



PRINT®
7 MAJOR
8 MINOR

ANTHONY BREW

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Your Unconscious Motivators® are

to enjoy life and be happy (7 Major)

to be strong and self-reliant (8 Minor)

The strength of your Minor in relation to your Major is
MEDIUM.

THIS DOCUMENT INCLUDES THE FOLLOWING REPORTS:

PRINT® REPORT

TRIGGER REPORT

ROLE ALIGNMENT

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PRINT® REPORT INTRODUCTION

How can a person be more fulfilled, achieve full potential and function at his or her best?

A large part of the answer comes from understanding what makes people do what they do. It has been discovered that there are 9 hidden drivers, called Unconscious Motivators® that are responsible for our thoughts, feelings and actions. These motivators operate at a deep level – we are generally not able to articulate them. But when they are revealed through the PRINT® survey, they make a lot of sense. They shed light on past experiences – why some things may have worked out well and others did not. They set the stage for better decisions and choices in the future. They foster confidence and a new level of insight. They provide a language to heighten awareness and power constructive change.

Everyone has two Unconscious Motivators®, a Major and a Minor. These two Unconscious Motivators® make up their PRINT®, their motivational identity.

The interaction between Major and Minor is the reason why there are 72 distinct PRINTS®.

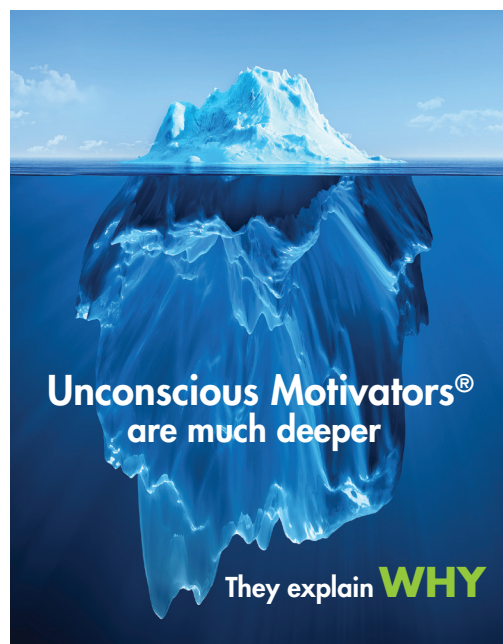
Unconscious Motivators® are not talents, strengths, interests, preferences, biases, or traits, which are valuable and also descriptive. Unconscious Motivators® deepen our level of insight. They get to the heart of **WHY** people behave as they do when certain things occur in their life. They peel the layers back further creating a natural next step in the journey toward greater self-discovery and positive action.

Think of an iceberg —

Our talents, strengths, interests, preferences, biases, etc. exist above the water line. They are observable and accessible.

Unconscious Motivators® are below the water line, anchoring the iceberg. They take up significant space and provide a vast amount of concealed, yet crucial information.

Some digging is required to reveal Unconscious Motivators®.





PRINT® REPORT INTRODUCTION

What can you do with this information? A lot!

Knowing your Unconscious Motivators® will help you understand your previous actions and choices and even predict future ones. It will provide insight into why certain situations appeal to you and why you gravitate to them and perform well doing them. And why you find it easy to deal with and communicate with certain people and why other relationships are more challenging and what you can do about it. Knowing your Unconscious Motivators® provide the foundation for increasing positive outcomes and reducing negative ones in all aspects of your life.

How do Unconscious Motivators® Work? It's really quite simple.

We behave one way when our Unconscious Motivators® **ARE** being satisfied...



...and a different way when our Unconscious Motivators® **ARE NOT** being satisfied.



When the world around us – our job, our relationships, the people we interact with, the events in our lives – is supporting us in getting our Unconscious Motivators® satisfied, we are our Best Self, our brightest star. We are positive, productive, and our highest performing selves. We are in natural flow, our optimal state. Studies have correlated Best Self with healthy relationships and improved personal and work performance.

But something different can happen if we are not attuned to our Unconscious Motivators® and when they are not being satisfied. In this state our star may dim a little. Our actions may not be as effective or constructive. We may take things to excess (unconsciously) and that may not work to our advantage. When we are not mindful, our Shadow side has the potential to break through.



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The goal is to try to operate in Best Self as much as possible.

The reality is that most people vacillate between Best Self and Shadow. This is not entirely a bad thing if we view Shadow as a learning opportunity. Shadow's great take away is that it reminds us, even propels us to reclaim our Best Self, for hopefully longer and longer periods of time. Having insight into our blind spots can be as powerful as knowing our assets and gifts.

The danger of Shadow – when it is capable of causing harm – can occur when a person chooses to stay in Shadow and justify its existence or when it is a blind spot and a person is not even aware they are operating in Shadow. Many studies have proven the detrimental impact that prolonged Shadow behavior can have on one's relationships and work performance. However the ability to observe your Shadow behavior, to acknowledge it and own it is the first step to making a successful return to Best Self.



Your two Unconscious Motivators® and the relative strength of your Minor to your Major (indicated as high, medium or low) can be found on the cover page of this report. The relative strength of your Minor to your Major tells you how much influence your Minor has on your Major in the decisions you make, the actions you take and what keeps you fulfilled and firing on all cylinders.



Your PRINT® Report describes your potential Best Self and Shadow tendencies – what can happen when your Unconscious Motivators® are being satisfied and what can happen when they are not.



PRINT® REPORT INTRODUCTION

A few other important items to mention...

1. It is not expected that you will exhibit all of the Best Self and Shadow behaviors in the narrative or the list in your PRINT® report. Particularly in the case of Shadow behavior, these are POSSIBLE behaviors. If you don't relate to a Shadow behavior, it may be that you naturally avoid it or have learned how to avoid it. However, it may also mean that your self-awareness is limited. PRINT® can help you see and learn about your blind spots.
2. You don't act in Best Self all the time nor do you exist in Shadow all the time. However, the power of PRINT® is that it can help you spend more time in Best Self.

BASIC PRINT® FACT SUMMARY:

- There are 9 distinctive Unconscious Motivators®.
- Although you may relate to some, or even all of the nine, two Unconscious Motivators® are most important to you — called your Major (dominant) and your Minor (secondary).
- Your Major and Minor Unconscious Motivators® make up your PRINT®, your motivational identity.
- There are 72 unique PRINT® combinations in total.
- No PRINT® is better than any other. PRINTS® are not good or bad, just different.
- High numbers are not better or worse than low numbers.
- Every PRINT® has Best Self behaviors and potential Shadow behaviors associated with it. These differ among the PRINTS®.
- A person's natural state is Best Self. But sometimes Shadow replaces Best Self as an automatic default if a person is not mindful that their Unconscious Motivators® are not being satisfied.
- You may not relate to all Best Self and Shadow behaviors. That is to be expected.



PRINT® REPORT RESULTS

PRINT®
7 MAJOR
8 MINOR



In Best Self we are positive and productive and our most admirable qualities shine through.

ANTICIPATED BEST SELF

At their best, 7-8s are charismatic, take charge people of action who possess a “can do” mentality and a limitless amount of energy. They are also decisive, big picture thinkers who are not only extremely responsible but also outgoing and fun. Their optimistic nature lets them think positively about the future, which they visualize with great clarity and then, using tenacity and drive, 7-8s make sure their vision becomes reality.

7-8s are enthusiastic about whatever they undertake and are a source of inspiration to their family, friends, co-workers and teammates. Pressure and challenges are rarely obstacles for 7-8s who are able to navigate difficulties with ease. They simply roll up their sleeves, pick up their pace, and do what needs to be done. For this reason 7-8s are frequently described as being resourceful and upbeat.

7-8s are excellent communicators and have a charm that is impossible to resist. They can simultaneously entertain and build enthusiasm for their message, fully engaging any audience, large or small. They are also exceptionally imaginative and are excellent idea generators who generally prefer the creative process to the nitty-gritty details. Consequently, many 7-8s like to do the planning, but leave the implementation to other qualified individuals. 7-8s are effective delegators of responsibility. They are also very independent and resilient when faced with a setback.

Determined and multitalented, 7-8s are fast learners who can keep many balls in the air at the same time. In fact, they do everything quickly. They are valuable members of any team or group given their ability to take on increasingly more responsibilities and still be productive. 7-8s are people who thrive on being kept busy.

7-8s are about as spontaneous as they come. They get excited about doing something new and interesting, they love variety and they delight in being able to respond to the moment. Because flexibility is so important to them, 7-8s rarely over-prepare. In fact, they often experience their greatest successes relying on their natural wit, their undeniable charm and their outstanding ability to think on their feet.

Besides being spontaneous and flexible, 7-8s are also known for their emotional strength and will — a commanding energy and natural magnetism that enlists people and generates results. With definite opinions and enormous self-confidence, 7-8s know how they want things to turn out. And they aren’t shy about sharing their views. Assertive and up-front, 7-8s have a knack for making things happen.



PRINT® REPORT RESULTS

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In Shadow we unknowingly take things to excess and our talents and strengths can be blocked.

POTENTIAL SHADOW

7-8s tend to see the best in people and situations and have a built-in “glass half full” mentality. They can envision a desired outcome and then make it happen. However, as 7-8s in Shadow become increasingly committed to their vision, they can become a bit unyielding when it comes to considering alternative approaches. When in this mode, they generally don’t want to be questioned, and they can lean toward telling rather than asking, which can make them appear controlling and impatient. It also can result in mistakes being made when sufficient input is not sought or listened to.

The 7-8’s excessively positive view of things can become one of stubborn optimism. When 7-8s look at the world through rose colored glasses, they sometimes don’t see reality for what it is. Hence, their perception of people, relationships, situations, even how they view themselves can be skewed. Many 7-8s in Shadow are overly idealistic and either rationalize or ignore problems, willing to deal with them only when they grow so large that they can no longer be pushed aside. Even Best Self 7-8s prefer to move away from negativity. But Shadow 7-8s can dismiss problems altogether or put a positive spin on them to avoid having to address them head on.

In Best Self, 7-8s are spontaneous. However, in Shadow, spontaneity can give way to over-impulsive tendencies, whereby a 7-8’s decisions and actions lack adequate planning or the necessary weighing of pros and cons before they move forward. When this is combined with their perpetually rosy view of the world, some 7-8s may be unprepared for problems that might have been avoided or at least anticipated. There is no doubt that a 7-8’s haste, restlessness and detail avoidance can have negative consequences. A 7-8’s impulsive behavior can also lead to miscommunication and excessive risk taking. Fortunately, Best Self 7-8s are able to bounce back quickly. Resilience is one of their most admirable qualities. Regrettably, Shadow 7-8s tend to have a more difficult time.

7-8s in Shadow can commit to too many projects, convinced they can handle them all successfully. Although balls generally don’t drop, depth and quality can be sacrificed and follow-through can be diminished, not to mention they run the risk of exhaustion and burnout. When 7-8s are moving too quickly, they can also frustrate people who need a little more time to make decisions, assimilate information, or adapt to new situations. Furthermore, 7-8s in Shadow are not very good at concealing their irritation and frustration with people who they believe are dragging their feet.



PRINT® REPORT RESULTS

PRINT®
7 MAJOR
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Anticipated

Potential

BEST SELF BEHAVIOR

SHADOW BEHAVIOR



upbeat
enthusiastic
independent
energetic
optimistic
tenacious
good communicator
friendly
assertive
engaging
idea generator
good networker
decisive
creative
multitasking
spontaneous
quick thinking
productive
charismatic
action oriented
fast paced
resourceful
resilient
flexible
imaginative

easily distracted
restless
over-committed
impatient
neglects unpleasant tasks
unyielding
short attention span
self-centered
over-confident
makes hasty decisions
irritable
impulsive
overly attention grabbing
defensive
avoids negativity
controlling
stubborn
bores easily
dismisses problems
overly idealistic
insufficient attention to detail
vindictive
reckless
abrupt
ignores rules



TRIGGER REPORT

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A Trigger is an action or non-action by another person, or an event or situation, that can stimulate Shadow Behavior.



Triggers may be verbal or non verbal; intentional or unintentional. Whatever the case, they have the potential to set people off. An interesting thing about Triggers and PRINT® is that each PRINT® has its own specific set of Triggers. What bothers one PRINT® may have little impact on another, which is why understanding PRINT® helps to accurately identify your key Triggers and the Triggers of others.

What are your Triggers?

Given your Unconscious Motivators®, it stands to reason that your PRINT® would be affected by the following Triggers.

SOME POSSIBLE TRIGGERS FOR A PRINT® 7-8

feeling micro-managed, undermined or not in control

people who take a long time to make decisions

people who over-analyze or over-process information

pessimistic, "can't do" attitudes

inflexible and rigid behavior

long, deep, intense discussions, especially about problems

people who do things at a slow pace

an overemphasis on minutiae or details

people who won't try new things

having your creativity and ideas stifled

feeling "pinned down" or "hemmed in"

people who are too emotionally needy

routine or boring tasks that lack variety

not being able to do things your way

negativity and complaints

not being able to improvise, "wing it" or think as you go

NOTE: Individuals of this PRINT® generally **WILL NOT** be Triggered by **ALL** of the above Triggers.



TRIGGER REPORT

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Triggers assault our Unconscious Motivators® so if we are not mindful, Triggers can cause Best Self to turn into Shadow.



Why is it important to know your Triggers and the Triggers of others?

Understanding YOUR Triggers helps you anticipate and recover quickly when you are set off. This helps you reduce your own Shadow behavior.

Understanding OTHER'S Triggers helps you tune in to people so you can avoid setting them off. This helps them reduce their Shadow behavior.

Understanding Triggers offers an explanation for why certain reactions take place, reactions that are likely misunderstood.

In an ideal world, people would not be affected by their Triggers. Their lives would be without stress and they would be in a perpetual state of tolerance of others motives and behaviors that differ from their own and acceptance of whatever life tosses their way. Unfortunately, this isn't the real world as most people know it. Stress, pressure and demands are constants in most people's lives and others do things that don't always sit well with our way of thinking – and it affects us.



We are personally accountable to manage our own Triggers. The purpose of knowing our Triggers is not to use them as an excuse or justification for our Shadow behavior. Instead, their knowledge inspires us to be more mindful to TAKE ACTION by PREVENTING automatic Shadow responses or at least RECOVERING QUICKLY if we are caught off guard.



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Becoming consciously aware of your Triggers is an important and healthy first step.

Once you are familiar with the things that can set you off, your Triggers, you are better able to tune in to the feelings – emotional or physical – that signal a Triggering process is about to begin. And that offers you the opportunity to step back and make good choices, rather than automatically slide into Shadow behavior.

Beyond awareness, definable, proactive steps can be taken to prevent Triggers and to recover swiftly. A few of these are:

TRIGGER PREVENTION — WHAT YOU CAN DO BEFORE AN ENCOUNTER

- **Avoid high risk situations** — if possible, do your best to steer clear of people or situations where you have experienced many Triggers in the past.
- **Mentally rehearse** — before any encounter, visualize a worst case scenario version of the encounter, and then visualize you responding in Best Self. Practicing your response in your mind prepares you not only for an unanticipated negative experience, but also for a surprisingly positive response on your part, even when things don't go as planned.

TRIGGER RECOVERY — WHAT YOU CAN DO IN THE MOMENT

Do not assume (don't make assumptions about another person's motive or intent before checking it out).

KEYS

Do not personalize (others likely say or do the same things with everyone – they are not singling you out).

- **Create alternative explanations** — if you are being Triggered, before succumbing to an automatic reaction, stop to consider alternative explanations that can neutralize the intensity of your reaction.
- **Keep your eye on the goal** — one way to help stay in Best Self and lessen the impact of Triggers is to keep a strong focus on what you want to accomplish – your end game. That way, if you encounter unpleasant attitudes or actions or unfavorable situations, you will be more inclined to stay on a positive course. If you remain calm, open, engaged, flexible, forgiving, etc., even when Triggered, knowing it will help you get the results you are after, then you have succeeded.



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We are also responsible for acknowledging others' Triggers and doing our best to avoid them.

TRIGGER REDUCTION — WHAT TO DO TO MINIMIZE TRIGGERING OTHERS

- **Think from the other person's Unconscious Motivators®** — try to act “as if” and imagine how the other person, knowing their PRINT®, might respond to your actions. This will help you come up with alternative ways of approaching a situation, even if they don't come naturally to you or your PRINT®.
- **Change the presentation of your message** — qualifying statements like “I am not sure this is the best course of action but...” or “Don't hold me to this but...” tend to diffuse negative reactions from others since they leave room for discussion.
- **Dialogue before acting** — take time to discuss and define expectations to prevent misunderstanding and miscommunication. Too often we assume other people are on our wavelength. However, if they are a different PRINT®, with different Unconscious Motivators®, chances are they are not seeing things the way we are. Dialoguing beforehand is essential. We often say we don't have time to dialogue, but the fallout from not discussing things in advance can be more time consuming and stressful.



ROLE ALIGNMENT

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This report sheds light on areas in your work life that may not be in sync with your Unconscious Motivators®.

Knowing one's Unconscious Motivators® and seeking to satisfy them through one's professional endeavors is extremely valuable during the career exploration and job search process. However, this information is equally valuable for employed individuals, including those who are well established in their career or job.

Critical factors like fulfillment, engagement, passion, reaching one's full potential, even professional success and performance can be influenced by the alignment, or lack of alignment between one's Unconscious Motivators® and one's work responsibilities.



Even when knowledge, skill and experience are an excellent fit, if your Unconscious Motivators® are not being satisfied at work, your level of fulfillment, engagement, passion and success can be compromised. Reaching full potential and making significant professional contributions may also be diminished.

Through the PRINT® report, you learned about your Unconscious Motivators® and what you look like when you are in Best Self and what could happen if your Unconscious Motivators® aren't being satisfied; your potential Shadow behaviors could emerge.

The Role Alignment report is a strategic tool (a worksheet with a rating scale) to help maximize Best Self and minimize Shadow by evaluating the degree of alignment between your Unconscious Motivators® and your current professional role or one you may be considering such as: a promotion, a role change or a project reassignment. It highlights areas that may not be in sync, leading to action plans to bring your motivations and the role into greater alignment.



The result should be greater work passion, engagement and success.



ROLE ALIGNMENT

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Use this checklist to evaluate your current role or roles you may be considering. Higher numbers indicate greater alignment between your Unconscious Motivators[®] and the role. Lower numbers are areas where less alignment exists.

1 = Statement does not describe my role at all

2 = Statement describes my role a little

3 = Statement describes my role a lot

4 = Statement describes my role almost perfectly

Choose a number after each statement indicating how well the statement describes your role.	1	2	3	4
The work has variety to it, involving new/changing opportunities, tasks, and ventures. Some element of risk taking is okay.				
Social interactions, networking and forging relationships are integral to the role. Part of my role is to generate excitement and enthusiasm from others and get them on board.				
The work is not highly structured, with minimal rules and protocols that must be adhered to, and a high degree of autonomy, independence and latitude is allowed.				
I am able to improvise how things are done and change things up when they become boring or mundane. Flexibility is central to the role.				
The work is fast paced and involves multitasking as opposed to doing one thing for a long time before starting something else. There are many projects going on at one time and they are moving fairly quickly.				
I am involved in some form of idea generation, imaginative thinking or creative process.				
Some level of playfulness and levity is permitted in the role, even encouraged.				
I have a high degree of autonomy, independence and decision making authority, with a fair amount of freedom and not overly strict supervision. I am my own boss, if not now, then eventually.				
The work is action oriented – not characterized by a lot of sitting around and pondering ideas, but rather attacking problems, removing obstacles and implementing solutions.				
I have the opportunity to face challenges, solve complex problems, even handle crises.				
Being assertive and having a straight shooting style are prerequisites for success.				
I am able to rely on my instincts to navigate situations and make things happen rather than get bogged down in too much data and details to make decisions.				
I am able to protect, defend, and/or advocate for others who rely on my strength, confidence, decisiveness and ability to steer the ship in the right direction. I have opportunities to negotiate and/or correct an injustice.				
Strict lines of authority and tight controls (regulations, rules, procedures) are not prevalent in the role.				