



DISCPLUS

Kirk Morgan

September 22, 2017

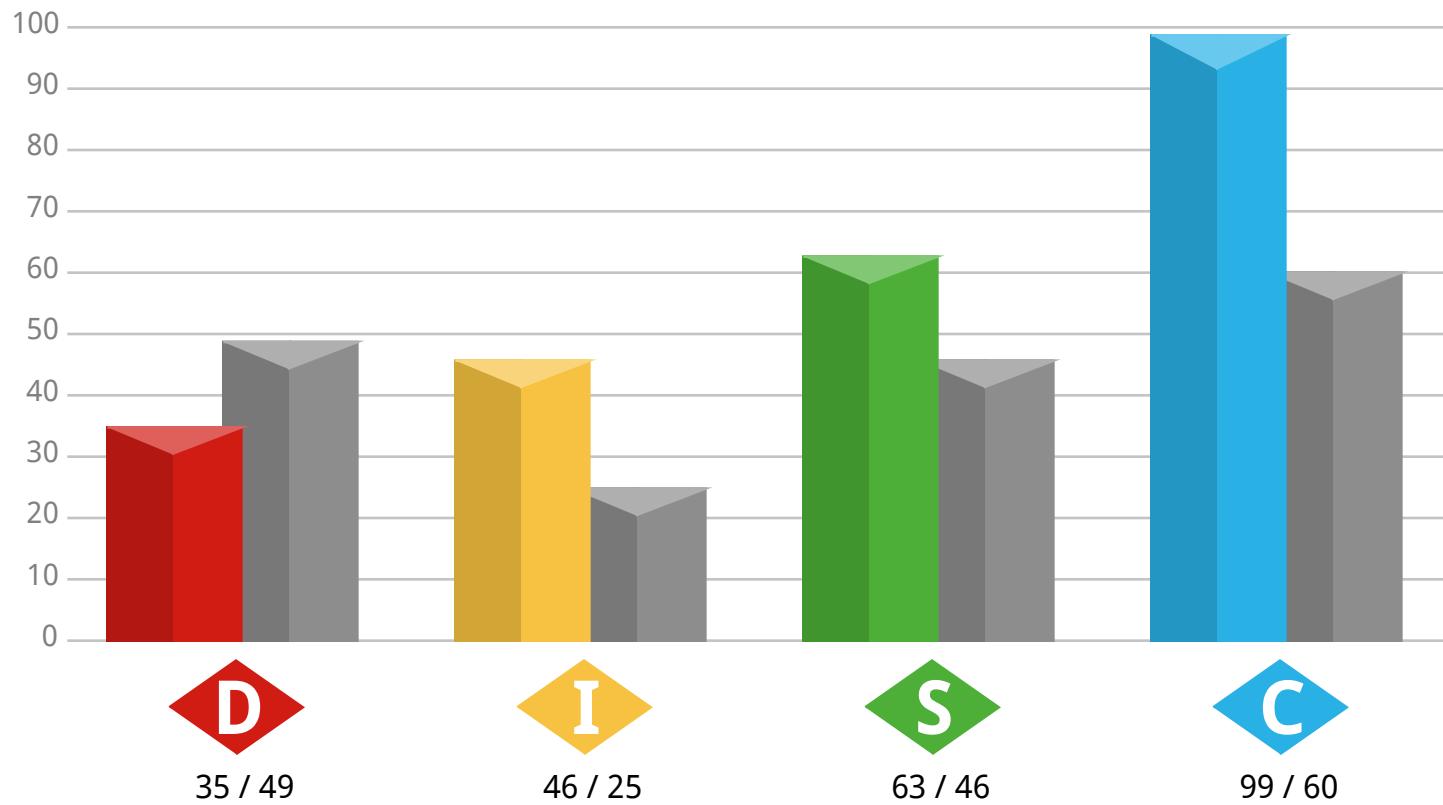
This Innermetrix DISC Plus Profile combines the best of two world class profiles. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand HOW you prefer to get things done, and WHY you're motivated 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.



Anthony Robbins Coaching
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Natural and Adaptive Styles Comparison



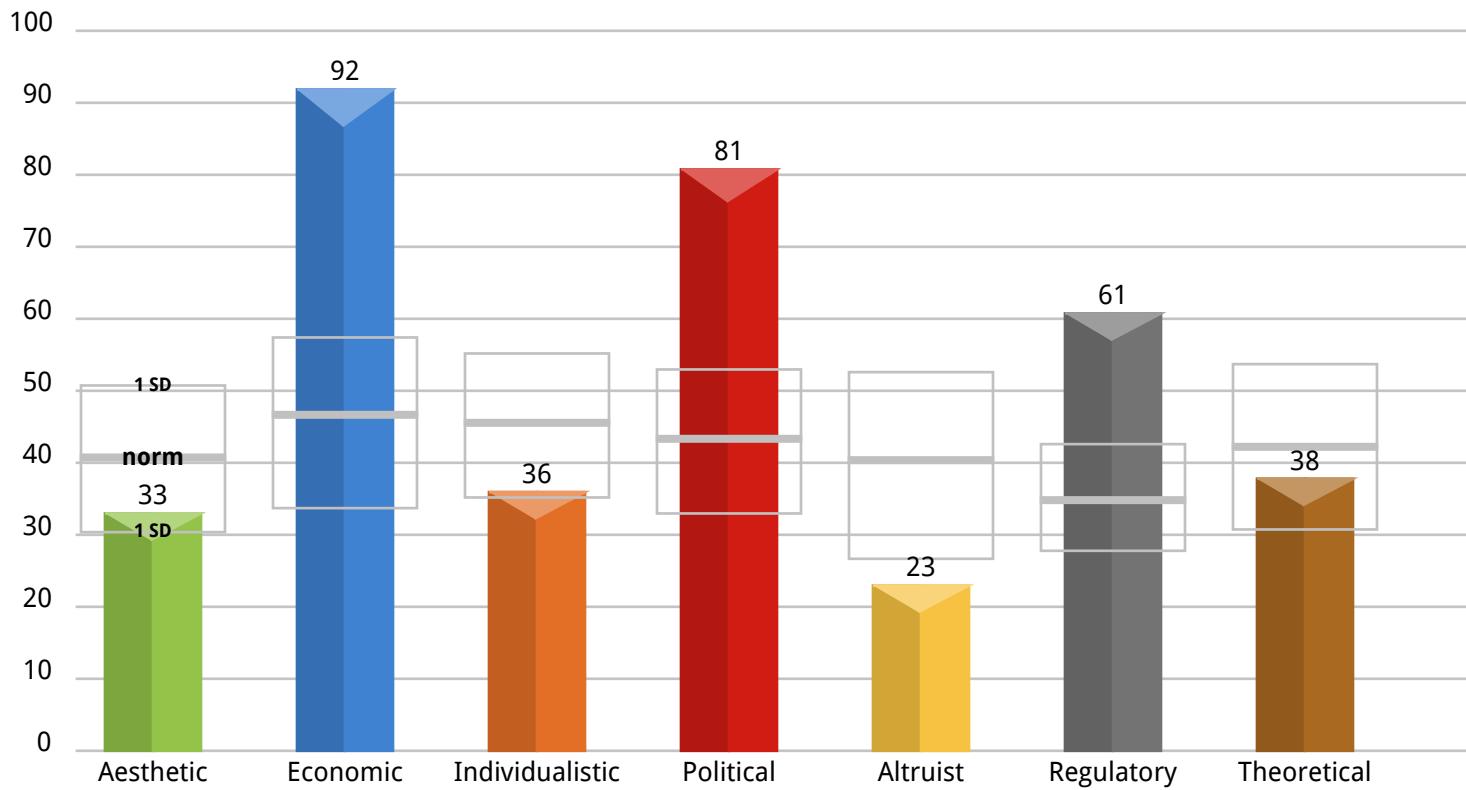
Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress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



| | |
|-------------------------|--|
| Average Aesthetic | You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things. |
| Very High Economic | You are very competitive and bottom-line oriented. |
| Average Individualistic | You are not an extremist and able to balance the needs of both others and self. |
| Very High Political | You are a very strong leader, and able to take control of a variety of initiatives and maintain control. |
| Low Altruist | You won't be taken advantage of and protect your own turf and that of the team or organization. |
| High Regulatory | You have a strong preference for following established systems or creating them if none present. |
| Average Theoretical | You are able to balance the quest for understanding and knowledge with the practical needs of a situation. |

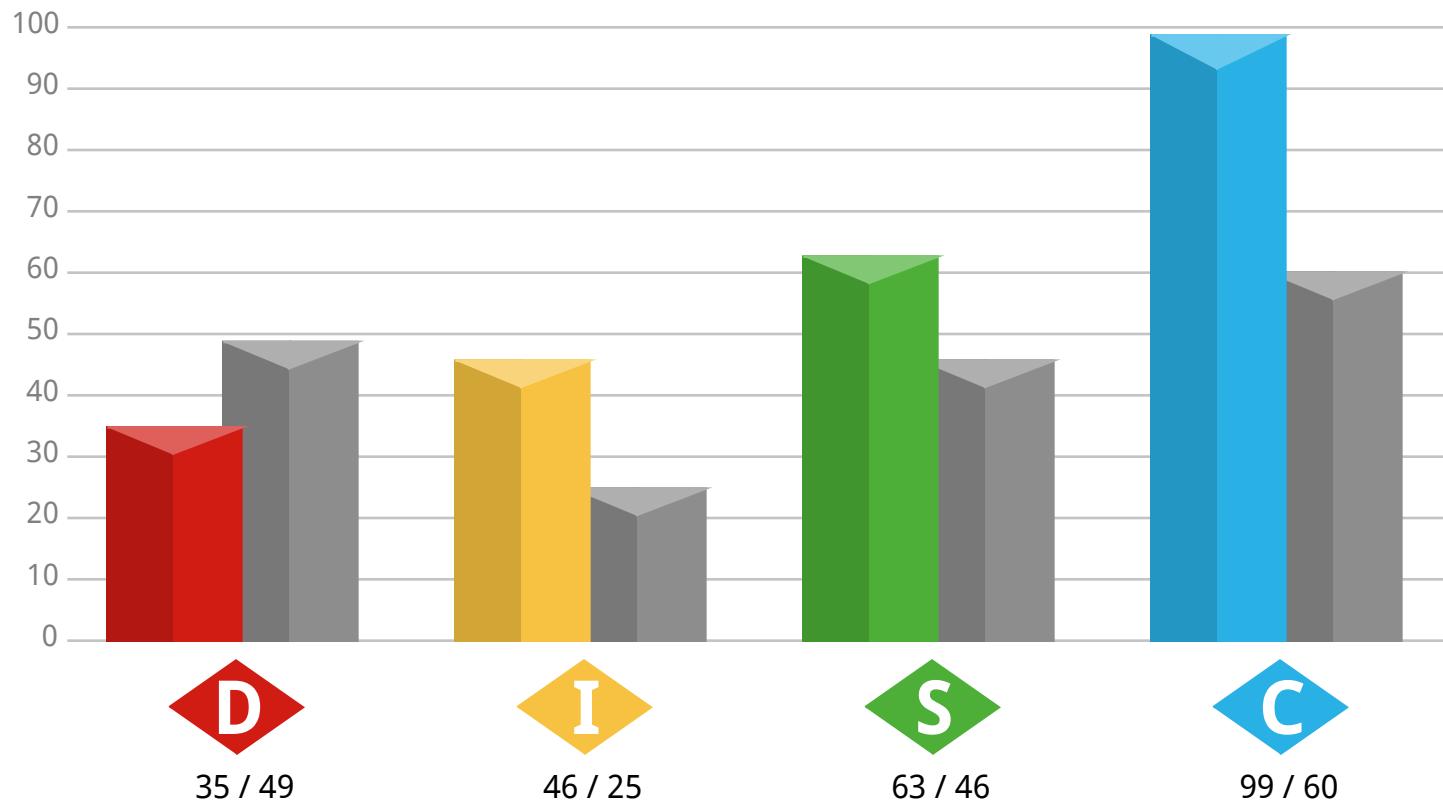


The DISC Index

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



Natural and Adaptive Styles Comparison



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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.

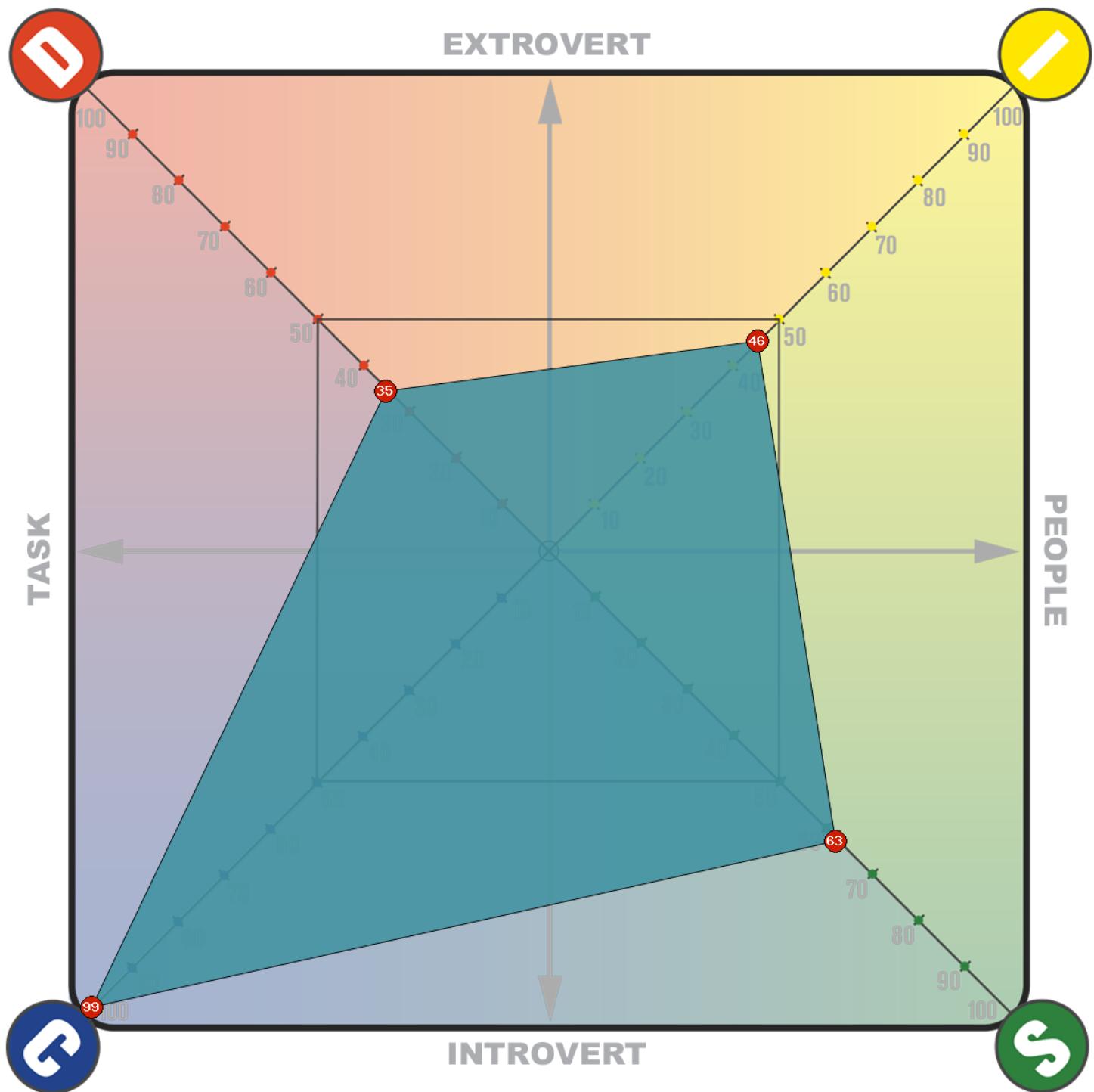
Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can 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 Unobtrusive | Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn Aloof | Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous Impetuous | Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Defiant |
| Low D | Low I | Low S | Low C |





Decisive

Your approach to problem-solving and obtaining results

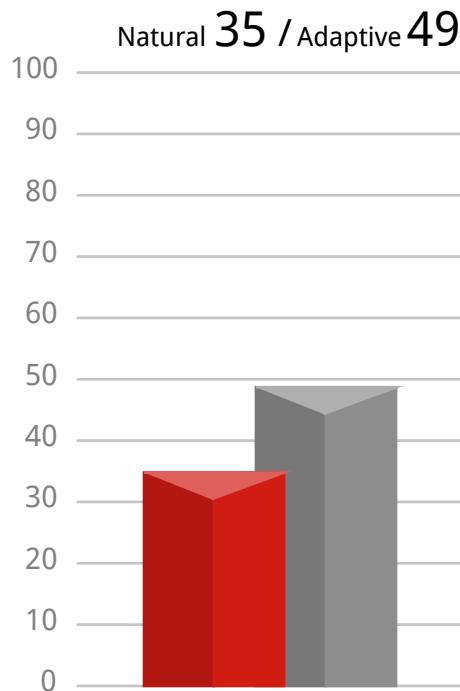
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- When you lead, you tend to do so by doing, not by delegating.
- You prefer an environment with specialty work, or work that requires technical mastery.
- You might be hesitant to make important decisions quickly under time pressure.
- Unless completely wrong, you prefer to support decisions made by others rather than argue or disagree.
- You like to carefully weigh the pros and cons on important issues before forming an opinion.
- You prefer to lead by setting an example, not outright instructing others.



Interactive

Your approach to interacting with people and display of emotions.

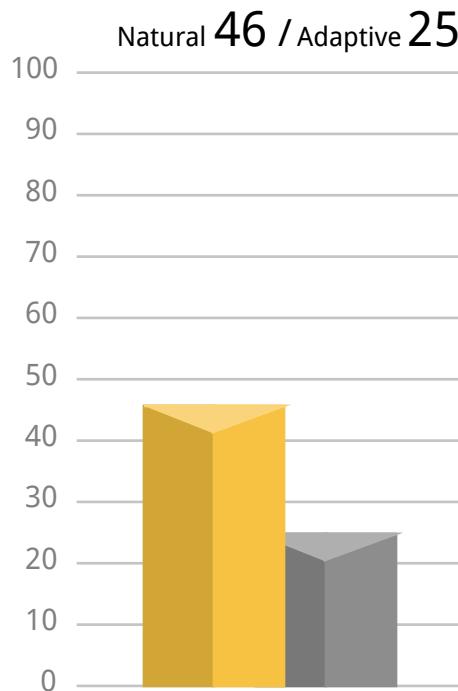
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You tend to be a stabilizing force when emotional issues hit the team.
- You sincerely like to support and work with others.
- You are able to persuade others in a convincing manner when necessary.
- You are able to balance working alone and working in a group very easily.
- You like a balance of working alone and working with a team.
- For really important tasks, you may prefer to work alone without too much involvement from others.



Stabilizing

Your approach to the pace of the work environment

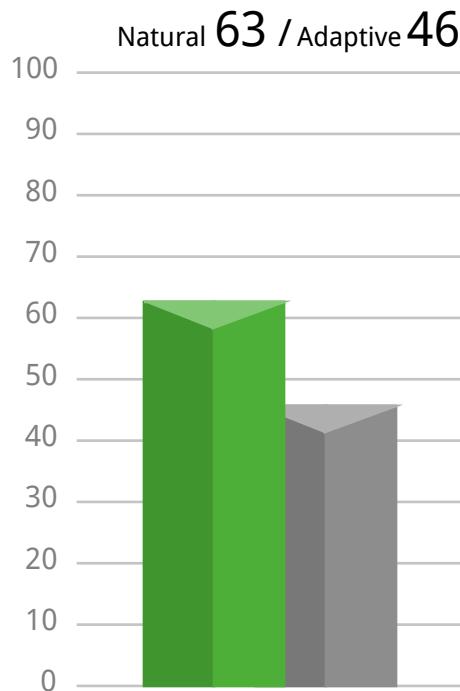
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- When you need to, you can be flexible to change or new ideas.
- You prefer to have sufficient clarification of policy or tasks before proceeding, so as to avoid mistakes.
- You are generally known as steadfast and dependable.
- You are consistent and predictable over the long haul, even in the midst of change.
- You think it is important to follow established procedures and processes.
- You bring a high degree of self-control to work. You steadily move towards the completion of a task.



Cautious

Your approach to standards, procedures, and expectations.

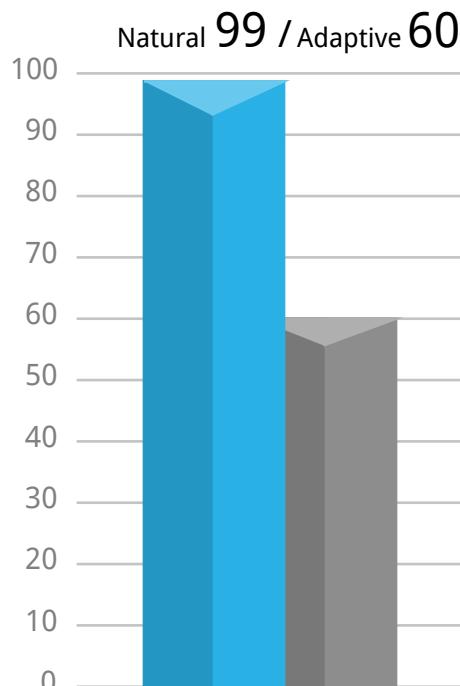
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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 are very systematic and like to analyze details to accomplish a process correctly.
- You can express your disagreement in a passive-aggressive way.
- You can be seen as something of a perfectionist by others, especially in what you expect of yourself.
- "Rules are made to be followed."
- You are known as an accurate fact-finder by others.
- 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:

- Highly aware of the dangers of making mistakes through hasty decisions.
- You like to be aware of the rules, procedures and protocol so that can follow them, or suggest changes. You may display disappointment when others don't follow the same standards.
- You have a rare skill of being able to weigh both intuition and data in very skillful ways when making decisions.
- Demonstrates excellent critical thinking ability.
- Tends to be most effective in a work culture where conflicts are kept to a minimum.
- May be somewhat difficult to get to know on a personal level, because of not being extremely verbal with others, unless in a small group environment.
- Demonstrates precise time management, and enjoys meetings most when they begin and end on time.
- May tend to align with others who show equally high quality control.



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:

- Known as one who prefers maintaining the status quo rather than making changes just for the sake of change.
- You are able to model the professional stability necessary to grow within an organization.
- 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.
- Probably wouldn't consider yourself a high risk-taker or instant innovator on a new method or potential fad, as you prefer the tried and tested methods that are known to work.
- Tends to have deep family connections, and may hesitate to travel for extended periods of time away from the family.
- Works very effectively in specialized areas of work processes, and may serve as the 'glue' that holds a complex project together.
- 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.



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:

- Increased authority to delegate routine tasks and procedures.
- Work assignments of high precision and accuracy to capitalize on your high detail orientation.
- Greater participation in team efforts and activities.
- Increased urgency in making decisions.
- Less time to be spent on details, and more attention to the big picture.
- Complete explanations of the nature of a process, and systems used.
- Sufficient long range plans and a well organized environment.
- A job description that is presented clearly, and with no ambiguities.



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 home life that is supportive of the work demands.
- Sufficient time to adjust to change so as not to disrupt systems and processes.
- An environment with minimal interpersonal conflict and hostility.
- Established procedures on which a base of successful processes can be built.
- A link to some of the successful traditions that have built success in the past.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- Identification with company and colleagues that one can be proud of.
- Projects and challenges of a specialized nature to demonstrate skills 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 critical thinker, frequently asking 'Why?'
- Brings a unique combination of accuracy and intuition.
- You are precise in the things you offer to a complex process or solution.
- Others on the team may seek you to answer detailed or process-oriented questions.
- Develops systems, utilities and procedures with a high quality standard.
- Provides a high degree of mind-share on projects and processes, alert to the potential problems and controls necessary.
- Believes that things should be done the 'right way' the first time, so as to reduce errors later on.
- Able to deal with details (e.g., exact standards, data, fine print, and close tolerances) with accuracy and confidence.



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:

- Project success is a result of patience and deliberate procedures, not haste or impulsive reactions.
- Working with a smaller group of competent people with whom trust has been established.
- Minimal interpersonal conflict and hostility.
- Work projects involving accuracy, consistent performance, and specialized skills.
- An ability to function effectively in the midst of some important and necessary, but sometimes very routine work procedures.
- An organizational culture that allows time to consider changes, rather than jumping into change.
- Operational procedures and policies that are clear, well-defined, and in writing.
- Clear-cut lines of decision-making authority.



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:

- Be hesitant in making decisions, out of your strong desire to make the "proper" decision.
- Shy away from responsibility due to concerns that any problems might occur.
- Keep your opinions to yourself if they run contrary to the group.
- Be too quiet in team settings, or share your opinion enough.
- Get overly defensive about your position, especially when faced with change or threats.
- Require a complete explanation of details before changes are made.
- Get overly bogged down in details.
- Become too locked into rules, regulations, and procedures.



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:

- Wants to provide participants with the ability to understand principles and concepts.
- Confident even in the midst of complex material, because you have done your homework long before the session began.
- Precise in evaluations of participants, to increase their quality of knowledge.
- Very accurate in presenting information.
- Leads through factual persuasion.
- Helps group create new concepts and models of ideas.
- Appreciates intellectual recognition.

How you prefer to receive knowledge or learn:

- High expectations of performance.
- Needs details and time to reflect on learning.
- Accepting of a more impersonal training or learning venue.
- Emphasizes cognitive activity and theoretical perspectives.
- Wants to know what the experts think about the topic area or subject.
- More interested in ideas and content than in people.
- Prefers traditional learning structure and 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 Kirk:

- Use a thoughtful and logical approach to discussing ideas and options.
- Assure them that there won't be surprises.
- Be certain that the information you have is credible.
- Keep on task with the business agenda.
- List pros and cons to suggestions you make.
- Provide a specific, step-by-step timetable with names and responsibilities.
- If you disagree with the direction, make an organized presentation of your position.

Things to avoid to effectively communicate with Kirk:

- Leave things up in the air, or to work out by chance.
- Don't be careless or haphazard.
- Don't be vague about what's expected of either of you.
- Don't fail to follow through. If you say you're going to do something, do it.
- Don't rush the issues or the decision-making process.
- Don't use unreliable evidence or testimonials.
- Don't use quick manipulations of ideas.



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

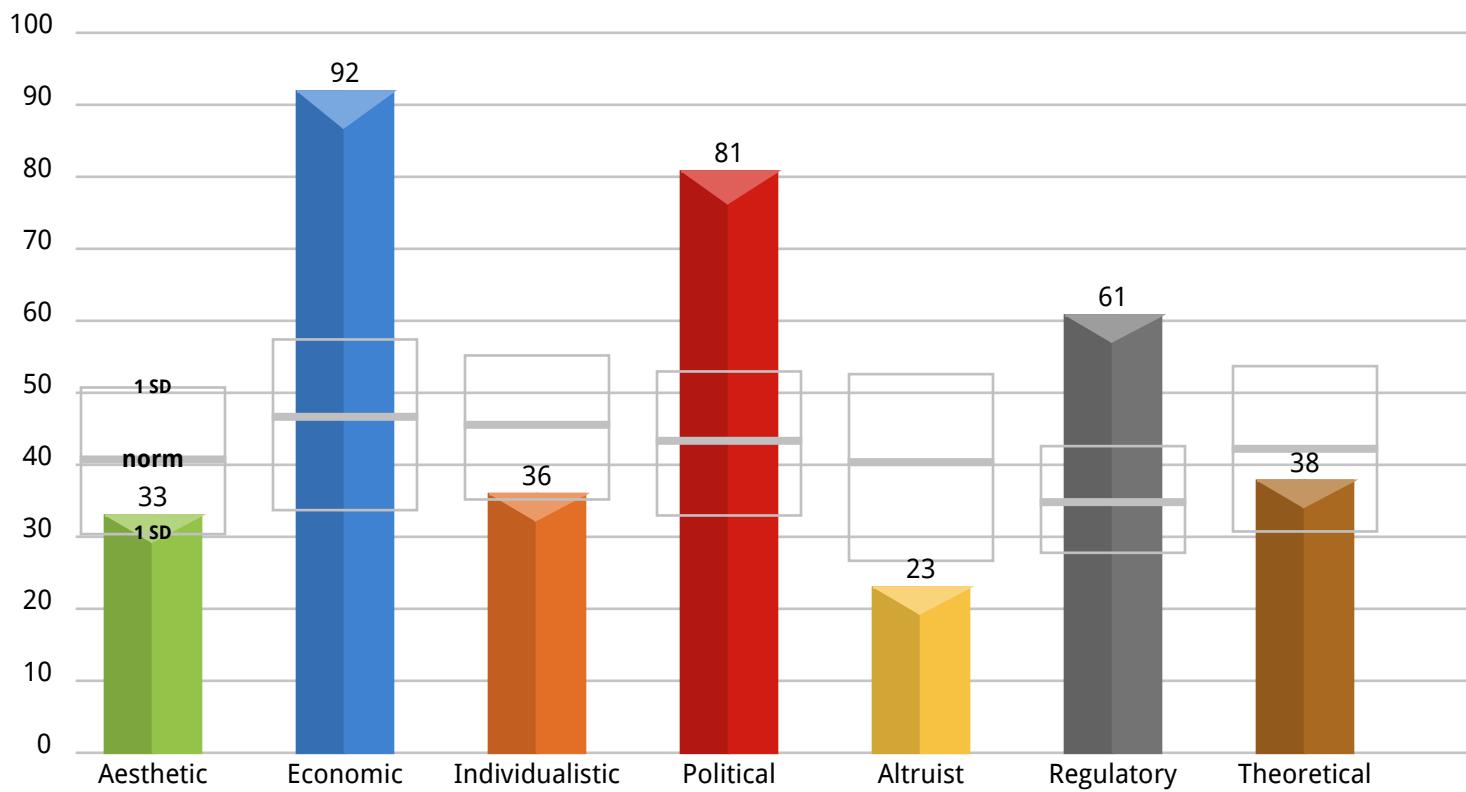
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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.

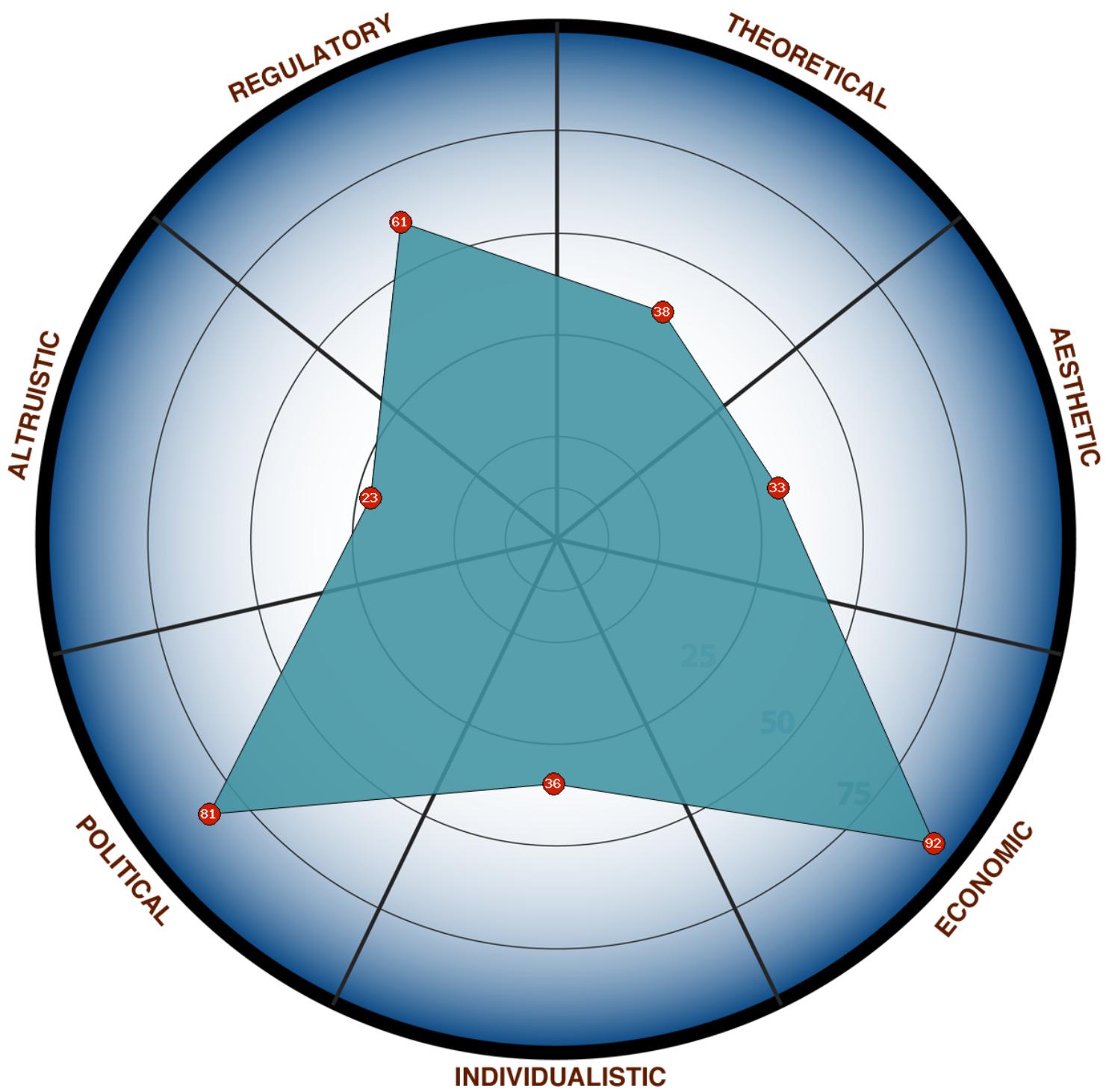
| Value | The Drive For |
|------------------------|-----------------------------------|
| Aesthetic | Form, Harmony, Beauty, Balance |
| Economic | Money, Practical results, Return |
| Individualistic | Independence, Uniqueness |
| Political | Control, Power, Influence |
| Altruistic | Altruism, Service,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

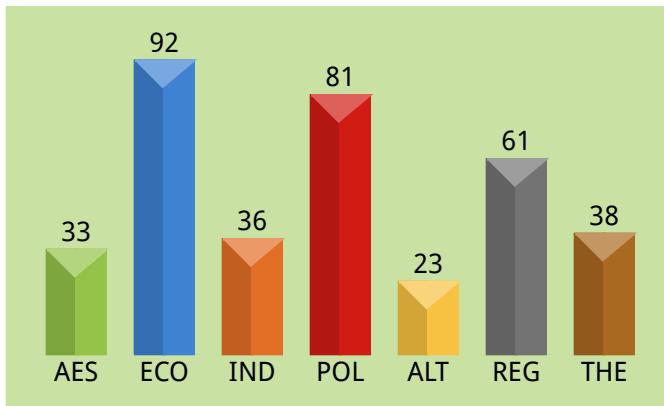


Executive Summary of Kirk's Values



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| Average Aesthetic | You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things. |
| Very High Economic | You are very competitive and bottom-line oriented. |
| Average Individualistic | You are not an extremist and able to balance the needs of both others and self. |
| Very High Political | You are a very strong leader, and able to take control of a variety of initiatives and maintain control. |
| Low Altruist | You won't be taken advantage of and protect your own turf and that of the team or organization. |
| High Regulatory | You have a strong preference for following established systems or creating them if none present. |
| Average Theoretical | You are able to balance the quest for understanding and knowledge with the practical needs of a situation. |





The Aesthetic Dimension:

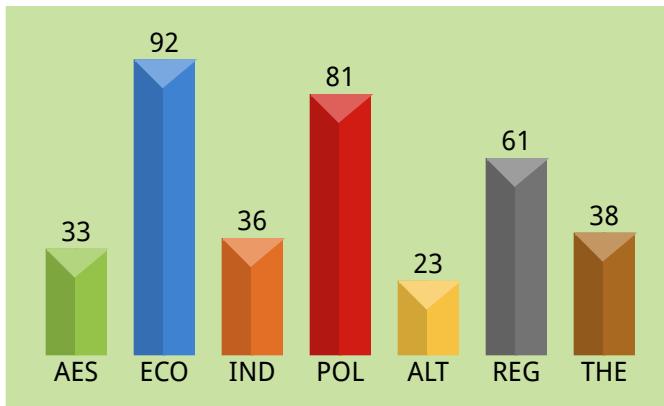
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

General Traits:

- You possess the average level of aesthetic appreciation, near the national mean.
- You can work well with others to create and innovate.
- You work equally well with the artistic and non-artistic types.
- You respect others' needs to express their creativity.
- You possess a healthy balance between form and function.

Key Strengths:

- You appreciate a sense of balance between work and life, but are not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.



The Aesthetic Dimension:

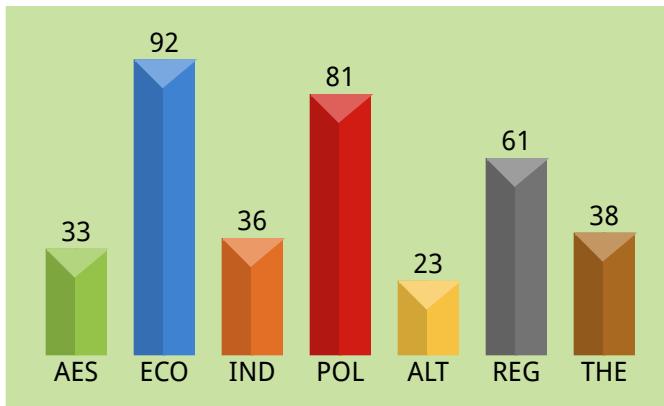
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

Motivational Insights:

- You appreciate the need for conservation efforts and preserving balance and harmony in the surroundings.
- You believe that art and form can be uplifting and positive, even for those with no artistic ability.
- You balance team efforts between doing it right and doing it enjoyably.
- You possess a level of artistic interest or appreciation that is right at the national mean.
- To you, balance between work and life is important.

Training/Learning Insights:

- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.

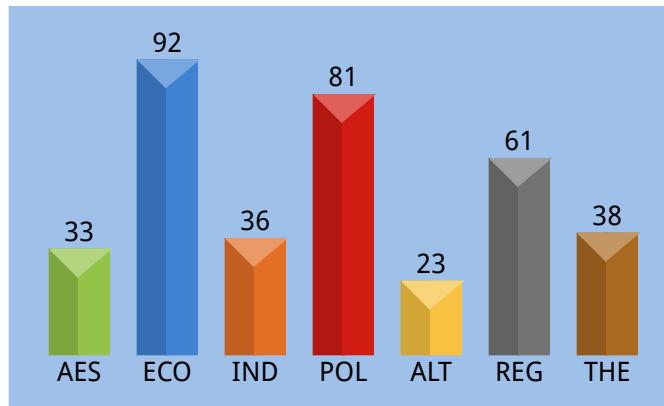


The Aesthetic Dimension:

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:

- Since your score is at the national mean, it is important to review other Values drives for a more complete look at areas for quality improvement.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- Remember that it is OK that some don't appreciate artistry, balance or harmony and you can serve as a bridge between those who do and don't see value in such things.



The Economic Dimension:

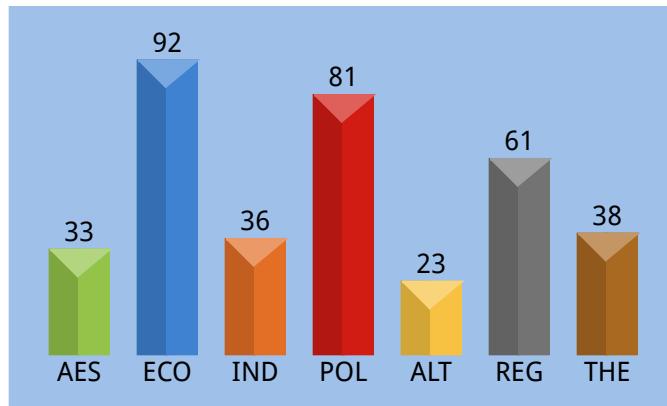
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- When profit or project cost/benefits are examined, you may take the position that the ends justify the means.
- You are motivated by high pay, and attaches importance to high earnings.
- People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.
- You may fit the stereotype of the highly driven American businessperson, motivated by economic incentives.
- You are interested in what is practical and useful in achieving your vision of success.

Key Strengths:

- 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.
- You are highly productive.
- You are profit driven and bottom-line oriented.
- You are able to multi-task in a variety of areas, and keep important projects moving.



The Economic Dimension:

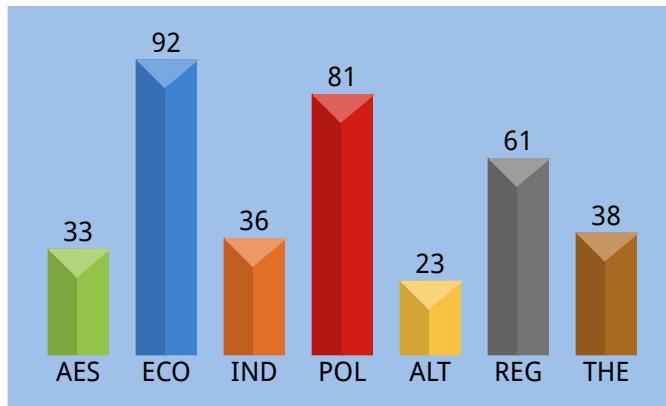
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You provide substantial room for financial rewards for excellent performance.
- You reward high performance in tangible and monetary ways with individual and team recognition.
- You should reduce the potential visible "greed-factor" which may appear in your style.
- You link training and meeting events to potential gains in business share or future income.
- You realize that it's not just money that motivates, but also personal fulfillment in the job.

Training/Learning Insights:

- If possible, you should build in some group competition as a part of the training activities.
- You should link learning outcomes to the ability to become more effective in increasing earnings for both yourself and the organization.
- You should attempt to provide 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.

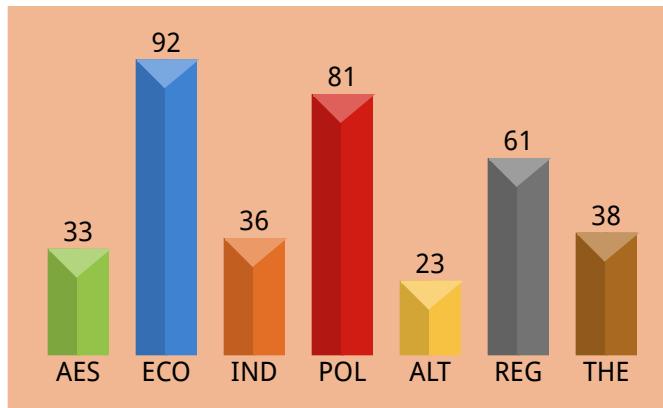


The Economic Dimension:

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 need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- 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 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 need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- 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.



The Individualistic Dimension:

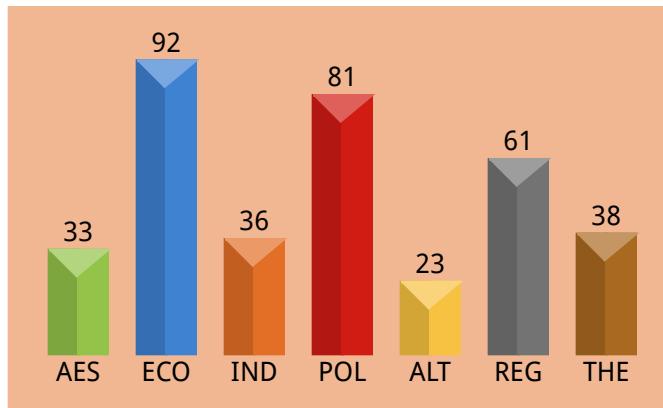
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You have the ability to take or leave the limelight and attention given for special contributions.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.

Key Strengths:

- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You may be considered flexible and versatile without being an extremist.
- You may be seen as a stabilizing force in organizational operations and transactions.



The Individualistic Dimension:

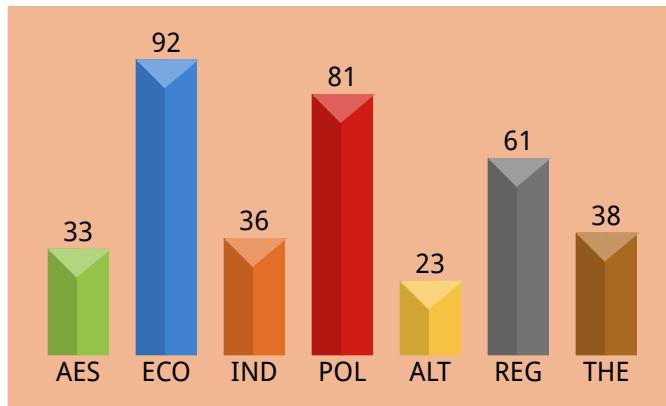
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.
- You can provide input to gain a center-lane perspective on an organizational issue related to this Values scale.

Training/Learning Insights:

- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.

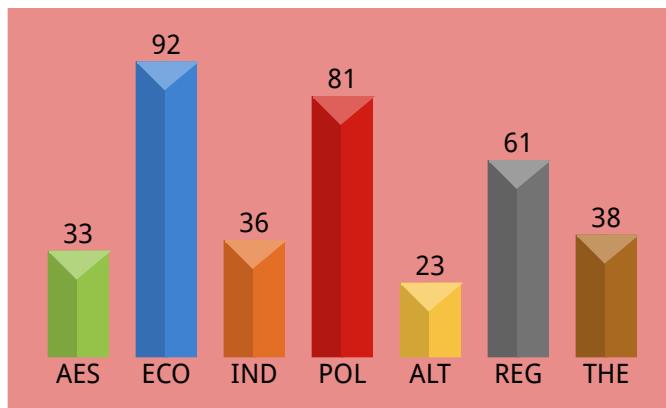


The Individualistic Dimension:

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:

- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



The Political Dimension:

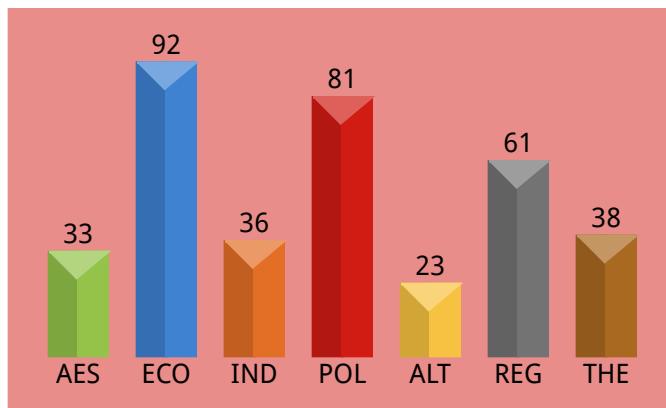
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You desire leadership and are ready for the accountability that comes with it.
- You have a bottom-line approach to getting things done.
- You like to be your own boss, and to have control over time and resources to accomplish goals.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.
- You are very comfortable being in a leadership position and seek those roles.

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:

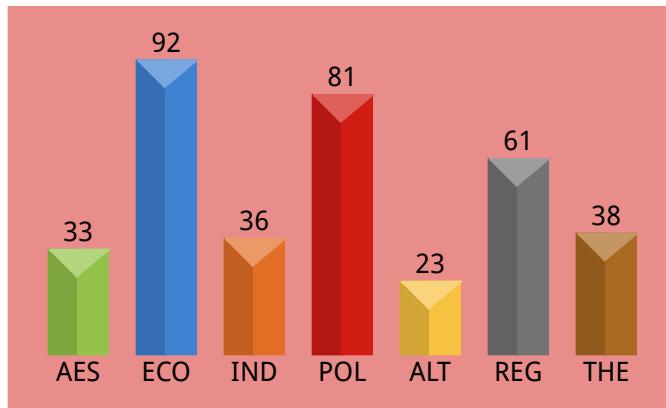
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You score like others who may feel stifled if surrounded by many constraints.
- You may like to be seen as a catalyst for change.
- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.
- You may need to be more willing to share the attention and successes for wins.
- You appreciate public recognition and praise for successes.

Training/Learning Insights:

- You provide for individual recognition for exceptional performance.
- Many who score like you, may prefer independent study instead of group or team activities.
- If group activities are involved, you attempt to build in some competition and group leadership events.
- You provide for a variety of learning and personal development options.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.

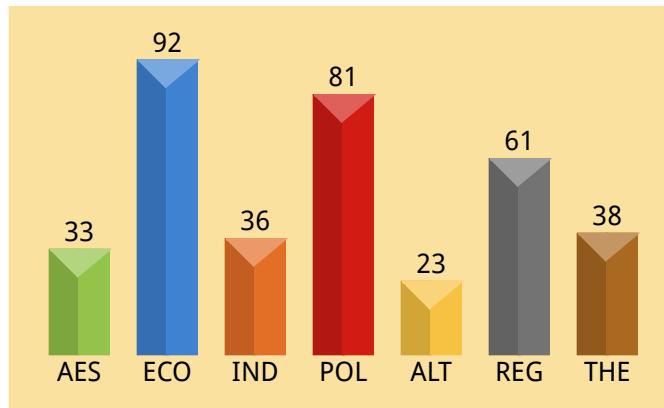


The Political Dimension:

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:

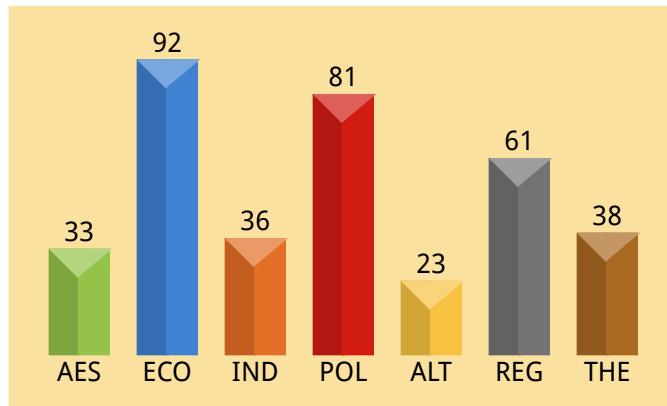
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- Your requests for help by others should be connected to a practical return as well. You have learned to say, "No" appropriately to things that don't add to the revenue.
- You expect a strong work ethic from others, because you demonstrate that yourself.
- You view it as risky to openly trust others too much.
- You are somewhat guarded at first with others, maybe in part as a result of being 'burned' in the past and not wanting it to happen again.
- Your Altruistic score is a moderately low priority for you and other Values take a greater importance in your business activity.

Key Strengths:

- You are more pragmatic and prefer a bottom-line approach rather than a selfless and servicing approach.
- You can weather storms well and survive well in competitive situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have rational-steady business focus.



The Altruistic Dimension:

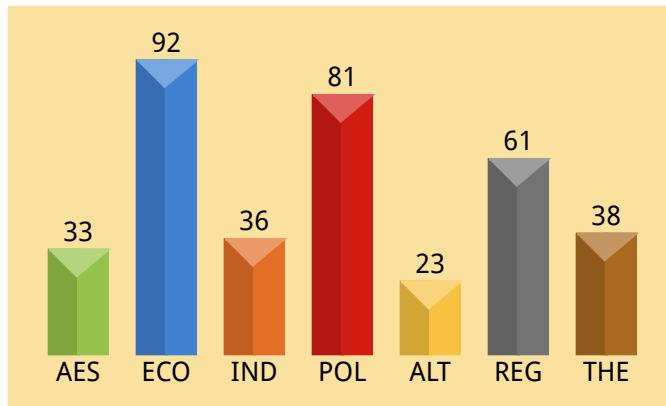
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You are motivated more by goals and objectives than by supporting others strictly for support's sake.
- You stick to the bottom line and avoid emotional appeals and rhetoric.
- You should include personal benefit when attempting to persuade.
- You should try not to place too much burden for coaching or counseling duties.
- You can work fine alone and may prefer less involvement with a team in order to maximize personal efficiency.

Training/Learning Insights:

- You should connect your arguments to the business need, not the human need.
- You should demonstrate the practical benefits of any training or learning.
- You should connect all training or learning to the bottom-line business needs and how it will return personal results.

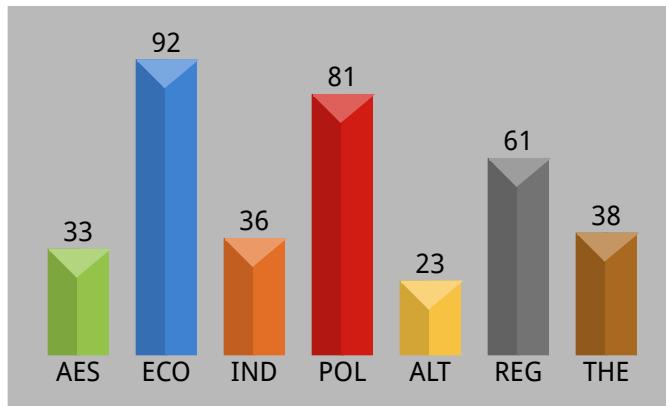


The Altruistic Dimension:

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 it is 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.



The Regulatory Dimension:

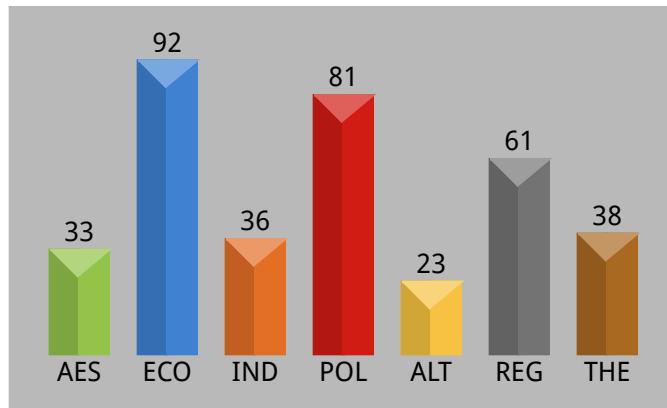
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You prefer documenting activity and like lists.
- You are accurate, detailed and follow procedures.
- You think flexibility and creativity are good as long as they are not out of control.
- You respect tradition a lot.
- You support a more traditional view of things.

Key Strengths:

- You provide a sound stabilizing base for dynamic situations.
- You produce detailed and accurate work.
- You achieve a sense of accomplishment based on the quality of the work.
- You maintain focus throughout projects.
- You have high attention to details.



The Regulatory Dimension:

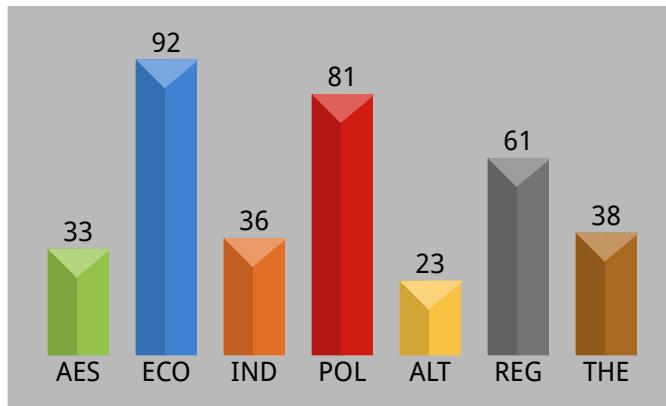
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- Ensure adequate information, resources and time to complete tasks.
- If you recommend changing the established way of doing things, it is probably a significant need.
- You prefer to receive personal criticism in a constructive manner and in private.
- You should avoid disrupting your schedules and flow unnecessarily.
- You prefer detailed, written and specific guidelines to follow.

Training/Learning Insights:

- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.

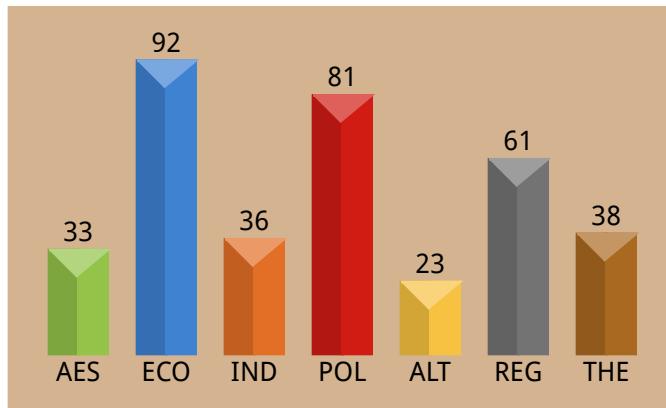


The Regulatory Dimension:

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 should be consistent in enforcing rules for everyone.
- You should realize that change can be good, productive and needed.
- Explore a little. Discovering new ways to do things can be rewarding.
- You shouldn't get too hung up on the rules.
- You should put things in writing.



The Theoretical Dimension:

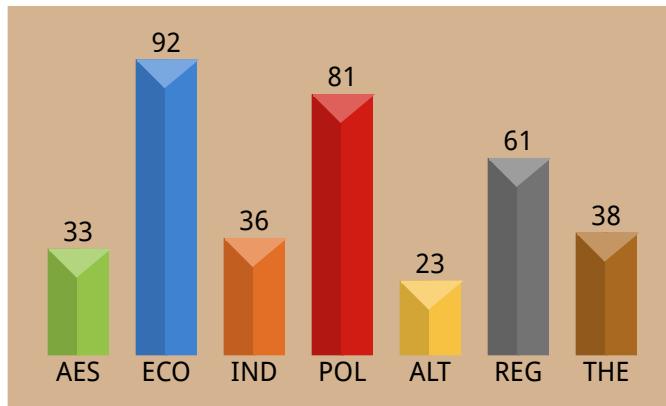
The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You bring a sense of balance and stability to a variety of technical issues and features impacting the team.
- 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 typically won't get bogged down in minutia, nor will you ignore the details when decision-making.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.

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.



The Theoretical Dimension:

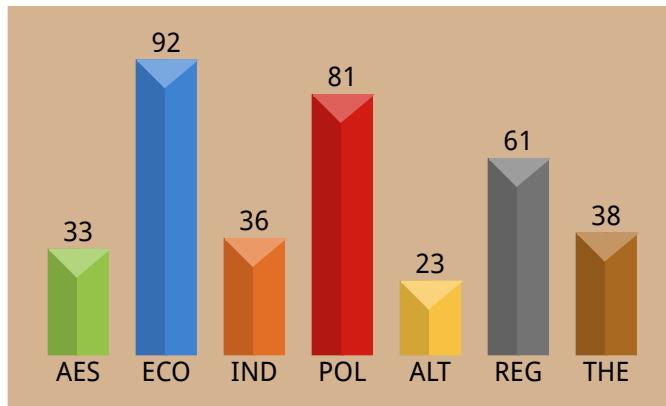
The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

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:

- 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.



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
- 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):