



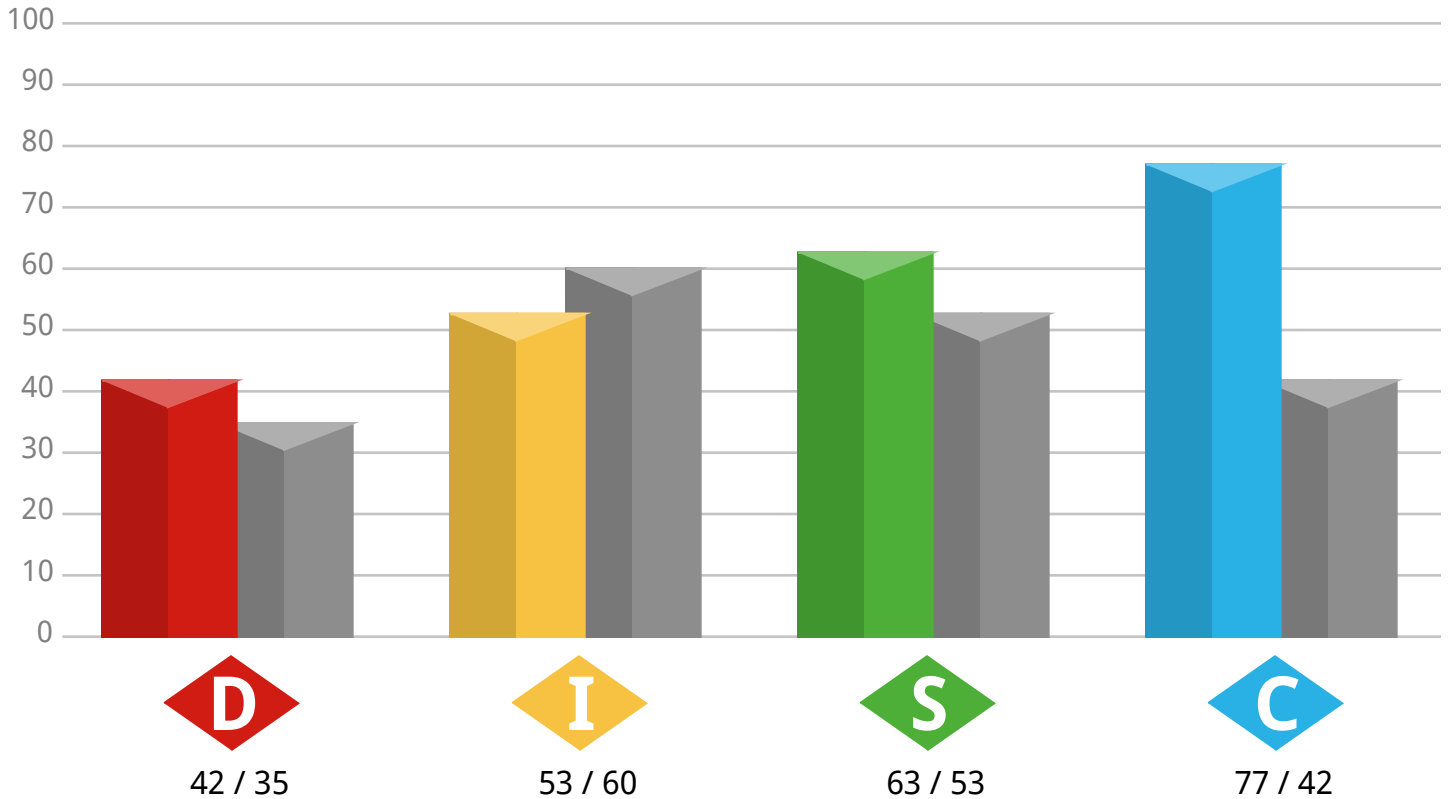
Adrian Nazrene Bitoon

July 21, 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.



Natural and Adaptive Styles Comparison



Adrian Nazrene Bitoon

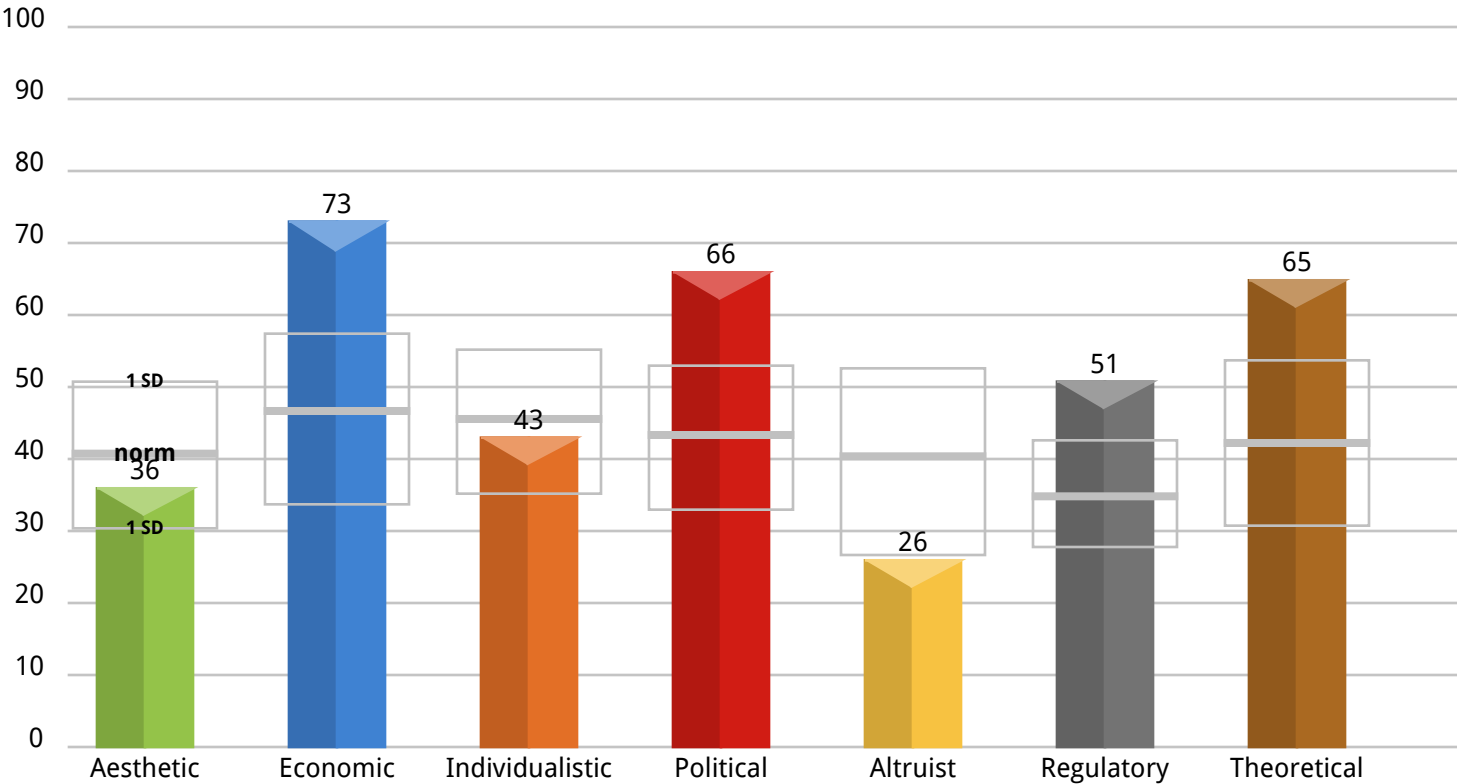
Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress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



Adrian Nazrene Bitoon

Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
Low Altruist	You won't be taken advantage of and protect your own turf and that of the team or organization.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

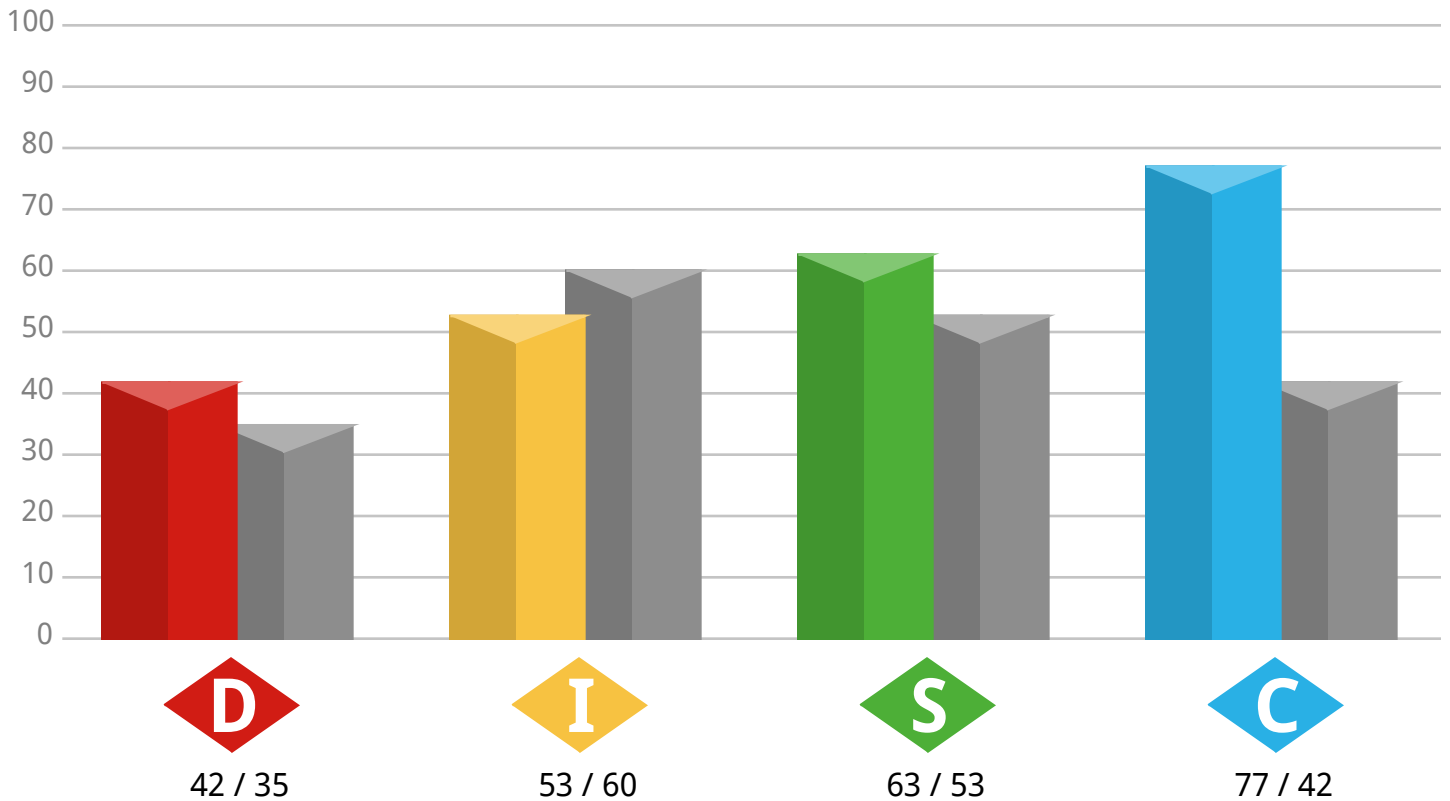


The DISC Index

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



Natural and Adaptive Styles Comparison



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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.

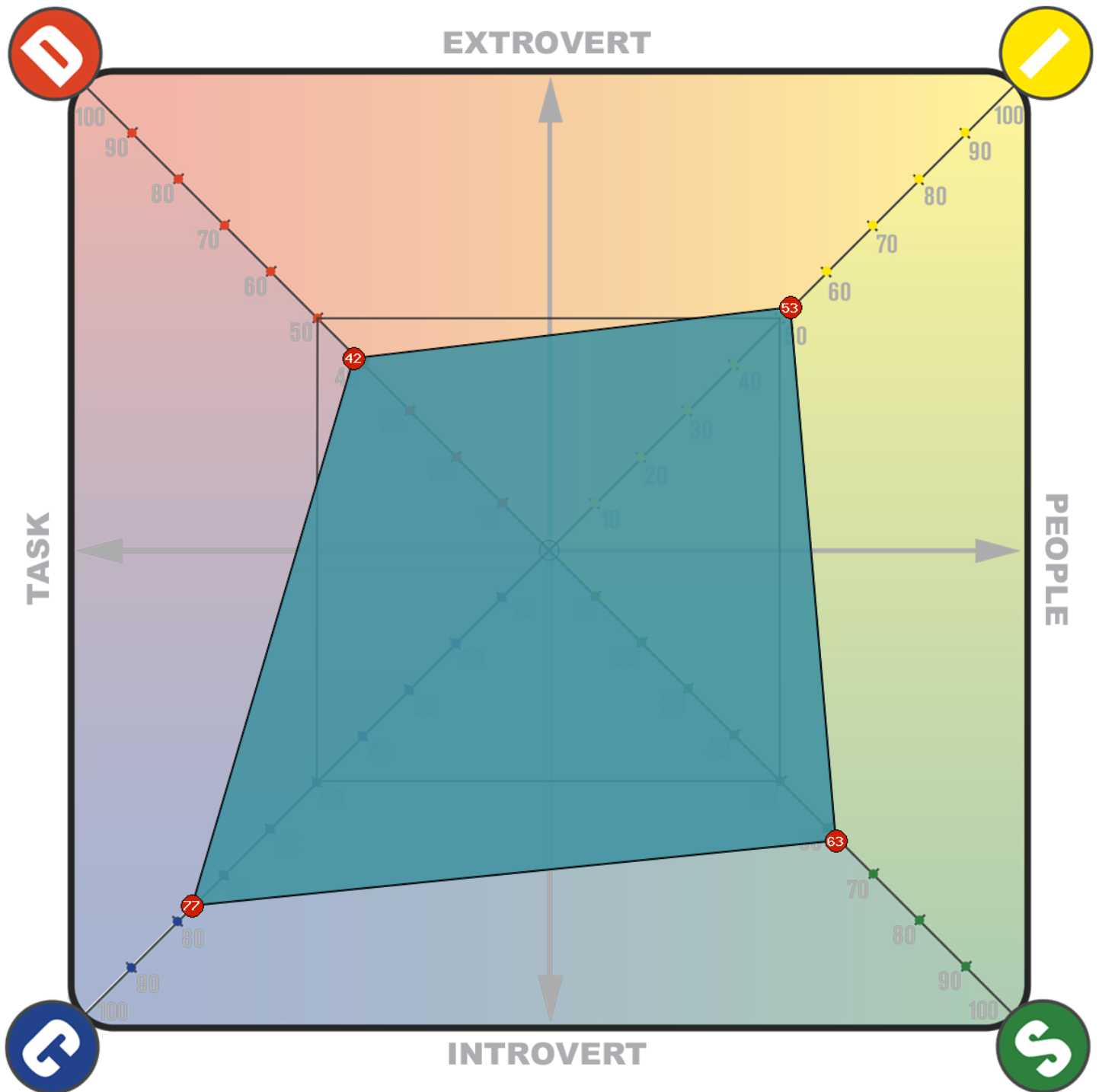
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we 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

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Decisive

Your approach to problem-solving and obtaining results

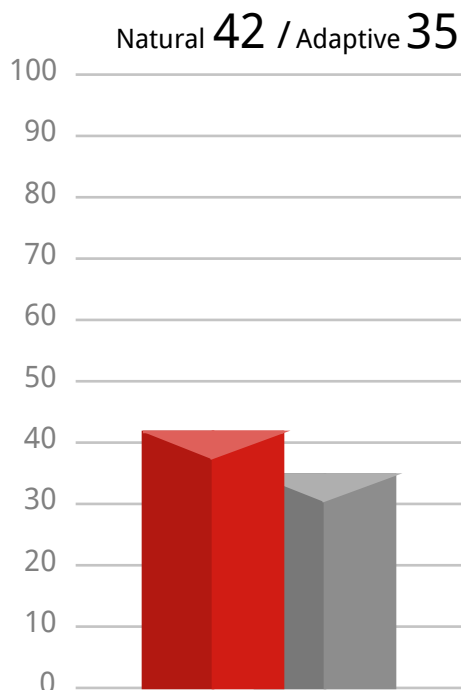
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

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

Lower D —

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



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

- You like to think things through before acting.
- You may be hesitant to share your opinion with others if the topic is divisive or hotly contested.
- You are quite self-critical of yourself and demand a lot out of yourself.
- You prefer a culture that allows ample time for analysis of new ideas before implementation takes place.
- You are a calculated risk-taker, but only after you have had sufficient time to consider all potential outcomes.
- You can be very modest in dealing with others.



Interactive

Your approach to interacting with people and display of emotions

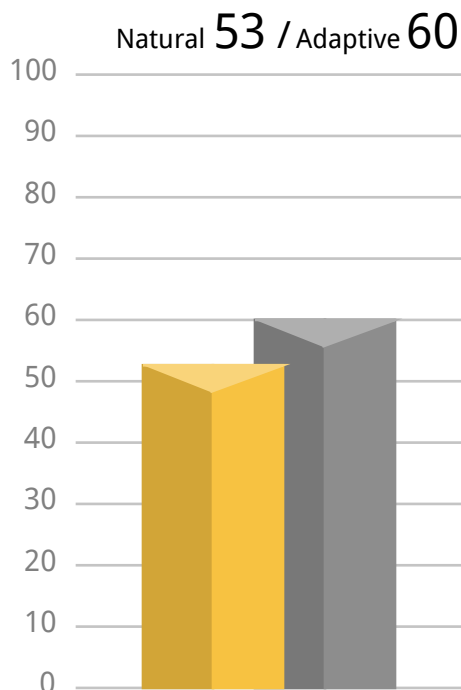
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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 tend to be generous with your time in helping others.
- You tend to meet new people in a confident and appropriate manner.
- You prefer an environment with ample people contact.
- You present yourself in a poised manner to both small or large groups of people.
- You like a flexible environment that allows for creativity.
- 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

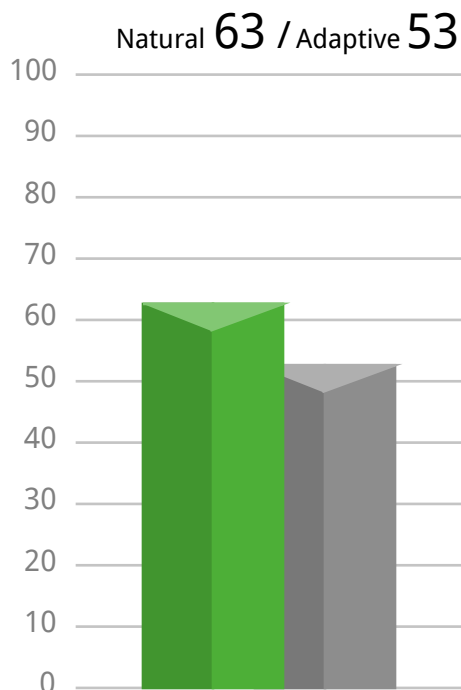
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are generally known as steadfast and dependable.
- You prefer setting minimum levels of consistency and stability or control.
- When you need to, you can be flexible to change or new ideas.
- You serve to stabilize others on a team who are perhaps too maverick.
- You bring a high degree of self-control to work. You steadily move towards the completion of a task.
- You are consistent and predictable over the long haul, even in the midst of change.



Cautious

Your approach to standards, procedures, and expectations

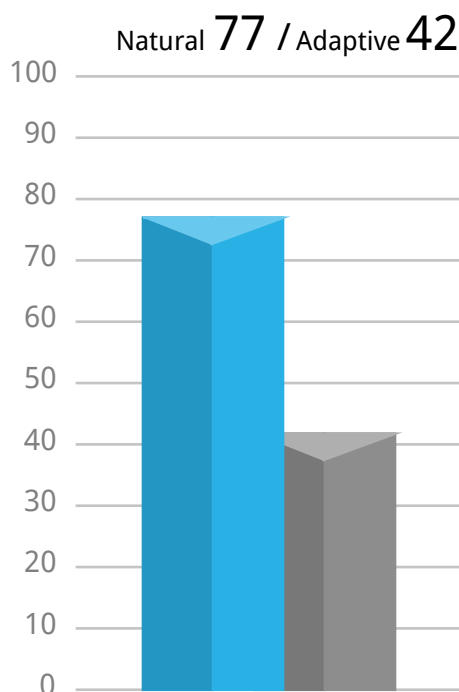
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You prefer a neat and clean work environment.
- You desire a great deal of explanation before beginning new tasks.
- You are excellent at gathering detailed information and examples.
- You may be perceived as somewhat resistant to change.
- You are somewhat restrained in expressing emotions.
- You think it is important to adhere to specific and detailed instructions or procedures.



Natural Style Pattern:

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

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

- You have a large knowledge-base and a continuing appetite to learn more.
- You demonstrate a high degree of competence in your area of expertise.
- You have the ability to focus on building your own skills and talents while also assisting others on the team in building their own skills.
- You place high expectations on yourself and others, and are able to help coach others into a stronger quality orientation.
- Tend to be rather friendly and easy-going in interacting with others.
- Tend to be optimistic and demonstrate high personal standards and set high goals for yourself.
- Able to express a sense of humor, but you become very serious about work tasks and projects, especially in the desire to maintain a high quality control.
- You have the ability to handle people with patience, and demonstrate high technical competence in your area of expertise.



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 may be sought out by others in the organization to assist with a personal or team problem.
- Your peers who score in similar ways tend to be unselfish people and who are ready to assist in helping others grow and develop professionally.
- Listens carefully to alternatives before making a judgment.
- You show the rare ability to be a calming influence on angry people, because of your active listening and high degree of patience and optimism.
- Excellent coach or counselor with others on the team and with external stakeholders.
- Tends not to force own ideas on others with edicts, but rather by offering considered suggestions.
- You are motivated to be an excellent team player because of the high optimism and the ability to defer ego to others who may prefer more attention or control of the situation.
- Persuades others not with hype, but rather with warmth, sincerity, and understanding.



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.
- Having reassurances that it is OK to take appropriate and calculated risks.
- Associating with friendly, active people.
- Having sufficient time to consider alternatives prior to making changes.
- Clear and specific job descriptions, and role responsibilities.
- A greater emphasis on tasks, organizational work, business, or profits.
- Learning to say "no" more often to requests from others, to prevent spreading yourself too thin.
- An environment with minimal sudden changes and crises.



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:

- Freedom from hostility, conflict, confrontation, and an unfavorable work culture.
- An environment allowing the ability to weigh pros and cons and not to snap quickly into a decision-mode until alternatives are considered.
- Projects and assignments that provide people-contact and opportunity to help both internal and external stakeholders.
- A favorable working environment and a team-oriented climate.
- To work with a competent team with whom a trust relationship has been established.
- The ability to relate to people in a positive and supportive manner.
- To be accepted as a positive and supportive member of the organization and team.
- A working environment that allows flexibility to circulate and talk with a variety of people.



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

- Able to get along with a variety of other styles.
- Has a rare ability of being able to calm people who are angry or upset.
- Can be charming and persuasive in a variety of situations, and builds excellent social rapport.
- Self-motivated, and goal-directed, and able to spread that motivation to others.
- Able to negotiate through conflicts to create a win-win solution.
- Able to provide strengths in both the people side and the technical side of projects and operations.
- Patient in working with others on the team.
- Brings enthusiasm and optimism to team projects.



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:

- A participatory manager or board with whom a democratic relationship has been established.
- A work culture that takes pride in the systems, processes and people working behind the scenes.
- Job responsibility involving people contacts and a need to be supportive of individual efforts.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- Specialized assignments that also involve communicating and working with a variety of people.
- Freedom to circulate among other stakeholders.
- A job culture where there is little hostility, confrontation, or anger.



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:

- Resist changes and have a lower sense of urgency.
- Struggle with prioritizing things appropriately, due to ranking all items as the "most important".
- Be overly optimistic in ability to persuade or manage others.
- Oversell your own ideas too strongly.
- May provide a false sense of buy-in to others on the team, then resist passive-aggressively.
- Promise a bit more than you can deliver, bite off more than you can chew.
- Take criticism personally, even though it was directed at a work process.
- Become overly sensitive to criticism.



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:

- Very accurate in presenting information.
- Wants to provide participants with the ability to understand principles and concepts.
- Likes to have an active learning environment.
- Shows patience with tedious, technical, and specialty tasks and helping others to learn.
- Shows authority by demonstrating trust and participation with the group.
- Balances individual and group work for the participants.
- Brings imagination and ideas to the training event.

How you prefer to receive knowledge or learn:

- Sincere participation with others.
- Needs details and time to reflect on learning.
- You like to structure your own activities only with explicit goals and outcomes established.
- Does well with independent practice as well as working with others.
- Interacts frequently with others.
- Shows patience with tedious, technical, and specialty tasks.
- As a participant, prefers a balance between individual and group work.



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:

- If you say you're going to do something, do it.
- Be certain to remember to provide specific action steps and details for all involved.
- Do your homework, because others will have already done their share of it.
- Be certain that individual responsibilities are clear, and there are no ambiguities.
- Present your ideas and opinions in a non-threatening way.
- Use the conversation to direct you back to the topic or issue at hand.
- If you disagree with the direction, make an organized presentation of your position.

Things to avoid to effectively communicate with you:

- Don't stick to a strictly business agenda. Loosen up a little.
- Don't use unreliable evidence or testimonials.
- Don't be disorganized or sloppy.
- Don't rush into business or the agenda; provide some time to break the ice.
- Don't offer assurances and guarantees you can't fulfill.
- If you disagree, don't let it reflect on others personally, and don't let it affect the relationship.
- Don't push too hard.



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.



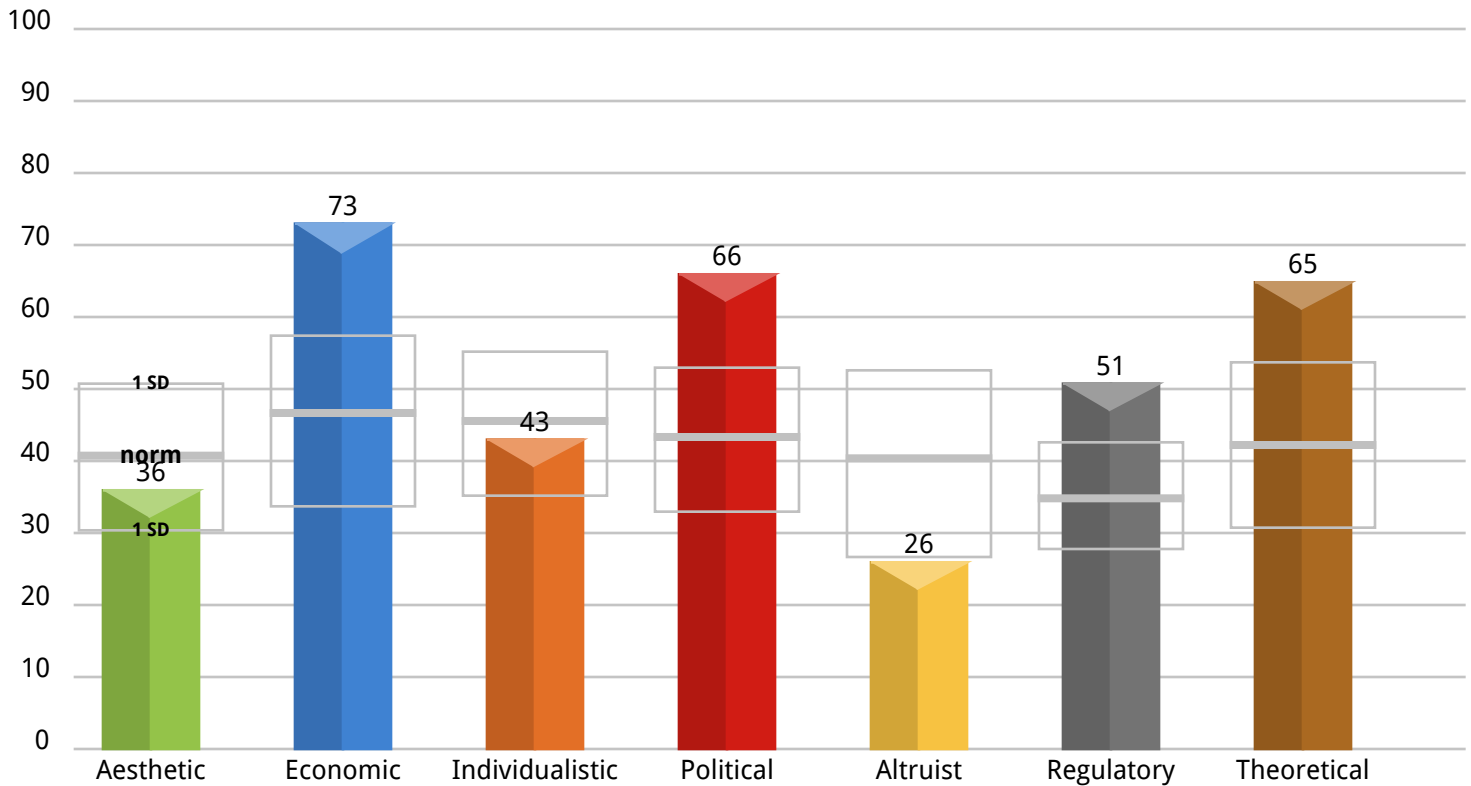
A closer look at the seven dimensions

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

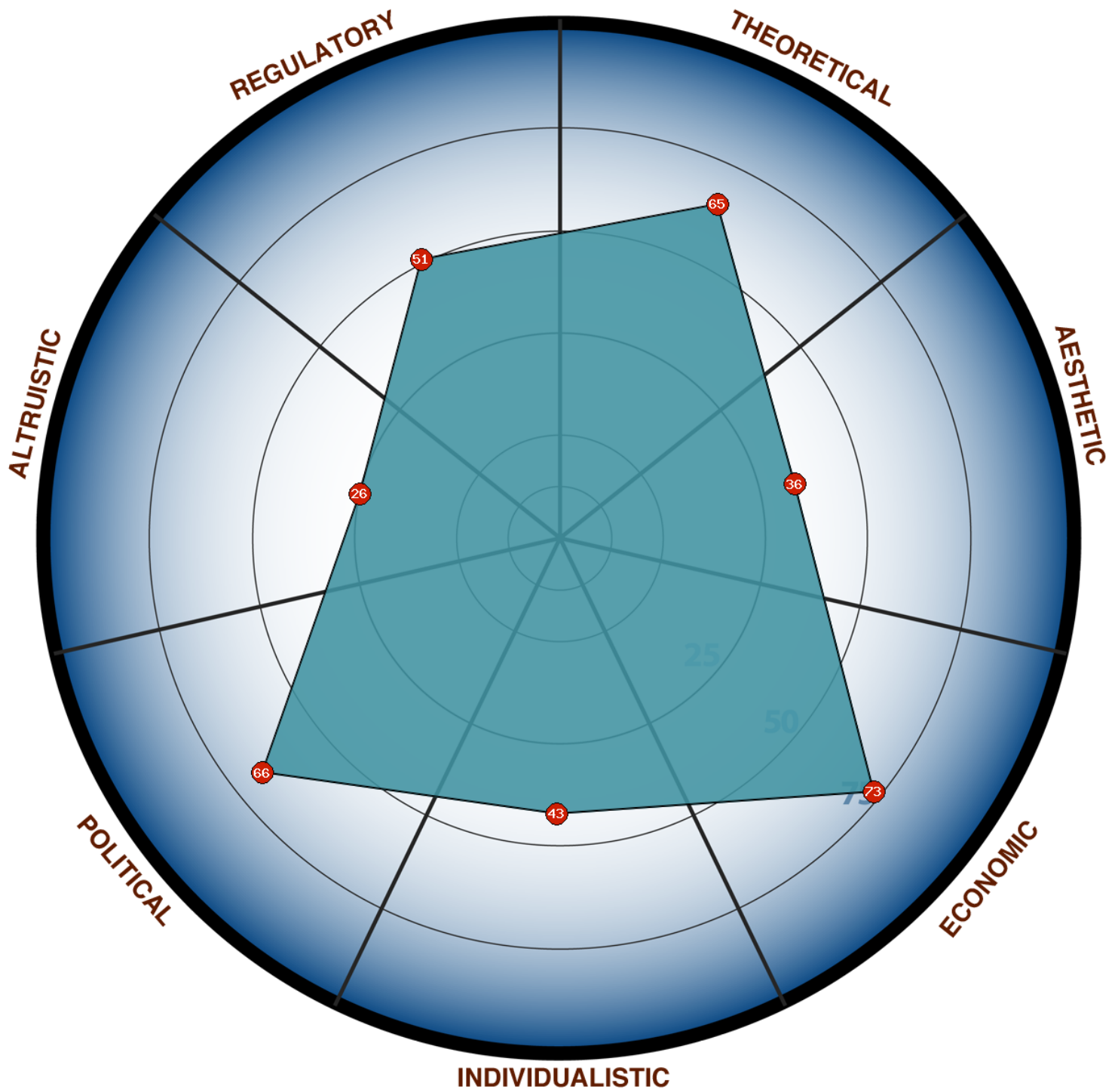


Executive Summary of your Values

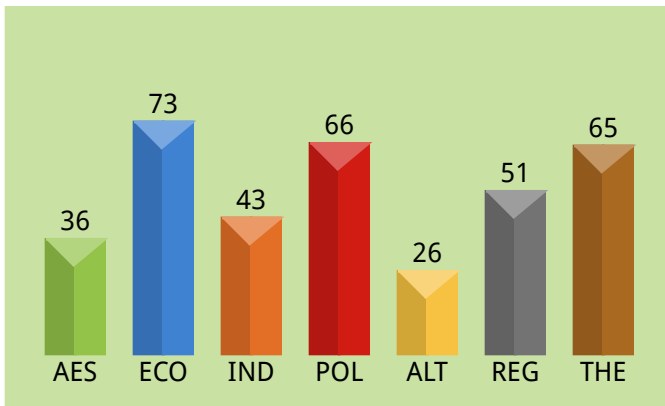


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Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
Low Altruist	You won't be taken advantage of and protect your own turf and that of the team or organization.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.



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The Aesthetic Dimension:

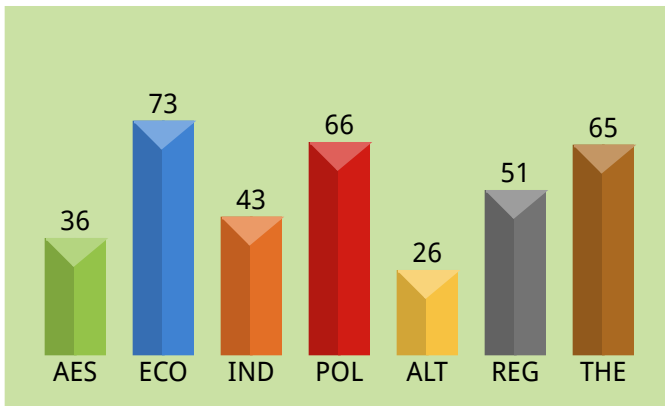
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

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

Key Strengths:

- You appreciate a sense of balance between work and life, but are not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.



The Aesthetic Dimension:

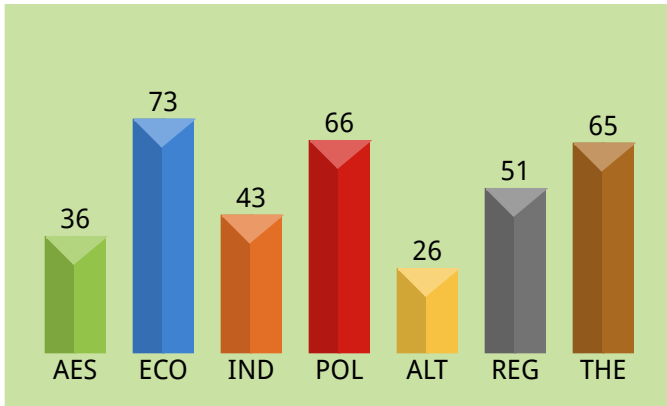
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

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

Your Training/Learning Insights:

- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.



The Aesthetic Dimension:

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

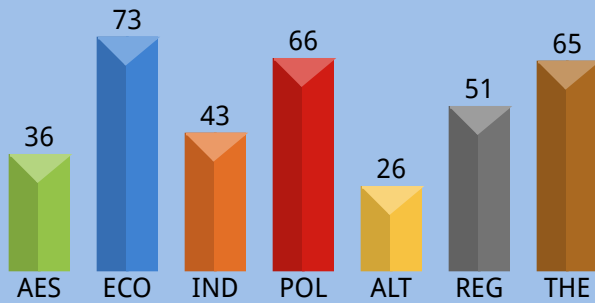
Continual Improvement Insights:

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



The Economic Dimension:

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

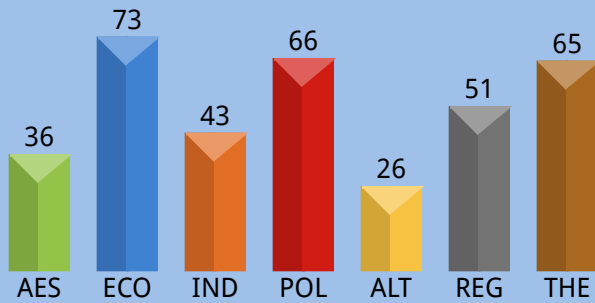


General Traits:

- To you, knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy, and creativity.
- Your sales, technical, or management training programs should demonstrate a bottom-line financial potential as a result of the training effort.
- 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 are goal driven, especially financial goals.

Key Strengths:

- You are highly productive.
- You are profit driven and bottom-line oriented.
- You make a decision with practicality and bottom-line dollars in mind.
- You are able to multi-task in a variety of areas, and keep important projects moving.
- You keep an ear to the revenue-clock, your own and the organization's.



The Economic Dimension:

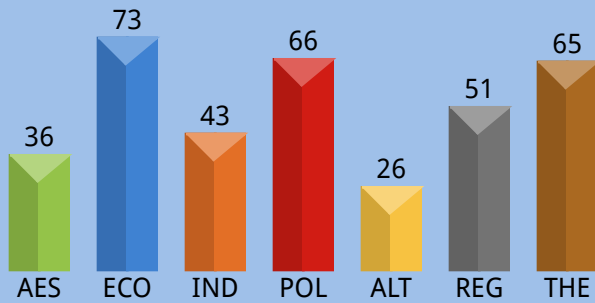
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should be rewarded for high performance in tangible and monetary ways with individual and team recognition.
- You should be certain to reward performance, and encourage participation as an important member of the team.
- 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.
- You need economic rewards that are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- You should find a link between whatever training you do with potential gains in business share or future income.

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.

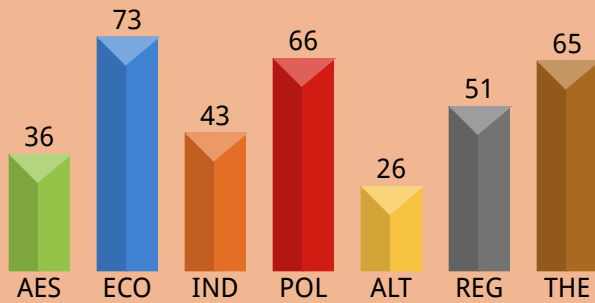


The Economic Dimension:

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 need to learn how to mask that greed factor so as not to alienate a prospect, customer, client or others on the team.
- While this high economic drive may be a significant motivating factor in your achieving goals, it may also become a visible "economic factor" especially in sales people, and others sharing this very economic drive.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- You may judge the efforts of others on the team by an economic scale only.
- You may need to develop an increased sensitivity to the needs of others and demonstration that it isn't "all about the money".



The Individualistic Dimension:

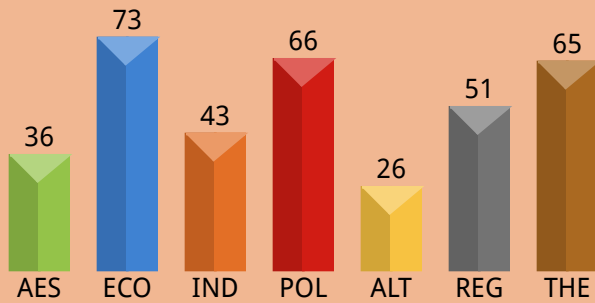
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

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

Key Strengths:

- You may be considered flexible and versatile without being an extremist.
- You may be seen as a stabilizing force in organizational operations and transactions.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You are able to follow or lead as asked.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.



The Individualistic Dimension:

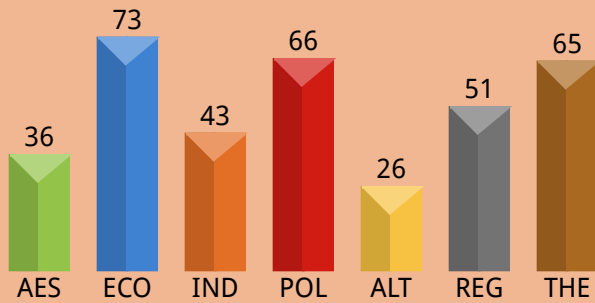
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

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

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.

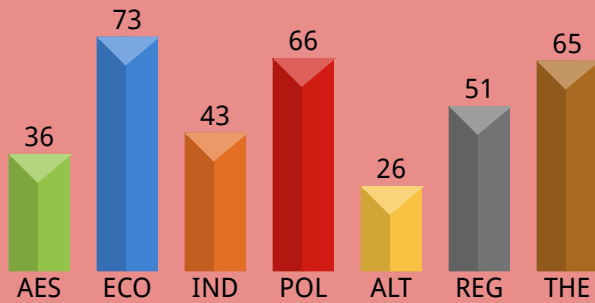


The Individualistic Dimension:

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:

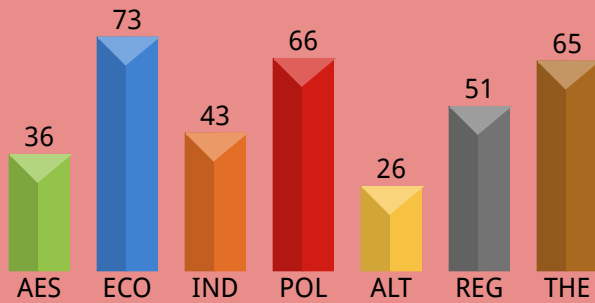
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You like to be your own boss and to have control over time and resources to accomplish goals.
- You are comfortable being in a leadership position and seek those roles.
- You have a bottom-line approach to getting things done.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.
- You are an active agent in tough decision-making roles.

Key Strengths:

- You have a 'buck stops here' approach to business and getting things done.
- You have a high energy level to work hard at meeting goals.
- You accept struggle and hard work toward a goal.
- You are able to plan and design work projects for teams to accomplish.
- You are able to plan and control your own work tasks.



The Political Dimension:

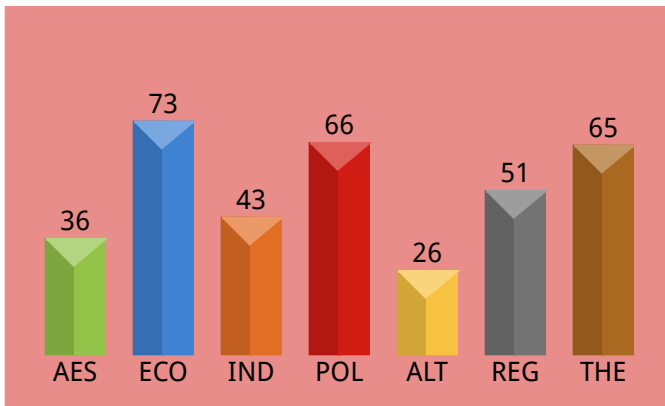
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You enjoy status and esteem in the eyes of others.
- You appreciate occasional public recognition and praise for successes.
- You may like to be seen as a catalyst for change.
- You score like others who may feel stifled if surrounded by many constraints.
- You prefer an environment with minimal involvement with routine, detail, and paperwork.

Your Training/Learning Insights:

- You provide for a variety of learning and professional development options.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- Some who share this score range may prefer independent study instead of group or team learning activities.
- You score like those who frequently show an interest in leading some training or professional development activities.
- You provide for individual recognition for exceptional performance.

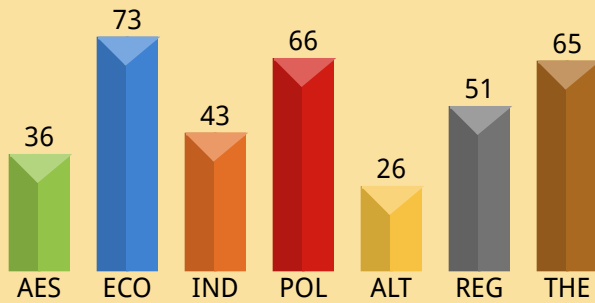


The Political Dimension:

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

Continual Improvement Insights:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority without cause.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.



The Altruistic Dimension:

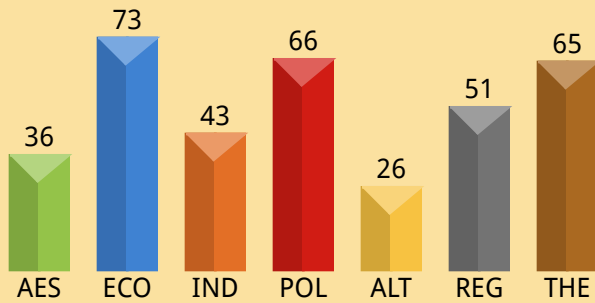
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You are interested more about business and function than nurture and support.
- You view it as risky to openly trust others too much.
- Your requests for help by others should be connected to a practical return as well. You have learned to say, "No" appropriately to things that don't add to the revenue.
- You are somewhat guarded at first with others, maybe in part as a result of being 'burned' in the past and not wanting it to happen again.
- You may not be seen as the most generous person when it comes to donating free time or services.

Key Strengths:

- You are more pragmatic and prefer a bottom-line approach rather than a selfless and servicing approach.
- You can weather storms well and survive well in competitive situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have rational-steady business focus.



The Altruistic Dimension:

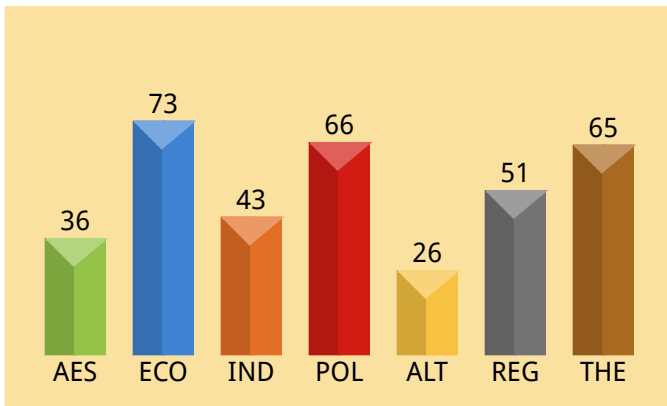
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You should stay unemotional when trying to convince, and appeal to 'business-sense.'
- You can work fine alone and may prefer less involvement with a team in order to maximize personal efficiency.
- You stick to the bottom line and avoid emotional appeals and rhetoric.
- You are motivated more by goals and objectives than by supporting others strictly for support's sake.
- You should make sure to appeal to with practical arguments rather than emotional ones.

Your Training/Learning Insights:

- You should connect your arguments to the business need, not the human need.
- You should demonstrate the practical benefits of any training or learning.
- You should connect all training or learning to the bottom-line business needs and how it will return personal results.

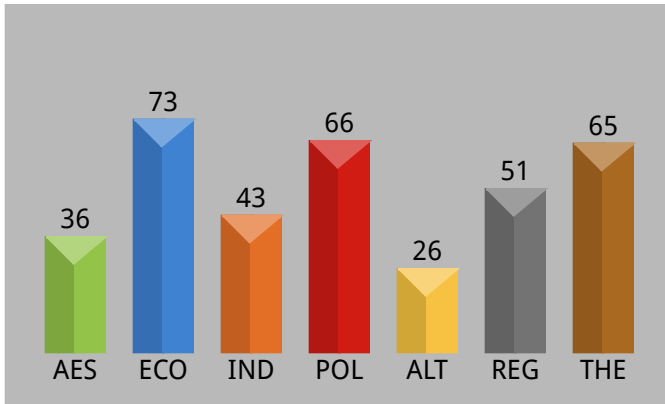


The Altruistic Dimension:

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 it is 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 prefer documenting activity and like lists.
- You respect tradition a lot.
- You believe quality control is a vital part of accurate work.
- You tend to be highly organized.
- You are accurate, detailed and follow procedures.

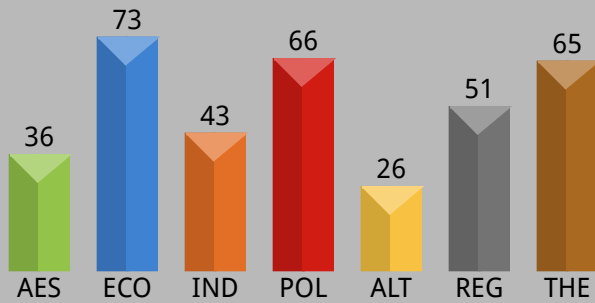
Key Strengths:

- You provide a sound stabilizing base for dynamic situations.
- You have high attention to details.
- You maintain focus throughout projects.
- You produce detailed and accurate work.
- You maintain timelines and meet deadlines.



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:

- Ensure adequate information, resources and time to complete tasks.
- You prefer detailed, written and specific guidelines to follow.
- You should avoid disrupting your schedules and flow unnecessarily.
- In order to change the established way of doing things, it has to be justified by a significant need.
- Work quickly to correct missing needs or inaccuracies to maintain productivity.

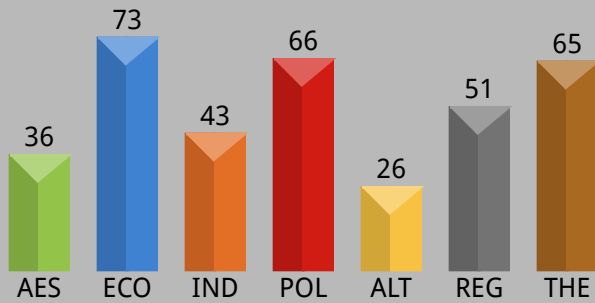
Your Training/Learning Insights:

- 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:

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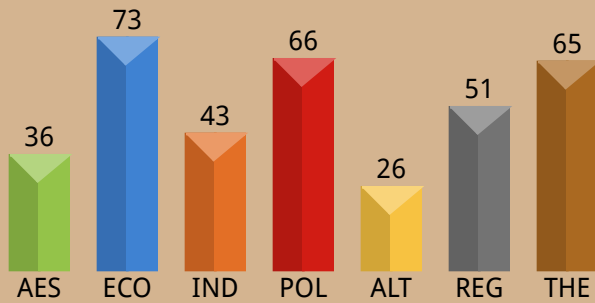
Continual Improvement Insights:

- You should realize that others have their own way of doing things too and be open to that.
- Explore a little. Discovering new ways to do things can be rewarding.
- You should be consistent in enforcing rules for everyone.
- You shouldn't get too hung up on the rules.
- You could possibly be perceived by some to be too structured or rigid on certain issues.



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 may consider you a strong intellectual.
- You have an attitude of 'How do you do that? Can I do it too?'
- You provide a high interest level on new initiatives or projects.
- You may prefer learning-based events or conferences over a small economic incentive.
- You have a strong desire to learn and go beyond the required knowledge base.

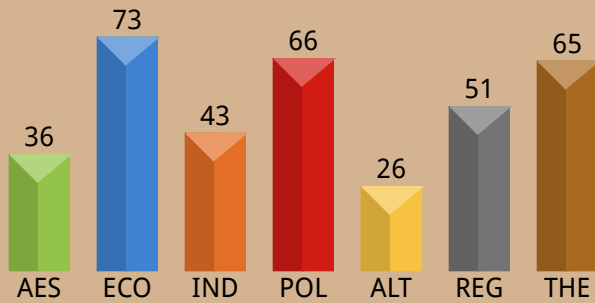
Key Strengths:

- You provide an open-minded approach that comes from broad-based research.
- You have a stable, knowledge-driven ethic.
- At a team meeting you will come prepared, with pre-work completed.
- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- You will work long, hard hours on the complex solution to a problem.



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.

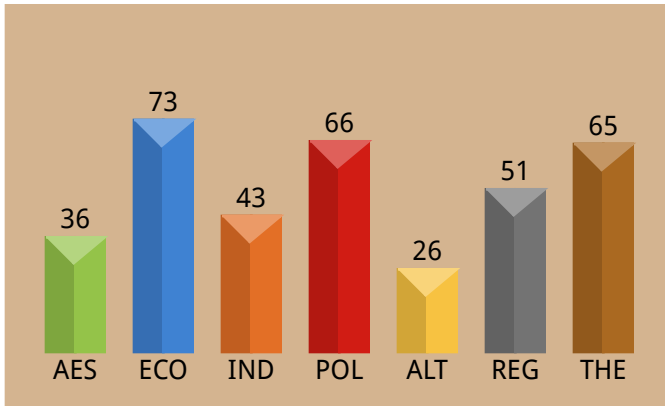


Motivational Insights:

- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin.
- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- Realize that as much as you have learned, you still want to learn more.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.

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 need to bring a balance, at times, between the strong desire to acquire new knowledge base and the reality of the practical applications, if any.
- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- You score like some who need coaching on time management.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.



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):
