This Innermetrix ADVanced Insights Profile combines the best of three world-class profiles.

The Attribute Index measures how you think and make decisions. The Values Index measures your motivational style and drivers and the DISC Index measures your preferred Behavioral style. Together they create WHAT, WHY and HOW (i.e., What natural talents do you have, Why are you motivated to use them and How do you prefer to use them.)

This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.
Natural and Adaptive Styles Comparison

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

**Adaptive Style:**
The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.
Executive Summary of John's Values

<table>
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ADVanced Insights Profile | Dimensional Balance

John Sample

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The DISC Index

**HOW** do you prefer to use your talents based on your natural behavioral style?
Natural and Adaptive Styles Comparison

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About This Report

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

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

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

This report includes:

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

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

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

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

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

<table>
<thead>
<tr>
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<tr>
<td><strong>Problems:</strong> How you tend to approach problems and makes decisions</td>
<td><strong>People:</strong> How you tend to interact with others and share opinions</td>
<td><strong>Pace:</strong> How you tend to pace things in your environment</td>
<td><strong>Procedures:</strong> Your preference for established protocol/standards</td>
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<tr>
<td><strong>High D</strong></td>
<td><strong>High I</strong></td>
<td><strong>High S</strong></td>
<td><strong>High C</strong></td>
</tr>
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<td>Perfectionist</td>
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<td>Careful</td>
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<td>Outgoing</td>
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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 have no problem accepting the credit or taking the blame for results (e.g., "The buck stops here.")
- When confronted with dissenting opinions, you can alienate others who don't agree with you.
- You desire freedom from having to deal with detail; it restrains your effectiveness.
- You would rather focus on the big picture, not the details which you can view as minutia.
- You tend to be very direct and forthright in communicating with others.
- You always prefer to be in control, which can make you reluctant to delegate sufficiently.
Interactive

Your approach to interacting with people and display of emotions.

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

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

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

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

- You prefer working in a social environment rather than one that is remote or isolated.
- You may sometimes promise a bit more than you can deliver because of your natural optimism.
- You appreciate an open-door policy with both peers and supervisors.
- You can be an effective coach or counselor for others.
- You tend to be generous with your time in helping others.
- You could be a bit more organized and attentive to details.
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 moderately high score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You always demonstrate a high degree of follow-through.
- You are typically very cool, calm, and collected on the job.
- You blend well with others and get along with a wide variety of others.
- You tend to resist confronting or rebelling against the established norm.
- You’re a very good team player.
- Increasing your sense of urgency could benefit your performance in many instances.
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 low average score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are fine with change when it is clear how it will improve efficiency.
- You might be perceived as a bit of a rule-bender by some on the team.
- To you, rules are guidelines, not concrete.
- You can easily work independently when it comes to completing tasks and assignments.
- While you appreciate a need for procedures and protocol, you also understand they must be practical and directly support results.
- You like taking your own way to the results.
Natural Style Pattern:

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

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

• You motivate others by showing them your hard work and action, as you lead by doing and demonstrating, not delegating and assigning.
• You bring a natural curiosity and you're usually willing to try your hand at many different challenges.
• You show a strong work ethic and expect the same in others.
• You may do much of the work yourself so that you are certain it is done correctly.
• Goals of others are likely balanced against your own goals before you buy in.
• You are usually direct and straightforward in your communication with others on the team.
• You tend to remain cool and controlled during conflict.
• You are industrious and hard working.
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:

- You are very self-reliant. You want to find your own solutions.
- You are frequently looking for new, better, and more efficient ways of getting things done.
- You like to be seen as one who will take the credit or the blame, with a comment like, "The buck stops here."
- You are not easily influenced by the group, or the constraints of organizational protocol.
- You are motivated by the new, the innovative, and the cutting-edge ideas in your areas of expertise.
- Your high sense of urgency, high ego, and high innovation merge into someone who is not afraid to move, shake, and make some waves in the organization.
- You may be critical of established procedures and methods.
- You set an image of high goals for yourself and others and expect both to meet those goals and live up to the image established.
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:

- An occasional shock to keep things fresh and surprising.
- Introductions to new people, tasks and opportunities.
- Working with others who are equally as capable and responsible as you are.
- A clearer understanding of others' values, wants and needs.
- Having challenging assignments with ample problems to solve.
- Rewards in terms of tangible things.
- Understanding specific reasons for any changes that need to be made.
- Knowing exactly what results are expected on a project.
Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- A variety of experiences and new challenges.
- Wants to be recognized for achievements and competence.
- You want decision-making authority equal to the responsibility you are given.
- A change-oriented work culture.
- Questions answered in brief and precise ways, a trait very typical of the pure High D preference.
- You want support of your ideas and initiatives from others who have higher follow-through on details.
- Independence to be able to act on ideas, and to express creativity in solving problems.
- Authority equal to your areas of responsibility.
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:

- You value integrity in yourself and others.
- You provide a results-oriented approach without a frantic sense of urgency.
- You can always be depended upon to follow through with commitments.
- You are accepting and supportive of those on the team who demonstrate a quality effort.
- You bring a sense of continuous striving for achievement.
- You will readily voice opinions after objective analysis of the issues.
- You are a dependable performer on individual or team projects.
- You work well either independently or with others.
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:

- Rapid and immediate results for the effort and energy on a project.
- Removal from routine or repetitive work.
- An audience to hear your ideas and solutions and to carry them to completion.
- Direct answers from others with no holding back of information.
- Wide sphere of influence and responsibility.
- An organizational focus on the future.
- A cutting-edge, innovative, entrepreneurial environment.
- Few, if any controls or limitations on your authority.
Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

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

- Hold a grudge for a long time or can be somewhat unforgiving.
- Take criticism of your work as a personal attack.
- Sometimes become blunt, tactless, and obstinate when under more extreme pressure.
- Become inflexible when it comes to significant change or new ideas.
- Take over delegated work when it is not going exactly as you would do it.
- Make too many things priority #1.
- Resist sharing work loads or spreading responsibilities around.
- Give ultimatums when things aren't going your way.
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:**

- May allow for spontaneous discussions or in-class training activities.
- Requires participants to demonstrate individual competency.
- May be less personal and place emphasis on course requirements.
- May emphasize a broad range of topics or ideas in the learning.
- May devote more training time to presentation and lecture than to group activities.
- Emphasizes a logical approach; relates facts to concepts and theories.
- Presents objective information; may sometimes overlook participant concerns.

**How you prefer to receive knowledge or learn:**

- You learn best from a variety of experiences and working with others on a team.
- You approach new ideas through logical analysis.
- You're able to connect lesson topics to your own experience well.
- You are usually active and communicative in the learning process.
- You like task oriented learning situations as well as people oriented.
- As a learner you may focus on achievement, competence, and competition.
- As a learner you are usually willing to share feelings, attitudes and information with others.
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 John:**

- Provide specifics about probability of success or effectiveness of options.
- Be candid, open, and sincere.
- Draw out personal goals and find areas of common interest and involvement.
- Ask specific questions, preferably focusing on 'what' and 'how' issues to draw out his opinions.
- Appeal to how John will benefit or be assisted in this transaction.
- Watch carefully for early signs of disagreement or dissatisfaction.
- Persuade by referring to objectives and results.

**Things to avoid to effectively communicate with John:**

- Don't force him to respond quickly to your objectives.
- Don't be vague.
- Don't make promises you can't keep.
- Don't over-direct or command.
- Don't let disagreement reflect on him personally.
- Don't patronize or demean.
- Don't manipulate or bully him into agreeing.
In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

**Decisiveness:**
How is your 'D' score relevant to your life?

**Interacting:**
How is your 'I' score relevant to your life?

**Stabilizing:**
How is your 'S' score relevant to your life?

**Cautiousness:**
How is your 'C' score relevant to your life?

**Overall Natural Style:**
What is one way in which your natural style relates to your life?

**Overall Adaptive Style:**
What is one way in which your adaptive style relates to your life?

**Strength-based insights:**
What specific strengths do you think connect to your success more than any other?
**Communication Dos and Don'ts:**
What did you learn from understanding your preferred communication style?

**Ideal Job Climate:**
How well does your current climate fit your behavioral style?

**Effectiveness:**
What is one way in which you could become more effective?

**Motivation:**
How can you stay more motivated?

**Improvement:**
What is something you learned that you can use to improve your performance?

**Training/Learning:**
What did you learn that could help you instruct others better, or learn more effectively?
Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

**Supporting Success:**
Overall, how can your unique behavioral style support your success? (cite specific examples)
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**Limiting Success:**
Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)
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Why are you motivated to use your talents based on your drivers of engagement?
About This Report

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

This report measures seven dimensions of motivation. They are:

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

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

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

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

Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do. It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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<td>You are able to balance the quest for understanding and knowledge with the practical needs of a situation.</td>
</tr>
</tbody>
</table>
The Aesthetic Dimension:

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

General Traits:

- You possess the average level of aesthetic appreciation, near the national mean.
- You help keep overly emotional or creative types grounded.
- You work equally well with the artistic and non-artistic types.
- You respect others' needs to express their creativity.
- You possess a healthy balance between form and function.

Key Strengths:

- You appreciate a sense of balance between work and life, but are not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.
The Aesthetic Dimension:
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

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

Training/Learning Insights:
• You are supportive of a variety of training and professional development efforts.
• You work fine with either team learning, or individual learning.
• You like to learn for the sake of personal development and growth.
• Your learning should be equal parts form and function, not all function.
The Aesthetic Dimension:
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty.
Environmental concerns or “green” initiatives are also typically prized by this dimension.

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

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

General Traits:

- You are motivated by money and bonuses as recognition for a job well done.
- You may fit the stereotype of the typical American businessperson, interested in economic incentives.
- You are motivated by high pay, and attach importance to high earnings.
- You may take the position that the ends justify the means.
- To you, knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy, and creativity.

Key Strengths:

- You are able to multi-task in a variety of areas, and keep important projects moving.
- You will protect organizational or team finances fiercely.
- You pay attention to return on investment in business or team activity.
- You are driven and motivated to achieve and win in a variety of areas.
- You are driven by competition, challenges, and economic incentives.
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 make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- You should provide opportunity for financial rewards for excellent performance.
- You should be certain you are balancing your professional and personal life.
- You should reward high performance in tangible and monetary ways with individual and team recognition.
- You should provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.

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:
- You may need to develop an increased sensitivity to the needs of others and less demonstration of potential selfishness.
- You may judge the efforts of others on the team by an economic scale only.
- 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 need to learn how to mask that greed factor so as not to alienate a prospect, customer, client or others on the team.
- 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.
The Individualistic Dimension:
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:
- You have the ability to take or leave the limelight and attention given for special contributions.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.

Key Strengths:
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- You are able to follow or lead as asked.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You may be considered flexible and versatile without being an extremist.
- You may be seen as a stabilizing force in organizational operations and transactions.
The Individualistic Dimension:

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

Motivational Insights:

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

Training/Learning Insights:

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

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

Continual Improvement Insights:

- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.
The Political Dimension:
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:
- Your score in this range is near the typical business professional's score.
- You may be seen as a stabilizing force in day-to-day team operations.
- You have the ability to take or leave the control-factors of group leadership roles.
- You bring a sense of balance to some power-issues that may emerge occasionally.
- 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.
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 tend to have the welfare of others frequently in mind.
- You like helping, teaching, and coaching others.
- You care about the feelings of others on the team.
- Your philosophy is "Better to give than receive," sometimes even in an organizational environment.
- Your high sincerity-factor may be exhibited in your tone of voice in communicating with others.

Key Strengths:

- You have a high degree of willingness to give time to help, teach, and coach others.
- You are always willing to share time, talent, and energy to help the organization or the cause.
- You are a proactive volunteer who steps in to aid others without being asked to.
- You are a very good team player.
- You are a social person more than solitary, and like networking.
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:
- Self-monitor to make sure your giving doesn't become too much or impractical.
- You allow ample personal time for whatever giving activities exist outside of work.
- You keep sincerity as a primary focus in communication.
- You should treat yourself with the same level of sincere concern and interest that you give others.
- You could be more easily taken advantage of by others because of your sincerity and desire to be helpful.

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

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

Continual Improvement Insights:

- You need to remember that support and service efforts need to be practical as well.
- You need to watch to ensure that your giving nature is not abused or taken advantage of.
- 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 can give away too much time, talent and energy.
The Regulatory Dimension:

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

General Traits:

- You prefer documenting activity and like lists.
- You subscribe to a "Rules are made to be followed" mentality.
- You find security and certainty in structure and order.
- You think promises are extremely important to keep.
- You are likely to have your own specific "way" of doing many things.

Key Strengths:

- You produce detailed and accurate work.
- You take pride in things that support tradition like national history, honor, duty.
- You achieve a sense of accomplishment based on the quality of the work.
- You are efficient and effective in organizing tasks and most work.
- You are reliable and dependable.
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:

- If you recommend changing the established way of doing things, it is probably a significant need.
- Be patient when introducing new concepts or procedures. Give ample to adapt.
- You prefer to receive personal criticism in a constructive manner and in private.
- You prefer a structured and routine environment to work in.
- You should make sure the reasons behind instructions are clearly demonstrated.

Training/Learning Insights:

- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.
The Regulatory Dimension:
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Continual Improvement Insights:
- You should be consistent in enforcing rules for everyone.
- You could possibly be perceived by some to be too structured or rigid on certain issues.
- When in a high change environment, remember to be flexible.
- You should realize that change can be good, productive and needed.
- You shouldn't get too hung up on the rules.
The Theoretical Dimension:

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

General Traits:

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

Key Strengths:

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

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

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**Motivational Insights:**

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

**Training/Learning Insights:**

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

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

Continual Improvement Insights:

- You may need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values’ drives to determine the importance of this Theoretical drive factor.
Use this sheet to help you track which motivators are well aligned and which are not and what you can do about it.

**Action Step:** Looking at your Values Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

<table>
<thead>
<tr>
<th>Alignment</th>
<th>Poorly</th>
<th></th>
<th>Highly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivator #1:</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Motivator #2:</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

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

Tally your score here:

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

**Motivator #1:** What aspects of your company or role can you get involved in that would satisfy this motivator?

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

**Motivator #2:** What aspects of your company or role can you get involved in that would satisfy this motivator?

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________
Your final step to making sure you really benefit from the information in this report is to understand how your values style contributes to, and perhaps hinders, your overall success.

**Supporting Success:** Overall, how well do your motivators and drivers help support your success? (cite specific examples):

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________


**Limiting Success:** Overall, how do your natural drivers or motivators not support your success? (cite specific examples):

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________

___________________________________________________________________________________________________________
Attribute Index

**WHAT** natural talents do you have based on how you think and make decisions?
Over fifty years of scientific research has revealed that there are three distinct styles of decision-making. Each of us can make decisions in these three ways, but we tend to develop a preference for one more than the other two. This preference becomes a subconscious force, affecting the decisions we make on a daily basis and shaping how we perceive the world around us and ourselves.

The three decisional styles are the personal, the practical, and the analytical. These dimensions can be examined in the form of patterns based on two distinct factors unique to axiology.

**The Personal Style:** People with a preference for this style of making decisions tend to see the world from a personal point of view, or with concern for the individuals involved. They see people in a unique, individual light and are more concerned about others than the results and theory. This involves a personal involvement with, concentration on, or investment in people. To this style, the world is filled with people needing to be understood.

**The Practical Style:** People with a preference for this style of making decisions tend to see things in very practical, no nonsense, real-world, task oriented manner. They are more concerned with results than others and theory. They see people in comparative ways as they relate to others. To this style, the world is an objective waiting to be achieved.

**The Analytical Style:** People with a preference for this style of making decisions tend to see the world from a theoretical perspective, more in an abstract way than a concrete one. They see people as part of a system and tend to think in very black and white terms. They are more concerned with thinking about things, and analysis than actual results or personal concerns of others. To this style, the world is a problem to be explored and solved.

To some extent we are all capable of making all three kinds of decisions, but our preference tends to be for one more than the other two. Here's a simple example of the three in contrast to each other. One of each style are sitting around a table trying to figure out what to do. While the Personal style is focused on the needs of the workers involved and how best to utilize their talents, the Practical doesn't really care as much about the personal needs, or if it is done right, he just wants to get it done. Finally there is the Analytical who sees no reason to worry about the people involved or even getting it done if it isn't going to be done correctly.
We all have different balances of these three styles; that's what makes our decisions and actions different from each other's. These ways of making decisions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses. In the following pages you will find a list of capacities which are the result of your unique combination of these three decisional styles. It is this understanding of your individual strengths and weaknesses that will enable you to affect change in your life and achieve greater personal success. It is only by first understanding something that we are then able to change it.
External Decision Making Pattern Summary
You are very well developed in all three dimensions of thought (People, Tasks and Systems) and with equal proportion. You can be very competent in all three dimensions of value from schematic thinking, to practicality to valuing others. You appreciate and possess equal strengths in: systems, rules, structure, concrete organization, detailed planning, and people skills.
You are a versatile, quick learner in all of these areas. This can also lead to your becoming easily bored or anxious in positions that require excessive over or under focus on any one dimension of thought by itself, to the exclusion of the others (e.g., door to door sales actually requires less than excellent empathy).
Overall development levels in all three dimensions are equal and all are highly developed. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers
Versatility in dealing with people, performance or systems equally
Quick learning ability in a wide variety of business areas
Stability, dependability
Over-all very good to excellent business and people management potential
Understanding and communicating with others
Planning and organizing
Schematic thinking

Minimizers
 Gets easily bored with limited tasks and responsibilities
 May become anxious if all three areas (people, performance and Systems) aren't utilized.
 May have too much ability for certain jobs that don't require all three areas of thought.
 Can get easily bored or feel unchallenged if all three areas are not capitalized

Motivators
Decision-making freedom
Multi-faceted challenges
Independence
Personal relationships
Status and recognition
Sense of belonging
Needs for Growth
Personal identification with personal needs, desires and systems. Understanding how balanced high scores may impact roles, duties and objective success of a given position.

Targets for Reinforcement (R) and Development (D)
Empathetic Outlook (R)
Practical Thinking (R)
Systems Judgment (R)

Preferred Environment
An atmosphere where there is an open exchange of ideas with readily available feedback; the sharing of responsibilities and decisions. A role which allows the most complete usage of all three external dimensions of thought.
Internal Decision Making Pattern Summary
You tend to have a higher than normal self esteem and define who you are based mostly on your own internal sense of worth, rather than the job you hold or things you own. You live according to a strong sense of who you feel you are and that inner-strength buffers you against outside opinions on who and what you should do. Your work or primary social roles are of lesser importance to you in comparison. It is also very possible that you are suffering from some role confusion right now. Something about one of your major roles in life has changed and as a result you have confusion about how to proceed. You see the People dimension very well and this is where you have your best level of development. The Tasks and Systems dimensions are equal to you in both their importance and development, which is moderate compared to the People dimension. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers
Self-reliance
Resiliency
Strong positive self image
Handling rejection

Minimizers
Lack of drive and ambition for exclusively material, position related things
Sense of direction
Self sacrifice

Motivators
Self improvement
Self discovery

Needs for Growth
To bolster your high self-image with a more balanced view of your role’s importance and define a clearer sense of direction based on that balanced view.
Targets for Reinforcement (R) and Development (D)

Role awareness (D)
Handling stress (R)
Self direction (D)
This graph summarizes the 7 Categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page.

Report Component Graphs

1. Envisioning an Outcome

2. Understanding Your Supporters

3. Communicating Your Vision

4. Serving Others

5. Inspiring Others

6. Guiding Others

7. Developing Yourself

8.5

9.0

7.9

8.6

8.5

8.1

7.5
1. Envisioning an Outcome (8.5)
Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Steven Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

2. Understanding Your Supporters (9.0)
Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

3. Communicating Your Vision (7.9)
In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

4. Serving Others (8.6)
People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.
5. Inspiring Others (8.5)
Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from the individual. Therefore, leading others for the long term requires that you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

6. Guiding Others (8.1)
In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

7. Developing Yourself (7.5)
In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.
Category Description
Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Steven Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

Category Component Graphs

Conceptual Thinking
0.0 1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0

Initiative
0.0 1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0

Persistence
0.0 1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0

Project and Goal Focus
0.0 1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0

Results Orientation
0.0 1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0

Category Component Descriptions
Conceptual Thinking (9.5) evaluates John's ability to see the big picture and then to determine which direction to take, and how resources should be used to attain future goals.

Initiative (7.8) evaluates John's ability to direct his energy toward the completion of a goal without an external catalyst.

Persistence (7.9) evaluates John's ability to stay on course in times of difficulty.

Project and Goal Focus (7.8) evaluates John's ability to stay on target regardless of circumstances.
Results Orientation (9.5) evaluates John's ability to identify the actions necessary to complete tasks and to obtain results.
Category Description
Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

Category Component Graphs

**Empathetic Outlook**
- 9.0

**Evaluating What Is Said**
- 8.5

**Realistic Expectations**
- 9.5

**Understanding Attitude**
- 9.0

Category Component Descriptions

**Empathetic Outlook (9.0)** evaluates John's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

**Evaluating What Is Said (8.5)** evaluates John's openness toward other people and his willingness to hear what others are saying, rather than what he thinks they should say or they are going to say.

**Realistic Expectations (9.5)** evaluates whether John's expectations (in either quality of production or quality of performance) of others can realistically be met.

**Understanding Attitude (9.0)** evaluates John's ability to read between the lines and to understand body language, reticence, stress, and emotions.
Category Description
In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see.

Category Component Graphs

Conveying Role Value
![Graph](image)

Personal Commitment
![Graph](image)

Self Confidence
![Graph](image)

Self Direction
![Graph](image)

Self Esteem
![Graph](image)

Category Component Descriptions
Conveying Role Value (8.1) evaluates John’s ability to use his own capacities (for empathy, interpersonal relationships, and leadership) to instill, in an employee, a sense of value for the task at hand.

Personal Commitment (7.3) evaluates John’s ability to focus and to stay committed to a task: a measure of his internal, personal commitment.

Self Confidence (8.5) evaluates John’s ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.
Self Direction (6.9) evaluates John's internal drive to excel in and believe in his chosen career path.

Self Esteem (8.6) evaluates John's ability to realize and appreciate his own unique self worth.
Category Description
People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.

Category Component Graphs

Accountability For Others

0.0 1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0
6.8

Attitude Toward Others

0.0 1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0
9.0

Empathetic Outlook

0.0 1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0
9.0

Evaluating Others

0.0 1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0
9.5

Category Component Descriptions

Accountability For Others (6.8) evaluates John’s ability to be responsible for the consequences of the actions of those whom he manages.

Attitude Toward Others (9.0) evaluates John’s ability to maintain a positive, open and objective attitude towards others.

Empathetic Outlook (9.0) evaluates John’s capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Evaluating Others (9.5) evaluates John’s ability to make realistic and accurate judgments about another, to evaluate his strengths and weaknesses, and to understand his manner of thinking, acting, and behaving.
**5. Inspiring Others**

**Category Description**

Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from the individual. Therefore, leading others for the long term requires that you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

**Category Component Graphs**

**Developing Others**

- 0.0
- 1.0
- 2.0
- 3.0
- 4.0
- 5.0
- 6.0
- 7.0
- 8.0
- 9.0
- 10.0

**Gaining Commitment**

- 0.0
- 1.0
- 2.0
- 3.0
- 4.0
- 5.0
- 6.0
- 7.0
- 8.0
- 9.0
- 10.0

**Leading Others**

- 0.0
- 1.0
- 2.0
- 3.0
- 4.0
- 5.0
- 6.0
- 7.0
- 8.0
- 9.0
- 10.0

**Long Range Planning**

- 0.0
- 1.0
- 2.0
- 3.0
- 4.0
- 5.0
- 6.0
- 7.0
- 8.0
- 9.0
- 10.0

**Persuading Others**

- 0.0
- 1.0
- 2.0
- 3.0
- 4.0
- 5.0
- 6.0
- 7.0
- 8.0
- 9.0
- 10.0

**Category Component Descriptions**

**Developing Others (9.5)**

evaluates John's ability to understand the needs, interests, strengths and weaknesses of others, and to use effectively this information for the purposes of developing others.

**Gaining Commitment (7.3)**

evaluates John's ability to develop and invoke a self motivating attitude in his employees or coworkers in their pursuit of their goals.

**Leading Others (8.9)**

evaluates John's ability to organize and to motivate people into getting things accomplished in a way that makes everyone feel a sense of order and direction.
Long Range Planning (8.2) evaluates John's ability to identify and to evaluate resources and to plan for their utilization throughout the execution of comprehensive, long-range projects.

Persuading Others (8.5) evaluates John's ability to present his viewpoint in such a way that it is accepted by others.
Category Description

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

Category Component Graphs

**Flexibility** (8.2)
evaluates John's ability to readily integrate, modify, and respond to changes with minimal personal resistance.

**Practical Thinking** (8.8)
evaluates John's ability to realistically identify problems and solutions in practical terms, rather than in theoretical or conceptual terms.

**Proactive Thinking** (8.7)
evaluates John's ability to determine the future implications of current decisions and actions.

**Self Control** (6.6)
evaluates John's ability to remain rational and objective when faced with a stressful and emotional situation.
Category Description
In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.

Category Component Graphs

Role Awareness

Self Assessment

Self Confidence

Self Direction

Category Component Descriptions
Role Awareness (7.6) evaluates John's ability to be aware of his role in the world or within a given environment as well as understanding expectations and how those expectations are to be met.

Self Assessment (7.0) evaluates John's ability to identify his personal management strengths and weaknesses practically and objectively.

Self Confidence (8.5) evaluates John's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

Self Direction (6.9) evaluates John's internal drive to excel in and believe in his chosen career path.
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<thead>
<tr>
<th>Attribute</th>
<th>Score</th>
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<td>Correcting Others</td>
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