



Christine Matus

October 9, 2015

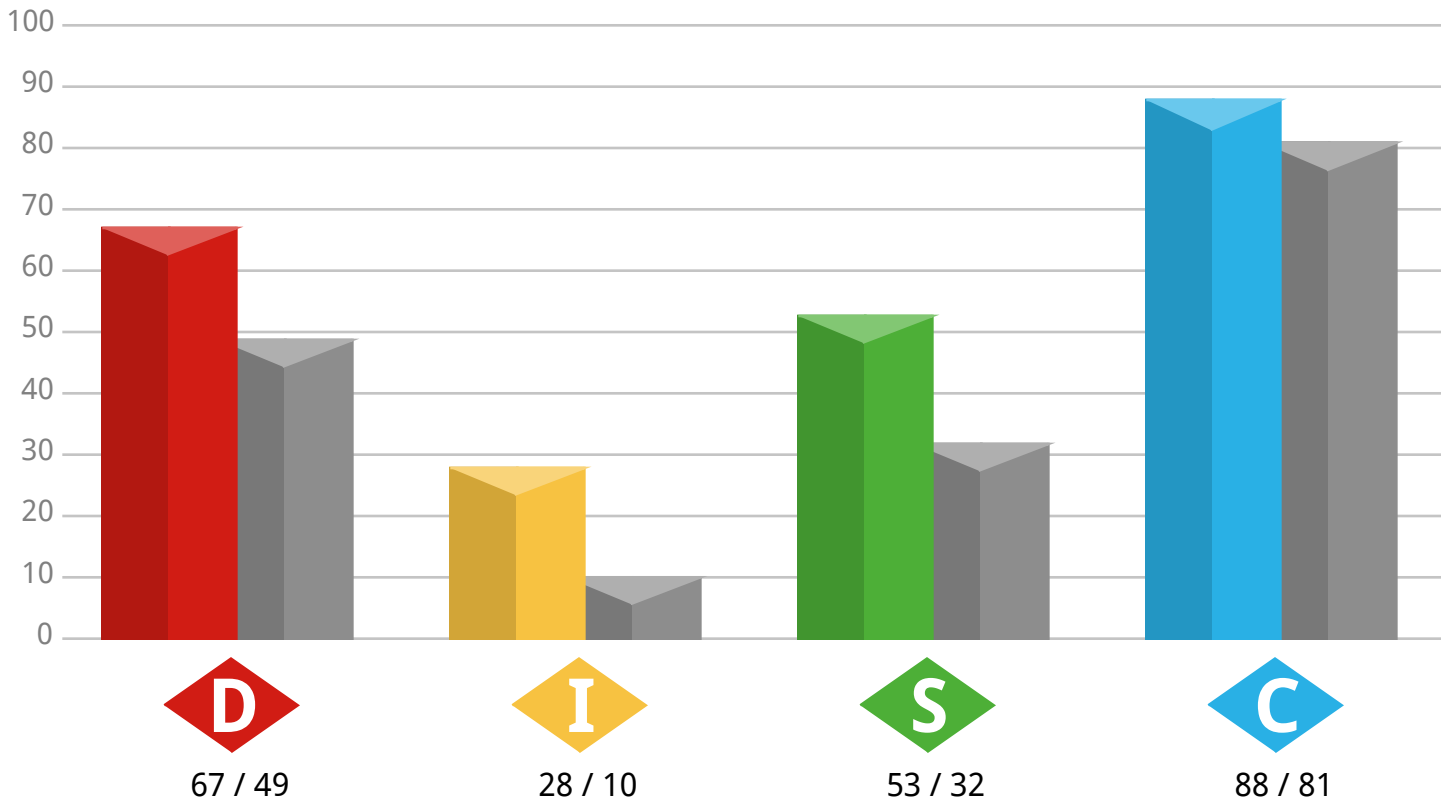
This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.



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Natural and Adaptive Styles Comparison



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Natural Style:

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

Adaptive Style:

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



About This Report

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

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

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

This report includes:

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



The Elements of the DISC-Index

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

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

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

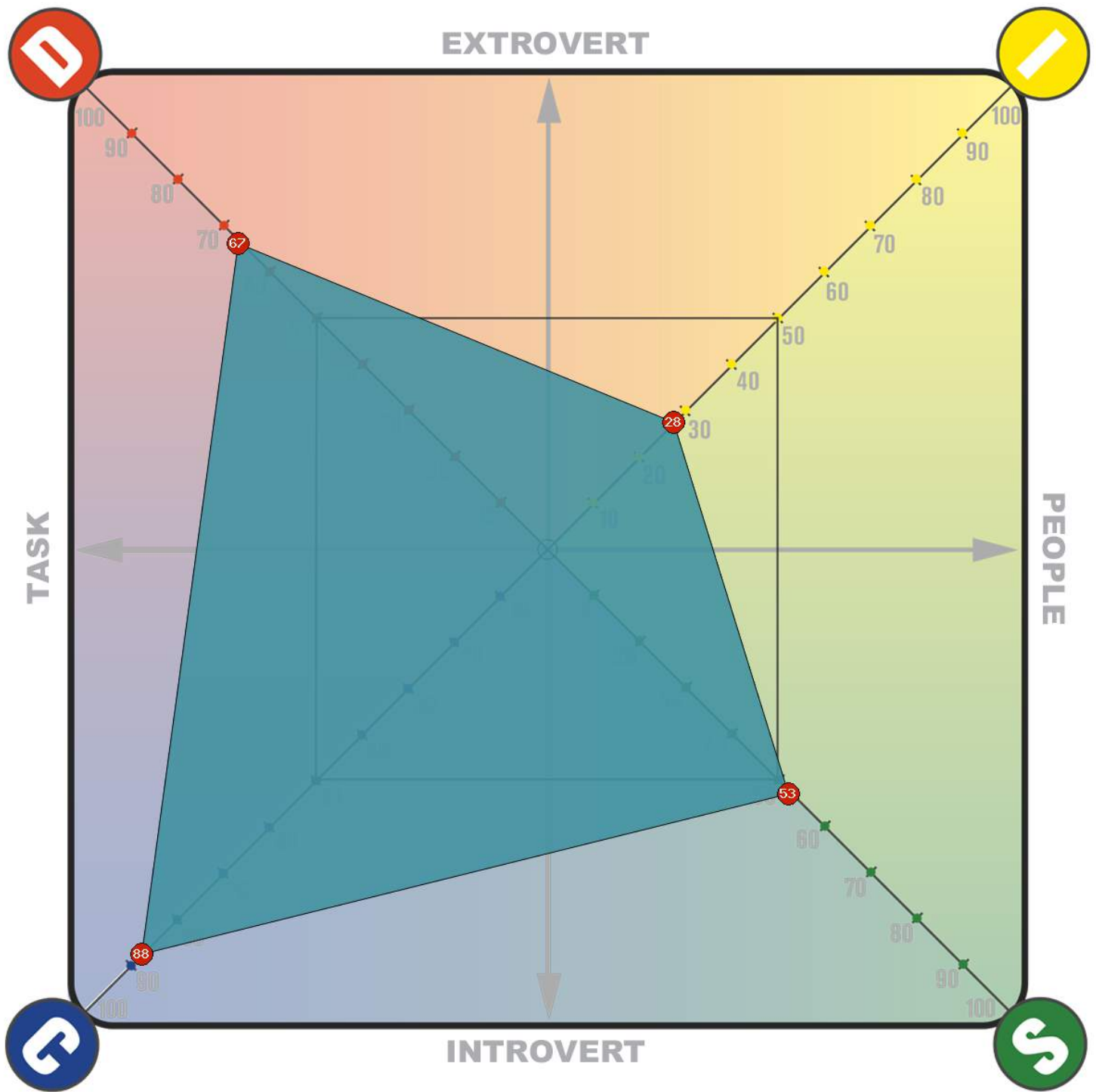
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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



A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and makes decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/ standards
<p>High D</p> <p>Demanding</p> <ul style="list-style-type: none"> Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Unobtrusive <p>Low D</p>	<p>High I</p> <p>Gregarious</p> <ul style="list-style-type: none"> Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn Aloof <p>Low I</p>	<p>High S</p> <p>Patient</p> <ul style="list-style-type: none"> Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous Impetuous <p>Low S</p>	<p>High C</p> <p>Cautious</p> <ul style="list-style-type: none"> Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Defiant <p>Low C</p>

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Decisive

Your approach to problem-solving and obtaining results

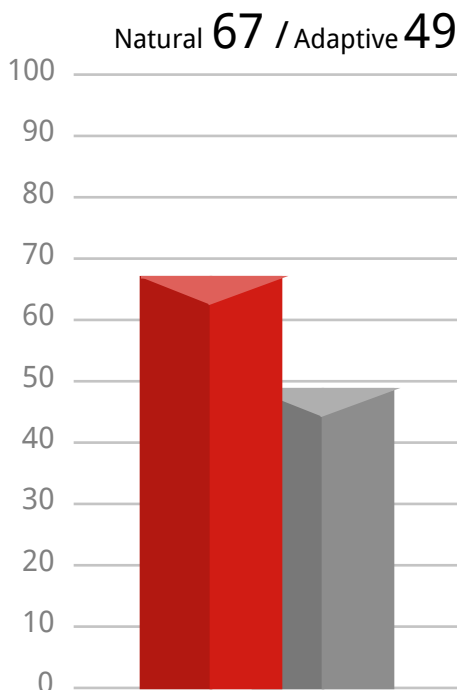
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

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

Lower D —

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



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

- You tend to be very decisive about problems, options, and new directions to take.
- Your decision-making style is a rapid and straight-forward one.
- The higher the stress, the less you are likely to hear and the more you are likely to act or command.
- When confronted with dissenting opinions, you can alienate others who don't agree with you.
- You have no problem accepting the credit or taking the blame for results (e.g., "The buck stops here.")
- You are adventuresome in trying new ideas and innovations.



Interactive

Your approach to interacting with people and display of emotions.

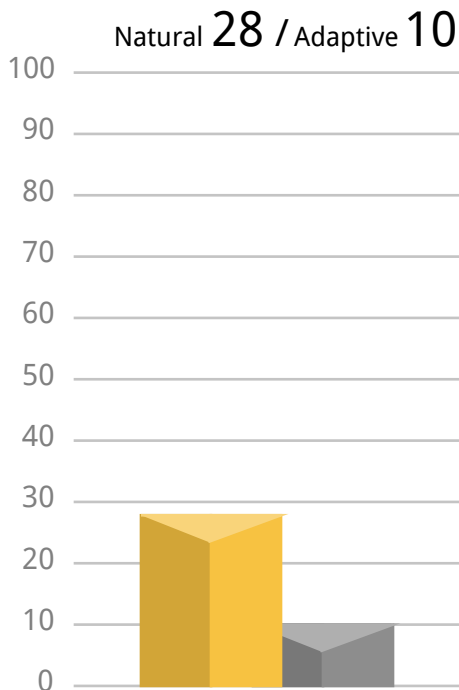
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

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

Lower I —

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



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

- You are logical and rational.
- You are able to work well alone and complete tasks with little interaction from others.
- Taking a stronger, more vocal, stand on key issues could help you communicate your opinion.
- You can be difficult to read.
- You are more introspective than interactive.
- You tend to be factual in your approach to business issues.



Stabilizing

Your approach to the pace of the work environment

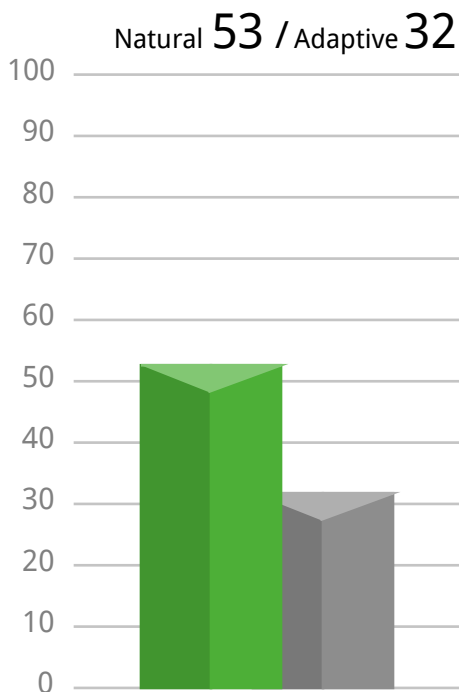
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

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

Lower S —

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



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

- You are consistent and predictable over the long haul, even in the midst of change.
- You think it is important to follow established procedures and processes.
- You don't like rocking the boat unless you absolutely have to.
- If insufficient structure and order exist, you will create it.
- You prefer to have sufficient clarification of policy or tasks before proceeding, so as to avoid mistakes.
- You prefer setting minimum levels of consistency and stability or control.



Cautious

Your approach to standards, procedures, and expectations.

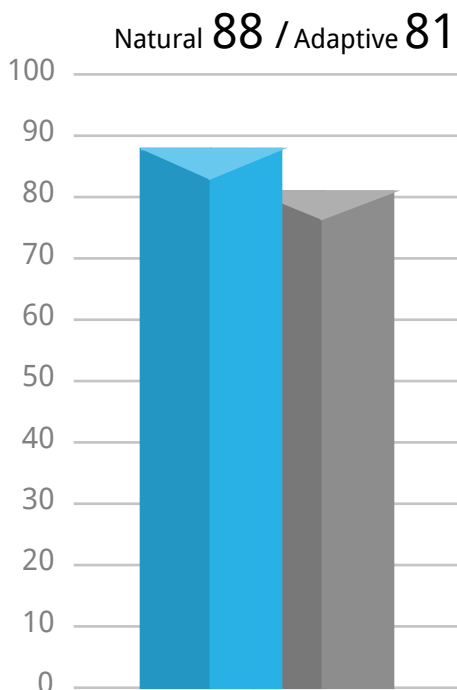
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

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

Lower C —

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



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

- You are a bottom-line oriented person who dislikes fluff and just wants the facts and data.
- You are known as an accurate fact-finder by others.
- You prefer to have the complete picture before beginning with any task or process.
- You possess excellent critical thinking and problem-solving ability.
- You can express your disagreement in a passive-aggressive way.
- You like things to be done the "right" way according to standard operating procedure.



Natural Style Pattern:

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

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

- Brings a future-oriented awareness to problems and solutions.
- When in high thought-processing mode, may be somewhat restrained in sharing ideas or expressing feelings. The Higher C and Lower I traits bring this restraint.
- Develops new systems and procedures to increase efficiency or quality control.
- Becomes bored with routine work and seeks new problems to solve.
- Evaluates others by their ability to bring about change and accomplish a task quickly and with high quality control.
- A drive toward aggression and assertiveness is softened a bit by an internal sensitivity. Decisiveness, quick thinking, and rapid reaction time are met with some hesitation due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. This emerges from the High D and C combination, plus the Lower I and S combinations.
- Tends to be assertive and at the vanguard of leadership in new, creative ideas and solutions.
- Enjoys developing unusual responses or new ideas or solutions to existing problems.



Adaptive Style Pattern:

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

- Places importance on having accurate data on which to make decisions.
- Others on the project team may seek you to answer a complex procedural question, because you know the answer, or know where to find it.
- On the job, may tend to align with others who show equally high quality control.
- You set high quality control standards, for yourself and others, in order to minimize mistakes.
- You like to be aware of the rules, procedures and protocol so that you can follow them. You may display disappointment when others don't follow the same standards.
- Very well prepared for meetings and appointments: You do your homework.
- May tend to be a 'worrier' (in a positive way), giving thought and mind-share on projects even when away from the job. You may come in after a weekend of thinking, and offer an ideal solution.
- May show a lower trust level with newer people in the organization until they have established their credibility.



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

- Being more open to change.
- Time where you can work uninterrupted when necessary.
- Realizing that your desire for constant high quality work may slow your high-pressure decision-making time.
- Ask for more input from others.
- Showing a bit more warmth and sincerity towards others.
- Resisting the need for total perfection every time, squeezing the trigger faster.
- In an environment with minimum of oversight, interference, and organizational politics getting in your way.
- Verbalize your thoughts more and include others in the decision-making process more.



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

- Standard operating procedures that can support a quality initiative without being changed dramatically.
- A work environment with minimal hostility and pressure that sometimes reduce quality and effectiveness.
- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.
- To be included as a part of the work group in social functions.
- Complete explanations of systems and processes that impact your work environment.
- Security in knowing that the products and services are of highest quality.
- Changes should be controlled changes, and made only when proven to be necessary changes.
- Quality control standard that are adhered to by all members of the organization, not just by a few people.



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

- Able to make decisions with the bottom-line in mind.
- Able to use imagination and calculated risk-taking in ways to create new solutions to problems, or new systems for success.
- Provides hard work and heavy mind-share into creating the best possible answers to questions or problems.
- Maintains a high sense of urgency: The clock is ticking.
- Able to consider many alternatives, theories, and possibilities as you approach new problems to solve.
- Strong agent of change.
- Brings a sense of rapid solutions and high quality control to the organization.
- A very creative thinker and innovator.



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

- Time to reflect and think about the pros and cons of solutions.
- Quality standards in which to support and maintain.
- Activities that can be monitored from beginning to end.
- A work group providing close relationships with a small group of associates, rather than superficial relationships with a large group of people.
- Projects completed the 'right way' the first time, to avoid problems later on.
- Security in the work setting to maintain high quality control standards.
- A work environment with a predictable pattern of activity so as to monitor quality processes.
- Complete explanations of areas of responsibility and control.



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

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

Due to your behavioral style, you may tend to:

- Appear somewhat abrupt and blunt toward others without being aware of it.
- Be somewhat cool and aloof at times.
- Vacillate too much between decisions due to the need to re-examine evidence, or even the chance that new evidence may come in.
- Have a high need for perfection that may hamper your satisfaction until it is reached.
- Not share your ideas with others on the team enough.
- Work in a rapid burst for a while, followed by periods of re-examination or quiet reflection, which can cause delays.
- Place "all" items on the to-do list as priority number one.
- Get stuck in a loop between wanting to get it done quickly, but also perfectly.



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

How you prefer to share knowledge or teach:

- Structures the events for efficiency in achieving goals and skills.
- Presents in a decisive, authoritative manner.
- Leads through factual persuasion.
- Helps group create new concepts and models of ideas.
- Wants to have participants increase their knowledge-base for practical reasons.
- Leads group by inspiring each to be the best.
- Appreciates intellectual recognition.

How you prefer to receive knowledge or learn:

- High expectations of performance.
- Prefers traditional learning structure and activities.
- Develops own learning strategies.
- Likes factual data and hands-on experiences.
- Self-defined goals.
- Will structure own activities only with explicit goals and outcomes established.
- Wants to know how the learning will apply in real-time situations.



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

Things to do to effectively communicate with Christine:

- Be efficient: Hit the major points first.
- When disagreeing, take issue with the methods or procedures, not with the person.
- Take your time, be precise and thorough.
- If you disagree with the direction, make an organized presentation of your position.
- Keep on task with the business agenda.
- Be clear in your explanations.
- Be accurate and realistic, don't over-inflate ideas or outcomes.

Things to avoid to effectively communicate with Christine:

- Don't confuse or distract from the business issues at hand.
- Don't come in with a ready-made decision, unless you are ready to accept changes.
- Don't provide special personal incentives.
- Don't use unreliable evidence or testimonials.
- Don't be casual, informal, or loud.
- Don't forget or lose things necessary for the meeting or project.
- Don't use someone else's opinions as evidence, provide only hard facts and data.



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This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.



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About This Report

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

This report measures seven dimensions of motivation. They are:

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



The Elements of the Values Index

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

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

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



A closer look at the seven dimensions

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

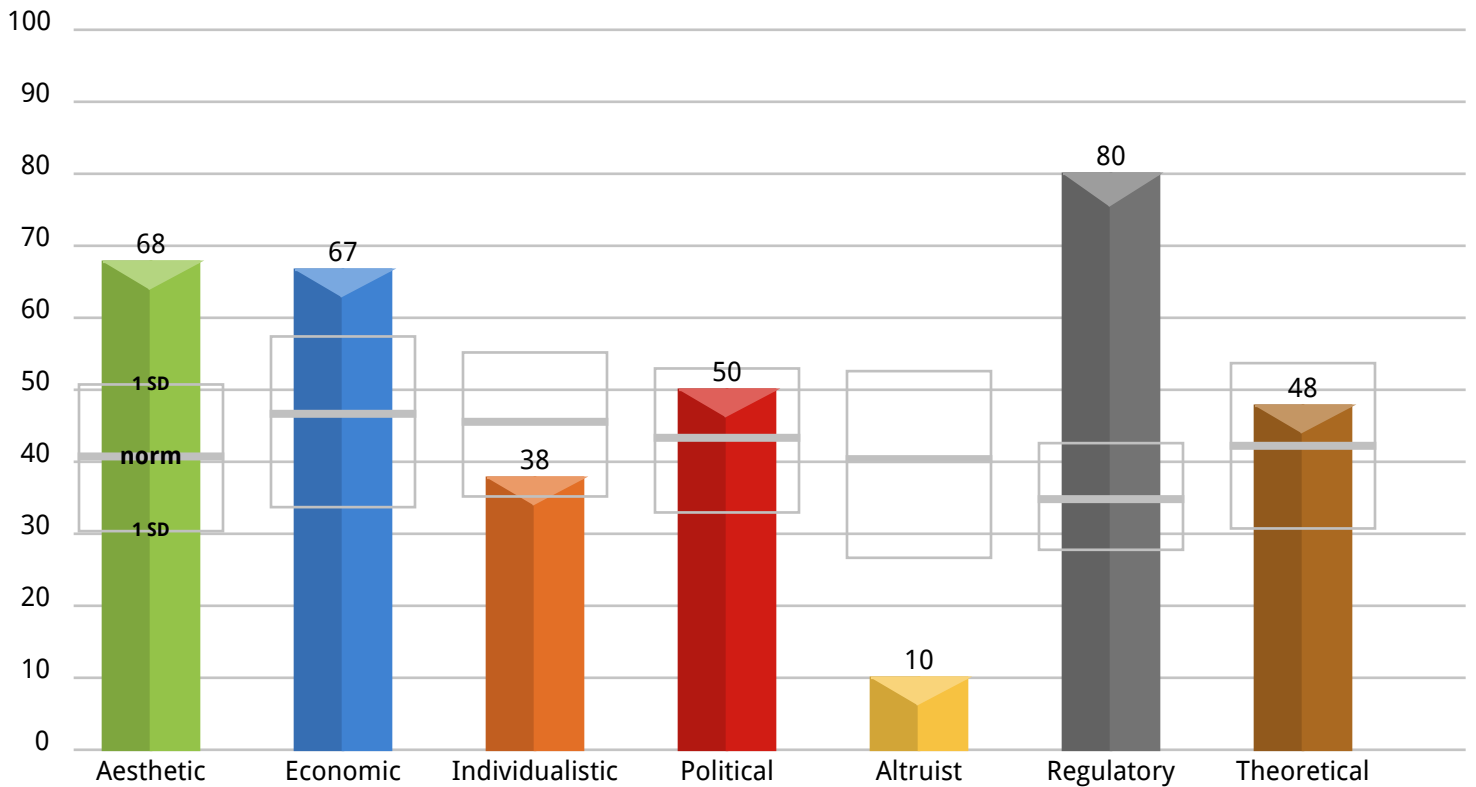
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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

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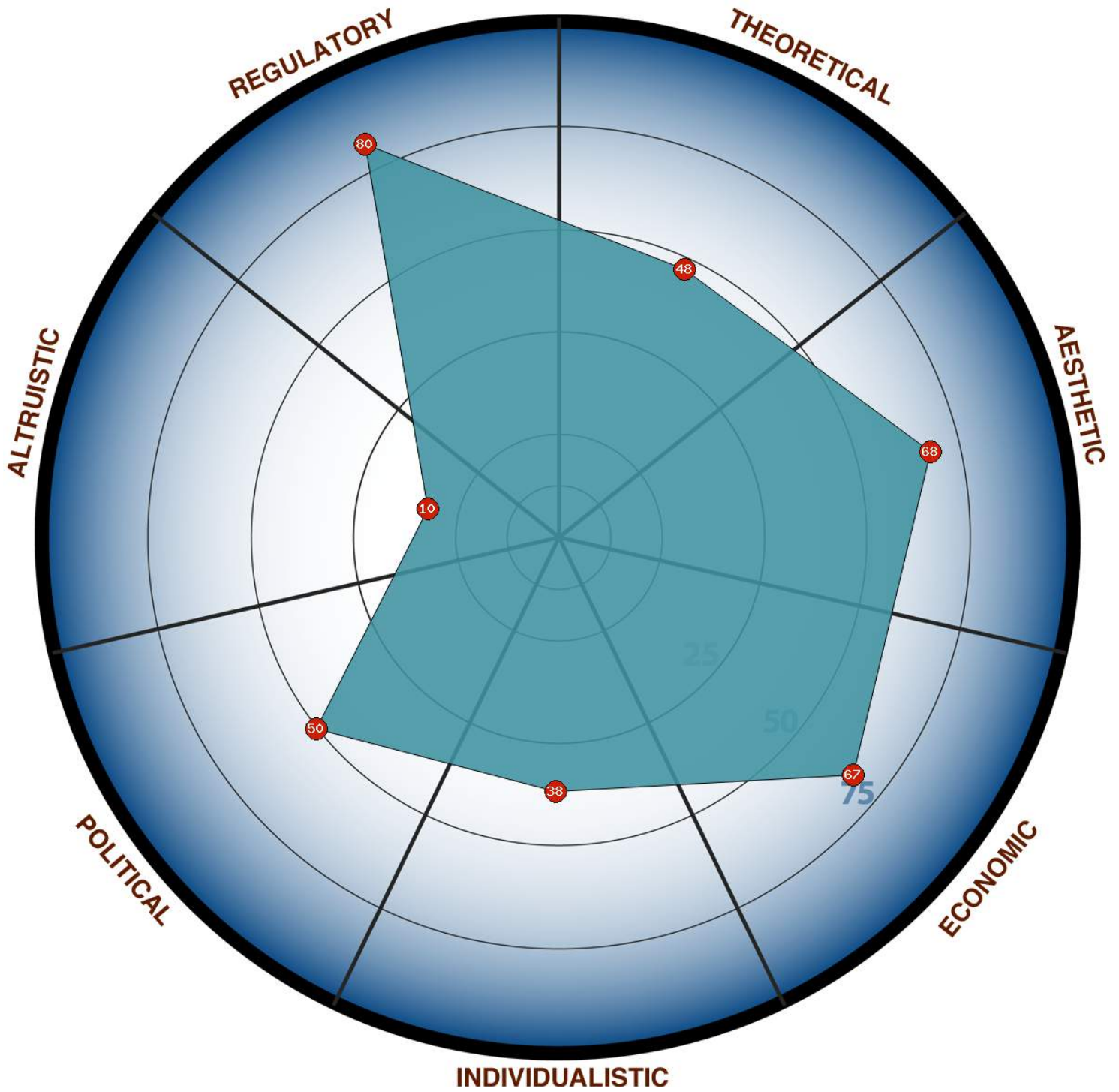


Executive Summary of Christine's Values

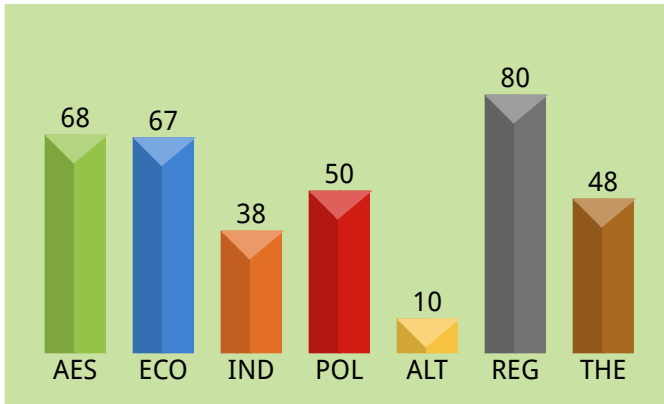


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High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
Very Low Altruist	You guard your trust level so as not to get burned, either self or team.
Very High Regulatory	You are well disciplined, and follow standard operating protocol and traditional ways.
Average Theoretical	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.



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The Aesthetic Dimension:

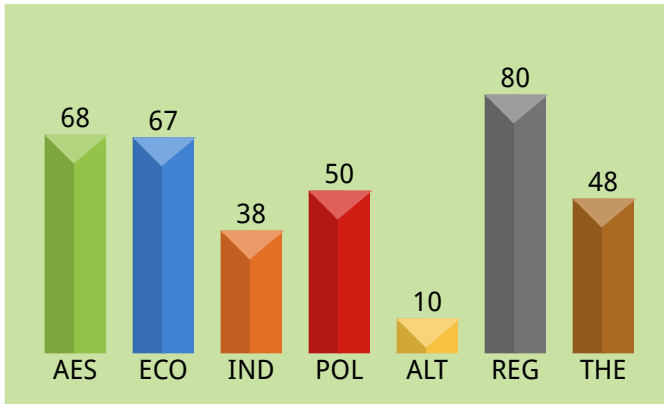
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You have a strong appreciation for nature, beauty and the environment.
- 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 support creativity in others and promote form and harmony in the work environment.
- You tend to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.
- You possess an awareness and desire to understand the moods, beliefs, and values of others.

Key Strengths:

- You tend to look for what is beautiful in any subject rather than what is ugly.
- You are often seen as one who shows interpersonal empathy in dealing with others.
- You tend to want more than just the typical job satisfaction. You may want more work/life balance, more creativity and more aesthetically pleasing surroundings.
- You are able to defuse a tense situation with a humorous quip or comment.
- You like to believe that anyone can be creative - in their own way.



The Aesthetic Dimension:

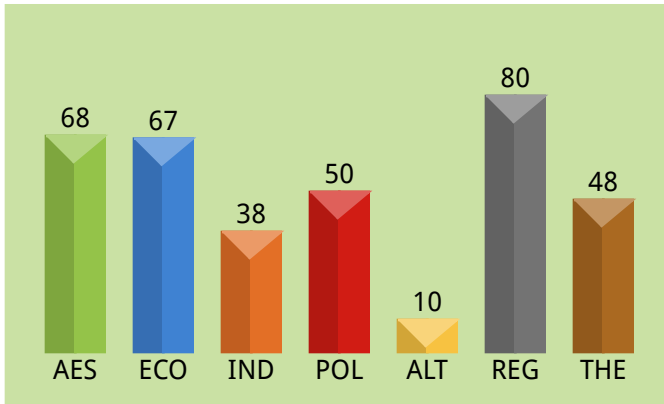
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You limit constraints on creativity or flexibility and allow freedom of expression.
- You show a genuine interest in the expressed thoughts or emotions of others.
- You support willingness to bring form or harmony to haphazard systems or workspace areas.
- You allow for outside activities other than strictly work related all the time.
- You ensure that creativity and form do not block function and results.

Training/Learning Insights:

- 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.

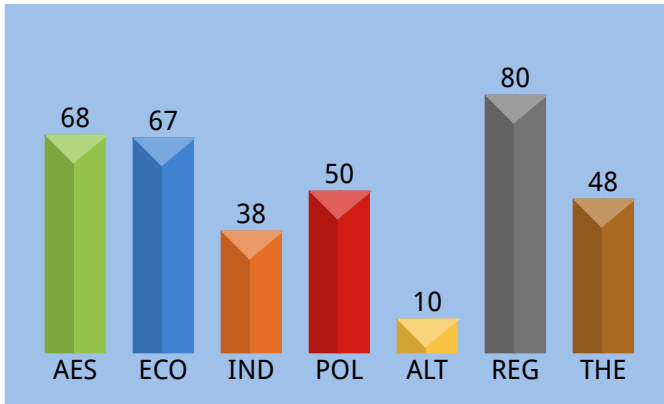


The Aesthetic Dimension:

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

Continual Improvement Insights:

- You may need to focus on the practical or economic side of an issue more frequently.
- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You could benefit from being a little more pragmatic.



The Economic Dimension:

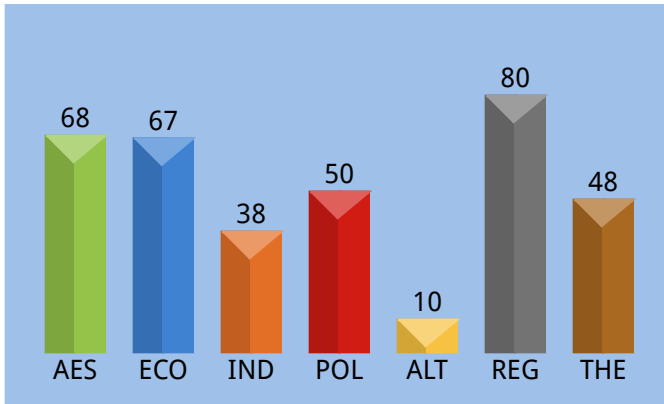
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You respond best when education and training are useful, with a profit or economic objective that is clearly attached to the training.
- People who score like you tend to be hard working, competitive, and motivated by financial rewards and challenging compensation plans.
- You may want to surpass others in wealth or materials.
- You may fit the stereotype of the typical American businessperson, interested in economic incentives.
- You are motivated by money and bonuses as recognition for a job well done.

Key Strengths:

- You are driven by competition, challenges, and economic incentives.
- You are driven and motivated to achieve and win in a variety of areas.
- You pay attention to return on investment in business or team activity.
- You will protect organizational or team finances fiercely.
- You are highly productive.



The Economic Dimension:

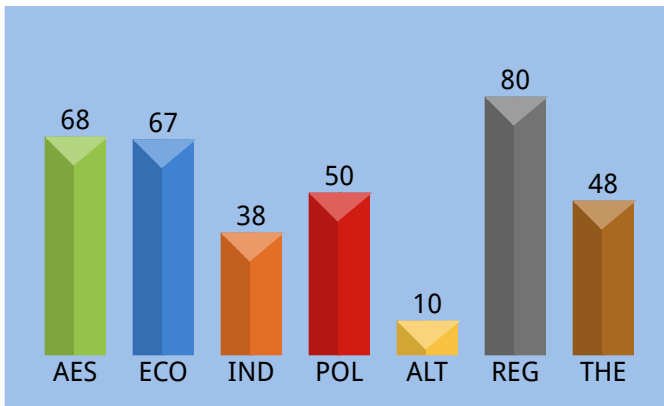
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should realize that it's not just money that motivates, but also personal fulfillment in the job.
- You should reward high performance in tangible and monetary ways with individual and team recognition.
- You should provide coaching to help reduce the potential visible "greed-factor" which may appear.
- You should provide opportunity for financial rewards for excellent performance.
- You should make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.

Training/Learning Insights:

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

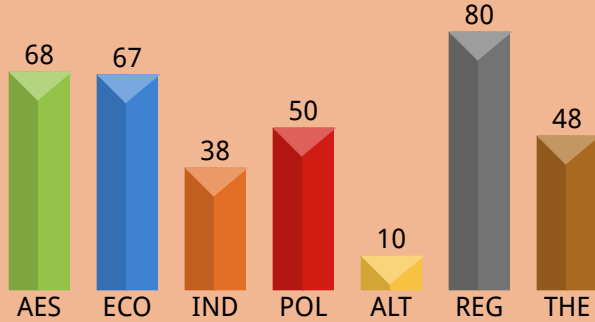


The Economic Dimension:

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

Continual Improvement Insights:

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



The Individualistic Dimension:

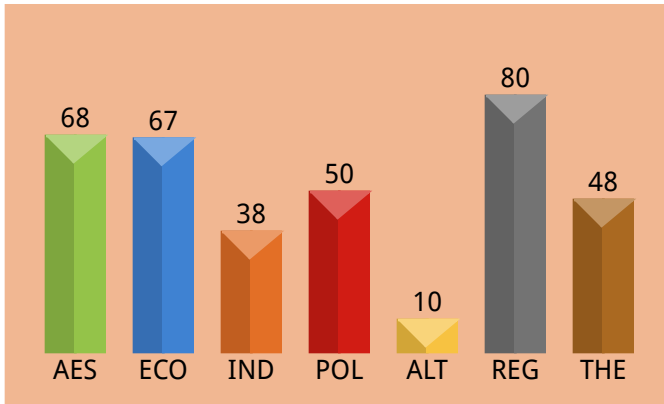
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

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

Key Strengths:

- You may be seen as a stabilizing force in organizational operations and transactions.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You are able to follow or lead as asked.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.



The Individualistic Dimension:

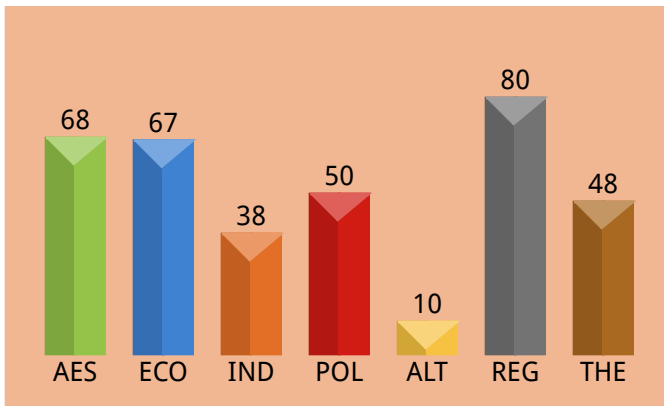
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

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

Training/Learning Insights:

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

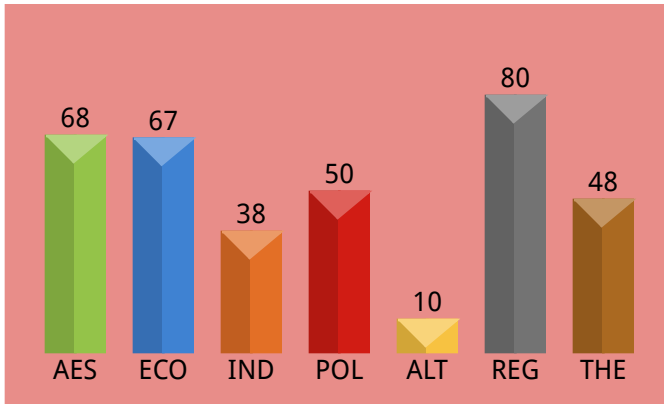


The Individualistic Dimension:

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

Continual Improvement Insights:

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



The Political Dimension:

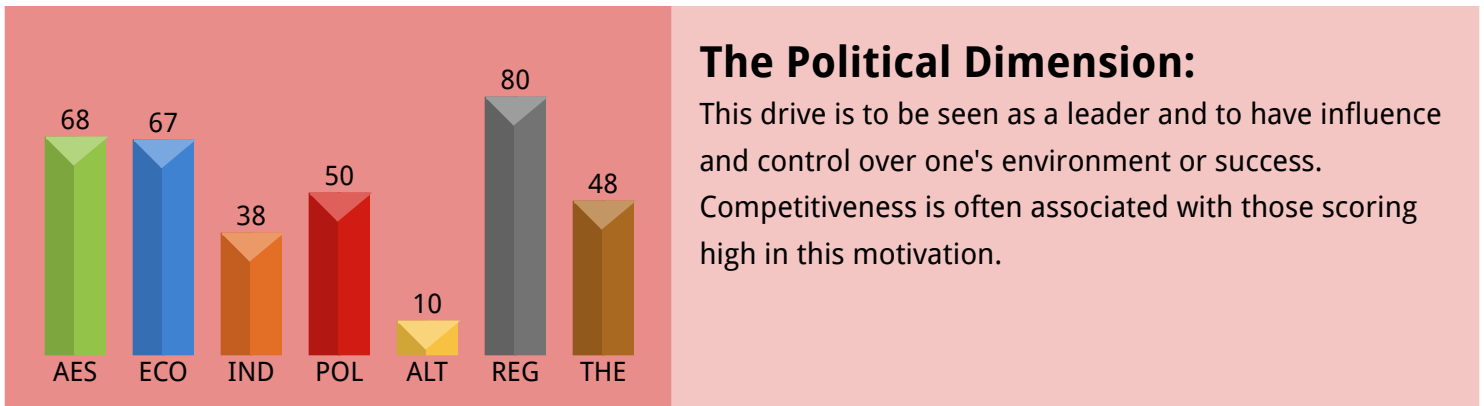
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You bring a sense of balance to some power-issues that may emerge occasionally.
- You have the ability to take or leave the control-factors of group leadership roles.
- You may be seen as a stabilizing force in day-to-day team operations.
- Your score in this range is near the typical business professional's score.

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.



The Political Dimension:

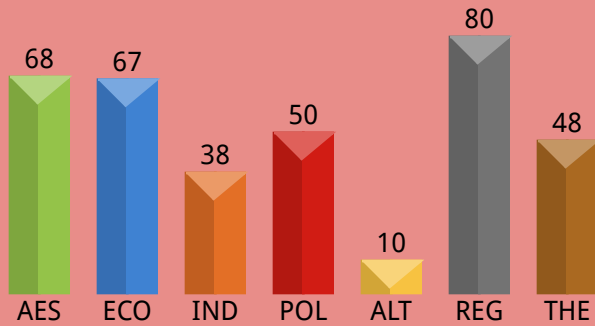
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- 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 Insights:

- 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.

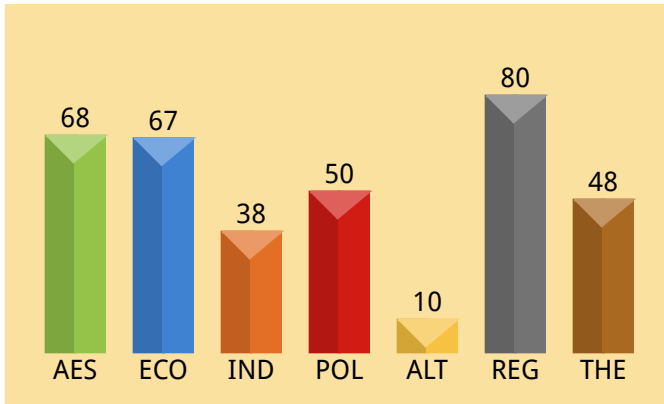


The Political Dimension:

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

Continual Improvement Insights:

- You may need to 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.



The Altruistic Dimension:

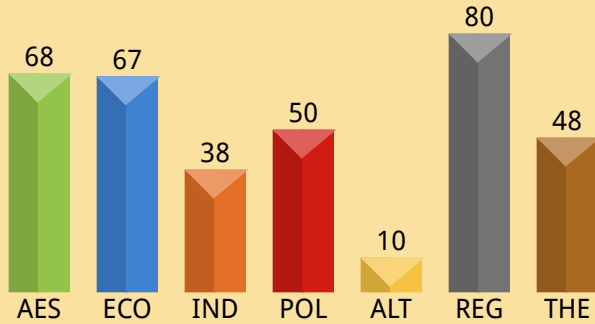
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You take a bottom-line approach to helping others. There needs to be mutual reward.
- You set a high bar and expects a strong work ethic from others.
- You view it as an unacceptable risk to openly trust others without some form of guarantee.
- You may not be seen as the most generous person when it comes to donating free time or services.
- You have no problem saying "No" to requests for help that do not provide a practical return.

Key Strengths:

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



The Altruistic Dimension:

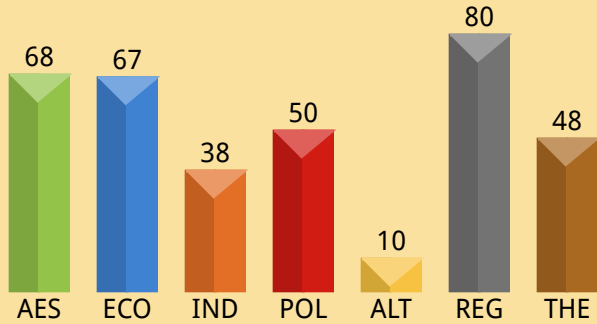
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You prefer appeals presented in a practical, unemotional way.
- You stick to the bottom line, and don't lead off on tangents.
- You demonstrate the practical benefits of increased team-work.
- You should remember that you will likely migrate towards independent work, even within a team, so try to pre-set some areas for independence.
- You leverage an individual benefit instead of a team benefit.

Training/Learning Insights:

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

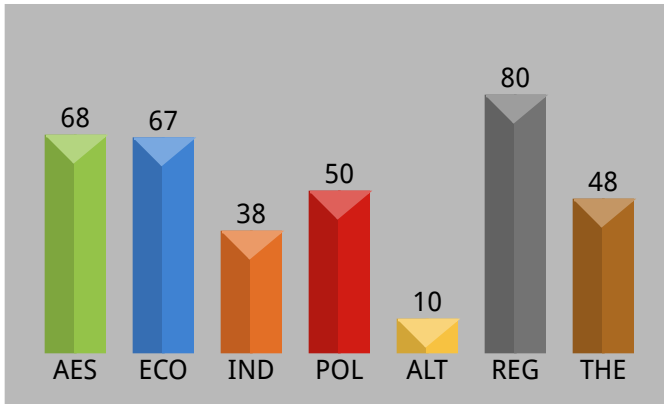


The Altruistic Dimension:

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

Continual Improvement Insights:

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



The Regulatory Dimension:

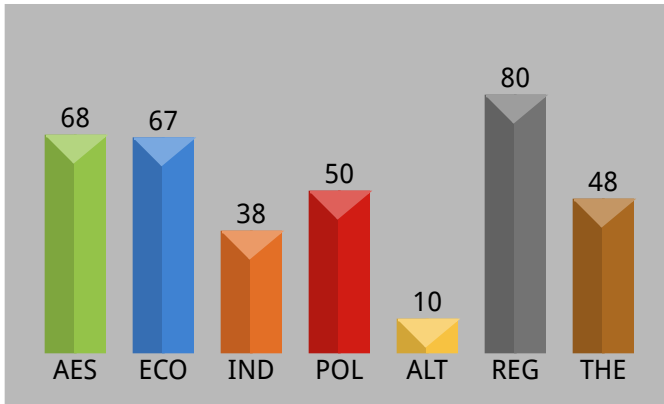
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You are very loyal to established rules and policies.
- You think everything has a "right way" and a "wrong way".
- You think flexibility and creativity are good as long as they are not out of control.
- You subscribes to a "Rules are made to be followed" mentality.
- You prefer documenting activity and like lists.

Key Strengths:

- You are very reliable and dependable.
- You are extremely effective at organizing.
- You take great accomplishment in completing duties accurately and with high quality.
- You are very supportive of groups, national entities, honor and tradition.
- You are very helpful in creating order out of chaos.



The Regulatory Dimension:

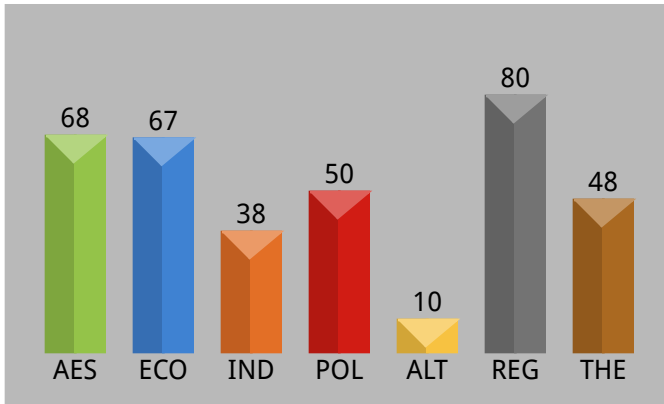
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You prefer to be provided the "why" behind the "what", including all the supporting reasons behind instructions or assignments.
- You prefer to maintain lots of routine and certainty.
- You prefer that all criticism be in private, detailed and justified.
- You need ample time to adapt to changes and lots of supporting reasons for that change.
- You prefer a complete set of tools and resources and detailed instructions on how to use them.

Training/Learning Insights:

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

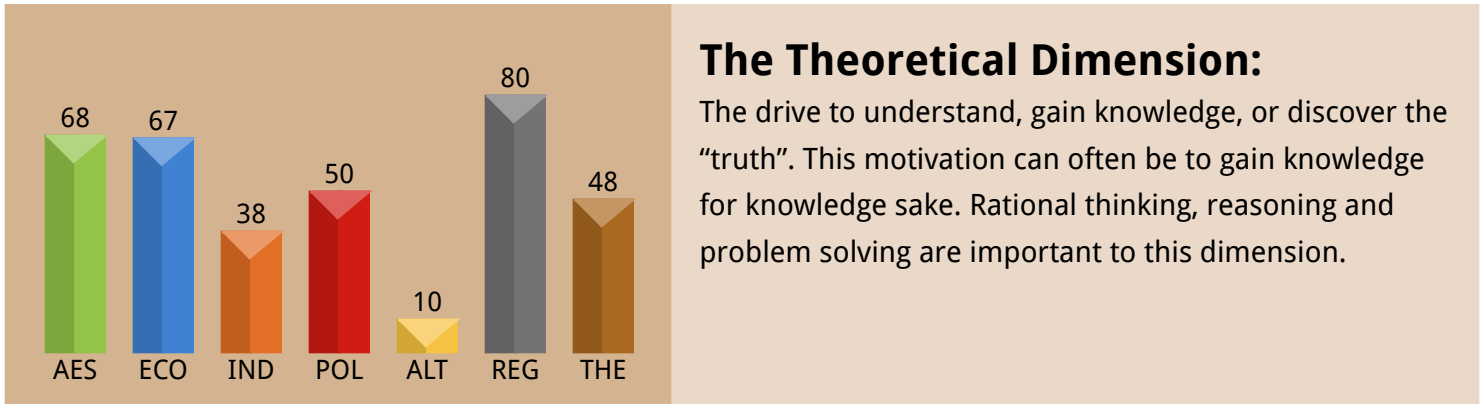


The Regulatory Dimension:

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

Continual Improvement Insights:

- You prefer to establish your "own way" of doing anything new asked of you.
- You know that change is inevitable and can actually be very good.
- Explore a little. Discovering new ways to do things can be rewarding.
- You may be perceived by others to be too structured or rigid on certain issues.
- You should be consistent in enforcing rules for everyone.



The Theoretical Dimension:

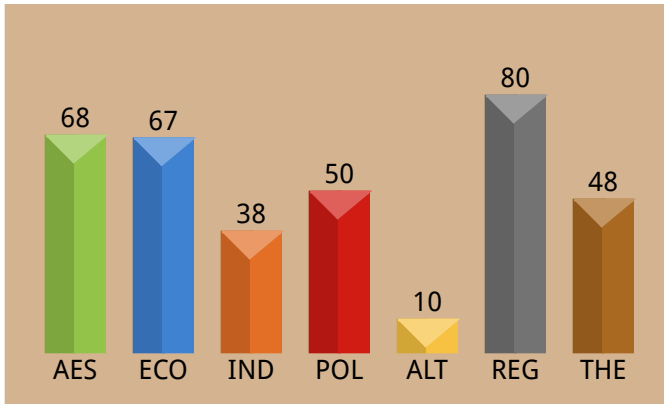
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

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

Key Strengths:

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



The Theoretical Dimension:

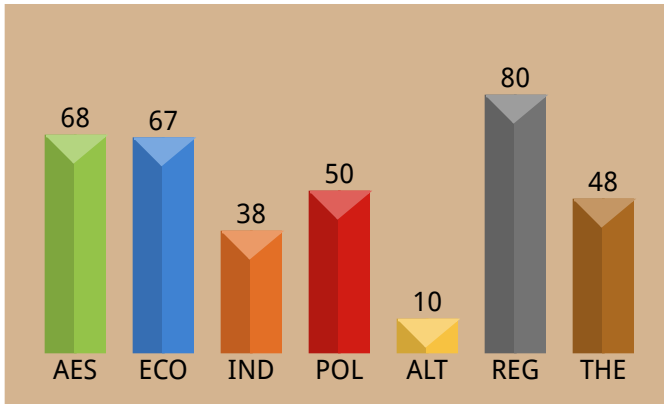
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

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

Training/Learning Insights:

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



The Theoretical Dimension:

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

Continual Improvement Insights:

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