



Joshua Walitang

July 19, 2025

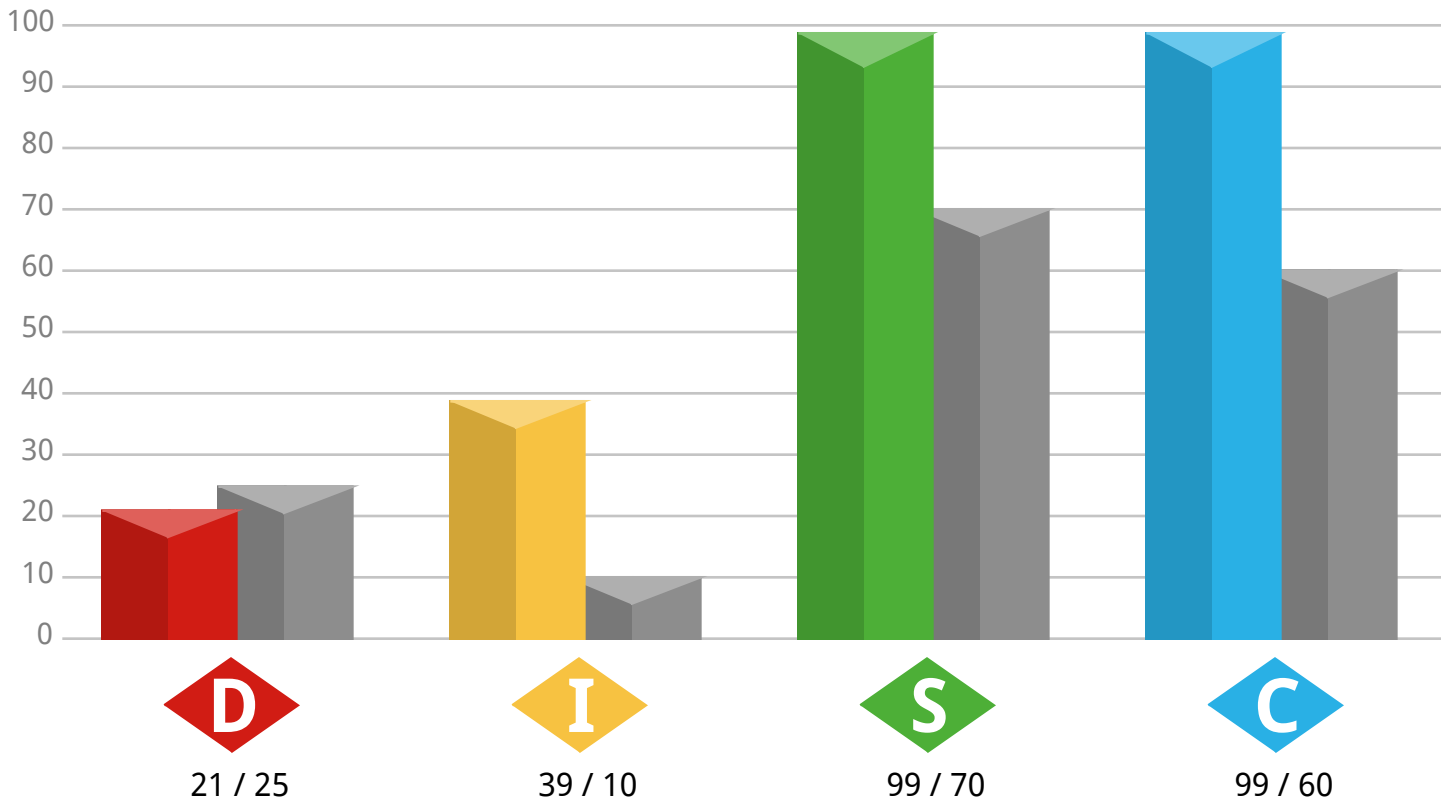
This Innermetrix DISC Plus Profile combines the best of two world-class profiles authored by the Founder and CEO of Innermetrix, Jay Niblick. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand HOW you prefer to get things done, and WHY you're motivated to do them. This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.



Realty Consulting Group
Jarrod Davis



Natural and Adaptive Styles Comparison



Joshua Waitang

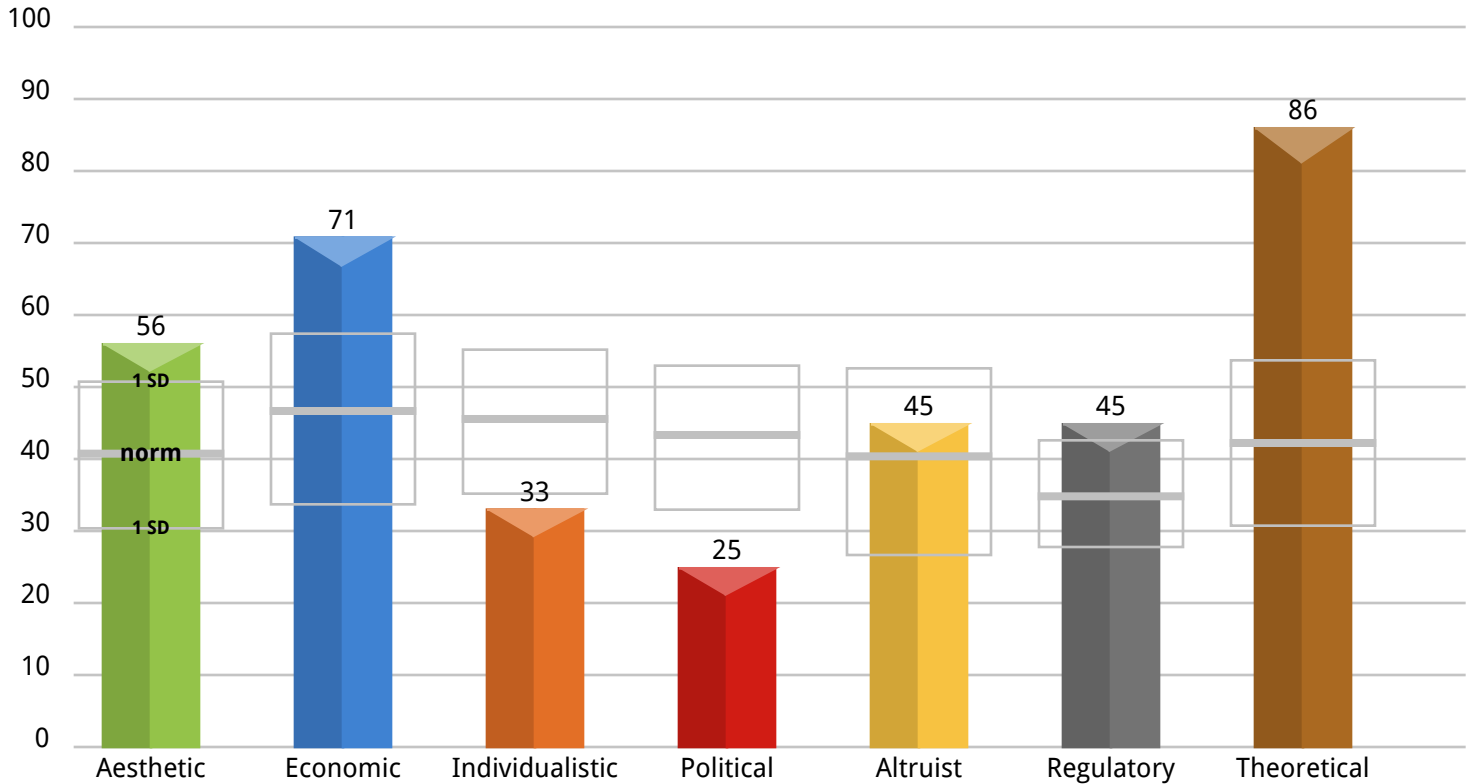
Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress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



Joshua Waitang

High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Low Individualistic	You are able to support the efforts of the team without demanding the limelight; a supportive team player.
Low Political	You are supportive of the efforts of the team; no hidden agendas. Willing to surrender control.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.

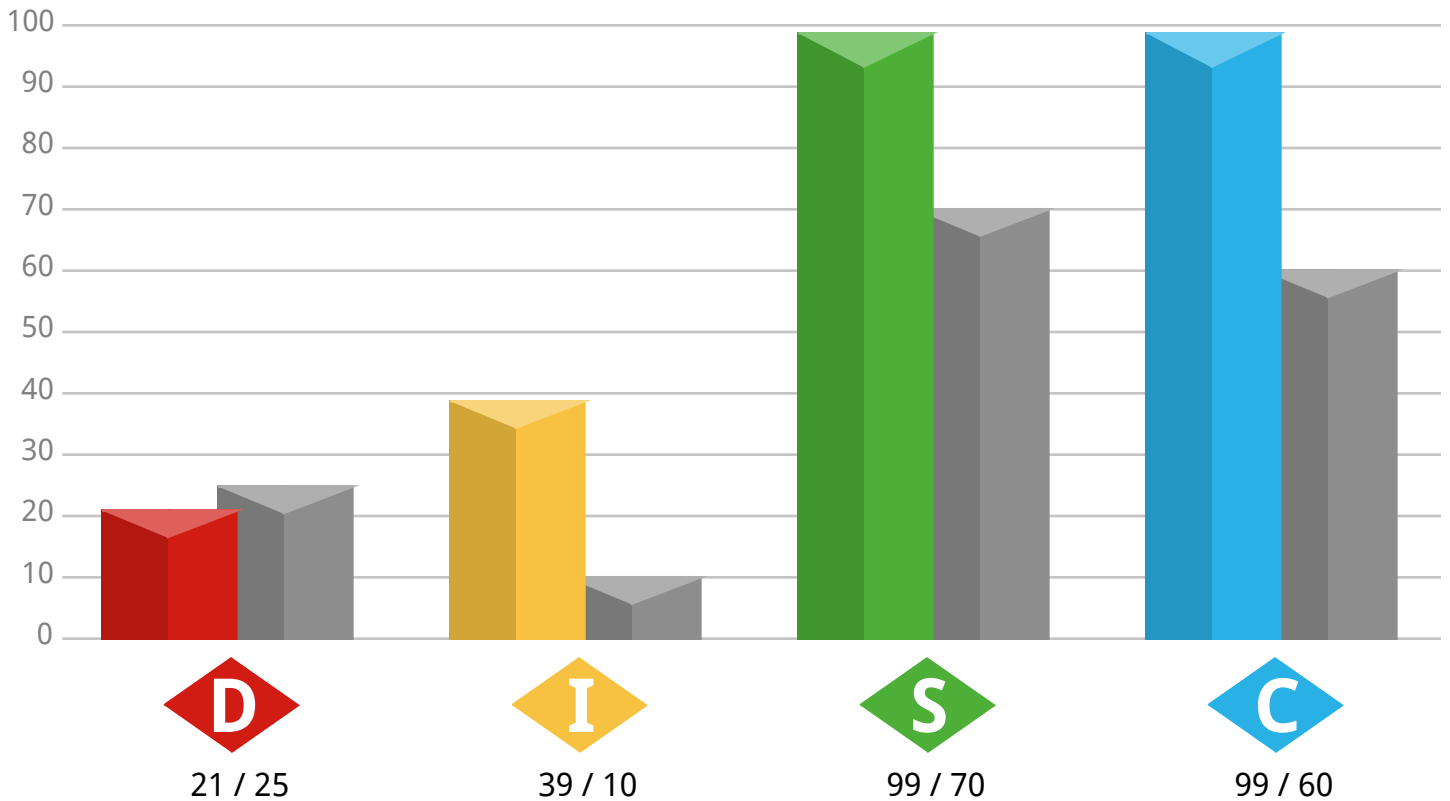


The DISC Index

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



Natural and Adaptive Styles Comparison



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About This Report

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

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

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

This report includes:

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



The Elements of the DISC-Index

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

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

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

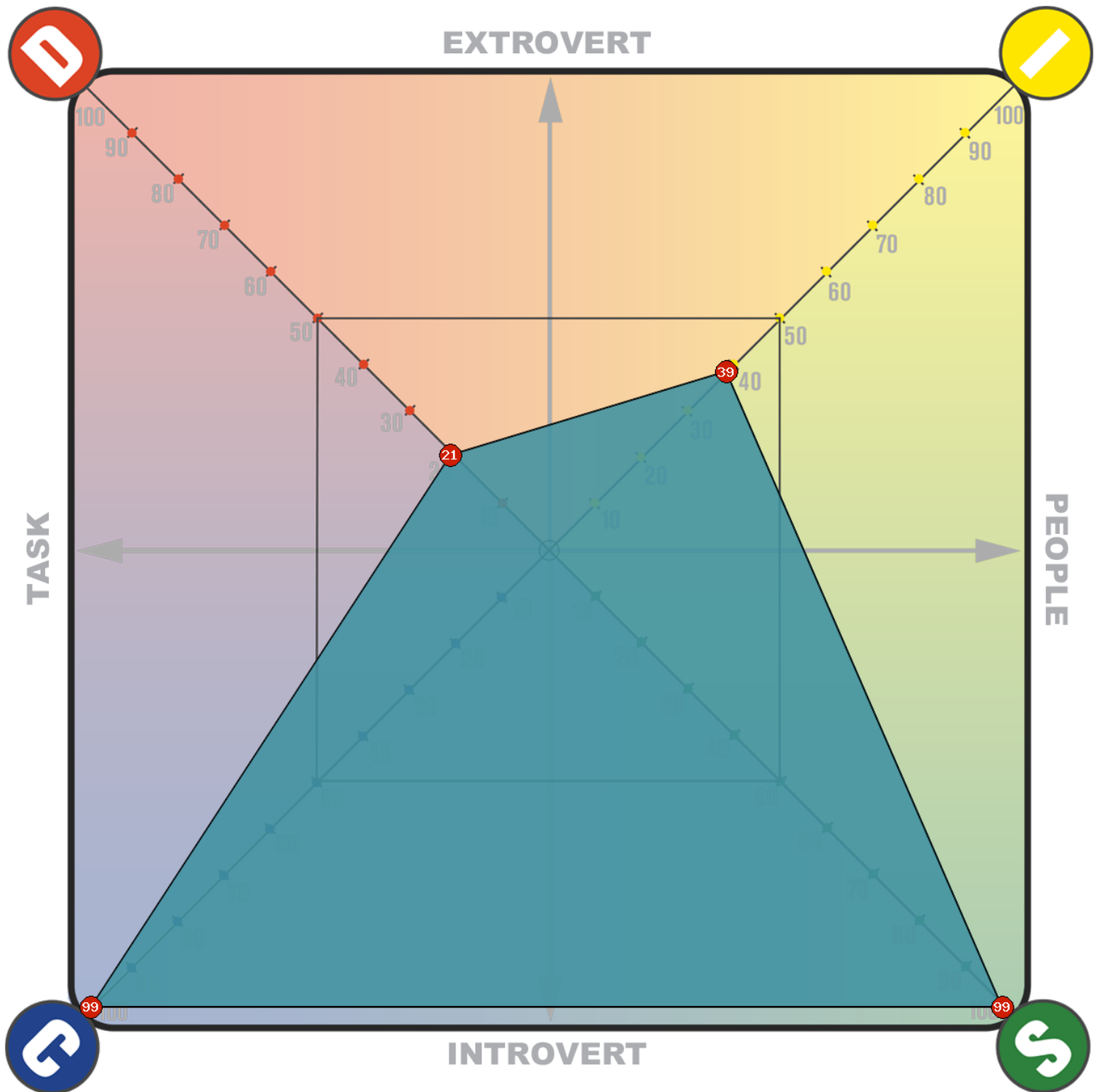
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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



A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/standards
High D	High I	High S	High C
Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Deliberate	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Reserved Introspective	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Chaotic Spontaneous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Challenging
Low D	Low I	Low S	Low C

Joshua Waitang





Decisive

Your approach to problem-solving and obtaining results

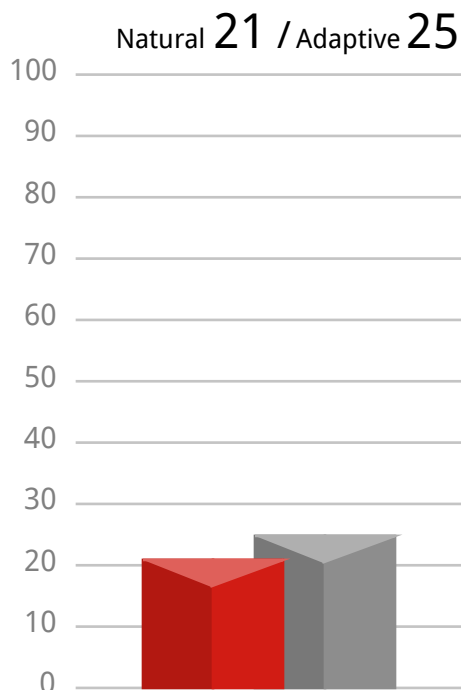
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You prefer to withhold your decision until you have enough information.
- You can depend heavily on others to help make decisions.
- You like to take a more mild-mannered and measured hand in dealing with others.
- You are considered pretty modest in your approach with others and are open to deferring to stronger opinions when they exist.
- You avoid confrontations, preferring instead to work with others to resolve issues.
- You can be considered "quiet" in team settings or when in the midst of heated debates.



Interactive

Your approach to interacting with people and display of emotions

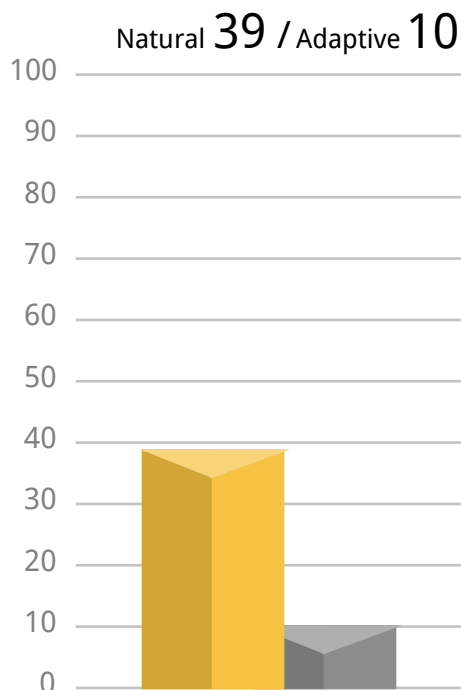
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

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

Lower I —

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



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

- You like a balance of working alone and working with a team.
- You are able to balance working alone and working in a group very easily.
- You tend to be slightly more reflective than talkative.
- Make sure to encourage others in a more vocal or open way.
- You are able to persuade others in a convincing manner when necessary.
- You tend to be a stabilizing force when emotional issues hit the team.



Stabilizing

Your approach to the pace of the work environment

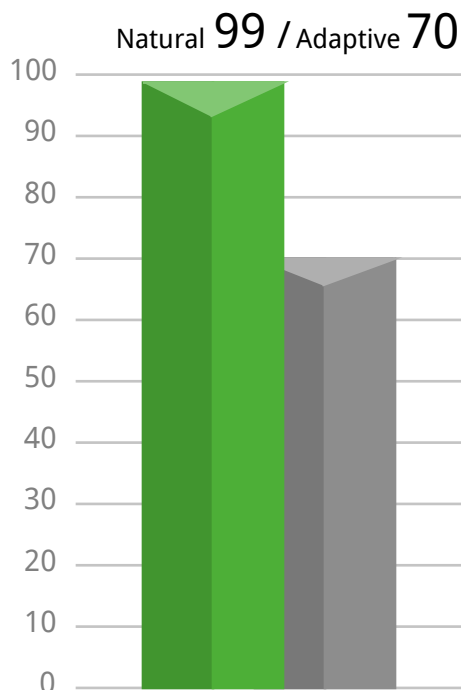
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You're always willing to help out in a pressure situation, even if you don't really want to.
- You are an excellent team player.
- Even in the midst of chaos or high tensions, you are usually very cool, calm, and serene (or at least you are perceived as such on the outside).
- You like having a strong identification or connection with the group, organization, or mission.
- You're not great at letting things go (e.g., original decisions, long held beliefs, etc).
- You desire a high level of structure and order.



Cautious

Your approach to standards, procedures, and expectations

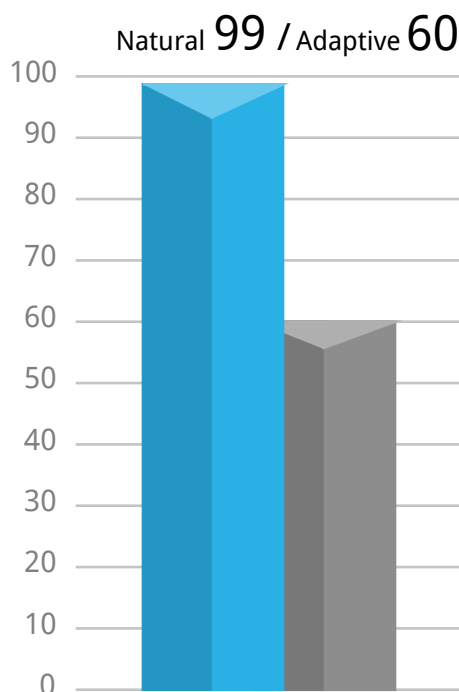
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

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

Lower C —

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



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

- You can express your disagreement in a passive-aggressive way.
- You are known as an accurate fact-finder by others.
- You like a work environment that is precise, structured and orderly.
- You like things to be done the "right" way according to standard operating procedure.
- You prefer a more conventional approach when possible (e.g., "If it isn't broken, don't fix it").
- You tend to approach new ideas and directions with skepticism and caution.



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:

- There is a right way and a wrong way to complete all projects. Let's complete it the right way the first time.
- May tend to get bogged down in details during some decision-making processes. The reason is that you may keep the data-gate open too long. There may be more information forthcoming that might impact the direction of the decision.
- Extremely high sense of quality control and detail orientation in all you do for the team or organization.
- You score like those who appreciate an occasional word of reassurance from their supervisor or board, as long as it is sincere input.
- Persuades others on the team by careful attention to detail, and through facts, data, and logic, not emotion.
- You bring a very high level of conscientiousness and follow-through in working on detailed projects and complex assignments.
- You tend to be restrained and reticent in showing emotions, and you may not be extremely verbal at a team or organizational meeting, unless asked for input or if the topic is one of high importance to you.
- Decisions are made after careful consideration of all variables and inputs. This process may take a bit more time in the view of some others on the team, but the decision will be a quality outcome.



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:

- Motivated to be creative, becomes bored with routine work and seeks new problems to solve.
- On the job, may vacillate on some decisions, wanting to make the highest quality decision possible and may keep the information-gate or data-gate open too long. The result may be sometimes decision-by-crisis. The Higher D and C traits bring this trait.
- Handles assertive and aggressive people with a manner of blunt or critical response. The Higher D and Lower I traits bring this response.
- Motivated toward a freedom and flexibility to investigate and reexamine results and conclusions.
- On the job, enjoys developing unusual responses or new ideas or solutions to existing problems.
- A drive toward aggression and assertiveness is softened a bit by an internal sensitivity.
- Motivates others on the team with a sense of competition and urgency.
- Motivated by having authority equal to responsibility.



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

- Increased authority to delegate routine tasks and procedures to those you know and trust.
- Greater participation in team efforts and activities.
- Being more confident in your own decision-making ability.
- Options for making your own changes to certain methods or procedures to increase efficiency.
- Sufficient time to consider alternatives prior to making changes.
- An environment with minimal sudden changes and crises.
- Having an increased sense of urgency in making decisions. To be able to shut the data-gate and make a decision based on the information currently available.
- Work assignments of high precision and accuracy to capitalize on your high detail orientation.



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:

- Time to react to sudden changes and to analyze the impact it has on overall quality.
- An environment where it's acceptable to focus maximum effort on the job tasks, and to not be concerned with social protocol at the expense of productivity.
- To get an internal sense of motivation when given authority equal to the assigned responsibility.
- High quality standards that all members of the team honor and support.
- Direct, factual answers to questions, supported by accurate data.
- New experiences and new challenges to meet.
- Time to analyze facts and data prior to making a final decision.
- Freedom from control and close scrutiny of operations, as it implies lower trust of quality standards.



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:

- Very high degree of quality control and detail orientation.
- Patient in working with others on the team, and demonstrating appropriate methods for completing a project with attention to details.
- You score like those who take their responsibilities seriously, and exercise their authority in a sincere and conscientious manner.
- Provides an objective reality-focused view of systems, procedures, and organizational operations.
- Tactful in explaining ideas that may impact others on the team.
- May be sought after by other members of the team because of your high knowledge-base of processes and procedures.
- Especially careful that there are no loose ends on a project or process that may have been overlooked by others.
- A strong guardian of high quality control standards and procedures.



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:

- Challenging assignments, having both wide scope and details.
- Supportive of some occasional vacillation in decisions or ideas.
- Direct but detailed answers to questions.
- Facts and examples, with no emotions attached to the information.
- Accomplishments that can be seen both quickly and maintained with a high sense of quality control.
- Time to react to alternatives, but also supportive of the fact that the clock is ticking.
- Freedom to create in new and different ways.
- Specialized and challenging assignments.



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:

- Could benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities in a tighter timeline.
- May be too tightly linked to established procedures and tradition, even when more efficient and effective methods become available.
- May sometimes use facts, figures, and details as a 'security blanket' to avoid objections, confrontation, or hostility.
- Could demonstrate a bit more spontaneity, and take yourself a bit less seriously.
- May be perceived by others as very private, guarded, shy, and undemonstrative.
- May sometimes be overly dependent on a very few people who share a similar quality control focus, to the exclusion of others on the team who may also provide valuable input and ideas.
- May be perceived by some as being overly rigid, inflexible, and strict regarding procedures and options.
- May spend more time than necessary in preparing your 'case' due to fear of the unexpected, or being seen as under prepared.



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:

- Brings imagination and ideas to the training event.
- Presents detailed information in a logical and sequential manner.
- Precise in evaluations of participants to increase their quality of knowledge.
- Shows patience with tedious, technical, or specialty tasks, and when helping others to learn.
- Wants to know performance outcomes, objectives, etc., and communicates these to the participants.
- Wants to provide participants with the ability to understand principles and concepts.
- Sincere participation with others as a co-learner or co-facilitator.

How you prefer to receive knowledge or learn:

- Wants to know performance outcomes, objectives up front.
- Excellent note-taking, record-keeping, and journaling.
- Shows commitment, and wants to be personally involved in learning.
- Needs details and time to reflect on learning.
- Prefers traditional learning structure and activities.
- Can balance both individual work and group interaction.
- Learns by considering possibilities and thinking through ideas.



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 you:

- Find some areas of common interest and involvement.
- Prepare your case in advance; don't 'wing-it' using charm alone.
- Present your ideas and opinions in a nonthreatening way.
- Observe for possible areas of disagreement as some may not be verbal about them.
- Assure others that there won't be unexpected surprises.
- Use a thoughtful and logical approach to discussing ideas and options.
- Provide time to verify the issues and potential outcomes.

Things to avoid to effectively communicate with you:

- Don't be careless or haphazard.
- Don't fail to follow through. If you say you're going to do something, do it.
- Don't be unrealistic with deadlines.
- Don't push too hard.
- Don't force others to agree quickly with your objectives and position; provide some time to warm up to the ideas and for mutual ownership.
- Don't manipulate or bully others into agreeing.
- Don't rush the issues or the decision-making process.



In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

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

Motivation:

How can you stay more motivated?

Improvement:

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

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?



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

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)



The Values Index

WHY are you motivated to use your talents based on your drivers of engagement?



About This Report

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

This report measures seven dimensions of motivation. They are:

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



The Elements of the Values Index

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

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

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



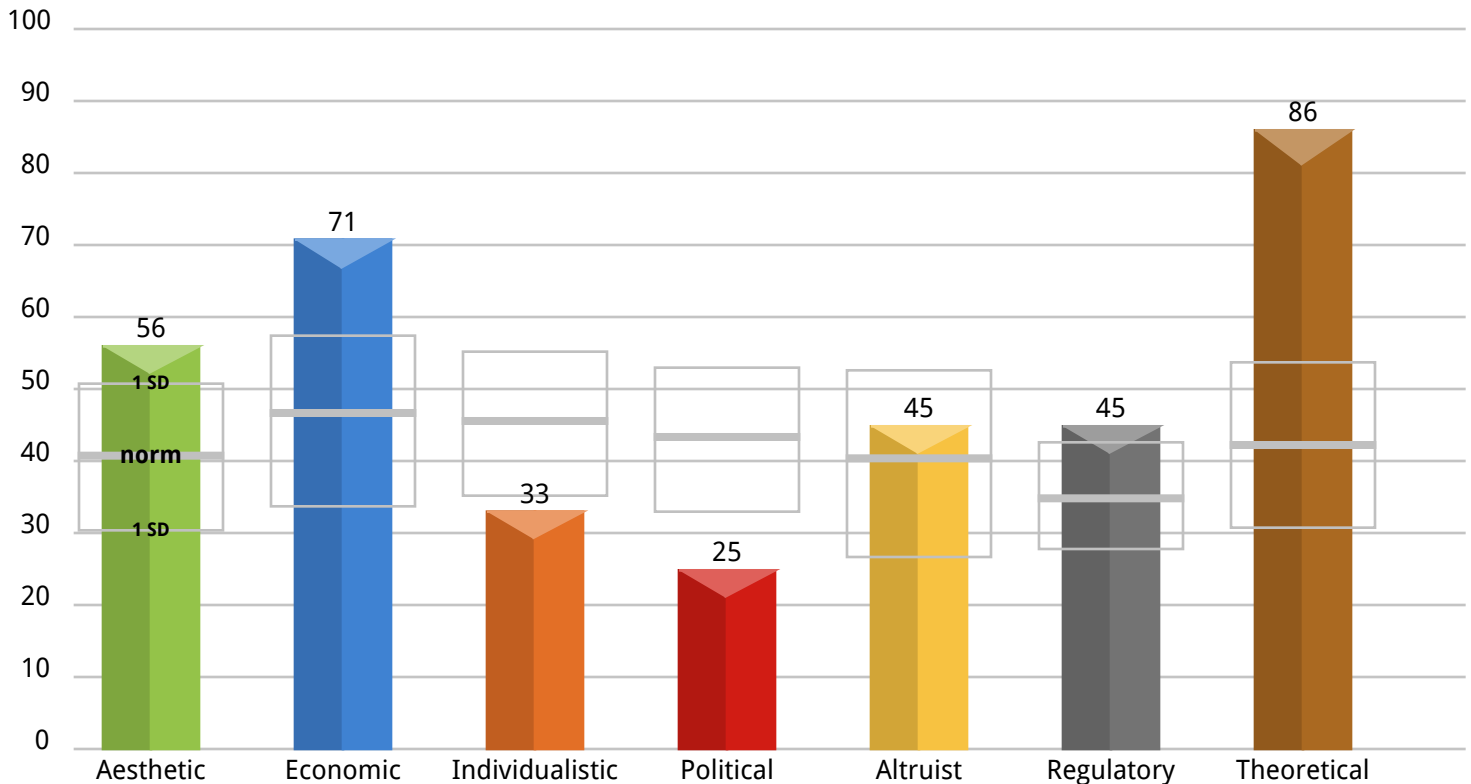
A closer look at the seven dimensions

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

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

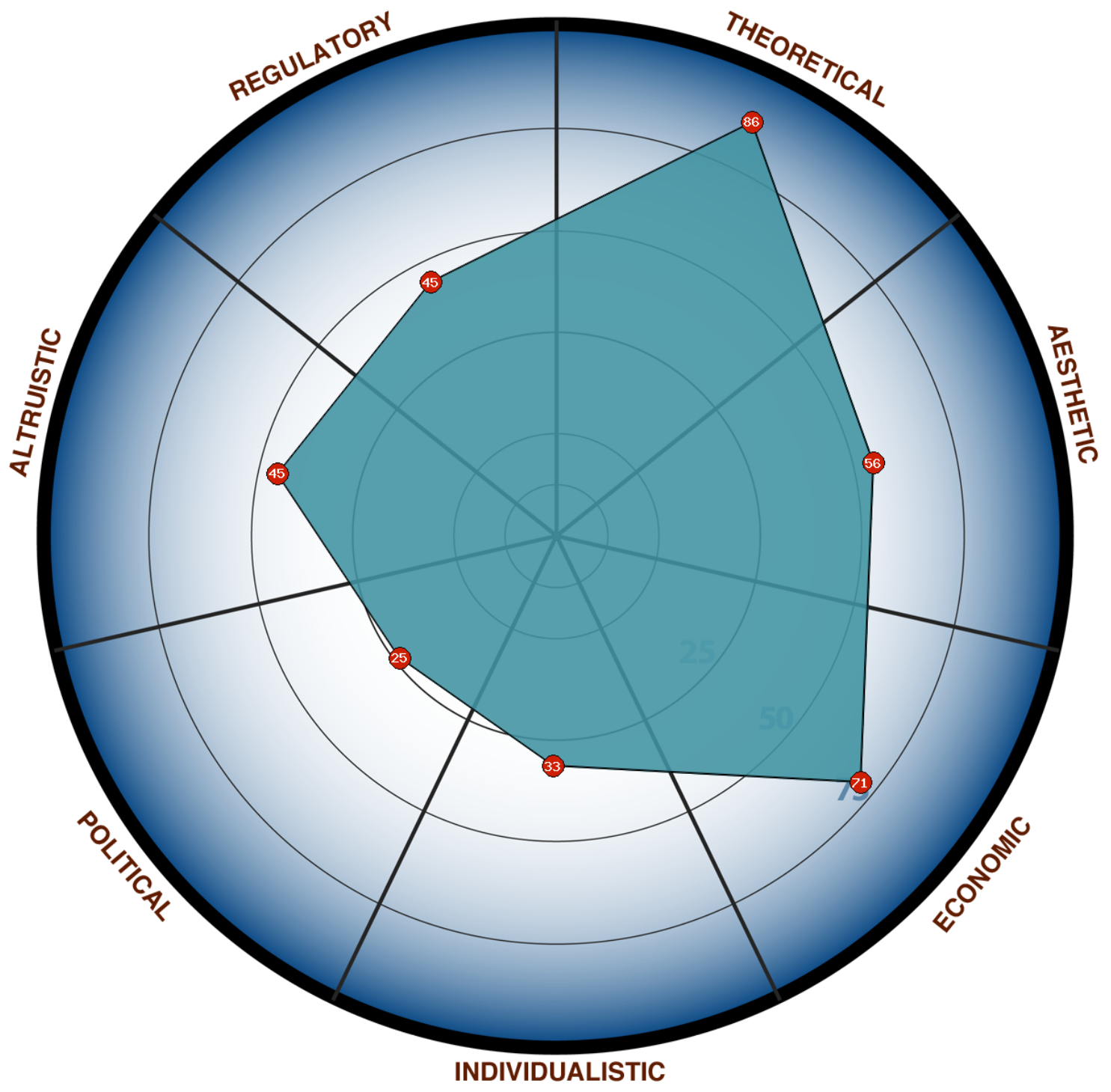


Executive Summary of your Values

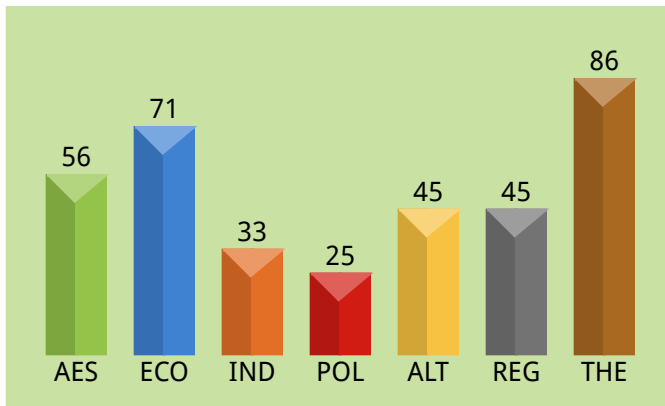


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High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Low Individualistic	You are able to support the efforts of the team without demanding the limelight; a supportive team player.
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Average Altruist	You are concerned for others without giving everything away; a stabilizer.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.



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The Aesthetic Dimension:

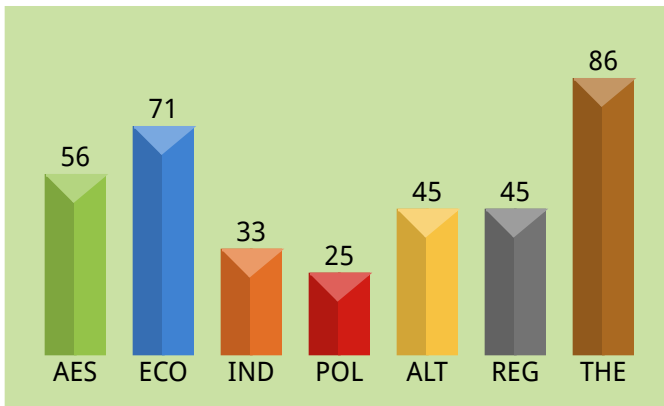
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You possess an awareness and desire to understand the moods, beliefs, and values of others.
- You find rewards not just from pay for work, but in results that help protect the environment or achieve better balance in life or the world.
- You are more sensitive to issues of balance and harmony than others.
- You like to express yourself in artistic or creative ways.
- You work better in that are pleasant aesthetically or environmentally responsible.

Key Strengths:

- For you, form may hold more interest than function.
- You enjoy bringing people together who share common interests.
- You will enthusiastically get involved in supporting artistic, or environmental initiatives in the workplace.
- You are able to defuse a tense situation with a humorous quip or comment.
- You are often seen as one who shows interpersonal empathy in dealing with others.



The Aesthetic Dimension:

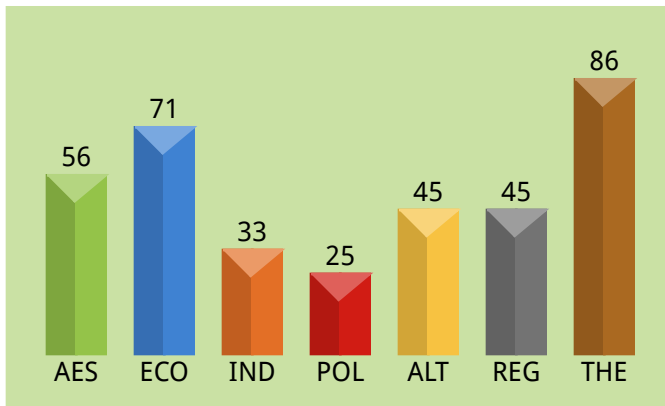
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You show a genuine interest in the expressed thoughts or emotions of others.
- You don't allow others to over-use or abuse your creative nature.
- You make sure the environment allows for creative expression.
- You bring a lot of creativity to the table. Be certain that this is encouraged to its fullest potential.
- Your open acceptance of ideas from others may also open situations that are less than optimal, and you may get 'burned' in the process.

Your Training/Learning Insights:

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

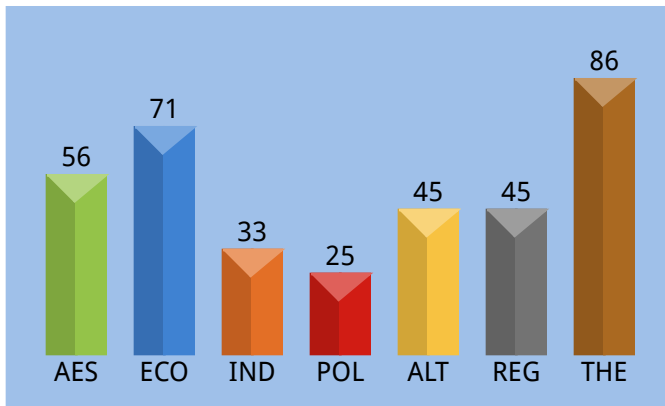


The Aesthetic Dimension:

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

Continual Improvement Insights:

- You may need to focus on the practical or economic side of an issue more frequently.
- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).
- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- You could benefit from being a little more pragmatic.
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.



The Economic Dimension:

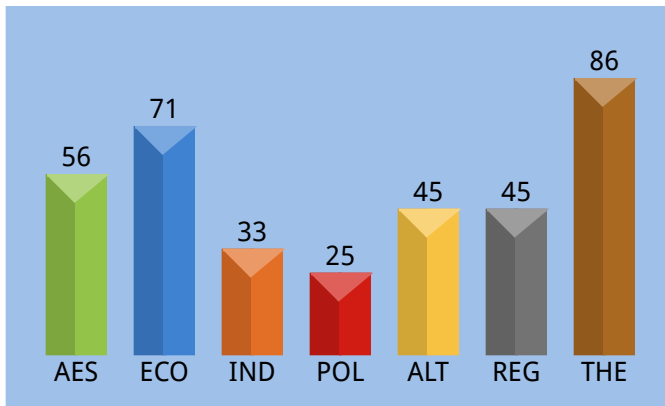
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- To you, knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy, and creativity.
- People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.
- You are interested in what is useful and practical in meeting goals (usually economic ones).
- You may fit the stereotype of the typical businessperson, interested in economic incentives.
- People who score like you tend to be hard working, competitive, and motivated by financial rewards and challenging compensation plans.

Key Strengths:

- You will protect organizational or team finances fiercely.
- You are driven and motivated to achieve and win in a variety of areas.
- You are driven by competition, challenges, and economic incentives.
- You are highly productive.
- You make a decision with practicality and bottom-line dollars in mind.



The Economic Dimension:

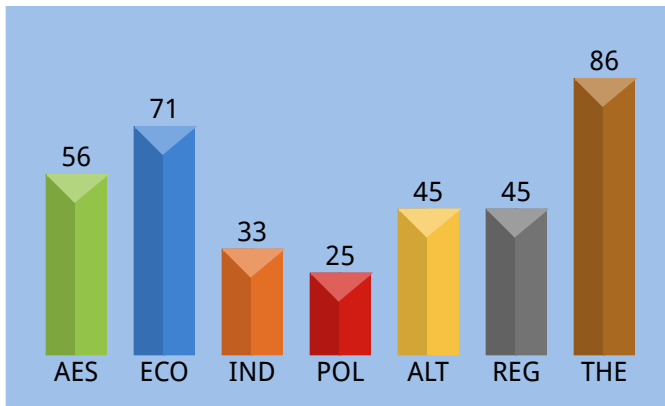
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should make certain you are balancing your professional and personal life.
- You should remember that you have an ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.
- You should realize that it's not just money that motivates, but also personal fulfillment in the job.
- You should be rewarded for high performance in tangible and monetary ways with individual and team recognition.
- You should be recognized and rewarded (e.g., bonuses) as soon as possible, not just at the end of the year. Shorter-term rewards programs work better for you.

Your 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.

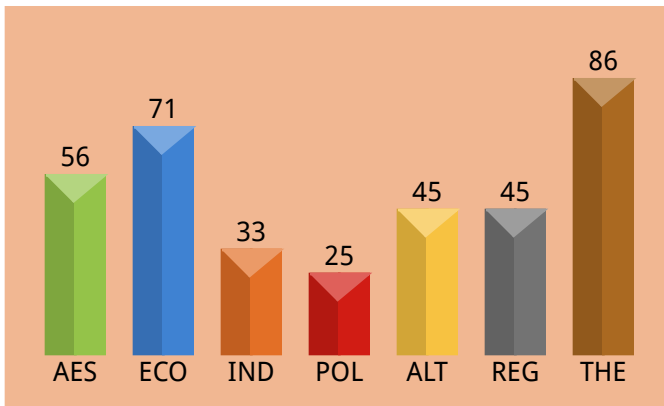


The Economic Dimension:

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 judge the efforts of others on the team by an economic scale only.
- 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.
- You may need to develop an increased sensitivity to the needs of others and demonstration that it isn't "all about the money".
- 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 hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.



The Individualistic Dimension:

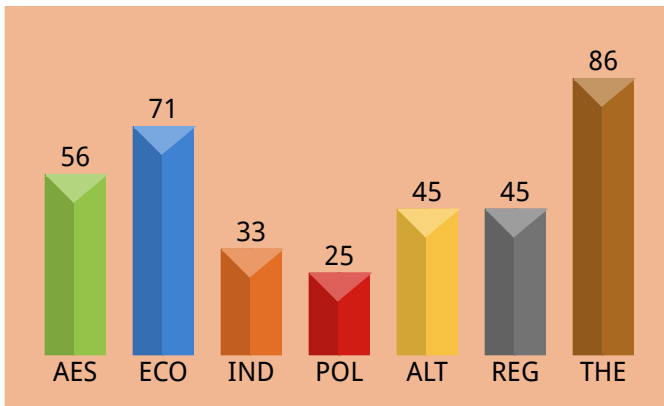
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You may prefer a team member position on various projects.
- You don't seek individual recognition above the group or team.
- You don't need to be the 'star' of a project.
- You may not seek or choose a leadership role for yourself, but may be satisfied in being an active and supportive member of a team of professionals.
- You may not require lots of 'air-time' at meetings, but may need to be encouraged to provide ideas verbally.

Key Strengths:

- You score like some who may be considered the unsung heroes of a successful project or initiative.
- You have the ability to support team efforts without requiring a lot of recognition.
- You may be seen by others as a stabilizing influence especially when the heated differences of extreme positions emerge when the team is under pressure.
- You are able to maintain work ethic even under pressure, so the project is met successfully and interpersonal stressors have been minimized.
- You are able to offer your own creative ideas in a manner that is respectful of team roles.



The Individualistic Dimension:

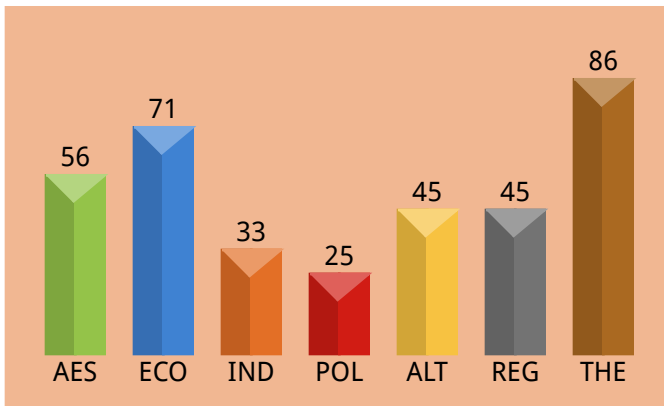
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- Look for a supportive environment where your talents may be encouraged and appreciated.
- Those who score like you tend to demonstrate a high degree of teamwork and support for team efforts over the long haul. Take this into account when planning team projects.
- Notice other higher plotting points on the Values graph and strive for an environment that amplifies those peaks.
- You prefer choices as to extent and visibility of team membership or leadership that you might desire.
- Remember behind the scenes efforts and contributions and recognize those with sincere appreciation.

Your Training/Learning Insights:

- You may enjoy more team-oriented professional development activities.
- Some who score like you prefer more traditional types of learning, courses, and professional development.
- You tend to show a high degree of self-discipline in training courses.

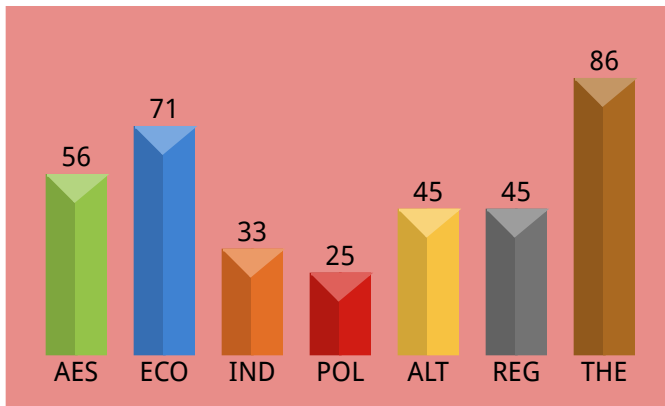


The Individualistic Dimension:

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:

- You may need to take a stronger stand at times on team issues that impact your work load or the parameters of your job responsibilities.
- Some who score like you may not be heard the first time by the team. Be certain to speak up a second or third time if necessary in order to be acknowledged.
- When presenting an idea to the team, remember that members may need a message with some attention-getting ingredients.
- You could benefit from being more willing to share opinions with others.



The Political Dimension:

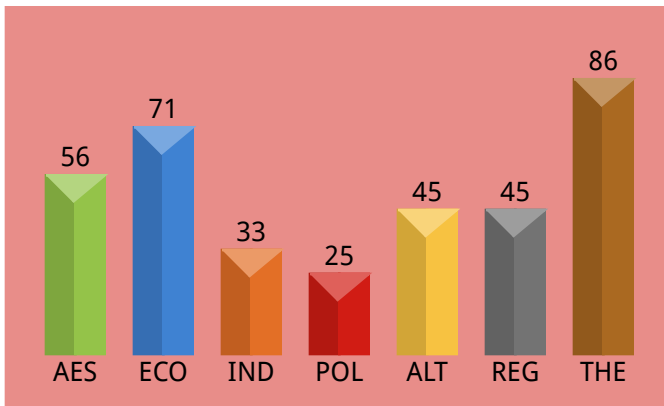
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You tend to prefer to support rather than lead, but will take a leadership role if asked.
- You are able to be a good stabilizing force on a project, without being viewed as an extremist.
- You tend to prefer a team member role than a team leader role.
- This score range is common among mature directors, executives, and managers who have had power within an organization for a substantial period of time.
- You tend to prefer to be side stage rather than center stage on a project or assignment.

Key Strengths:

- You enjoy working for a mission or cause and supportive of the team leadership, as long as sensitivity to your own personal needs is maintained.
- You like to work with and toward consensus.
- You are ready and willing to assist peers and others on the team when they encounter an obstacle to progress.
- You treat each person on the team with equal respect, and expects the same for yourself.
- Your personal sense of accomplishment exceeds the need for recognition of that accomplishment.



The Political Dimension:

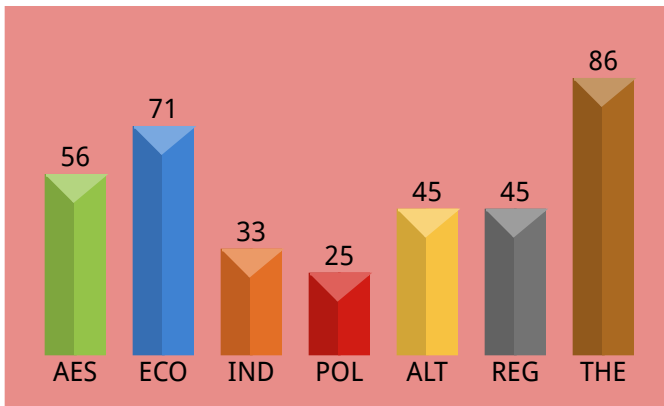
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You are a stabilizing force on a project or team.
- Don't hide information regarding job or work situations.
- Don't accept positions where you have to take center stage if you don't want to.
- Look for incentives, based on your own input of appropriate motivators.
- While you may not seek the spotlight on a project, you look for appreciation for the hard work, professional insight, and creativity you bring to the table.

Your Training/Learning Insights:

- You prefer team-oriented training or development activities.
- Your increased motivation and participation may come from group accomplishments where each member contributes something to the group learning effort.
- You may prefer slightly more structured professional development activities than unstructured or ambiguous ones.
- You may prefer more team events than independent study activities.
- You may appreciate more cooperative group activities than competitive ones.

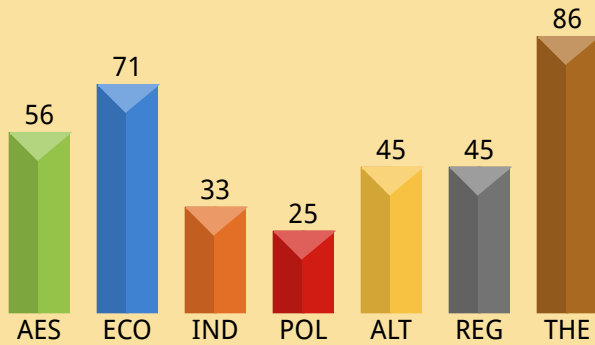


The Political Dimension:

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 appreciate others' needs to be more involved in situations, issues, and sometimes conflicts when on the job.
- You should try to take a visible stand on some important work or mission-related issues.
- You may not pro-actively confront others (in a positive way) when conflicts emerge.
- You may tend to become quiet when conflicts emerge rather than provide input to the group problem-solving effort.
- You may sometimes be taken advantage of by others, then become angry off-line.



The Altruistic Dimension:

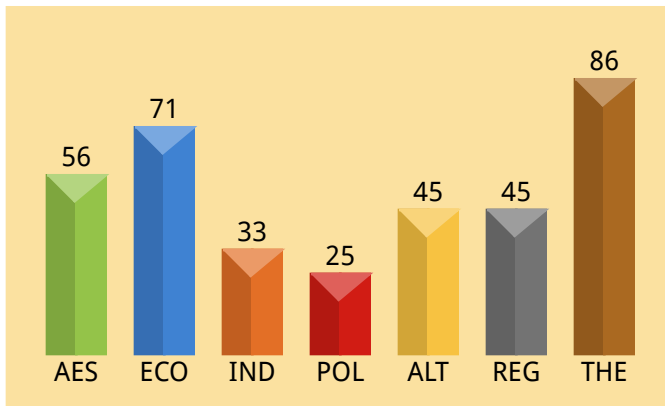
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You can be a good mediator between those who give too much and those who don't give enough.
- You have a good sense for when to freely help others and when to say "No."
- You are very much in line with the average level of altruism seen in business environments.
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You will not create an imbalance between your own needs and those of others.

Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value in others through personal actions with them.



The Altruistic Dimension:

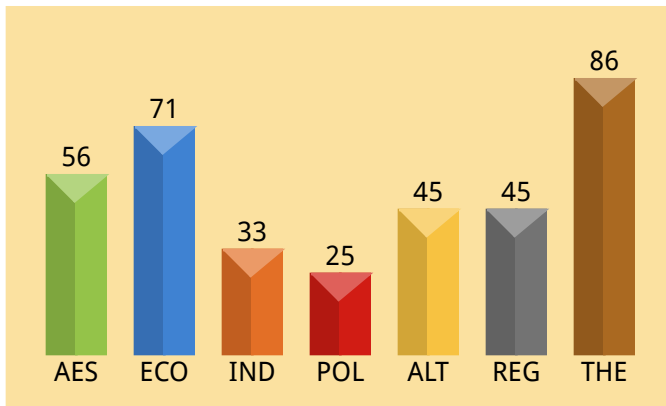
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be a good judge of how much to involve others versus making the command decision.

Your Training/Learning Insights:

- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.

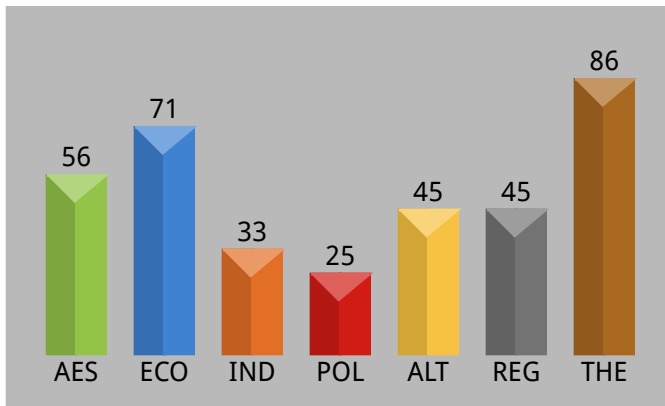


The Altruistic Dimension:

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 will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



The Regulatory Dimension:

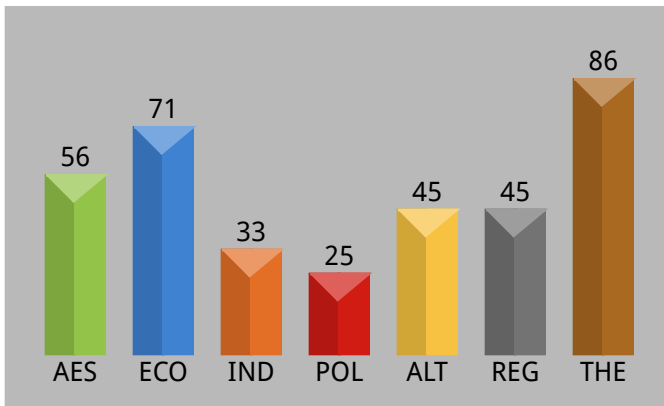
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You believe in preparing properly before taking action.
- You are accepting of established rules and policies.
- You respect tradition a lot.
- You are likely to have your own specific "way" of doing many things.
- You believe quality control is a vital part of accurate work.

Key Strengths:

- You take pride in things that support tradition like national history, honor, duty.
- You are efficient and effective in organizing tasks and most work.
- You are reliable and dependable.
- You provide a sound stabilizing base for dynamic situations.
- You maintain focus throughout projects.



The Regulatory Dimension:

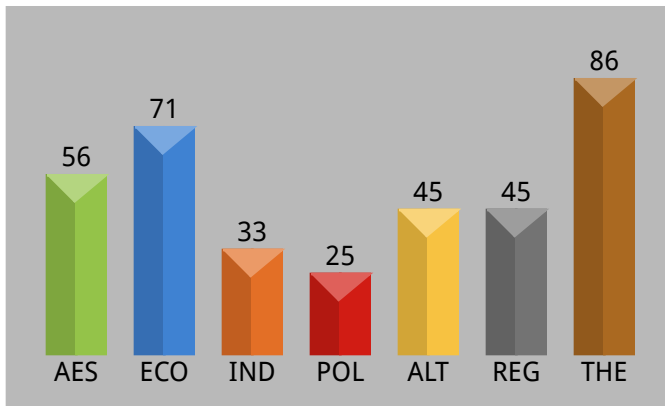
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- Be patient when trying new concepts or procedures. Ensure ample time to adapt.
- You prefer a structured and routine environment to work in.
- You should make sure the reasons behind instructions are clearly understood.
- Ensure adequate information, resources and time to complete tasks.
- You should avoid disrupting your schedules and flow unnecessarily.

Your 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.

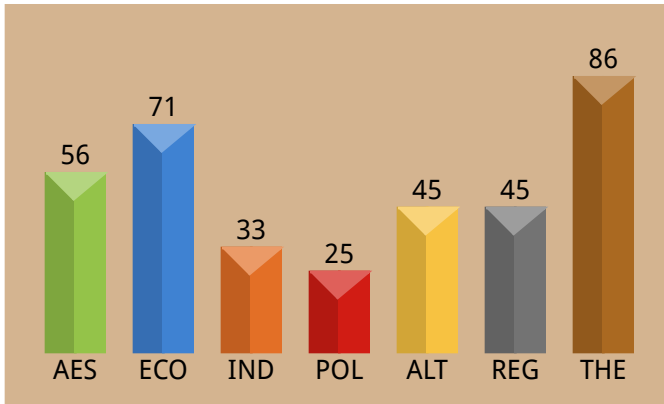


The Regulatory Dimension:

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:

- Explore a little. Discovering new ways to do things can be rewarding.
- You should realize that others have their own way of doing things too and be open to that.
- You shouldn't get too hung up on the rules.
- You should be consistent in enforcing rules for everyone.
- When in a high change environment, remember to be flexible.



The Theoretical Dimension:

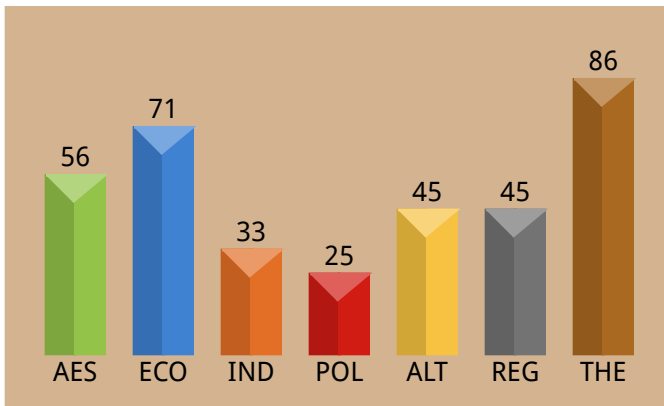
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You enjoy visiting bookstores, and may frequently make unexpected purchases.
- You have a 'Cognitive' attitude: You look for deeper meaning in things.
- You like to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- You stay mentally alert and like mental challenges.
- You may be attracted to new and cutting-edge ideas and projects.

Key Strengths:

- You do the prep-work and homework and come to the meeting or event well-prepared.
- You can usually answer new questions that hit the team or knows where to find answers.
- You have a strong knowledge-driven ethic.
- You ask many of the necessary questions in order to gain the maximum amount of information.
- Others may seek out you to answer their questions because they know of your strong knowledge base.



The Theoretical Dimension:

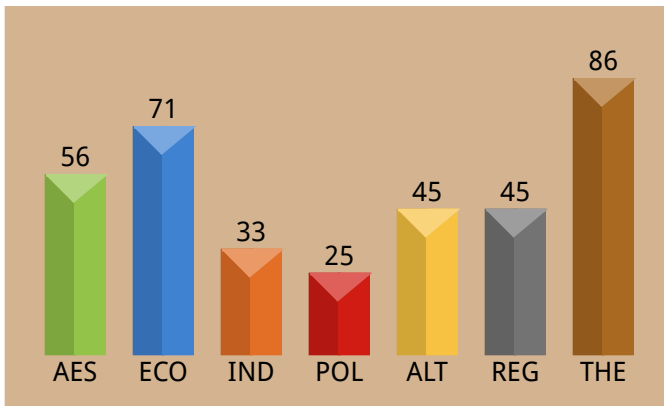
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- You will provide a high degree of technical credibility when dealing with customers or internal stakeholders who need very detailed information for decision-making.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- You prefer knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- Look for opportunities to teach as well as to learn.
- You prefer to be involved in future development projects that draw on your expertise.

Your Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake, and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.



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 sometimes be selfish in sharing ideas with others, until your technical credibility has been established.
- You may demonstrate some aloofness especially to those not as intellectually driven.
- You may prefer to wait on a project, believing that helpful information may be forthcoming if more time is allowed.
- You score like some who need coaching on time management.
- Your sense of urgency may vacillate depending on the level of mind-share you are willing to invest.



Use this sheet to help you track which motivators are well aligned and which are not and what you can do about it.

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

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

Legend:

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

Tally your score here:

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

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

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



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

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

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