

Values | INTRODUCTION

Every day, organizational decision makers struggle to find ways to affect the "bottom line." Having a desire to find better ways of selecting employees is one of these struggles. According to recent research the cost of hiring the wrong person could be as high as ten times their annual salary. Today labor costs constitute the largest cost category for most businesses. Furthermore, these personnel costs are rising at a record rate. Fringe benefits allocated to employees are making up a larger and larger share of an individual's compensation. Fringe benefits now account for 30 percent of payroll cost for organizations. Moreover, this form of compensation is generally unrelated to a person's productivity. Typically, employers compensate employees for their time and not for what they produce. Only 14 percent of U.S. workers receive piece-rate wages or commissions in which compensation is computed directly on the basis of output.

The vast majority of workers are paid by the hour, week or month. They are paid, in short, to show up for work and to follow orders. This form of compensation requires that employers give careful attention to worker motivation and dependability and the selection of productive workers will undoubtedly continue to increase.

Equal Employment Opportunity concerns also indirectly affect the need for better, more valid personnel selection techniques. "The attack on psychological testing has accelerated the search for both improved and alternative means of assessment." As the guidelines for selection tests become more stringent, organizations will increasingly seek methods that will allow them to hire those who will be the most productive to the organization.

While organizational decision makers are concerned about getting the "right" people into their organizations, they are also concerned with promoting the kind of people who will be beneficial to the organization in the long run. From the organization's viewpoint, effective management promotions are central to the efficient utilization of its human resources and are likely to affect future strategic decisions. However, unlike employment selection decisions which are often conducted by personnel professionals, promotion decisions are often made by managers in all types of departments and at all levels of management.

PREFACE

Once you understand the seven "Attitudes" fully, you will be among the elite analyzers in the nation, equipped with an unparalleled understanding of human behavior. With your knowledge and ability to apply, you will be able to "coach" individuals and companies through change, into growth and development.

HISTORY OF PSYCHOLOGICAL TESTING FOR PRE-EMPLOYMENT SELECTION

The use of psychological testing for pre-employment evaluation of individuals has a long history. The first use of psychological testing as an aid in employment decisions has been traced to ancient China. The Chinese developed an extensive system of civil service examinations to determine which individuals were qualified for positions in government.

The use of behavioral assessments in personnel decisions in the U.S. began very early in the 20th century. By 1909, for example, Parsons and Musterberg were doing vocational assessments for industries. The massive army recruit-screening program during World War I legitimized behavioral measurement in the public's mind. During the 1920's and 1930's there was an upsurge in the use of behavioral assessments in industry. Special interest centered on the assessment of sales personnel. During the economically troubled 1930's, tests were used to identify stable and cooperative employees. World War II brought the Office of Strategic Services selection program, and "selection was a primary, if not the prime concern of industrial/organizational psychologists through World War II."

The post-World War II period saw a virtual explosion in behavioral inventory construction, and in the 1950's the use of assessment centers began to grow rapidly. Personnel testing, in general, rose to a peak in the early 1960's. The Civil Rights Act of 1964 and the EEOC's, "Guidelines on Employee Selection Procedures," started a new era of selection/promotion procedures. Indeed, many court cases and much debate regarding tests and other methods used in making selection decisions ensued.

More recently, a survey done at a meeting of the American Society of Personnel Administrators found that 98 percent of practitioners thought behavioral/motivation constructs should be measured in selection/placements systems and 75 percent were doing so in one form or another. Indeed, increasing numbers of organizations in many industrial contexts consider it desirable to employ consultants or to hire trained personnel to conduct behavioral selection.

Overall, the psychological tests used most often for pre-employment screening have involved measures of general intellectual patterns and to some extent, attitudes and values.

WHAT ARE BELIEFS, VALUES AND ATTITUDES?

Every day we are faced with real situations that call for thought, decision, opinion and action. Consciously or subconsciously, every decision, reaction and course of action arises from our beliefs, our values and our attitudes.

It is said by some that we are the sum total of all of our experiences. Multiple experiences lead to beliefs. The intensity of each experience results in beliefs of

varying strengths. The repetition of the same experiences also strengthens the beliefs.

For example, you may value certain breeds of dogs and despise other breeds. All of your experiences with dogs will cluster into a category called "dogs." Generally, you will either value dogs or not value dogs. Your category of dogs will be filled with varying positive and negative beliefs that result from your experiences with dogs. Recent research examined the truth of the saying "once bitten, twice shy" and concluded that a fear of dogs is the result of negative experiences with dogs. Therefore, when you experience anything related to a dog, the information will be processed against all your beliefs about dogs. In milliseconds, a positive or negative response will be played out through your behavioral style.

Values are more accurately defined as "that which you value." Your experiences lead to beliefs, which cluster together into your values (that which you value). Conversely, your beliefs will also cluster together into that which you do not value. You may value dogs but not value religion. Your valuing of life then shapes itself, over time into a worldview, which is called an attitude.

Eduard Spranger observed six attitudes through which we value the world. These attitudes define the "why" of your actions. You move into action based on what you value; you pursue what you value. You will tend to be negative or indifferent toward experiences and people whose "valuing" is opposite of yours.

Your valuing of life is your attitude. Of the six attitudes observed by Spranger, the top two will move you into action. Your understanding and application of your top two attitudes will move you quickly toward the achievement of your potential.

Experiences = Beliefs = Values (that which you value) = Attitudes

ATTITUDES: THEIR IMPACT IN THE WORKPLACE

Companies with a focus on the success of each individual employee outperform companies who have more of a task orientation. Modern corporations are looking to develop the potential of each individual, realizing that a healthy, motivated work force leads to a healthy, profitable company. Special attention has been focused on the "fit of the person with the job." Each individual is unique just as each career is unique. If the individual is matched to the appropriate career, success should follow.

1. If you value knowledge and the search for truth (Theoretical attitude), how will you survive and grow in a career that doesn't challenge your learning or allow for continuing education?
2. If you value form, harmony, beauty and balance (Aesthetic attitude), how will you grow in an environment that is chaotic and unbalanced?
3. If you live by a closed system of principles (Regulatory attitude), will you

- grow in a company that actively promotes an opposing system of beliefs?
4. If you have a passion to lead, direct and control others (Political attitude), wouldn't you be more fulfilled in a career that allows for quick advancement?
 5. If you have a humanitarian drive: a desire to eliminate pain and conflict in the world (Altruistic attitude), would you thrive in an environment that rewards return on investment of time, talent and resources (Utilitarian attitude)?

Studies suggest that over 50% of the work force may be in jobs that are not suited to who they are and what they value. A study from California suggests the number is as high as 90%. If your career is an extension of who you are, you will not have to be motivated. You will get up in the morning and desire to go to work, because your environment will be providing the "valuing" you need in order to achieve your maximum potential.

Ethics demand that we assist others in achieving their potential that we strive toward mutually beneficial win/win scenarios. The cost of hiring a person who is a "misfit" to the job can be as high as ten times their annual salary.

Companies all over the world are realizing that an investment on pre-selection assessments can facilitate a win/win scenario for the employee and the company, moving both toward their goals and redirecting others to a position where a win/win is achievable.

The History of Values

In 1914 German philosopher and psychologist Eduard Spranger published a book in German titled, *Lebensformen* (later translated into English in 1928 as, *Types of Men: the Psychology and Ethics of Personality*). In it, he described his research and observations that lead to his identifying six core attitudes or values he found present in every person.

These six values were what he believed created motivation and drive in an individual, and he defined them as, "world views or filters that shape and define that which a person finds valuable, important, good or desirable."

Values are formed through repeated experiences and multiple exposures to your world. Your experiences help determine your attitude or beliefs about what is valuable or good and what is not. The more positive the encounters associated with any dimension, the more reinforced that dimension comes as being valuable and good. Conversely, the more negative the encounters the less reinforced the dimension becomes.

Due to their connection with experiences and environment, our Values are dynamic. With enough time or experience an individual's value hierarchy can change. It is,

however, very slow to change outside of a significant emotional event or crisis. This is why it is so important that people understand their motivators and drivers since they are primarily static.

In the 1950's American psychologist Gordon Allport picked up the mantle left by Spranger and became one of the first psychologists to really focus on personality in the United States. He rejected both Freud's psychoanalytic approach to personality, which he thought went too deep, and Marston's behavioral approach, which he thought often did not go deep enough.

He placed the most importance on the uniqueness of each individual, and the importance of the present context, as opposed to past history, for understanding the personality. Allport believed that an individual's personality is largely founded upon people's values, or basic convictions that they hold about what is and is not of real importance in life. From this assumption, he began to work off of Spranger's findings outlining six major value types.

Working from Spranger's model, Allport and his two partners created the first values Instrument to allow for measuring a person's value hierarchy (the Allport Vernon Lindzey Study of Values 1956). In so doing, Allport replaced Spranger's original Political dimension with the Individualistic dimension, which he felt was more accurate.

It is important to note that this was more than simply a name change. The Individualistic dimension is its own category, separate and discrete, from the Political dimension hypothesized by Spranger. Allport took the original Political dimension out and inserted the Individualistic dimension in its place.

In creating the IMX Values Index, we decided that both Spranger's and Allport's work - each having merit - needn't be mutually exclusive, so the decision was made to have a profile that measured both dimensions independently. As a result, the new MVI profile has seven dimensions instead of six.

Along with retaining both dimensions, the new MVI also replaces Spranger's original Religious with the Regulatory dimension. Unlike the substitution of Individualistic for Political, this is not a replacement, rather a name and instrument change. To comply with contemporary EEOC demands, it is not favorable to have a profile that asks specific questions about one's religious preferences, nor is it really an accurate representation of what the dimension can be about anyway.

The seven dimensions of values in the IMX Values Index profile include:

Aesthetic: The aesthetic person sees the highest value in form and harmony. Each experience is judged from the standpoint of grace, symmetry, or fit. He regards life as a procession of events; each event enjoyed for its own sake. He need not be a creative artist, nor need he be decadent; he is aesthetic if he but finds his chief interest in the beauty of life. The aesthetic attitude is, in a sense, diametrically

opposed to the theoretical; the former is concerned with the diversity, and the latter with the understanding of experience.

The aesthetic person either chooses, with Keats, to consider truth as equivalent to beauty, or agrees with Mencken, that, 'to make a thing charming is a million times more important than to make it true'. In the economic sphere the aesthetic person sees the process of manufacturing, advertising, and trade as a wholesale destruction of the values most important to him.

Altruistic: The highest value for the altruistic person is love of people. In this dimension it is the altruistic or philanthropic aspect of love that is measured. The altruistic person prizes other persons as ends, and is therefore him or herself kind, sympathetic, and unselfish. They are likely to find the theoretical or economic attitudes cold and inhuman. In contrast to the political type, the altruistic person regards love as itself the only suitable form of human relationship.

Economic: The economic person is characteristically interested in what is useful. Based originally upon the satisfaction of bodily needs (self-preservation), the interest in utilities develops to embrace the practical affairs of the business world—the production, marketing, and consumption of goods, the elaboration of credit, and the accumulation of tangible wealth. This type is thoroughly practical and conforms well to the prevailing stereotype of the businessperson.

More than perhaps any other, the economic attitude frequently comes into conflict with other values. The economic person wants education to be practical, and regards unapplied knowledge [often sought by the theoretical person] as waste. Great feats of engineering and application result from the practical demands economic people make upon science and theory. The value of utility likewise conflicts with the aesthetic value except when art serves commercial ends.

In his personal life the economic person is likely to confuse luxury with beauty. In his relations with people he is more likely to be interested in surpassing them in wealth than in dominating them (political attitude) or in serving them (altruistic attitude). In some instances he may have regard for the regulatory attitudes, but inclines to consider it as a means to rewards of wealth, prosperity, and other tangible blessings.

Individualistic: The individualistic person seeks to be separate and independent. Her desire is to stand out, to express her uniqueness and be granted freedom over her actions to champion her own bearing. Unlike the political attitude, the individualistic person seeks neither power nor control of others or the environment in general. She is only concerned with controlling her own fate and protecting her own sovereignty. The individual person rails against his subjugation by any external force and when she feels so her only focus becomes her own emancipation.

Political: The political person is interested primarily in power and control. His activities are not necessarily within the narrow field of politics, but whatever his

vocation, he betrays himself as a Machtmensch (i.e., control freak.) Leaders in any field generally have high power and control values. Since competition and struggle play a large part in all life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for a direct expression of this motive is uppermost, who wish above all else for personal power, influence, and renown.

Regulatory: The highest value of the regulatory person may be called unity. She is mystical and seeks to comprehend the cosmos as a whole and to relate herself to its embracing totality. The regulatory person is one whose mental attitude is directed towards achieving structure and is permanently directed to the creation of the highest and absolutely satisfying value of order and constitution. Some of this type finds their life's value in the affirmation of life's systems or processes and in active participation therein. The 'traditionalist' seeks to unite herself with a higher order – to be one with the system.

Theoretical: The dominant interest of the theoretical person is the discovery of theoretical and objective truth. In the pursuit of this goal he characteristically takes a 'cognitive' attitude, one that looks for identities and differences; one that divests itself of judgments regarding the beauty or utility of objects, and seeks only to observe, reason and understand. Since the interests of the theoretical are empirical, critical, and rational, he is necessarily an intellectualist, frequently a scientist or philosopher. His chief aim in life is to gain, order and systematize his knowledge.

Understanding what drives you, what motivates you, what inspires and is deemed important by you is a vital first step in improving performance, satisfaction, and job alignment in any person's life.

NATURE VERSUS NURTURE

Spranger championed Nature (genetics) as having the greatest influence on our value hierarchy. He wrote, "Become what you are," which could be interpreted to mean, "Become aware of what motivates you, what you value, what inspires you – and be true to it."

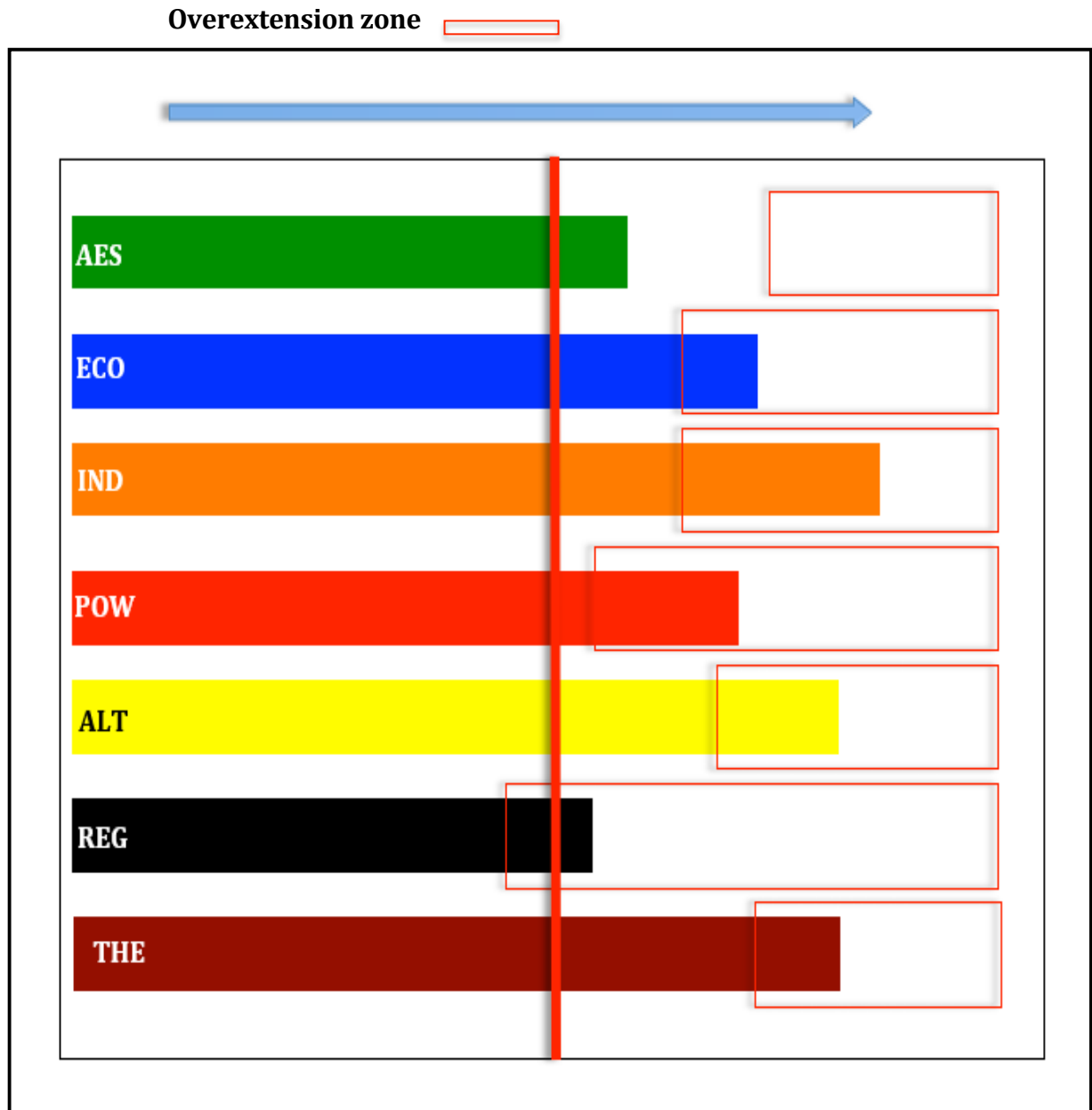
Allport, on the other hand, championed Nurture (Socioeconomic influences of childhood) as being of greater influence on our value system. Most modern researchers today favor something in the middle—a mix of nature and nurture that finds a genetic predisposition to certain traits, tendencies, talents, and abilities, but these must be activated through exposure to certain environmental conditions. It's like having a genetic predisposition to diabetes, but not everyone with those genetic markers contracts the disease. It takes exposure to certain conditions like poor diet, obesity, or illness to bring the diabetes on.

So, while our values definitely change and grow – they do so over the course of our lives, not rapidly over a weekend. In other words, they are pretty much fixed for longer periods of time. This means it's important to understand them, so they can

be optimally aligned with what, or more accurately, why we do the things we do. If I'm predominantly motivated by altruism, yet my job motivates me most significantly by economic means, I won't find nearly as much passion and reward in what I do.

Understanding what drives you, what motivates you, what inspires and is deemed important by you is a vital first step in improving performance, satisfaction, and happiness in any person's life.

Overextensions



USES FOR THE HIDDEN MOTIVATOR PROFILE

Interpersonal & Intrapersonal Communication: The Hidden Motivator Profile provides a helpful tool that can allow two people to understand what aspects of a situation or environment they both appreciate similarly. Understanding what draws two or more people to a thing can help identify more people who would be likewise inspired, and it helps create synergy and camaraderie.

Understanding your own attraction to certain activities or causes can be equally as important when it comes to divining the important in what you do and why you do it. In other words, knowing why you will get out of bed tomorrow morning is not a minor thing.

Role Building and Goal Setting and Achievement: When setting goals for yourself, or others, it helps to know why they would want to achieve the goal in the first place. What is it that the goal addresses that is important to them, or you? Setting a goal that provides monetary rewards to someone with the altruistic dimension as his highest will not likely deliver the anticipated motivation or inspire superior performance.

Similarly, incentivizing a “high economic” with promises of new relationships and improving society (assuming there is no obvious economic return) will not be a good way to motivate the person.

“Being aware of and understanding a person’s natural motivation style helps ensure that goals are resonating with them maximally.”

Job Selection: Much like creating an ideal role, placing a person in an ideal existing role requires the same level of awareness for four aspects of the role:

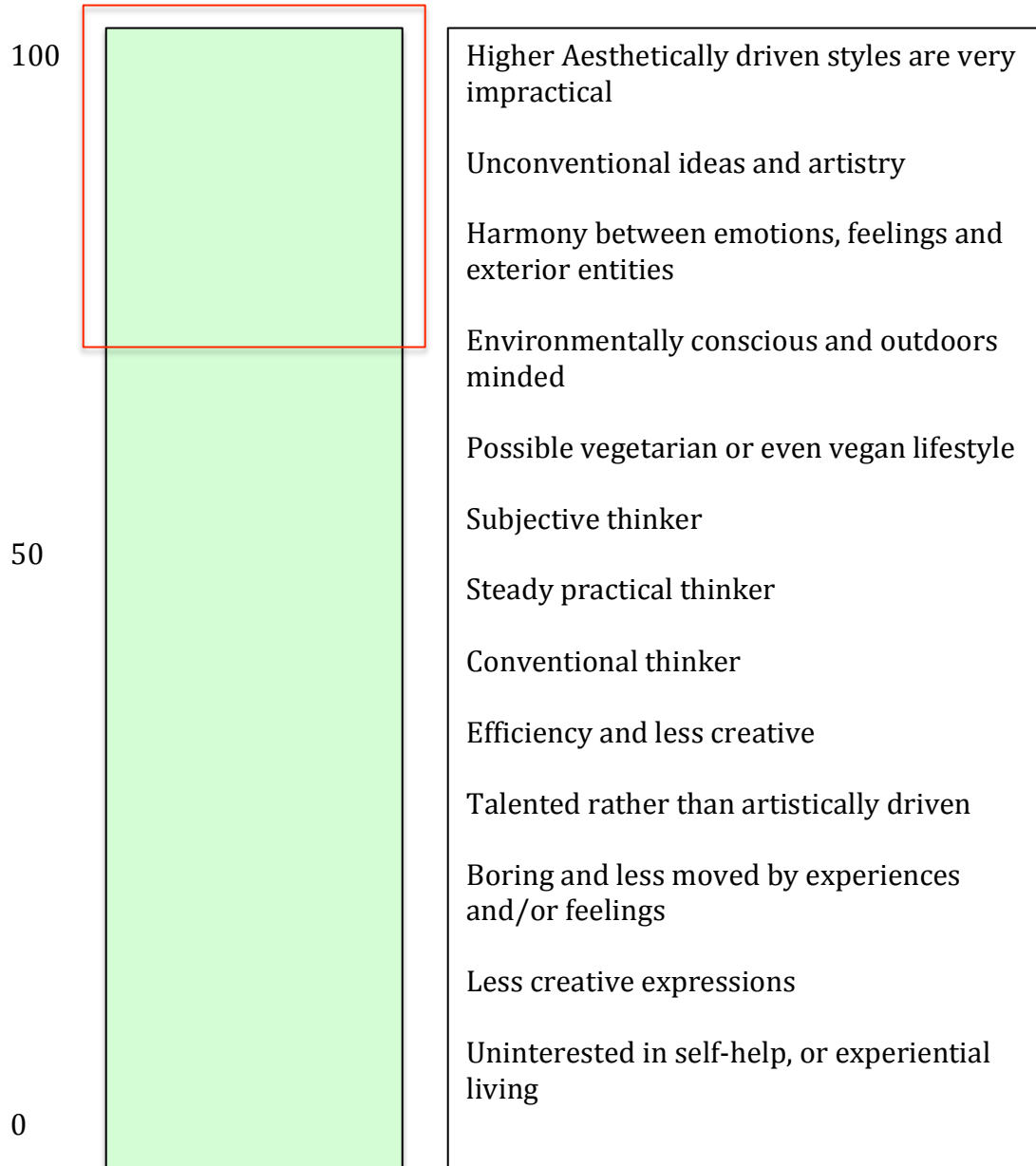
- What the job requires
- What the job provides
- What the person requires
- What the person provides

When you understand all four sides of this equation, you can make more informed decisions about who would be the best fit in which role. Understanding a person’s motivations and drivers is one significant component in filling this need.

Employee Retention: Similarly, keeping the absolute best people on a team requires appealing to their highest motivators. When enticing someone to stay, leverage the knowledge found in the Hidden Motivators to appeal to motivations that drive causal participation. Causal motivation is intrinsic and much more effective than external motivations such as fear of loss or desire for gain.

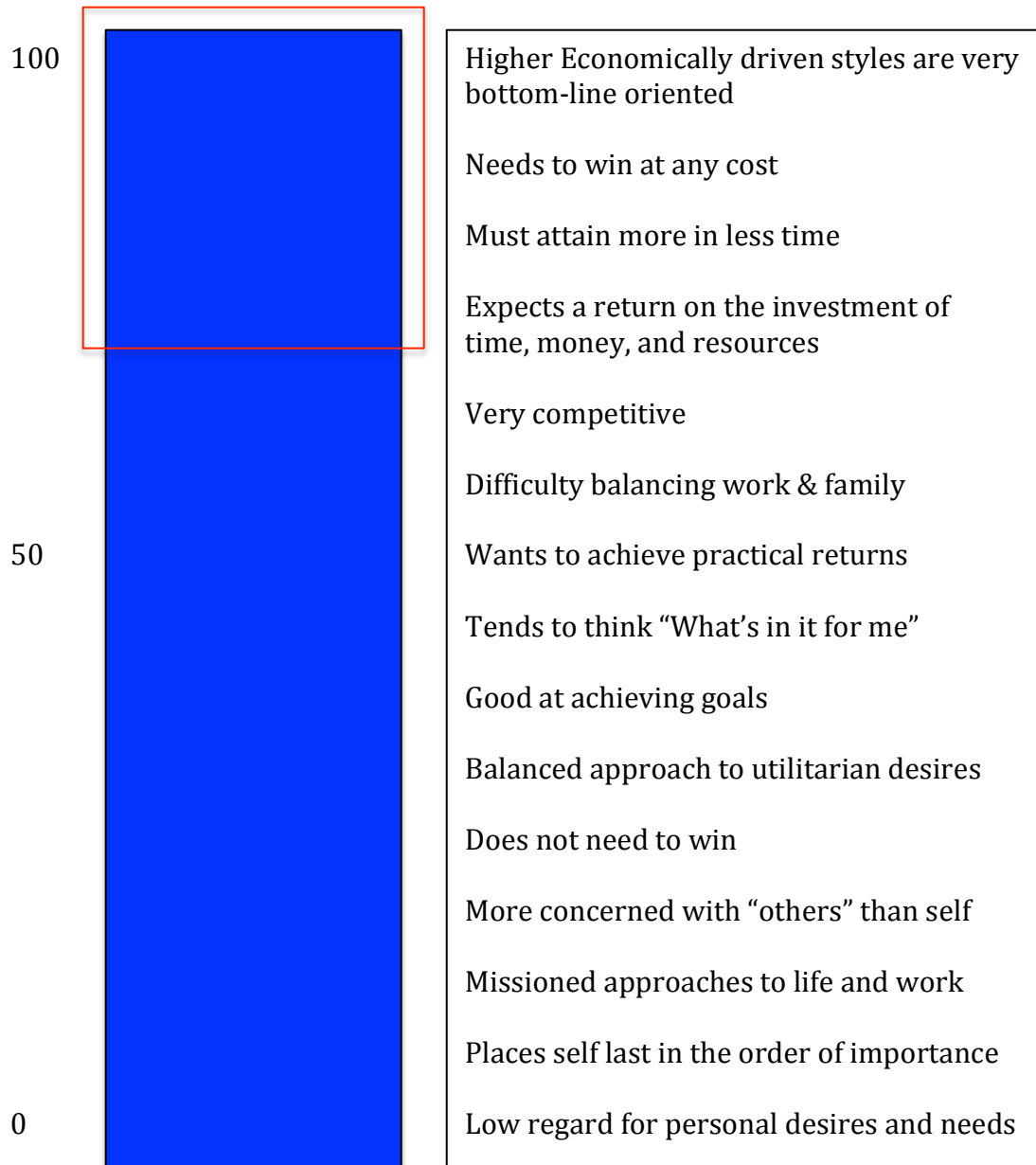
Aesthetic value with visual descriptor hierarchy

The red box indicates an over-extension



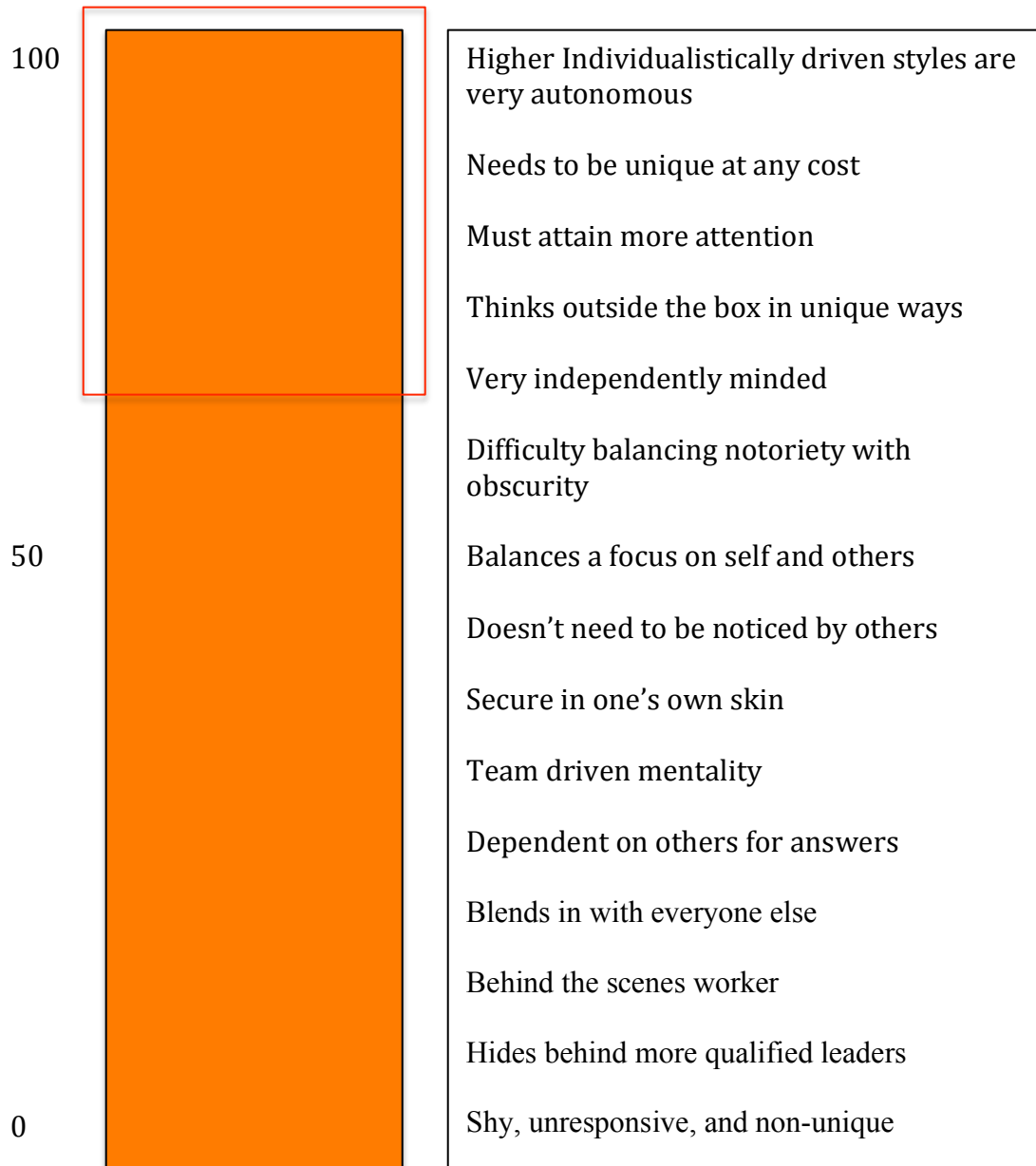
Economic Value with visual descriptor hierarchy

The red box indicates an over-extension



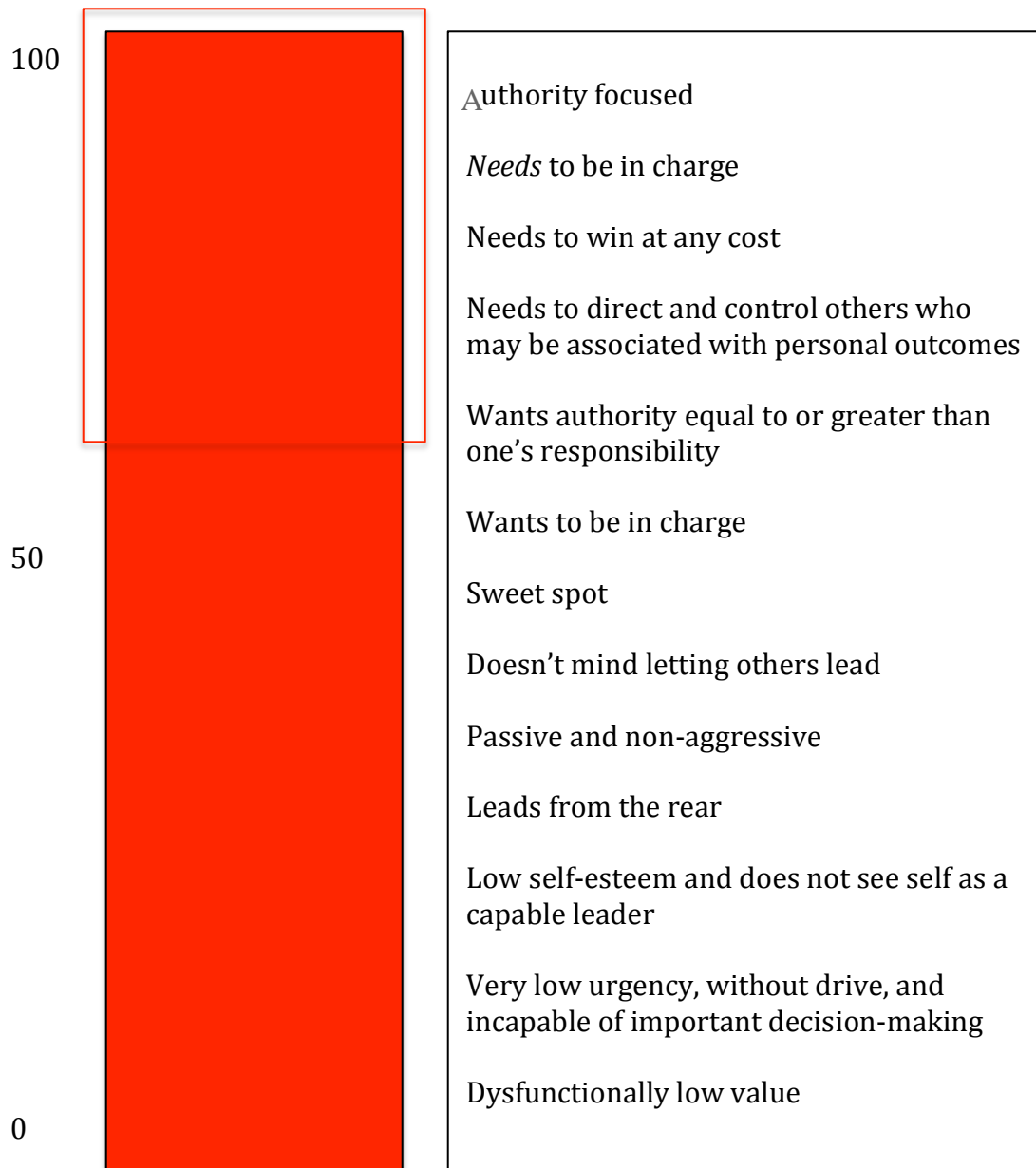
Individualistic Value with visual description hierarchy

The red box indicates an over-extension



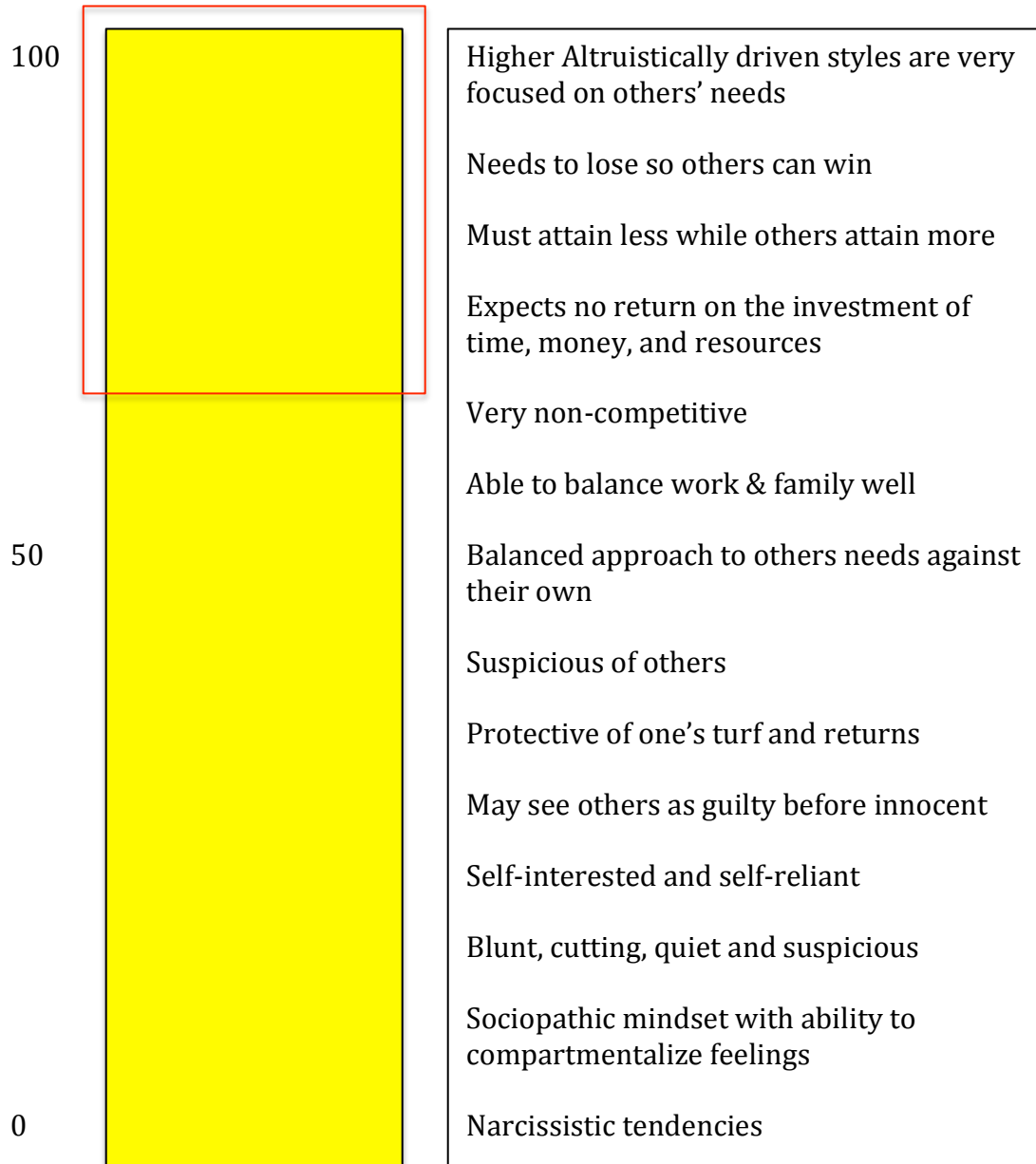
Power Value with visual description hierarchy

The red box indicates an over-extension



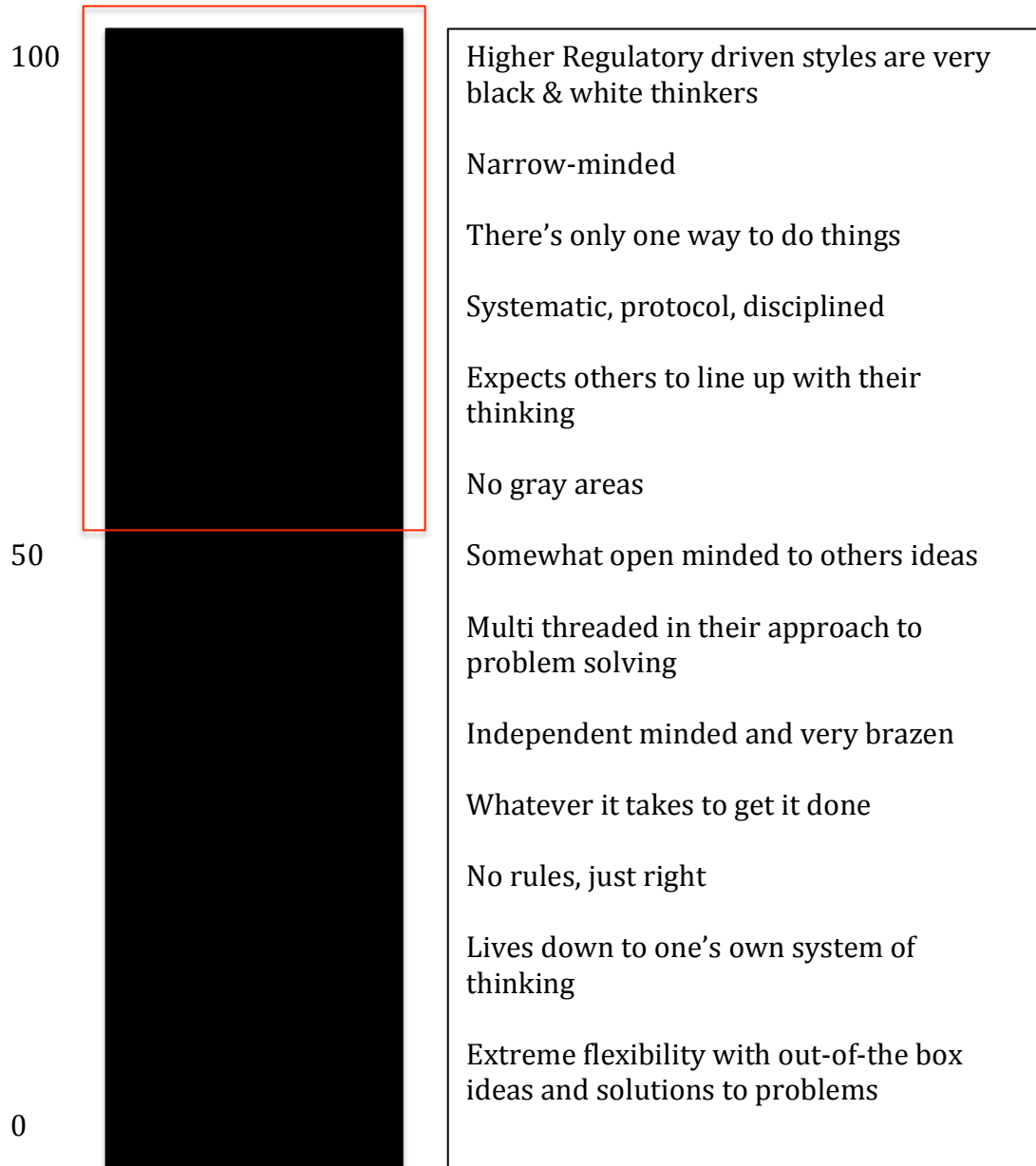
Altruistic Value with description hierarchy

The red box indicates an over-extension



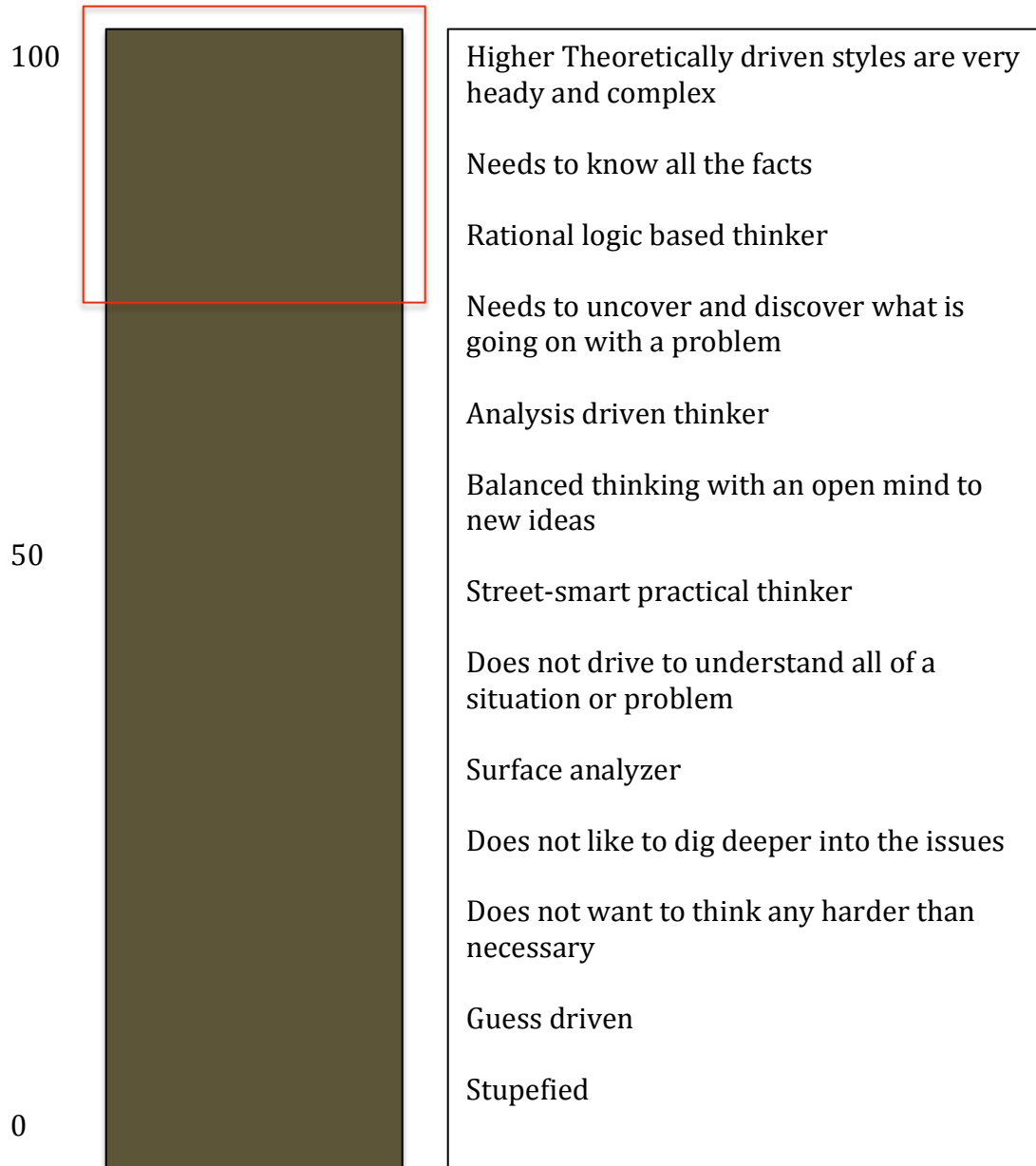
Regulatory Value with description hierarchy

The red box indicates an over-extension

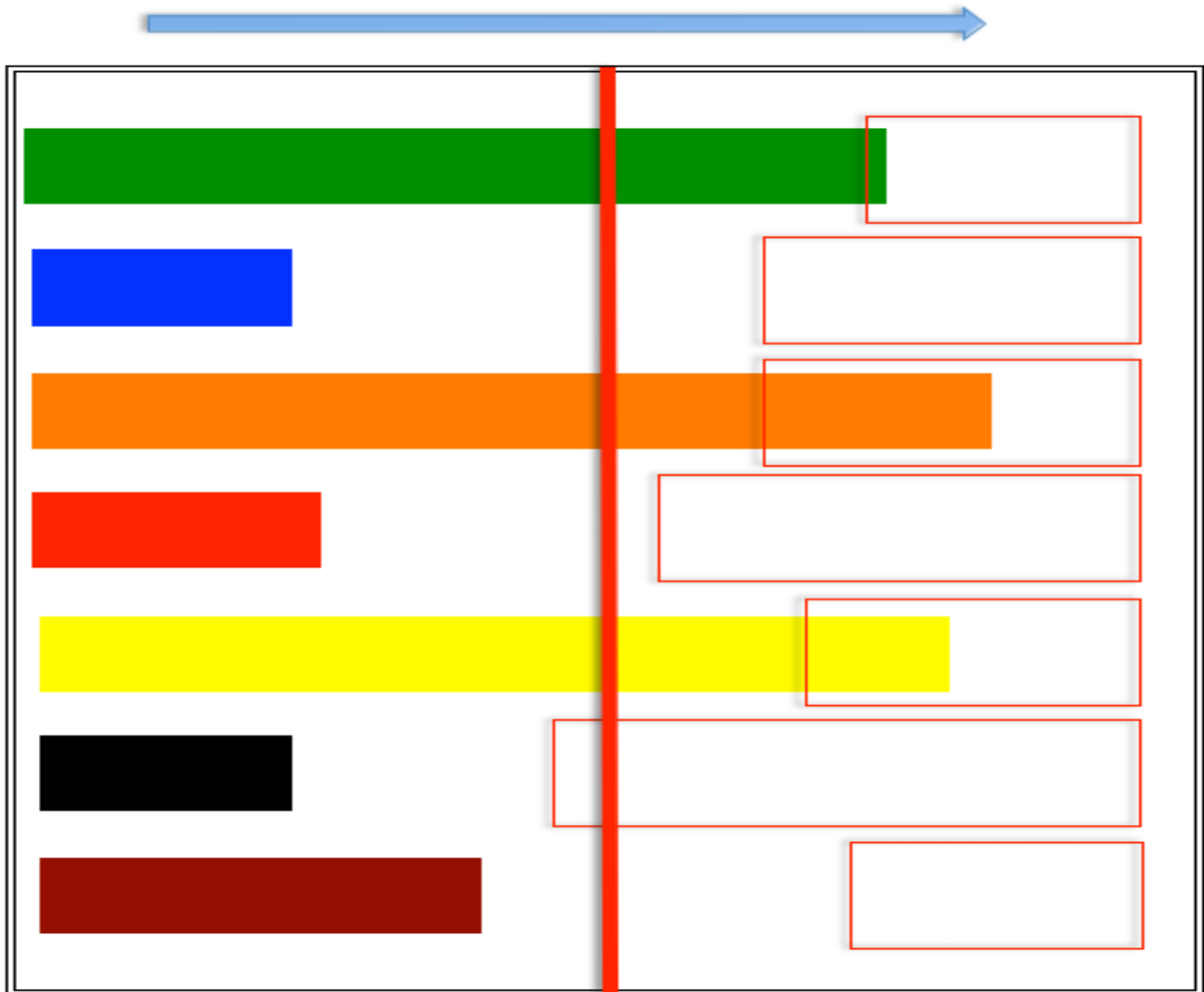


Theoretical Value with description hierarchy

The red box indicates an over-extension

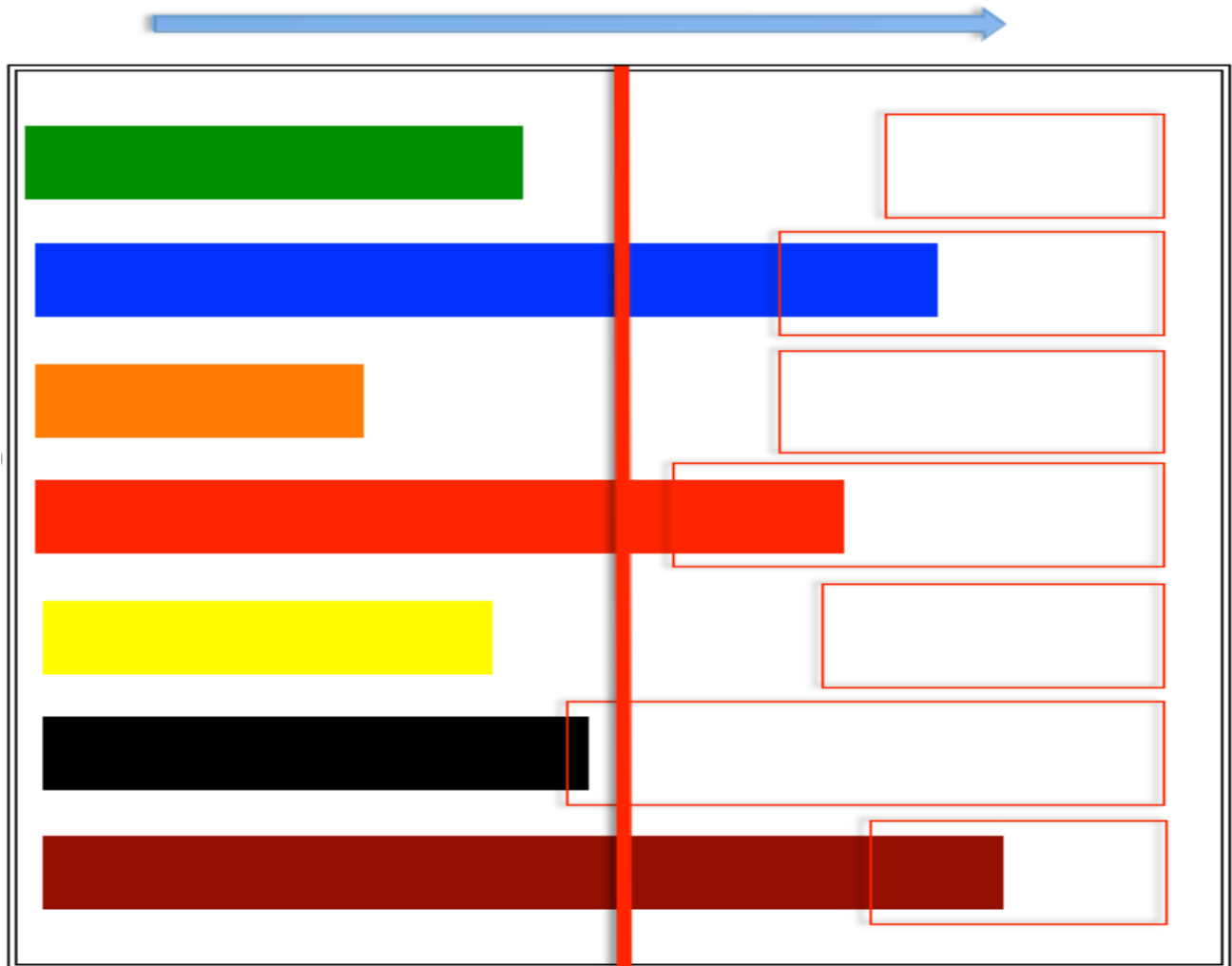


Strong Attitudes



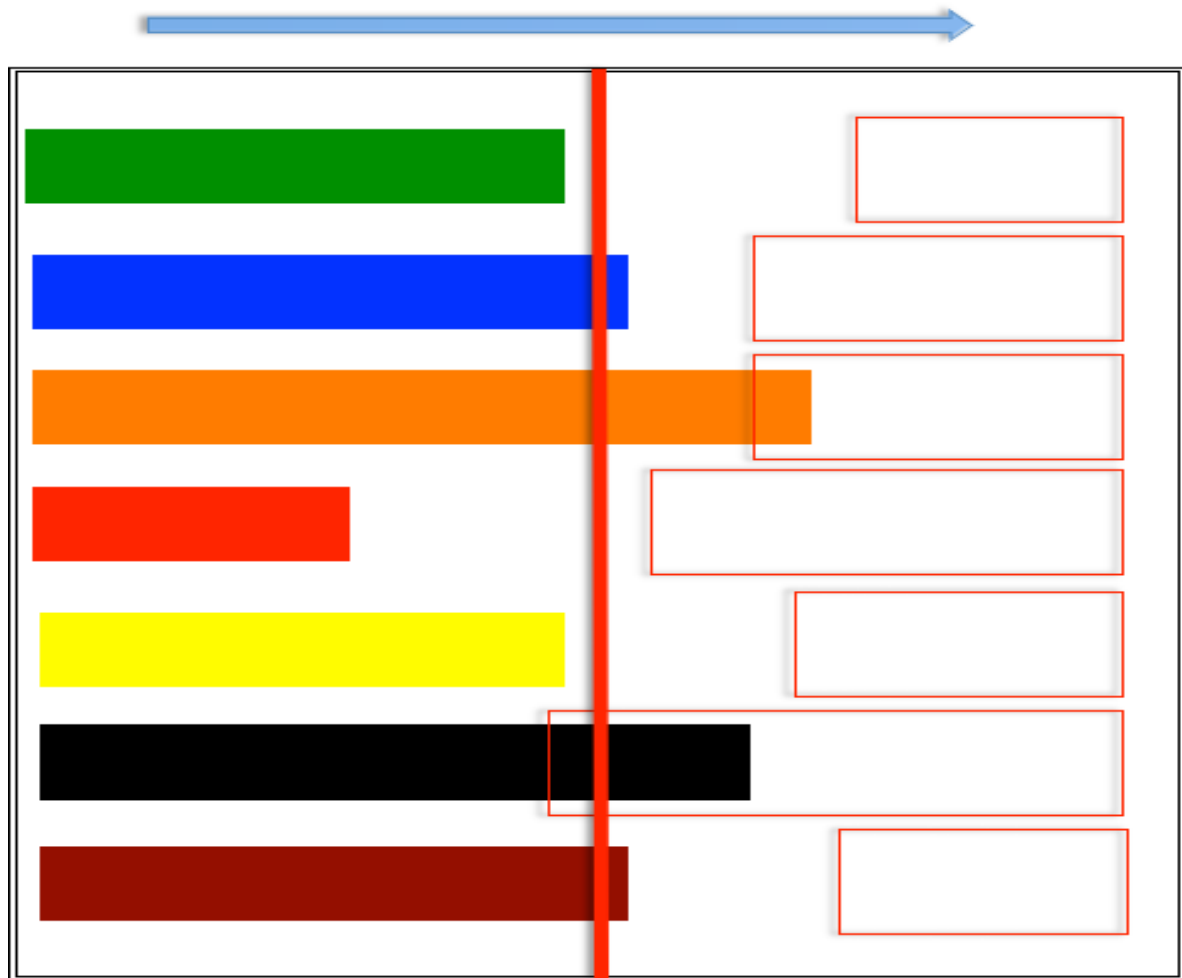
- Creative thinker with low expectations of self.
- Does not see self as important.
- Street smart and creative smart with guess tendencies.
- Does not value time and efficiency.
- Does not need economic returns.
- May be inefficient with time and money.
- Does not need to be the decision-maker.
- Sees others as more valuable than self.
- May solve problems in unconventional ways.

The Values and Motivators Graph



- Solves problems in fast efficient ways.
- Needs authority to the degree of responsibility or greater.
- May come off as a know-it-all.
- Non-emotional decision maker.
- Sees people as either problem-solvers or problems.
- Very secure in self.
- May come off as narcissistic and self-reliant.
- Highly competitive.
- Pragmatic.

The Values and Motivators Graph



- Independent thinker.
- Mild entrepreneurial mindset.
- Black and white thinker (There's only one way to skin a cat)
- Cognitive driven (Life-long learner)
- Will not control self or others

Attitude Ingredients for Job/life Fulfillment

Theoretical

Identifiers - Problem-solving, analytical thinking, analytical reasoning, curiosity, continuing education, solving complex problems, seminars, training, ability to become an expert, ability to display expertise to others and be seen as an expert, identifying, differentiating, discovering, systematizing, using the intellect, identifying truth and untruth, objectivity in all areas, rejects faith and subjectivity, drawing conclusions, focusing on research, applying the facts, applying cognitive ability.

Dissatisfies / Stressors – not wanting to learn, not interested in personal and mental achievement, not interested in gathering all the information, does not take the time to gather all the facts, those not well trained, don't understand or want the latest information on something, those who don't continuously challenge themselves.

Has difficulty relating with people who – Are low Theoretical. Who do not gather all the facts, who do not show interest in furthering their knowledge base, who don't strive for perfection, who don't want all the information, who don't go to college, who don't read or finish books, who don't challenge themselves to know more, who don't broaden their information base on job related subjects.

Possible jobs – Professor, Researcher, Engineer, Programmer, Scientist, Pyrotechnic, Investigator, Lawyer, Oceanographer, Paleontologist, Botanist, Anthropologist, Journalist, Physicist, Biochemist.

TV shows watched – The learning channel, Discovery Science channel, History channel.

Shows – The new detectives, Discoveries in forensic science, The profiler, Ancient secrets of Egypt, How things work, Modern marvels, Nova, Ancient wonders, Trauma - life in the ER, Robot wars.

Magazines – Science Digest, Discovery Magazine, Astronomy, Air and space, Popular Mechanics, Popular Science, Prehistoric Times, Pharmaceutical Technology, Scientific American, Sky and Telescope, Today's Chemist at Work, PC World.

Ideal vacation – A trip to Boston to follow Paul Reveres Trip to the Old North Church, Bunker Hill, and Thanual Hall, where the declaration was signed. Take in the famous Boston Museum of Science and travel 35 miles south to Plymouth Plantation

and Mayflower Port. Learn about the early settlers and even see their graves. Take in Pilgrim Museum and see artifacts from the Mayflower, which include chairs, books, signed documents and the like. Then go over to the Cranberry House and learn how the cranberry is harvested and made into all kinds of products.

Economic

Identifiers – return on investment of time/money, win-win situations, bonuses, incentives, entrepreneurial, efficiency, practicality, capitalism, usefulness, results oriented, no waste, maximizes, pay proportionate to effort, surpassing others in attainment of wealth, possible selfishness, creative application of time and money, possible workaholic.

Dissatisfies / Stressors – no return on time/money, lose-win situations, not practical, time wasters, no incentive, waste money and time, no investments, giving away money and time with no return, being stupid with money and time.

Has difficulty relating with people who – Are low Utilitarian. Who waste money for no reason, who are content with a low or moderate income when they could receive higher wages, who are not efficient, who are not practical, who give away money, who pay high interest on loans when they could pay them off.

Possible jobs – sales professional, car dealership owner, restaurant owner, insurance sales, stockbroker, multi level marketing, entrepreneur, real estate developer, commercial real estate sales. Plastic Surgeon.

TV shows watched – The money show, Lifestyles of the rich and famous, the apprentice, Let's Make a Deal, Monster House, .

Magazines – Money, Entrepreneur, Fortune, Consumer Guide, Forbes, Home Business Magazine, Fast Company, Limousine Digest, Multichannel Merchant, Oil and Gas Investor, Selling Power, Smart Money, Consumer Reports.

Ideal vacation – A total package deal. Fly into Miami, take a cruise to the Bahamas, scuba dive, horse back ride on the beach, eat on the ship, sit by the pool on the ship, be entertained on the ship, fly back home; and all for \$1,400.00 per person.

Aesthetic

Identifiers – beauty, harmony, the finer things in life, balance in all areas, seminars that allow for personal growth, enhancement of personal well-being, self growth, healing with color, form, beauty in the environment, mountains and streams, self actualization, subjective experiences, creative expression, understands feelings of

self and others, appreciates impressions, art, self help training and seminars, auras, energy, wholeness, natural medicine, whole foods, balance in body/mind/spirit, love, peace, personal contentment, protection of the environment, protection of natural resources, subjective feelings, texture, mystical.

Dissatisfies / Stressors– objective truth, plain, ugly, dull, bland, boring, harmful to the environment, not in style, don't recycle, harmful to body/mind/spirit, mismatching colors, chaotic environments, disarrayed, no personal growth, don't exorcize and take care of the body, mind or spirit,

Has difficulty relating with people who – Are low Aesthetic. Who do not appreciate beautiful surroundings, who do not care about natural resources and make jokes about the environment, who do not appreciate art, who don't like plays, who don't like the finer things in life, who don't continue to grow in mind, body and spirit.

Possible jobs – psychic healer, herbalist, artist, actor, motivational speaker, interior designer, health food storeowner, holistic person, hypnotist, magician, playwright, photographer for National Geographic, park ranger, fine furniture maker, sculptor, faux finisher, spiritual advisor.

TV shows watched – Extreme Makeover, National Geographic Specials, While You Were Out, The Cooking Show, Trading Spaces, This Old House, What Not To Wear, The Creative Craft Cove, Painting With Bob Wiles, Discovery Health.

Magazines – Artist Magazine, Art in America, Expression, Filmmaker, Juxtapoz, Surface, Body and Soul, Alternative Medicine, Fitness, Flex, Family Energy, Mac World, O – Oprah Magazine.

Ideal vacation – A trip to the mountains of Vermont during peak season to view the leaves. Stay in a cabin and hike during the day; canoe down the 7-mile river with a packed lunch and star gaze at night.

Altruistic

Identifiers – Helping other people, eliminate pain and suffering, empathy for the underdog, part of a mission or cause, it's all about the people, people oriented vs. profit oriented, championing worthy causes, selflessness, generosity with little or no return, lose/win relations, worthy global causes, betterment of humanity.

Dissatisfies / Stressors – too much emphasis on bottom line results, takers, people who don't volunteer, don't donate blood, don't give to charity, and don't adopt pets and children.

Has difficulty relating with people who – Are low Social. Who don't give to the local blood drive, who don't donate to the local Habitat for Humanity project, who don't help out at the local food bank, who don't spend themselves on people in need.

Possible jobs – Red Cross, nurse, Social Services, Hospice, Care Giver, Animal control officer, policeman or woman, HUD.

TV shows watched – Mash, ER, Animal Cops, Oprah, Dr. Phil, Trauma, Extreme Makeover (a show where they take a person who is unfortunately homely and make them beautiful and everybody cries), Emergency 911, Justice files, Touched by an Angel.

Magazines – Reader's Digest, Guide Post, News and World Report.

Ideal vacation – Missions/Humanitarian trip to Indonesia. A family chooses to donate time to help a small community in a tsunami-ravaged area for 8 days.

Individualistic

Identifiers - need to be separate from everyone else in the group and stand out as unique in kind and quality. These people need to be the "red penny" within the jar of pennies. These out of the box thinkers tend to be innovative, unique, and in *need* of personal autonomy and definition.

Dissatisfies / Stressors – People who are boring, people who don't like their ideas, people who want more definition than they do, people who compete for the spotlight, people who take credit for their ideas and unique accomplishments, and people who do not notice their clever ways of doing things.

Has difficulty relating with people who – Are low Influence and high Steady. People who are seen and not heard and who will not appreciate their creative uniqueness.

Possible jobs – Designers, Speakers, Creators of any kind such as creative programming, artists, Musicians, Poets, and anything in need of creative flair.

TV shows watched – HGTV, How It's Made, Downton Abbey, Discovery Channel, etc.

Magazines – Dwell, Home and garden, Architectural Digest, Omni, etc..

Ideal vacation – Anything creative such as boat tours, high towers, mountainous, science related.

Power

Identifiers - need to be in control of own destiny, must be victorious, winner, sports, competitive, opportunity for advancement, must be seen as a leader, public recognition, rewards, empowered, power to carry out orders, authority equal to responsibility, material possessions equal to or greater than responsibility, position, respecting authority, forms personal relationships to advance position, demands respect for personal gains, assertive, must direct and control others and self, must advance quickly.

Dissatisfies / Stressors – people who aren't winners, people who don't like sports, not competitive, followers, drop outs, people who don't control their destiny, but let others control it. Indecisive, people who are satisfied with status quo, people who are afraid to lead.

Has difficulty relating with people who – Are low Individualistic. Who don't control their own destinies, who don't show leadership, who don't compete at work, who don't like sports, who don't try to achieve more, who don't assert themselves, who don't advance quickly at their job.

Possible jobs – New car sales, top gun, sales manager, military career, President of the United States.

TV shows watched – The apprentice, Fear Factor, Monday Night Football, Survivor, LA Law, Baseball, Boxing, King of the Jungle (competitive reality show).

Magazines – CMO, American Spectator, Against the Current, Context, Business Week, NewsMax Magazine, Sports Illustrated, Golf Digest, Fortune, Entrepreneur, Advantage, ESPN the Magazine.

Ideal vacation – This person has put together a trip to Greece during the Olympics. They will travel through Greece and have tickets to the track and field events on Wednesday and Thursday.

Regulatory

Identifiers - Part of a system of thinking/living, order, cause or mission, set of beliefs consistent with personal beliefs, ethics, integrity filled environment, politics, religion, civic leader, living and applying principles, converting others to your system, spiritual, rules to live by, rules for others to live by.

Dissatisfies / Stressors – divorcees, single parents, critical thinkers, objective thinkers, people who think differently than them, people in opposition to their beliefs, people without a cause, criminals, new age thinking, non-church goers.

Has difficulty relating with people who – Are low Traditional. Who don't go to church regularly, who don't have strong political views, who don't have a system or context for living, who don't obey the rules, who don't have a cause, who don't have or make ethical decisions, who cheat on tests and taxes, who drive without a driver's license.

Possible jobs – Minister, police man or woman, military officer, high school

TV shows watched – The Catholic Channel, 700 Club, Highway to Heaven, Touched by an Angel, Larry King Live, LA Law, Judging Amy, Dr. Phil, Judge Judy, The Peoples Court, America's Most Wanted.

Magazines – Christian Parenting, Charisma, Time, Newsweek, Guideposts, National Catholic Register, Discipleship Journal, End time, Faith and Family, New Man.

Ideal vacation – 5 days at Disney World.