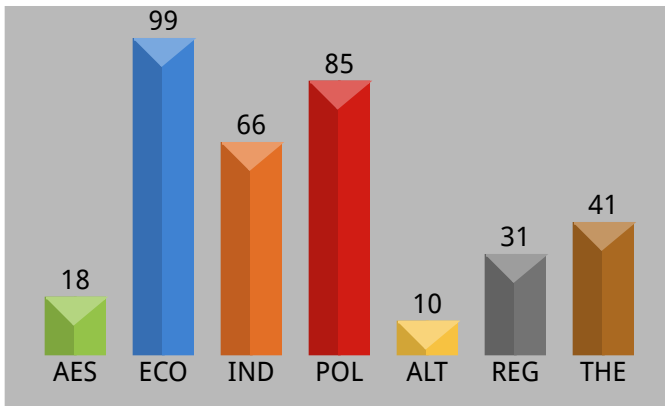
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You appreciate some structure, but not too much.
- You are good at seeing the details, but not likely to get lost in them.
- You are right at the national mean when it comes to desire for stability or steadiness.
- You can challenge the rules as long as it is done carefully and logically.
- You tend to be balanced and stable.

Key Strengths:

- You can challenge protocol and be creative if the situation demands it enough.
- You are not overly rigid in the need for order and structure.
- You are good at providing order and structure where it is required.
- You act to stabilize those on a team.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.



The Regulatory Dimension:

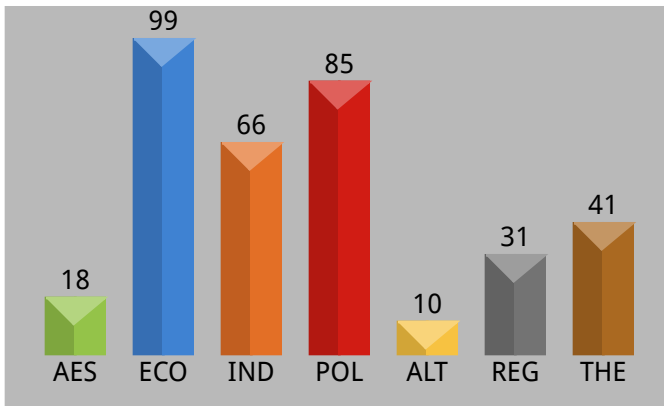
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You can help bring order out of chaos without going overboard.
- You can be the mediator between those who support the old guard and those who want revolution.
- You can provide a balanced view for creating new policies, procedures and protocols that are effective.
- You will be good at helping maintain a stable environment.
- You can be a valuable asset when it comes to working in routine environments.

Training/Learning Insights for Sally:

- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.

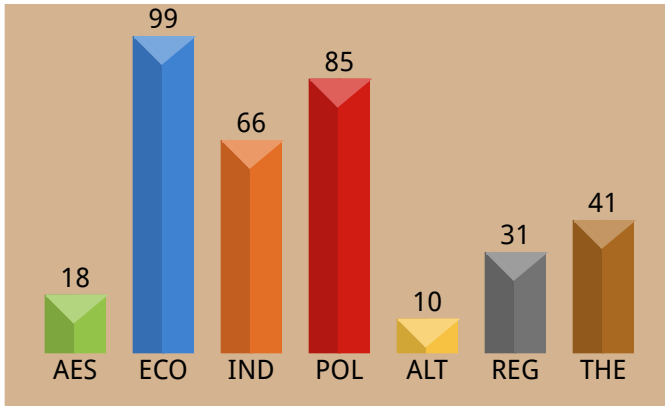


The Regulatory Dimension:

The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Continual Improvement Insights:

- You might benefit from exerting opinions freely in discussions of direction and planning.
- You could take a firmer stand on team issues involving dissenting opinions.



The Theoretical Dimension:

The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

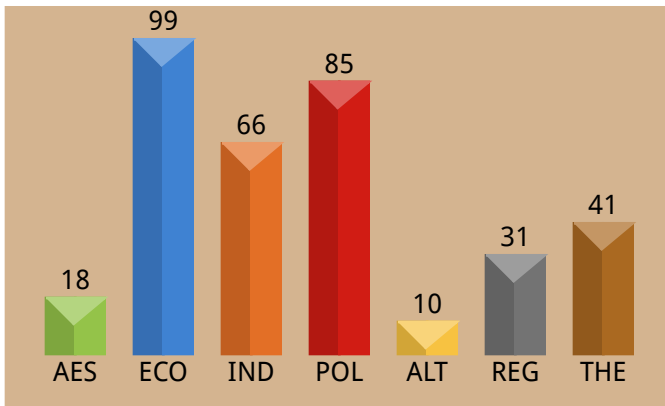
General Traits:

- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.
- Your score in this range is near the typical businessperson's score.
- You are able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- You bring a sense of balance and stability to a variety of technical issues and features impacting the team.

Key Strengths:

- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.

Sally Sample



The Theoretical Dimension:

The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

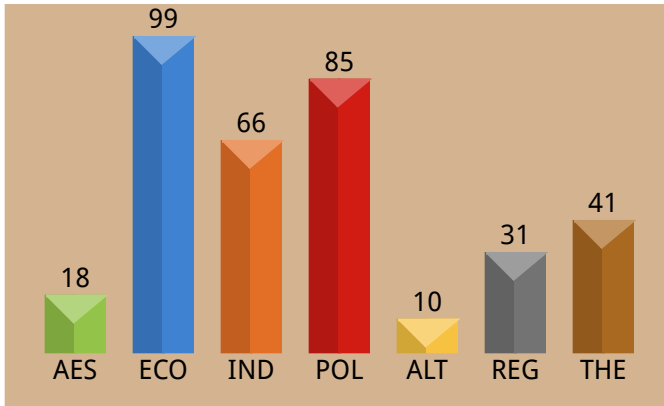
Motivational Insights:

- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.

Training/Learning Insights for Sally:

- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.

Sally Sample



The Theoretical Dimension:

The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Continual Improvement Insights:

- You may need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.



Use this sheet to help you track which motivators are well aligned and which are not and what you can do about it.

Action Step: Looking at your Values Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

	Alignment				
	Poorly				Highly
Motivator #1: _____	1	2	3	4	5
Motivator #2: _____	1	2	3	4	5

Legend:	
• 2-4 = Poor	• 8-9 = Excellent
• 4-5 = Below Average	• 10 = Genius
• 6-7 = Average	

Tally your score here:

Sally Sample

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: What aspects of your company or role can you get involved in that would satisfy this motivator?

Motivator #2: What aspects of your company or role can you get involved in that would satisfy this motivator?



Your final step to making sure you really benefit from the information in this report is to understand how your values style contributes to, and perhaps hinders, your overall success.

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):

Sally Sample