



PRINT®
3 MAJOR
1 MINOR

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Your Unconscious Motivators® are

to succeed and achieve (3 Major)

for things to be perfect, correct and right (1 Minor)

The strength of your Minor in relation to your Major is LOW.

THIS DOCUMENT INCLUDES THE FOLLOWING REPORTS:

PRINT® REPORT

TRIGGER REPORT

ROLE ALIGNMENT

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PRINT® REPORT INTRODUCTION

How can a person be more fulfilled, achieve full potential and function at his or her best?

A large part of the answer comes from understanding what makes people do what they do. It has been discovered that there are 9 hidden drivers, called Unconscious Motivators® that are responsible for our thoughts, feelings and actions. These motivators operate at a deep level – we are generally not able to articulate them. But when they are revealed through the PRINT® survey, they make a lot of sense. They shed light on past experiences – why some things may have worked out well and others did not. They set the stage for better decisions and choices in the future. They foster confidence and a new level of insight. They provide a language to heighten awareness and power constructive change.

Everyone has two Unconscious Motivators®, a Major and a Minor. These two Unconscious Motivators® make up their PRINT®, their motivational identity.

The interaction between Major and Minor is the reason why there are 72 distinct PRINTS®.

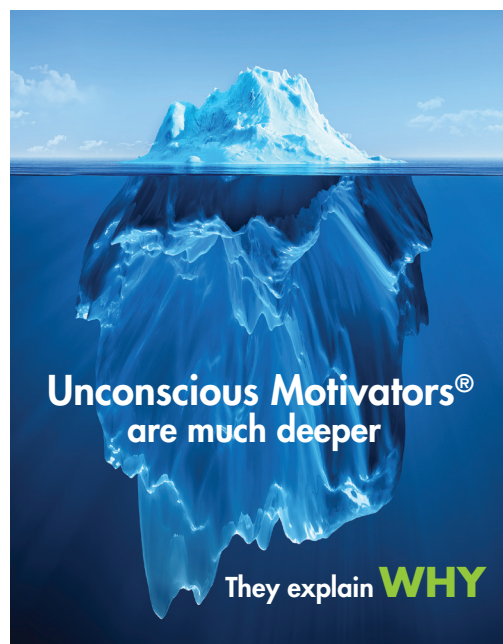
Unconscious Motivators® are not talents, strengths, interests, preferences, biases, or traits, which are valuable and also descriptive. Unconscious Motivators® deepen our level of insight. They get to the heart of **WHY** people behave as they do when certain things occur in their life. They peel the layers back further creating a natural next step in the journey toward greater self-discovery and positive action.

Think of an iceberg —

Our talents, strengths, interests, preferences, biases, etc. exist above the water line. They are observable and accessible.

Unconscious Motivators® are below the water line, anchoring the iceberg. They take up significant space and provide a vast amount of concealed, yet crucial information.

Some digging is required to reveal Unconscious Motivators®.





PRINT® REPORT INTRODUCTION

What can you do with this information? A lot!

Knowing your Unconscious Motivators® will help you understand your previous actions and choices and even predict future ones. It will provide insight into why certain situations appeal to you and why you gravitate to them and perform well doing them. And why you find it easy to deal with and communicate with certain people and why other relationships are more challenging and what you can do about it. Knowing your Unconscious Motivators® provide the foundation for increasing positive outcomes and reducing negative ones in all aspects of your life.

How do Unconscious Motivators® Work? It's really quite simple.

We behave one way when our Unconscious Motivators® **ARE** being satisfied...



...and a different way when our Unconscious Motivators® **ARE NOT** being satisfied.



When the world around us – our job, our relationships, the people we interact with, the events in our lives – is supporting us in getting our Unconscious Motivators® satisfied, we are our Best Self, our brightest star. We are positive, productive, and our highest performing selves. We are in natural flow, our optimal state. Studies have correlated Best Self with healthy relationships and improved personal and work performance.

But something different can happen if we are not attuned to our Unconscious Motivators® and when they are not being satisfied. In this state our star may dim a little. Our actions may not be as effective or constructive. We may take things to excess (unconsciously) and that may not work to our advantage. When we are not mindful, our Shadow side has the potential to break through.



PRINT® REPORT INTRODUCTION

The goal is to try to operate in Best Self as much as possible.

The reality is that most people vacillate between Best Self and Shadow. This is not entirely a bad thing if we view Shadow as a learning opportunity. Shadow's great take away is that it reminds us, even propels us to reclaim our Best Self, for hopefully longer and longer periods of time. Having insight into our blind spots can be as powerful as knowing our assets and gifts.

The danger of Shadow – when it is capable of causing harm – can occur when a person chooses to stay in Shadow and justify its existence or when it is a blind spot and a person is not even aware they are operating in Shadow. Many studies have proven the detrimental impact that prolonged Shadow behavior can have on one's relationships and work performance. However the ability to observe your Shadow behavior, to acknowledge it and own it is the first step to making a successful return to Best Self.



Your two Unconscious Motivators® and the relative strength of your Minor to your Major (indicated as high, medium or low) can be found on the cover page of this report. The relative strength of your Minor to your Major tells you how much influence your Minor has on your Major in the decisions you make, the actions you take and what keeps you fulfilled and firing on all cylinders.



Your PRINT® Report describes your potential Best Self and Shadow tendencies – what can happen when your Unconscious Motivators® are being satisfied and what can happen when they are not.



PRINT® REPORT INTRODUCTION

A few other important items to mention...

1. It is not expected that you will exhibit all of the Best Self and Shadow behaviors in the narrative or the list in your PRINT® report. Particularly in the case of Shadow behavior, these are POSSIBLE behaviors. If you don't relate to a Shadow behavior, it may be that you naturally avoid it or have learned how to avoid it. However, it may also mean that your self-awareness is limited. PRINT® can help you see and learn about your blind spots.
2. You don't act in Best Self all the time nor do you exist in Shadow all the time. However, the power of PRINT® is that it can help you spend more time in Best Self.

BASIC PRINT® FACT SUMMARY:

- There are 9 distinctive Unconscious Motivators®.
- Although you may relate to some, or even all of the nine, two Unconscious Motivators® are most important to you — called your Major (dominant) and your Minor (secondary).
- Your Major and Minor Unconscious Motivators® make up your PRINT®, your motivational identity.
- There are 72 unique PRINT® combinations in total.
- No PRINT® is better than any other. PRINTS® are not good or bad, just different.
- High numbers are not better or worse than low numbers.
- Every PRINT® has Best Self behaviors and potential Shadow behaviors associated with it. These differ among the PRINTS®.
- A person's natural state is Best Self. But sometimes Shadow replaces Best Self as an automatic default if a person is not mindful that their Unconscious Motivators® are not being satisfied.
- You may not relate to all Best Self and Shadow behaviors. That is to be expected.



PRINT® REPORT RESULTS

PRINT®
3 MAJOR
1 MINOR



In Best Self we are positive and productive and our most admirable qualities shine through.

ANTICIPATED BEST SELF

At their best, 3-1s are ambitious, goal focused “go-getters” who strive hard to be the best at whatever they do. Extremely self-disciplined, 3-1s have a talent for making things happen. They are energetic when carrying out their tasks and assignments, and in Best Self, they can influence, even inspire others to do things with equal intensity. Also when in Best Self, they approach a challenge with enormous self-confidence, prompting admiration and respect from the people around them. Best Self 3-1s are known to handle pressure quite well. And they thrive in competitive settings. Winners at their core, 3-1s do whatever it takes to come out on top.

3-1s like to have well defined objectives to aim for and a carefully thought out path to get there. And they are happiest when it is clear there is something in it for them. 3-1s enjoy the acknowledgment and recognition that comes with a job well done. Few can match their ability to maintain focus and self-will until outcomes are realized.

Best Self 3-1s are able to keep their attention on the goal at hand, which helps them lead productive and determined lives. They also tend to be serious about things, but try to keep a positive outlook at the same time. Consequently, most 3-1s are exceptionally resilient, able to recover swiftly from set-backs.

Other natural attributes that 3-1s exhibit are independence, efficiency and being organized. Most are excellent planners, who deliver on their promises, and enjoy working on multiple projects at the same time. These qualities help 3-1s keep their eye on the ball, moving on a direct course to get results in the shortest amount of time.

Best Self 3-1s are known for their unusually good communication and social skills. Highly adaptable, they can fit in with any group and talk to people with ease. They are personable and charming, with an ability to convince people to do or try something and become excited about their message. This gift is even more noticeable when 3-1s believe in and have passion for what they are sharing or “selling.”

Insistent on making a good impression and being seen in the best possible light, image is important to most 3-1s. They know how to look and act to demonstrate that they are accomplished and successful. They especially enjoy praise and admiration for their accomplishments, particularly when these contribute to their positive image.



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In Shadow we unknowingly take things to excess and our talents and strengths can be blocked.

POTENTIAL SHADOW

An admirable quality of 3-1s is their ability to go all out and achieve the outcomes they envision. However, a 3-1's "achievement tunnel vision" carries a cost if it becomes extreme. Overly ambitious, over-achieving, workaholic 3-1s run the risk of missing out and burning out. A sign that they are approaching this state is when they become increasingly more irritable and demanding. A 3-1 in overdrive can be difficult to deal with.

Another consequence of a 3-1's "over-enthusiasm" (translation: obsession) with quickly reaching a target is they may justify taking inappropriate short cuts or bending necessary rules. In their mind, getting to the goal can be more important than how they got there (ends justifying means). A 3-1's hyper-focus can also give rise to impatience and intolerance if they feel progress is being blocked. Some act out their frustrations when they are interrupted. Others become inaccessible and preoccupied, even when people need them.

By and large, 3-1s are flexible and adaptable to any situation. However, some 3-1s can become too "locked in" to a position and appear stubbornly attached to an ineffective strategy or approach. Protecting a principle or ideal that the 3-1 believes in, is one explanation for such rigidity.

3-1s in Shadow can be judgmental, micro-managing and condescending, which can have an off-putting effect on people. When 3-1s are convinced they are right, not only can they be closed to other points of view, they may be a bit too insistent about making others see things their way. Shadow 3-1s may also hold people to unrealistic standards and have difficulty delegating tasks, feeling they do things better than others.

3-1s enjoy the fruits of their labor in the form of rewards, praise and recognition. These are considered only fair and right given the effort they put in. However, if expected accolades are not offered, when in Shadow, some 3-1s may resort to tooting their own horn as an act of self-promotion. 3-1s want people to know what they have accomplished and if someone else isn't sharing it, then they will. Not intending to be deliberately boastful, some 3-1s simply can't hold back. In the extreme, some may exaggerate their accomplishments to make themselves look good. They also can come across as conceited and arrogant.

Finally, the 3-1's desire to always look favorably to others is likely at the root of their defensiveness to criticism, their difficulty admitting flaws and mistakes, and their tendency to be overly competitive in Shadow.



PRINT® REPORT RESULTS

PRINT®
3 MAJOR
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Anticipated

Potential



personable
ambitious
action oriented
self-disciplined
good planner
good follow-through
focused
driven
resilient
adaptable
determined
conscientious
motivating
energetic
good communicator
sociable
efficient
sensible
organized
self-confident
enthusiastic
multitasking
responsible
optimistic
persevering

impatient
arrogant
overly political
overly competitive
defensive
overly image conscious
too dependent on recognition
self-righteous
punishing
impersonal
mistrusting
judgmental
bends rules
takes short cuts
overconfident
conceited
micro-manages
exaggerates accomplishments
closed-minded
boastful
conceals mistakes
jealous
inflexible
condescending
unrealistic standards



TRIGGER REPORT

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A Trigger is an action or non-action by another person, or an event or situation, that can stimulate Shadow Behavior.



Triggers may be verbal or non verbal; intentional or unintentional. Whatever the case, they have the potential to set people off. An interesting thing about Triggers and PRINT® is that each PRINT® has its own specific set of Triggers. What bothers one PRINT® may have little impact on another, which is why understanding PRINT® helps to accurately identify your key Triggers and the Triggers of others.

What are your Triggers?

Given your Unconscious Motivators®, it stands to reason that your PRINT® would be affected by the following Triggers.

SOME POSSIBLE TRIGGERS FOR A PRINT® 3-1

when your accomplishments go unrecognized or unacknowledged

being interrupted when you are busy

things done incorrectly or without attention to detail

incompetence or undependability

feeling micro-managed or nit-picked

a lack of visibility and influence

people who move or act slowly

when you are criticized or made to look bad in front of others

unclear goals, expectations and timetables

poorly thought out plans and preparations

inefficient, disorganized behavior

when your image or reputation is threatened or attacked

having your time wasted

overly emotional or irrational behavior

people who lack drive, focus and discipline

aggressive people

NOTE: Individuals of this PRINT® generally **WILL NOT** be Triggered by **ALL** of the above Triggers.



TRIGGER REPORT

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Triggers assault our Unconscious Motivators[®] so if we are not mindful, Triggers can cause Best Self to turn into Shadow.



Why is it important to know your Triggers and the Triggers of others?

Understanding YOUR Triggers helps you anticipate and recover quickly when you are set off. This helps you reduce your own Shadow behavior.

Understanding OTHER'S Triggers helps you tune in to people so you can avoid setting them off. This helps them reduce their Shadow behavior.

Understanding Triggers offers an explanation for why certain reactions take place, reactions that are likely misunderstood.

In an ideal world, people would not be affected by their Triggers. Their lives would be without stress and they would be in a perpetual state of tolerance of others motives and behaviors that differ from their own and acceptance of whatever life tosses their way. Unfortunately, this isn't the real world as most people know it. Stress, pressure and demands are constants in most people's lives and others do things that don't always sit well with our way of thinking – and it affects us.



We are personally accountable to manage our own Triggers. The purpose of knowing our Triggers is not to use them as an excuse or justification for our Shadow behavior. Instead, their knowledge inspires us to be more mindful to TAKE ACTION by PREVENTING automatic Shadow responses or at least RECOVERING QUICKLY if we are caught off guard.



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Becoming consciously aware of your Triggers is an important and healthy first step.

Once you are familiar with the things that can set you off, your Triggers, you are better able to tune in to the feelings – emotional or physical – that signal a Triggering process is about to begin. And that offers you the opportunity to step back and make good choices, rather than automatically slide into Shadow behavior.

Beyond awareness, definable, proactive steps can be taken to prevent Triggers and to recover swiftly. A few of these are:

TRIGGER PREVENTION — WHAT YOU CAN DO BEFORE AN ENCOUNTER

- **Avoid high risk situations** — if possible, do your best to steer clear of people or situations where you have experienced many Triggers in the past.
- **Mentally rehearse** — before any encounter, visualize a worst case scenario version of the encounter, and then visualize you responding in Best Self. Practicing your response in your mind prepares you not only for an unanticipated negative experience, but also for a surprisingly positive response on your part, even when things don't go as planned.

TRIGGER RECOVERY — WHAT YOU CAN DO IN THE MOMENT

Do not assume (don't make assumptions about another person's motive or intent before checking it out).

KEYS

Do not personalize (others likely say or do the same things with everyone — they are not singling you out).

- **Create alternative explanations** — if you are being Triggered, before succumbing to an automatic reaction, stop to consider alternative explanations that can neutralize the intensity of your reaction.
- **Keep your eye on the goal** — one way to help stay in Best Self and lessen the impact of Triggers is to keep a strong focus on what you want to accomplish – your end game. That way, if you encounter unpleasant attitudes or actions or unfavorable situations, you will be more inclined to stay on a positive course. If you remain calm, open, engaged, flexible, forgiving, etc., even when Triggered, knowing it will help you get the results you are after, then you have succeeded.



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We are also responsible for acknowledging others' Triggers and doing our best to avoid them.

TRIGGER REDUCTION — WHAT TO DO TO MINIMIZE TRIGGERING OTHERS

- **Think from the other person's Unconscious Motivators®** — try to act “as if” and imagine how the other person, knowing their PRINT®, might respond to your actions. This will help you come up with alternative ways of approaching a situation, even if they don't come naturally to you or your PRINT®.
- **Change the presentation of your message** — qualifying statements like “I am not sure this is the best course of action but...” or “Don't hold me to this but...” tend to diffuse negative reactions from others since they leave room for discussion.
- **Dialogue before acting** — take time to discuss and define expectations to prevent misunderstanding and miscommunication. Too often we assume other people are on our wavelength. However, if they are a different PRINT®, with different Unconscious Motivators®, chances are they are not seeing things the way we are. Dialoguing beforehand is essential. We often say we don't have time to dialogue, but the fallout from not discussing things in advance can be more time consuming and stressful.



ROLE ALIGNMENT

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This report sheds light on areas in your work life that may not be in sync with your Unconscious Motivators®.

Knowing one's Unconscious Motivators® and seeking to satisfy them through one's professional endeavors is extremely valuable during the career exploration and job search process. However, this information is equally valuable for employed individuals, including those who are well established in their career or job.

Critical factors like fulfillment, engagement, passion, reaching one's full potential, even professional success and performance can be influenced by the alignment, or lack of alignment between one's Unconscious Motivators® and one's work responsibilities.



Even when knowledge, skill and experience are an excellent fit, if your Unconscious Motivators® are not being satisfied at work, your level of fulfillment, engagement, passion and success can be compromised. Reaching full potential and making significant professional contributions may also be diminished.

Through the PRINT® report, you learned about your Unconscious Motivators® and what you look like when you are in Best Self and what could happen if your Unconscious Motivators® aren't being satisfied; your potential Shadow behaviors could emerge.

The Role Alignment report is a strategic tool (a worksheet with a rating scale) to help maximize Best Self and minimize Shadow by evaluating the degree of alignment between your Unconscious Motivators® and your current professional role or one you may be considering such as: a promotion, a role change or a project reassignment. It highlights areas that may not be in sync, leading to action plans to bring your motivations and the role into greater alignment.



The result should be greater work passion, engagement and success.



ROLE ALIGNMENT

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Use this checklist to evaluate your current role or roles you may be considering. Higher numbers indicate greater alignment between your Unconscious Motivators® and the role. Lower numbers are areas where less alignment exists.

1 = Statement does not describe my role at all

2 = Statement describes my role a little

3 = Statement describes my role a lot

4 = Statement describes my role almost perfectly

Choose a number after each statement indicating how well the statement describes your role.	1	2	3	4
The role is competitive with above average financial compensation/rewards being achievable.				
Work is fast paced, dynamic, and challenging – it can even be stressful.				
There are clear advancement paths and opportunities to move up the ladder – I can be a standout and am recognized for it. Goals and specific steps to be successful are clearly articulated.				
The role engenders respect, recognition, and the admiration of my peers, and I am surrounded by important, prestigious and influential people. I am on the winning team.				
I have a high degree of independence and decision making authority.				
Needing to read people quickly, tailor a message to different audiences, and then gain their buy-in are central to my success.				
The quality of the work I am doing is very important – standards are set high and are expected to be met, by me and the people I am working with.				
Exactness and attention to detail are required to be successful.				
It is a hardworking, serious role that requires a strong work ethic – some may even consider it intense. Being highly driven and conscientious gives me an edge and allows me to get ahead.				
A central theme of the role is making or doing things better – improving or changing things for the better.				
There is a consistent practice of fairness, honesty, integrity, and ethical behavior in the role. A strong set of principles exist and are adhered to.				
There is continuous learning and growing in the role.				