



DISCPLUS

Rabia Khalid

March 26, 2018

This Innermetrix DISC Plus Profile combines the best of two world class profiles. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand HOW you prefer to get things done, and WHY you're motivated to do them. This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.



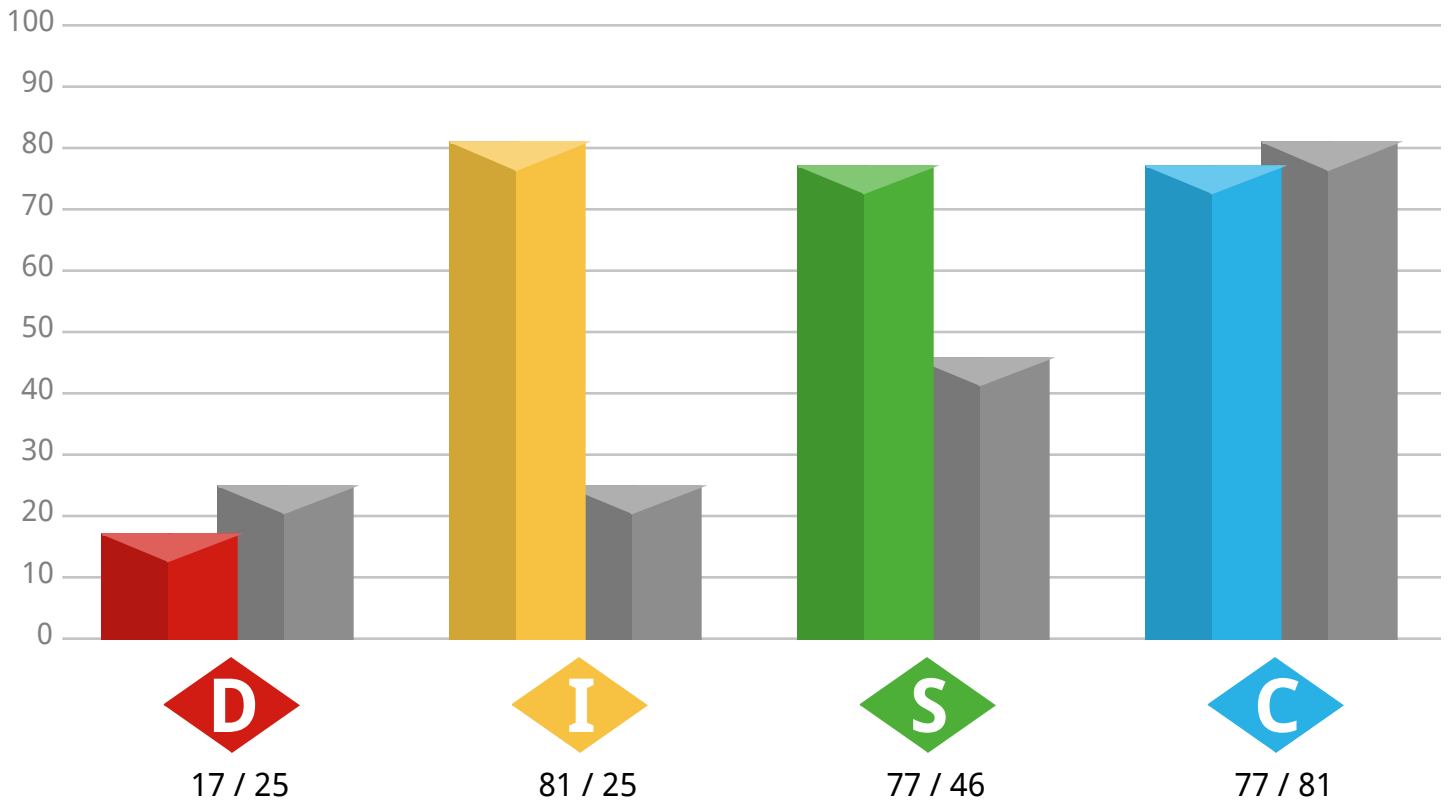
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Natural and Adaptive Styles Comparison



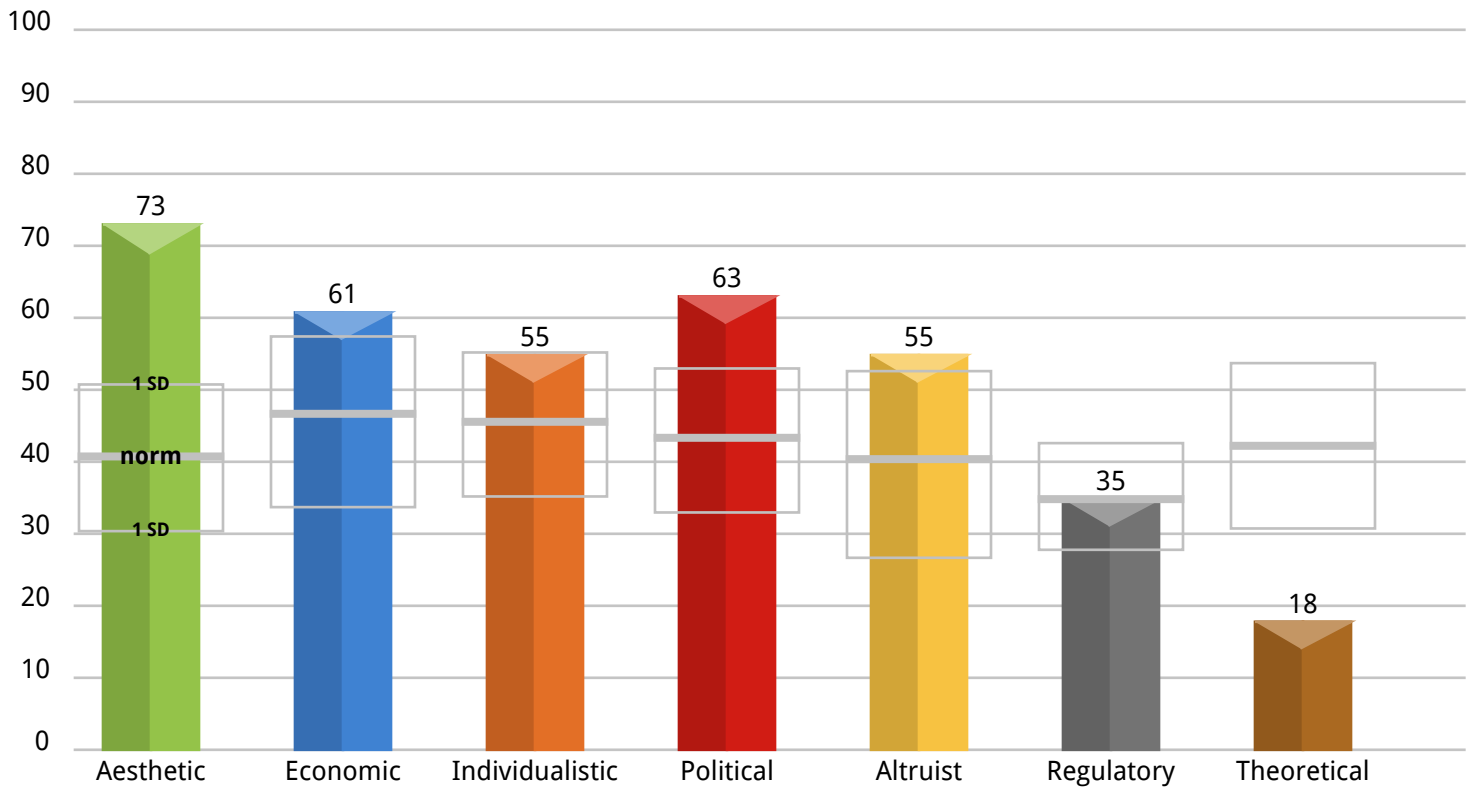
Rabia Khalid

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

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



Executive Summary of Rabia's Values



Rabia Khalid

Very High Aesthetic	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
High Altruist	You have a high desire to help others learn, grow, and develop.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Very Low Theoretical	Doesn't get bogged down in details and minutia.

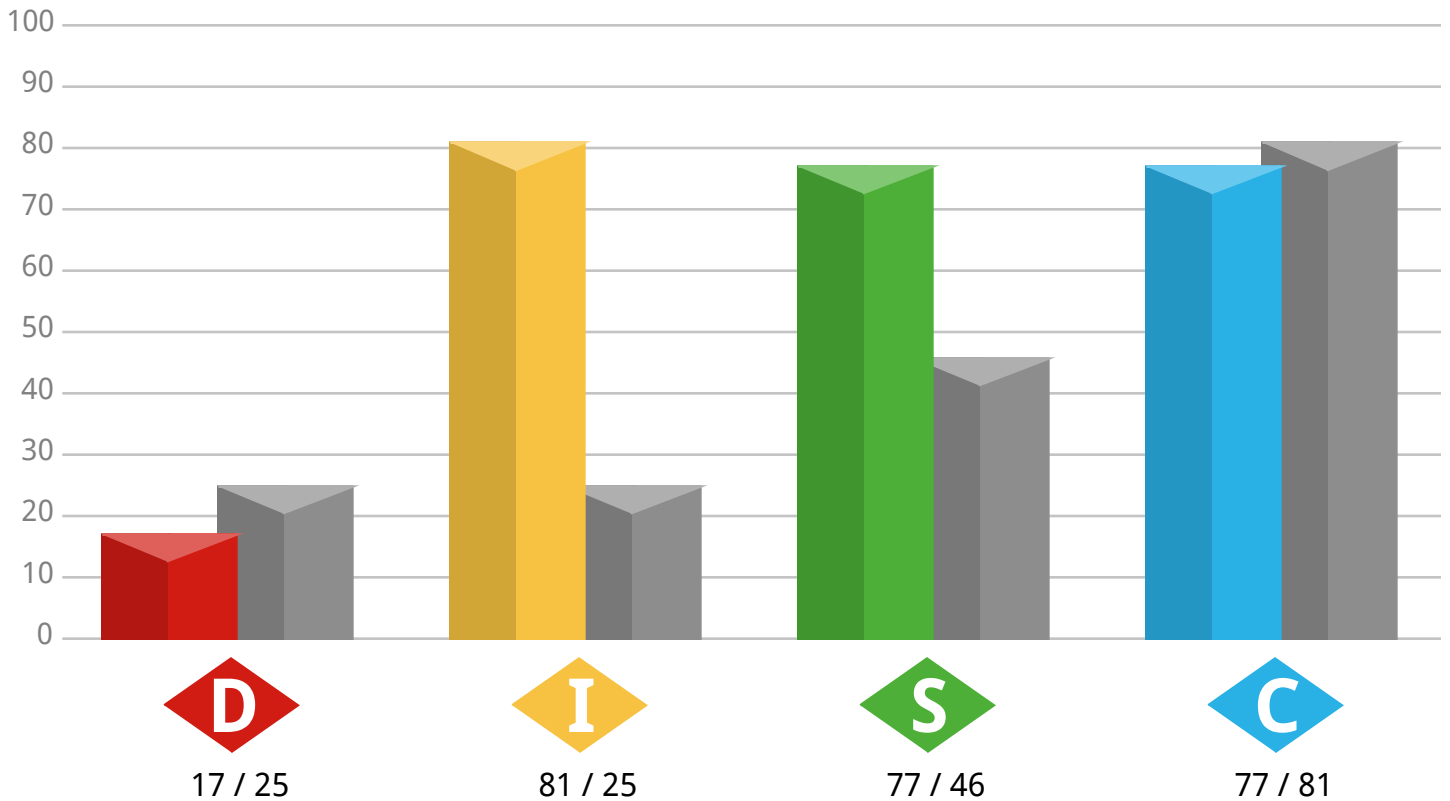


The DISC Index

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



Natural and Adaptive Styles Comparison



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About This Report

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

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

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

This report includes:

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



The Elements of the DISC-Index

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

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

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

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



A closer look at the four components of your behavioral style

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





Decisive

Your approach to problem-solving and obtaining results

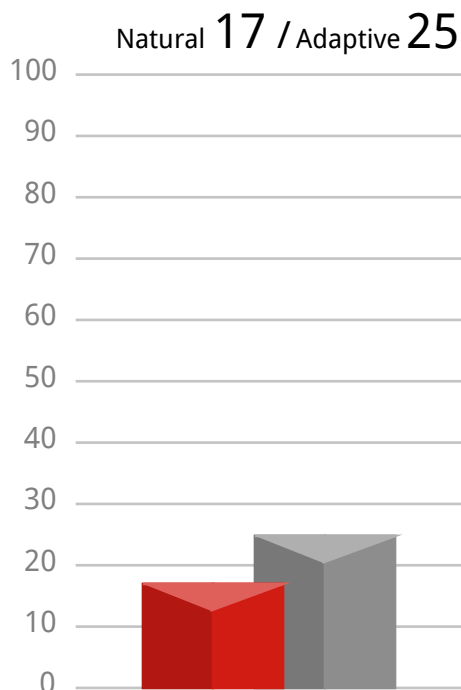
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

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

Lower D —

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



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

- You can depend heavily on others to help make decisions.
- You like taking a slower, more methodical approach to making decisions.
- You prefer to withhold your decision until you have enough information.
- When it comes to solving problems you prefer to analyze the problem and evaluate potential solutions before jumping to conclusions.
- You are considered pretty modest in your approach with others and are open to deferring to stronger opinions when they exist.
- You can be considered "quiet" in team settings or when in the midst of heated debates.



Interactive

Your approach to interacting with people and display of emotions

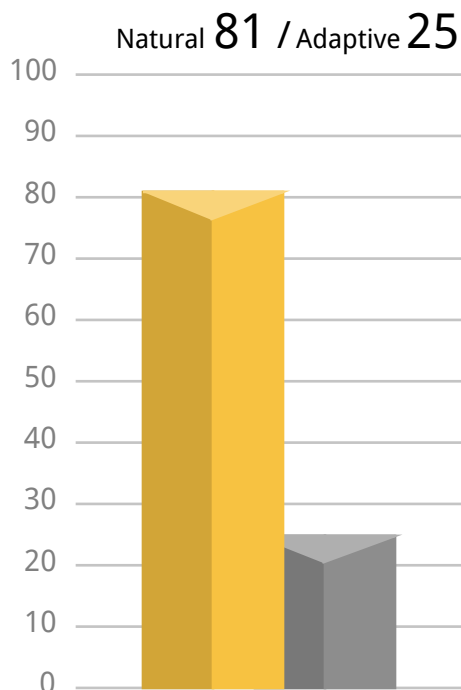
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

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

Lower I —

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



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

- You express or talk about your emotions openly on the up-side or down-side.
- You have a very high trust level for others, but this could actually result in you being "burned."
- At times, your desire to express your opinion and interact with others may come across as self-promoting by the quieter people you know.
- You enjoy opportunities to motivate others.
- You suffer from a fair amount of procrastination when it comes to tasks that require you to work with too many details all by yourself.
- You can at times be too impulsive in making decisions.



Stabilizing

Your approach to the pace of the work environment

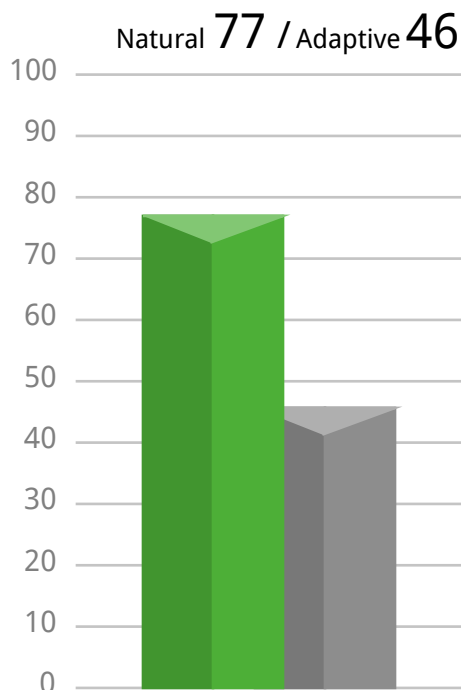
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

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

Lower S —

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



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

- You can be fairly resistant to change.
- You blend well with others and get along with a wide variety of others.
- You're a very good team player.
- You tend to resist confronting or rebelling against the established norm.
- You are typically very cool, calm, and collected on the job.
- You bring a high sense of loyalty to the rules and regulations that govern projects, people, and processes.



Cautious

Your approach to standards, procedures, and expectations

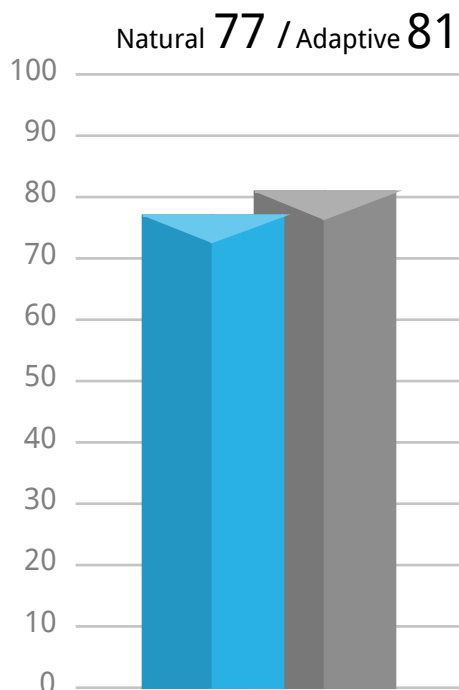
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

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

Lower C —

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



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

- You are excellent at gathering detailed information and examples.
- You prefer a neat and clean work environment.
- You like to use a lot of detail when explaining processes and tasks to others.
- You think it is important to adhere to specific and detailed instructions or procedures.
- You like to work in an environment that is very precise and more structured.
- You are somewhat restrained in expressing emotions.



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:

- Shows the ability to handle both the people-side and the detail-side of a project with equal skill and confidence.
- When offering individual or team criticism, usually do this in a positive and constructive manner, so that no one loses self-esteem.
- Has ability to take the seed of an idea and make it develop into a successful solution.
- Shows a special characteristic of being able to help others on the team to visualize the activities necessary to lead to success in a complex project or design.
- Shows a high degree of conscientiousness and thoroughness in handling any work project.
- May become somewhat impatient or aggressive when under pressure.
- May fear losing on a project or proposal.
- When the organizational urgency gets high, works with the team to restore comfort and also get the urgent project done successfully.



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:

- Highly aware of the dangers of making mistakes through hasty decisions.
- Tends to be more modest and conservative than egocentric, does things 'by-the-book' and expects others to do the same.
- Tends to be most effective in a work culture where conflicts are kept to a minimum.
- In judging the workspace of others, you tend to equate neatness with higher quality work and disorganization with lower quality work.
- May tend to be a 'worrier' (in a positive way), giving thought and mind-share on projects even when away from the job. You may come in after a weekend of thinking, and offer an ideal solution.
- In the workplace, you prefer order over chaos, and will work to create and preserve order.
- You have a rare skill of being able to weigh both intuition and data in very skillful ways when making decisions.
- Shows an instant awareness of mistakes and lower quality control.



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:

- Having ample time to complete all tasks.
- Relying on others more when under pressure.
- Having frequent exposure and contact with people.
- Being able to delegate routine tasks and procedures.
- Reducing any ambiguities in what you do.
- Working in a democratic environment.
- Learning to say “no” more often, to prevent spreading yourself too thin.
- Capitalize on your detail-orientation.



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:

- A work environment with minimal hostility and pressure that sometimes reduce quality and effectiveness.
- Changes should be controlled changes, and made only when proven to be necessary changes.
- Sufficient time to consider all options before making a final decision.
- Quality control standard that are adhered to by all members of the organization, not just by a few people.
- To be included as a part of the work group in social functions.
- Standard operating procedures that can support a quality initiative without being changed dramatically.
- Detailed examples and specific information about suggested changes to be made in processes that may have an impact on quality.
- Tasks completed the 'right' way the first time, so that errors don't have to be corrected later.



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

- Able to communicate with external stakeholders and strangers very easily and get into the necessary details in an engaging way.
- Aware of deadlines and able to juggle many issues simultaneously.
- Tends to be diplomatic in working with others and using a sense of optimism to motivate the team toward success.
- Brings a positive sense of humor and can break-the-ice or hostility with humor in a diplomatic way.
- Brings a sense of quality-control to the team efforts.
- People-oriented, but also rather modest, so has the ability to get along with a wide variety of others.
- Uses tact in directing projects or assignments.
- At meetings, will let the team know feelings in a positive and solution-oriented way.



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:

- Quality standards in which to support and maintain.
- A work environment with a predictable pattern of activity so as to monitor quality processes.
- Complete information, details, and examples with no gaps or surprises.
- Projects completed the 'right way' the first time, to avoid problems later on.
- A work group providing close relationships with a small group of associates, rather than superficial relationships with a large group of people.
- Time to reflect and think about the pros and cons of solutions.
- Freedom from intense time-pressured decisions.
- An environment that supports your critical thinking skills.



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:

- Oversell your ideas a little too much.
- Stick to the plan a little too much sometimes.
- Promise a bit more than you can deliver, or bite off more than you can chew so to speak.
- Build a team of people just like yourself, creating less diversity of talents or personalities.
- Take a passive aggressive approach, rather than a confrontational one.
- Be overly optimistic in your ability to persuade or manage others.
- Be overly optimistic in judging the ability of others.
- Require an overly complete explanation of details before changes are made.



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

How you prefer to share knowledge or teach:

- Appreciates intellectual recognition.
- Likes to have an active learning environment.
- Confident even in the midst of complex material, because homework has been done long before the session began.
- Wants to enlarge the scope and vision of the training program.
- Enriches the content with stories and experiences.
- Leads through factual persuasion.
- Helps group create new concepts and models of ideas.

How you prefer to receive knowledge or learn:

- Likes self-discovery and trial and error methods occasionally.
- High perseverance in learning mode and will re-analyze facts until clarity emerges.
- Seeks inspiration and excitement in the learning process.
- Responds actively to others and tends to like new approaches to learning.
- Learns by considering possibilities and thinking through ideas.
- Needs to know specifically what to do and when to do it.
- Integrates experiences with practical applications and ideas.



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

Things to do to effectively communicate with Rabia:

- Free-up enough to be engaging, stimulating, and fast-paced.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Offer input on how to make the ideas become reality.
- Prepare your case in advance; don't 'wing-it' using charm alone.
- If you disagree with the direction, make an organized presentation of your position.
- Be certain to conclude the communication with some modes of action and specific next-steps for all involved.
- Be certain to emphasize next action steps.

Things to avoid to effectively communicate with Rabia:

- Don't talk down to anyone.
- Don't be unrealistic with deadlines.
- Avoid being impersonal or judgmental.
- Don't be vague about what's expected of either of you.
- Don't use someone else's opinions as evidence.
- Don't leave decisions hanging in the air.
- Don't be dogmatic.



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

Decisiveness:

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

Interacting:

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

Stabilizing:

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

Cautiousness:

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

Overall Natural Style:

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

Overall Adaptive Style:

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

Strength-based insights:

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



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

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

Motivation:

How can you stay more motivated?

Improvement:

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

Training/Learning:

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



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

Supporting Success:

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

Limiting Success:

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



The Values Index

WHY are you motivated to use your talents based on your drivers of engagement?



About This Report

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

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.



The Elements of the Values Index

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

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.



A closer look at the seven dimensions

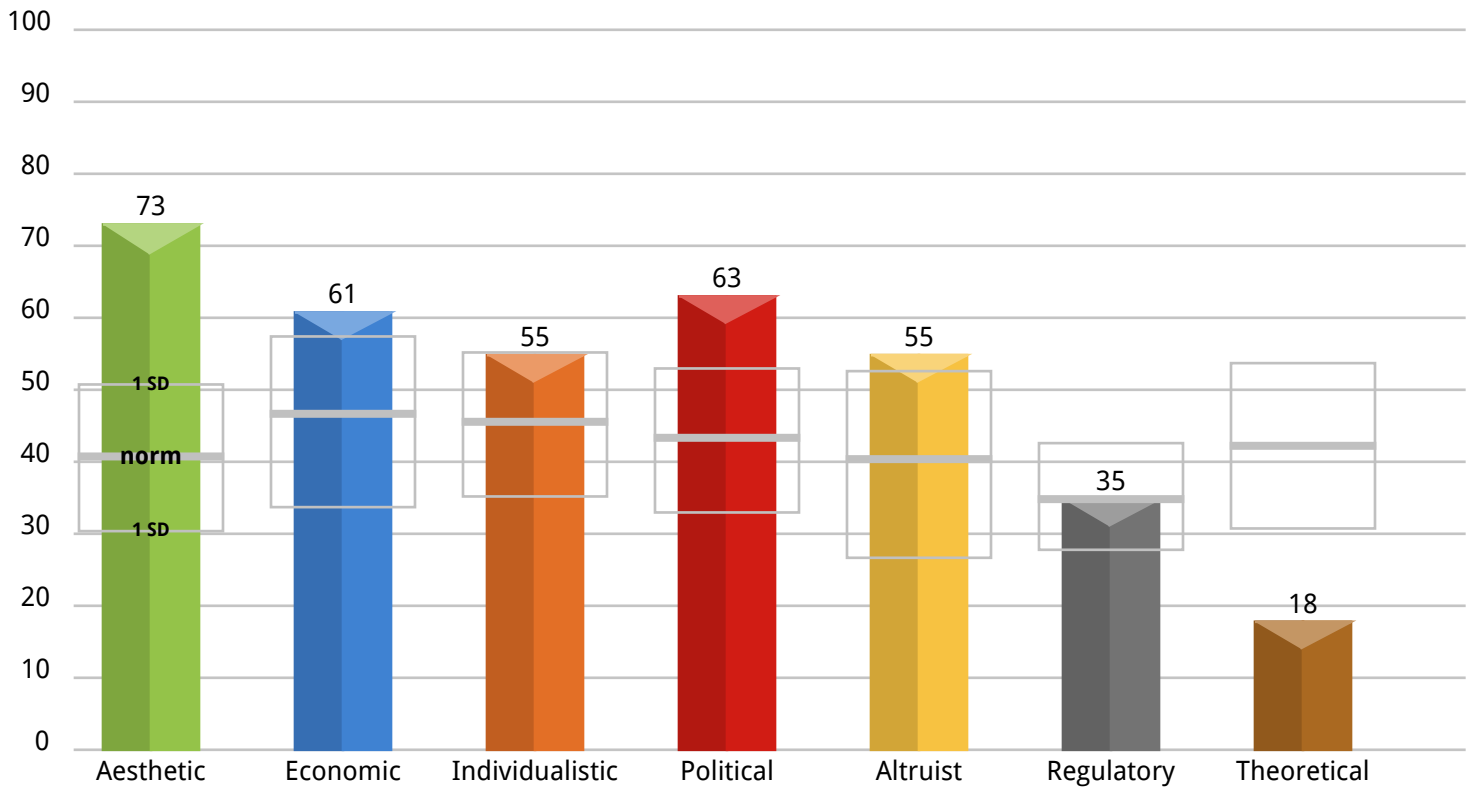
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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

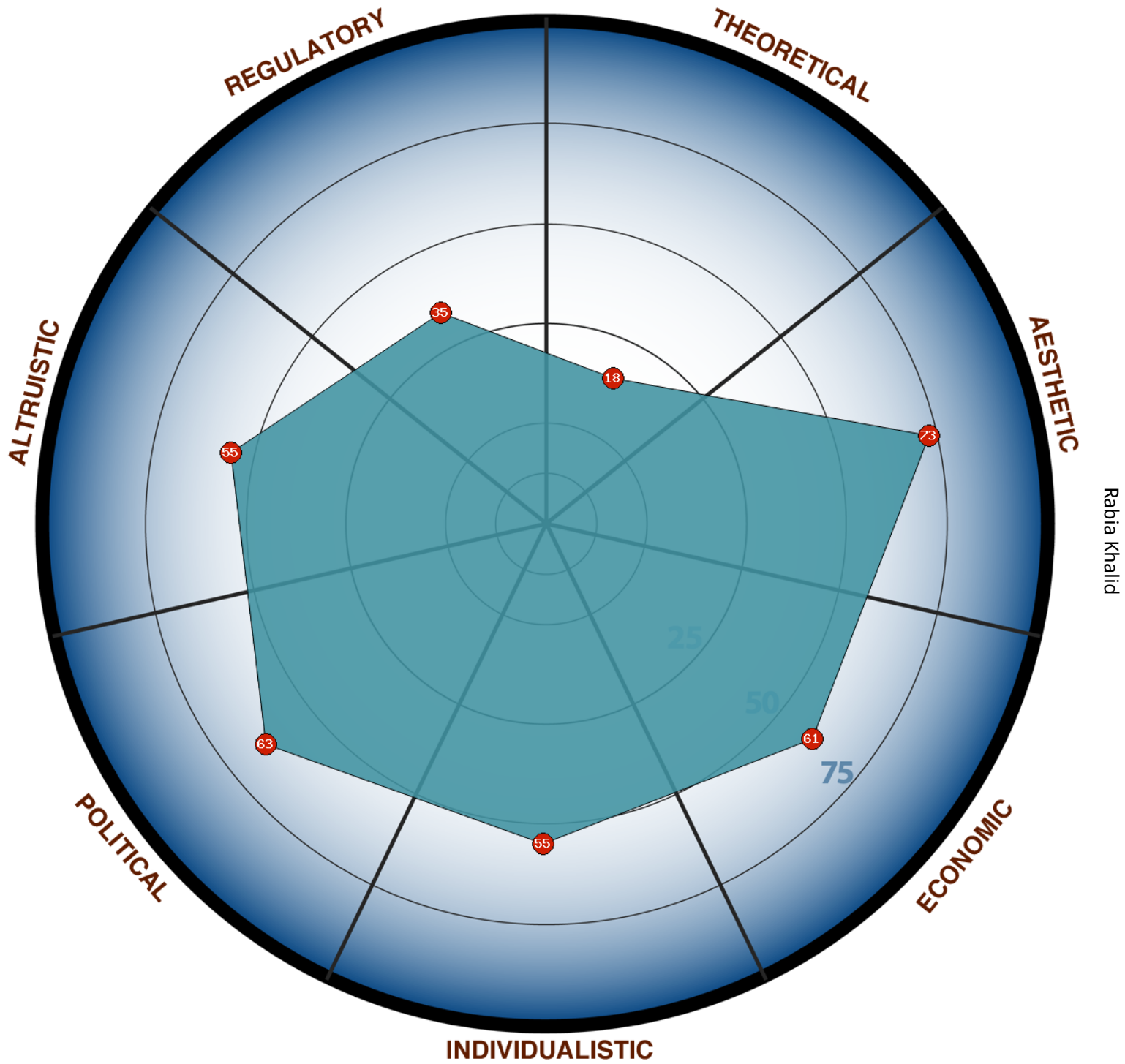


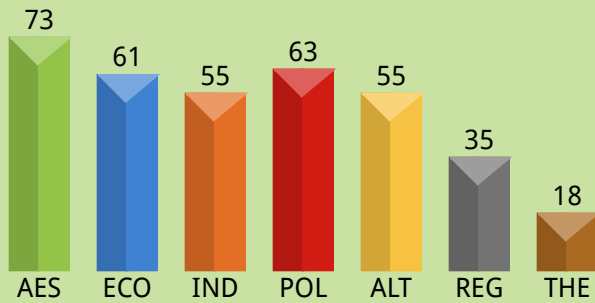
Executive Summary of Rabia's Values



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Very High Aesthetic	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
High Altruist	You have a high desire to help others learn, grow, and develop.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Very Low Theoretical	Doesn't get bogged down in details and minutia.





The Aesthetic Dimension:

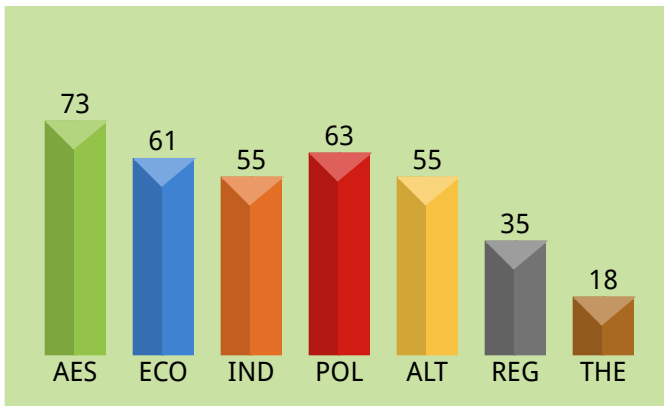
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You care about the feelings of others, and are sensitive to their emotions.
- You show a very strong appreciation for nature, environment and harmony in life.
- You tend to be very much in tune with your emotions, and prefer pleasant surroundings.
- You believe it is the experience that counts, not always the outcome.
- You show a very strong desire for beauty, harmony and aesthetics in the personal or work environment.

Key Strengths:

- You will bring new and innovative ideas to the table.
- You are enthusiastic and willing to work and contribute to the team efforts in creative ways.
- You are very interested in seeing all sides of a situation.
- To you, any creativity is often only limited by external, not internal boundaries.
- You demonstrate a very high personal and professional regard for the feelings and emotions of others on the team.



The Aesthetic Dimension:

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

Motivational Insights:

- You provide an outlet for connecting artistic, balance or environmental benefits to work requirements.
- You may prefer to have some outlet for your creativity at a team meeting or event.
- You should explore potential of involvement with environmental or 'green' initiatives in the area.
- You ensure that creativity doesn't get in the way of functional results.
- You provide ample opportunity for creative self-expression.

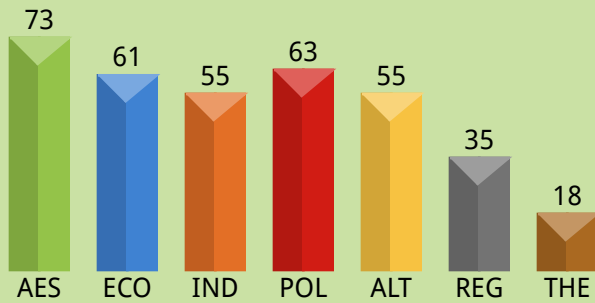
Training/Learning Insights:

- You should link new knowledge to new ways to be creative or achieve better harmony and balance in life.
- You have the ability to connect training and development to other's needs and interests, and to encourage their own imagination.
- To increase the meaning of training programs, you should try to link these to increased understanding of form, harmony, and the big picture.



The Aesthetic Dimension:

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



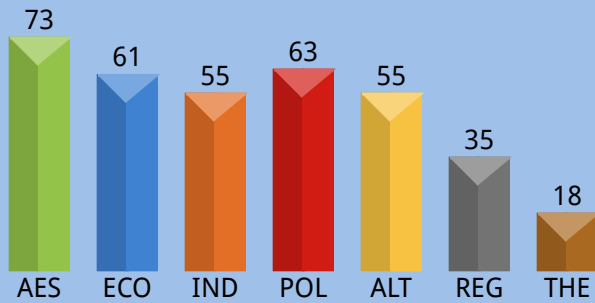
Continual Improvement Insights:

- You may end up with your own work behind schedule because of attempts for process over product.
- You may carry too great an emphasis on the artistic, or balance/form issues in the workplace.
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You need to remember that sometimes function is all there is time for or all that is needed.
- You could get lost in creativity if not kept somewhat reined in and on target.



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.

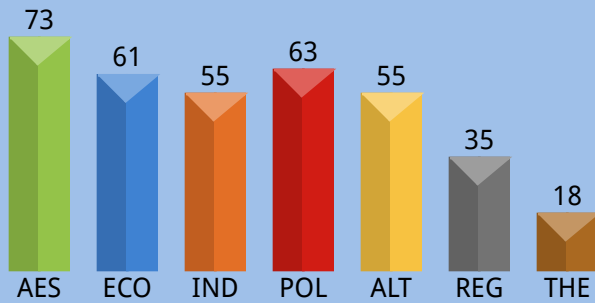


General Traits:

- You are goal driven, especially financial goals.
- You are interested in what is useful and practical in meeting goals (usually economic ones).
- You are interested in what is practical and useful in achieving your vision of success.
- You may take the position that the ends justify the means.
- Your sales, technical, or management training programs should demonstrate a bottom-line financial potential as a result of the training effort.

Key Strengths:

- You are able to multi-task in a variety of areas, and keep important projects moving.
- You are driven by competition, challenges, and economic incentives.
- You keep an ear to the revenue-clock, your own and the organization's.
- You are highly productive.
- You are profit driven and bottom-line oriented.



The Economic Dimension:

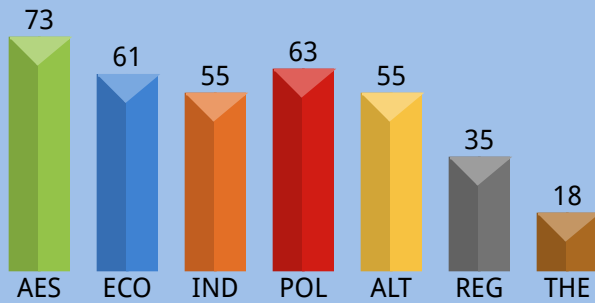
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You need economic rewards that are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- You should realize that it's not just money that motivates, but also personal fulfillment in the job.
- You should find a link between whatever training you do with potential gains in business share or future income.
- You should be rewarded for high performance in tangible and monetary ways with individual and team recognition.
- You should be certain to reward performance, and encourage participation as an important member of the team.

Training/Learning Insights:

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

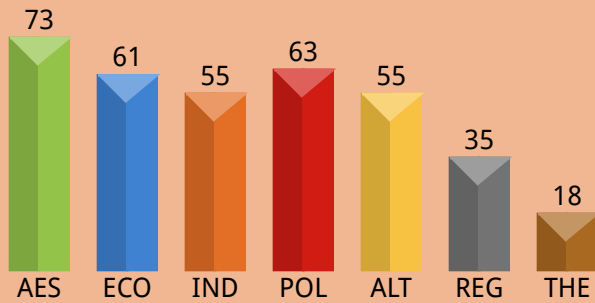


The Economic Dimension:

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

Continual Improvement Insights:

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



The Individualistic Dimension:

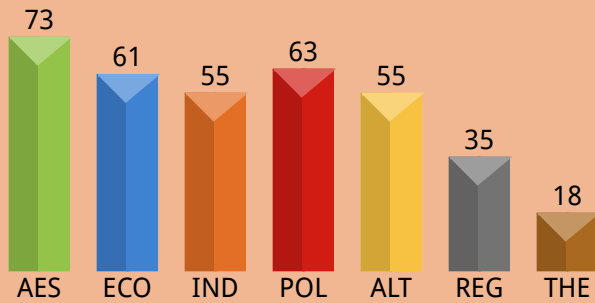
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You have the ability to take or leave the limelight and attention given for special contributions.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.

Key Strengths:

- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- You may be seen as a stabilizing force in organizational operations and transactions.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You may be considered flexible and versatile without being an extremist.



The Individualistic Dimension:

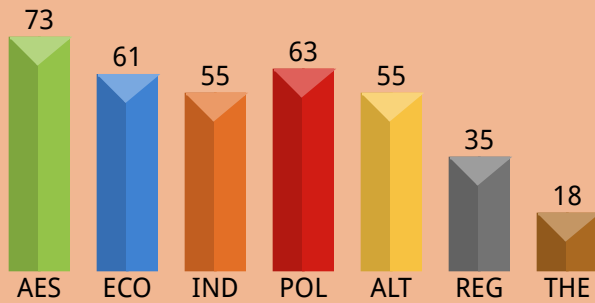
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

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

Training/Learning Insights:

- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.

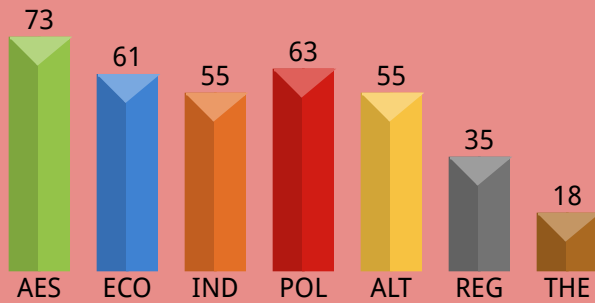


The Individualistic Dimension:

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

Continual Improvement Insights:

- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



The Political Dimension:

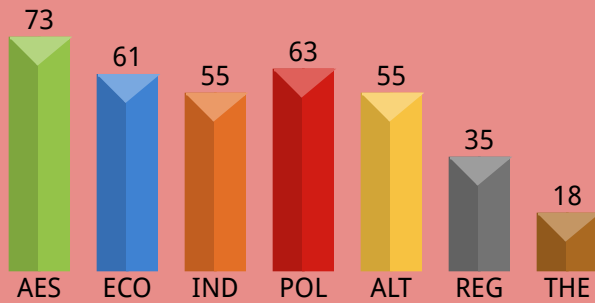
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You enjoy a feeling of accomplishment in getting a difficult job done on your own.
- You are an active agent in tough decision-making roles.
- You desire leadership and are ready for the accountability that comes with it.
- You have a bottom-line approach to getting things done.
- You are comfortable being in a leadership position and seek those roles.

Key Strengths:

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



The Political Dimension:

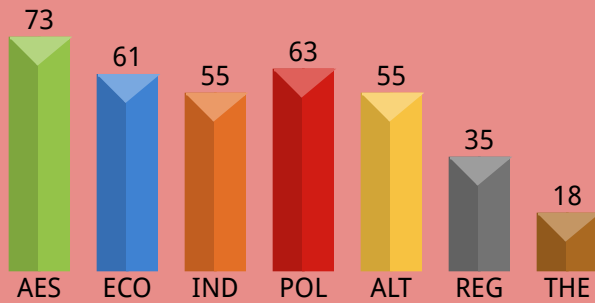
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You may like to be seen as a catalyst for change.
- You appreciate occasional public recognition and praise for successes.
- You prefer freedom to take risks, but also need the boundaries and limits to the risk-taking freedom.
- You score like others who may feel stifled if surrounded by many constraints.
- You may need to be more willing to share the attention and successes for wins.

Training/Learning Insights:

- You provide for individual recognition for exceptional performance.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- If group activities are involved, attempt to build in some competition and group leadership events.
- Some who share this score range may prefer independent study instead of group or team learning activities.
- You provide for a variety of learning and professional development options.

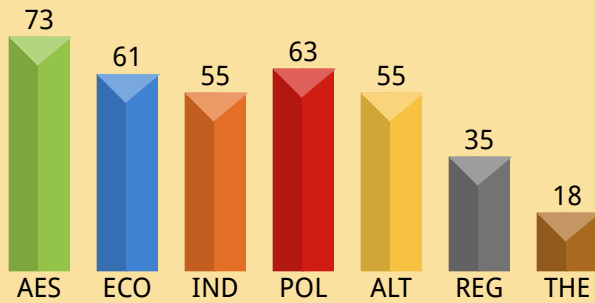


The Political Dimension:

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

Continual Improvement Insights:

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



The Altruistic Dimension:

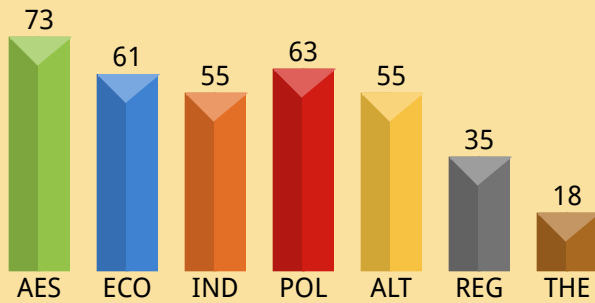
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You have a high service-ethic.
- You have a strong desire to help others grow and develop as professionals.
- You openly share Altruistic love or appreciation for others.
- Your philosophy is "Better to give than receive," sometimes even in an organizational environment.
- You have a high need to help and support others on their own pathway to success.

Key Strengths:

- You are good at helping others communicate and respect each other and are a calming influence.
- You are enthusiastic and enjoy working in team environments or social settings.
- You have a high degree of willingness to give time to help, teach, and coach others.
- You are a very good team player.
- You treat others with high personal regard and respect.



The Altruistic Dimension:

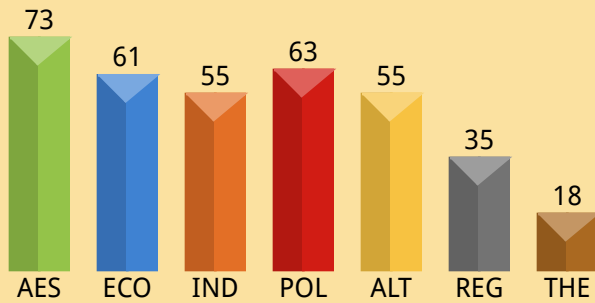
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You should seek a professional outlet that allows you to help others.
- You should remember that you tend to be a very 'giving' person, and enjoy helping others.
- You support the innate willingness to share time and talent with others in the organization.
- You should treat yourself with the same level of sincere concern and interest that you give others.
- You should provide an environment in which there is opportunity to help others achieve and grow professionally.

Training/Learning Insights:

- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.



The Altruistic Dimension:

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

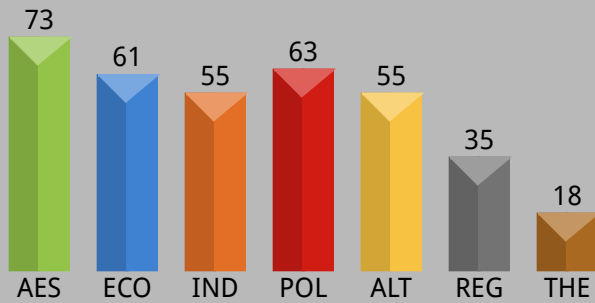
Continual Improvement Insights:

- You need to remember that support and service efforts need to be practical as well.
- You can give away too much time, talent and energy.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You can lose focus on personal work in favor of helping others with theirs.
- You may need to say "no" more often.



The Regulatory Dimension:

The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

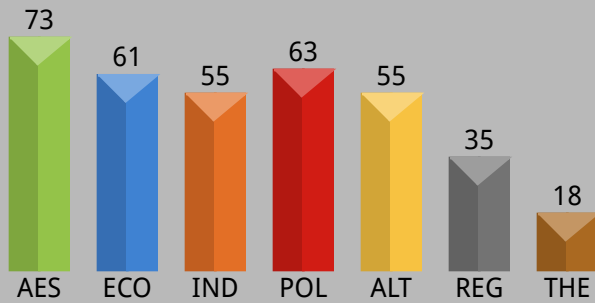


General Traits:

- You tend to be balanced and stable.
- You understand both sides of the argument for more and less rules and policies.
- You move freely and effectively between the rebels and the rule-followers in a group.
- You can challenge the rules as long as it is done carefully and logically.
- You appreciate some structure, but not too much.

Key Strengths:

- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.
- You can challenge protocol and be creative if the situation demands it enough.
- You are not overly rigid in the need for order and structure.
- You act to stabilize those on a team.
- You are very flexible when it comes to dealing with very little or too much structure.



The Regulatory Dimension:

The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

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

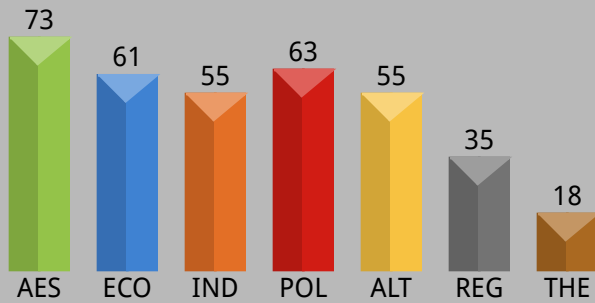
Training/Learning Insights:

- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.



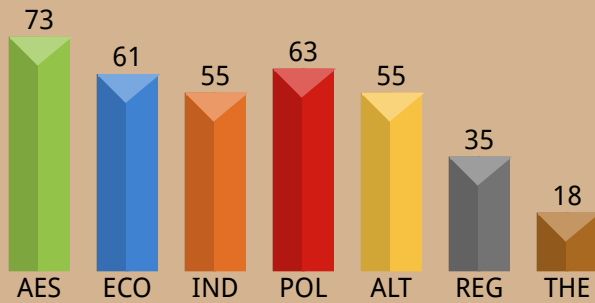
The Regulatory Dimension:

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.



Continual Improvement Insights:

- You might benefit from exerting opinions freely in discussions of direction and planning.
- You 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:

- You may bring a high sense of urgency to the task. You want to learn quickly and get the job done quickly.
- You may rely more on intuition in making decisions, rather than getting bogged down in theory and minutia.
- You like brevity and concise information.
- You may learn more by doing and observing than in traditional learning situations.
- You will learn only those things necessary for the successful completion of the job tasks, and may avoid going further into specific details or theory.

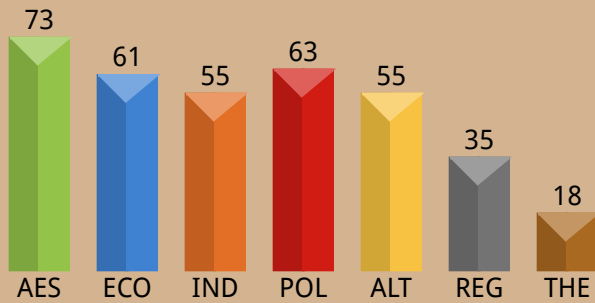
Key Strengths:

- You may bring a constant and high sense of efficiency to specific job tasks.
- You may demonstrate a very high sense of urgency to get things done quickly, leaving the details to other team members.
- You have the ability to perform many jobs and tasks with little training or assistance.
- You are able to see the big picture and to communicate it clearly to others.
- The nature of the job-view is to be concerned with the more practical and bottom-line aspects of the job.



The Theoretical Dimension:

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



Motivational Insights:

- Look for room for independence and variety in performing tasks related to the projects.
- Keep the product-knowledge requirements at a practical level.
- Look for opportunities for multiple projects and multi-tasking.
- You should avoid massive amounts of paperwork, forms, and details.
- Provide some attempts to reduce the amount of technical knowledge-based requirements.

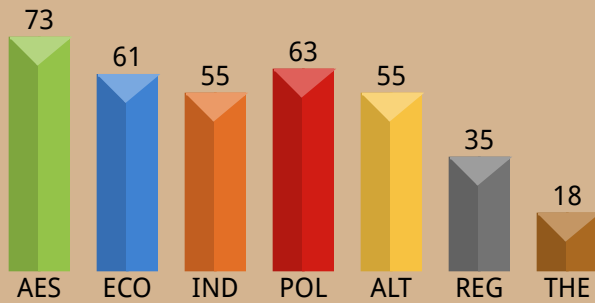
Training/Learning Insights:

- You should make training and development activities as practical as possible.
- You should avoid getting bogged down in academic minutia.
- You should hit only those essential items that related to increased success or efficiency on projects.
- You should link training and professional development to other areas of the Values graph where peaks occur.
- The trainer or presenter may need to force-feed you some important details, especially if they are perceived as unimportant.



The Theoretical Dimension:

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



Continual Improvement Insights:

- You may need a reminder on updates of new technology or new methods of procedures.
- You have moderate to greater potential for ignoring certain rules, regulations, protocol, or knowledge which is integrally important to the success of a project.
- You may rush through some aspect of a project or solution and quality control may suffer.
- You may not have an observable interest in asking questions about those things not directly connected to the practical aspects of the job.
- You may ignore an important rule, procedure, or protocol in order to expedite processes.



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

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

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

Legend:

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

Tally your score here:

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: What aspects of your company or role can you get involved in that would satisfy this motivator?

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



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

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

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