



**Sue Darby**  
April 26, 2018

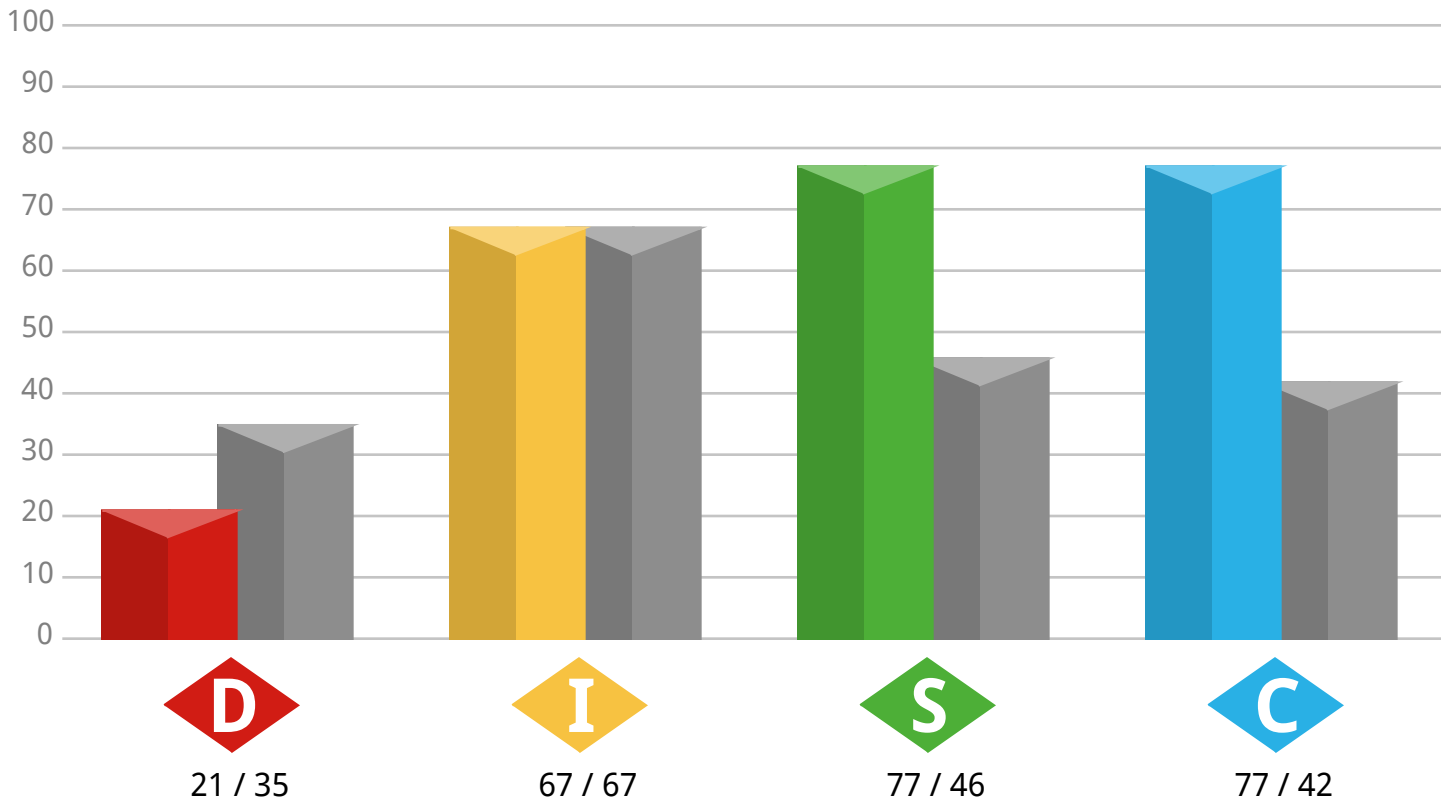
This Innermetrix DISC Plus Profile combines the best of two world class profiles. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand HOW you prefer to get things done, and WHY you're motivated 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



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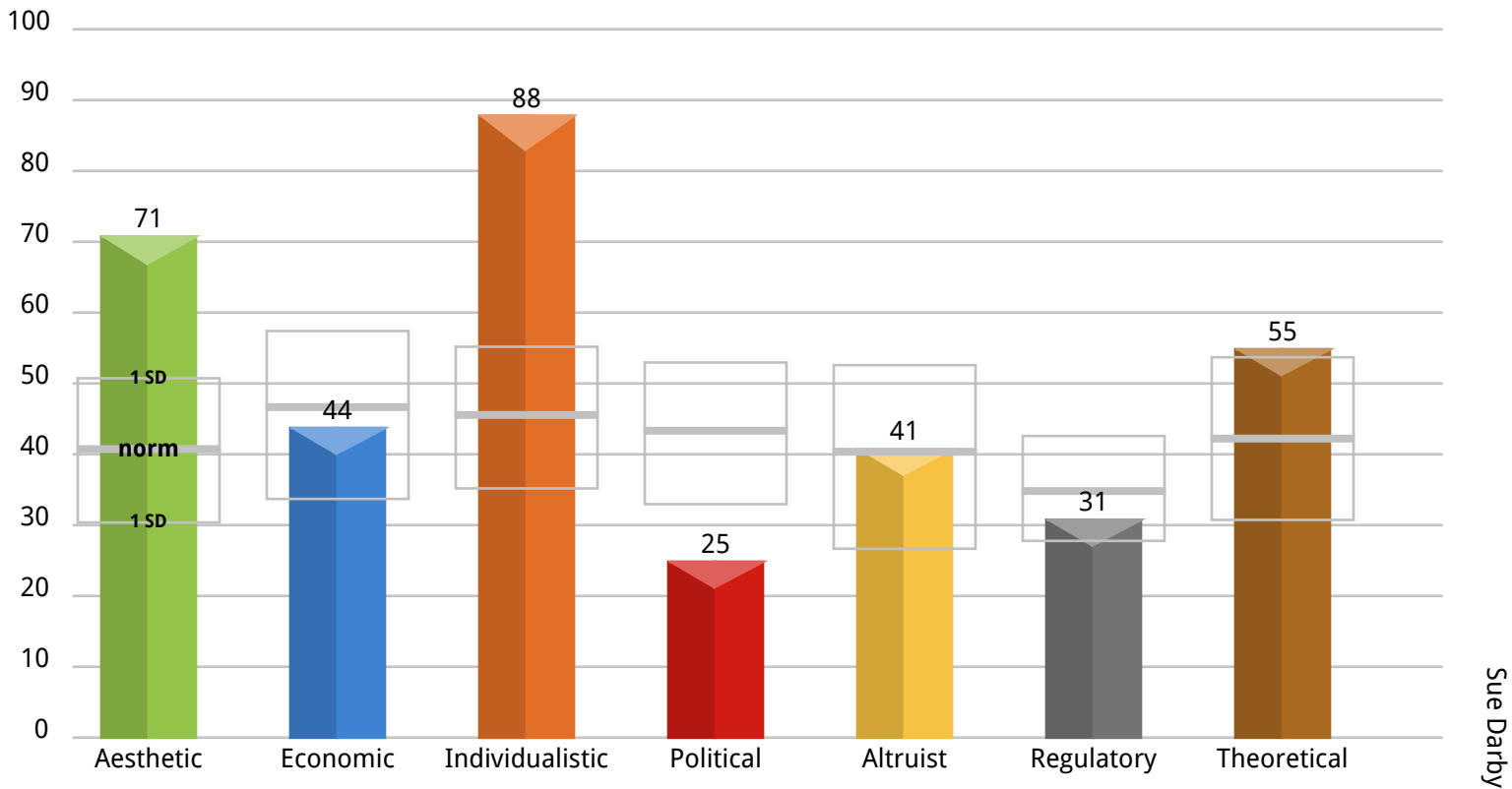
**Natural Style:** The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your 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 Sue's Values



Sue Darby

Very High Aesthetic	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
Very High Individualistic	You demonstrate high independence and project self-confidence.
Low Political	You are supportive of the efforts of the team; no hidden agendas. Willing to surrender control.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

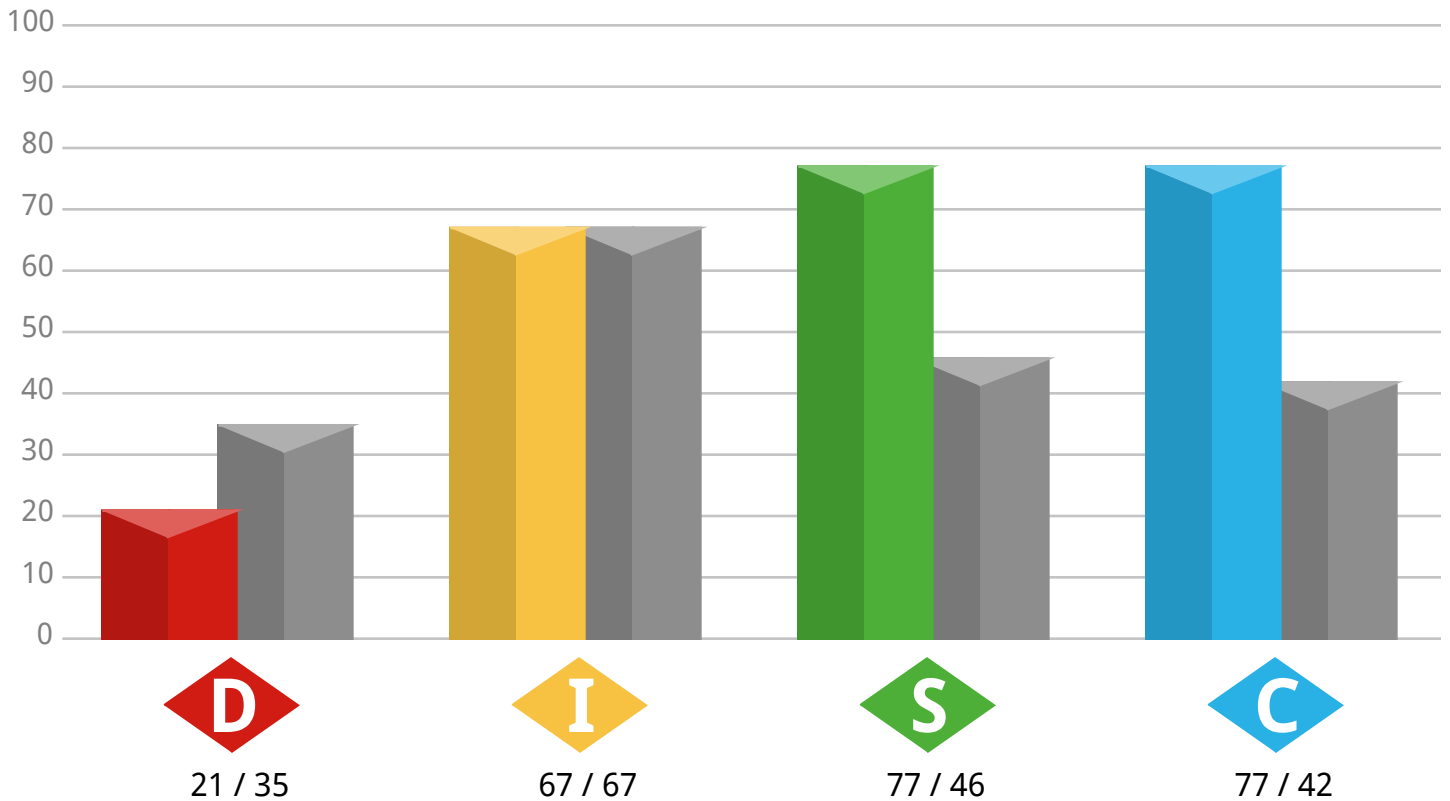


# The DISC Index

**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.

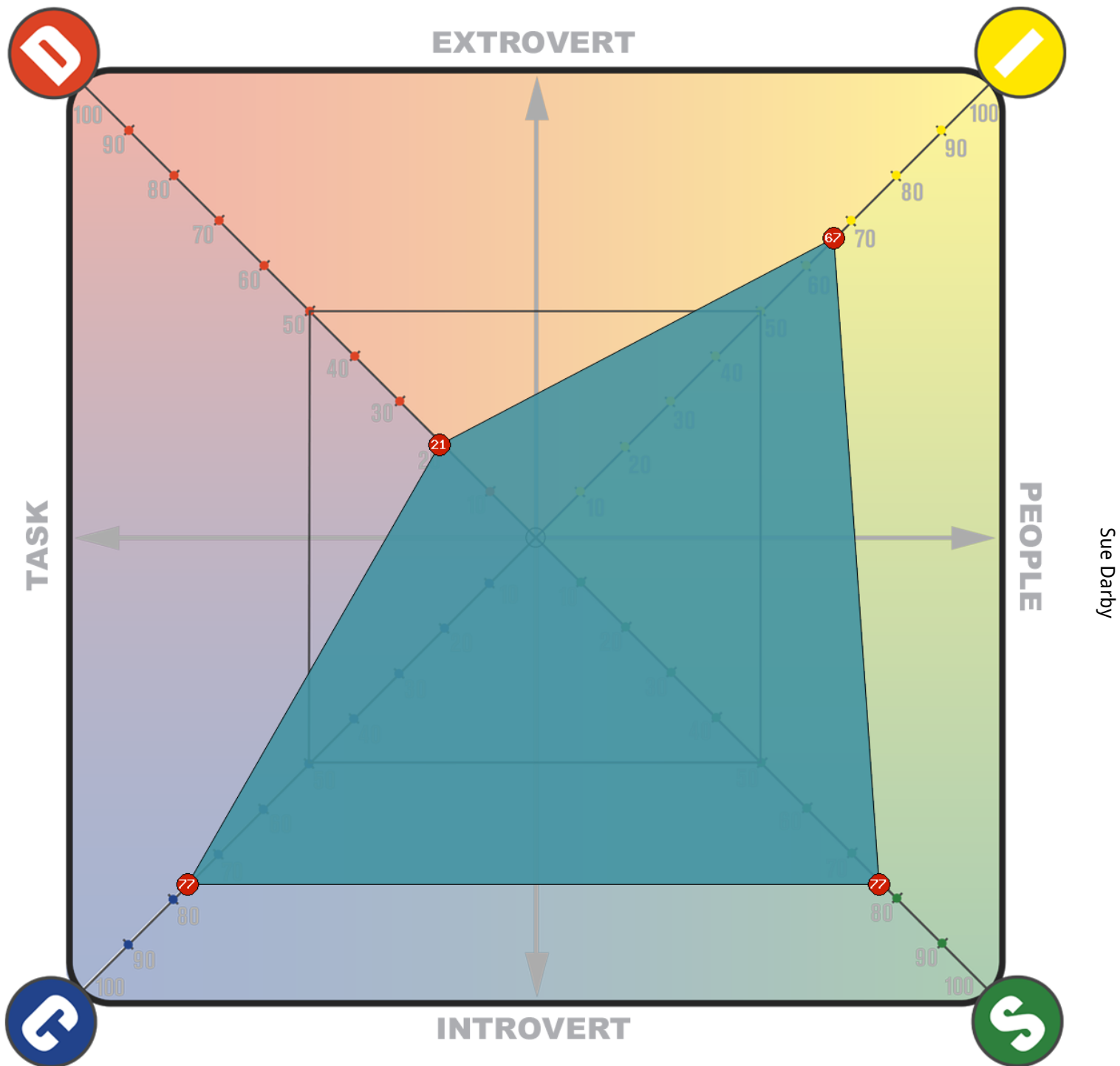


## A closer look at the four components of your behavioral style

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

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## Decisive

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

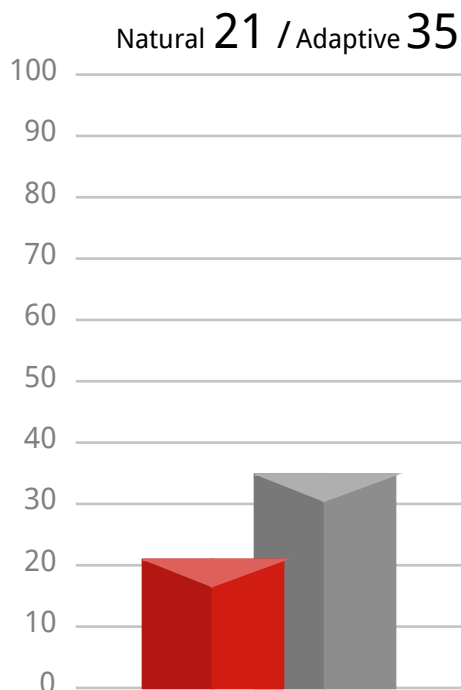
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### Higher D —

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

#### Lower D —

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



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 like taking a slower, more methodical approach to making decisions.
- You are considered pretty modest in your approach with others and are open to deferring to stronger opinions when they exist.
- You like specialized assignments or work.
- You avoid confrontations, preferring instead to work with others to resolve issues.
- You tend to be peaceful and avoid confrontation whenever possible.
- You like to take a more mild-mannered and measured hand in dealing with others.



## Interactive

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

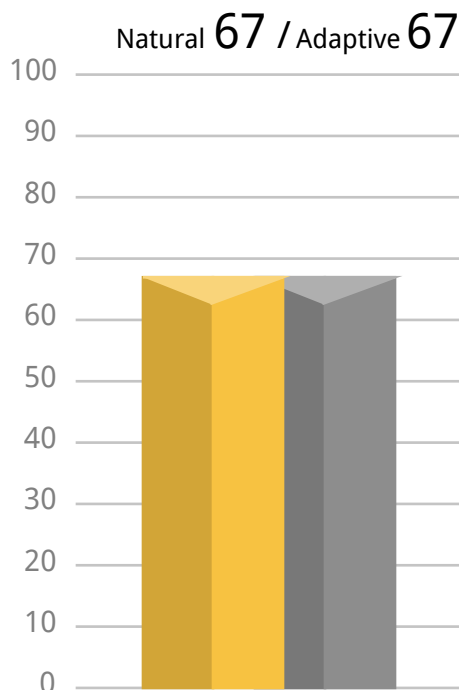
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### 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 moderately high score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You bring a definite optimistic attitude to projects and tasks.
- You prefer to deal with people and get results with and through them rather than by yourself.
- You like to have an open-door policy with both peers and supervisors.
- You tend to be always ready to converse with a group, even with people you've just met.
- You are influential and talkative.
- You tend to naturally trust others and their ideas.



## Stabilizing

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

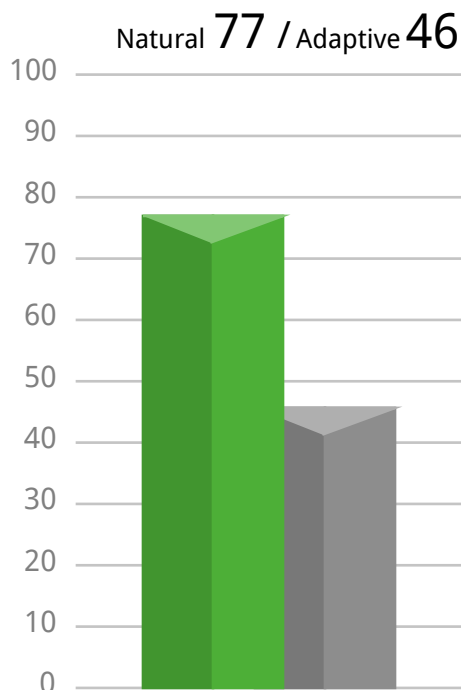
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### 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 blend well with others and get along with a wide variety of others.
- You are typically very cool, calm, and collected on the job.
- You strongly prefer a workplace with a sincere, personal, and agreeable environment with little hostility.
- You always present a more relaxed and open approach to your work and how fast you must get it done.
- You can be an excellent calming influence on people who are upset.
- You are very patient.



## Cautious

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

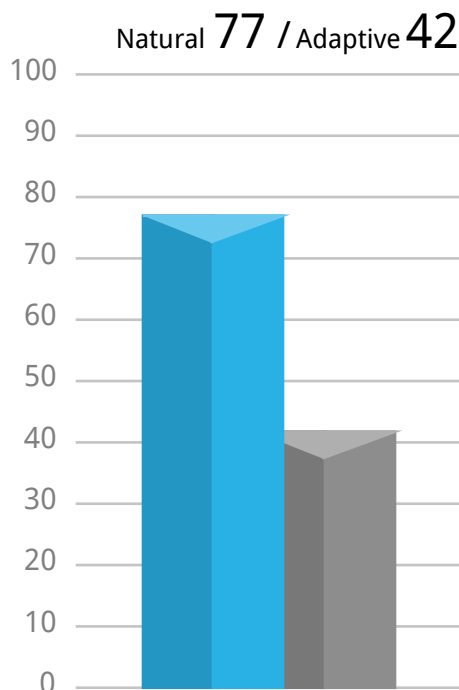
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### 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 prefer a neat and clean work environment.
- You like to work in an environment that is very precise and more structured.
- You possess excellent critical thinking and problem solving ability.
- You are excellent at gathering detailed information and examples.
- You believe in maintaining high standards of quality control.
- You are very conscientious in delivering high levels of detail.

Sue Darby



### 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:

- Tend to be more modest than egocentric, but you also have the ability to become assertive when necessary for emphasis or communication.
- You have the ability to handle people with patience, and demonstrate high technical competence in your area of expertise.
- You have the ability to focus on building your own skills and talents while also assisting others on the team in building their own skills.
- Tend to be rather friendly and easy-going in interacting with others.
- You demonstrate a high degree of competence in your area of expertise.
- You have the ability to self-manage much of your own organizational activity and workload.
- Able to express a sense of humor, but you become very serious about work tasks and projects, especially in the desire to maintain a high quality control.
- You have a large knowledge-base and a continuing appetite to learn more.



### **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:

- Displays a high energy level, especially in social situations, and is very good at meeting new people.
- You tend to be very extraverted and if in the midst of a mundane project, you may use creativity or spontaneity to make the activity more exciting.
- A moderate to higher risk taker, you may sometimes do the unexpected just to get attention, or create a surprise situation.
- You are known for a great ability to meet others easily and readily, and are socially poised in small or large group situations.
- You want to be known as very people oriented. You like people, and want to be liked in return.
- Able to generate team involvement through friendly conversation and gentle persuasion of team members in a one-on-one manner.
- You want to be seen as an easy person to be around, and won't deliberately antagonize others.
- You prefer a favorable social environment rather than an antagonistic one, and will work to maintain the positive environment.



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:

- Job description presented clearly and with no ambiguities.
- Complete explanations of the nature of a process or systems used.
- Sufficient time for effective planning.
- Having the option to change certain methods or procedures in order to increase efficiency.
- Clear and specific job descriptions, and role responsibilities.
- A greater emphasis on tasks, organizational work, business, or profits.
- Having reassurances that it is OK to take appropriate and calculated risks.
- Having sufficient time to consider alternatives prior to making changes.





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 system of support to assist with the details and follow-through.
- You want to work with a team of people with whom you can show your high trust level.
- Assignments that allow for a variety of people-contacts.
- A democratic environment with a free exchange of ideas.
- Social recognition for success on a project or achieving a goal.
- Awards to confirm ability, skill, or achievements.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- A strong, visible group or organization with which to identify.



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:

- If given the responsibility to maintain high standards, those standards will be guarded and maintained.
- Conscientious: You do things the correct way, the first time.
- Others on the team may seek you out to answer detailed or process-oriented questions.
- Able to reconcile various factions within a group, and do so in a sincere and stable manner.
- Very proficient in your area of expertise.
- Brings enthusiasm and optimism to team projects.
- Can be depended upon to do what you say you will do.
- Patient in working with others on the team.



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:

- Activities to get and maintain attention of others.
- Freedom from routine work.
- Building a network of people and contacts with groups.
- Freedom from many controls, detail, and paperwork.
- Public recognition for accomplishments.
- Freedom of speech and expression.
- A non-hostile working environment.
- Projects needing you to motivate and persuade people.



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:

- Get overly bogged down in details, especially when the climate becomes pressured.
- Require an overly complete explanation of details before changes are made.
- Resist changes and have a lower sense of urgency.
- Overestimate the ability of others.
- Become overly sensitive to criticism.
- Set unreasonable expectations of the capability or capacity of others on the team.
- React on impulse rather than thinking things through before responding.
- Hang on too much to current or past procedures, especially when faced with impending change.



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:**

- Presents detailed information in a logical and sequential manner.
- Appreciates intellectual recognition.
- Very accurate in presenting information.
- Prefers explicit instructions and measurement criteria to be established with the participants.
- Structures events to inspire participants to act on their own ideas and visions.
- Knowledge gives the participants the ability to maximize their potential and share with others.
- Sincere participation with others as a co-learner or co-facilitator.

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

- Responds actively to others, and tends to take calculated learning risks.
- Likes controlled variety in the learning environment.
- Prefers learning in groups, but can also work very effectively alone.
- Does well with independent practice as well as working with others.
- More accepting of a more impersonal training or learning venue than others.
- Emphasizes cognitive activity and theoretical perspectives.
- Shows patience with tedious, technical, and specialty tasks.



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 Sue:**

- Provide logical and practical evidence.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- List pros and cons to suggestions you make.
- Provide assurances about input and decisions.
- Be certain to remember to provide specific action steps and details for all involved.
- Offer input on how to make the ideas become reality.
- Outline individual tasks and responsibilities in writing.

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

- Avoid being overly task-oriented.
- Avoid being impersonal or judgmental.
- Don't be vague or ambiguous.
- Don't rush into business or the agenda; provide some time to break the ice.
- Don't rush the issues or the decision-making process.
- Don't be vague about what's expected.
- If you disagree, don't let it reflect on others personally, and don't let it affect the relationship.



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

**Decisiveness:**

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

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**Interacting:**

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

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**Stabilizing:**

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

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**Cautiousness:**

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

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**Overall Natural Style:**

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

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**Overall Adaptive Style:**

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

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**Strength-based insights:**

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

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### **Communication Dos and Don'ts:**

What did you learn from understanding your preferred communication style?

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### **Ideal Job Climate:**

How well does your current climate fit your behavioral style?

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### **Effectiveness:**

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

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### **Motivation:**

How can you stay more motivated?

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### **Improvement:**

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

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### **Training/Learning:**

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

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

**Supporting Success:**

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

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**Limiting Success:**

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

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Sue Darby



# 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

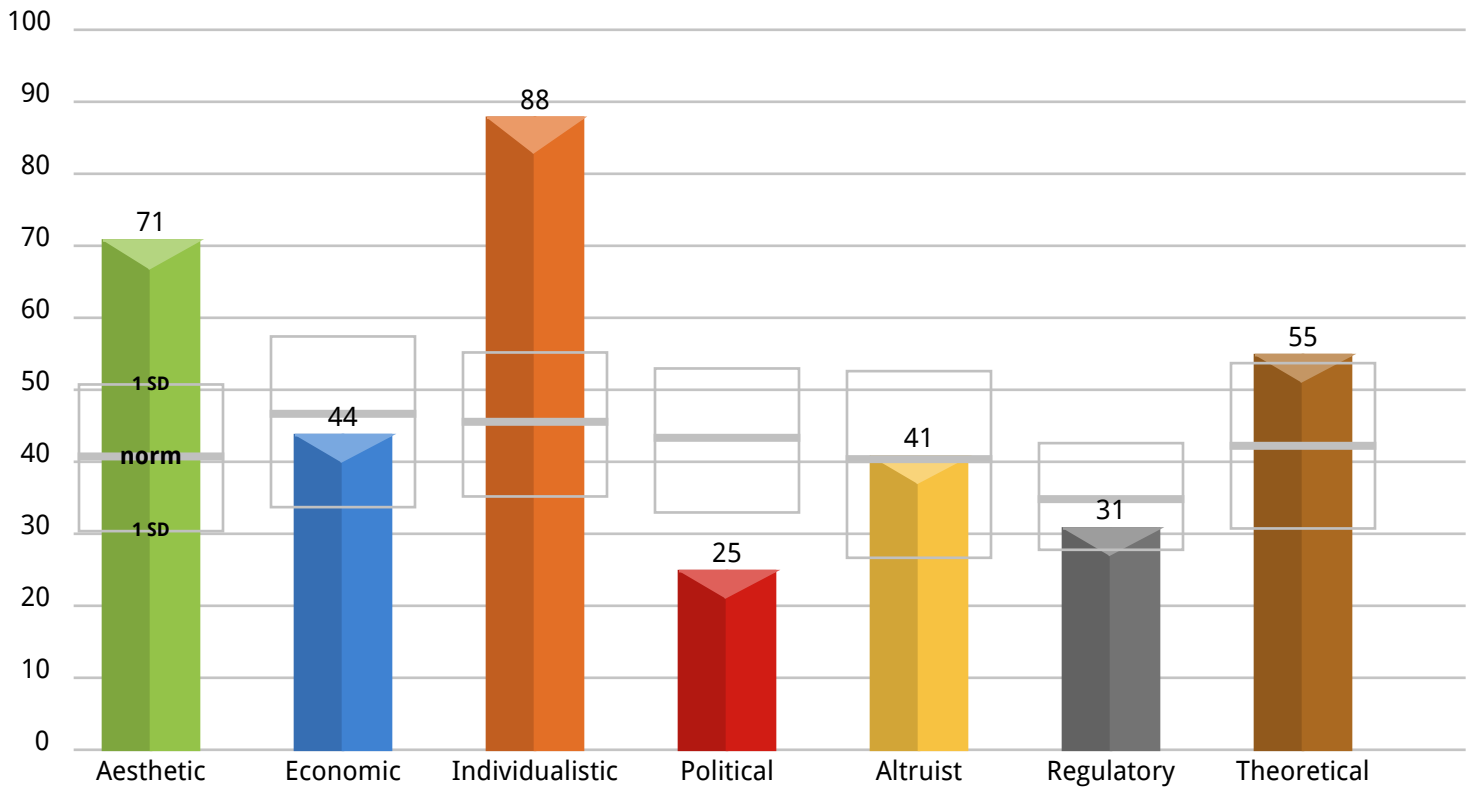
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

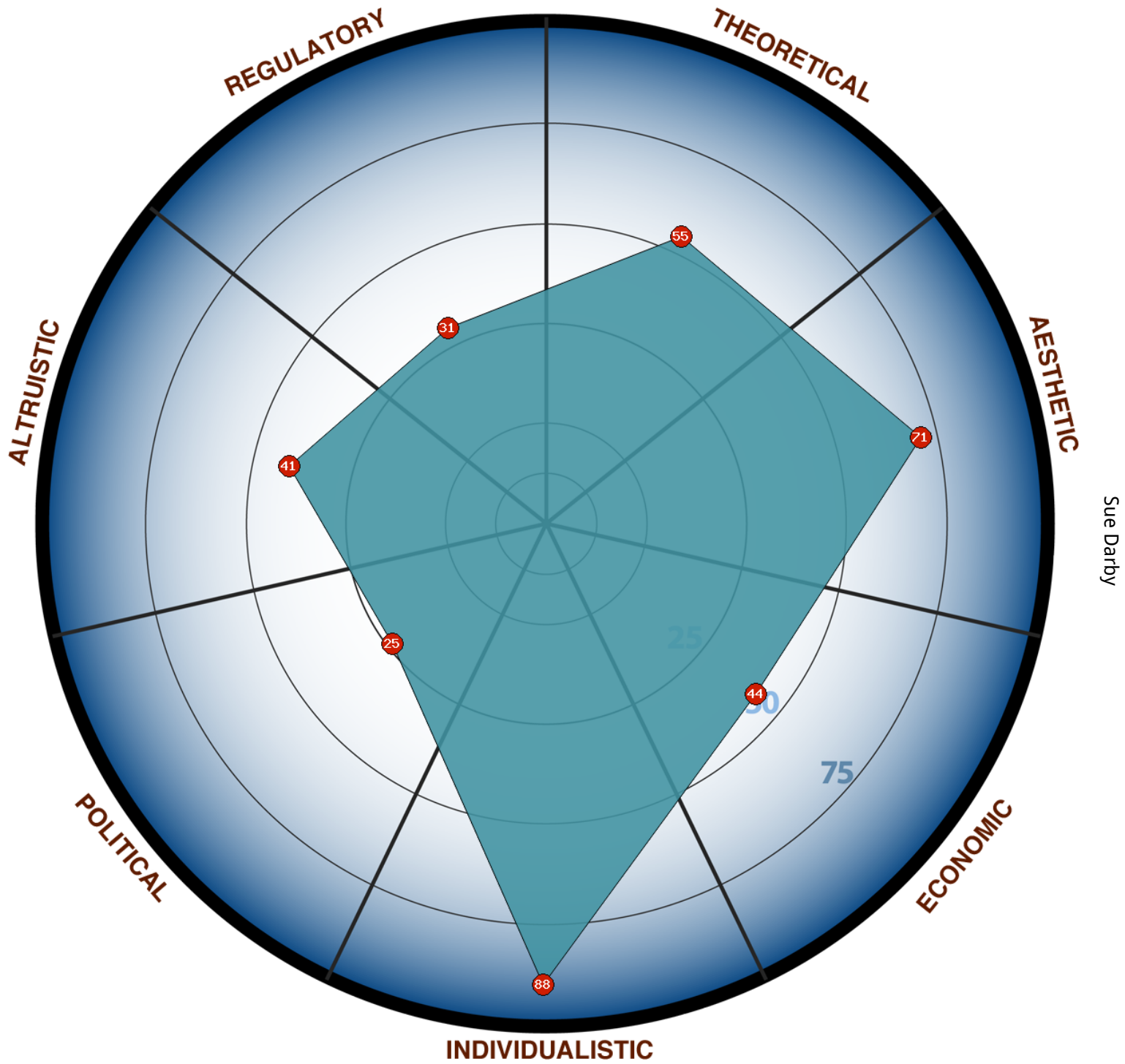


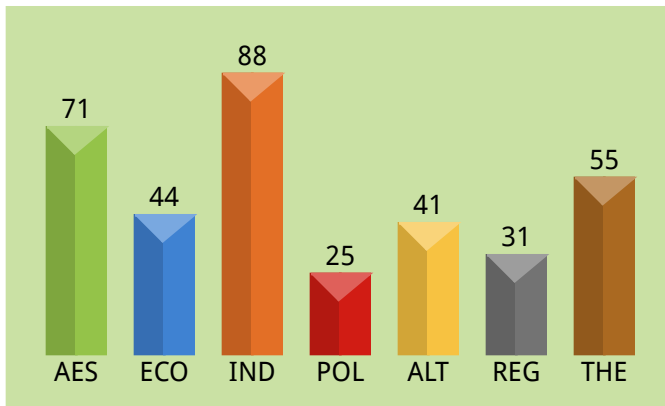
## Executive Summary of Sue's Values



Sue Darby

Very High Aesthetic	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
Very High Individualistic	You demonstrate high independence and project self-confidence.
Low Political	You are supportive of the efforts of the team; no hidden agendas. Willing to surrender control.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.





### 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.

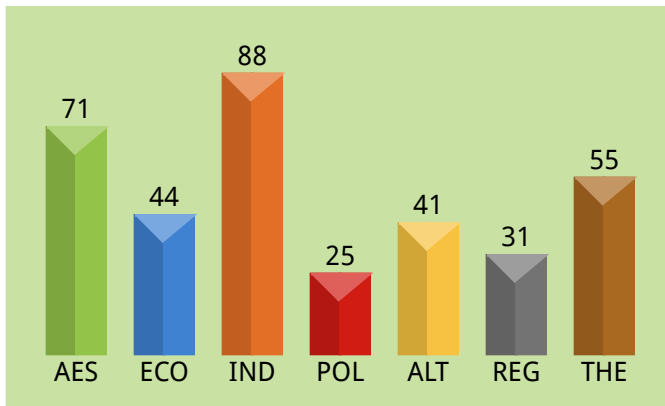
#### General Traits:

- You like helping, teaching, and coaching others, especially in areas of creative endeavors.
- You strongly support the individuality and creativity of others.
- You are less motivated by traditional means (paycheck) and more by aesthetic things like balance, beauty, creativity and expression.
- You show a very strong appreciation for nature, environment and harmony in life.
- You show a very strong desire for beauty, harmony and aesthetics in the personal or work environment.

#### Key Strengths:

- You are very interested in seeing all sides of a situation.
- You are enthusiastic and willing to work and contribute to the team efforts in creative ways.
- You are very empathetic when it comes to understanding other's interests in arts or aesthetics.
- You like to network with others and share creative ideas and solutions.
- You demonstrate a very high personal and professional regard for the feelings and emotions of others on the team.





### The Aesthetic Dimension:

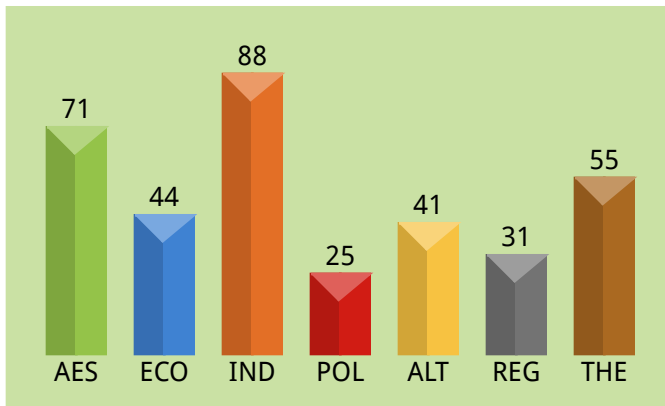
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### Motivational Insights:

- You ensure that creativity doesn't get in the way of functional results.
- You may prefer to have some outlet for your creativity at a team meeting or event.
- You allow for sufficient personal free time to achieve balance.
- You may tend to over-react to emotional situations.
- 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.

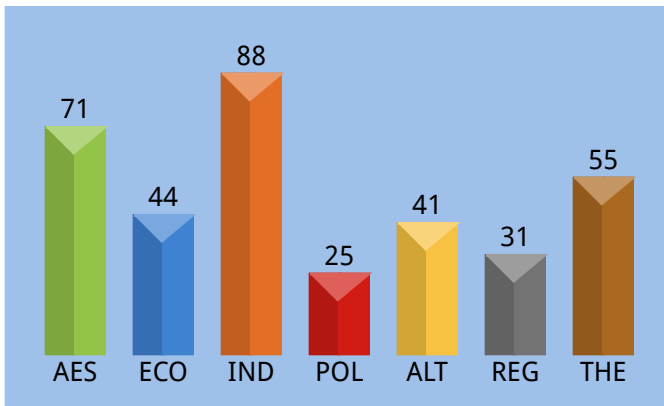


## The Aesthetic Dimension:

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.
- You could benefit from being a little more practical.
- You might tend to have work back up if you are too creative or inventive with how to do it.
- You could get lost in creativity if not kept somewhat reined in and on target.



### The Economic Dimension:

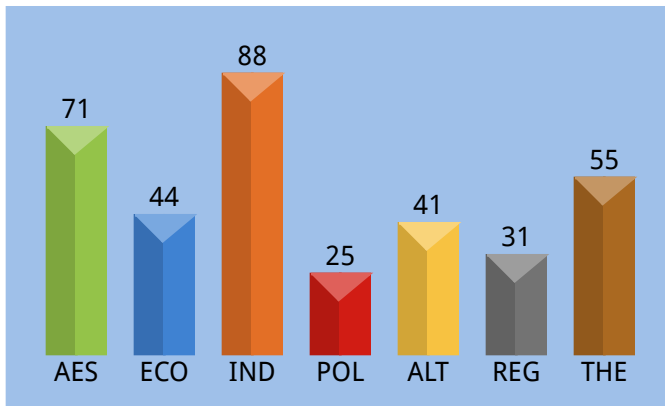
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

#### General Traits:

- You have the ability to identify with and understand other individuals who have both a lower or higher Economic drive than your own.
- Regarding the Economic score, you would be considered rather practical and realistic about money.
- The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.
- The drive and motivational factors which tend to lead people who score like you should be measured against other peaks on the Values graph.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.

#### Key Strengths:

- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.
- You tend to be a good team player especially because you do not try to compete to the extent of creating dissension within the group, team or office.



### The Economic Dimension:

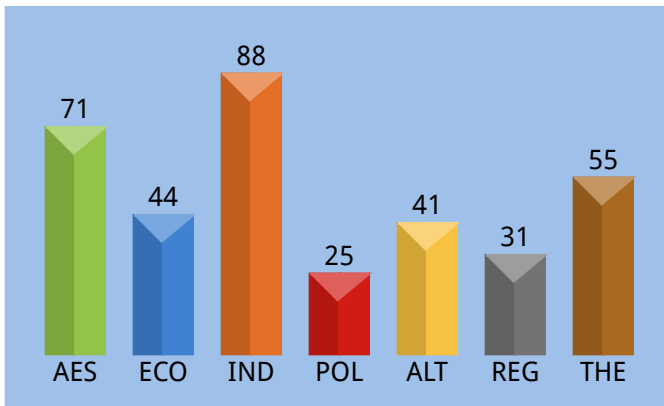
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### Motivational Insights:

- Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.

### Training/Learning Insights:

- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferring both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Your score is like those who engage in training and development activities in a supportive manner.

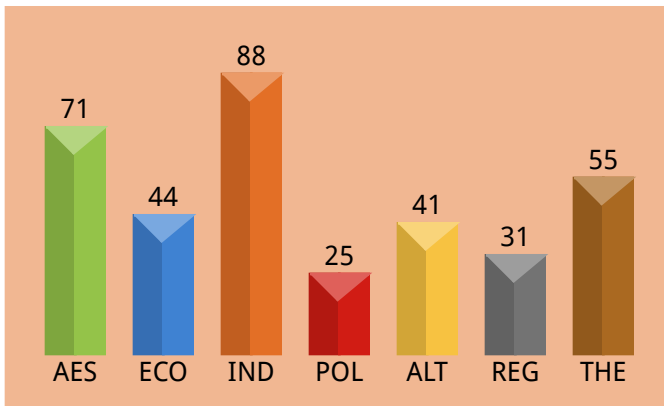


### The Economic Dimension:

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 should assist in those areas or projects where there may be greater financial reward.
- You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.



### The Individualistic Dimension:

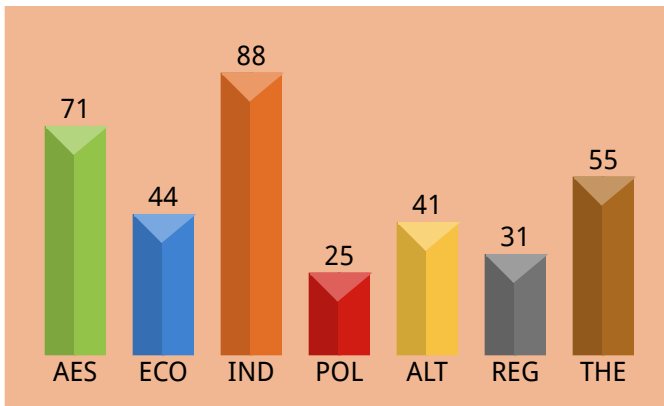
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

#### General Traits:

- You prefer to make your own decisions about how an assignment or project is to be accomplished.
- You can sometimes surprise others with spontaneous ideas or responses.
- You may experience a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.
- Many who score in this range like to invent new things, design new products, and develop new ideas.
- Your pattern of responses indicates that you have a very strong desire to be your own person.

#### Key Strengths:

- You bring a variety of different and energetic ideas to the workplace.
- You have the ability to take a strong stand, and not be afraid to be different in either ideas or approaches to problem solving.
- You are not afraid to take calculated risks.
- You bring creative ideas.
- You desire to be an individual and to celebrate differences.



### The Individualistic Dimension:

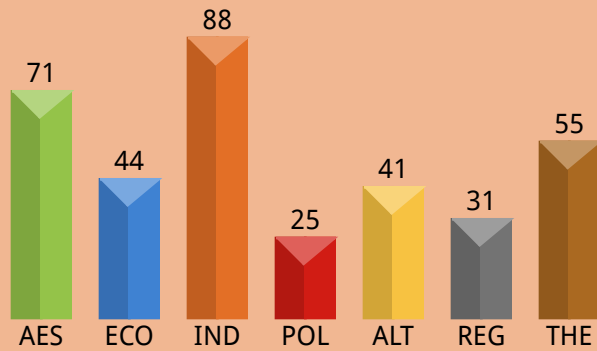
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

### Motivational Insights:

- Be patient in allowing for expression of your uniqueness and sense of humor.
- You may like to work apart from the team and independently at times.
- You create an environment that provides security while it encourages taking appropriate risks.
- You work with an idea, develop it, and run with it for a while before making a judgment.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.

### Training/Learning Insights:

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link the benefits of learning new things to a personal ability to enhance your performance.



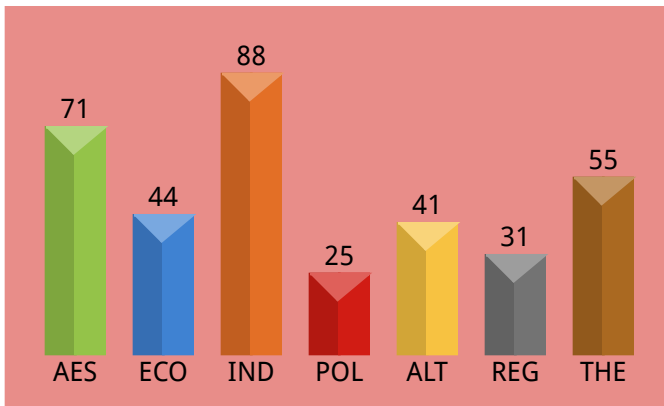
### The Individualistic Dimension:

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:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.





### The Political Dimension:

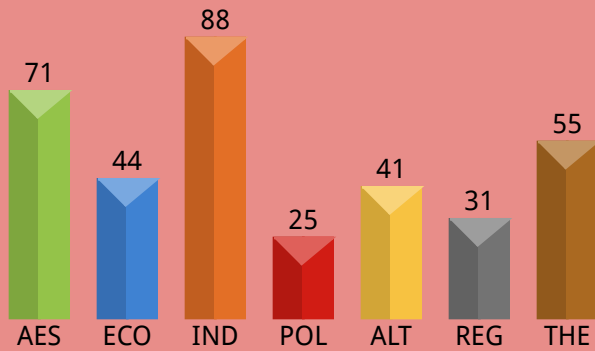
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### General Traits:

- You are perceived by others as a supportive team player.
- You tend to prefer to be side stage rather than center stage on a project or assignment.
- You tend to prefer a team member role than a team leader role.
- You tend to prefer to support rather than lead, but will take a leadership role if asked.
- Your pattern of responses indicates that other values drives may take a more important place than this need for power, authority, and influence.

### Key Strengths:

- You enjoy working for a mission or cause and supportive of the team leadership, as long as sensitivity to your own personal needs is maintained.
- You like to work with and toward consensus.
- You are ready and willing to assist peers and others on the team when they encounter an obstacle to progress.
- You treat each person on the team with equal respect, and expects the same for yourself.
- Your personal sense of accomplishment exceeds the need for recognition of that accomplishment.



### The Political Dimension:

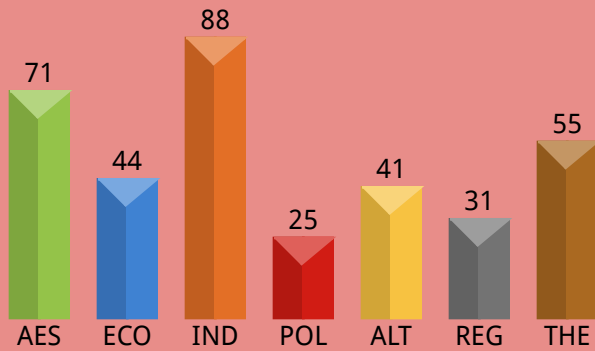
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### Motivational Insights:

- Form teams for certain projects, at all levels of the organization. Don't make all tasks loners.
- While you may not seek the spotlight on a project, you look for appreciation for the hard work, professional insight, and creativity you bring to the table.
- Don't accept positions where you have to take center stage if you don't want to.
- You are a stabilizing force on a project or team.
- You should look for ways to be a supportive member of the team.

### Training/Learning Insights:

- You prefer team-oriented training or development activities.
- Your increased motivation and participation may come from group accomplishments where each member contributes something to the group learning effort.
- You may prefer slightly more structured professional development activities than unstructured or ambiguous ones.
- You may prefer more team events than independent study activities.
- You may appreciate more cooperative group activities than competitive ones.

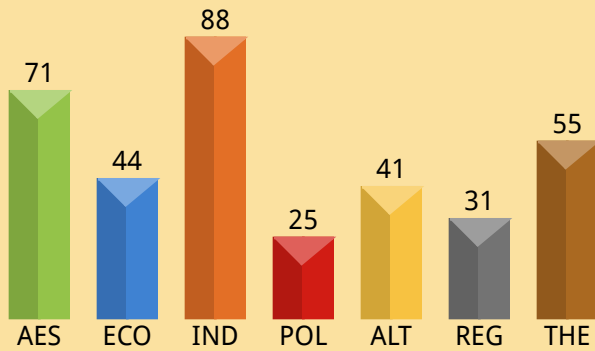


### The Political Dimension:

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 not pro-actively confront others (in a positive way) when conflicts emerge.
- You may need to step up to the plate a bit more and be recognized for your professional contributions.
- You should try to take a visible stand on some important work or mission-related issues.
- You may sometimes be taken advantage of by others, then become angry off-line.
- You may tend to become quiet when conflicts emerge rather than provide input to the group problem-solving effort.



### The Altruistic Dimension:

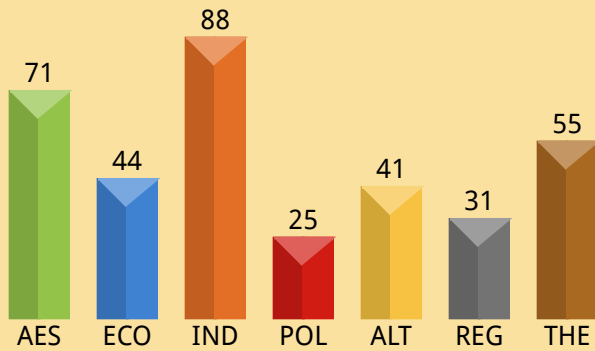
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

#### General Traits:

- You are very much in line with the average level of altruism seen in business environments.
- You balance helping others with personal concerns very effectively.
- You have a good sense for when to freely help others and when to say "No."
- You will not create an imbalance between your own needs and those of others.
- You are able to see the points of view from both the higher and lower Altruistic score locations.

#### Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value in others through personal actions with them.



### The Altruistic Dimension:

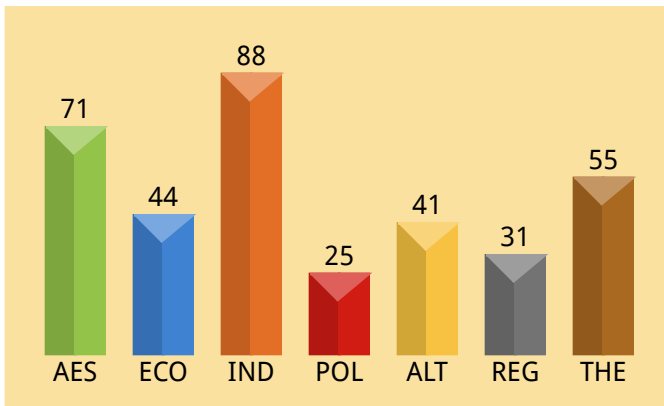
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

### Motivational Insights:

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

### Training/Learning Insights:

- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.

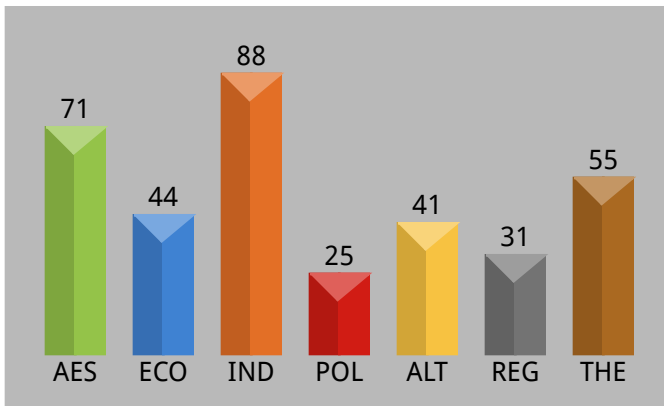


## The Altruistic Dimension:

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



### The Regulatory Dimension:

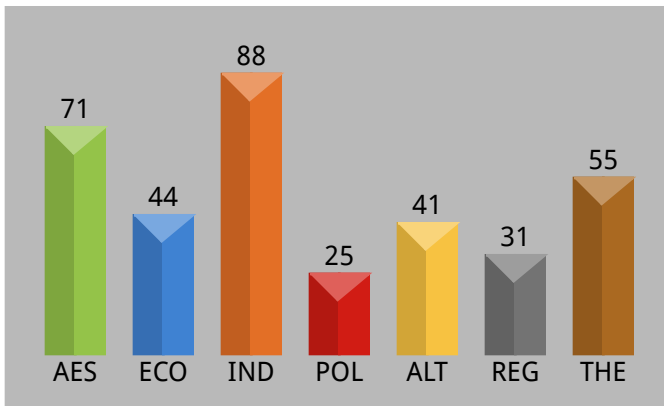
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

#### General Traits:

- You tend to be balanced and stable.
- You understand both sides of the argument for more and less rules and policies.
- You strike a good balance between respecting individual needs, and those of the group.
- You are accepting of authority, but not bound by it blindly.
- 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 situationally aware of when rules must be followed and when they should not be.
- You are very flexible when it comes to dealing with very little or too much structure.
- You act to stabilize those on a team.



### 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.

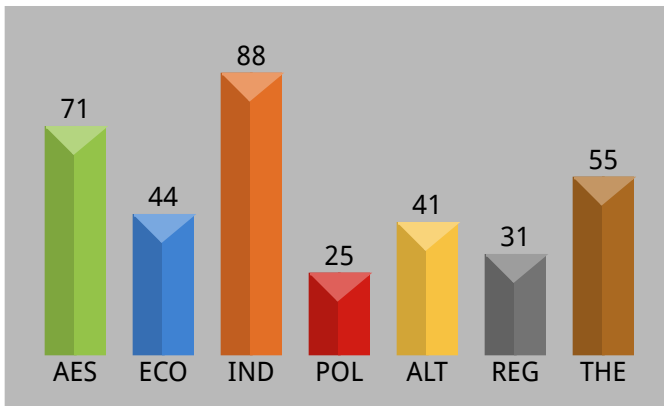
### Motivational Insights:

- 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.



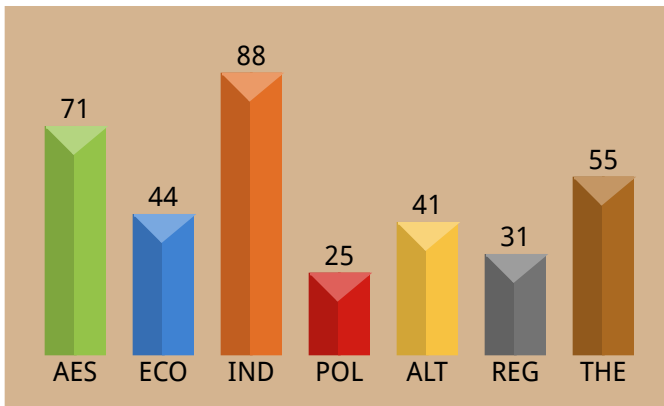


### The Regulatory Dimension:

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:

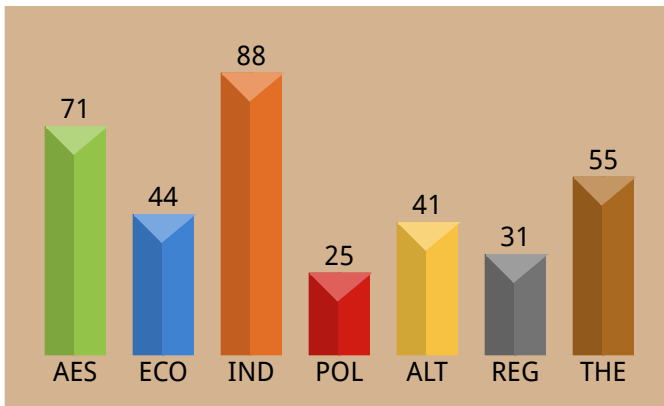
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

#### General Traits:

- You have a 'cognitive' attitude: Looking for deeper meaning in things.
- Others on the team may seek you to help answer questions about projects or procedures.
- You may be attracted to new and cutting-edge ideas and concepts.
- You have a high knowledge base and credibility base in contributions to team efforts.
- You have a high degree of curiosity in a variety of areas.

#### Key Strengths:

- You have strong and consistent analytical skills and ability.
- You will work long, hard hours on the complex solution to a problem.
- Others on the team may seek you out to answer their questions because they know of your strong knowledge base.
- You bring a strong knowledge-driven ethic.
- You score as an active problem-solver, seeking solutions.



### The Theoretical Dimension:

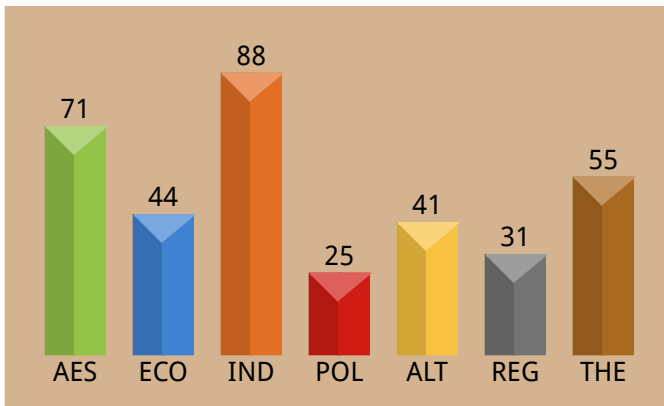
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

### Motivational Insights:

- Realize that as much as you have learned, you still want to learn more.
- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- You prefer to be included in future development projects and draw on your expertise.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.

### Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off 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.

### Continual Improvement Insights:

- You may have a tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.



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:**

Sue Darby

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

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

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

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Your final step to making sure you really benefit from the information in this report is to understand how your 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):

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

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