



## ADVanced Insights Profile

WHAT WHY HOW

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David Dunlop

January 13, 2010

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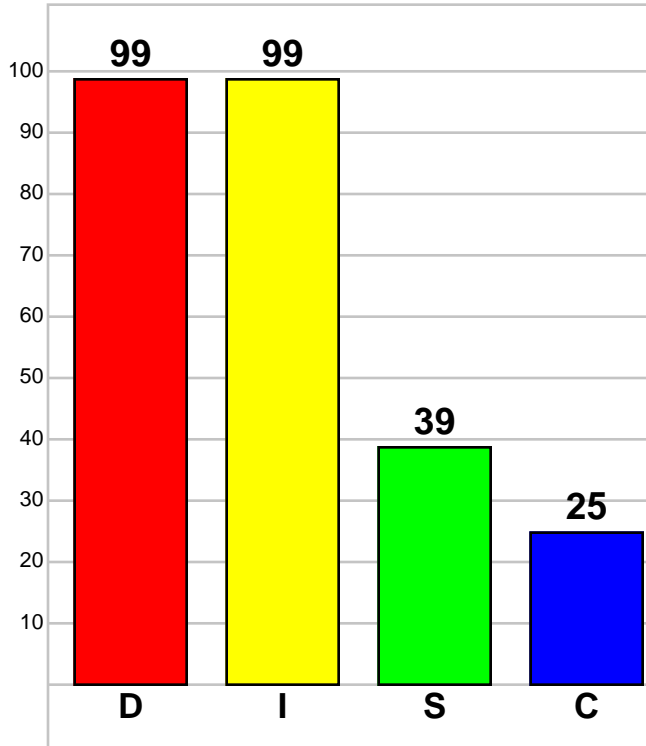
This Innermetrix ADVanced Insights Profile combines the best of three world-class profiles. The Attribute Index measures how you think and make decisions. The Values Index measures your motivational style and drivers and the DISC Index measures your preferred Behavioral style. Together they create WHAT, WHY and HOW (i.e., What natural talents do you have, Why are you motivated to use them and How do you prefer to use them.)

This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.

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## Natural and Adaptive Styles Comparison

### Natural Style

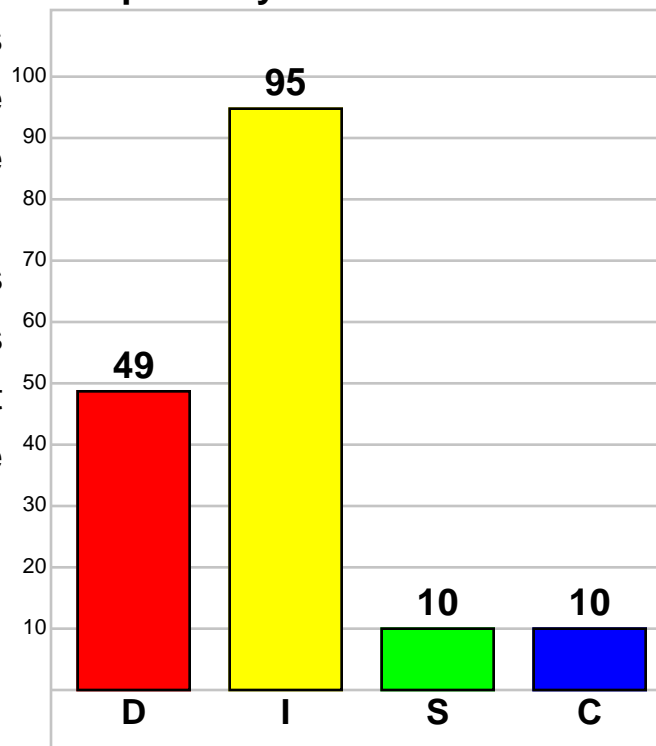


**Natural Style:** The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your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

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

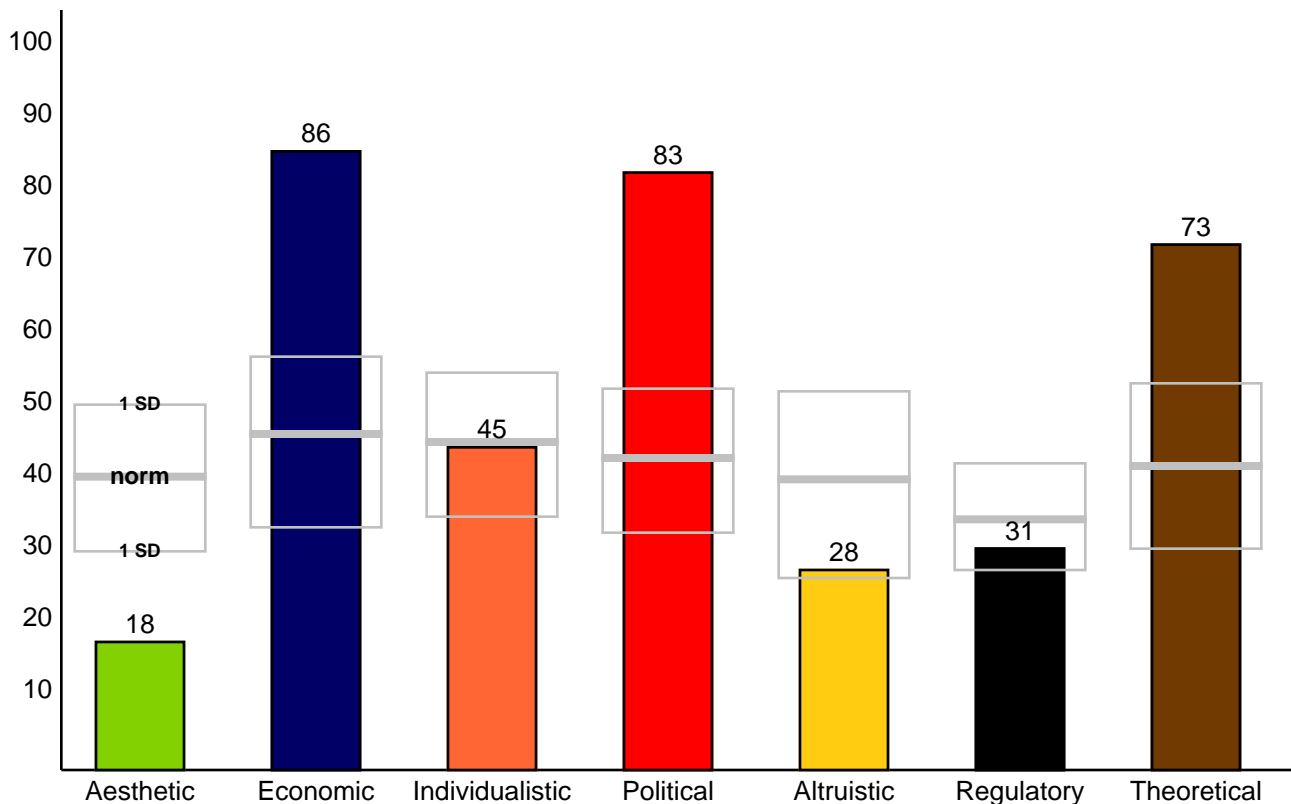
### Adaptive Style



## Executive Summary of David's Values

<b>Very Low Aesthetic</b>	Not into artistic expression, or achieving balance and harmony in life. All about the utilitarian, bottom-line results.
<b>Very High Economic</b>	Very competitive and bottom-line oriented.
<b>Average Individualistic</b>	Not an extremist, and able to balance the needs of both others and self.
<b>Very High Political</b>	Very strong leader, and able to take control of a variety of initiatives and maintain control.
<b>Average Altruistic</b>	Concerned for others without giving everything away; a stabilizer.
<b>Average Regulatory</b>	Able to balance and understand the need to have structure and order, but not paralyzed without it.
<b>Very High Theoretical</b>	Passionate about learning for its own sake. Continually in learning mode and bringing a very high degree of technical or knowledge base credibility.

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0.94 / 0.76

## External

### Empathy



### Practical Thinking



### Systems Judgement



## Internal

### Self Esteem



### Role Awareness



### Self Direction



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# DISC Index

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## About This Report

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

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

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

## This report includes:

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

## The Elements of DISC-Index

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

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

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

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

A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you prefer to pace things in your environment	Procedures: Your preference for established protocol/standards
<p><b>High D</b></p> <p><b>Demanding</b></p> <p>Driving</p> <p>Forceful</p> <p>Daring</p> <p>Determined</p> <p>Competitive</p> <p>Responsible</p> <p>Inquisitive</p> <p>Conservative</p> <p>Mild</p> <p>Agreeable</p> <p><b>Unobtrusive</b></p> <p><b>Low D</b></p>	<p><b>High I</b></p> <p><b>Gregarious</b></p> <p>Persuasive</p> <p>Inspiring</p> <p>Enthusiastic</p> <p>Sociable</p> <p>Poised</p> <p>Charming</p> <p>Convincing</p> <p>Reflective</p> <p>Matter-of-fact</p> <p>Withdrawn</p> <p><b>Aloof</b></p> <p><b>Low I</b></p>	<p><b>High S</b></p> <p><b>Patient</b></p> <p>Predictable</p> <p>Passive</p> <p>Complacent</p> <p>Stable</p> <p>Consistent</p> <p>Steady</p> <p>Outgoing</p> <p>Restless</p> <p>Active</p> <p>Spontaneous</p> <p><b>Impetuous</b></p> <p><b>Low S</b></p>	<p><b>High C</b></p> <p><b>Cautious</b></p> <p>Perfectionist</p> <p>Systemic</p> <p>Careful</p> <p>Analytical</p> <p>Orderly</p> <p>Neat</p> <p>Balanced</p> <p>Independent</p> <p>Rebellious</p> <p>Careless</p> <p><b>Defiant</b></p> <p><b>Low C</b></p>

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## Decisive

### Your approach to problem-solving and obtaining results

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

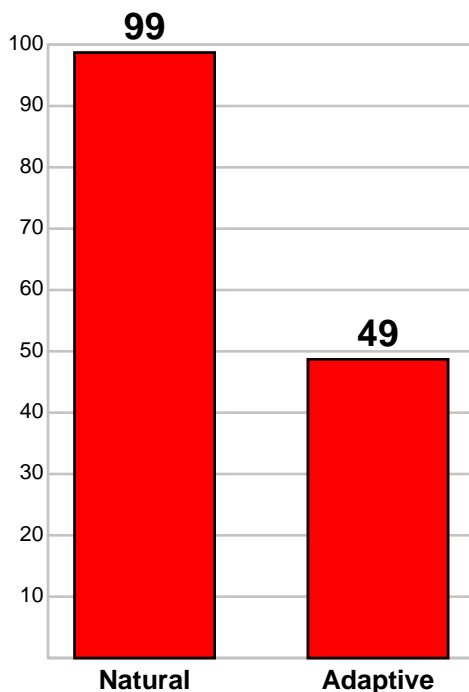
#### Higher D —

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

#### Lower D —

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

David Dunlop



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

- When stressed you can become somewhat of a selective listener, hearing only what you want to hear.
- You demand high levels of results or performance, in both yourself and in others as well.
- You love a good challenge, seek freedom, and look for a lot of variety.
- You are very decisive and a risk-taker.
- You are a great source of innovation and new solutions, even if radical sometimes.
- You are a very strong self-starter who always seems to have a high sense of urgency.

## Interactive

### Your approach to interacting with people and display of emotions.

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

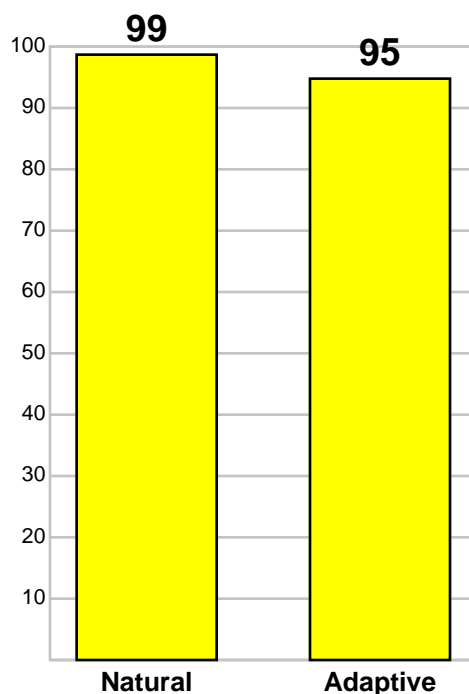
#### Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

#### Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.

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

- You seek freedom of speech and the ability to express ideas and opinions openly.
- You are gregarious and outgoing with most everyone you meet.
- You express or talk about your emotions openly on the up-side or down-side.
- You are very enthusiastic in working with others.
- Generally speaking, people find you warm, open and excellent at interacting with others.
- You tend to not be very organized or attentive to details at all.

## Stabilizing

### Your approach to the pace of the work environment

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

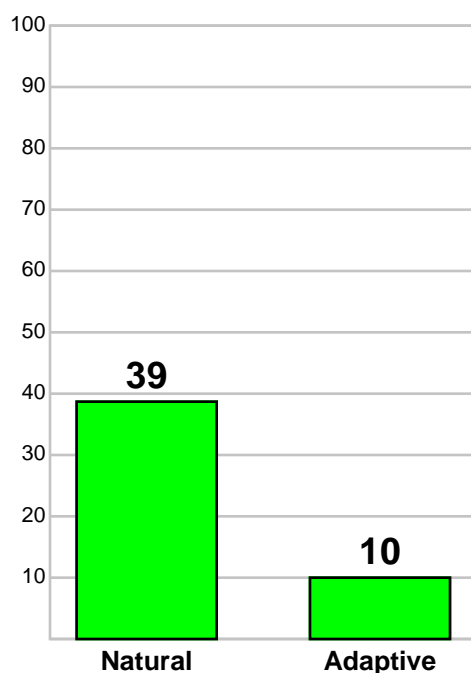
#### Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

#### Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.

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

- You appreciate the need of others to have more freedom and less structure.
- You prefer a faster paced environment, but one that is not frantic or chaotic.
- You like being mobile and on the go, but you like a home base to return to from time to time.
- You respect the established ways, but are open to change when it is deemed necessary.
- You work well in a variety of environments and on a wide selection or projects or tasks.
- You prefer a moderately structured environment, not too much - not too little.

## Cautious

### Your approach to standards, procedures, and expectations.

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

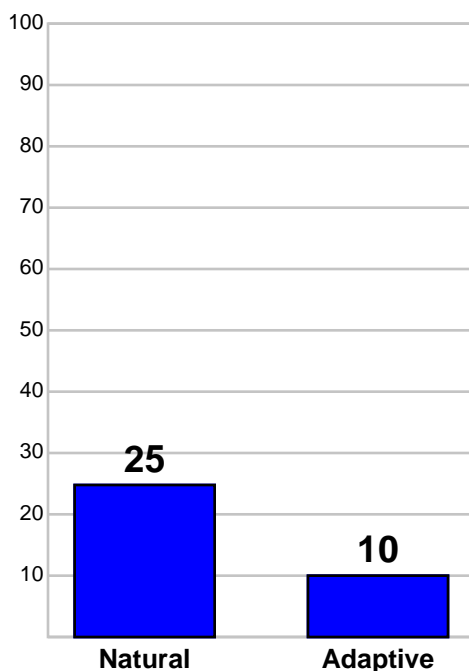
#### Higher C —

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

#### Lower C —

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

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

- You prefer varied activities, never a dull moment.
- You are more bottom-line oriented (e.g., "Let's get the job done now").
- You view rules more as guidelines that may need to be bent or modified depending on the situation.
- You tend to operate somewhat more independently from the established rules and procedures.
- Your opinions tend to be quite firm when it comes to breaking with convention to answer the needs of the situation.
- You are probably perceived by others as a bit of a rule-bender.

## Natural Style Pattern:

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

- Projects emotional strength and a leadership power in working with others.
- A strong orientation toward getting the project completed quickly and successfully, and maximizing the performance of the team in the process.
- High level of decisiveness, coupled with high influencing skills. The Higher D and I traits are nearly tied.
- Very strong verbal and persuasive skills. This is created by the Higher D and Higher I preferences.
- Poised, confident, and very articulate in front of large or small groups.
- Tends to be confident and independent person who is a self-starter and has a strong competitive edge.
- Able to combine both direction of others and persuasion of others into a powerful skill of inspiring others to reach their maximum potential.
- Will react, adjust, and modify your behavior in a variety of situations.

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## **Adaptive Style pattern:**

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none the less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- You usually show a positive sense of humor, and can sometimes relieve a tense moment by a subtle comment, quick wit, or verbal quip.
- You show the ability to speak to audiences and motivate others with poise, confidence, and excellent verbal skills.
- You want to be seen as an easy person to be around, and won't deliberately antagonize others.
- You want to be known as very people oriented. You like people, and want to be liked in return.
- You have the ability to handle pressing problems in a casual manner, but still get the problem solved.
- You tend to have a moderate to higher sense of urgency, and you may become easily bored by mundane or routine projects.
- You show a high trust level in the ability of others on the team to carry out their responsibilities and commitments.
- You show motivation for a strong determination towards own agenda, and will work to motivate others to that position.

Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Watching how you express strong emotions.
- Freedom to express your own ideas, initiatives, and creativity.
- Freedom from repetitive tasks, routine, or details.
- Have variety, many activities, and an occasional surprise to keep you from getting bored.
- Resisting, a little, your tendency to exceed your limits of authority, or work outside the established policies or rules.
- Remembering that not everyone shares your high sense of urgency.
- Positions of leadership or higher responsibility.
- Being a little more aware of your impact on other people, especially in pressure situations.

Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- An environment largely free of hostility and conflict.
- Supportive and encouraging working environment.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- Social recognition for success on a project or achieving a goal.
- You want to work with a team of people with whom you can show your high trust level.
- Acceptance as an important member of a group or team.
- Freedom of speech, and people to listen.
- Public recognition of accomplishments and meeting of goals.



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

- Able to make decisions quickly and to take the credit or blame for the outcome of decisions.
- A very active agent in all that you do.
- Able to set high goals, then works hard with people to achieve those goals.
- Excellent at initiating activity and direction for the team or organization.
- Excellent at building new projects, initiatives, or territory for an organization.
- Excellent in presentations to large or small groups. You bring a poised, confident, and engaging message to any audience.
- You demand high performance of yourself and others on the team.
- Very skilled at verbal expression. Can deliver the same message using a persuasive style or an authoritative style with equal confidence.

Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave an ideal climate for you is one that provides you with:

- Projects needing you to motivate and persuade people.
- Activities with many opportunities for interaction with people.
- Freedom from many controls, detail, and paperwork.
- Public recognition for accomplishments.
- Freedom from routine work.
- Freedom to move around, either in the office or around the country.
- Freedom of speech and expression.
- Variety in the work tasks and multiple projects.

Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems. Due to your behavioral style, you may tend to:

- Lose interest in the project or initiative once the challenge is gone and it has become more of a routine.
- Not be sensitive enough to others needs.
- Be somewhat intimidating to others due to your aggressiveness and dominance.
- Sometimes overuse an "ends justify the means" perspective.
- Easily become restless and impatient with overly complex processes or slow-moving work.
- Set expectations for yourself and others that are overly ambitious or unrealistic.
- Be a selective listener, hearing only what you want to hear at times.
- Become impatient, especially with slower-moving or slower-thinking people.

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Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and being taught and learning.

## **How you prefer to share knowledge or teach:**

- May not always verbalize the complete story of a project or intention; rather, may withhold some information on purpose.
- Could increase sensitivity to others and increase the sincerity-factor a bit.
- May sometimes be a bit too self-serving.
- May sometimes overuse the 'ends justify the means' adage.
- May become impatient, especially with slower-moving or slower-thinking people.
- May lack some follow-through and expect others to pick up all the loose ends.
- May be a selective listener, hearing only what you want to hear at times.

## **How you prefer to receive knowledge or learn:**

- Interacts frequently with others.
- Structures own learning, and can involve others as well.
- Likes factual data and hands-on experiences.
- Individualized, independent self-study at times, balance with group interaction.
- Likes spontaneity, flexibility, and variety in the learning environment.
- Integrates experiences with practical applications and ideas.
- Seeks practicality and results.

This page is unique in this report because it is the only one that doesn't speak directly to you, rather those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

### **Things to do to effectively communicate with David:**

- Plan to talk about things that support dreams, and goals.
- Be prepared to handle some objections.
- Provide options for you to express your opinions and make some of the decisions.
- Don't get off the track and talk about other issues or items.
- Free-up enough to be engaging, stimulating, and fast-paced.
- Be certain to conclude the communication with some modes of action and specific next-steps for all involved.
- Get to the point quickly, and don't ramble.

### **Things to avoid to effectively communicate with David:**

- Don't be short-tempered, cold, or tight-lipped.
- Avoid wild speculations without factual support.
- Don't make decisions for anyone.
- Avoid rambling discussion, and wasting time.
- Don't talk down to anyone.
- Be certain all decision-points have reached closure and action-plans are the result.
- Don't confuse or distract from the business issues at hand.

In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

**Decisiveness:**

How is your 'D' score relevant to your life?

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**Interacting:**

How is your 'I' score relevant to your life?

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**Stabilizing:**

How is your 'S' score relevant to your life?

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**Cautiousness:**

How is your 'C' score relevant to your life?

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**Overall Natural Style:**

What is one way in which your natural style relates to your life?

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**Overall Adaptive Style:**

What is one way in which your adaptive style relates to your life?

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**Strength-based insights:**

What specific strengths do you think connect to your success more than any other?

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**Communication Dos and Don'ts:**

What did you learn from understanding your preferred communication style?

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**Ideal Job Climate:**

How well does your current climate fit your behavioral style?

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**Effectiveness:**

What is one way in which you could become more effective?

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**Motivation:**

How can you stay more motivated?

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**Improvement:**

What is something you learned that you can use to improve your performance?

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**Training/Learning:**

What did you learn that could help you instruct others better, or learn more effectively?

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Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

### **Supporting Success:**

Overall, how can your unique behavioral style support your success? (cite specific examples)

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### **Limiting Success:**

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)

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# Values Index

David Dunlop

## About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **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.

## **The Elements of the Values Index**

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to 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 Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

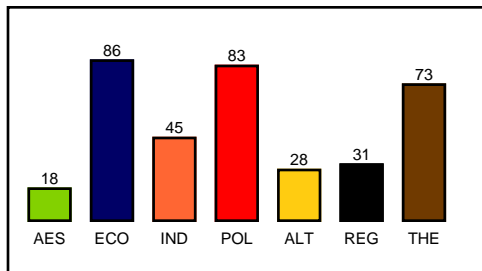
David Dunlop

## A closer look at the seven dimensions

Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values help 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



**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:

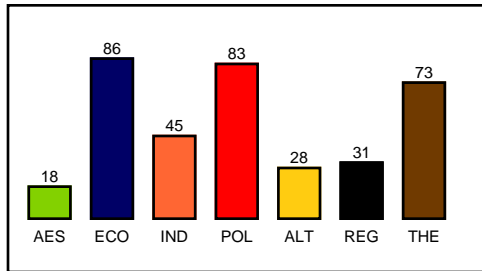
- Considers the artistic types to need a bit more practicality.
- A strong steward of business processes, and doesn't want to waste resources on aesthetics or beauty if it doesn't effect productivity.
- Not worried about form and beauty in the work environment, and allows others to attend to those items.
- Having harmony and balance are not as important in business as other drive factors shown in this report.
- Something's usefulness is more important than its appearance.

## Key Strengths:

- Less emotional than most.
- Strong survivor even in heavy competition.
- Achieving results may take precedent over balance and peace in life.
- Tends to take a strong bottom-line approach to business transactions.
- Prefers not to share emotions and feelings, and may like to work independently at times.

## Motivational Insights:

- Connect topics to improvements in function, not emotions, harmony or beauty.
- Rational goals are the primary motivator.
- Don't use lots of fancy rhetoric.
- To maintain your highest level of motivation, avoid getting involved with projects related to the aesthetics of the work environment. Leave it to others and enjoy the fruits of their efforts.
- Connect motivation to other Values drivers since this one is very low.



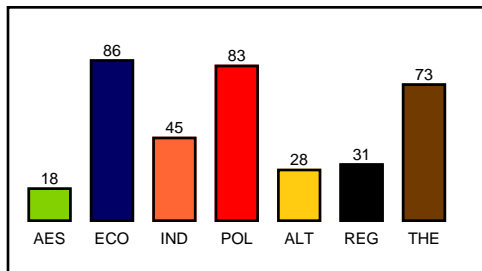
**The Aesthetic Dimension:** The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

## Training/Learning Insights:

- Teach in a very practical way, nothing fancy.
- Make sure to connect training benefits to business opportunities.
- Will be flexible about the surroundings in which they learn.
- Not emotionally driven, stick to practical motivations.
- Avoid lots of team interaction just for the sake of interaction; be certain there is a business reason.

## Continual Improvement Insights:

- Some might consider you uncaring about aesthetics, artistic beauty or harmony.
- May be seen as overly business-like.
- Try to appreciate the value others have for artistic things, or trying to increase workplace aesthetics.
- Remember to respect the creativity of others.



**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:

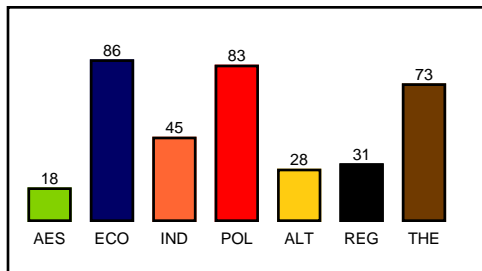
- When profit or project cost / benefits are examined, he may take the position that the ends justify the means.
- Typically interested in what is practical and useful in meeting goals (usually economic ones).
- May fit the stereotype of the highly driven American businessperson, motivated by economic incentives.
- Interested in what is practical and useful in achieving his vision of success.
- Needs for education and training to be practical and useful, with a profit or economic motive.

## Key Strengths:

- High motivation to achieve and win in a variety of areas.
- Will protect organizational or team finances, as well as his own.
- Highly driven by competition, challenges, and economic incentives.
- Able to multi-task in a variety of areas, and keep important projects moving.
- Shows a keen ear to the revenue-clock, his own and the organization's.

## Motivational Insights:

- Provide substantial room for financial rewards for excellent performance.
- Link training and meeting events to potential gains in business share or future income.
- Be certain to reward performance, and encourage participation as an important member of the team.
- Realize that it's not just money that motivates, but also personal fulfillment in the job.
- Be certain he is balancing his professional and personal life.



**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.

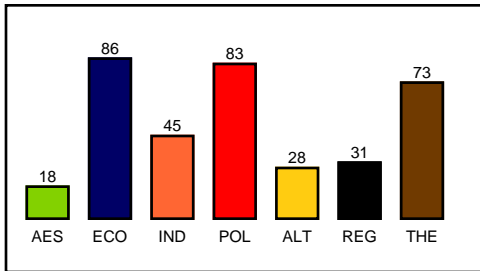
## Training/Learning Insights:

- If possible, build in some group competition as a part of the training activities.
- Link learning outcomes to the ability to become more effective in increasing earnings for both himself and the organization.
- Attempt to provide some rewards or incentives for participation in additional training and professional development.
- Scores like those who want information that will help them increase bottom-line activity and effectiveness.

## Continual Improvement Insights:

- There may need to be an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- Some scoring in this range may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- Some may need to hide the dollar signs in their eyes in order to establish the most appropriate rapport with others.
- While this very high economic drive may be a significant motivating factor in achieving goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.
- May judge efforts of others by an economic scale only.





**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:

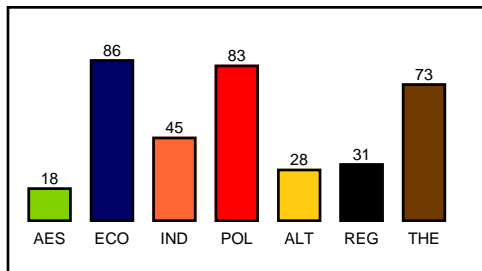
- Has the ability to take or leave the limelight and attention given for special contributions.
- Generally not considered an extremist on ideas, methods, or issues in the workplace.
- Has the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Shows moderate social flexibility in that David would be considered as one who is socially appropriate and supportive of others on the team.
- Those who score like David would probably not be considered controversial in their workplace ideas or transactions.

## Key Strengths:

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

## Motivational Insights:

- Remember that David scores like those with a high social flexibility, that is, he can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that David shows the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- David scores like those who are able to be a balancing or stabilizing agent in a variety of team-related issues, without being an extremist on either side.
- David brings an Individualistic drive typical of many professionals, i.e., near the national



**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.

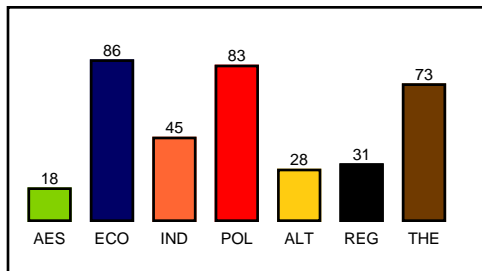
## Training/Learning Insights:

- Able to be a flexible participant in training and development programs.
- Tends to enjoy both team-oriented and individual or independent learning activities.
- 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, he may need to take a stand on some issues related to individual agendas.
- To gain additional insight, examine other values drives to determine the importance of this Individualistic drive factor.
- Allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- Avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.

David Dunlop



**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:

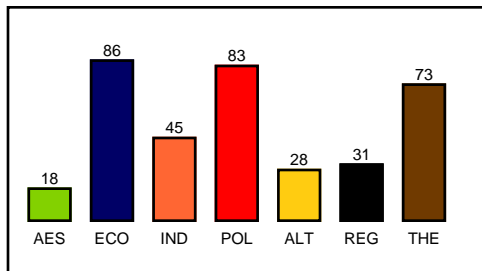
- Desires leadership and is ready for the accountability that comes with it.
- Uses power and control readily and effectively to keep projects moving.
- Shows a very high energy level in working toward goals and ambitions.
- Is very comfortable being in a leadership position and seeks those roles.
- Enjoys winning.

## Key Strengths:

- A strong 'buck stops here' approach to business and getting things done.
- A very high energy level to work hard at meeting goals.
- Accepts struggle and hard work toward a goal.
- Able to plan and design work projects for teams to accomplish.
- Able to plan and control his own work tasks.

## Motivational Insights:

- May like to be seen as a catalyst for change.
- May need to be more willing to share the attention and successes for wins.
- Provide an environment with minimal involvement with routine, detail, and paperwork.
- Appreciates public recognition and praise for successes.
- Enjoys status and esteem in the eyes of others.



**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.

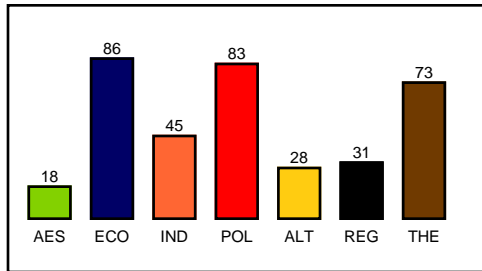
## Training/Learning Insights:

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

## Continual Improvement Insights:

- May need to be more sensitive to the needs of others on the team.
- May be perceived as one who oversteps authority at times.
- May show impatience with others who don't see the big picture as clearly.
- May need to soften his own agenda at times and allow for other ideas and methods to be explored.
- May project a high sense of urgency which may also translate so some as a high intensity.

David Dunlop



**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:

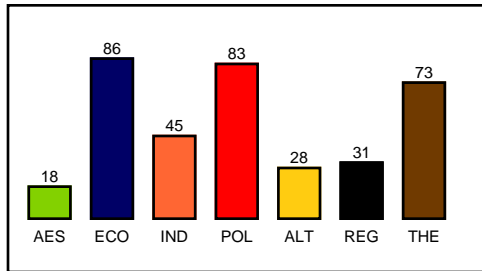
- Very much in line with the average level of altruism seen in business environments.
- Has a good sense for when to freely help others, and when to say "No."
- Will not create an imbalance between own needs and those of others.
- Balances helping others with personal concerns very effectively.
- Can be a good mediator between those who give too much and those who don't give enough.

## Key Strengths:

- A solid balanced view of helping others without doing everything for them.
- Possesses a realistic and practical approach to helping others help themselves.
- Appreciates the need to help others without sacrificing one's own self too much.
- Willing to pitch in and help others as needed.
- Sees value in benefiting others through personal actions.

## Motivational Insights:

- Is practical in how much to help others versus other objectives.
- Possesses a healthy balance between a self focus and a focus on others.
- Will strike a moderate level of giving and taking in interactions with others.
- Has a very typical level of appreciation for others relative to the general working world.
- Will be good judge of how much to involve others versus making the command decision.



**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.

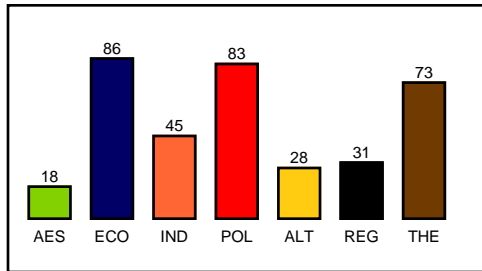
## Training/Learning Insights:

- To better motivate by incorporating other motivators that are higher in drive and score locations.
- Is flexible between learning with a team or learning independently.
- Enjoys learning that highlights both their own personal gain, but also some altruistic aspect as well.
- Likely supportive of the trainers themselves.

## Continual Improvement Insights:

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

David Dunlop



**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:

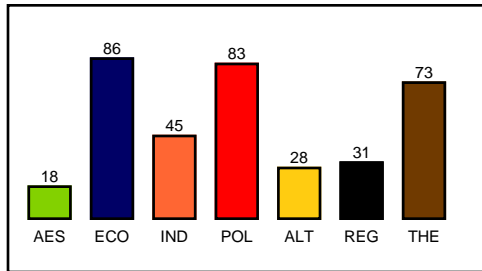
- Tends to be balanced and stable.
- Understands both sides of the argument for more and less rules and policies
- Accepting of authority, but not bound by it blindly.
- Appreciates some structure, but not too much.
- Is right at the national mean when it comes to desire for stability or steadiness.

## Key Strengths:

- Serves as a good moderator between those defending the standard operating procedure, and those challenge it.
- Is very flexible when it comes to dealing with very little or too much structure.
- Situationally aware of when rules must be followed and when they should not be.
- Can challenge protocol and be creative if the situation demands it enough.
- Good at providing order and structure where it is required.

## Motivational Insights:

- Utilize David to help bring order out of chaos without going overboard.
- Put David to use as the mediator between those who support the old guard and those who want revolution.
- David can provide a balanced view for creating new policies, procedures and protocols that are effective.
- David will be good at helping maintain a stable environment.
- David can be a valuable asset when it comes to working in routine environments.



**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.

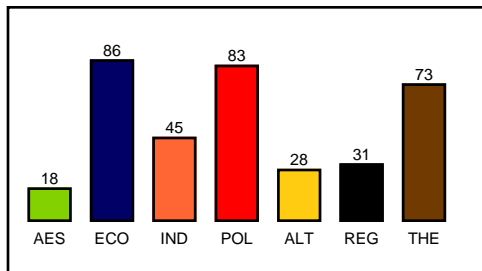
## Training/Learning Insights:

- Is open to creativity or flexibility.
- Prefers to learn in the accepted way through the existing curriculum.
- Becomes a supportive team member who gets behind the initiative.

## Continual Improvement Insights:

- Might benefit from exerting opinions freely in discussions of direction and planning.
- Could take a firmer stand on team issues involving dissenting opinions.





**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:

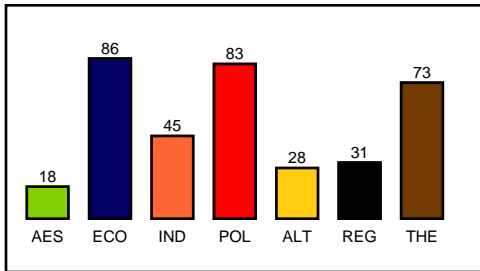
- 'Cognitive' attitude: Looks for deeper meaning in things.
- Others may seek David to help answer questions about projects or procedures.
- May prefer learning-based events or conferences over a small economic incentive.
- A very strong trend toward a pursuit of knowledge even for its own sake.
- Willing to take risks to learn something new.

## Key Strengths:

- Very strong analytical skills and ability.
- Strong knowledge-driven ethic.
- Asks many of the necessary questions in order to gain the maximum amount of information.
- David scores as a very active problem-solver.
- Knows a little about most everything, and is conversant about it.

## Motivational Insights:

- Realize that as much as David has learned, he still wants to learn more.
- Be certain to include David in future development projects to draw on his expertise.
- If there is a learning-based event to be planned, be certain David is involved. If there is an external learning-based event on the calendar, be certain David has the opportunity to attend.
- Provide knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- Sometimes incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.



**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 Insights:

- David scores like those who may have their own on-going personal development program already in progress.
- Enjoys learning even for its own sake, and will be supportive of most training and development endeavors.
- Can be depended upon to do his homework... thoroughly and accurately.
- Actively engaged in learning both on and off the job.

## Continual Improvement Insights:

- May prefer to wait on a project, believing that helpful information may be forthcoming if more time is allowed.
- May sometimes be selfish in sharing ideas with others, until their technical credibility has been established.
- Sense of urgency may vacillate depending on the level of mind-share David is willing to invest.
- May sometimes bog down in details and minutia when needing to see the big picture.
- Don't rush from one learning experience to another. Make certain there are some practical applications.

David Dunlop

Use this sheet to help you track which motivators are well aligned and which are not, and what you can do about it.

**Action Step:** Looking at your Values Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

	Alignment				
	Poorly				Highly
Motivator #1: _____	1	2	3	4	5
Motivator #2: _____	1	2	3	4	5

## Legend:

- 2-4 = Poor
- 4-5 = Below Average
- 6-7 = Average
- 8-9 = Excellent
- 10 = Genius

## Tally your score here:

David Dunlop

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?

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Motivator #2: what aspects of your company or role can you get involved in that would satisfy this motivator?

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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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# Attribute Index

David Dunlop

Over fifty years of scientific research has revealed that there are three distinct styles of decision-making. Each of us can make decisions in these three ways, but we tend to develop a preference for one more than the other two. This preference becomes a subconscious force, affecting the decisions we make on a daily basis and shaping how we perceive the world around us and ourselves.

The three decisional styles are the personal, the practical, and the analytical. These dimensions can be examined in the form of patterns based on two distinct factors unique to axiology.

**The Personal Style:** People with a preference for this style of making decisions tend to see the world from a personal point of view, or with concern for the individuals involved. They see people in a unique, individual light and are more concerned about others than the results and theory. This involves a personal involvement with, concentration on, or investment in people. To this style, the world is filled with people needing to be understood.

**The Practical Style:** People with a preference for this style of making decisions tend to see things in very practical, no nonsense, real-world, task oriented manner. They are more concerned with results than others and theory. They see people in comparative ways as they relate to others. To this style, the world is an objective waiting to be achieved.

**The Analytical Style:** People with a preference for this style of making decisions tend to see the world from a theoretical perspective, more in an abstract way than a concrete one. They see people as part of a system and tend to think in very black and white terms. They are more concerned with thinking about things, and analysis than actual results or personal concerns of others. To this style, the world is a problem to be explored and solved.

To some extent we are all capable of making all three kinds of decisions, but our preference tends to be for one more than the other two. Here's a simple example of the three in contrast to each other. One of each style are sitting around a table trying to figure out what to do. While the Personal style is focused on the needs of the workers involved and how best to utilize their talents, the Practical doesn't really care as much about the personal needs, or if it is done right, he just wants to get it done. Finally there is the Analytical who sees no reason to worry about the people involved or even getting it done if it isn't going to be done correctly.

We all have different balances of these three styles; that's what makes our decisions and actions different from each other's. These ways of making decisions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses. In the following pages you will find a list of capacities which are the result of your unique combination of these three decisional styles. It is this understanding of your individual strengths and weaknesses that will enable you to affect change in your life and achieve greater personal success. It is only by first understanding something that we are then able to change it.

## External Decision Making Pattern Summary

You tend to interpret situations in terms of people and their social and work relationships first, and then the relationships to the larger system or structure within which these people exist. Social behavior and productive application of human resources take precedence over system and organization, or compliance with the existing structure or set of rules. You have very good to excellent ability for empathetic and pragmatic thinking with good to very good systemic thinking ability. This means that you are someone who values people and their needs as important and balance this importance with business objectives in a good way. Your lower valuation of the Systems dimension implies that you are not as concerned about having strict order or structure. Your overall development levels in the People and Tasks dimensions are equal and high, while the Systems dimension is moderate, but under developed in comparison. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

### Maximizers

- Teamwork or any group effort
- Interpersonal communication
- Empathy
- Practical thinking
- Understanding others
- Planning and organizing
- Balancing performance and people needs with goal demands

### Minimizers

- Appreciation for authority, rules and regulations as compared to that of people and results
- May tend to prefer production deadlines or personnel needs in favor of rules or systemic guidelines
- Systems dimension thinking

### Motivators

- Financial security
- Peer recognition
- Family needs
- Status and recognition
- Personal relationships

### Needs for Growth

Develop better two-way communication with authority figures, and greater balance between appreciation for set rules, parameters, order or structure and people and performance objectives.

### Targets for Reinforcement (R) and Development (D)

- Results orientation (D)
- Problem Solving (D)
- Relating to others (R)

### Preferred Environment

Decision-sharing; cooperative, teamwork atmosphere under higher-level leadership.

## Internal Decision Making Pattern Summary

You define yourself according to present work or primary social role and identify this with the perception of your true strengths and weaknesses. Your self-image is more flexible and malleable according to the demands of your primary social role or work. Your self image is a little low and you are a little unsure about one of your major life roles as well (e.g., husband, manager, mother, etc). You are even less confident about the best way to proceed in one of those roles. This can be caused by changes in the "way" you fulfill a role. New technology at work, changing relationships, new responsibilities. These would all be examples of changes in your life that could cause you to change how you fulfill your many roles. You see the People and Tasks dimensions clearly and have good levels of development in both. You see the Systems dimension least clearly of the three with low development. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

### Maximizers

Role awareness  
Self acceptance  
Persistence

### Minimizers

Self direction  
Project goal focus  
Internal mission statement

### Motivators

Self improvement  
Material Possessions  
Professional/social role involvement  
Responsibilities

### Needs for Growth

To develop a clearer sense of direction that guides your actions based on your own internal understanding of how you should be doing things, rather than how you feel others expect you to do things.

### Targets for Reinforcement (R) and Development (D)

Self direction (D)  
Sense of mission (D)  
Self awareness (D)



## Report Summary

This graph summarizes the 7 categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page. .

## Report Component Graphs

### 1. Envisioning an Outcome



### 2. Understanding Your Supporters



### 3. Communicating Your Vision



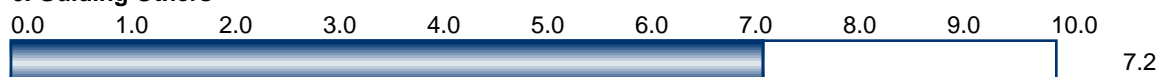
### 4. Serving Others



### 5. Inspiring Others



### 6. Guiding Others



### 7. Developing Yourself



David Dunlop

## 1. Envisioning an Outcome (6.7)

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Steven Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

## 2. Understanding Your Supporters (8.7)

Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

## 3. Communicating Your Vision (6.0)

In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

## 4. Serving Others (8.6)

People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.

## 5. Inspiring Others (7.7)

Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from an the individual. Therefore, leading others for the long term requires you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, a leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

## 6. Guiding Others (7.2)

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

## 7. Developing Yourself (5.5)

In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.

# 1. Envisioning an Outcome

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## Category Description

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Steven Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

## Category Component Descriptions

### Conceptual Thinking (6.9)

evaluates David's ability to see the big picture and then to determine which direction to take, and how resources should be used to attain future goals.

### Initiative (7.1)

evaluates David's ability to direct his energy toward the completion of a goal without an external catalyst.

### Persistence (7.1)

evaluates David's ability to stay on course in times of difficulty.

### Project and Goal Focus (5.7)

evaluates David's ability to stay on target regardless of circumstances.

### Results Orientation (6.9)

evaluates David's ability to identify the actions necessary to complete tasks and to obtain results.

# 1. Envisioning an Outcome

## Category Component Graphs

### Conceptual Thinking



### Initiative



### Persistence



### Project and Goal Focus



### Results Orientation



### Category Description

Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

### Category Component Descriptions

#### Empathetic Outlook (9.0)

evaluates David's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

#### Evaluating What Is Said (7.3)

evaluates David's openness toward other people and his willingness to hear what others are saying, rather than what he thinks they should say or they are going to say.

#### Realistic Expectations (9.5)

evaluates whether David's expectations (in either quality of production or quality of performance) of others can realistically be met.

#### Understanding Attitude (9.0)

evaluates David's ability to read between the lines and to understand body language, reticence, stress, and emotions.

## 2. Understanding Your Supporters

### Category Component Graphs

#### Empathetic Outlook



#### Evaluating What Is Said



#### Realistic Expectations



#### Understanding Attitude



### Category Description

In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

### Category Component Descriptions

#### Conveying Role Value (6.4)

evaluates David's ability to use his own capacities (for empathy, interpersonal relationships, and leadership) to instill, in an employee, a sense of value for the task at hand.

#### Personal Commitment (6.1)

evaluates David's ability to focus and to stay committed to a task: a measure of his internal, personal commitment.

#### Self Confidence (5.6)

evaluates David's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

#### Self Direction (5.5)

evaluates David's internal drive to excel in and believe in his chosen career path.

#### Self Esteem (6.2)

evaluates David's ability to realize and appreciate his own unique self worth.

## 3. Communicating Your Vision

### Category Component Graphs

#### Conveying Role Value



#### Personal Commitment



#### Self Confidence



#### Self Direction



#### Self Esteem





### Category Description

People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.

### Category Component Descriptions

#### Accountability For Others (7.0)

evaluates David's ability to be responsible for the consequences of the actions of those whom he manages.

#### Attitude Toward Others (9.0)

evaluates David's ability to maintain a positive, open and objective attitude towards others.

#### Empathetic Outlook (9.0)

evaluates David's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

#### Evaluating Others (9.5)

evaluates David's ability to make realistic and accurate judgments about another, to evaluate his or her strengths and weaknesses, and to understand his or her manner of thinking, acting, and behaving.

## Category Component Graphs

### Accountability For Others



### Attitude Toward Others



### Empathetic Outlook



### Evaluating Others



### Category Description

Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from an the individual. Therefore, leading others for the long term requires you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, a leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

### Category Component Descriptions

#### Developing Others (9.4)

evaluates David's ability to understand the needs, interests, strengths and weaknesses of others, and to use effectively this information for the purposes of developing others.

#### Gaining Commitment (6.1)

evaluates David's ability to develop and invoke a self motivating attitude in his employees or coworkers in their pursuit of their goals.

#### Leading Others (9.0)

evaluates David's ability to organize and to motivate people into getting things accomplished in a way that makes everyone feel a sense of order and direction.

#### Long Range Planning (6.3)

evaluates David's ability to identify and to evaluate resources and to plan for their utilization throughout the execution of comprehensive, long-range projects.

#### Persuading Others (7.7)

evaluates David's ability to present his viewpoint in such a way that it is accepted by others.

## Category Component Graphs

### Developing Others



### Gaining Commitment



### Leading Others



### Long Range Planning



### Persuading Others



### Category Description

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

### Category Component Descriptions

#### Flexibility (7.5)

evaluates David's ability to readily integrate, modify, and respond to changes with minimal personal resistance.

#### Practical Thinking (9.0)

evaluates David's ability to realistically identify problems and solutions in practical terms, rather than in theoretical or conceptual terms.

#### Proactive Thinking (7.2)

evaluates David's ability to determine the future implications of current decisions and actions.

#### Self Control (5.0)

evaluates David's ability to remain rational and objective when faced with a stressful and emotional situation.

### Category Component Graphs

#### Flexibility



#### Practical Thinking



#### Proactive Thinking



#### Self Control



### Category Description

In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.

### Category Component Descriptions

#### Role Awareness (6.7)

evaluates David's ability to be aware of his role in the world or within a given environment as well as understanding expectations and how those expectations are to be met.

#### Self Assessment (4.1)

evaluates David's ability to identify his personal management strengths and weaknesses practically and objectively.

#### Self Confidence (5.6)

evaluates David's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

#### Self Direction (5.5)

evaluates David's internal drive to excel in and believe in his chosen career path.

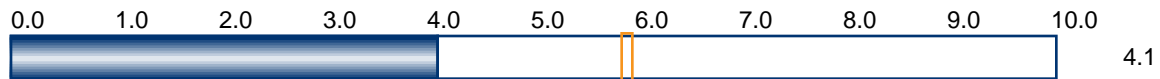
## 7. Developing Yourself

### Category Component Graphs

#### Role Awareness



#### Self Assessment



#### Self Confidence



#### Self Direction





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## External

### Empathy



### Practical Thinking



### Systems Judgement



## Internal

### Self Esteem



### Role Awareness



### Self Direction



David Dunlop

Realistic Goal Setting For Others (9.8)  
 Correcting Others (9.6)  
 Evaluating Others (9.5)  
 Realistic Expectations (9.5)  
 Sensitivity To Others (9.5)  
 Developing Others (9.4)  
 Freedom From Prejudices (9.4)  
 Understanding Motivational Needs (9.4)  
 Attitude Toward Others (9.0)  
 Concrete Organization (9.0)  
 Empathetic Outlook (9.0)  
 Human Awareness (9.0)  
 Leading Others (9.0)  
 Monitoring Others (9.0)  
 Personal Relationships (9.0)  
 Practical Thinking (9.0)  
 Relating To Others (9.0)  
 Respect For Property (9.0)  
 Status and Recognition (9.0)  
 Understanding Attitude (9.0)  
 Integrative Ability (8.5)  
 Seeing Potential Problems (8.5)  
 Theoretical Problem Solving (8.5)  
 Personal Accountability (8.4)  
 Problem and Situation Analysis (8.0)  
 Attention To Detail (8.0)  
 Problem Solving (8.0)  
 Quality Orientation (8.0)  
 Consistency and Reliability (7.9)  
 Persuading Others (7.7)  
 Creativity (7.6)  
 Intuitive Decision Making (7.6)  
 Surrendering Control (7.6)  
 Flexibility (7.5)  
 Sense of Timing (7.5)  
 Diplomacy (7.4)  
 Emotional Control (7.4)  
 Evaluating What Is Said (7.3)  
 Proactive Thinking (7.2)  
 Attitude Toward Honesty (7.2)  
 Initiative (7.1)

Persistence (7.1)  
 Personal Drive (7.1)  
 Following Directions (7.0)  
 Accountability For Others (7.0)  
 Conceptual Thinking (6.9)  
 Respect For Policies (6.9)  
 Results Orientation (6.9)  
 Sense of Belonging (6.9)  
 Systems Judgment (6.9)  
 Balanced Decision Making (6.8)  
 Self Starting Ability (6.8)  
 Material Possessions (6.7)  
 Project Scheduling (6.7)  
 Role Awareness (6.7)  
 Handling Rejection (6.5)  
 Conveying Role Value (6.4)  
 Enjoyment Of The Job (6.4)  
 Role Confidence (6.4)  
 Long Range Planning (6.3)  
 Self Management (6.3)  
 Handling Stress (6.2)  
 Self Esteem (6.2)  
 Self Improvement (6.2)  
 Gaining Commitment (6.1)  
 Meeting Standards (6.1)  
 Personal Commitment (6.1)  
 Realistic Personal Goal Setting (6.0)  
 Job Ethic (6.0)  
 Using Common Sense (5.8)  
 Project and Goal Focus (5.7)  
 Self Confidence (5.6)  
 Problem Management (5.5)  
 Self Direction (5.5)  
 Self Discipline and Sense of Duty (5.5)  
 Sense of Mission (5.5)  
 Self Control (5.0)  
 Self Assessment (4.1)