

GRANT GONZALEZ (SIC/IS) - FULL REPORT



Grant Gonzalez

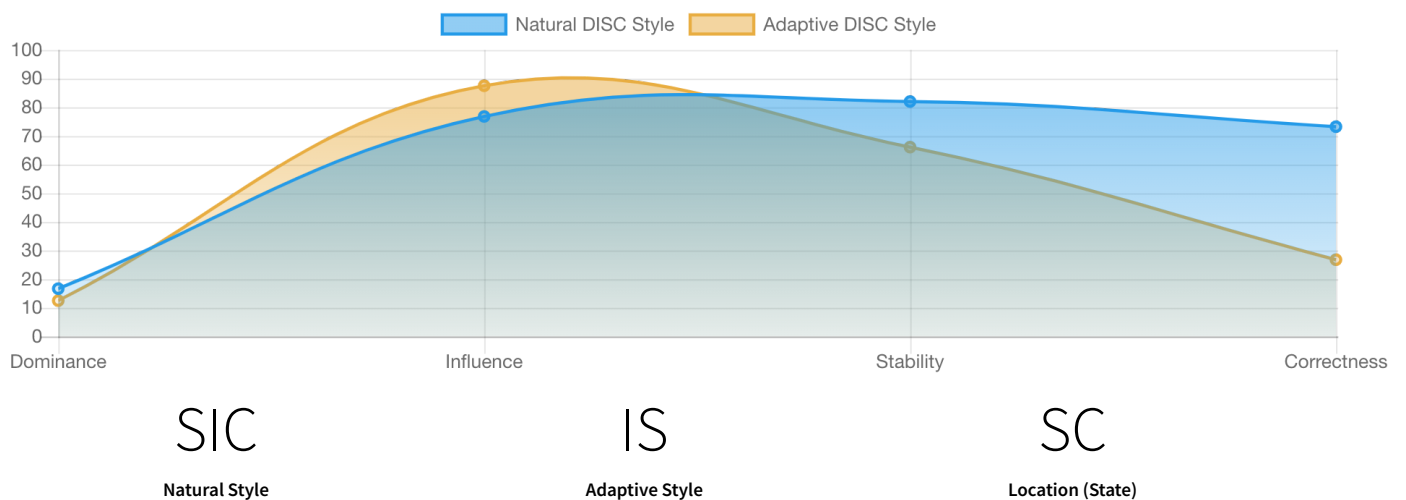
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Styles Overview

Dominant & Direct

Dominant Fear: To be taken advantage of - Loss of control

The D style measures and identifies how assertively an individual prefers to deal with the problems they encounter. Someone with a “high D” will actively pursue and attack problems, while someone with a “low D” will be more reserved and conservative in tackling difficult, problematic and confrontational issues.

Influencing & Inspiring

Dominant Fear: To be liked - Failure - To be misunderstood

The I style measures and identifies how an individual prefers to deal with the people they encounter. Someone with a “high I” will be outgoing, seek personal connections and enjoy frequent interactions with other.

Steady & Stable

Dominant Fear: Loss of security - Change

The S style measures and identifies how an individual prefers to deal with the activity level and pace of their daily agenda. Someone with a “high S” will exhibit a great deal of patience and prefers a stable, focused and consistent workload preferring not to frequently change or alter direction of his or her everyday workload.

Compliant & Correct

Dominant Fear: Criticism - To be wrong

The C style measures and identifies how an individual prefers to deal with the rules, data and attention. Someone with a “high C” will insist on accuracy, reliable facts, precision and high standards.

Core

Core values are the things we care about most. They are the driving factors that motivate our actions and cause distress when they are voided. When completing the assessment, you chose from a list of 28 possible core values. The core values you selected from are: *Competitiveness, Advancement, Family Happiness, Economic Security, Freedom, Integrity, Friendship, Self Respect, Creativity, Inner Harmony, Cooperation, Recognition, Health, Wisdom, Spirituality, Order, Pleasure, Achievement, Helpfulness, Loyalty, Responsibility, Personal Development, Fame, Power, Involvement, Affection, Wealth and Adventure.*

From 28 possible values, here are your top five.



Self-Respect

Belief in your own abilities, self-esteem

I Need An Environment Where:

The job fits my image of myself.
The organization respects individual differences.
Team members are not second guessed or overridden.



Integrity

Honesty, Sincerity, Standing up for beliefs

There is a high level of trust and honesty.
Team members are free to take a stand on issues.
The organization is known for its reputable practices.



Friendship

Close Relationships with others, Rapport

Social interaction is encouraged to promote teamwork.
Team members get along well together.
I have much in common with other team members.



Cooperation

Working Together, Team Work

Rewards are for the whole group not individuals.
Relationships are supportive, not competitive.
The team must collaborate to be successful.



Spirituality

Faith, Strong Spiritual, and/or Religious Belief

Time off is allowed for religious holidays.
Differences in beliefs are respected.
The work does not conflict with beliefs.

Core Descriptors

Competitiveness

This Core value is chosen by someone who is always striving to win and wants to be the best. For the Competitiveness Core to appear in one's top 5 Core Values, the following three sentences were ranked higher among others: *"Winning" is rewarded.* - *Strives to be an industry leader.* - *Emphasis on being the "best" in my area of expertise.*

Advancement

This Core value is chosen by someone who seeks progress and places high merit in promotion or the opportunity to rise in the ranks. For the Advancement Core to appear in one's top 5 Core Values, the following three sentences were ranked higher among others: *I can rise to a leadership position.* - *There are many levels of management.* - *The policy is to promote from within.*

Family Happiness

This Core value is chosen by someone who puts their close relationships with their family members above all else. This doesn't mean they don't care about their work, but their work shouldn't get in the way of quality time with their family. For the Family Happiness Core to appear in one's top 5 Core Values, the following three sentences were ranked higher among others: *Not too much overtime or holiday work.* - *Issues like childcare and family leave are important.* - *Flexible schedules and/or telecommuting is available.*

Economic Security

This Core value is chosen by someone who wants their income flow to be both steady and adequate. For the Economic Security Core to appear in one's top 5 Core Values, the following three sentences were ranked higher among others: *Pay is satisfactory and predictable.* - *Benefits satisfy my lifestyle.* - *A retirement plan is available.*

Freedom

This Core value is chosen by someone who seeks independence, autonomy, and liberty. They don't want chains or setbacks in how they operate. For the Freedom Core to appear in one's top 5 Core Values, the following three sentences were ranked higher among others: *I can make executive decisions. I set my own schedule and may work wherever.* - *An entrepreneurial environment is fostered.*

Integrity

This Core value is chosen by someone who believes that honesty and sincerity are at the top of all virtues. These individuals have no problem standing up for their beliefs. For the Integrity Core to appear in one's top 5 Core Values, the following three sentences were ranked higher among others: *There is a high level of trust and honesty.* - *Employees are free to take a stand on issues.* - *The organization is known for its reputable practices.*

Friendship

This Core value is chosen by someone who desires close relationships and seeks strong rapport with others. For the Friendship Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Social interaction is encouraged to promote teamwork.* - *Coworkers get along well together.* - *I have much in common with coworkers.*

Self-Respect

This Core value is chosen by someone who has a strong belief in their own abilities and holds self-esteem to a high standard. For the Self-Respect Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *The job fits my image of myself.* - *The organization respects individual differences.* - *Employees are not second guessed or overridden.*

Creativity

This Core value is chosen by someone who is imaginative and inventive, and seeks originality. These individuals thrive off of novel thinking. For the Creativity Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *The work atmosphere promotes imaginative thinking.* - *Peers are inventive and stimulating.* - *The organization values innovation.*

Inner Harmony

This Core value is chosen by someone who prizes being at peace with themselves and others. These individuals seek finding balance cognitively and emotionally. For the Inner Harmony Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Little negotiating is required.* - *The work I do is really important to me.* - *The ambiance fits my working style.*

Cooperation

This Core value is chosen by someone that treasures working together and understands the importance of teamwork. For the Cooperation Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Rewards are for the whole group not individuals.* - *Relationships are supportive, not competitive.* - *The team must collaborate to be successful.*

Recognition

This Core value is chosen by someone that seeks respect from others and wants high acknowledgment and status. For the Recognition Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Results are openly acknowledged.* - *A program exists to reward exceptional work.* - *Manager has respect for my abilities.*

Health

This Core value is chosen by someone who prices their well-being, both physical and mental. For the Health Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *An on-site food service offers a health conscious menu.* - *The organization encourages use of gym memberships.* - *Comprehensive health benefits are provided.*

Wisdom

This Core value is chosen by someone who enjoys discovering knowledge and seeks insight and enlightenment. For the Wisdom Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Research is encouraged and rewarded.* - *I have access to highly educated mentors.* - *The organization values knowledge and expertise.*

Spirituality

This Core value is chosen by someone with a high degree of faith, spirituality, and/or religious belief. These individuals find strength in their practice. For the Spirituality Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Time off is allowed for religious holidays.* - *Differences in beliefs are respected.* - *The work does not conflict with beliefs.*

Order

This Core value is chosen by someone who operates via organization and structure. These individuals are highly systematic. For the Order Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *The organization values efficient systems.* - *The industry is relatively stable.* - *Rules and procedures are clearly communicated.*

Pleasure

This Core value is chosen by someone who seeks fun and enjoyment and puts good times at the top of their hierarchy of needs. For the Pleasure Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *The work itself is enjoyable and energizing.* - *The organization has a liberal vacation schedule.* - *Laughter is common in the office.*

Achievement

This Core value is chosen by someone who is focused on attaining goals and seeks a sense of accomplishment. For the Achievement Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Large projects are accomplished through short milestones.* - *Deadlines are challenging but realistic.* - *Projects are mine from start to finish.*

Helpfulness

This Core value is chosen by someone who finds worth in assisting others. These individuals are focused on improving society. For the Helpfulness Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *The purpose of the organization is to help others.* - *Others need my support to achieve their results.* - *The organization returns something to the community.*

Loyalty

This Core value is chosen by someone who prizes commitment, dedication, and dependability in themselves and others. For the Loyalty Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *The organization values its long-term employees.* - *Most employees would never consider quitting.* - *The manager is committed to the organization's success.*

Responsibility

This Core value is chosen by someone who leans on accountability and prizes reliability over all else. For the Responsibility Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *I share in the success and failure of projects I undertake.* - *Coworkers have a commitment to seeing projects through.* - *I am trusted to make decisions.*

Personal Development

This Core value is chosen by someone who strives to become better at learning, strengthening themselves, and realizing their full potential. For the Personal Development Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *A spirit of continuous learning exists.* - *Development opportunities exist (i.e. tuition).* - *The manager expands my abilities through challenging projects.*

Fame

This Core value is chosen by someone who has a deep desire for renown and distinction among their peers. For the Fame Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Speaking at professional associations is encouraged.* - *The position is highly visible outside the organization.* - *Opportunities for media exposure exist.*

Power

This Core value is chosen by someone who strives to have influence and authority among others. Individuals that select this value desire a high level of importance. For the Power Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Managing others or leading teams is a key responsibility.* - *Key people respect me and allow me to have power.* - *The position has decision-making authority.*

Involvement

This Core value is chosen by someone who finds strength in including others and seeks a high degree of participation at any level. For the Involvement Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *The organization asks for suggestions for improvement.* - *Projects require input from various departments.* - *Opportunities exist to collaborate with others.*

Affection

This Core value is chosen by someone who fosters love and fondness for others. These individuals take great measures to be caring. For the Affection Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Celebration of significant events.* - *Coworkers genuinely care about each other.* - *Our workgroup is very tight-knit.*

Wealth

This Core value is chosen by someone who is deeply concerned with abundance. These individuals are seeking ways of getting rich. For the Wealth Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *Profit sharing, stock options, or equity plans exist.* - *It is okay to manage my own business after work.* - *Financial return exists for those willing to take risks.*

Adventure

This Core value is chosen by someone who is seeking new and challenging experiences. Often these individuals are seeking a thrill. For the Adventure Core to appear in one's top 5 Core values, the following three sentences were ranked higher among others: *A sense of excitement and risk are part of the job.* - *"Leading Edge" projects are common.* - *The team explores innovative ways to do the job.*

Behavioral Tendencies

Grant Gonzalez, you are able to appropriately handle both the human side and the results side of your work. This is a great strength that can be of value in both training and competition. Your patience, coupled with your people-orientation is a combination that provides a sincere and caring presence that you bring to others and your team.

You show sincere interest in others. The key word here is sincere. Teammates and co-workers will know that; they'll remember your interest in them. This will equate to building stronger relationships and team bonds.

You have excellent listening skills and are known by others as an active and interested listener. Listening can be taught but it's not natural to everyone. Your listening style, Grant Gonzalez, is genuine. You may have been in situations where people have come to you and said, "Do you have a minute?" Then, over an hour later, they say, "Hey, thanks for listening!" The reason they came to you and not someone else, is because they knew you would be an active and interested listener. Listening is a key skill to develop and take in what someone is teaching.

You are good at including others in your working environment or on your team. You ensure no one feels left out and that each person feels valued and is accepted as a part of the group. This isn't something you've been trained to do, it's something that you do naturally. You're most comfortable when everyone else feels comfortable and you go the extra mile to be certain that everyone feels accepted.

Communication Tips

When Communicating, **DO:**

- Plan to talk about things that support his/her dreams and goals.
- Plan some extra time in your schedule for talking, relating and socializing.
- Be certain to conclude the communication with some modes of action and specific next-steps for all involved.
- Ask for his/her input and provide assurances regarding decisions.
- Offer input on how to make the ideas become reality.
- Free-up enough to be engaging, stimulating and fast-paced.

When Communicating, **DO NOT:**

- Be rude, abrupt or too fast-paced in your delivery.
- Lack sincerity or demean him/her with empty incentives.
- Manipulate or bully him/her into agreeing.
- Threaten with position or power.
- Be domineering or demanding.
- Force him/her to agree quickly with your objectives and position; provide some time to warm up to the ideas and for mutual ownership.
- Be overly task-oriented.

Strengths

- An excellent team player, you are very supportive of team efforts while also respecting team and other cultural standards of behavior.
- With your positive sense of humor, you are able to reduce team tension with a joke or clever comment.
- Able to meet new people with poise and confidence.
- Your people oriented nature allows you to build large networks of contacts with both internal team members and staff as well as external competitors and wider society.
- You have an excellent listening style and are able to build confidence in others needing a boost.
- Optimistic, enthusiastic, self-motivated and goal-directed, you are able to spread the motivation to others.
- Will readily look outside own environment to advance personal or team goals.
- Able to direct and motivate others while still being sensitive to their needs and concerns.
- You are willing to train and work hard for a mission, cause or purpose.
- You can be depended upon to do what you say you will do.
- You have a rare ability of being able to calm people who are angry or upset.
- You are patient and considerate of others on the team and remain cool-headed and show traits of being composed under pressure in both training and competition.
- An excellent teacher or coach to others on the team, especially in situations requiring patience and specialized skills.
- You have the ability to get along well with a wide variety of other behavioral styles.
- Ready, willing and able to assist others in your team. All they have to do is ask.
- Extensive base of both knowledge and expertise can be tapped to assist in achieving successful outcomes.
- A reflective, critical thinker, you are able to comprehend complex or abstract systems, such as training programs and competition strategies and you can assist with solutions.

Motivations

- A moderate to greater level of security in the environment.
- Established procedures on which a base of successful strategies can be built.
- A supportive and encouraging environment with minimal interpersonal conflict and hostility.
- A home life that is supportive of development and work demands.
- A link to some of the successful traditions that have built success in the past.
- Sincerity from other team members and those in your working environment.
- Sufficient time to adjust to change so as not to disrupt established training systems and processes.
- Appreciation for commitment to skills development and work ethic demonstrated over the long period of time.
- Challenges in the development environment that enable you to demonstrate skills and competence.
- Training regimes that provide a variety of activities involving different people even outside of your immediate training team or squads.
- Interesting activities outside of the typical work and training environment. Some with similar scores like you tend to be involved in volunteer and community activities.
- A strong team, organization or brand to be a part of.
- Acceptance as an important member of a squad or team, as well as credit for accomplishments.
- Working with a team of people with whom you can show your high trust level.

Needs

Behavioral Needs:

- A greater control over time management and your ability to prioritize.
- Clear and specific role responsibilities and performance strategies.
- More objectivity and less emotional connection to decision-making in both training and performance.
- To be more practical and less ideological.
- Frequent communication and contact with people.

Environmental Needs:

- Public recognition for your accomplishments, such as award ceremonies and presentations.
- Encouragement to speak up.
- A supportive coaching style that asks for player input.
- Variety in the training programs, exercises and regimes.
- A secure team or training environment.

Areas for Improvement

- You may prefer to maintain silence in a negative situation. Do your best to work proactively to have a role in team change. This will be difficult as it's not your natural style.
- You may tend to overuse a kind and easy-going style, even when asked to take a firm stand on an issue. Look objectively at what needs to be done and take affirmative action.
- Could demonstrate more decisiveness and ability to maintain a position on various issues that emerge that impact your performances.
- Could be more self-assertive at times and provide specific input without hedging or softening your position.
- You may need to learn to say "no" more often to requests for help that stretch your resources and coping mechanisms.
- You may show a level of blind trust in various people you may rely on. Make sure you cover yourself when you are not 100% trustful of people.
- Could use help in goal setting skills and deciding the best ways to improve your performances. Ask others you respect for assistance in this area or others when you need support.
- Being liked by others is important to you and this may impact your ability when making decisions which you may perceive as less popular in the eyes of your teammates, team leaders or support staff. Realize that everyone, especially those in leadership roles, need to be able to make decisions which may not always suit the interests of all concerned. This is not to say that their interests can not be considered, it just that often people have their own agendas to be achieved.
- Some decisions may be based on superficial information. You may need to dig deeper before deciding and then weigh up options to move forward.
- May be overly optimistic in judging the ability of others. Weigh up skills and performances against accepted benchmarks.
- May try to hang on too much to current or past training regimes, especially when faced with impending change. Try to see the benefits of the change and realize that embracing the change will enable you to move forward.
- May provide a false sense of buy-in to others in the team, then may resist passive-aggressively when not 100% satisfied. Be open with your communications by expressing yourself honestly as this builds respect and trust in you.
- When sudden change is suggested, may become indecisive when pressured. Accept that change is part of any life cycle and if something is not working, then change is often required.
- May take some criticism from other personnel such as team leaders, support staff or team members personally. Identify the positive content of the message and use that to improve. Be objective with yourself.
- May be considered a grudge-holder by some, as you have a long memory for wrongs committed. Work out whether this is helping you to achieve greater performances, if not then you need to let go and move on.
- Because of a desire for completeness, there may be some hesitation to test yourself in a competition environment whilst you are adapting to new strategies or techniques.

Additional Tendencies

- You want to be seen as one who shows sincere interest in both fellow teammates and others at work.
- You are motivated to be a team player and supportive of team efforts.
- You have excellent listening skills and are known by others as an active and interested listener.
- Very inclusive of others on the team. No one feels left out.
- You have an ability to get along with a wide variety of other people.
- Ready, willing and able to help others improve their performances to be more effective and successful.
- You are motivated to demonstrate good organizational skills in helping for example, your coach to create scientifically proven methodologies and training programs. You are also willing to follow through to see the results of these programs.
- You encourage and contribute to a positive team atmosphere and training or competition environment, while trying to avoid a climate of hostility or aggression.
- You persuade others by offering empathy, understanding and friendship.
- Your approach to your work is systematic, deliberate and persistent in finding ways to improve and keeping others optimistically involved in the process.
- You maintain a stable and predictable pace to complete mentally demanding training programs or competition schedules and you demonstrate a tireless work ethic to achieve your desired results for yourself and your team.

The Seven Dimensions of Drive

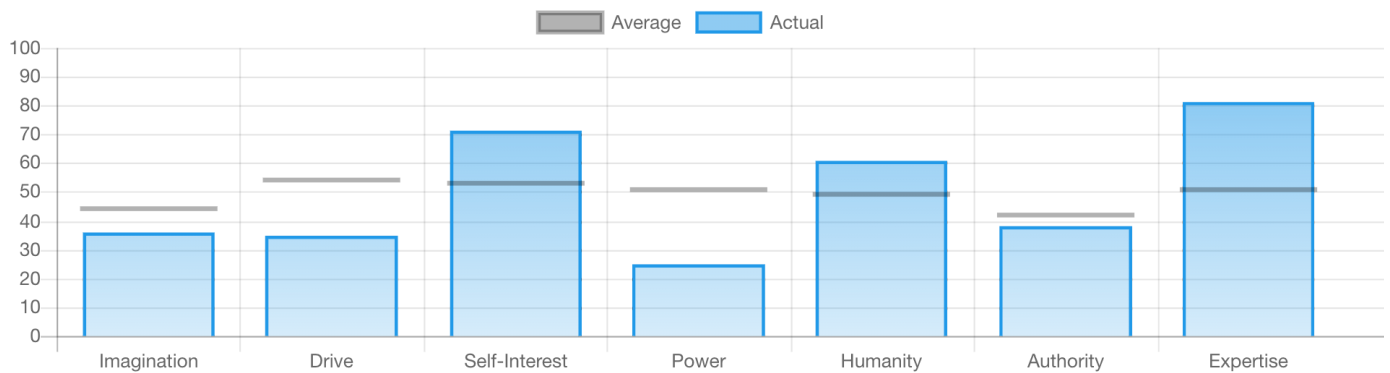
A closer look at the seven dimensions

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

The Seven Dimensions of Drive measured in this report are:

- Imagination - A drive for balance, harmony, and form.
- Drive - A drive for economic or practical returns.
- Self-Interest - A drive to stand out as independent or unique.
- Power - A drive to be in control or have influence.
- Humanity - A drive for humanitarian efforts or to help others altruistically.
- Authority - A drive to establish order, routine, and structure.
- Expertise - A drive for knowledge, learning, and understanding.

Drive Assessment Summary



Imagination - Baseline

You will balance yourself between creative alternatives and practical approaches without being extreme in either dimension.



Drive - Very Low

You are likely satisfied with what you already have and will not exert your emotional energy to gain more.



Self-Interest - Very High

You will seek independence, freedom, and positions of autonomy where you can freely express and display your intuitive ideas.



Power - Very Low

You don't need to be behind the wheel and won't mind yielding your position to avoid controversy.



Humanity - High

You connect personally before connecting professionally and are always willing to lend a hand.



Authority - Baseline

You understand structure but will not be bound by outside ideas if they do not work for you.



Expertise - Very High

You have an excessive need to uncover, discover, and recover the truth and will spend the necessary time to learn it all.

Drive Word Matrix

← Low High →

Imagination

Grounded Practical **Imaginative** Unconventional Impractical

Drive

At Ease Satisfied Competitive Forceful Cut Throat

Self-Interest

Secure Supportive Balanced Independent **Individualistic**

Power

Passive Yielding Influential Controlling Dominating

Humanity

Self-Focused Sympathetic Empathetic **Compassionate** Bleeding Heart

Authority

Defiant Resistant **Open Minded** Systematic Black & White

Expertise

Incurious Intuitive Rational Fact Finder **Intellectual**

Imagination

General Traits

- You can work well with others to create and transform.
- You keep impractical and creative/mystical types grounded.
- You possess a healthy balance between style, purpose, and function.
- You can appreciate others' needs to express their creativity.

Key Strengths

- You desire a sense of balance between work and life, but are not crippled without it.
- You recognize conservation efforts, but may or may not participate in them.
- You appreciate nature and its beauty and will likely protect what is important to you.
- You are willing to help others especially if you appreciate their uniqueness.

Motivational Insights

- You believe offsetting work and play is important for emotional balance and health.
- You likely believe that creativity is available to everyone, but it depends on how one defines it.
- You will equalize team efforts between doing it right and enjoying being innovative.
- You possess a level of artistic appreciation.

Training/Learning Insight

- You will participate in a variety of training and professional development efforts.
- You can work well with either groups, or individuals.
- Your development should be equal parts method and meaning, not just a job.
- You appreciate developing your soft skills and will care about emotional health.

Continual Improvement Insights

- You may benefit by being a bit more realistic at times.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- You can mediate between those who do and do not see the value in unconventional approaches.

Drive

General Traits

- You are not solely motivated by competitive financial incentives, but may be easily satisfied with what you have.
- You don't have a centered interest in getting an equal or greater return on your time, talent, and personal efforts.
- Those who constantly talk about their great accomplishments and financial gains may turn you off.
- For you, life isn't about what you get out of it, but rather what you contribute to it.

Key Strengths

- You see a much wider spectrum of the picture, not just your own view.
- You are likely more sensitive and responsive to the lives of others than you are your own.
- You rarely (if ever) look at a project with a "what's in it for me" perspective.
- You are less concerned with personal gain and more in terms of personal contribution.

Motivational Insights

- You consider the strengths of the "total person" to be important and may miss some important singularities.
- Being the 'helping hand' behind the scenes may not get you where you need to be.
- You prefer praise for continued contributions to the job, as opposed to monetary rewards.
- You need more creative options for taking on tough challenges.

Training/Learning Insight

- You score like those who are more cooperative and less competitive.
- You score like those who enjoy "being" more than "doing."
- You come to training looking for shared experiences, where everyone participates.
- You may prefer group-oriented activities: to work, have fun, and share ideas with others.

Continual Improvement Insights

- You are likely ten times the person you think you are.
- You may over-commit for fear of letting people down and looking bad.
- You should think about where you'll be in five years and if your current path will get you there.
- You may avoid conflicts and inadvertently end up with a greater one in the end.

Self-Interest

General Traits

- You really enjoy doing your own thing your own way.
- You will seek your own personal niche where you can be seen as unbelievable.
- You may be very different, but not always valuable when it comes to creative ideas.
- If you were a penny in a jar of 500 pennies, you'd need to be the red one.

Key Strengths

- You will have a variety of outstanding ideas to choose.
- You will project self-confidence even if you really don't have any.
- Your energy and expressive intuition enables you to think like MacGyver.
- Your ideas are likely to be forced to the forefront because of your need to be seen as unique.

Motivational Insights

- You need the freedom and autonomy to bring your ideas to a conclusion.
- You must realize you don't do things in the standard, traditional way.
- You may have expanded on current ideas and need to be aware that unless you push for them, they'll go unnoticed.
- Many times your style thinks outside the box, but you may keep it to yourself if you're the quiet type.

Training/Learning Insight

- You'll need a large amount of creative space when working with teams.
- You'll create an environment that encourages organic thinking.
- You need hyper flexibility and freedom to create when learning new things.
- You must link the benefits of learning new things to your personal ability to recreate new ways of doing things.

Continual Improvement Insights

- You may get caught up in selling yourself instead of your idea.
- Sometimes your extremely exclusive process isn't the most effective or efficient means to an end.
- Your potential value can clash with realistic people who think in only real-world terms.
- Sometimes innovation isn't the answer when existing processes will do.

Power

General Traits

- You may feel out of place on a team where people jockey for position.
- You won't want all the responsibility that comes with being in charge.
- You may not volunteer yourself for positions of greater responsibility.
- You will excel when in situations that require a maintenance mindset over high drive.

Key Strengths

- You may quickly spot the value in others sooner than you see it in yourself.
- Personal accomplishments far outweigh the need for recognition and power.
- You'll likely be more-mission minded as opposed to being control and authority driven.
- You're a better helper and won't expect credit for all you do.

Motivational Insights

- Just because people don't voice it, don't believe you haven't made a difference.
- Use your stabilizing ability when working with others and don't allow others to run you over.
- Don't say yes to things you don't really want to do.
- You won't need to ask for input once decisions are final and people have moved on.

Training/Learning Insight

- You may need to take stronger initiative when working with dominant types.
- Being forceful and determined isn't always bad.
- You may enjoy more cooperative learning activities as opposed to activities that require directing.
- You will likely be quiet and in the background when involved in training activities.

Continual Improvement Insights

- Standing up for yourself might feel wrong at times.
- You may be settling for less as opposed to fighting for what you want.
- You might second-guess your own ideas and therefore hang back.
- You will likely want to avoid conflicts and abrasive people.

Humanity

General Traits

- You will usually see others needs as being more important than your own.
- You find value in what you do for others as opposed to what they can do for you.
- You are always cognizant of the underdog and will spend energy on their behalf.
- Asking for something may feel wrong to you whereas giving will feel right.

Key Strengths

- You are far more open to the needs of others and may spend much of your time in response to them.
- You treat others with respect and care.
- You are usually looking for meaningful ways to help.
- You likely say, "yes" more often than you say, "no."

Motivational Insights

- You will be sincere and compassionate when communicating as a rule.
- Be careful your giving attitude does not create personal burnout.
- You should be more involved in emotional intelligence efforts at work.
- You should allow time for socializing outside of the workplace.

Training/Learning Insight

- Your learning and development should connect knowledge to be shared with others.
- You should be exposed to others and allow them the benefit of being around you.
- Your training and development should involve community efforts.
- Your learning development should be connected to benevolence.

Continual Improvement Insights

- Realize you are in a small minority when it comes to sacrificial living and that it does not mean you are better than those who are more moderate.
- Your need to help others may not always be rooted in benevolence, sometimes it's a fear of not being a "good person."
- Your need to please could also be rooted in low self-worth as opposed to a high regard for others.
- Seeing others as more important than yourself is unsustainable over the long haul.

Authority

General Traits

- You may desire a more stable atmosphere with some structure and uniformity.
- You can work with both leaders and followers and will bring something to the table with either one.
- You'll accept authority, but will not do it blindly especially if the authority figure does not obey their own rules.
- You understand structure, but will not be bound by another's idea if it does not work for you.

Key Strengths

- You may have both open and narrow views on many things.
- You are a situational doer, being able to work within established structures or within arenas that may lack guidelines.
- You can be a stabilizing member when necessary, but can also do your own thing if required.
- You can challenge the establishment as long as you believe you have a better method of accomplishing a particular task.

Motivational Insights

- You can understand both the tried and true and those who may be revolutionary in their thinking.
- You bring continuity and structure to untidy situations when necessary.
- You can mediate between those who think status quo and those ready for change.
- You can be a breath of fresh air within routine environments.

Training/Learning Insight

- You will likely get behind programs that have been proven to work well when dealing with people and training initiatives.
- You're open to new ideas and creative solutions that work as long as there are no extremes.
- You will likely support established doctrine.
- You will typically settle upon ways that have been established and proven effective.

Continual Improvement Insights

- You could benefit from being a bit more flexible.
- There are more ways to get things done than you may be familiar with.
- You could benefit from refusing to give into pressure from those who want change when it's not warranted.
- You may need to take a stronger stand on some important issues.

Expertise

General Traits

- You will have doubts about what you don't have ample evidence for.
- You need cognitive challenges or you will become bored.
- You will get bogged down in the details of an idea if you are not careful.
- You don't like it when someone says, "trust me."

Key Strengths

- You have what is known as a large "catchment" area within your neural network.
- You have a capacity for learning almost anything.
- You will not quit until the problem is resolved.
- You will typically come prepared for a meeting knowing more than anyone else.

Motivational Insights

- You prefer knowledge-based incentives.
- You will enjoy learning new things that expand your knowledge bank.
- People will see you as technically credible and a resource for information other forget easily.
- You should be open to teach others.

Training/Learning Insight

- You are a very disciplined learner, preferring to approach the environment more seriously than casually.
- You should be exposed to others who take more risks and allow yourself the benefit of being around them.
- Your training and development should involve reliable information that makes logical sense.
- Your learning development should be connected to new ideas and concepts.

Continual Improvement Insights

- You may be over corrective when around others who know less than you.
- You should be more open to being wrong.
- You're not the only one who is right.
- You should take more risks.