



RAYMART BAYO

March 15, 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.



RESULTS GROUP
15 YEAR ANNIVERSARY

Realty Consulting Group
Jarrod Davis



Natural and Adaptive Styles Comparison



RAYMART BAYO

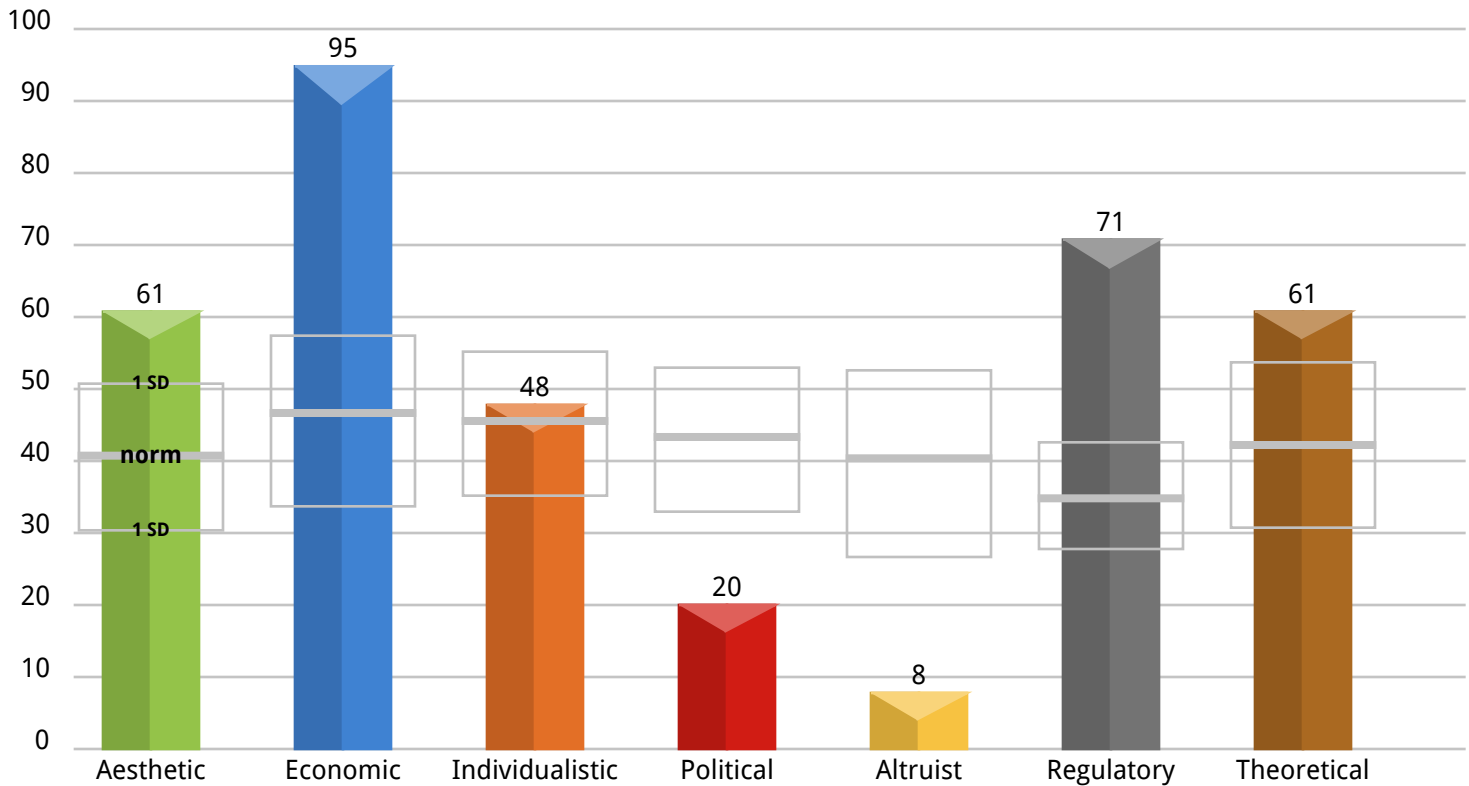
Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress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



RAYMART BAYO

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.
Very High Economic	You are very competitive and bottom-line oriented.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Very Low Political	You tend to be non-competitive and demonstrate a higher service orientation.
Very Low Altruist	You guard your trust level so as not to get burned, either self or team.
Very High Regulatory	You are well disciplined, and follow standard operating protocol and traditional ways.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.



The DISC Index

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



Natural and Adaptive Styles Comparison



RAYMART BAYO

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

Adaptive Style:

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



About This Report

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

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

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

This report includes:

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



The Elements of the DISC-Index

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

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

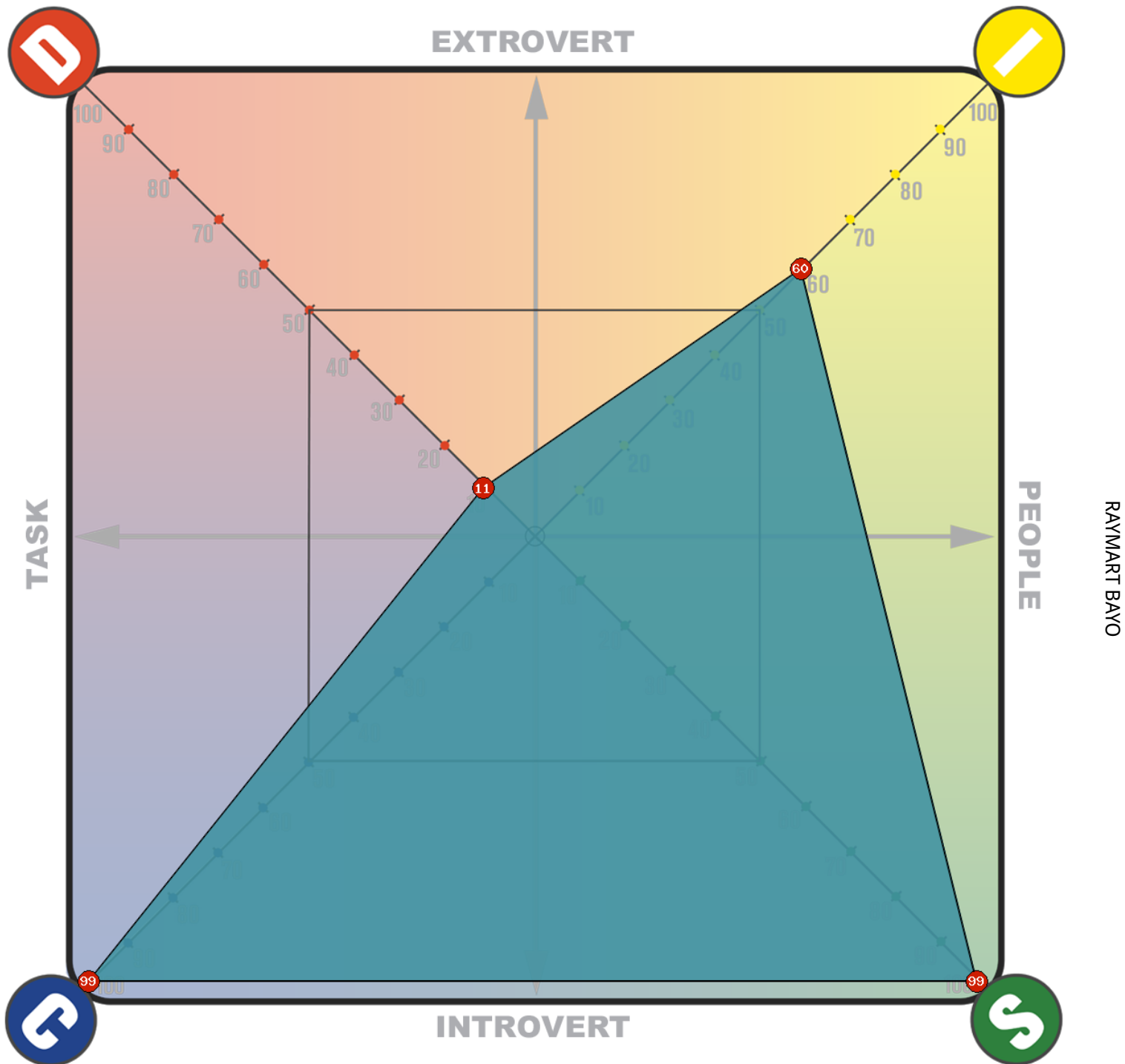
Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can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

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



A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and 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





Decisive

Your approach to problem-solving and obtaining results

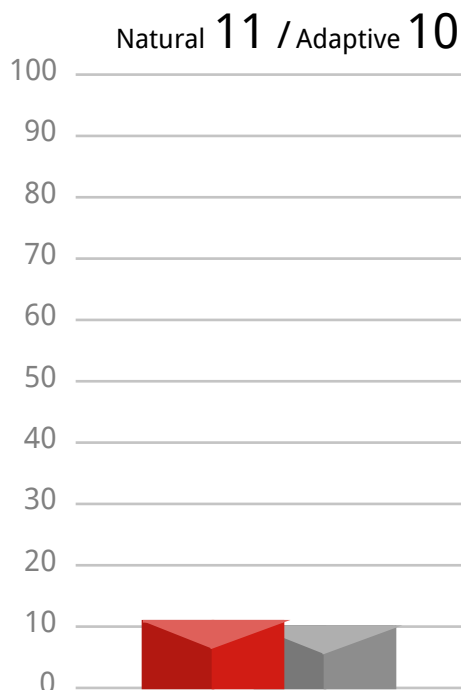
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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 like working in a stable, predictable environment with steady work flow.
- You tend to be peaceful and avoid confrontation whenever possible.
- You can depend heavily on others to help make decisions.
- You only want to make important decisions with a great deal of detail and awareness of outcomes and impact.
- You like taking a slower, more methodical approach to making decisions.
- 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

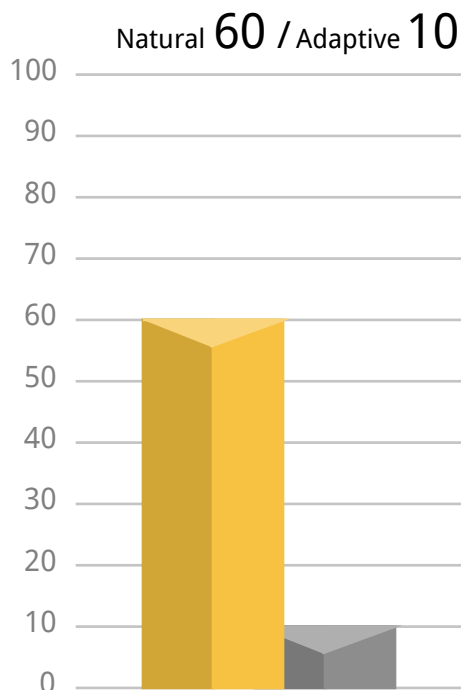
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You could be a bit more organized and attentive to details.
- You tend to meet new people in a confident and appropriate manner.
- You prefer an environment with ample people contact.
- You prefer working in a social environment rather than one that is remote or isolated.
- You appreciate an open-door policy with both peers and supervisors.
- People may find you charming to meet and to converse with on a variety of topics.



Stabilizing

Your approach to the pace of the work environment

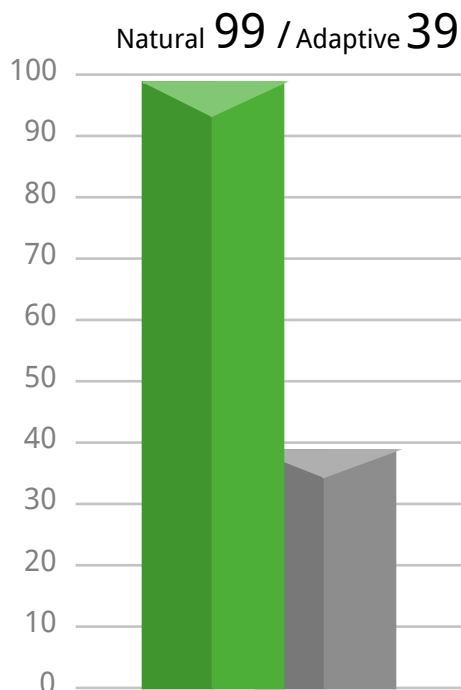
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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.

- Increasing your sense of urgency could benefit your performance significantly.
- You possess excellent listening skills – some of the best.
- You are very predictable, in a good way. You're always there, ready to pitch in, and complete the assignment.
- You dislike any personal conflicts or hostility of any kind.
- You are always seen as cool, calm, and collected on the outside (whether that is true on the inside or not).
- You require significant time to adjust to change.



Cautious

Your approach to standards, procedures, and expectations

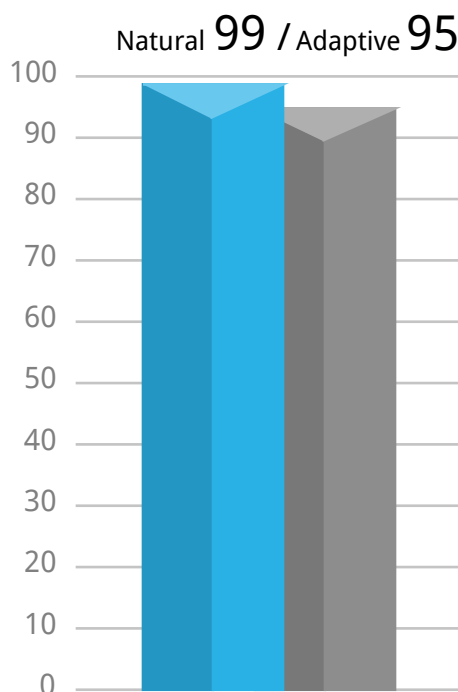
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

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

Lower C —

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



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

- You are most likely seen as being more resistant to change than others.
- You can express your disagreement in a passive-aggressive way.
- You possess excellent critical thinking and problem-solving ability.
- When you present your argument you do so logically not emotionally.
- You tend to approach new ideas and directions with skepticism and caution.
- You can be seen as something of a perfectionist by others, especially in what you expect of yourself.



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:

- Tend to be more modest than egocentric, but you also have the ability to become assertive when necessary for emphasis or communication.
- May become verbally disappointed when standards aren't met, or when the team project becomes delayed.
- You persuade others by demonstrating personal competence and encouraging others with a sense of optimism.
- You place high expectations on yourself and others, and are able to help coach others into a stronger quality orientation.
- You have the ability to handle people with patience, and demonstrate high technical competence in your area of expertise.
- You tend to be verbal and articulate about many different topics and issues.
- You have the ability to self-manage much of your own organizational activity and workload.
- Tend to be rather friendly and easy-going in interacting with others.



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 provide facts to support any statement you make and expects the same supporting documentation from others.
- On the job, may tend to align with others who show equally high quality control.
- May be one of the rare members of the project team who has read all of the 'fine print' in policies or procedures.
- In work situations you are somewhat conventional, and a bit cautious about sudden decisions that impact quality or policy.
- Supports the idea that assigning roles and responsibilities grows an effective and efficient organization.
- Sets an example for others in being systematic and logical in developing procedures.
- In the workplace, you prefer order over chaos, and will work to create and preserve order.
- Places importance on having accurate data on which to make decisions.



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:

- Work assignments of high precision and accuracy to capitalize on your high detail orientation.
- Having sufficient time to consider alternatives prior to making changes.
- Complete explanations of the nature of a process or systems used.
- Learning to say "no" more often to requests from others, to prevent spreading yourself too thin.
- An environment with minimal sudden changes and crises.
- Clear and specific job descriptions, and role responsibilities.
- Having reassurances that it is OK to take appropriate and calculated risks.
- Increased authority to delegate routine tasks and procedures.



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:

- Sufficient time to consider all options before making a final decision.
- Quality control standard that are adhered to by all members of the organization, not just by a few people.
- Changes should be controlled changes, and made only when proven to be necessary changes.
- A work environment with minimal hostility and pressure that sometimes reduce quality and effectiveness.
- Security in knowing that the products and services are of highest quality.
- Tasks completed the 'right' way the first time, so that errors don't have to be corrected later.
- Detailed examples and specific information about suggested changes to be made in processes that may have an impact on quality.
- Complete explanations of systems and processes that impact your work environment.



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:

- Excellent listening style.
- You do your homework and preparation, and expect the same of others.
- An excellent teacher or coach to others on the team, especially in situations requiring patience and specialized skills.
- Technically skilled and proficient in your area of specialty.
- Brings appropriate people skills, patience in working with others, quality control, and attention to the details in a versatile blend of talents and expertise.
- Can be charming and persuasive in a variety of situations, and builds excellent social rapport.
- Willing to work hard for a mission, cause, project, or purpose.
- Has a rare ability of being able to calm people who are angry or upset.



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:

- Complete information, details, and examples with no gaps or surprises.
- Time to reflect and think about the pros and cons of solutions.
- Freedom from intense time-pressured decisions.
- Projects completed the 'right way' the first time, to avoid problems later on.
- Complete explanations of areas of responsibility and control.
- Security in the work setting to maintain high quality control standards.
- Quality standards in which to support and maintain.
- Standard, accepted operating procedures that support the more complex processes.



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:

- Trust people a bit too much, and may get burned in the process.
- Struggle with meeting deadlines due to your desire for completeness or perfection.
- Hang on too much to current or past procedures, especially when faced with impending change.
- Become overly sensitive to criticism.
- Struggle with prioritizing things appropriately, due to ranking all items as the "most important".
- Take criticism personally, even though it was directed at a work process.
- React on impulse rather than thinking things through before responding.
- Hold too much to past tradition in procedures and processes.



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:

- Enriches the content with stories and experiences.
- Helps group create new concepts and models of ideas.
- Wants to know performance outcomes, objectives, etc., and communicates these to the participants.
- Structures events to inspire participants to act on their own ideas and visions.
- Wants to provide participants with the ability to understand principles and concepts.
- Brings imagination and ideas to the training event.
- Sincere participation with others as a co-learner or co-facilitator.

How you prefer to receive knowledge or learn:

- High expectations of performance.
- Sincere participation with others.
- Shows commitment, and wants to be personally involved in learning.
- Shows patience with tedious, technical, and specialty tasks.
- Wants to learn and help others learn as well.
- Collects data and analyzes information.
- Likes controlled variety in the learning environment.



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:

- Present your ideas and opinions in a non-threatening way.
- If you say you're going to do something, do it.
- Make an organized appeal for support and contributions.
- Assure others that there won't be surprises.
- List pros and cons to suggestions you make.
- Outline individual tasks and responsibilities in writing.
- Be certain to emphasize next action-steps.

Things to avoid to effectively communicate with you:

- Don't fail to follow through. If you say you're going to do something, do it.
- Don't stick to a strictly business agenda. Loosen up a little.
- Don't be rude, abrupt, or too fast-paced in your delivery.
- If you disagree, don't let it reflect on others personally, and don't let it affect the relationship.
- Don't force others to agree quickly with your objectives and position. Provide some time to warm up to the ideas.
- Don't use quick manipulations of ideas.
- Avoid being impersonal or judgmental.



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.



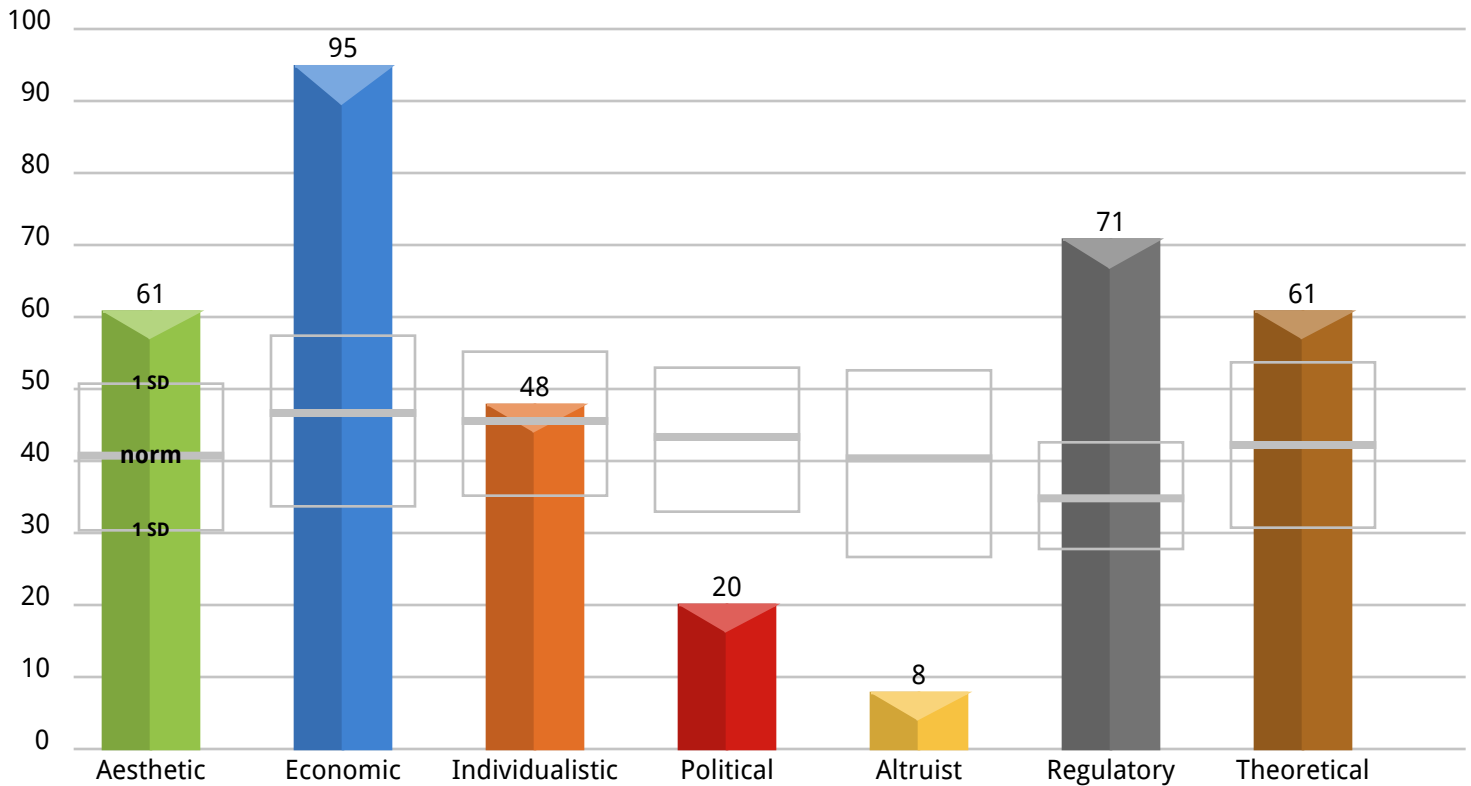
A closer look at the seven dimensions

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

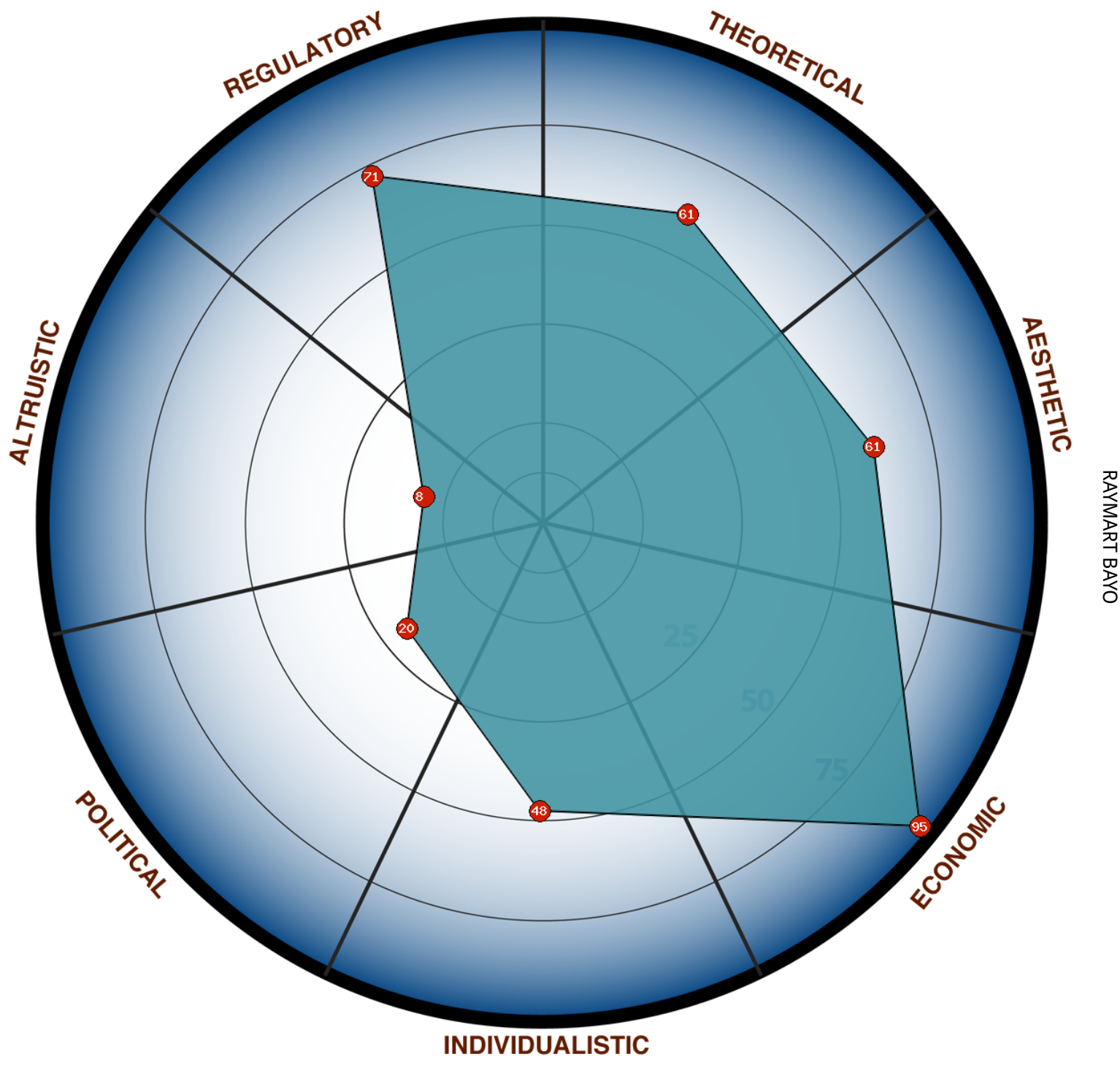


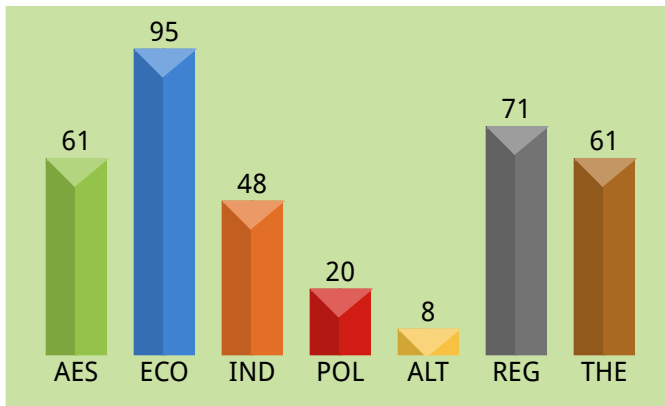
Executive Summary of your Values



RAYMART BAYO

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.
Very High Economic	You are very competitive and bottom-line oriented.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Very Low Political	You tend to be non-competitive and demonstrate a higher service orientation.
Very Low Altruist	You guard your trust level so as not to get burned, either self or team.
Very High Regulatory	You are well disciplined, and follow standard operating protocol and traditional ways.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.





The Aesthetic Dimension:

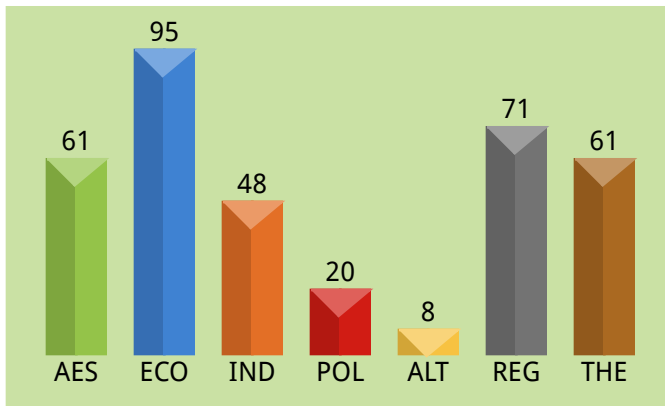
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You prefer an enjoyable and visually pleasing work environment.
- You possess an awareness and desire to understand the moods, beliefs, and values of others.
- You tend to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.
- You enjoy creative expression in both work and personal settings.
- You will utilize creativity and artful expression to persuade or influence others.

Key Strengths:

- You tend to want more than just the typical job satisfaction. You may want more work/life balance, more creativity and more aesthetically pleasing surroundings.
- You demonstrate high personal and professional regard for others on the team.
- You enjoy bringing people together who share common interests.
- You like to believe that anyone can be creative - in their own way.
- You show the ability to see common things in new ways, and can bring creativity to the team as a result.



The Aesthetic Dimension:

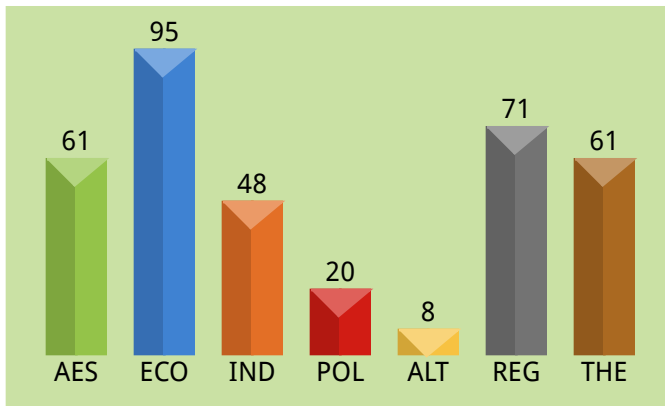
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You don't allow others to over-use or abuse your creative nature.
- Your open acceptance of ideas from others may also open situations that are less than optimal, and you may get 'burned' in the process.
- 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.
- You ensure that creativity and form do not block function and results.

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.

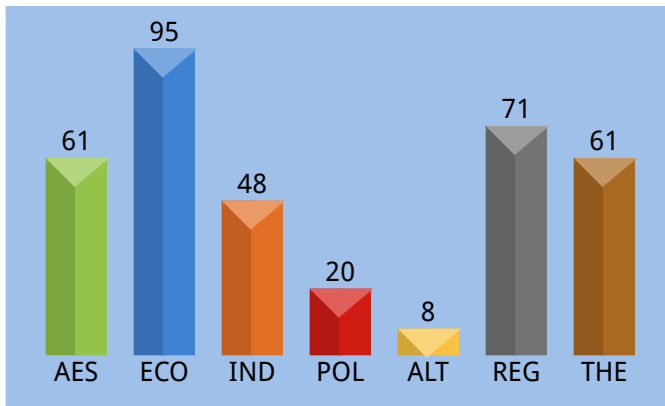


The Aesthetic Dimension:

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 might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- You may need to focus on the practical or economic side of an issue more frequently.
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You could use the creative mode as a safety blanket to avoid having to be overly practical.



The Economic Dimension:

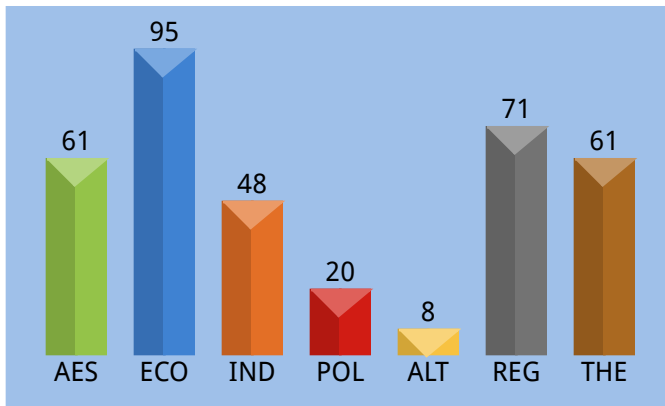
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of your participation.
- You are interested in what is practical and useful in achieving your vision of success.
- You may fit the stereotype of the highly driven American businessperson, motivated by economic incentives.
- When profit or project cost/benefits are examined, you may take the position that the ends justify the means.
- People who score like you tend to be hard working, competitive, and motivated most by financial rewards and challenging compensation plans.

Key Strengths:

- You pay attention to return on investment in business or team activity.
- Your decisions are made with practicality and bottom-line dollars in mind.
- You are highly productive.
- You show a keen ear to the revenue-clock, your own and the organization's.
- You are highly driven by competition, challenges, and economic incentives.



The Economic Dimension:

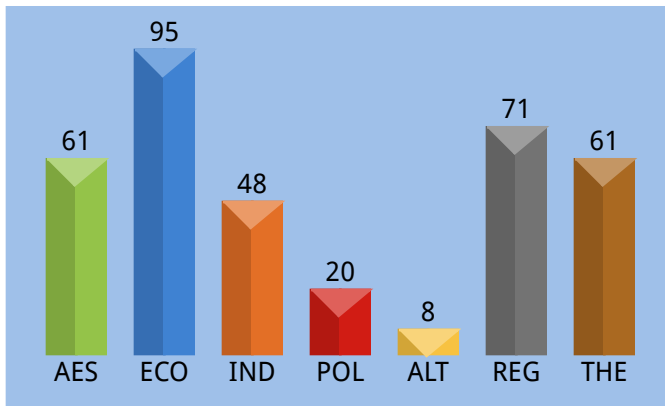
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You are certain to reward performance, and encourage participation as an important member of the team.
- You prefer to reward high performance in tangible and monetary ways with individual and team recognition.
- You would appreciate recognition and rewards (e.g., bonuses) as soon as possible, not just farther out as in at the end of the quarter or year.
- You link training and meeting events to potential gains in business share or future income.
- Be certain you are balancing your professional and personal life.

Your Training/Learning Insights:

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

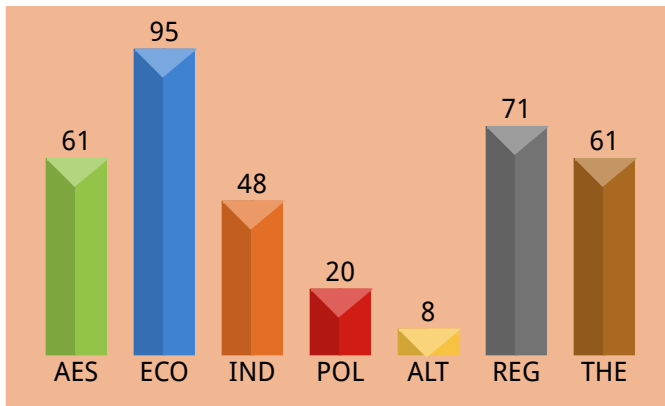


The Economic Dimension:

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 have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- You may judge efforts of others by an economic scale only.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.



The Individualistic Dimension:

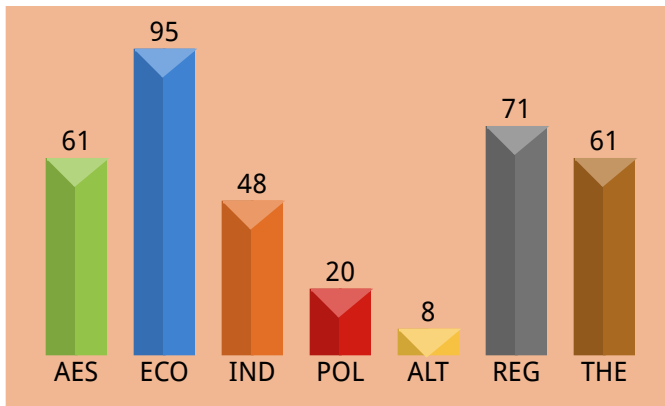
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

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 have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.

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 see both sides of the positions from those with higher and lower Individualistic scores.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You may be considered flexible and versatile without being an extremist.



The Individualistic Dimension:

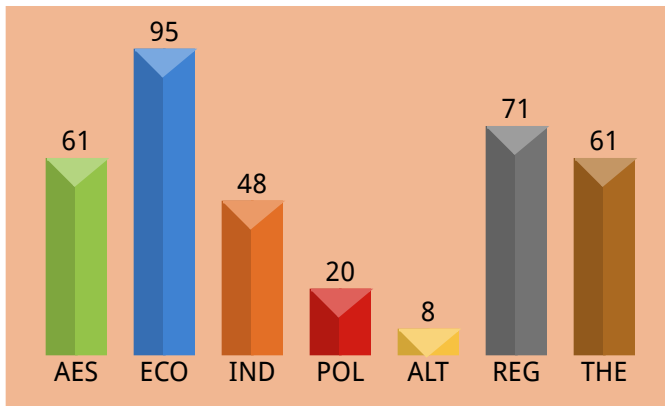
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

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.

Your 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.

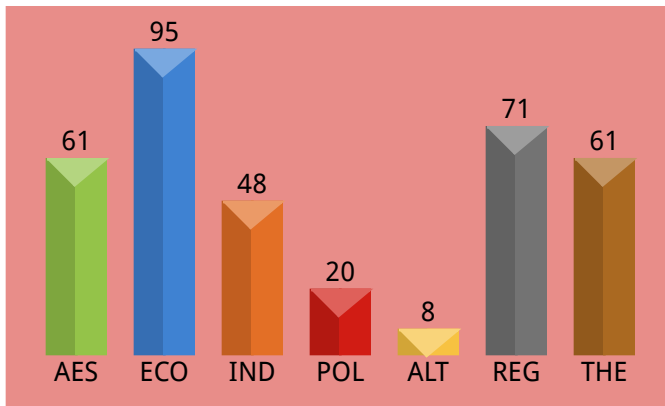


The Individualistic Dimension:

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:

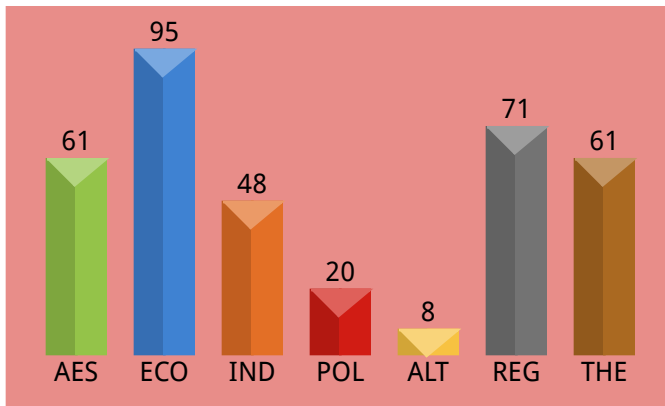
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You may prefer a team member role than a team leader role.
- You may prefer to be side stage rather than center stage on a project or assignment.
- Some who score like you may have had a higher power-drive in the past, and have had that need satisfied.
- While frequently not standing up in the limelight, you still appreciate sincere recognition for contributions made.
- You provides effort and energy for a project or a cause and are supportive of team efforts.

Key Strengths:

- You enjoy working for a mission or cause and are usually 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 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.
- Your personal sense of accomplishment exceeds the need for recognition of the accomplishment.



The Political Dimension:

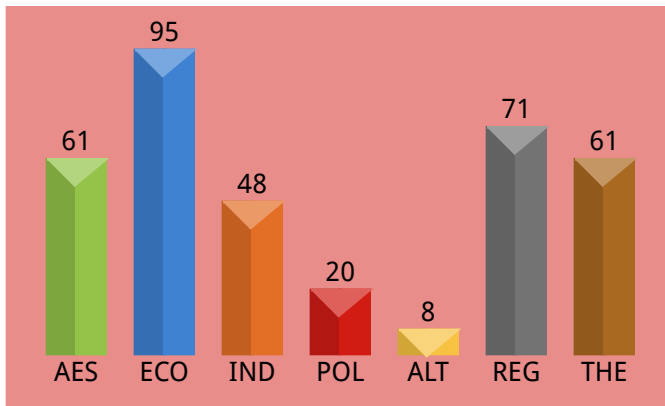
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- While you may not seek the spotlight on a project, look for appreciation for the hard work, insight, and creativity you bring to the table.
- Remember that you carry no hidden agendas, and others shouldn't either.
- Keep yourself challenged.
- Ask for input when input is needed. Don't waste time asking for input when the decision has already been made.
- Look for ways to be a supportive member of the team.

Your Training/Learning Insights:

- Some who score in this range 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.

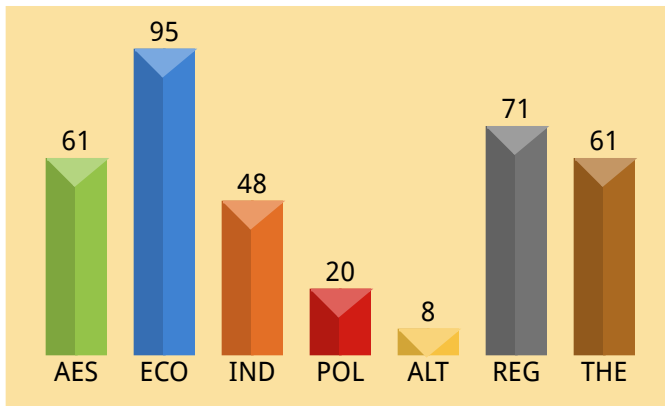


The Political Dimension:

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



The Altruistic Dimension:

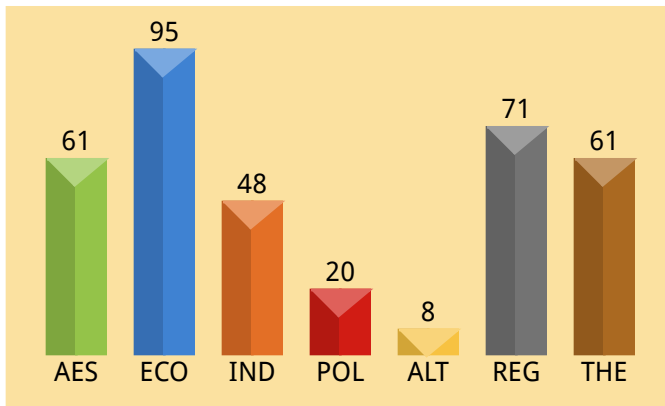
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- When you are dealing with others, it is very much about business and function.
- You set a high bar and expects a strong work ethic from others.
- You may not be seen as the most generous person when it comes to donating free time or services.
- You will remain at first guarded and reserved when it comes to others, but likely to open up as the relationship grows.
- You are not driven by a strong desire to be altruistic.

Key Strengths:

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



The Altruistic Dimension:

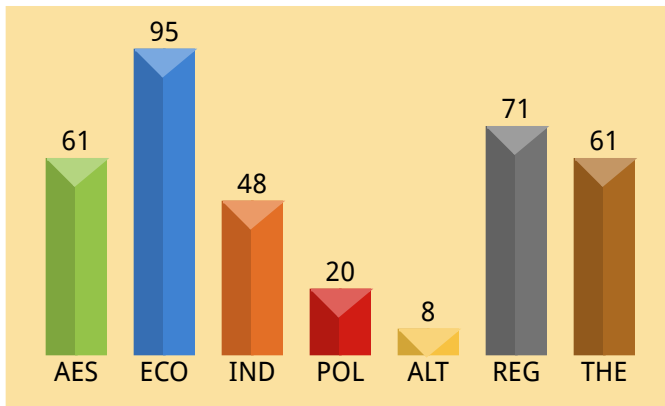
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You connect your arguments to the business need, not the human need.
- You leverage an individual benefit instead of a team benefit.
- You demonstrate the practical benefits of increased team-work.
- You should remember that you will likely migrate towards independent work, even within a team, so try to pre-set some areas for independence.
- You stick to the bottom line, and don't lead off on tangents.

Your Training/Learning Insights:

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

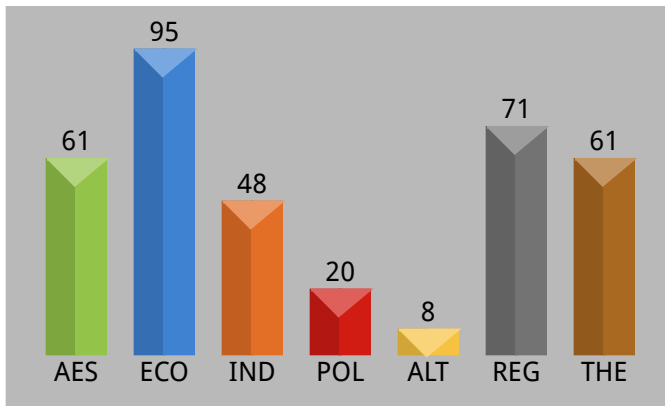


The Altruistic Dimension:

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

Continual Improvement Insights:

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



The Regulatory Dimension:

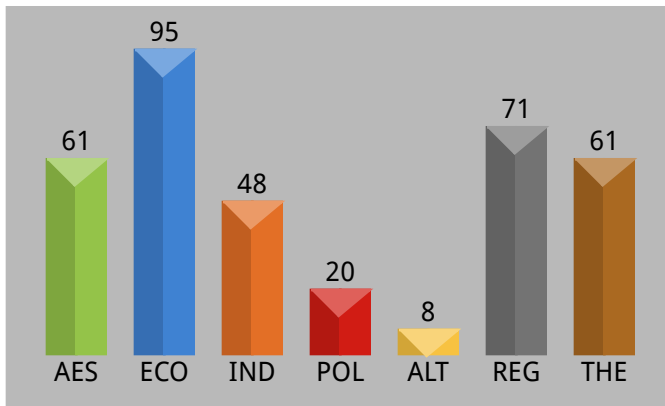
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You are very highly organized.
- You see rules as a key to results.
- You think everything has a "right way" and a "wrong way".
- You take personal responsibilities very seriously.
- You think promises are extremely important to keep.

Key Strengths:

- You hate to get behind the timeline or miss a deadline.
- You are very helpful in creating order out of chaos.
- You take great accomplishment in completing duties accurately and with high quality.
- You are very supportive of groups, national entities, honor and tradition.
- You are extremely effective at organizing.



The Regulatory Dimension:

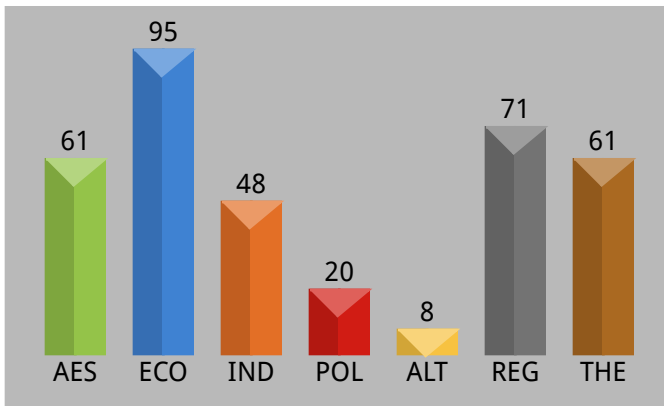
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You prefer to have your mistakes corrected as quickly as possible.
- You prefer a complete set of tools and resources and detailed instructions on how to use them.
- You prefer that all criticism be in private, detailed and justified.
- You need ample time to adapt to changes and lots of supporting reasons for that change.
- You prefer to maintain lots of routine and certainty.

Your Training/Learning Insights:

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

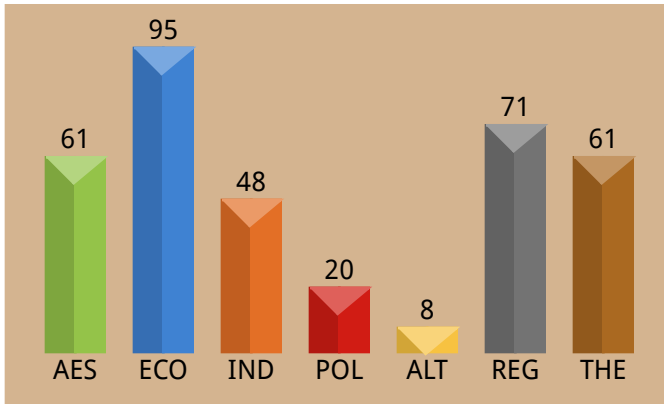


The Regulatory Dimension:

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

Continual Improvement Insights:

- You should appreciate that others may have their own "right way" too, and you both might actually be right.
- You know that change is inevitable and can actually be very good.
- You may be perceived by others to be too structured or rigid on certain issues.
- Don't get too hung up on the rules.
- When in a high change environment, try to be as flexible as you can comfortably be.



The Theoretical Dimension:

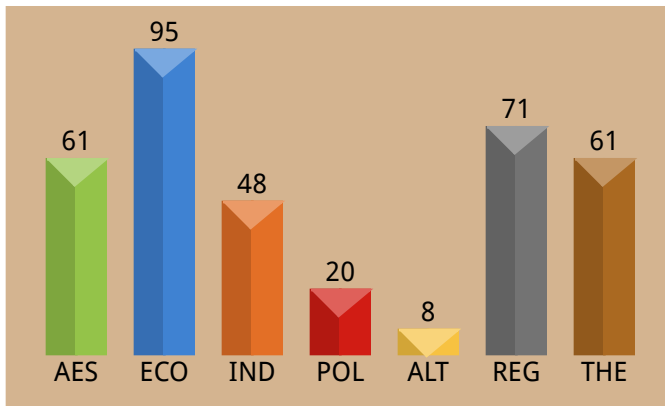
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- Others on the team may seek you to help answer questions about projects or procedures.
- You are willing to take risks to learn something new.
- You have a strong personal belief in life-long learning.
- You have a high degree of curiosity in a variety of areas.
- You have an attitude of 'How do you do that? Can I do it too?'

Key Strengths:

- Others on the team may seek you out to answer their questions because they know of your strong knowledge base.
- You will work long, hard hours on the complex solution to a problem.
- You have a stable, knowledge-driven ethic.
- You demonstrate a logical approach to problem solving and patience to analyze all of the options for solutions.
- You gather the maximum amount of information on an issue because you ask the necessary questions.



The Theoretical Dimension:

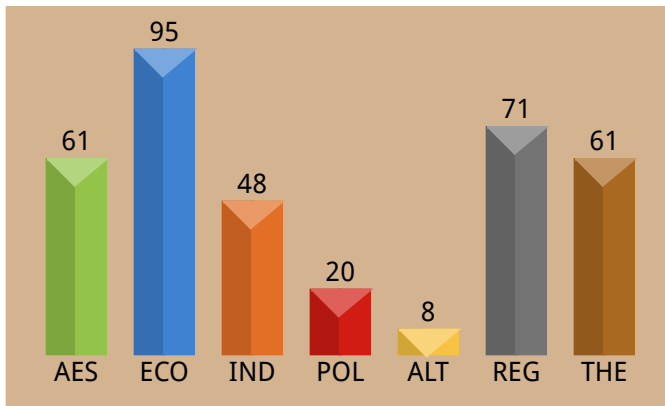
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- You prefer to be included in future development projects and draw on your expertise.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- Seek opportunities to teach as well as to learn.
- Realize that as much as you have learned, you still want to learn more.

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 don't rush from one learning experience to another. You make certain there are some practical applications.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You score like some who need coaching on time management.



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):
