



Alexandra VanHaasteren

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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.

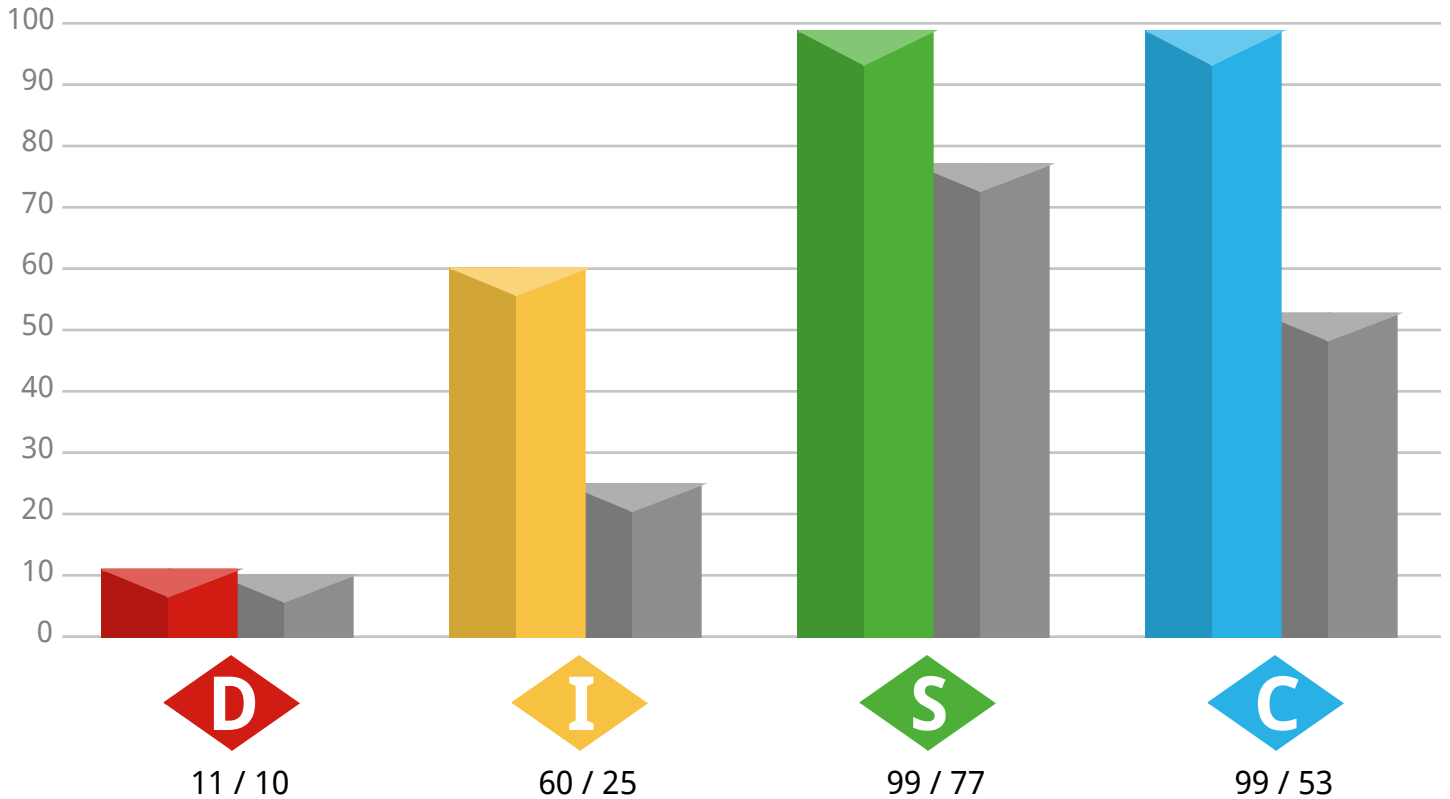
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Natural and Adaptive Styles Comparison



Alexandra VanHaasteren

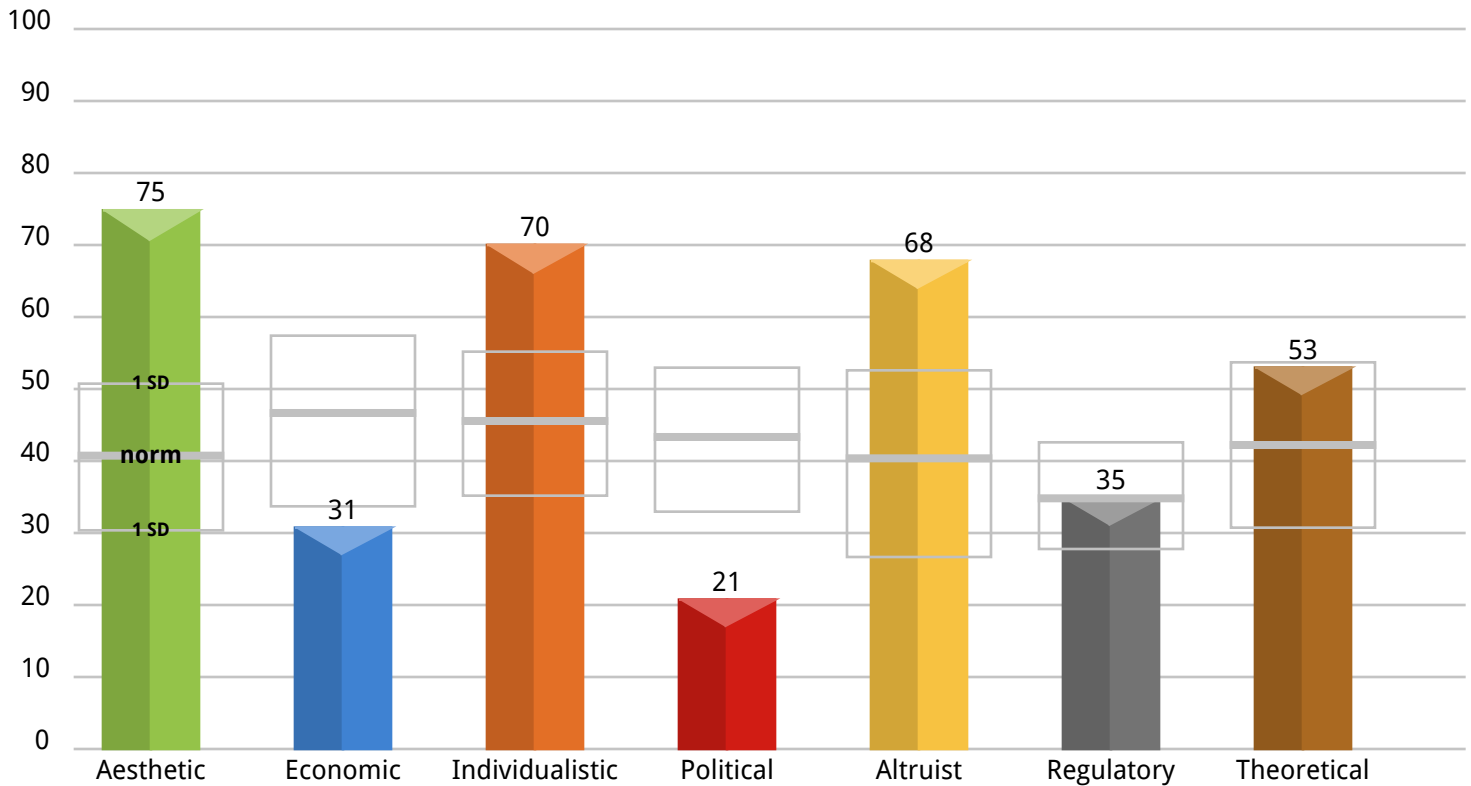
Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress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



Alexandra VanHaasteren

Very High Aesthetic	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
Low Economic	You are a team player and may put others' needs before self.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
Very Low Political	You tend to be non-competitive and demonstrate a higher service orientation.
High Altruist	You have a high desire to help others learn, grow, and develop.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

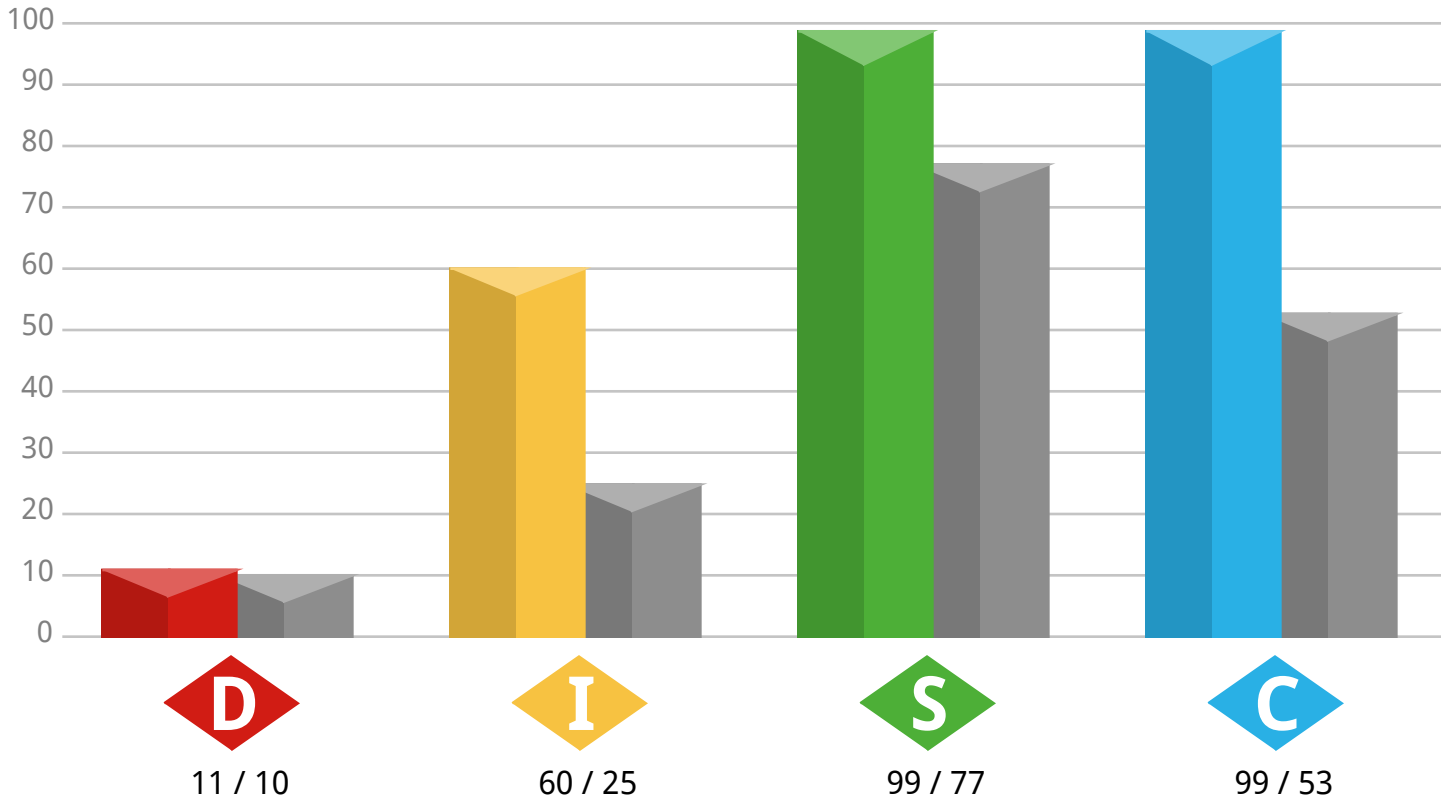


The DISC Index

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



Natural and Adaptive Styles Comparison



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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.

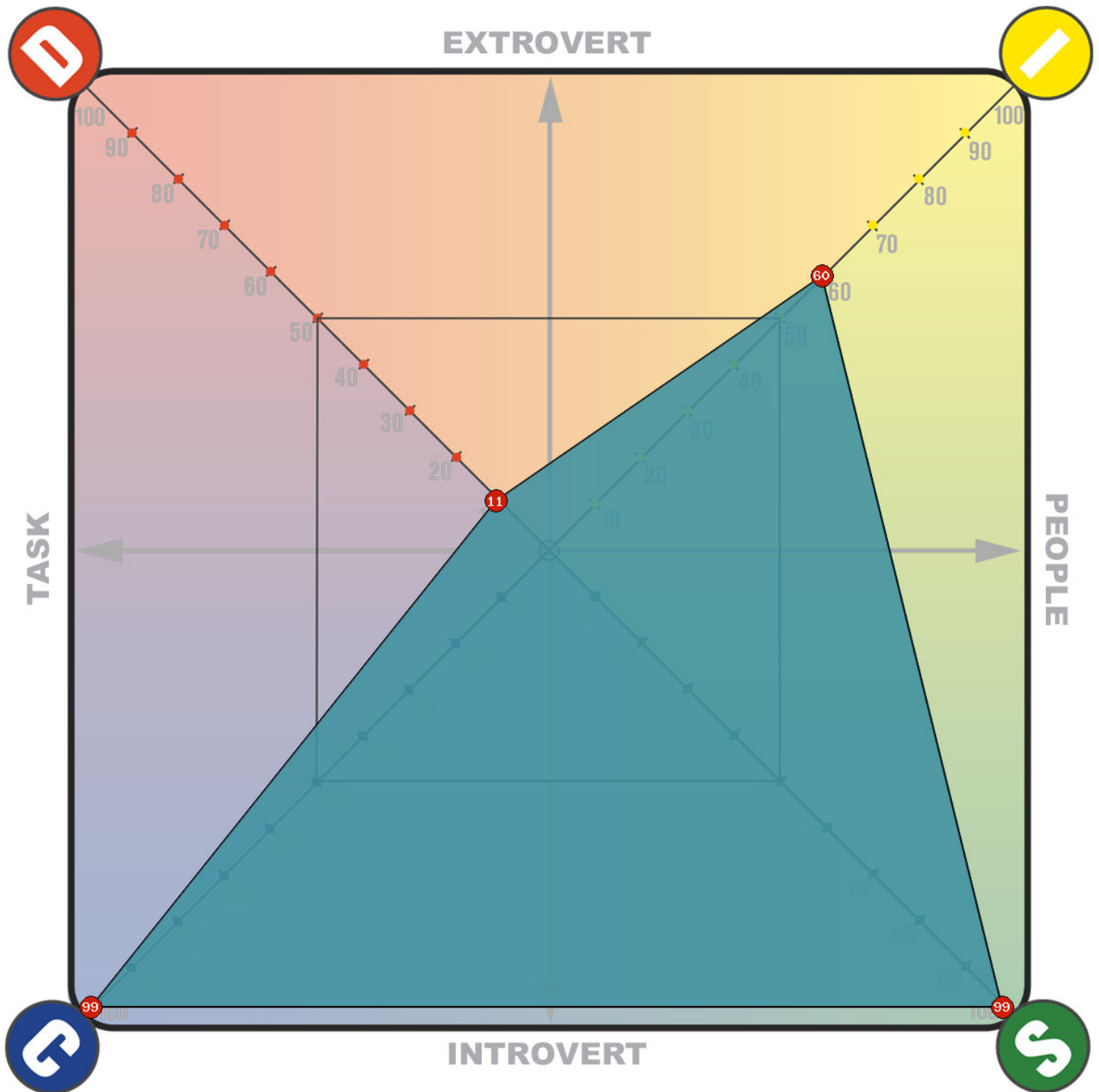
Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can 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





Decisive

Your approach to problem-solving and obtaining results

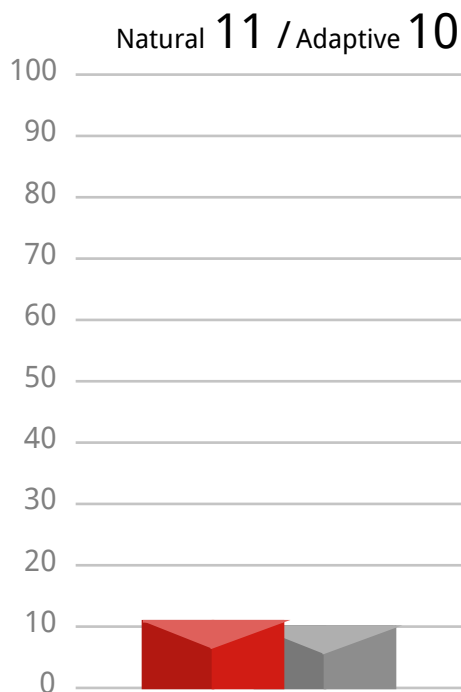
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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 low score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You like to take a more mild-mannered and measured hand in dealing with others.
- You avoid confrontations, preferring instead to work with others to resolve issues.
- You only want to make important decisions with a great deal of detail and awareness of outcomes and impact.
- You tend to be peaceful and avoid confrontation whenever possible.
- You can depend heavily on others to help make decisions.
- You like taking a slower, more methodical approach to making decisions.



Interactive

Your approach to interacting with people and display of emotions

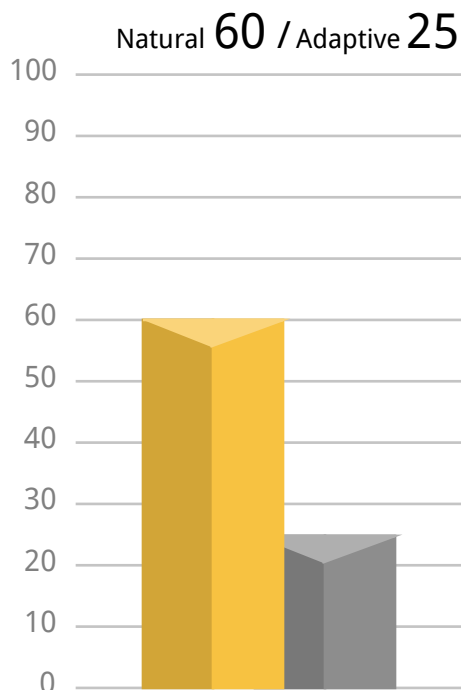
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You present yourself in a poised manner to both small or large groups of people.
- You like democratic not dictatorial relationships on the job.
- You prefer working in a social environment rather than one that is remote or isolated.
- You tend to meet new people in a confident and appropriate manner.
- You prefer an environment with ample people contact.
- You appreciate an open-door policy with both peers and supervisors.



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

- Even in the midst of chaos or high tensions, you are usually very cool, calm, and serene (or at least you are perceived as such on the outside).
- You possess an amazing ability to calm those people who are upset.
- You are very patient in working with a wide variety of people.
- You like having a strong identification or connection with the group, organization, or mission.
- You're not great at letting things go (e.g., original decisions, long held beliefs, etc).
- You are always seen as cool, calm, and collected on the outside (whether that is true on the inside or not).



Cautious

Your approach to standards, procedures, and expectations

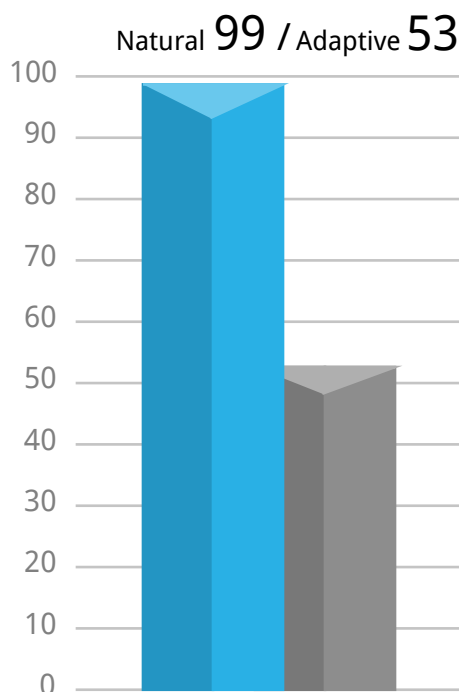
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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 high score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You can be seen as something of a perfectionist by others, especially in what you expect of yourself.
- You tend to approach new ideas and directions with skepticism and caution.
- When you present your argument you do so logically not emotionally.
- You are known as an accurate fact-finder by others.
- You expect high quality control and accuracy in all that you do or with anything you are involved with.
- You like a work environment that is precise, structured and orderly.



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:

- You tend to be verbal and articulate about many different topics and issues.
- You have the ability to handle people with patience, and demonstrate high technical competence in your area of expertise.
- You place high expectations on yourself and others, and are able to help coach others into a stronger quality orientation.
- Tend to be rather friendly and easy-going in interacting with others.
- Response pattern indicates that you have the ability to be a strong achiever in technical performance and expertise within the organization.
- You have the ability to focus on building your own skills and talents while also assisting others on the team in building their own skills.
- You score like those who desire to become the best they can, or an expert, in a specific area.
- You persuade others by demonstrating personal competence and encouraging others with a sense of optimism.



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:

- Shows extremely high levels of patience in working with others.
- You tend to be more modest than egocentric, and as a result you are able to work well with a variety of other DISC-Index™ style preferences.
- Because of your high degree of patience, some may look toward you as a generous teacher, mentor, or coach for complex projects or problems.
- You tend to resist the impulses toward fad solutions, and prefers to establish your own processes instead.
- Wants to be seen as friendly and easygoing without being an extremist.
- Known as one who prefers maintaining the status quo rather than making changes just for the sake of change.
- Known to say 'yes' more than 'no' when asked to help out with a colleague's project or problem.
- As a leader or member of a project team, you may show a deliberate, dispassionate, and serious approach to solving problems.



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:

- Having sufficient time to consider alternatives prior to making changes.
- Having an efficient system in place to handle routine work more effectively.
- Having reassurances that it is OK to take appropriate and calculated risks.
- Learning to say "no" more often to requests from others, to prevent spreading yourself too thin.
- Clear and specific job descriptions, and role responsibilities.
- Associating with friendly, active people.
- Having the option to change certain methods or procedures in order to increase efficiency.
- An environment with minimal sudden changes and crises.



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:

- A moderate to greater level of security in the environment.
- Sincerity from peers and colleagues.
- Projects and challenges of a specialized nature to demonstrate skills and competence.
- A link to some of the successful traditions that have built success in the past.
- A home life that is supportive of the work demands.
- Established procedures on which a base of successful processes can be built.
- Identification with company and colleagues that one can be proud of.
- Sufficient time to adjust to change so as not to disrupt systems and processes.



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 listening style.
- Self-motivated, and goal-directed, and able to spread that motivation to others.
- Solves problems with people in mind.
- Shows the rare ability to be both friendly and argumentative (when needed), and able to use humor to either break the ice or defuse a tense situation.
- Frequently seen by others as an expert in your area of responsibility, and willing to share the expertise with others.
- Brings appropriate people skills, patience in working with others, quality control, and attention to the details in a versatile blend of talents and expertise.
- Extensive base of both knowledge and expertise can be tapped to assist in getting a job done.
- Precise in the things you offer to a complex process or solution.



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:

- A culture that provides a relatively stable and predictable workplace environment with few sudden changes, even in the midst of high stakes or pressure.
- Work projects involving accuracy, consistent performance, and specialized skills.
- Working with a smaller group of competent people with whom trust has been established.
- An organizational culture that allows time to consider changes, rather than jumping into change.
- An appreciation of the very high degree of patience you bring to the job culture and sincerity in working with others.
- A culture in which you can interact with people on a casual and personal basis.
- Sometimes working more with things than with people.
- Minimal interpersonal conflict and hostility.



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:

- Become overly sensitive to criticism.
- Struggle with prioritizing things appropriately, due to ranking all items as the "most important".
- Struggle with meeting deadlines due to your desire for completeness or perfection.
- Require an overly complete explanation of details before changes are made.
- Become overly aggressive when the climate becomes unfavorable.
- React on impulse rather than thinking things through before responding.
- Promise a bit more than you can deliver, bite off more than you can chew.
- Be overly optimistic in ability to persuade or manage others.



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:

- Structures events to inspire participants to act on their own ideas and visions.
- Wants to provide participants with the ability to understand principles and concepts.
- Helps group create new concepts and models of ideas.
- Appreciates intellectual recognition.
- Evaluations are made based on maximizing the individual's growth more than comparatively.
- Sincere participation with others as a co-learner or co-facilitator.
- Balances individual and group work for the participants.

How you prefer to receive knowledge or learn:

- Does well with independent practice as well as working with others.
- Seeks inspiration and excitement in the learning process.
- More accepting of a more impersonal training or learning venue than others.
- You like to structure your own activities only with explicit goals and outcomes established.
- As a participant, prefers a balance between individual and group work.
- Shows commitment, and wants to be personally involved in learning.
- Looks for meaning and clear integration of the learning activities.



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 you:

- Be certain to remember to provide specific action steps and details for all involved.
- Make an organized appeal for support and contributions.
- Break the ice with a brief personal comment.
- If you disagree with the direction, make an organized presentation of your position.
- List pros and cons to suggestions you make.
- Provide a specific, step-by-step timetable with names and responsibilities.
- Do your homework, because others will have already done their share of it.

Things to avoid to effectively communicate with you:

- Don't rush into business or the agenda; provide some time to break the ice.
- Don't legislate.
- Don't rush the issues or the decision-making process.
- Don't be disorganized or sloppy.
- Don't push too hard.
- Don't be rude, abrupt, or too fast-paced in your delivery.
- Don't manipulate or bully others into agreeing.



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)



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.



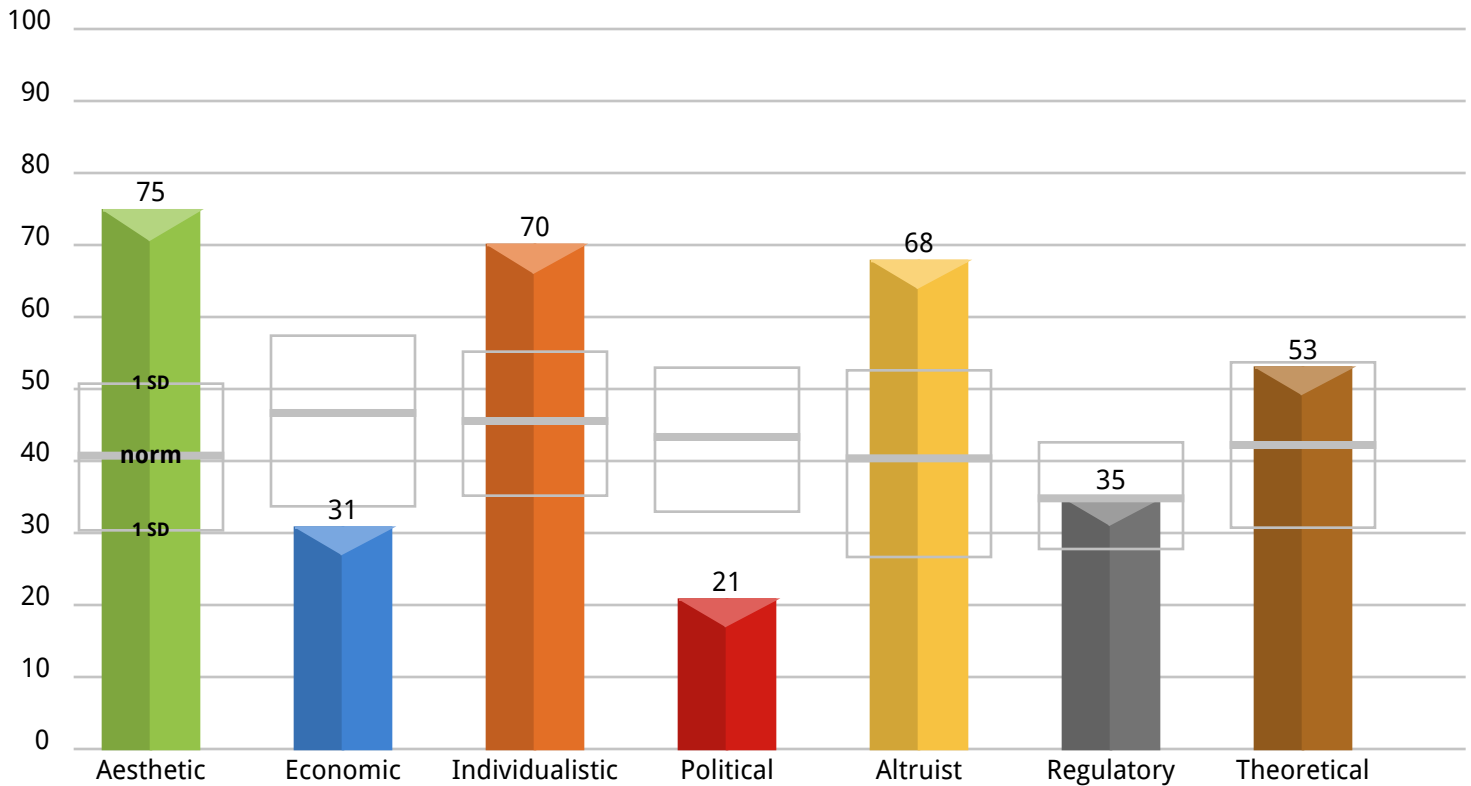
A closer look at the seven dimensions

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

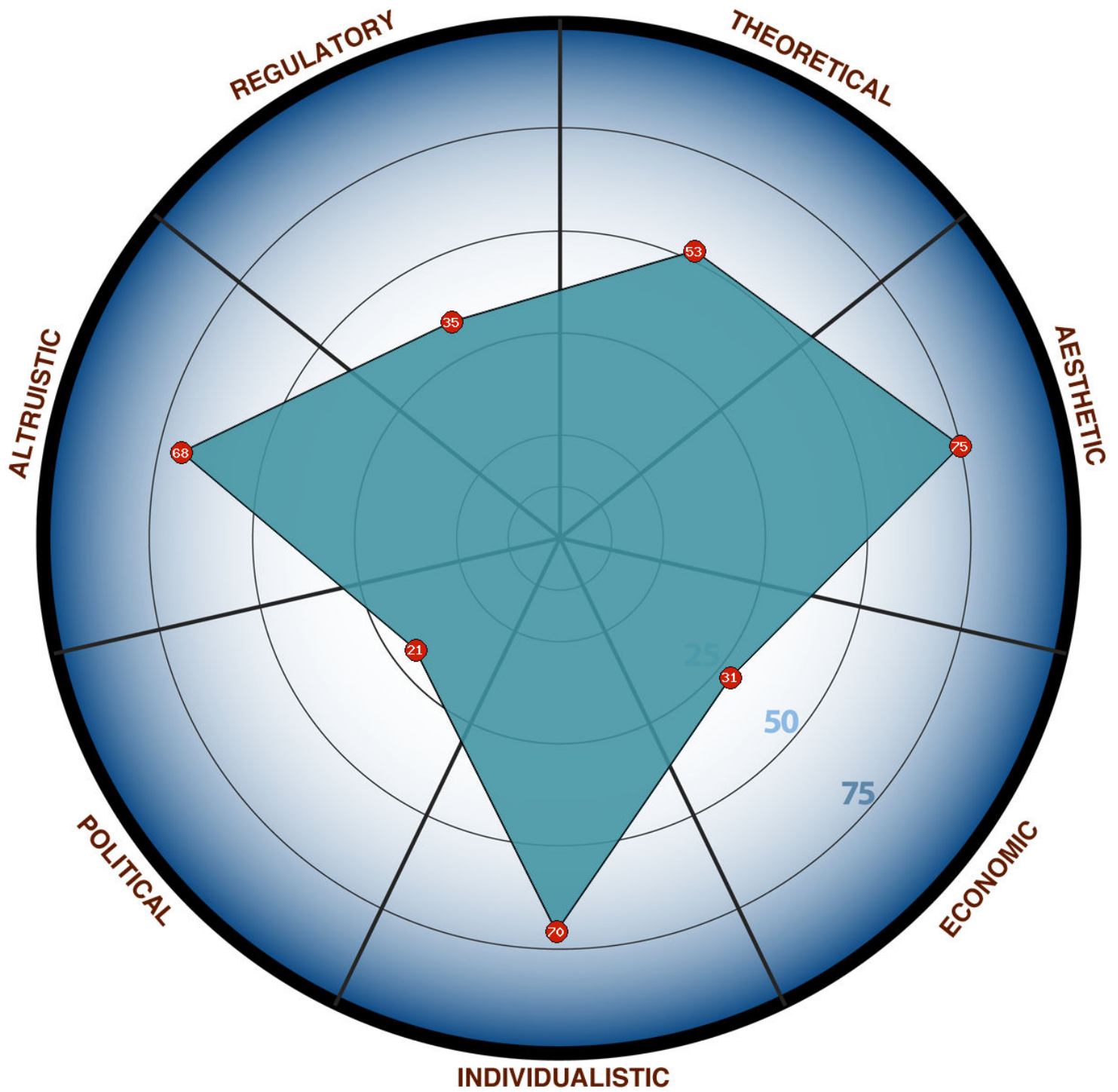


Executive Summary of your Values

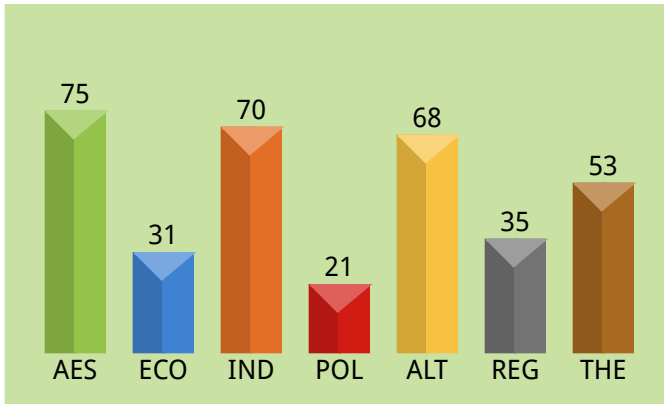


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Very High Aesthetic	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
Low Economic	You are a team player and may put others' needs before self.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
Very Low Political	You tend to be non-competitive and demonstrate a higher service orientation.
High Altruist	You have a high desire to help others learn, grow, and develop.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.



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The Aesthetic Dimension:

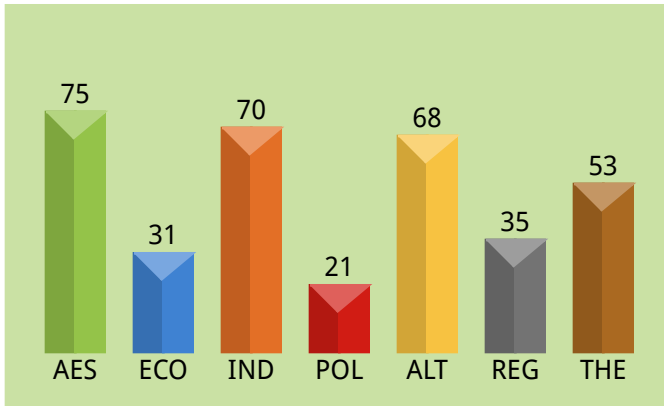
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You show a very strong desire for beauty, harmony and aesthetics in the personal or work environment.
- To you, feeling "good" and looking "good" are important.
- You are energized when others around share similar level of appreciation for beauty and form.
- You have a strong interest in preserving the environment, nature and resources.
- You have a very strong drive to express creativity in artistic or inventive ways.

Key Strengths:

- You are not pacified by traditional rewards only (paycheck), but appreciate more personal rewards.
- You have a willingness to think beyond the surface of a problem and bring a creative set of new ideas.
- You are very interested in seeing all sides of a situation.
- You will bring new and innovative ideas to the table.
- You demonstrate a very high personal and professional regard for the feelings and emotions of others on the team.



The Aesthetic Dimension:

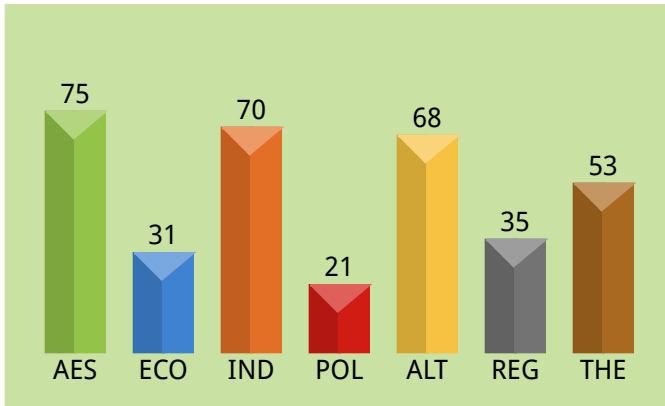
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You provide ample opportunity for creative self-expression.
- You allow for sufficient personal free time to achieve balance.
- You provide an outlet for connecting artistic, balance or environmental benefits to work requirements.
- You should explore potential of involvement with environmental or 'green' initiatives in the area.
- You may prefer to have some outlet for your creativity at a team meeting or event.

Your Training/Learning Insights:

- You should link new knowledge to new ways to be creative or achieve better harmony and balance in life.
- You have the ability to connect training and development to other's needs and interests, and to encourage their own imagination.
- To increase the meaning of training programs, you should try to link these to increased understanding of form, harmony, and the big picture.

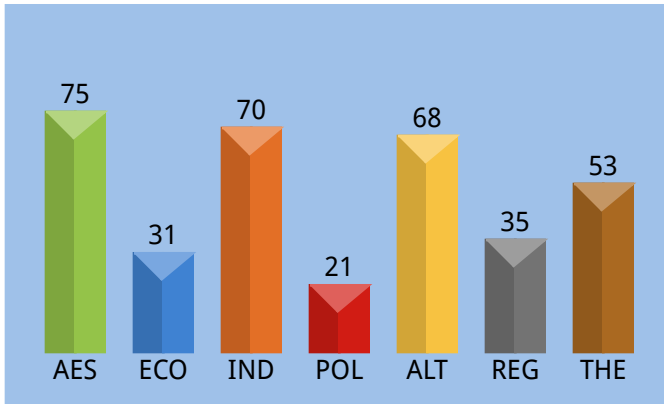


The Aesthetic Dimension:

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:

- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You could get lost in creativity if not kept somewhat reined in and on target.
- You may carry too great an emphasis on the artistic, or balance/form issues in the workplace.
- You need to remember that sometimes function is all there is time for or all that is needed.
- You might tend to have work back up if you are too creative or inventive with how to do it.



The Economic Dimension:

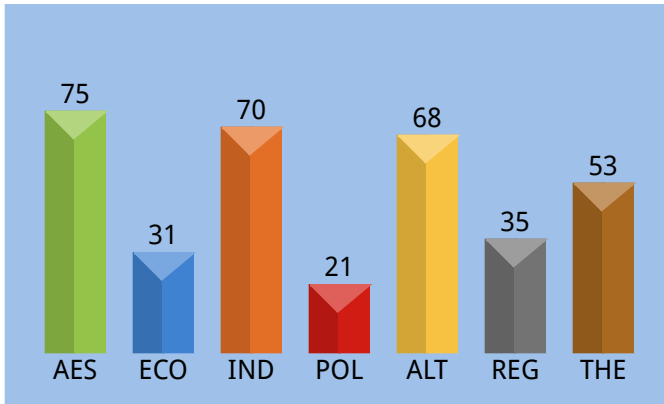
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- Using money or materials as a yardstick to measure or impress others is not important to you.
- The lower Economic drive here may also indicate that you may not be solely motivated by competitive financial incentives such as accelerated commissions in the compensation plan.
- Since this values area may help to determine your money-motivation, the results indicate that you may be motivated more by things other than a high paycheck (although that may still be important).
- You score in a range that indicates a lower interest in materialistic, or that you have already achieved a level of material security.
- The lower score here may also indicate that you may have already begun to reach your own level of financial security, to the extent that things other than money may now become motivating drives.

Key Strengths:

- You see a wider spectrum of the picture, not just the economic view.
- You are an excellent team player and team member.
- You have an attitude of "We're all in this together, so let's work together."
- You are sensitive and responsive to the "people-side" of work related activities.
- You rarely (if ever) look at a project with a "what's in it for me" perspective.



The Economic Dimension:

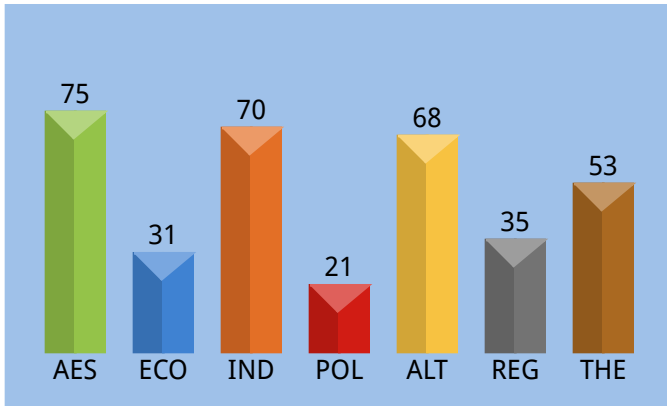
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You will enjoy sincere recognition for contributions other than merely economic.
- You should allow time in the schedule for helping others as well.
- You should remember that 'helping hands' behind the scenes are as important as the highly visible ends of a work project.
- You should seek options for taking on tough challenges.
- Avoid measuring your performance by a monetary incentive only.

Your Training/Learning Insights:

- You come to a training or development function typically without a 'What's in it for me?' attitude.
- You may prefer team-oriented activities, to work and share ideas with others.
- You score like those who enjoy a more cooperative learning style, versus remote or competitive.
- You may prefer less competition between learning groups.



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.

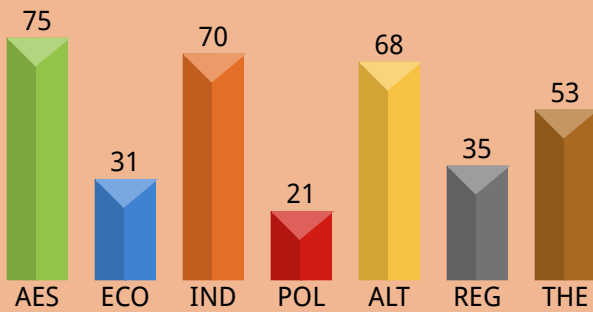
Continual Improvement Insights:

- You may not hear the 'revenue clock' ticking on some projects.
- You may tend to over commit both on and off the job, such as with community organizations, etc.
- You may need coaching to increase revenue awareness or profit motivation.
- You may need to learn to say "no" more often.
- You should avoid spreading yourself too thin by taking on responsibilities that could be delegated to others.



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.
- Many who score in this range like to invent new things, design new products, and develop new ideas and procedures.
- You sometimes surprise others with spontaneous ideas or responses.
- You enjoy working in your own way and own methods.
- You like to have your own niche; the place where you can excel.

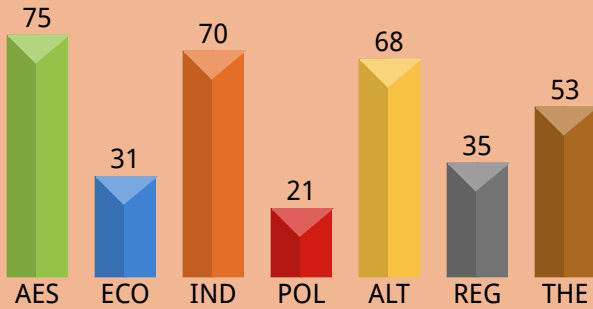
Key Strengths:

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



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.

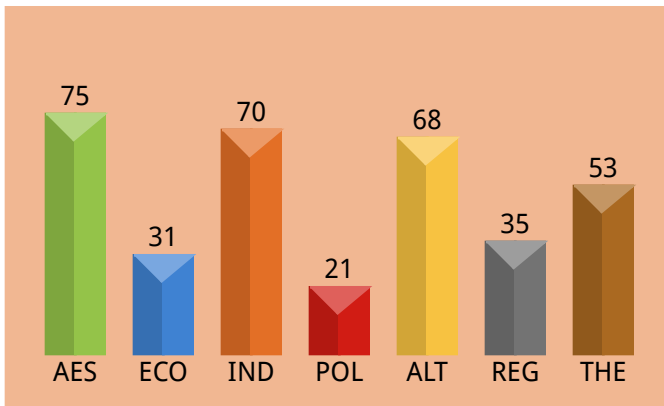


Motivational Insights:

- You may like to work apart from the team and independently at times.
- You should remember to find continuous opportunities to learn and progress.
- Be patient in allowing for expression of your uniqueness and sense of humor.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You should create an environment that provides security while it encourages taking appropriate risks.

Your Training/Learning Insights:

- 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.

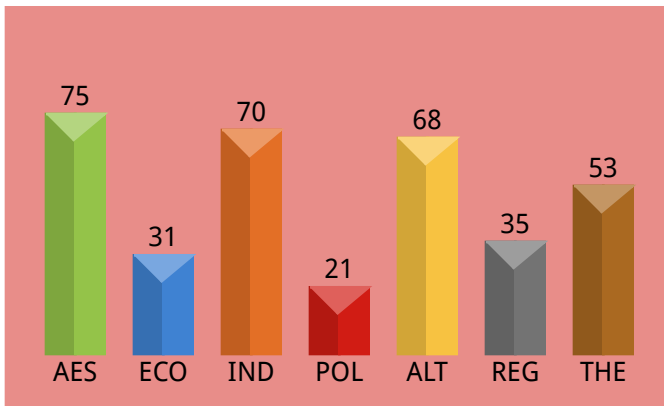


The Individualistic Dimension:

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:

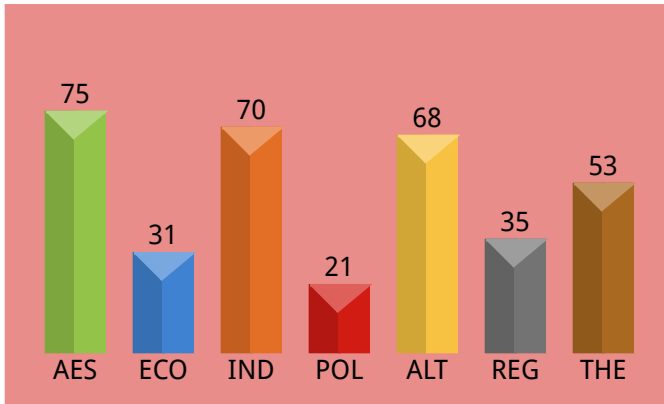
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You tend to be a-political in workplace power struggles.
- You respond favorably in an open and honest professional environment.
- You may prefer a team member role than a team leader role.
- You are perceived by others as a supportive team player.
- While frequently not standing up in the limelight, you still appreciate sincere recognition for contributions made.

Key Strengths:

- You enjoy working for a mission or cause and are usually supportive of the team leadership, as long as sensitivity to your own personal needs is maintained.
- You like to work with and toward consensus.
- You are ready to assist peers and others on the team when they encounter an obstacle to progress.
- You treat each person on the team with equal respect.
- Your personal sense of accomplishment exceeds the need for recognition of the accomplishment.



The Political Dimension:

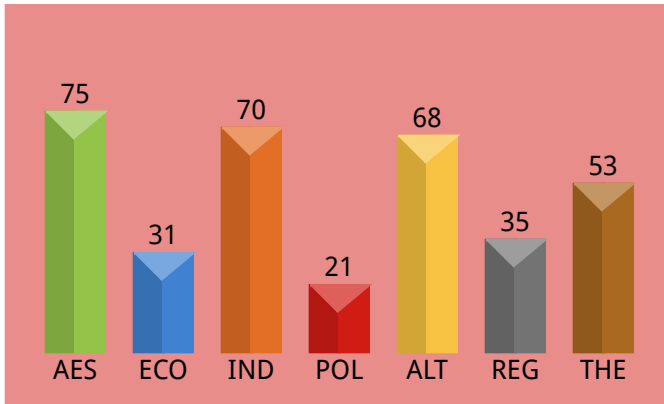
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- Look for ways to be a supportive member of the team.
- While you may not seek the spotlight on a project, look for appreciation for the hard work, insight, and creativity you bring to the table.
- Remember that you carry no hidden agendas, and others shouldn't either.
- Keep yourself challenged.
- You prefer an environment where your input as a professional is included and respected.

Your Training/Learning Insights:

- Some who score in this range prefer team-oriented training or development activities.
- Your increased motivation and participation may come from group accomplishments where each member contributes something to the group learning effort.
- You may prefer slightly more structured professional development activities than unstructured or ambiguous ones.
- You may prefer more team events than independent study activities.
- You may appreciate more cooperative group activities than competitive ones.

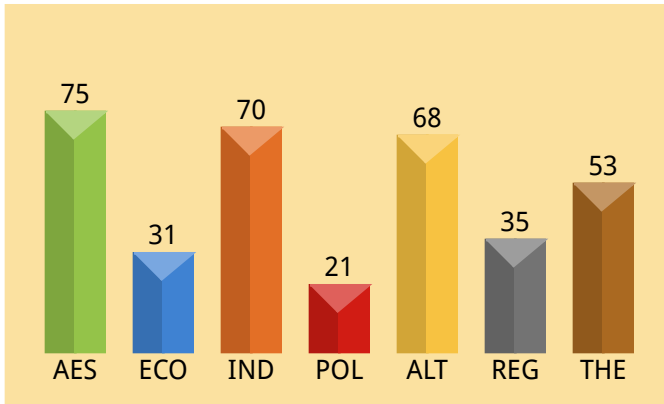


The Political Dimension:

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 step up to the plate a bit more and be recognized for your professional contributions.
- You may tend to become quiet when conflicts emerge rather than provide input to the group problem-solving effort.
- You appreciate others' needs to be more involved in situations, issues, and sometimes conflicts when on the job.
- You may not pro-actively confront others (in a positive way) when conflicts emerge.
- You may take a visible stand on some important work or mission-related issues.



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 have a strong desire to help others grow and develop as professionals.
- You find value in work, beyond just a paycheck, especially when it aids others.
- You tend to have the welfare of others frequently in mind.
- You have a high need to help and support others on their own pathway to success.
- You freely give time, talent and energy without being asked.

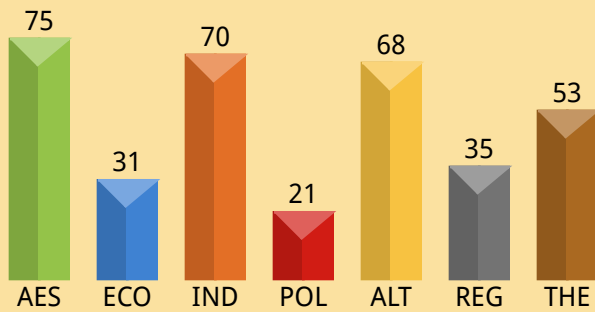
Key Strengths:

- You are likely to go beyond the call to support or service others.
- You are always willing to share time, talent, and energy to help the organization or the cause.
- You have a high degree of willingness to give time to help, teach, and coach others.
- You are good at helping others communicate and respect each other and are a calming influence.
- You treat others with high personal regard and respect.



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.

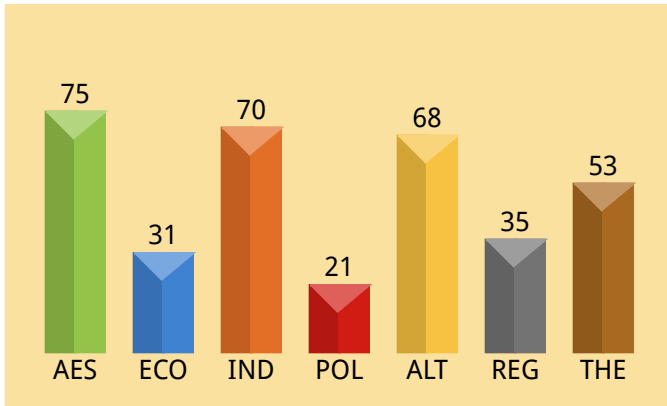


Motivational Insights:

- You should provide an environment in which there is opportunity to help others achieve and grow professionally.
- Self-monitor to make sure your giving doesn't become too much or impractical.
- You keep sincerity as a primary focus in communication.
- You should treat yourself with the same level of sincere concern and interest that you give others.
- You should provide flexibility to allow for helping others on the team.

Your Training/Learning Insights:

- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.

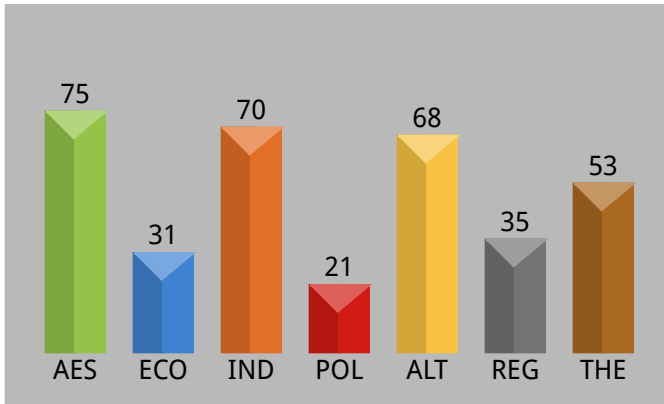


The Altruistic Dimension:

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:

- You can give away too much time, talent and energy.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You need to watch to ensure that your giving nature is not abused or taken advantage of.
- You need to remember that support and service efforts need to be practical as well.
- You may need to say "no" more often.



The Regulatory Dimension:

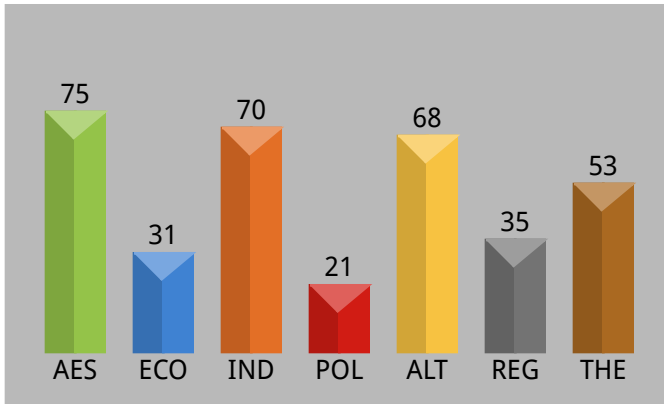
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You move freely and effectively between the rebels and the rule-followers in a group.
- You appreciate some structure, but not too much.
- You understand both sides of the argument for more and less rules and policies.
- You can challenge the rules as long as it is done carefully and logically.
- You are accepting of authority, but not bound by it blindly.

Key Strengths:

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



The Regulatory Dimension:

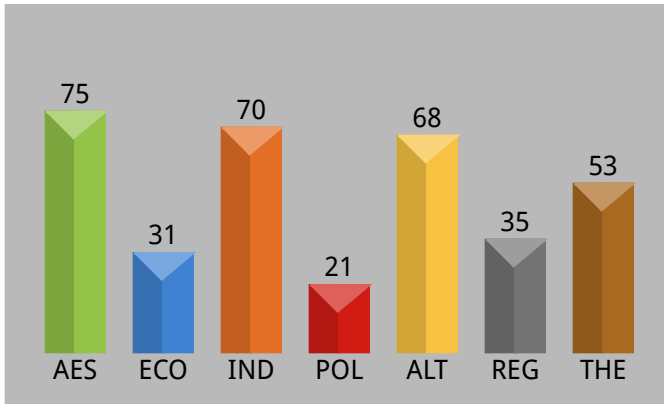
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

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.

Your Training/Learning Insights:

- 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.

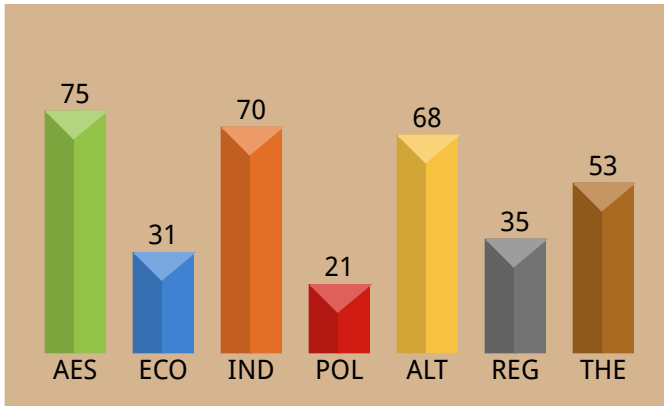


The Regulatory Dimension:

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:

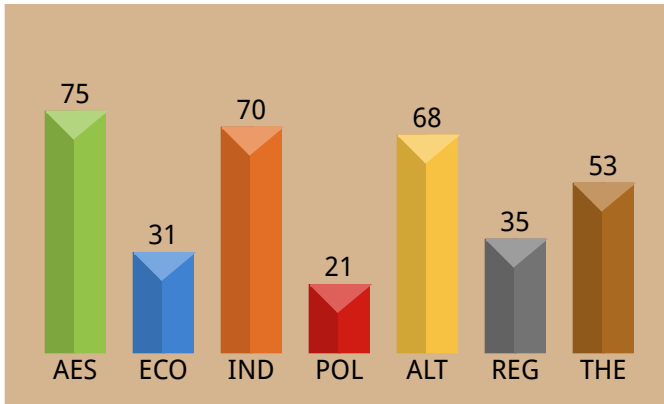
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You have a high degree of curiosity in a variety of areas.
- You have an attitude of 'How do you do that? Can I do it too?'
- You are willing to take risks to learn something new.
- You have many interests outside the workplace.
- You may enjoy learning even for its own sake.

Key Strengths:

- You know a little about most everything and are conversant about it.
- You provide an open-minded approach that comes from broad-based research.
- Others on the team may seek you out to answer their questions because they know of your strong knowledge base.
- You have strong and consistent analytical skills and ability.
- You demonstrate a logical approach to problem solving and patience to analyze all of the options for solutions.



The Theoretical Dimension:

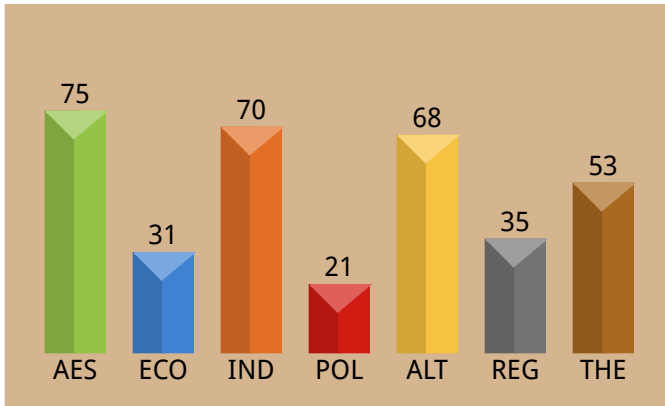
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- Classes, courses, conferences: go and learn.
- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.

Your Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.



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 have a tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You need to bring a balance, at times, between the strong desire to acquire new knowledge base and the reality of the practical applications, if any.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.



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
- 4-5 = Below Average
- 6-7 = Average
- 8-9 = Excellent
- 10 = Genius

Tally your score here:

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):
