DISC Leadership and Motivators
Combined Report

Personalized Report For:

Sample Report

Focus: Work

4/2/2015
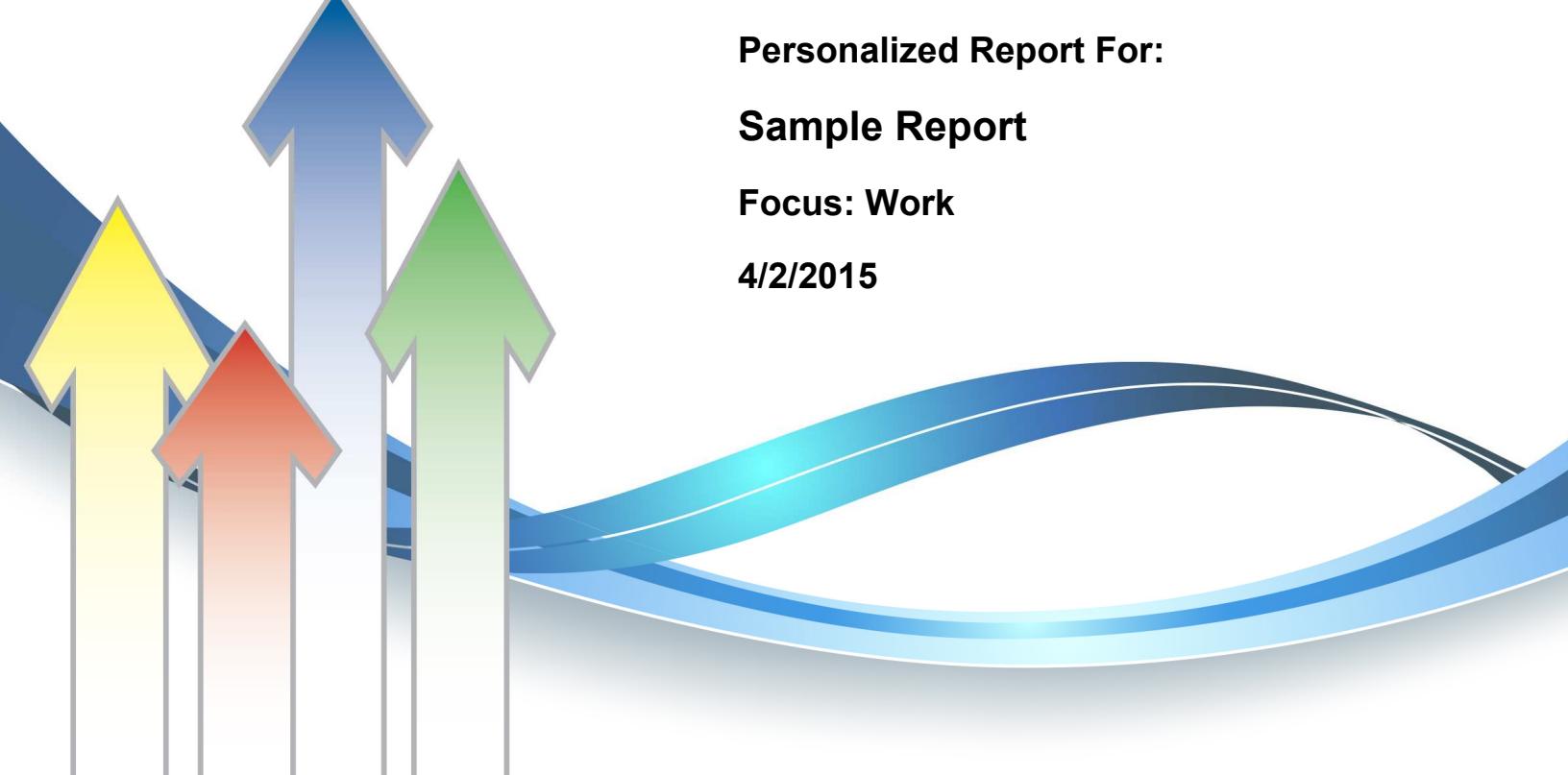
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Introduction to the DISC and Motivators Combined Report

Congratulations on your decision to take the DISC and Motivators Combined Assessment.

Many of us grew up believing the wisdom of treating others the way you would like to be treated — the Golden Rule. We soon realized that another practical rule to live by seemed to be what Dr. Tony Alessandra calls The Platinum Rule® — Treat others the way THEY want to be treated.

With this personalized and comprehensive DISC and Motivators Combined report, you have the tools to help you become a better you and help you behave more maturely and productively. Then you can develop and use more of your natural strengths, while recognizing and improving your limitations. This report concentrates on your natural tendencies that influence your behavior and values/motivations.

DISC STYLES

Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four basic categories. *Our DISC System* focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. See the table below. Because we can see and hear these external behaviors, it becomes much easier to "read" people. This model is simple, practical, and easy to remember and use.

STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

MOTIVATORS

Research 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.
- **Altruistic** - 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.

ADAPTABILITY

In addition to understanding your style, you can download a PDF DISC workbook that identifies ways that you can apply your style strengths and modify your style weaknesses in order to meet the needs of others. This is called adaptability. Social scientists call it "social intelligence," which can be just as important as your Intelligence Quotient (IQ) in being successful in today's world. In some cases, social intelligence is even more important than IQ. Download both your **DISC eWorkbook** and your **People Smart in Business eBook** at http://www.assessmentdownloads.com/offer.

Part I Understanding Yourself

General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We have occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

You score like those who bring an appropriate balance between logic and emotion when communicating to others. Your "people skills" and natural ability as a communicator enable you to respond quickly on your feet, and maintain a positive climate of communication.

You score like those who may become somewhat impatient or aggressive when under pressure. As long as you realize this, you can potentially harness this urgency to achieve optimal success on a task. Use your natural optimism to maintain a positive climate, even when under pressure. You'll get better results and keep more people on board with the project. Your potential to be aggressive may sometimes lead to conflict. Attempt to minimize this conflict by taking a more positive, team-oriented approach.

Your responses indicate that you are optimistic, with a strong desire to win. This spirit can be contagious, and thus positively influence the team. You score like those who are outgoing, with a keen sense of detail and goal orientation. You may sometimes surprise others with your specific knowledge of a project or initiative.

You are able to accomplish complex tasks by working enthusiastically with people. Even when faced with very complex requirements, you have the ability to both harness the emotional capacity of your team, as well as deal with the details and minutiae of the project.

General Characteristics (continued)

Your results indicate that you are able to help initiate complex processes and activity. This comes from two specific traits: people orientation, and detail orientation. Your "people skills" can be used to engage others in an idea or process, while your attention to detail can help maintain a level of quality control. The latter is a skill that few people share and is something that you should attempt to leverage and maximize.

Your response pattern, Sample, indicates that you tend to be considerate of others, and that you are able to persuade them in an assertive manner, without being demanding. This can be an asset to the team, especially on complex projects in which different types of people may be involved.

Some people don't always "get it" right away. To that point, you show a special skill in helping others visualize the activities necessary for success. You do this by creating mental pictures for your audience in communicating what the vision is all about. Using those mental pictures, you are able to illuminate a variety of pathways to success. Be certain to use this skill when working with team members who are having trouble articulating the vision.

You have the ability to take the seed of an idea and make it develop into a successful solution. This is a strength that you should utilize whenever possible, due to its high potential benefit to the team. You have an innate optimism and creativity and are able to think both quickly and analytically about ideas. Your positive spirit has the potential to be a catalyst for positive change within an organization or team.

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YOUR STRENGTHS **What You Bring to the Organization**

*You are likely to display your strength characteristics rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organization. Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project. They are the talents and tendencies you bring to your job. Check the two most important strengths and the two most important work style tendencies and transfer them to the **Summary of Your Style** page.*

Your Strengths:

- An optimistic team player, you are able to motivate others toward their goals.

- You bring a strong sense of quality control to the team's efforts.

- You have the ability to handle both people and details, with equal skill and confidence.

- You show a high level of respect for established systems and organizational protocol.

- In meetings, you will communicate your opinions in a positive and solution-oriented way.

- You bring a sense of genuine enthusiasm to the team and organization.

- You bring a positive sense of humor and know how to break the ice or combat hostility tactfully.

Your Work Style Tendencies That You Bring to the Job:

- You maintain a stable and predictable pace in completing complex or specialized projects, and demonstrate a tireless work ethic to get the project finished.

- You have the ability to get along with a wide variety of people.

- You encourage others and contribute to a positive work atmosphere, making efforts to avoid a climate of hostility or aggression.

- You tend to be very inclusive of others on the team. You make sure that no one feels left out.

- You are motivated to be a team player who is supportive of team efforts.

- You are ready, willing, and able to help others become more effective and successful.

- Your approach to the job is systematic, deliberate, and persistent, and you are able to keep others optimistically involved in the process.

Your Motivations (Wants) and Needs

What motivates you? People are motivated by what they want. What do you really want? Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around many people. Each is different and simply meeting their needs. The more fully our needs are met, the easier it is to perform at an optimal level. Check the two most important motivators (wants) and the two most important needs and transfer them to the Summary of Your Style page.

You Tend to Be Motivated By:

- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.

- Projects and challenges of a specialized nature that allow you to demonstrate your skills and competence.

- Assignments that provide a variety of activities involving people.

- Working with a team whom you can show your high level of trust.

- A strong, visible group or organization to identify with.

- Acceptance as an important member of a team, as well as recognition for accomplishments.

- A moderate to high level of security in the environment.

People With Patterns Like You Tend to Need:

- Clear and specific job descriptions and role responsibilities.

- To learn to say "no" more often to requests from others, in order to prevent spreading yourself too thin.

- Work assignments requiring precision and accuracy to capitalize on attention to detail, as well as sufficient interpersonal contact.

- An environment where there is frequent communication and contact with people.

- To maintain communication on work tasks or projects, and to reduce the amount of off-the-subject comments and socializing.

- A wider scope of perspective and operations.

- A democratic environment with participatory management.

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YOUR MOTIVATIONS Ideal Work Environment

*Everybody is motivated…however; they are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, you can create an environment where you are most likely to be self-motivated. Check the two most important environment factors and transfer them to the **Summary of Your Style** page.*

You Tend to Be Most Effective In Environments That Provide:

- Minimal interpersonal conflict and hostility.
- Opportunities to work with people with whom you have developed trust, rapport, and credibility.
- Established practices, procedures, and protocols.
- Minimal sudden changes and crises.
- Identification with the team or greater organization.
- Sufficient time to adjust to changes in the workplace or procedures.
- Public recognition for your accomplishments.

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The C's
Behavior and Needs Under Stress

Under Stress, You May Appear To Others:

- Slow to act
- Resentful
- Over-reliant on data and documentation
- Withdrawn
- Slow to begin work

Under Stress, You Need:

- Understanding of principles and details
- Accuracy
- Guarantees that you are right

Your Typical Behaviors in Conflict:

- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.
- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to enable them to prepare for a future, probably covert, attempt to reestablish your position.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.

Strategies to Reduce Conflict and Increase Harmony:

- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.

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Communication Tips and Plans for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and discuss their preferences.

*Check the two most important ideas when others communicate with you (do's & don'ts) and transfer them to the **Summary of Your Style** page.*

When Communicating with Sample, *DO*:

- Plan some extra time in your schedule for talking, relating, and socializing.

- Plan to talk about things that support his dreams, and goals.

- If you disagree with the direction, show your position in an organized presentation.

- Join in and talk positively about people and their goals.

- Do your homework, because Sample will have already done his share of it.

- Provide testimonials from people he sees as important and prominent.

- If you agree with the outcome, follow through and do what you say you will do.

When Communicating with Sample, *DO NOT*:

- Talk down to him.

- Be unrealistic with deadlines.

- Be dogmatic.

- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.

- Whine about all of the work you have to do.

- Use unreliable evidence or testimonials.

- Get in the habit of manipulating ideas quickly.

Communication Plan with the DOMINANT Style

CHARACTERISTICS:	SO YOU…
Concerned with being #1	Show them how to win, new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries, the support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

Communication Plan with the INFLUENCING Style

CHARACTERISTICS	SO YOU…
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your other genuine appreciation

Communication Plan with the STEADY Style

CHARACTERISTICS	SO YOU...
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally "walk them through"
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

Communication Plan with the CONSCIENTIOUS Style

CHARACTERISTICS	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how"

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Potential Areas for Improvement

Everyone has some possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of your strengths, which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended they may tend to become bossy.

Check the two most important areas you are committed to improve upon and transfer them to the Summary of Your Style page.

Potential Areas for Improvement:

- You may be overly optimistic in your ability to persuade or manage others.

- You may trust people a bit too much and may get burned in the process.

- You may tend to oversell your ideas.

- You may be overly optimistic in judging others' abilities.

- When forming teams, you may tend to select people who are similar to you.

- You may tend to promise a bit more than you can deliver, then enlist the help of others to ensure timely delivery.

- You may withdraw ideas in order to keep from making waves or creating controversy.

Summary of Sample Report's Style

Communication is a two-way process. Encourage others to complete their own DISCstyles Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISCstyles information. Complete the worksheet below from the previous pages of this report.

YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

1._____

2._____

YOUR WORK STYLE TENDENCIES

1._____

2._____

YOUR MOTIVATIONS (WANTS)

1._____

2._____

YOUR NEEDS

1._____

2._____

YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

1._____

2._____

COMMUNICATION DO'S & DON'TS

1._____

2._____

POTENTIAL AREAS FOR IMPROVEMENT

1._____

2._____

WORD SKETCH Adapted Style

DISC is an observable "needs-motivated" instrument based on the idea that emotions and behaviors are neither "good" nor "bad." Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one's actions, it is easier to "read" and anticipate their likely motivators and needs. This allows us to predict what will and will not please them which makes for better relationships and a more harmonious and productive workplace! This chart shows your ADAPTED DISC Graph as a "Word Sketch." Use it with examples to describe why you do what you do and what's important to you when it comes to (D)ominance of Problems, (I)nfluence of other People, (S)teadiness of Pace, or (C)ompliance to Procedures and Rules. Share more about the specific needs (now maybe habits) that drive you in each area of FOCUS. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is at Levels 5 and 6 in that area.

DISC Focus	D — Problems / Tasks	I — People	S — Pace (or Environment)	C — Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotion	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality

	D	I	S	C
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
3	calculated risks moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH Natural Style
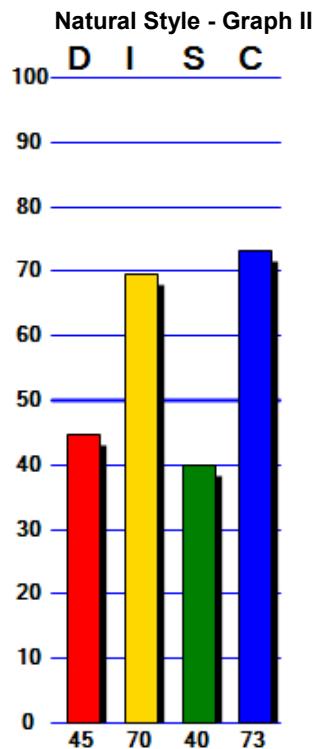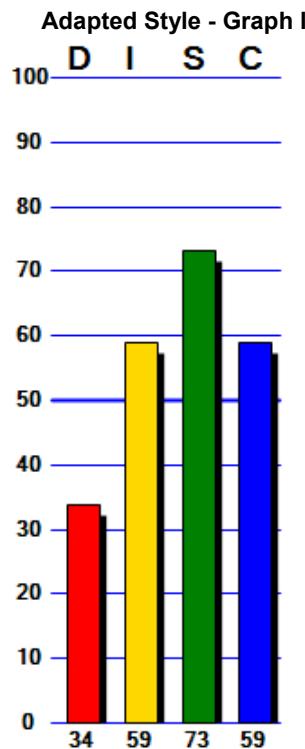
*DISC is an observable "needs-motivated" instrument based on the idea that emotions and behaviors are neither "good" nor "bad." Rather, behaviors reveal the needs that motivate our behavior. Therefore, once we can accurately observe one's actions, it is easier to "read" and anticipate their likely motivators and needs. This allows us to predict what will and will not please them, which makes for better relationships and a more harmonious and productive workplace! This chart shows your **NATURAL DISC Graph** as a "Word Sketch." Use it with examples to describe why you do what you do and what's important to you when it comes to (D)ominance of Problems, (I)nfluence of other People, (S)teadiness of Pace, or (C)ompliance to Procedures and Rules. Share more about the specific needs (now maybe habits) that drive you in each area of FOCUS. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is at Levels 5 and 6 in that area.*

	D	I	S	C
DISC Focus	**Problems / Tasks**	**People**	**Pace (or Environment)**	**Procedures**
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
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1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

DISCstyles eGraphs for Sample Report
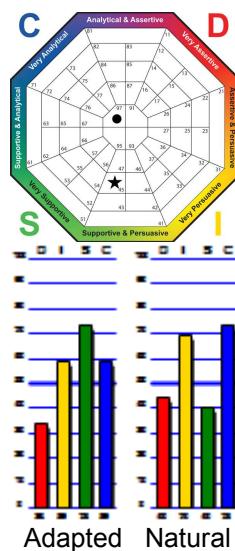
Your Adapted Style indicates you tend to use the behavioral traits of the Sci style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the CI style(s).

Your **Adapted Style** is your graph displayed on the left. It is your perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change when you change roles or situations. The graph on the right is your **Natural Style** and indicates the intensity of your instinctive behaviors and motivators. It is often a better indicator of the "real you" and your "knee jerk", instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.

Adapted Style - Graph I

D	I	S	C
34	59	73	59

Pattern: Sci (2454)
Focus: Work

Natural Style - Graph II

D	I	S	C
45	70	40	73

Pattern: CI (3535)
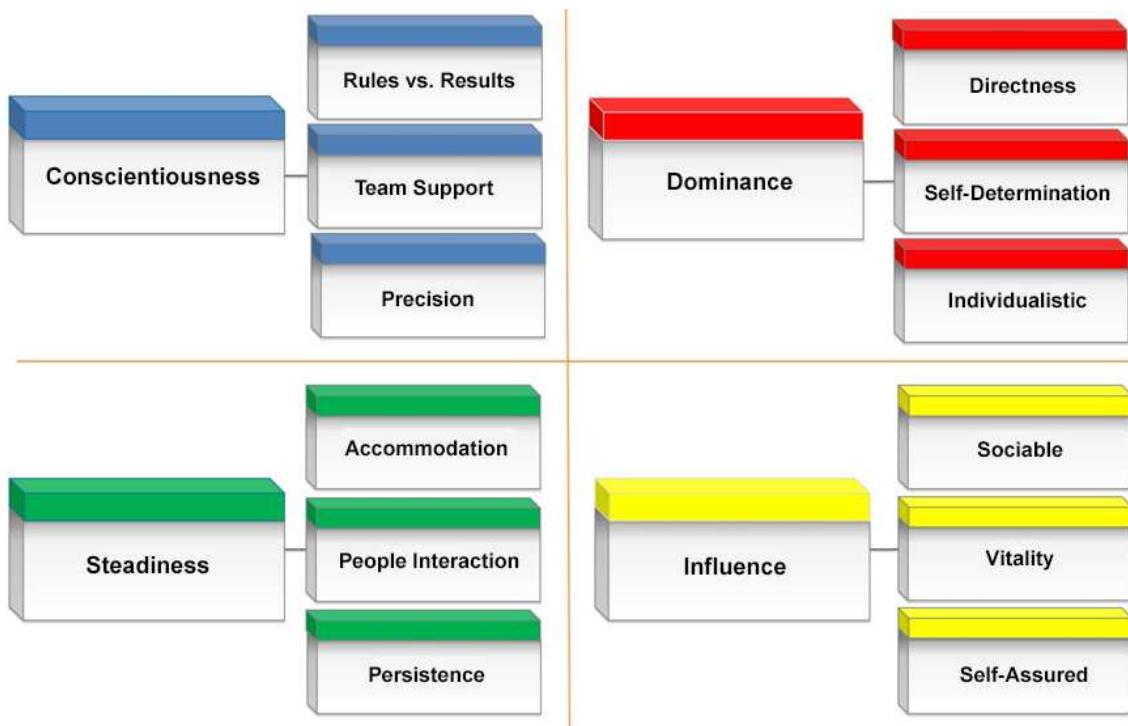
Adapted   Natural

If the two bars are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapted Style is different from your Natural Style, this may cause stress if done over a long period. You are then using behaviors that are not as comfortable or natural for you.

The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Sketch pages.

The higher or lower each D, I, S, C point is on your graphs, the greater or lesser your needs-motivated behavior affects your results at work and others around you. Once aware, you can adapt your style. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice. Study and practice using the Behavioral Adaptability Charts in this report to gain behavioral flexibility. For further questions or personal coaching, contact your consultant.

The 12 Integrated DISC Style Relationships

For a more complete understanding of a person's overall behavior style, you can view how each of the primary (4) four DISC factors interact to produce (12) twelve integrated behaviors.

When comparing each of the (4) four basic DISC factors with the others, a group of (12) twelve factors of individual behaviors can be identified. Each person will display some of these factors more strongly than the others.

Each of the (12) twelve factors has been assigned a specific descriptor(s) to help you naturally associate the factor to a specific behavior. The ability to identify and measure the relative interaction of the (12) twelve factors represents a dramatic improvement in the use and application of DISC to better understand human workplace behavior.

We can measure the strength of a factor in a person's overall behavioral style by viewing the intensity score. Intensity is a measurement of the relative contribution of a specific factor to a person's observable natural behaviors that are most often displayed in most situations.

The (5) five intensity levels range from Low (absent in most situations) thru High (clearly displayed in most situations). This integrated behavioral view represents an improvement that contributes to the overall understanding of human behavior. Behaviors define how we deliver our thinking into the world.

We recommend you add this powerful new view to your tool kit and use it to assist you in understanding why and how people shape their communications and connections with the other people in their life.
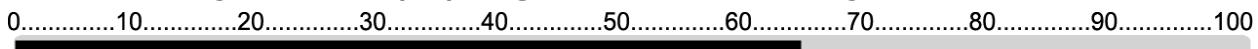
This list of (12) twelve Integrated DISC relationships reveals how the (4) four Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. The Length of the **black bar** shows the relative influence of the DISC factors in someone's overall observable behavioral style.

1. The Precision Behavior (C/S) [High Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100
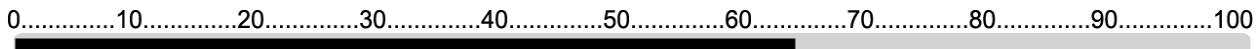
"How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation." The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a "fail-safe" environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

2. The Vitality Behavior (I/S) [High Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100
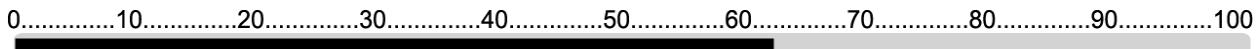
"How this individual's people focused extroversion is impacted by their preferred pace and activity level." The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

3. The Rules vs. Results Behavior (C/D) [High Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

"How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results." The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct "results now" actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while Lower intensity scores suggest a more direct, immediate "result now" focus that will not likely be restrained by established protocols, procedures and policies.

4. The Sociable Behavior (I/D) [High Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

"How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results." The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive "result now" focus with less effort on accommodation and building relationships.

5. The Self-Determination Behavior (D/S) [Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

"How this individual's degree of assertive "results now" focus is impacted by their level of patience." The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more "now oriented pace" that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

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6. The Team Support Behavior (C/I) [Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

"How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction." The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

## 7. The Self-Assured Behavior (I/C) [Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

"How this individual's people oriented extroversion is impacted by their need for accuracy and structure." The Self-Assured behavior measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

8. The Accommodation Behavior (S/D) [Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

"How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results." The accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

9. The Directness Behavior (D/I) [Low Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

"How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others." The Directness behavior measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.

10. The Individualistic Behavior (D/C) [Low Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

"How this individual's "results now" assertiveness is impacted by their desire to be accurate. analytical and structured." The Individualistic behavior measures HOW the strength of this individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

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11. The People Interaction Behavior (S/I) [Low Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

"How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction." The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."

12. The Persistence Behavior (S/C) [Low Moderate Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

"How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning." The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.

Intensity Scoring Legend – DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others in most situations

- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behavior in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity scores do not mean "mild." Moderate means the behavior is flexible and <u>may or may not</u> become observable based upon the requirements of the specific situation.
- **High Moderate** - High Moderate Intensity scores are frequently observable in many situations.
- **High Intensity** - High Intensity scores will be clearly observable, displayed more often and seen in most situations.

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Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.

THE SCORING LEGEND

D = Dominance: How you deal with Problems
I = Influence/Extroversion: How you deal with Other People
S = Steadiness/Patience: How you deal with your Activity Level
C = Conscientious/Compliance/Structure: How you deal with the "Organization's Rules" as well as the focus on details, accuracy and precision
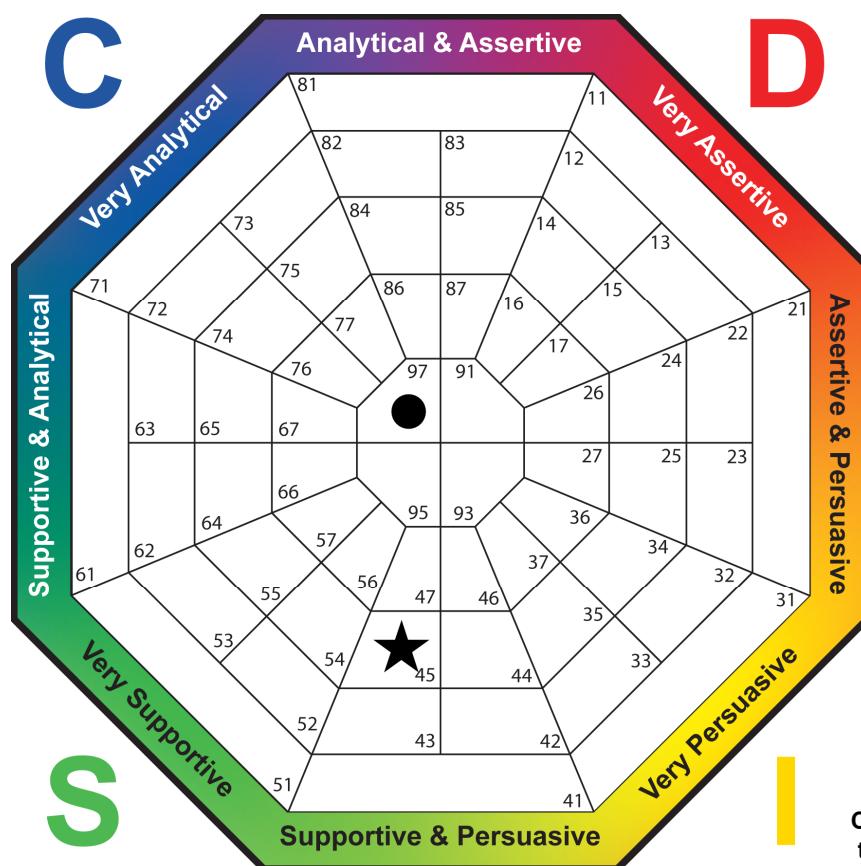
Efficient, Analytical, Organized, Factual, Aware of the Consequences of their Actions, Practical and Innovative.

Data, Fact & Analysis Based. Precise & Accurate Trusts in the Value of Structure, Standards & Order. Sees the value of "Rules".

Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

Balances & Values Data & Diplomacy, Mindful of the "Rules". Will be Goal Focused, Dislikes Confusion and Ambiguity.

Both Assertive and Persuasive, Likely to embrace New Concepts, Often a Mover and a Shaker, Can be very outgoing with High Energy and Engaging Effort.

Very Patient & Favors Stability and Structure. Not a Risk-Taker, Likes to operate at a Steady, Even Pace.

Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day.

Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good Customer Service

C — Analytical & Assertive, Very Analytical
D — Very Assertive
I — Very Persuasive, Assertive & Persuasive
S — Very Supportive, Supportive & Analytical, Supportive & Persuasive

● = **Natural** Behavioral Style

★ = **Adapted** Behavioral Style

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Building and Maintaining Rapport / Productivity

BUILDING AND MAINTAINING RAPPORT AND PRODUCTIVITY THROUGHOUT THE MANAGEMENT/LEADERSHIP PROCESS

The Platinum Rule (*Do Unto Others as They Would Have You Do Unto Them*) can have a positive effect on almost every aspect of managing/leading others. With each of the four DISC behavioral types, for example, there is a different way to communicate and delegate tasks to them; compliment and correct them; and motivate and counsel them.

Learning these methods can quickly make you a more sensitive, effective leader of people. Sensitivity and tact are constantly demanded of leaders. If, as someone once said, tact is the radar of the mind, The Platinum Rule can be a valuable tune-up of your antenna.

By now, you know your primary DISC behavioral style along with growth opportunities to help you deal better with tasks and people. Keep those thoughts in mind.

Meanwhile, recognize that your power to influence employees springs from two sources. First, there's "position power." That is just what it sounds like, you are the CEO, the department head, the regional manager, and a certain amount of power comes with that title.

However, ask any CEO what happens when he tries to get a brand of ketchup changed in the employee cafeteria. Ask the department head what happens when she decides to cut back on overtime. Ask the regional manager what happens when he asks all the store managers to upgrade the signs in their windows. Sometimes the bosses get their way and sometimes they do not.

Therefore, even if you have a title, you cannot rely on position power alone to get you what you want. You also need "personal power." In fact, it is now generally believed that a leader cannot really lead until he or she is genuinely accepted by those who are to be led.

If the CEO, department head, or regional manager gets the cooperation he or she asks for, it is not just because that person has a title. It is because he or she has also gained the confidence and trust of the average employee. It is because he or she has attained personal power.

Therefore, position power comes from being anointed by the hierarchy. However, personal power comes from earning it, from developing it. Position power is a starting point for influencing people. However, it is personal power that turns mere compliance into real cooperation.

The Platinum Rule provides that extra ingredient that leaders and managers can use in endless ways for their firm and for themselves. Being adaptable can help supervisors, managers and leaders build bridges to their employees and make them feel valued. By learning how best to respond to their interests and concerns, their strengths and weaknesses, you can get the most from your people as well as leave them more personally satisfied.

Developing Your People

Developing C's	Developing D's
• Point out the most important things to remember first	• Focus on the big picture
• Demonstrate in an efficient, logical manner, stressing the purpose of each step	• Cover basic steps/ high points quickly
• Proceed slowly, stopping at key places to check for their understanding	• Show them the simplest, fastest route to get them to their stated destination
• Ask for possible input, especially regarding potential refinements	• Tell them what is to be done by when
• Build up to the big picture	• Help them find shortcuts
	• Connect concept with their highest value

Developing S's	Developing I's
• Use one-on-one, hands-on instruction	• Release information in chunks
• Start at the beginning & end at the end	• Skip details and boring material
• Let them observe others before trying	• Get them involved kinesthetically
• Provide a step-by-step list of procedures or a working timetable/ schedule.	• Let them show you what they are learning
• Allow plenty of repetition for their actions to become second nature and more routine	• Be slow to criticize and quick to praise
• Use a pleasant and patient approach in small group settings	• Let them teach concept to others

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Adapt Your Communication Style

Communicating with C's

- Be well organized and clear in your communications
- They search for logical conclusions
- Ask your questions in a more discreet, non-judgmental manner to elicit the points, objectives, or assurances C's want: "Lenny, I'm not trying to pressure you, but are you not interested in the auditor's position, or in any position?"

Communicating with D's

- Listen to their suggestions, their course of action and the results they are considering.
- Find areas where you already agree.
- Work backwards toward gaining agreement on the results you both want—and are willing to either mutually or independently allow the other to achieve: "Sarah, this format will give you the freedom to develop your branch your way and still allow Vern and Ellen to structure theirs another way... without sacrificing time or morale."

Communicating with S's

- Be ready to do more talking than listening; they do not feel comfortable when the limelight is focused on them.
- Clarify any key agenda items with them.
- Stay organized and move forward steadily (but slowly) as you check to make sure they understand and accept what is being said:
  "Did you want me to stick around the office at a particular time each day in case you need to telephone me for emergency questions on this account, or do you want me to call you?"

Communicating with I's

- Listen to their personal feelings and experiences
- Their style requires open and responsive interaction with others, preferably in a manner of congenial and unhurried conversation (like that between long-time friends): "Just between you and me, Chris, I feel very uneasy about Jill and Howard handling this account by themselves."

Helping People Reach Decisions

Helping C's Decide

- Confirm they are open to discussing the problem or decision

- If they aren't ready, either set a definite time that's better for both of you or explore their concern in even pursuing this subject

- Give them time and space to think clearly

- When the situation is being explored, review your impression of the process: "My understanding is you'd like to think it over and figure out what time commitment you'd be able to make to the group. When may I call you about your decision?"

Helping D's Decide

- D's tend to make autonomous, no-nonsense decisions.

- If the decision will help them meet their goals, they go for it; if not, they say no.

- One of the few times they put off reaching a conclusion is when it takes too much time/ effort doing the homework to determine the best alternative.

- Prevent this procrastination by simply providing a brief analysis for each option.

Helping S's Decide

- Deal with only one subject or situation at a time, one step at a time

- Before moving on to other items, make sure they are ready, willing, and able to do so

- Remain calm and relaxed

- Encourage them to share their suggestions as to how the decision might be made in a way that is likely to add even more stability to the current conditions: "Would you mind writing down a schedule of your office's activities so I can write my proposal without missing anything?"

Helping I's Decide

- They want to avoid discussions of complex, negative-sounding, messy problems

- Frame suggestions in a positive light

- They are open to your suggestions—as long as they allow them to look and feel good—and not require a lot of difficult, follow-up, detail work or long-term commitments. "You know just about everybody, George. Since we need to get $350 in pledges by the end of February, why not go ahead and wrap up all your calls by Friday? Then you can relax a lot more next week."

Motivating Your People

Motivating C's

- Appeal to their need for accuracy and logic.
- Keep your approach clear, clean and procedural.
- Better yet, provide illustration and documentation.
- Avoid exaggeration and vagueness.
- Show them how this is the best available current option.

Motivating D's

- Lead with the big picture.
- Provide them with options and clearly describe the probabilities of success in achieving goals.
- Allow them the opportunity to make choices.
- Set boundaries, but let them take charge.

Motivating S's

- Show how their work benefits others.
- Show how the outcome will provide security for their family.
- Connect their individual work to the benefit of the whole team.
- Get them to see how their follow-through links to a greater good.
- Show how it can strengthen their relationships with others.

Motivating I's

- Provide "special" incentives to inspire them to go the whole nine yards.
- Show them how they can look good in the eyes of others.
- Create short-term contests that do not require long-term commitment.
- Reward them in front of others.
- Let them speak about their achievements.

Complimenting Your People

Complimenting C's

- Mention their efficiency, thought processes, organization, persistence and accuracy

- Don't mix personal and professional comments unless you know them very well

- One C told us: "Compliments don't mean much to me. But I do like genuine, heartfelt appreciation once in a while."

- Keep praise simple and concise

Complimenting D's

- Mention their achievements, upward mobility and leadership potential.

- Omit personal comments and focus on their track record: "Jones, you've exceeded our company goals every month for the past year and have put in more hours than anybody but the top officials here. The CEO has his eye on you for an upcoming VP slot."

Complimenting S's

- Mention their teamwork and dependability

- Remark about how others regard them, how well they get along with co-workers, and how important their relationship-building efforts have been to the company

- Effusiveness can arouse their suspicions, so stick to praising what they've done rather than personal attributes

Complimenting I's

- Pay direct personal compliments to them when legitimately deserved

- Mention their charm, friendliness, creative ideas, persuasiveness, and/or appearance (or better yet, all of the above)

- They willingly accept "general praise": "We are so lucky to have you with us, Dee. You're a real gem."

Counseling Your People

Counseling C's

- Draw them out by asking, "How would you…?" questions about problems

- They express thoughts indirectly, so persist in your attempts to get them to talk.

- They need to plan for change so they can identify and bring under control any key considerations that have to be addressed.

- When possible, allow them to investigate possible repercussions, especially at the beginning stages. That way they will become more comfortable with possible changes.

Counseling D's

- Stick to the facts.

- Draw them out by talking about the desired results; then discuss their concerns.

- Focus on tasks more than feelings.

- Ask them how they would solve problems: "Anne, we've heard comments that need to be addressed. It seems some of your employees do not feel appreciated for the extra hours they have been putting in for you. They have worked 14-hour days to beat your deadline. How do you think we can bolster their morale?"

Counseling S's

- Understand the emotional side of their situation by drawing them out through questioning and listening

- They are disrupted by change and the unknown.

- Reduce their fears by showing how specific changes will benefit them and others:
"Barbara, moving to Dallas will be an adjustment for all of us at first, but 80% of our staff has agreed to go. The company will move you and your family, sell your house, and give you a 10% bonus for loyal service."

Counseling I's

- Give them ample opportunity to talk about whatever may be bothering them

- Pay attention to both facts and feelings, but put your primary emphasis on their feelings

- Involve them by asking how they could solve a challenge or problem

- Sometimes, just airing their feelings and thoughts relieves tension for I's

- Talking allows them to get something off their chests and can even become an end in itself, since their energy is largely influenced by the quality of their relationships

Correcting Your People

Correcting C's

- Show them how to get a job done and they'll master and modify it to suit their needs

- Specify the exact behavior that is indicated and how you would like to see it changed

- Mutually agree on checkpoints and timeframes.

- Allow them to save face, as they fear being wrong. "Nelson, your work here is typically done neatly and on time. Now that we are switching to computers, you will be able to turn out the same quality of work faster. I'd like you to take this computer class…"

Correcting D's

- Describe what results are desired.

- Show the gap between actual and desired.

- Clearly suggest the needed improvement and establish a time to get back to you: "We need to streamline communication so that one hand knows what the other is doing. Last month, we had two separate divisions calling on the same CEO for corporate donations. I want you to work up a plan to keep everybody informed of who's working on what so we do not duplicate our efforts. Get back to me by the end of the week."

Correcting S's

- Reassure them that you only want to correct a specific behavior, not them personally

- They tend to take things personally, so remove the "something is wrong with you barrier" as quickly as possible

- Point out in a non-threatening way what they are already doing right while also emphasizing what needs changing: "Norma, I admire your persistence, but we have to add more details to the proposal before we send it out. For example…"

Correcting I's

- They avoid facing problems and if pressure persists, may walk away from the problem.

- Sometimes stress manifests itself in animated panic. "I can't talk now, Hal. It's really hit the fan this time!"

- Let them specifically know the challenge and define the behaviors to solve the problem

- Confirm the mutually agreeable action plan (in writing) to prevent future problems

- Use positive, optimistic questions and phrases: "How'd you like to increase your sales to your normal range and beyond?"

Delegating to Your People

Delegating to C's

- Take time to answer their most critical questions about structure and/or guidance they require in a specific situation. The more they understand the details, the more likely they will be to complete the task properly.

- Be sure to establish deadlines.

- "Angela, the court date on the Mortimer case has been moved up to Monday, so we have to respond by speeding things up a bit. It will proceed almost as efficiently as if you researched everything by yourself if we enlist two associates to help you work, under your direction, on tasks you delegate to them and then review. Before getting started, do you have any preferences on the who's or how to's of this process that you think are essential to check with me at this time?"

Delegating to D's

- Give them the bottom line and then let them do their thing

- So that they can be more efficient, give them parameters, guidelines, and deadlines

- "We need to get that mall built a month sooner or we'll lose our shirts. Fourteen tenants are threatening to bail out of their contracts if we do not open in time for the holidays. Don't spend more than another $30,000, keep everything legal and out of the newspapers, and get back to me by Monday morning."

Delegating to S's

- S's may be reluctant to ask others to do their own share of the work, so make a personal appeal to their loyalty and sense of sportsmanship.

- "Al, you're an example for this company of genuine cooperative spirit. Your staff wants to please you, so by giving everyone in your department just 10 of those names to call, you can all reach the goal together by noon tomorrow. Otherwise, you'll probably have a lot more difficulty reaching all those people by the target date." Give them the task, state the deadlines that need to be met, and explain why it is important to do it that way. "I'll need 500 copies of these summaries typed and collated by 5 p.m. today. Mr. Jeffries is getting back from New York two days early and he wants them by tomorrow morning."

Delegating to I's

- Receive clear agreements; set up check points/times to avoid long stretches with no progress reports.

- I's are often concept people who come up with plenty of ideas, but not necessarily the means of carrying them out, so steer them toward ways of assuring the implementation of those ideas.

- "Olivia, this proposal for the King Company looks good so far, but how about including more direct benefits for each employee. Marian has surveys filled out by each employee. Get together with her, bounce some ideas around, and then include more essential information about the eight or so key people in your proposal. Add some extra plus points on the others…12 pages in all. In this manner, you should do the job very well. In addition, Olivia, thanks for making the extra effort on this project. It's really important to all of us."

Acknowledging Your People

Acknowledging C's

- Focus on your realization of how difficult it can be for them to attempt to meet the high personal standards they set for themselves
- Cite specific and appropriate examples which prove this point

Acknowledging D's

- When it's appropriate to reward or reinforce their behavior, focus on how pleased you are with their results
- Mention how glad you are to be a part of the process working with them to make things better for both of you through cooperation

Acknowledging S's

- Focus on how you sincerely appreciate their willingness to make things good for everyone
- Approach matters in a systematic, low-keyed, and understanding manner, and reinforce the importance of them sharing their ideas

Acknowledging I's

- Focus on how glad you are they have succeeded in finding a pleasant solution to their concern or objective
- Show you appreciate them for their openness and willingness to respond to you in a way that allows everyone to end up feeling good about the results

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Adapting Your Leadership Style

When You are the C

- Modify criticism (whether spoken or unspoken) of others' work

- Check less often, or only check the critical things (as opposed to everything), allowing the flow of the process to continue

- Ease up on controlling emotions; engage in more water cooler interaction

- Accept the fact that you can have high standards without expecting perfection

- Occasionally confront a colleague (or boss) with whom you disagree, instead of avoiding or ignoring them (and doing what you want to do, anyway)

- Tone down the tendency to OVER-prepare

When You are the D

- Allow others to do things without excessive or untimely interference

- Participate in the group without expecting always to be in command

- Modify your tendency to give orders

- Enlist others' input and support through participative, collaborative actions

- Praise and give credit for jobs well done

- Let colleagues and employees know that you realize it's only natural that you and others will make mistakes

- When delegating, give some authority along with the responsibility

When You are the S

- Stretch by taking on a bit more (or different) duties beyond your comfort level

- Increase verbalization of your thoughts and feelings

- Speed up your actions by getting into some projects more quickly

- Desensitize yourselves somewhat, so that you aren't negatively affected by your colleagues' feelings to the point of affecting your own performance

- Learn to adapt more quickly to either changes or refinements of existing practices

- Bolster your assertiveness techniques

When You are the I

- Attend to key details, when appropriate

- Improve your follow-through efforts

- Monitor socializing to keep it in balance with other aspects of business and life

- Write things down and work from a list, so you'll know what to do and when to do it

- Prioritize activities and focus on tasks in their order of importance

- Become more organized and orderly in the way you do things

- Get the less appealing tasks of the day over with early in the day

- Pay attention to your time management

- Check to make sure you're on course with known tasks or goals

Adapting Your Leadership Style

When They are C's, Help Them…

- Share their knowledge and expertise
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not necessarily everything

When They are D's, Help Them…

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions and coming to conclusions
- Follow pertinent rules, regulations and expectations
- Recognize and solicit others' contributions, both as individuals and within a group
- Tell others the reasons for decisions
- Cultivate more attention and responsiveness to emotions

When They are S's, Help Them…

- Utilize shortcuts; discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Focus on the goal without attending to other thoughts or feelings
- Realize tasks have more than one approach
- Become more open to risks and changes
- Feel sincerely appreciated
- Speak up; voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Get and accept credit and praise, when appropriate

When They are I's, Help Them…

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice (which can result in lack of focus on tasks)
- Write things down
- Do the unpleasant, as well as the fun things
- Focus on what's important now
- Avoid procrastination and/or hoping others will do things for them
- Practice and perfect, when appropriate

Application, Application, Application

A variety of great resources to deepen your DISC knowledge, such as a PDF workbook, PDF eBook, MP3 audio, DISC Virtual Training, etc.

**We have one great offer FOR ONLY $0.99
(at over a 90% discount) – a fantastic value!**

Take a look at **http://www.AssessmentDownloads.com/offer**

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Seven Dimensions of Motivation

The Elements of the Motivation Index

This Motivation Index is unique in the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Political into one dimension. This Motivation 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.

In addition, the Motivation Index is the first to use a click & drag approach to ranking 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 Motivation 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
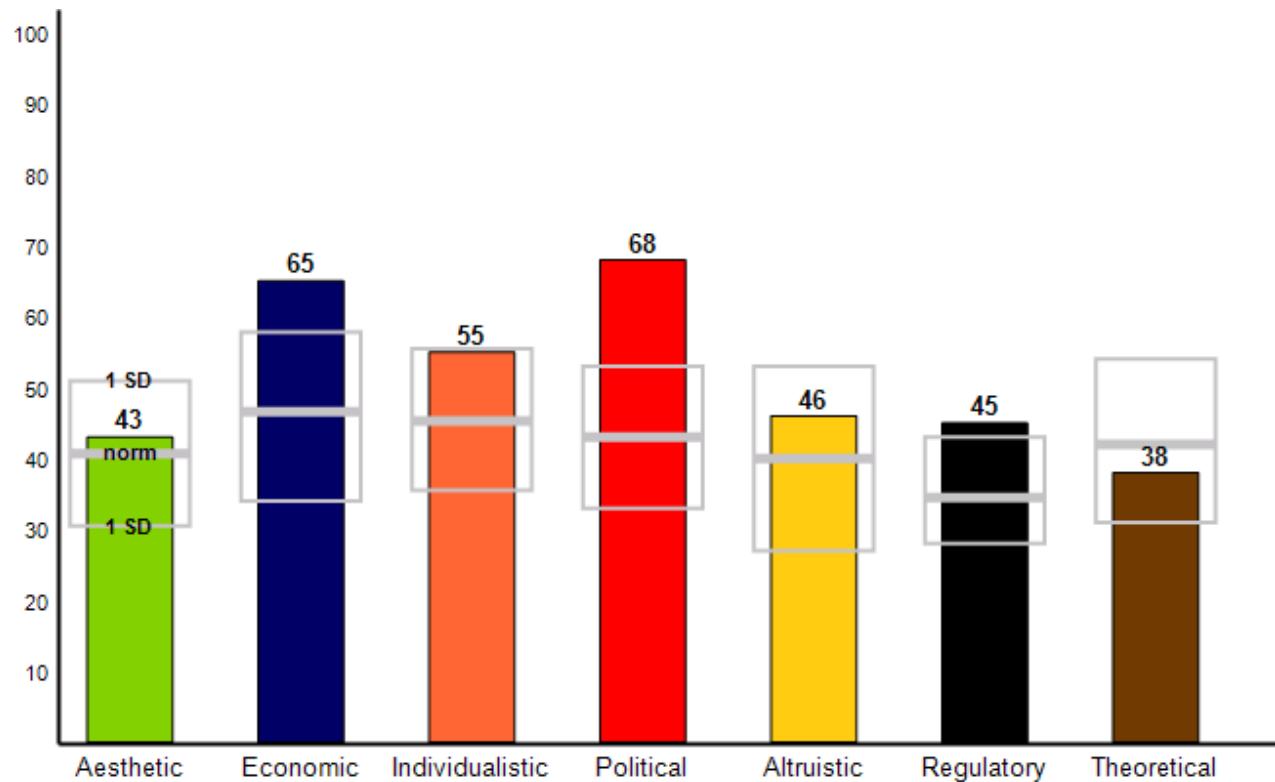
Motivation helps influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your Motivation helps to tell you why you prefer to do what you do.

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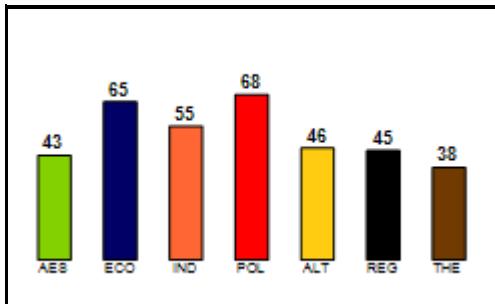
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

Executive Summary of Sample's Motivation

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.
Average **Altruistic**	You are concerned for others without giving everything away; a stabilizer.
High **Regulatory**	You have a strong preference for following established systems or creating them if none present.
Average **Theoretical**	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

Your Aesthetic Drive

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 work equally well with the artistic and non-artistic types.
- You help keep overly emotional or creative types grounded.
- You can work well with others to create and innovate.
- You possess the average level of aesthetic appreciation, near the national mean.
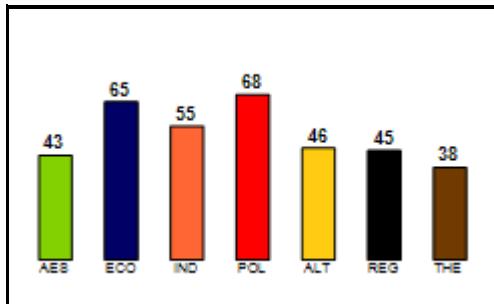
Key Strengths:
- You appreciate a sense of balance between work and life, but are not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.

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 Aesthetic Drive (continued)

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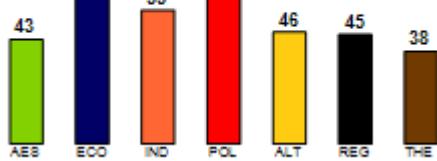
Training/Learning Insight:
- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function,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

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.

Your Economic Drive

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.
- You are goal driven, especially financial goals.
- You are motivated by high pay, and attach importance to high earnings.
- You may take the position that the ends justify the means.
- You are interested in what is practical and useful in achieving your vision of success.
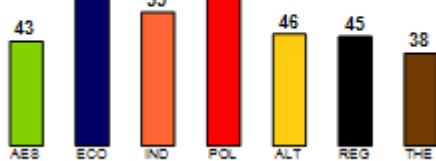
Key Strengths:
- You make a decision with practicality and bottom-line dollars in mind.
- You are able to multi-task in a variety of areas, and keep important projects moving.
- You will protect organizational or team finances fiercely.
- You are highly productive.
- You keep an ear to the revenue-clock, your own and the organization's.

Motivational Insights:
- You should provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- You should link training and meeting events to potential gains in business share or future income.
- You should be certain you are balancing your professional and personal life.
- You should reward high performance in tangible and monetary ways with individual and team recognition.
- You should provide coaching to help reduce the potential visible "greed-factor" which may appear.

Your Economic Drive (continued)

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.
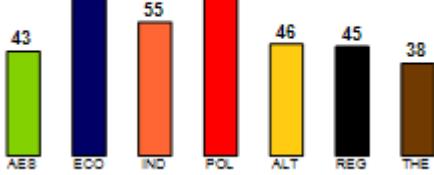
Training/Learning Insight:

- 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.

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.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this high Economic drive.
- You may judge the efforts of others on the team 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 develop an increased sensitivity to the needs of others and less demonstration of potential selfishness.

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Your Individualistic Drive

The Individualistic Dimension: The Individualistic dimensions 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 the ability to take a leadership role when asked and also to be supportive team member when asked.
- 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 have the ability to take or leave the limelight and attention given for special contributions.
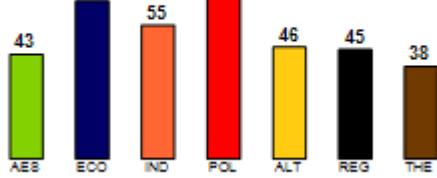
Key Strengths:
- You may be considered flexible and versatile without being an extremist.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You are able to follow or lead as asked.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.

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 Individualistic Drive (continued)

The Individualistic Dimension: The Individualistic dimensions 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.
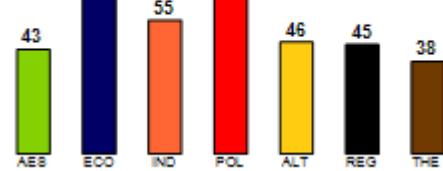
Training/Learning Insight:

• 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.

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.

Your Political Drive

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 use power and control effectively to keep projects moving.
- You enjoy a feeling of accomplishment in getting a difficult job done on your own.
- You enjoy winning.
- You have a bottom-line approach to getting things done.
- You desire leadership and are ready for the accountability that comes with it.
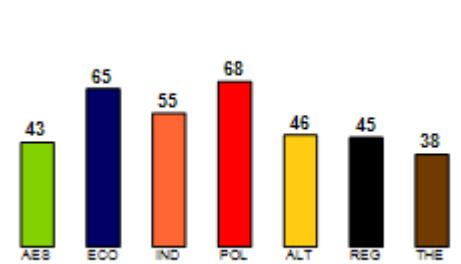
Key Strengths:
- You have a 'buck stops here' approach to business and getting things done.
- You have a high energy level to work hard at meeting goals.
- You accept struggle and hard work toward a goal.
- You are able to plan and design work projects for teams to accomplish.
- You are able to plan and control your own work tasks.

Motivational Insights:
- You may need to be more willing to share the attention and successes for wins.
- You may like to be seen as a catalyst for change.
- You enjoy status and esteem in the eyes of others.
- You score like others who may feel stifled if surrounded by many constraints.
- You prefer freedom to take risks, but also need the boundaries and limits to the risk-taking freedom.

Your Political Drive (continued)

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.
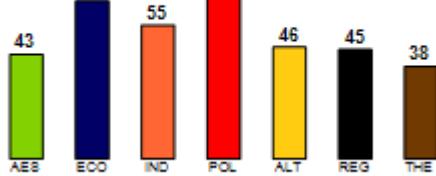
Training/Learning Insight:
- You provide for a variety of learning and professional development options.
- If group activities are involved, attempt to build in some competition and group leadership events.
- You score like those who frequently show an interest in leading some training or professional development activities.
- Some who share this score range may prefer independent study instead of group or team learning activities.
- You provide for individual recognition for exceptional performance.

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.

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Your Altruistic Drive

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 have a good sense for when to freely help others and when to say "No."
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You can be a good mediator between those who give too much and those who don't give enough.
- You will not create an imbalance between your own needs and those of others.
- You are very much in line with the average level of altruism seen in business environments.
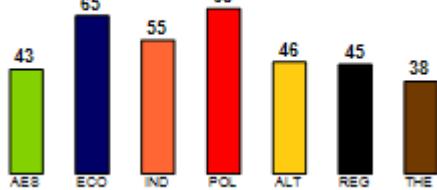
Key Strengths:
- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value pitch in others through personal actions.

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

Your Altruistic Drive (continued)

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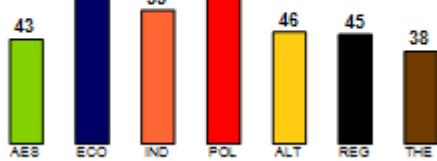
Training/Learning Insight:
- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect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

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

Your Regulatory Drive

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 take personal responsibilities very seriously.
- You believe in preparing properly before taking action.
- You believe in sticking to what works.
- You are accurate, detailed and follow procedures.
- You see rules as a key to results.
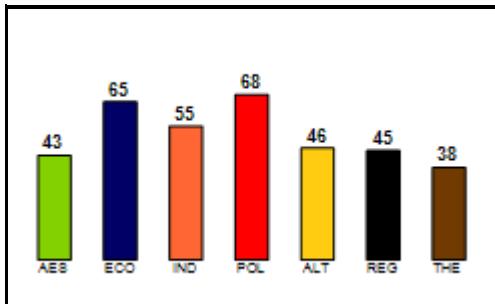
Key Strengths:
- You maintain focus throughout projects.
- You produce detailed and accurate work.
- You take pride in things that support tradition like national history, honor, duty.
- You provide a sound stabilizing base for dynamic situations.
- You maintain timelines and meet deadlines.

Motivational Insights:
- You should avoid disrupting your schedules and flow unnecessarily.
- If you recommend changing the established way of doing things, it is probably a significant need.
- Be patient when introducing new concepts or procedures. Give ample to adapt.
- Ensure adequate information, resources and time to complete tasks.
- Work quickly to correct missing needs or inaccuracies to maintain productivity.

Your Regulatory Drive (continued)

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.
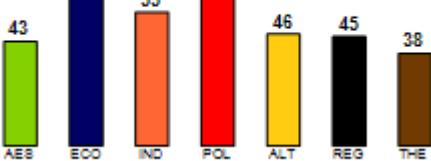
Training/Learning Insight:
- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.

Continual Improvement Insights:
- You shouldn't get too hung up on the rules.
- It might not hurt to let go sometimes and have no prescribed path to follow.
- When in a high change environment, remember to be flexible.
- You should realize that change can be good, productive and needed.
- Explore a little. Discovering new ways to do things can be rewarding.

Your Theoretical Drive

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

General Traits:
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.
- Your score in this range is near the typical businessperson's score.
- You are able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- You bring a sense of balance and stability to a variety of technical issues and features impacting the team.
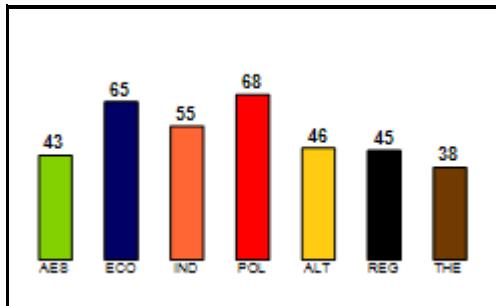
Key Strengths:
- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.

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

Your Theoretical Drive (continued)

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.

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

Continual Improvement Insights:
- You may need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.

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Relevance Section

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

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?
_____
_____
_____
_____

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Success Connection

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 well do your motivators and drivers help support your success? (cite specific examples):

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

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So Now What?

This report is filled with information about your style and each of the four primary behavioral styles. So now you have an understanding and an awareness of the four different behavioral styles.

There are many suggestions in the application section of this report for you to apply this behavioral style information. Take the next step and DO the exercises if you€ skipped over them.

Do not put this report on a shelf or in a file. Your style is just not as important as having the opportunity to use this information to open up a meaningful dialogue with others to improve all your relationships. Use this report as a reference tool. There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! **Remember The Platinum Rule**[®]: "Treat others the way **THEY** want to be treated." You will have much more success in all your relationships!

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