



Executive Summary Leadership

An Evaluation for Employability

Report For: [REDACTED]

Date: [REDACTED]



Business Simplified LLC

Business and Executive Coaching

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The Integrated Performance Measurement Report for Making Great People Decisions



The Executive Summary will prove extremely valuable as you seek to make your great people decisions. It describes the strength of the three performance multipliers that have the unique capacity to amplify a person's credentials, e.g. *the combination of hard skills and track record of success.*

Leverage our 30 years of non-stop research and use what you will discover here to add a scientific performance component to your people processes. This tool can be used for employee selection and development as well as improving teamwork and interpersonal dynamics. It will assist you in dramatically reducing and even avoiding making poor people choices that are so costly, disruptive and frustrating.

Summary of the Three Performance Multipliers

The Critical Thinking Decision Making Measurement

Critical Thinking is the first and most important performance multiplier. It has the unique ability to calculate decision speed, the capacity to work effectively with others and make the right decisions while operating within the established framework of an organization.

The critical thinking measure is based upon the Nobel nominated research into human decision theory and is comprised of three sophisticated algorithms that calculate an individual's capacity to make the correct choices when faced with the problems, challenges and opportunities they encounter when applied to their areas of expertise.

The critical thinking decision measure reports on the capacity to:

1. Identify the core issues that are driving a problem, challenge or opportunity.
2. Create a workable solution for the identified core issue(s) needing attention.
3. Implement the workable solution that respects the guidelines of the organization and within the scope of the resources that are currently available to affect the solution.

The Internal Motivator/Driver Measurement

The Internal Motivators/Drivers are the second performance multiplier. Based upon the Harvard research into human motivation, it measures the hierarchy and the relative strength of each of the seven universal human motivators and how they uniquely combine to form the ACTION STEPS an individual will WANT to take as they translate their critical thinking decisions into concrete plans and results. It indicates how an individual will overtly or covertly want to influence the results that reflect their most influential motivators.

The DISC Behavioral or Communication Style Measurement

The Behavioral or Communication Style is the third performance multiplier. Fostered by 65 years of research into human interactive dynamics, this multiplier identifies the behavioral STYLE someone will use to communicate their motivated, critical thinking decisions to other people. Unlike other DISC tools that measure just four primary behaviors, we report the 12 integrated behavioral and communication factors that comprise the 15 most common behavioral and communication styles. These styles show how an individual's level of assertiveness, extroversion, patience and precision *uniquely combine* to form the overall behavioral display they'll most often use when sharing and communicating their ideas, beliefs, recommendations and fears with others.

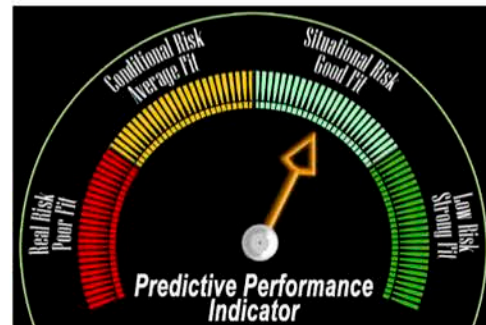
Integrated Performance Analysis for [REDACTED]

How Critical Thinking, Internal Motivators and Behavior or Communication Style amplify this individual's credentials

Critical Thinking Decision Making Capacity

Critical thinking is the first and most important performance multiplier. It is presented as a function of risk (the probability for errors in judgment). The “Z score Risk factor” is also shown as an academic A, B, C or D score.

CRITICAL THINKING RISK LEVEL			
D	- C +	- B +	A
		✓	
Cautionary REAL Risk <i>Marginal Critical Thinking and Judgment</i>	Average Conditional Risk <i>Average Critical Thinking and Judgment</i>	Good Situational Risk <i>Good Critical Thinking and Judgment</i>	Strong Low Risk <i>Strong Critical Thinking and Judgment</i>



[REDACTED]'s Critical Thinking "Z score" earns good (B level) tactical or “practical next step” critical thinking and good (B level) “strategic or conceptual” critical thinking as he faces the typical management problems, challenges and opportunities supported by his specific areas of expertise.

View [REDACTED]'s management strengths that support his ability to make effective decisions that achieve his targeted results. The *management performance blockers* are factors that can interfere with his ability to optimize these natural strengths are also shown.

Prioritized Critical Thinking Strengths

Using Common Sense: (Managing Problems)-Low Risk

Excellent ability to see and understand how to get things done in a practical, common sense way.

Seeing Potential Problems: (Managing Problems)-Low Risk

Excellent capacity for identifying crucial issues in complex and confusing situations.

Concrete Organization: (Planning And Organizing)-Low Risk

Individualistic, unconventional thinking gives you the ability to organize things in novel, innovative ways.

Persistence: (Getting Things Done)-Low Risk

Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.

Insight Into Others: (Managing Others)-Low Risk

Keen insight into others combined with a positive attitude builds a realistically optimistic evaluation of others.

Intuitive Insight: (Managing Problems)-Low Risk

Very Good ability for relying on intuitive insight and inner 'gut' feelings for identifying and solving problems.

Short Range Planning: (Planning And Organizing)-Low Risk

The ability to see and understand planning in novel, unconventional, and individualistic ways.

Attention To Concrete Detail: (Managing Activities)-Low Risk

Good practical common sense and a compulsion for doing things right creates immediate awareness and balance.

Strength Scoring Legend:

- Low Risk = A Level
- Situational Risk = B Level
- Conditional Risk = C Level
- Real Risk = D Level

(Risk is the Probability of Judgmental Errors)

's Prioritized Critical Thinking Blockers

Role Satisfaction: (Managing Self)-Real Risk/MGT-33B

Social or role uncertainty can lead them to feel frustrated or dissatisfied in their current circumstances.

Self Esteem: (Managing Self)-Real Risk/MGT-30B

Self-deprecation, tend to be too tough on and critical of themselves and to expect too much from themselves.

Sensitivity To Others: (Managing Others)-Conditional Risk/MGT-4A

Excessive sensitivity to what others think or say, has difficulty addressing hard or controversial issues.

Meeting Established Standards: (Managing Activities)-Conditional Risk/MGT-7C

Strong sense of individualistic, skeptical thinking can lead them to covertly or overtly challenge standards.

Blocker Strength Scoring Legend:

- Real Risk = D Level
- Conditional Risk = C Level
- Situational Risk = B Level
- Low Risk = A Level

(Risk is the Probability of Judgmental Errors)

Top 10 Leadership and Managerial Blockers*(With Access to Specific Interviewing Questions)*

Everyone has blockers! They are the factors that INTERFERE with one's ability to optimize their strengths. Here you will find this person's top 10 Ldr & Management blockers. The blockers are prioritized with the greatest interference first. (See Scoring Legend) Each blocker has a reference number shown in parenthesis. Use that number to gain powerful insights into each blocker (See bottom of page).

Prioritized Leadership and Management Blockers**Consider The Blocker Strength (Equals the Interference with the Strengths)**

Real Risk = D Level Conditional Risk = C Level Situational Risk = B Level Low Risk = A Level

Role Satisfaction: (Managing Self)-Real Risk/MGT-33B

Social or role uncertainty can lead them to feel frustrated or dissatisfied in their current circumstances.

Self Esteem: (Managing Self)-Real Risk/MGT-30B

Self-depreciation, tend to be too tough on and critical of themselves and to expect too much from themselves.

Sensitivity To Others: (Managing Others)-Conditional Risk/MGT-4A

Excessive sensitivity to what others think or say, has difficulty addressing hard or controversial issues.

Meeting Established Standards: (Managing Activities)-Conditional Risk/MGT-7C

Strong sense of individualistic, skeptical thinking can lead them to covertly or overtly challenge standards.

Ambition: (Getting Things Done)-Conditional Risk/MGT-27A

Perfectionistic, idealistic self-image can create delays in decisions as one waits for everything to be just right.

Doing Things Right: (Managing Activities)-Conditional Risk/MGT-8C

Individualistic thinking can lead them to disregard even the need for order, structure, and doing things by standards.

Attention To Policies & Procedures: (Managing Activities)-Conditional Risk/MGT-9E

Individualistic, skeptical thinking leads them to disregard policies and procedures that do not meet their needs.

Attitude Toward Authority: (Managing Activities)-Conditional Risk/MGT-11C

Strong individualism will lead them to covertly or overtly challenge or disregard existing rules and authority.

Proactive/Conceptual Thinking: (Managing Problems)-Conditional Risk/MGT-17C

Attention to being individualistic and inventive creates a lack of attention to consequence of decisions and actions.

Long Range Planning: (Planning And Organizing)-Conditional Risk/MGT-20B

A tendency to be naturally skeptical about the value of spending time and energy on long range planning.

Want more detail about each of the above Leadership and Management Interfering Blockers?

1. Go to the online resource page: <http://www.axiometrics.us>
2. Enter the following Log In and Password
Log In: **UNDERSTANDING**
Password: [REDACTED]
3. Select **Management Reference Manual Tab** from the top of the page.
4. Select the corresponding blocker number [example **(MGT-14-B)**]. Clicking on that link will provide you with relevant information about the strength of the blocker, how it will likely impact the individuals and it also **provides you with specific interview questions and tactics to explore the blocker**. These insights will prove very helpful for selection and as a foundation for development and training efforts.

Executive Summary

REPORT FOR [REDACTED]

Management Core Competency Scores

Below are the scores of the 35 management competencies that will direct, guide and focus [REDACTED] credentials toward successful management results. **View definitions:** <http://www.mauianalysis.com/competencies>

Supporting Management Competencies Inventory	A Level Low Risk Strong Access to this Strength	B Level Situational Risk Good Access to this Strength	C Level Conditional Risk Average Access to this Strength	D Level Real Risk Poor Access to this Strength
Working With Others				
Insight Into Others	✓			
Attitude Toward Others	✓			
Prejudice/Bias Index		✓		
Sensitivity to Others			✓	
Listening to Others	✓			
Talking At the Right Time		✓		
Managing Activities				
Meeting Established Standards			✓	
Doing Things Right			✓	
Attention to Policies/Procedures			✓	
Meeting Schedules & Deadlines		✓		
Attitude Toward Authority			✓	
Attention to Concrete Detail	✓			
Problem Solving				
Evaluating What To Do		✓		
Using Common Sense	✓			
Intuitive Insight	✓			
Seeing Potential Problems	✓			
Proactive Conceptual Thinking			✓	
Planning & Organizing				
Realistic Goal Setting	✓			
Short Range Planning	✓			
Long Range Planning			✓	
Concrete Organization	✓			
Conceptual Organization	✓			
Attention to Planning	✓			
Getting Things Done				
Self Confidence		✓		
Goal Directedness	✓			
Results Oriented			✓	
Ambition			✓	
Persistence	✓			
Consistency			✓	
Managing Self				
Self Esteem				✓
Self-Assessment		✓		
Self-Control			✓	
Role Satisfaction				✓
Flexibility and Adaptability	✓			
Health Tension Index*			✓	

*Note: The health tension index is a powerful measure that calculates the degree of frustration, disappointment and even anger that a person will feel when their ideas, recommendations and beliefs are not accepted by their manager, peers or co-workers. It is also a measure of the willingness to consider and accept alternative ideas and beliefs that differ from your own.

Understanding [REDACTED] Critical Thinking Decision Pattern

“Measuring what was thought to be unmeasurable!”

The Critical Thinking scores in this report are built on the Nobel Nominated research of Dr. Robert S. Hartman which discovered that humans have a consistent decision making pattern which can be measured. Because decisions or choices precede action and action translates into results, this decision making measurement allows us to predict a person’s probable performance with a great deal of precision.

View the components that empower [REDACTED] unique decision making pattern. The human mind evaluates and organizes **EVERYTHING** via 6 separate but integrated views – 3 are workplace focused (empathy, practical thinking and systems judgment) and 3 are internally focused (self-esteem, role awareness and self-direction). Each view has an element of **CLARITY or UNDERSTANDING** and an element of **BIAS/ATTENTION or IMPORTANCE**. *These 12 bi-modal views (6 dimensions X 2 views each) combine to form the strength, i.e., clarity and bias/attention that form this person’s critical thinking and their evaluative judgment. The integrated descriptors reflecting this person’s pattern are shown in red.*

Want more? View a short tutorial
<http://www.mauianalysis.com/think>

Here is [REDACTED] decision making pattern:

<p>Empathy – Knowing how your decisions impact others Clarity of understanding and the importance assigned to how his choices will be received by other people.</p>	<p>[REDACTED] Empathy score is CRYSTAL CLEAR with a positive, overattentive bias. View how his concern for other people’s reactions will influence his decisions: KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, AVAILABLE.</p>
<p>Practical Thinking – Knowing how your decisions impact results Clarity of understanding and the importance assigned to how his choices and solutions will influence the targeted results.</p>	<p>[REDACTED] Practical Thinking score is CRYSTAL CLEAR with a negative, inattentive bias. View [REDACTED] valuation of how his alternative choices will impact his results: KEENLY PERCEPTIVE, CAUTIOUSLY DISCRETE, PRAGMATIC.</p>
<p>System Judgment – Knowing how your decisions will impact rules Clarity of understanding and the importance assigned to how his choices will work with the established structure, rules and standards</p>	<p>[REDACTED] System Judgment score is CLEAR with a negative, cautious bias. View how the “rules”, structure and policy will influence his decisions: PERCEPTIVE, INDIVIDUALISTIC, CAUTIOUS, SKEPTICAL, REACTIVE.</p>
<p>Self-Esteem – Knowing how your decisions will impact you Clarity of understanding and the importance applied to how his choices will impact how he values himself</p>	<p>[REDACTED] Self-Esteem score is CLEAR with a negative, cautious bias. View how he believe his self-esteem will be impacted by here expected results: INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES.</p>
<p>Role Awareness – Knowing how your decisions impact your role Clarity of understanding and the importance applied to how his choices will impact his valuation of his current role.</p>	<p>[REDACTED] Role Awareness score is VISIBLE with a negative, inattentive bias. View how [REDACTED] believes his current role will be impacted by the expected results: SOCIAL/ROLE TRANSITION, QUESTIONING, DISSATISFIED, INCONSISTENT.</p>
<p>Self-Direction – Knowing how your decisions impact your future Clarity of understanding and the importance applied to how his choices will contribute to how his future OUGHT to be.</p>	<p>[REDACTED] Self-Direction score is CRYSTAL CLEAR with a positive, overattentive bias. View how [REDACTED] believes the expected results will square with his view of how things OUGHT to be: KEENLY PERCEPTIVE, IDEALISTIC, PERSISTENT, INSISTENT.</p>

Critical Thinking Scoring Legends

"How one's clarity and bias combine to form every decision!"

Clarity = Understanding

1. **Crystal Clear** – Excellent understanding of the capacity.
2. **Clear Clarity** - Good understanding.
3. **Unconventional Clear Clarity** – Good understanding that has a creative “out of the box” perspective.
4. **Visible Clarity** – Some aspects ARE visible and some aspects are invisible – subject to errors in judgment.
5. **Transition Clarity** – Poor understanding with questions and confusion.

Bias/Attention = Importance of the clarity

Inattentive [Double Negative (- -)] bias = Little importance

Cautious [Single Negative (-)] bias = May not rely upon this view as a strength when making decisions.

Attentive [Single Positive (+)] bias = Considered important without losing balanced perspective.

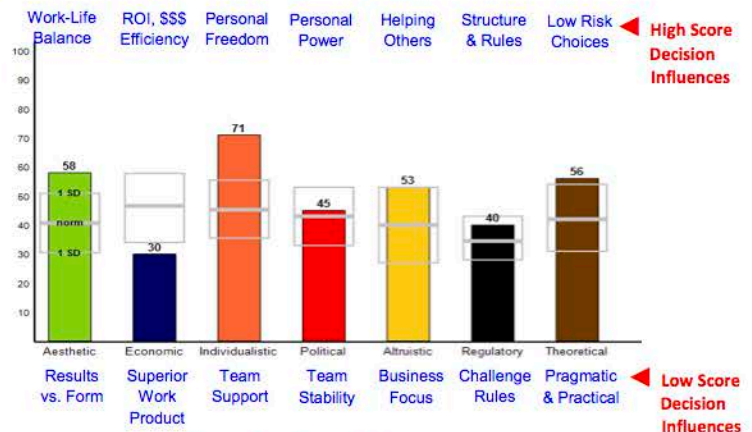
Over Attentive [Double Positive] bias = Likely pay too much attention to this view. It will be considered VERY important

Internal Motivators/Drivers

View the hierarchy and strength of the MOST INFLUENTIAL internal motivators or drivers that identify [REDACTED] 'personal agenda.' These motivators uniquely combine to identify the 'ACTION STEPS' that will shape and influence his [REDACTED] and decision tactics.

- 1. Individualistic (+)** Prioritize solutions that achieve a high level of personal freedom, autonomy & uniqueness.
- 2. Aesthetic (+)** Prioritize solutions that support and sustain an acceptable ratio for the "work-life balance."
- 3. Economic (-)** Prioritize solutions that deliver an exceptional work product & a high level of service to others.
- 4. Theoretical (+)** Prioritize solutions that offer low risk choices supported by knowledge, experience and past successes.

More ► <http://www.talent-survey.com/motivators>



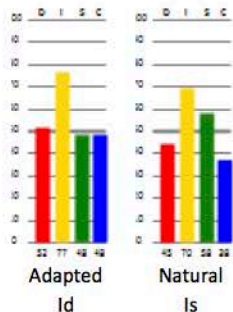
Note: Scores MOST above (+) OR below (-) the mean identify the motivators that will have the greatest influence on decision making.

Behavior and Communication Style



Primary Behavioral Style Overview: [REDACTED] style is adept at solving "people problems."

These persons are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can sometimes become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.



Primary Communication Style Overview: [REDACTED] communicates his Situational Risk good (B level) critical thinking in an overall DIRECT and OPEN style. The DIRECT style is *emphatic, competitive and results oriented*. The OPEN style is *warm, capable of expressing emotion and seeks to build relationships*. [REDACTED] delivers his communication style in an overall cordially Social and subjective manner. Others will likely view him as someone who can sometimes appear overconfident with a willingness to improvise and take spontaneous actions, who seeks to build relationships with others and who will reflect and emphasize well planned group and team support.

Key Behavioral Insights

- Emotional characteristic:** Wants to be seen as warm and open by others.
- Goals:** Building personal relationships and network of positive alliances.
- How others are valued:** Openness toward others and basic goodness.
- Influences group:** Via personal relationships and being open to others ideas, problems and needs.
- Value to the organization:** Will bring stability to group efforts with predictable actions and will possess good listening skills.
- Warning:** Can become too tolerant and may avoid needed direct confrontations.
- When under pressure:** Can become too accommodating, trusting and willing to share too much with others.
- Fears:** Having to pressure others or being seen or blamed as the source of pain or problems by others.

[REDACTED] Primary Communication Strengths:

Note: Your scores indicate:

- Your strong optimism helps motivate the team toward their goals.
- You are a good listener.
- You are able to reach goals by working with and supporting the efforts of others on the team.
- You demonstrate a high degree of patience in working with others.
- You work hard to achieve the team's goals and objectives.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You bring a high "sincerity factor" to the team climate.

[REDACTED] Performance Overview and Recommendations

General Performance: Ability to perform within the areas of expertise

Within his area of expertise [REDACTED] is an individual who can call upon good (B level) critical thinking to resolve the management problems, challenges and opportunities he encounters. His action steps are based upon sustaining a high level of personal freedom and autonomy, an acceptable ratio for the "work-life balance", delivering an exceptional work product and level of service to others, low risk choices supported by past successes, helping and supporting others, support for structure, rules, and procedures and creating influence and control over projects & others. [REDACTED] delivers his motivated critical thinking pattern in an overall Emphatic and People Oriented manner. Be aware that the following attitudes will typically be reflected in his decisions: Individualist, does things their own way, Optimistic about self and world, Optimistic, positive attitude toward others and Cautious, hesitant attitude toward getting things done.

Screening and Hiring: Ability to perform in a specific management role

As you consider the impact that the three reliable performance multipliers summarized above will have on Benjamin's credentials, **we would view him as a good individual who can be expected to deliver good results in this role providing it is supported by his specific knowledge, industry experience and track record of past success.** Based upon Benjamin's survey results, he believes his natural talents and abilities are a marginal fit but out of synch for his current role. Factor in this *current role satisfaction as you consider new, expanded or alternative assignments for him.*

Training & Development: Areas where [REDACTED] may need support

Note: Your scores indicate:

- You may show less emphasis on productivity and more emphasis on the "people side" of a project.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may be a bit of a grudge-holder toward those who offer criticism.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may hesitate to correct or discipline those who report to you, for fear of offending someone.

Teamwork: [REDACTED] should thrive in teaming opportunities that provide

- Authority equal to your responsibility.
- New and varied activities; a change-oriented workplace culture.
- Challenging assignments.
- Ability to see rapid results from your efforts.
- Freedom from controls, details, and minutiae.
- Public recognition of your accomplishments.
- Opportunities to try new ideas.

The Executive Summary Measures and reports the key universal success multipliers that are very difficult, if not impossible to gather via the face to face interview. It is designed to be used in alliance with your typical evaluation of any individual's credentials, job stability, references and track record of documentable past successes.

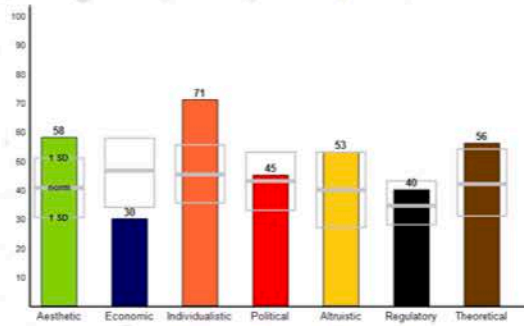
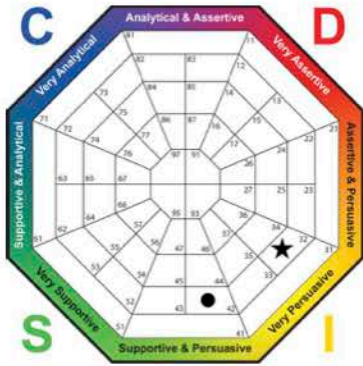
The first eleven (11) pages of this document comprise our unique, stand alone “Show me the Performance ANSWERS” Executive Summary report that identifies, measures and integrates the three (3) essential human performance factors that AMPLIFY or MULTIPLY the strength of any individual’s credentials, hard skills or what they know how to do.

Built upon solid performance science, this is the “How to make Great People Decisions” human performance assessment that measures, melds and integrates any individual’s Critical Thinking Decision Making Capacity, their unique hierarchy and strength of internal motivation and their DISC behavior/communication style that measures HOW the individual will deliver or share their motivated critical thinking decisions (supported by their credentials and track record) with others...AND MORPHS THOSE MEASUREMENTS INTO A RELIABLE PERFORMANCE ANSWER.

While others provide you with lots of disconnected data points that YOU have to decode and decipher, the eleven (11) page Executive Summary provides you with easy to read and easy to understand ANSWERS!

Pages 13 – 60 (Supporting Documents)

The remaining pages provide you with the supporting documents that present the expanded details of the Harvard based research into Human Motivation or Drivers as well as the powerful communication insights available via the DISC style report. This includes the integrated 12 factor analysis that presents how each of the PRIMARY D I S C factors is impacted by the other three.



DISC Self and Motivators

A Dual Evaluation of Behavioral & Motivational Styles

Report For: [REDACTED]

Focus: **Work**

Date: **12/28/2016**



Introduction to the DISC and Motivators Combined Report

Congratulations on your decision to take the DISC and Motivators Combined Assessment.

Many of us grew up believing the wisdom of treating others the way you would like to be treated — the Golden Rule. We soon realized that another practical rule to live by seemed to be what Dr. Tony Alessandra calls The Platinum Rule® — Treat others the way THEY want to be treated.

With this personalized and comprehensive DISC and Motivators Combined report, you have the tools to help you become a better you and help you behave more maturely and productively. Then you can develop and use more of your natural strengths, while recognizing and improving your limitations. This report concentrates on your natural tendencies that influence your behavior and values/motivations.

DISC STYLES

Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four basic categories. *Our DISC System* focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. See the table below. Because we can see and hear these external behaviors, it becomes much easier to “read” people. This model is simple, practical, and easy to remember and use.

STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

MOTIVATORS

Research 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.
- **Altruistic** - 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.

ADAPTABILITY

In addition to understanding your DISC style, Part II (Application of DISC Styles) covers behavioral adaptability - ways you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation or individual. Social scientists call it *social intelligence* (EIQ) which may be just as important, or even more important, as your Intelligence Quotient (IQ) in being successful in today's world.

PART I Understanding Yourself

General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

You score like those who are socially poised without being overly controlling. You have the ability to project confidence and poise that is perceived as sincere and genuine. Others are likely to notice this, allowing you to develop trust and credibility with them easily.

You tend to have a long fuse and seldom become visibly angry or agitated. You may harbor internal anger, but you tend not to vocalize it to those involved, instead perhaps "venting" to others not involved in the project. Overall, you tend not to seek direct confrontation about what is making you upset, which is a good thing as long as you don't let such conflicts boil to the surface.

You have the ability to persuade others, not with hype, but rather with warmth, sincerity, and understanding. These are perhaps considered "soft sell" tools, but they can make a big impact. This skill comes from the merging of your "people skills," along with the fact that you tend to be more modest when dealing with people.

You show the ability to meet new people easily and confidently. Some individuals are reticent about meeting others, but you have a warmth and comfort to your style that makes new acquaintanceships easy for you. Your inherent optimism also helps exude a personal confidence without coming off as arrogant. It's a rare gift to show confidence while keeping your ego in check, and others are likely to welcome this style.

General Characteristics (continued)

Others may tend to seek you out for assistance or advice. This is because they perceive you as being sensitive to their needs, and because you provide a stable and consistent point of view for them. You may be seen as a coach or counselor that they can count on to listen to ideas and input. That's good, as long as it doesn't hamper your ability to complete your own tasks.

[REDACTED] the responses you gave indicate that you tend to be unselfish and sensitive to the needs of others. This is a rare type of generosity that comes with no strings attached, hidden agendas, or ulterior motives. People who score like you get a genuine "rush" when they are helping others. That's the up-side. The flipside is that you may need to monitor yourself closely to make sure you are not spreading yourself too thin in your efforts to please everybody.

You score like those who prefer to establish long-term relationships, rather than brief, superficial ones. This perhaps comes from your preference toward stability in your livespace, and longer-term relationships may bring that stability. Friendships and acquaintanceships you have made in the past are important to you, even now.

Your response pattern to the instrument indicates that you have an empathetic listening style. As you know, this is a rare gift. Some listening skills can be taught, but the inherent, sincere listening that you demonstrate is something innate.

Your Strengths

What You Bring to the Organization

You are likely to display your strength characteristics rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organization. Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project. They are the talents and tendencies you bring to your job. Check the two most important strengths and the two most important work style tendencies and transfer them to the Summary of Your Style page.

Your Strengths:

- Your strong optimism helps motivate the team toward their goals.
- You are a good listener.
- You are able to reach goals by working with and supporting the efforts of others on the team.
- You demonstrate a high degree of patience in working with others.
- You work hard to achieve the team's goals and objectives.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You bring a high "sincerity factor" to the team climate.

Your Work Style Tendencies That You Bring to the Job:

- On the job, you seek assignments requiring your specific knowledge or authority.
- You appreciate others who show a similar degree of flexibility and spontaneity with organizational projects.
- When pressured on the job, you may become more persuadable and less firm in your opinions.
- You seek freedom from routine, control, and minutiae.
- You enjoy working with others and tend to make friends easily on and off the job.
- You want to be perceived as trustworthy, and easy work with.
- You can work with a variety of people and get things done through mutual cooperation.

Your Motivations (Wants) and Needs

What motivates you? People are motivated by what they want. What do you really want? Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around a lot of people. Each is different and simply meeting their needs. The more fully our needs are met, the easier it is to perform at an optimal level. Check the two most important motivators (wants) and the two most important needs and transfer them to the Summary of Your Style page.

You Tend to Be Motivated By:

- Opportunities to learn, grow, and advance at a rapid pace.
- Recognition for your contributions to the success of a project.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- A supportive and encouraging working environment.
- Power, control, and authority to make decisions toward achieving successful results.
- Awards that recognize ability, skill, or achievements.
- A strong, visible group or organization to identify with.

People With Patterns Like You Tend to Need:

- To learn to say "no" more often in order to avoid spreading yourself too thin.
- To be kept in the information loop regarding projects and initiatives within the organization.
- Increased urgency in decision making.
- More direction toward work tasks, and less focus on chatting and socializing.
- To be more realistic and ambitious in setting deadlines for team projects.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- A sense of belonging to the team or organization as a whole.

YOUR MOTIVATIONS Ideal Work Environment

Everybody is motivated...however; they are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, you can create an environment where you are most likely to be self-motivated. Check the two most important environment factors and transfer them to the Summary of Your Style page.

You Tend to Be Most Effective In Environments That Provide:

- Authority equal to your responsibility.
- New and varied activities; a change-oriented workplace culture.
- Challenging assignments.
- Ability to see rapid results from your efforts.
- Freedom from controls, details, and minutiae.
- Public recognition of your accomplishments.
- Opportunities to try new ideas.

The I Style

Behavior and Needs Under Stress

Under Stress You May Appear:

- Impulsive
- Manipulative
- Inconsistent
- Superficial
- Unrealistic

Under Stress You Need:

- Action and interaction
- A quick pace for stimulation and excitement
- Prestige

Your Typical Behaviors in Conflict:

- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- Your anger is generally a response to a personal attack or, possibly, the failure of someone to support you when you were really counting on that person's support. Of course you may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns your contribution to the problem.
- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.

Strategies to Reduce Conflict and Increase Harmony:

- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- You have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.

Communication Tips and Plans for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Check the two most important ideas when others communicate with you (do's & don'ts) and transfer them to the Summary of Your Style page.

When Communicating with [REDACTED], DO:

- Break the ice with a brief personal comment.
- Provide assurances about his input and decisions.
- Ask for his input regarding people and specific assignments.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Present your ideas and opinions in a non-threatening way.
- Be candid, open, and patient.

When Communicating with [REDACTED], DON'T:

- Be impersonal or judgmental.
- Be rude or abrupt in your delivery.
- Leave the idea or plan without backup support.
- Talk down to him.
- Let the discussion with him get caught in dreams too much, otherwise you'll lose time.
- Be vague or ambiguous.
- Be overly task-oriented.

Communication Plan with the **DOMINANT** Style

CHARACTERISTICS:	SO YOU...
Concerned with being #1	Show them how to win, new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries, the support or get out of their way
Like personal choices	Allow them to “do their thing,” within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Compliment them on what they’ve done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don’t argue on a “personality” basis

Communication Plan with the **INFLUENCING** Style

CHARACTERISTICS	SO YOU...
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the “big picture”
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don’t poke holes in their dreams; show them your positive side
Want feedback that they “look good”	Mention their accomplishments, progress and your other genuine appreciation

Communication Plan with the **STEADY** Style

CHARACTERISTICS	SO YOU...
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally “walk them through”
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they’re appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

Communication Plan with the **CONSCIENTIOUS** Style

CHARACTERISTICS	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or “correct” answer, within available limits
Like to contemplate	Tell them “why” and “how”

Potential Areas for Improvement

Everyone has some possible struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of your strengths which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended they may tend to become bossy.

Check the two most important areas you are committed to improve upon and transfer them to the Summary of Your Style page.

Potential Areas for Improvement:

- You may show less emphasis on productivity and more emphasis on the "people side" of a project.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may be a bit of a grudge-holder toward those who offer criticism.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may hesitate to correct or discipline those who report to you, for fear of offending someone.

Summary of [REDACTED] Style

Communication is a two-way process. Encourage others to complete their own DISCstyles Online Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISCstyles information. Complete the worksheet below from the previous pages of this report.

YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

YOUR MOTIVATIONS (WANTS)

1. _____
2. _____

YOUR NEEDS

1. _____
2. _____

YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

1. _____
2. _____

COMMUNICATION DO'S & DON'TS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

WORD SKETCH Adapted Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs. This allows us to predict what will and will not please them which makes for better relationships and a more harmonious and productive workplace! This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of other People, (S)teadiness of Pace, or (C)ompliance to Procedures and Rules. Share more about the specific needs (now maybe habits) that drive you in each area of FOCUS. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality

6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH Natural Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate our behavior. Therefore, once we can accurately observe one’s actions, it’s easier to “read” and anticipate their likely motivators and needs. This allows us to predict what will and will not please them, which makes for better relationships and a more harmonious and productive workplace! This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of other People, (S)teadiness of Pace, or (C)ompliance to Procedures and Rules. Share more about the specific needs (now maybe habits) that drive you in each area of FOCUS. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is at Levels 5 and 6 in that area.

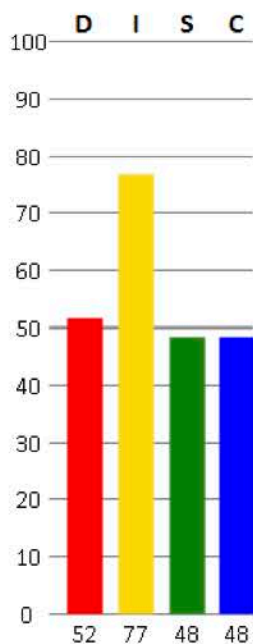
	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

DISCstyles eGraphs for [REDACTED]

Your Adapted Style indicates you tend to use the behavioral traits of the Id style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the Is style(s).

Your Adapted Style is your graph displayed on the left. It is your perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change when you change roles or situations. The graph on the right is your Natural Style and indicates the intensity of your instinctive behaviors and motivators. It is often a better indicator of the “real you” and your “knee jerk”, instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.

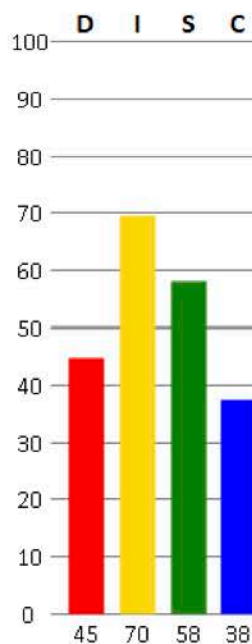
Adapted Style - Graph I



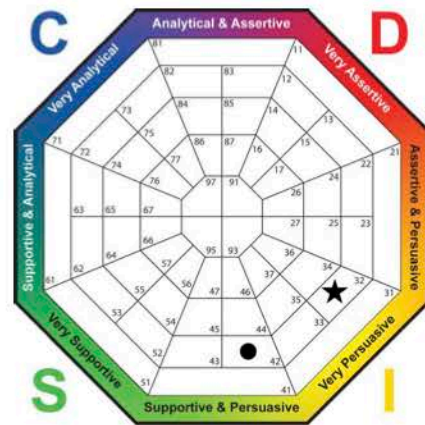
Pattern: Id (4533)

Focus: Work

Natural Style - Graph II



Pattern: Is (3543)



● = Natural Behavioral Style

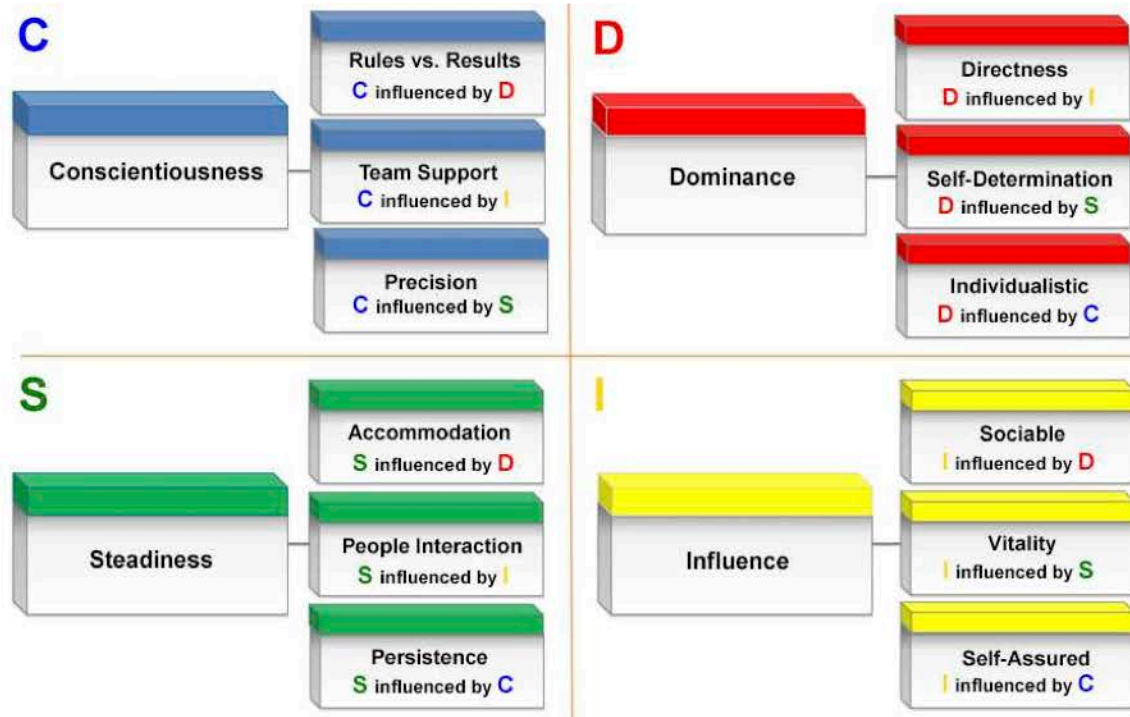
★ = Adapted Behavioral Style

If the two bars are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapted Style is different from your Natural Style, this may cause stress if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Sketch pages.

The higher or lower each D, I, S, C point is on your graphs, the greater or lesser your needs-motivated behavior impacts your results at work and others around you. Once aware, you can adapt your style. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice. Study and practice using the Behavioral Adaptability Charts in this report to gain behavioral flexibility. For further questions or personal coaching, contact your consultant.

The 12 Integrated DISC Style Relationships



For a more complete understanding of a person's overall behavior style, you can view how each of the primary (4) four DISC factors interact to produce (12) twelve integrated behaviors.

When comparing each of the (4) four basic DISC factors with the others, a group of (12) twelve factors of individual behaviors can be identified. Each person will display some of these factors more strongly than the others.

Each of the (12) twelve factors has been assigned a specific descriptor(s) to help you naturally associate the factor to a specific behavior. The ability to identify and measure the relative interaction of the (12) twelve factors represents a dramatic improvement in the use and application of DISC to better understand human workplace behavior.

We can measure the strength of a factor in a person's overall behavioral style by viewing the intensity score. Intensity is a measurement of the relative contribution of a specific factor to a person's observable natural behaviors that are most often displayed in most situations.

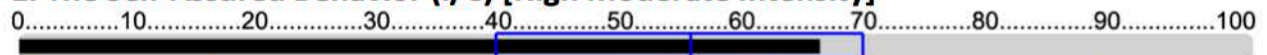
The (5) five intensity levels range from Low (absent in most situations) thru High (clearly displayed in most situations). This integrated behavioral view represents an improvement that contributes to the overall understanding of human behavior. Behaviors define how we deliver our thinking into the world.

We recommend you add this powerful new view to your tool kit and use it to assist you in understanding why and how people shape their communications and connections with the other people in their life.

This list of (12) twelve Integrated DISC relationships reveals how the (4) four Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. The Length of the black bar shows the relative influence of the DISC factors in someone’s overall observable behavioral style.

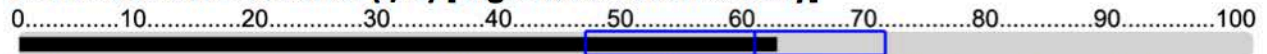
The **blue box** identifies 68% of all scores in the general population for each integrated behavior. One standard deviation (34%) below the median score (vertical link) and one standard deviation (34%) above the median score (vertical link). Unlike an AVERAGE, the median score will not always be shown with equal space on both sides.

1. The Self-Assured Behavior (I/C) [High Moderate Intensity]



“How this individual’s people oriented extroversion is impacted by their need for accuracy and structure.” The Self-Assured behavior measures HOW the strength of this individual’s extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

2. The Sociable Behavior (I/D) [High Moderate Intensity]



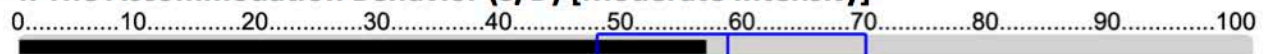
“How this individual’s need for social interaction is impacted by their assertiveness and desire for immediate results.” The Sociable behavior measures HOW the strength of this individual’s preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive “result now” focus with less effort on accommodation and building relationships.

3. The Persistence Behavior (S/C) [High Moderate Intensity]



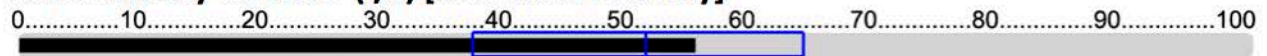
“How this individual’s need for pace and patience is impacted by their need for accuracy, precision and planning.” The Persistence behavior measures HOW the strength of this individual’s patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team’s direction that may be advocating alternative or even potentially risky actions.

4. The Accommodation Behavior (S/D) [Moderate Intensity]



“How this individual’s need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results.” The accommodation behavior measures HOW the strength of this individual’s level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

5. The Vitality Behavior (I/S) [Moderate Intensity]



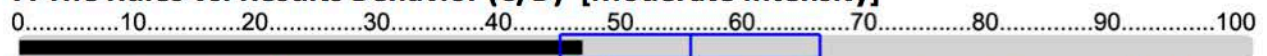
"How this individual's people focused extroversion is impacted by their preferred pace and activity level." The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

6. The Individualistic Behavior (D/C) [Moderate Intensity]



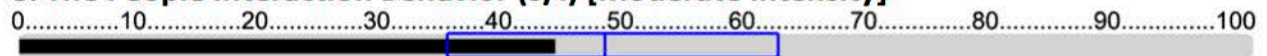
"How this individual's "results now" assertiveness is impacted by their desire to be accurate, analytical and structured." The Individualistic behavior measures HOW the strength of this individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

7. The Rules vs. Results Behavior (C/D) [Moderate Intensity]



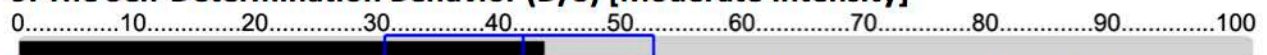
"How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results." The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct "results now" actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while Lower intensity scores suggest a more direct, immediate "result now" focus that will not likely be restrained by established protocols, procedures and policies.

8. The People Interaction Behavior (S/I) [Moderate Intensity]



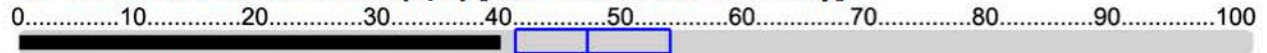
"How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction." The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."

9. The Self-Determination Behavior (D/S) [Moderate Intensity]



"How this individual's degree of assertive "results now" focus is impacted by their level of patience." The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more "now oriented pace" that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

10. The Precision Behavior (C/S) [Low Moderate Intensity]



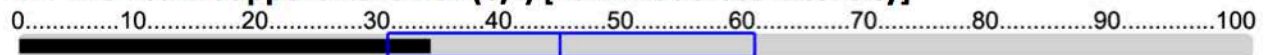
“How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation.” The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a “fail-safe” environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

11. The Directness Behavior (D/I) [Low Moderate Intensity]



“How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others.” The Directness behavior measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.

12. The Team Support Behavior (C/I) [Low Moderate Intensity]



“How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction.” The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

Intensity Scoring Legend – DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others in most situations.

- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behavior in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity scores do not mean “mild.” Moderate means the behavior is flexible and may or may not become observable based upon the requirements of the specific situation.
- **High Moderate** - High Moderate Intensity scores are frequently observable in many situations.
- **High Intensity** - High Intensity scores will be clearly observable, displayed more often and seen in most situations.

Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.

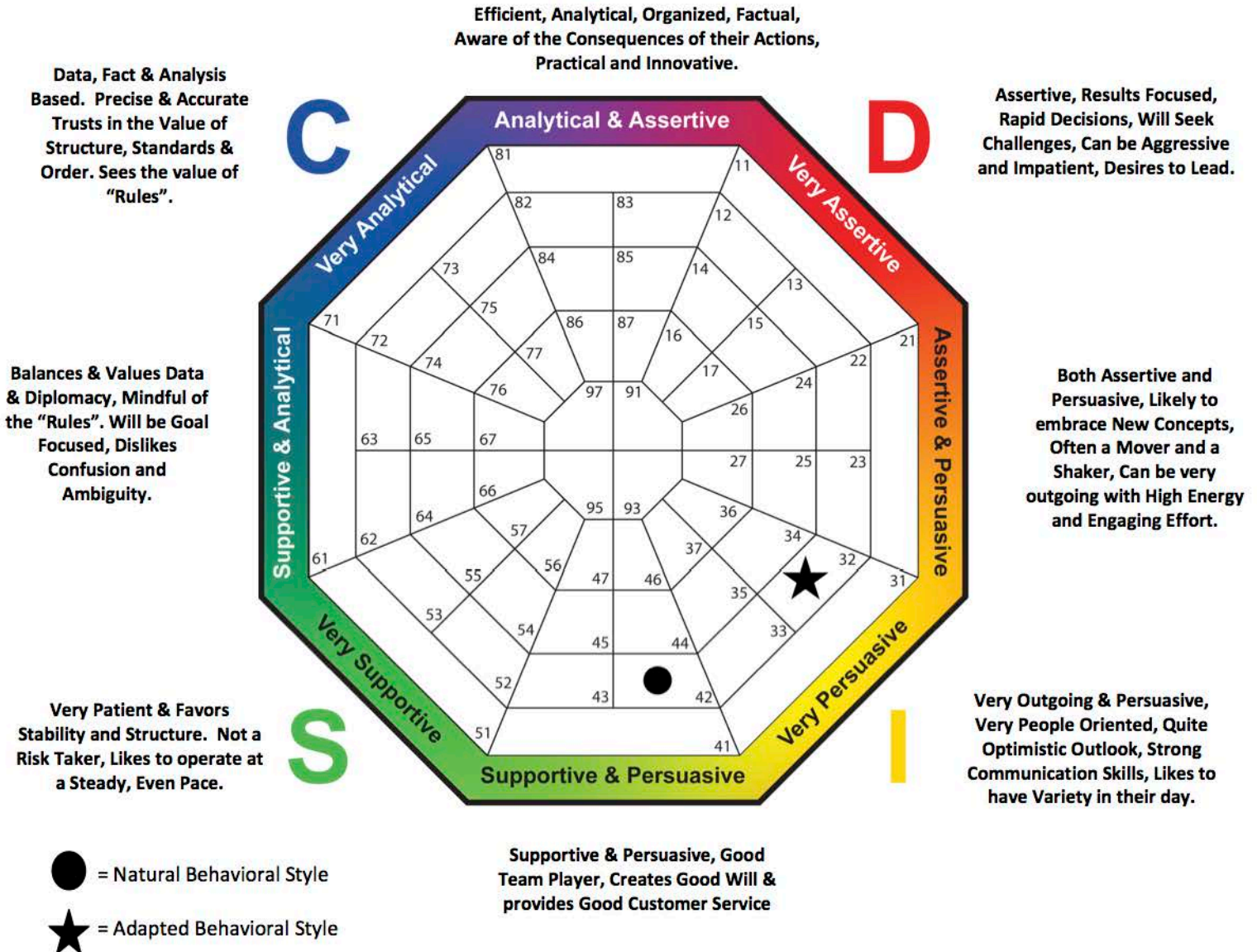
THE SCORING LEGEND

D = Dominance: How you deal with Problems

I = Influence/Extroversion: How you deal with Other People

S = Steadiness/Patience: How you deal with your Activity Level

C = Conscientious/Compliance/Structure: How you deal with the "Organization's Rules" as well as the focus on details, accuracy and precision



PART III Application of DISC Styles

Understanding your own behavioral style is just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

THIS APPLICATION SECTION INCLUDES:

- Overview of the Four Basic DISCstyles
- How to Identify Another Person's Behavioral Style
- What is Behavioral Adaptability
- How to Modify Your Style
- Tension Among the Styles
- How to Adapt to the Different Behavioral Styles

This section will help you understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Make a commitment to at least take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship. Here's how to do it:

- 1** Identify the behavioral style of the other person using the How to Identify Another Person's Behavioral Style section. You can read about their style in Overview of the Four Basic DISCstyles. The section on What Is Behavioral Adaptability gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships.
- 2** Once you know their style and preferences for directness and/or openness, you can use the How to Modify Your Directness and Openness section to adjust these areas when relating to this person. You will be amazed at the difference.
- 3** To further understand the tension that may exist in the relationship, you can refer to the Tension Among the Styles section and complete the Tension Among the Styles Worksheet. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.
- 4** And finally, the last section, How to Adapt to the Different Behavioral Styles, will give you suggestions when dealing with each of the four basic styles.

Overview of the Four Basic DISCstyles

Below is a chart to help you understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived in personal, social and work situations.

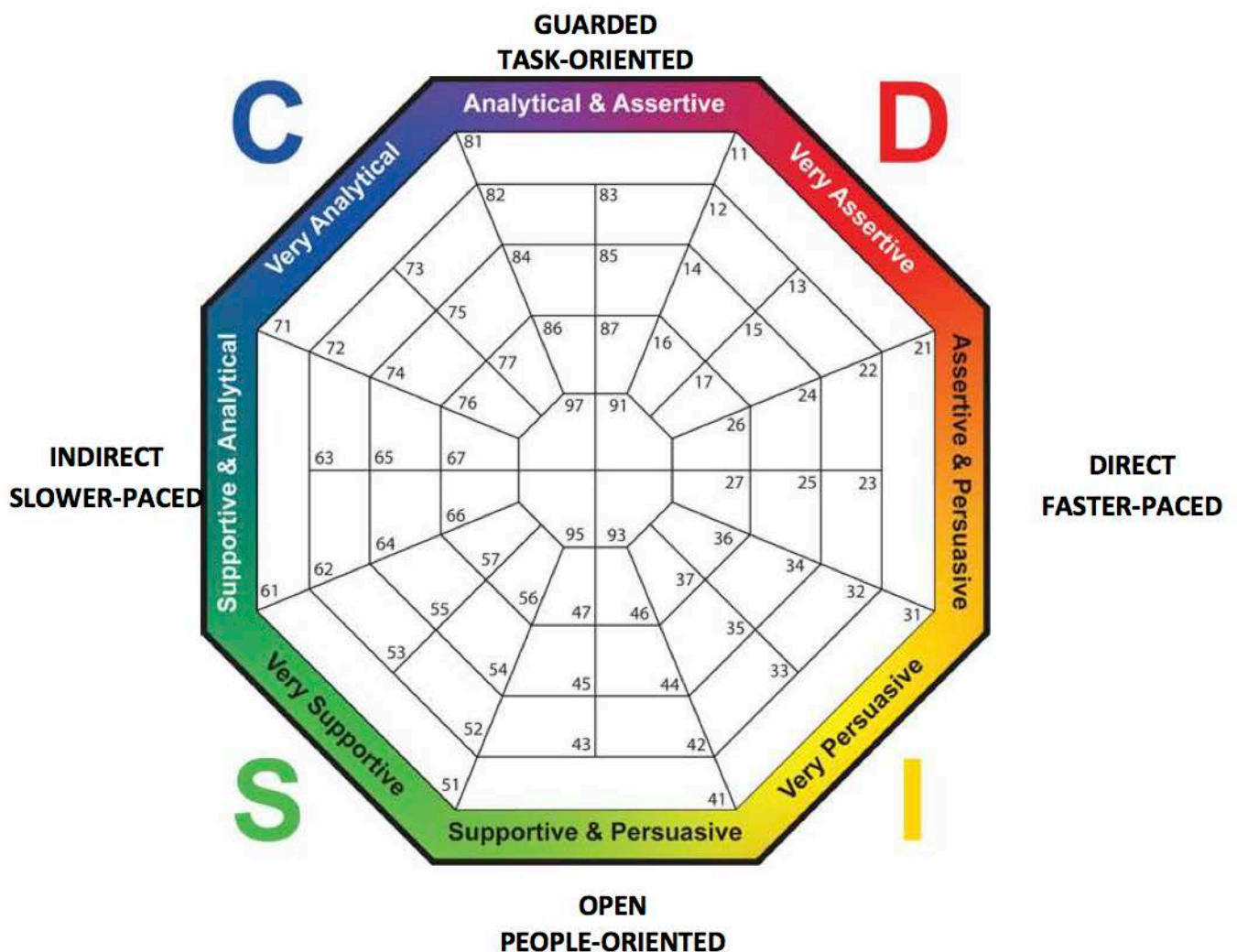
	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Fast/Decisive	Fast/spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Goal	People	Relationship	Task
SEEKS	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
STRENGTHS	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
GROWTH AREAS	Impatient Insensitive to others Poor listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slows to begin action Lacks global perspective	Perfectionist Critical Unresponsive
FEARS	Being taken advantage of	Loss of social recognition	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Control Leadership	Playfulness Others' approval	Friendship Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact or results Track records and products	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision Accuracy Quality of results
WORKPLACE	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

How to Identify Another Person’s Behavioral Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas of behavior — DIRECTNESS and OPENNESS. So, to quickly identify the styles of other people ask the questions on the following page.

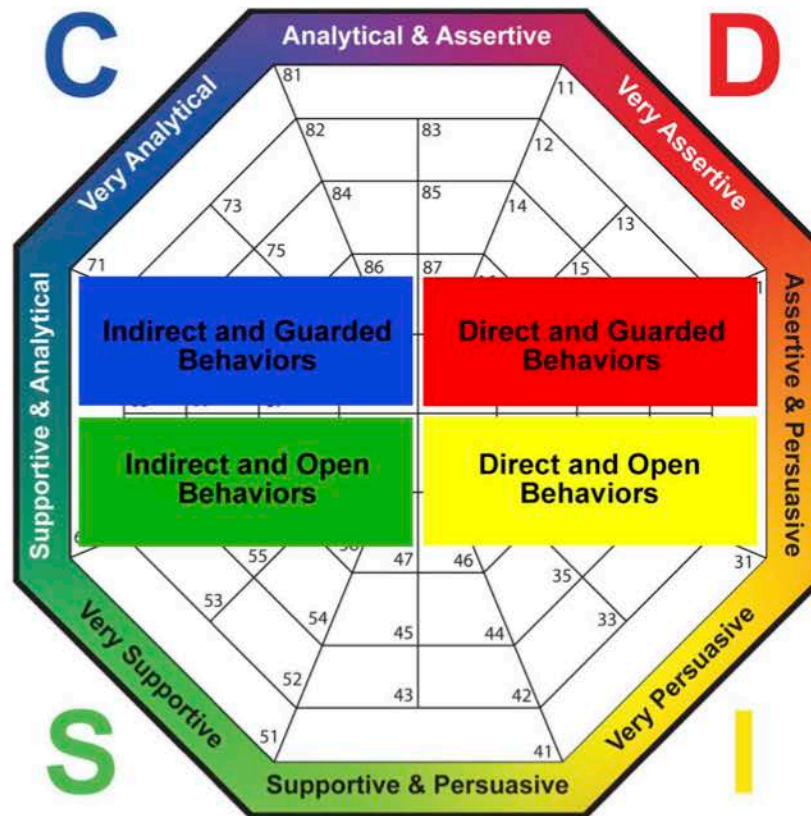
When you combine both scales, you create each of the four different behavioral styles. Individuals who exhibit guarded and direct behaviors are Dominance Styles; direct and open behaviors are Influence Styles; open and indirect behaviors are Steadiness Styles; and indirect and guarded behaviors are Conscientious Styles.

The Whole Picture



Recognizing another person’s Behavioral Style - 2 Power Questions:

1. Are they **DIRECT** or **INDIRECT** in their communications?
 (Directness is the 1st. Predictor of Style. Direct plot on the right, Indirect on the Left).
2. Are they **GUARDED** or **OPEN** in their communications?
 (Openness is the 2nd. Predictor of Style. Open plot on the Bottom, Guarded on the Top).



When we integrate both the natural tendency to be either **DIRECT** or **INDIRECT** with the natural tendency to be either **GUARDED** or **OPEN** it forms the foundation and the basis for plotting each of the four different behavioral styles:

D = Individuals who typically exhibit *direct & guarded behaviors* define the **Dominant Styles**

I = Individuals who exhibit *direct & open behaviors* define the **Influence/Extroverted Styles**.

S = Individuals who exhibit *indirect & open behaviors* define the **Steadiness/Patient Styles**.

C = Individuals who exhibit *indirect & guarded behaviors* define the **Conscientious/Compliant Styles**.

The behavioral intensity of directness or indirectness and being open or guarded is shown in the quadrant you plot. The plots towards the edge of the diamond reflect **MORE INTENSITY** and those plotting closer to the center reflect a **MORE MODERATE INTENSITY** of both characteristics.

What is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for a **C** or **S** style; or when you move a bit faster for the **D** or **I** styles. It occurs when the **D** or **C** styles take the time to build the relationship with an **S** or **I** style; or when the **I** or **S** styles focus on facts or get right to the point with **D** or **C** styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation

Adaptability does not mean "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference, while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social and personal lives. We tend to be more adaptable at work with people we know less. We tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat other people the way THEY want to be treated.

How to Modify Your Directness and Openness

In some interpersonal situations, you will only be able to identify another person's directness or openness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four styles.

Directness

TO INCREASE:

- Speak, move and make decisions at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't clash with the person
- Increase your eye contact

TO DECREASE:

- Talk, walk and make decisions more slowly
- Seek and acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging or acting pushy
- When disagreeing, choose words carefully

Openness

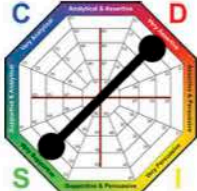



TO INCREASE:

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal complements
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda


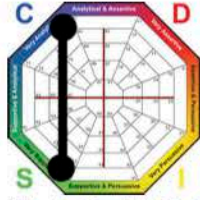
TO DECREASE:

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language

Tension Among the Styles

Potential Tensions/Disconnects	Plot Points Example
<p>Double Tensions of Patience vs. Urgency AND People versus Task</p> <p>Pattern 1: The High S's preferred Patient & Slower Pace with a Primary Focus on People rather than on results and task can conflict with the High D's Sense of Urgency and a focus on Tasks and Results and Now.</p>	 <p>High S + High D (Lower Left vs. Upper Right Quadrant)</p>
<p>Double Tensions of Patience vs. Urgency AND People versus Task</p> <p>Pattern 2: The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People vs. Results and Tasks.</p>	 <p>High C + High I (Upper Left vs. Lower Right Quadrant)</p>
<p>Patience vs. Urgency Tensions:</p> <p>The High S's innate patience can conflict with the High I's Sense of Urgency.</p>	 <p>High S + High I (Lower Left vs. Lower Right Quadrant).</p>
<p>Patience vs. Urgency Tensions:</p> <p>The High C's focus on exercising patience to assure accuracy and avoid errors can conflict with the High D's focus on results, do it NOW solutions, and immediate action.</p>	 <p>High C + High D (Upper Left vs. Upper Right Quadrant)</p>

Tension Among the Styles, continued

Potential Tensions/Disconnects	Plot Points Example
<p>People versus Tasks Tensions:</p> <p>The High D's focus on Results, Tasks, and Action can conflict with the High I's Focus on People, Feelings and Sociable Correctness.</p>	 <p>High D + High I (Upper Right vs. Lower Right Quadrant)</p>
<p>People versus Tasks Tensions:</p> <p>The High C's focus on Data, Analysis, Accuracy, and Precision can conflict with the High S's Focus on People, Teamwork, Personal Connection and a Feeling of Family.</p>	 <p>High C + High S (Upper Left vs. Lower Left Quadrant)</p>

Tension Among the Styles WORKSHEET

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward the person. It seems no matter what you do, your interactions are usually stressful. If this is behavior related, applying The Platinum Rule® - Treat others the way THEY want to be treated – may be helpful. Complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

First, refer to the section on How to Identify Another Person’s Style and determine their primary behavioral style. Then refer to the Tension Model to identify their pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, then determine where you will allow their needs to be placed above yours. For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the center stage in times when it is not as important for you. A little give and take will go a long way.

JANE DOE’S INFORMATION

STYLE: C

PACE: Slower-paced

PRIORITY: Goal/Task-oriented

RELATIONSHIP

SAMPLE

Name: John Doe

Style: High I

Pace: Faster-paced

Priority: People-oriented

Difference: Pace and Priority

Strategy: Be more personable, social, upbeat, and faster-paced with John

RELATIONSHIP 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

How to Adapt to the **DOMINANT** Style

They are time-sensitive; so do not waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure — all on a single page, if possible. Appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let them be in charge. If you disagree, argue facts, not feelings. In groups, allow them to have their say, as they will not take a back seat to others. In general, be efficient and competent.

AT WORK, HELP THEM TO...

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

SALES AND SERVICE...

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

IN SOCIAL SETTINGS...

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

IN LEARNING SETTINGS...

- Likes to learn quickly; may be frustrated with a slower pace
- Has own internal motivation-clock, learns for their own reasons, not for anyone else's reasons
- May like to structure their own learning design
- Does okay with independent self-study
- Defines own goals
- May have a short attention span

How to Adapt to the **INFLUENCING** Style

They thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them. They are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks. In general, be interested in them.

AT WORK, HELP THEM TO...

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

SALES AND SERVICE...

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

IN SOCIAL SETTINGS...

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence

IN LEARNING SETTINGS...

- Likes learning in groups
- Interacts frequently with others
- Responds to extrinsic motivation, praise, and encouragement
- Needs structure from the facilitator; may lose track of time
- Needs "what to do" and "when to do it"
- May exceed deadlines if left on their own and learning may be completed late

How to Adapt to the **STEADY** Style

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Styles do not want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Steady Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer. In general, be non-threatening and sincere.

AT WORK, HELP THEM TO...

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings

SALES AND SERVICE...

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the human element... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

IN SOCIAL SETTINGS...

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

IN LEARNING SETTINGS...

- Accepts a balance between individual and group work
- Shows patience with detailed or technical processes
- Likes journaling and follow-through
- Prefers explicit instructions
- Wants to know the performance outcomes and expectations
- May need help in prioritizing tasks if a long assignment; may take criticism personally

How to Adapt to the **CONSCIENTIOUS** Style

Be sensitive to their schedules. They need details, so give them data. When working with them, do not expect to become their friend. Support their organized to problem solving. Be systematic, logical, well prepared and exact. Give them time to make decisions and work independently. In groups, do not expect them to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. When appropriate, set guidelines and deadlines. In general, be thorough, well prepared, detailed and business-like.

AT WORK, HELP THEM TO...

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking
- Maintain high expectations for high priority items, not everything

SALES AND SERVICE...

- Prepare so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

IN SOCIAL SETTINGS...

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

IN LEARNING SETTINGS...

- Prefers individual work over group interaction
- Accepts more impersonal training, such as remote or on-line
- Has high expectations of their own performance
- Will structure their own activities only with explicit goals and outcomes established
- Emphasizes details, deep thinking, and theoretical bases for the learning
- May get overly bogged down in details, especially if the learning climate is pressured

PART IV Seven Dimensions of Motivation

About This Report

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. As such, it's easier for them to find ways of achieving objectives that resonate and align with their motivations. They also understand their limitations and where those situations in which they're not as effective. They're able to anticipate what will not inspire them or 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.

Background

The Motivators assessment is the result of of Dr. Edward Spranger's and Gordon Allport's combined research into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers identify the reasons that drive an individual to utilize their talents in the unique way they do. Motivators will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment and passion for what you do.

The Elements of the Motivation Index

This Motivation Index is unique to the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Political into one dimension. This assessment 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. In addition, the Motivation Index is the first to use a click & drag approach to ranking 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 Motivation 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.

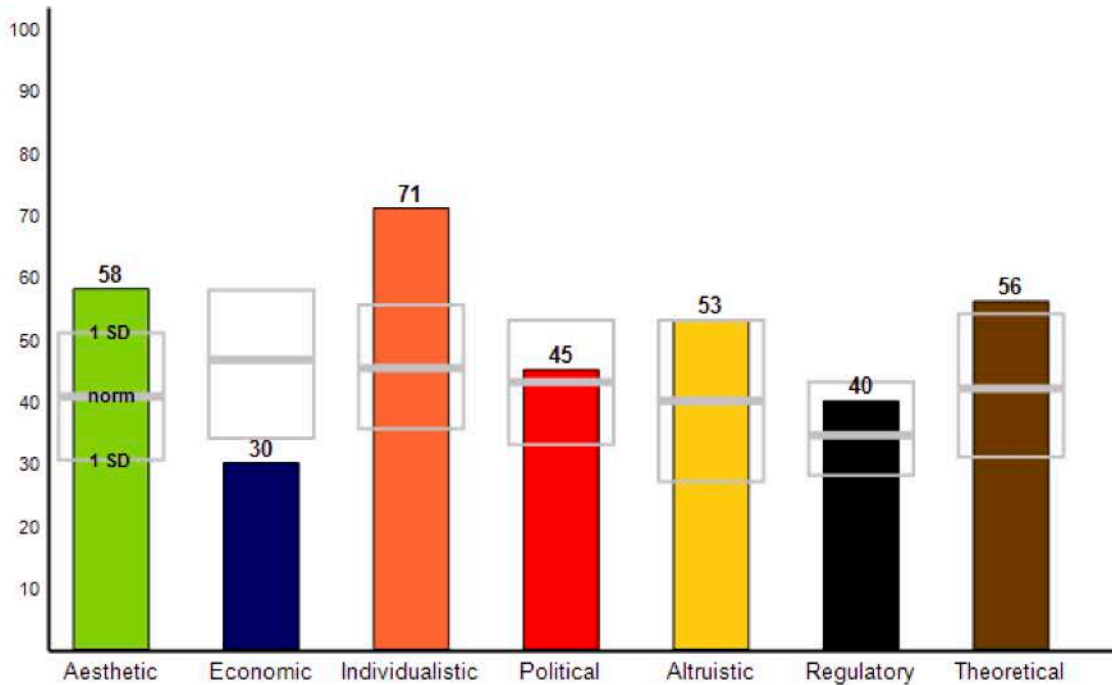
A closer look at the seven dimensions

Motivation helps influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your Motivation 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.

The Seven Dimensions of Motivation measured in this report 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.
-  **Altruistic** - 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.

Executive Summary of [REDACTED]'s Motivation



Aesthetic - High

You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.



Economic - Low

You are a team player and may put others' needs before self.



Individualistic - Very High

You demonstrate high independence and project self-confidence.



Political - Average

You are flexible, able to take or leave the power or clout that comes with the job title or assignment.



Altruistic - High

You have a high desire to help others learn, grow, and develop.



Regulatory - Average

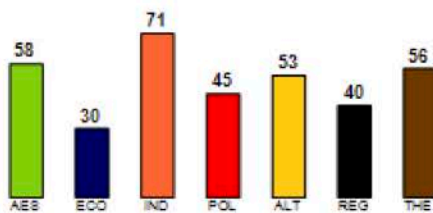
You are able to balance and understand the need to have structure and order, but not paralyzed without it.



Theoretical - High

You have a high interest level in understanding all aspects of a situation or subject.

Your Aesthetic Drive



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 may prefer some solitary time to allow personal "re-balancing" or reflection.
- You are more sensitive to issues of balance and harmony than others.
- You work better in surroundings that are pleasant aesthetically or environmentally responsible.
- You find rewards not just from pay for work, but in results that help protect the environment or achieve better balance in life or the world.
- You enjoy creative expression in both work and personal settings.



Key Strengths:

- You enjoy bringing people together who share common interests.
- You take strong interest in how an objective or work can help support the environment or balance in life.
- You will be a creative problem solver.
- You are often seen as one who shows interpersonal empathy in dealing with others.
- You like to believe that anyone can be creative - in their own way.



Motivational Insights:

- You offer ample opportunity for adjustments in surroundings and approaches to getting things done.
- You explore potential of more involvement with environmental or "green" initiatives.
- You show a genuine interest in the expressed thoughts or emotions of others.
- You don't allow others to over-use or abuse your creative nature.
- You ensure that creativity and form do not block function and results.



Training/Learning Insight:

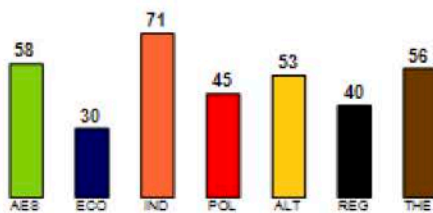
- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.



Continual Improvement Insights:

- You could benefit from being a little more pragmatic.
- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).
- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You may need to focus on the practical or economic side of an issue more frequently.
- You could use the creative mode as a safety blanket to avoid having to be overly practical.

Your Economic Drive



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:

- 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.
- Using money or materials as a yardstick to measure or impress others is not important to you.
- You score in a range that indicates a lower interest in materialistic, or that you have already achieved a level of material security.
- You should check the full results and graph of the inventory to determine those values that were ranked in a higher field than the Economic area.
- While not driven by money, you may be sensitive to perceived inequities in wages and salaries, and do not want to be taken advantage of in that process.



Key Strengths:

- To you, monetary compensation is a basic function, but look to higher levels of value in the report to connect with where your real passion lies.
- You are an excellent team player and team member.
- You rarely (if ever) look at a project with a "what's in it for me" perspective.
- You are sensitive and responsive to the "people-side" of work related activities.
- You see a wider spectrum of the picture, not just the economic view.



Motivational Insights:

- You need recognition for innovative, creative work; not just for doing your assigned responsibilities.
- You should provide options for taking on tough challenges.
- You should avoid mundane tasks.
- You should provide a variety of work projects or tasks.
- You should remember that 'helping hands' behind the scenes are as important as the highly visible ends of a work project.



Training/Learning Insight:

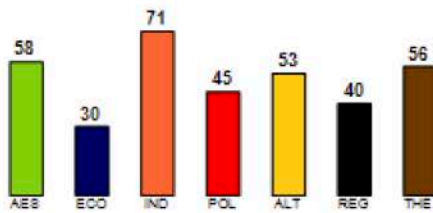
- You come to a training or development function typically without a 'What's in it for me?' attitude.
- You may prefer team-oriented activities, to work and share ideas with others.
- You score like those who enjoy a more cooperative learning style.
- You may prefer less competition between learning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



Continual Improvement Insights:

- 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 avoid making tough decisions that may negatively impact others on the team.
- You may not hear the 'revenue clock' ticking on some projects.
- You should avoid spreading yourself too thin by taking on responsibilities that could be delegated to others.

Your Individualistic 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 enjoy working in your own way and own methods.
- You are independent.
- You enjoy work and assignments, which give you standing in the eyes of others and evokes respect.
- You thrive in a team environment.
- You like freedom in your own work area.



Key Strengths:

- You are not afraid to take calculated risks.
- You bring a variety of different and energetic ideas to the workplace.
- You desire to be an individual and to celebrate differences.
- You bring creative ideas.
- You realize that we are all individuals and have ideas to offer.



Motivational Insights:

- Remember to look for continuous opportunities to learn and progress.
- Many people who score like you enjoy making presentations to small or large groups. Explore this possibility.
- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You create an environment that provides security while it encourages taking appropriate risks.
- Be patient in allowing for expression of your uniqueness and sense of humor.



Training/Learning Insight:

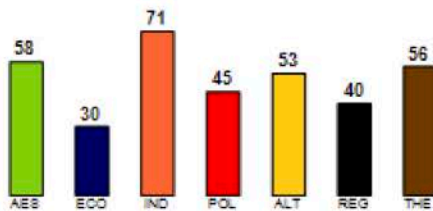
- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link the benefits of learning new things to a personal ability to enhance your performance.



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.
- 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.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.

Your Political Drive



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



General Traits:

- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.
- You bring a sense of balance to some power-issues that may emerge occasionally.
- Your score in this range is near the typical business professional's score.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.



Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.



Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.



Training/Learning Insight:

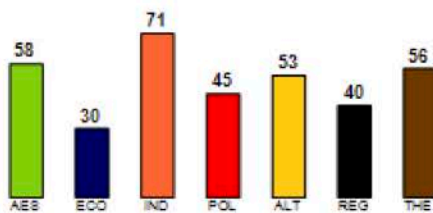
- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.



Continual Improvement Insights:

- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.

Your Altruistic Drive



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 freely give time, talent and energy without being asked.
- You have a high service-ethic.
- Your philosophy is "Better to give than receive," sometimes even in an organizational environment.
- 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.



Key Strengths:

- You have an empathetic attitude towards others.
- You are good at helping others communicate and respect each other and are a calming influence.
- You are a very good team player.
- You are often very aware of what others need, even when not stated by them.
- You have a high degree of willingness to give time to help, teach, and coach others.



Motivational Insights:

- You should provide flexibility to allow for helping others on the team.
- You should seek a professional outlet that allows you to help others.
- You should treat yourself with the same level of sincere concern and interest that you give others.
- You could be more easily taken advantage of by others because of your sincerity and desire to be helpful.
- Self-monitor to make sure your giving doesn't become too much or impractical.



Training/Learning Insight:

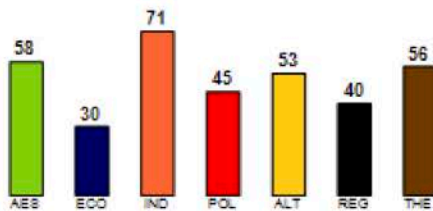
- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development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



Continual Improvement Insights:

- You can lose focus on personal work in favor of helping others with theirs.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You may need to say "no" more often.
- You need to remember that support and service efforts need to be practical as well.
- You can give away too much time, talent and energy.

Your Regulatory Drive



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 are accepting of authority, but not bound by it blindly.
- You move freely and effectively between the rebels and the rule-followers in a group.
- You can challenge the rules as long as it is done carefully and logically.
- You strike a good balance between respecting individual needs, and those of the group.
- You tend to be balanced and stable.



Key Strengths:

- You are situationally aware of when rules must be followed and when they should not be.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.
- You act to stabilize those on a team.
- You are very flexible when it comes to dealing with very little or too much structure.
- You are not overly rigid in the need for order and structure.



Motivational Insights:

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



Training/Learning Insight:

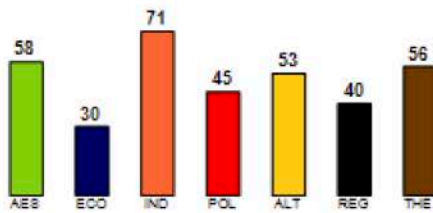
- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.



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.

Your Theoretical Drive



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 may prefer learning-based events or conferences over a small economic incentive.
- Others may consider you a strong intellectual.
- You have a strong personal belief in life-long learning.
- You like visiting bookstores and may make some unexpected purchases.
- You have a strong desire to learn and go beyond the required knowledge base.



Key Strengths:

- You have a stable, knowledge-driven ethic.
- You can usually answer new questions that hit the team or know where to find answers.
- You gather the maximum amount of information on an issue because you ask the necessary questions.
- At a team meeting you will come prepared, with pre-work completed.
- You demonstrate a logical approach to problem solving and patience to analyze all of the options for solutions.



Motivational Insights:

- If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.
- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- You will provide technical credibility when dealing with customers or internal stakeholders who need detailed information for decision-making.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- Realize that as much as you have learned, you still want to learn more.



Training/Learning Insight:

- 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.



Continual Improvement Insights:

- 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 have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- 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.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.

Relevance Section

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

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

Tally Your Score Here

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?

Other Assessments?

There are a total of five foundational assessments which both measure and educate users on the five different, but equally important, aspects of human behavior and/or cognition. As such, they form the foundation of our catalog and we have termed them our five Core Assessments:

1. **DISC** - Our most popular assessment and the world's #1 behavioral profiling tool. DISC provides a highly detailed analysis of each individual's Natural (i.e. personal/ internal) and Adaptive (i.e. workplace/external) behavioral styles. An individual's behavior is often the strongest indicator of fit; whether that be within a particular job, as the member of a team or as the leader of an organization. In essence, DISC predicts "How?" a person will behave within a given role or situation. Likewise, it offers the prescriptive lessons necessary to maximize the outcome of any interpersonal or workplace communication.

2. **Motivators** - The perfect companion assessment to pair with DISC, Motivators measures the Seven Universal Dimensions of Motivation that drive each of us: Aesthetic, Economic, Individualistic, Political, Altruistic, Regulatory and Theoretical. Where-as DISC predicts "How?" a person will behave, Motivators explains "Why?" If you are only using DISC, you are only scratching the surface of what assessments can offer individuals and organizations.

3. **Hartman Value Profile (HVP)** - The Hartman Value Profile offers the critical third piece to the human puzzle. Based upon the research of Robert S. Hartman's formal axiology, this unique assessment measures each individual's problem solving skills and their ability to avoid the blindspots associated with situational bias. In essence, the HVP assessment measures— with uncanny accuracy— an individual's critical thinking, judgment and decision-making abilities.

4. **Emotional Intelligence (EIQ)** - The Emotional Intelligence (EIQ) assessment helps users understand the correlation between the way they apply their current EIQ and the outcome of their interactions with others. This lends itself to improved decision-making, leadership, reading the emotions in others and engaging in a greater number of mutually beneficial workplace outcomes. Here is the key: EIQ can actually be improved and coached-up over time so it makes an excellent self-improvement assessment.

5. **Learning Styles** - Our fifth and final Core Assessment, Learning Styles, does just as its name implies: it identifies each individual's best means for learning and retaining new information. Some people like to process information through text, while others need visual support and images. Some learners best assimilate information alone, while others prefer to learn in groups. There are those who can grasp information intuitively, while others prefer to follow a strong sequential path. In short, understanding learning styles offers the key to maximizing an organization's training efficiencies, enlightening its management teams and even assembling top performing teams.

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