



**DISC
PLUS**

Dawie du Toit

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This Innermetrix DISC Plus Profile combines the best of two world-class profiles authored by the Founder and CEO of Innermetrix, Jay Niblick. 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.

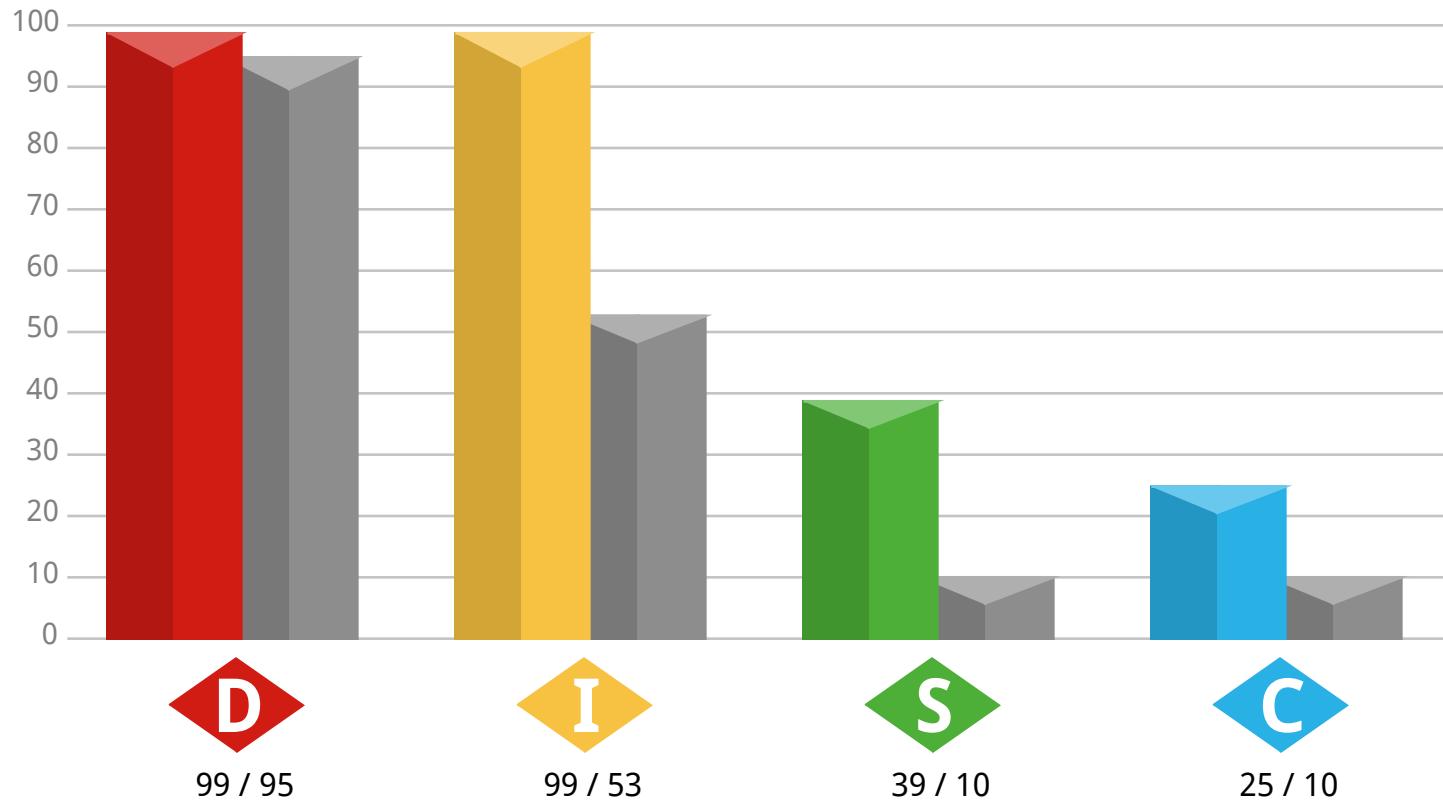


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Natural and Adaptive Styles Comparison

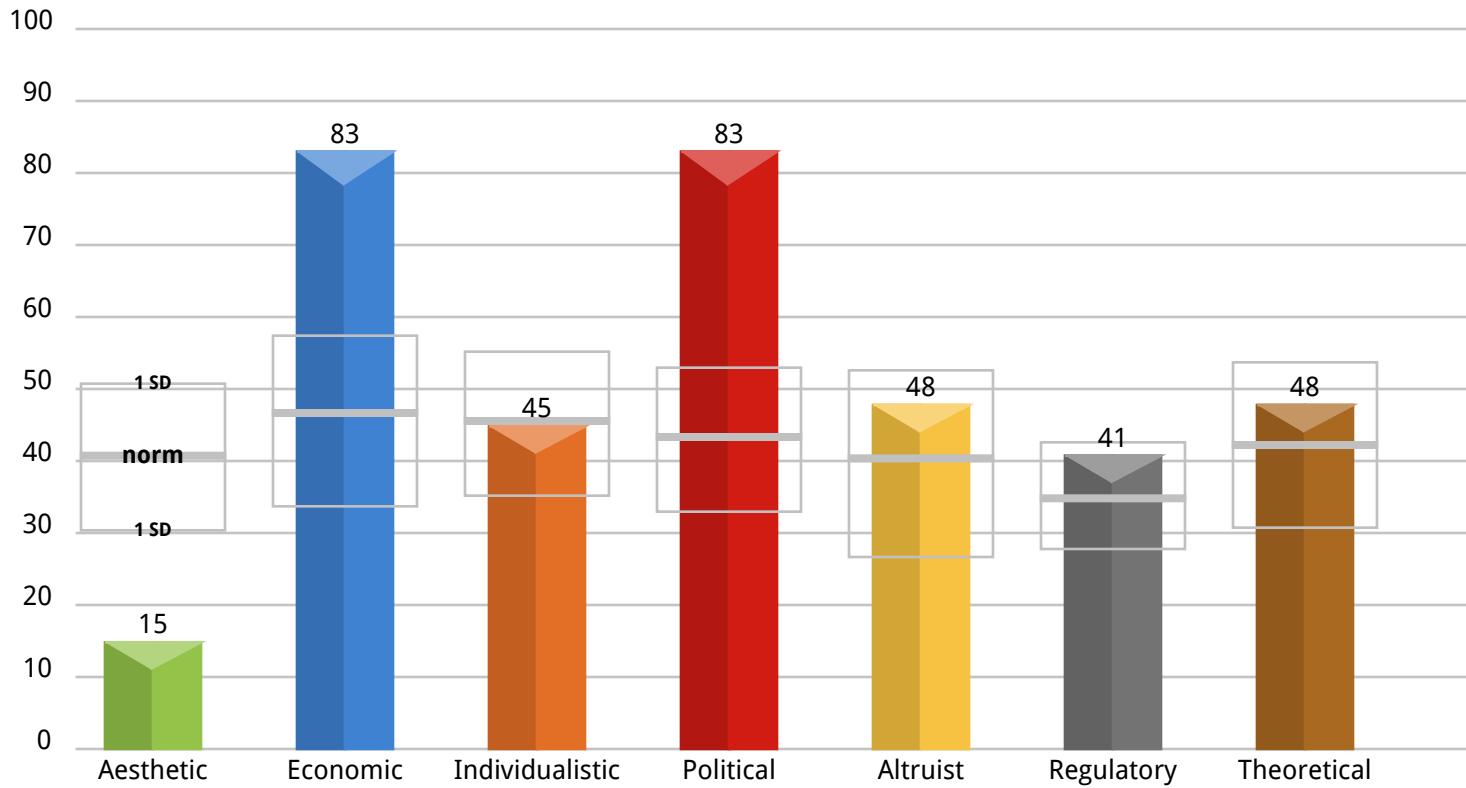


Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress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



Very Low Aesthetic	You are not into artistic expression, or achieving balance and harmony in life. You are all about the utilitarian, bottom-line results.
Very High Economic	You are very competitive and bottom-line oriented.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain 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.
Average Theoretical	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

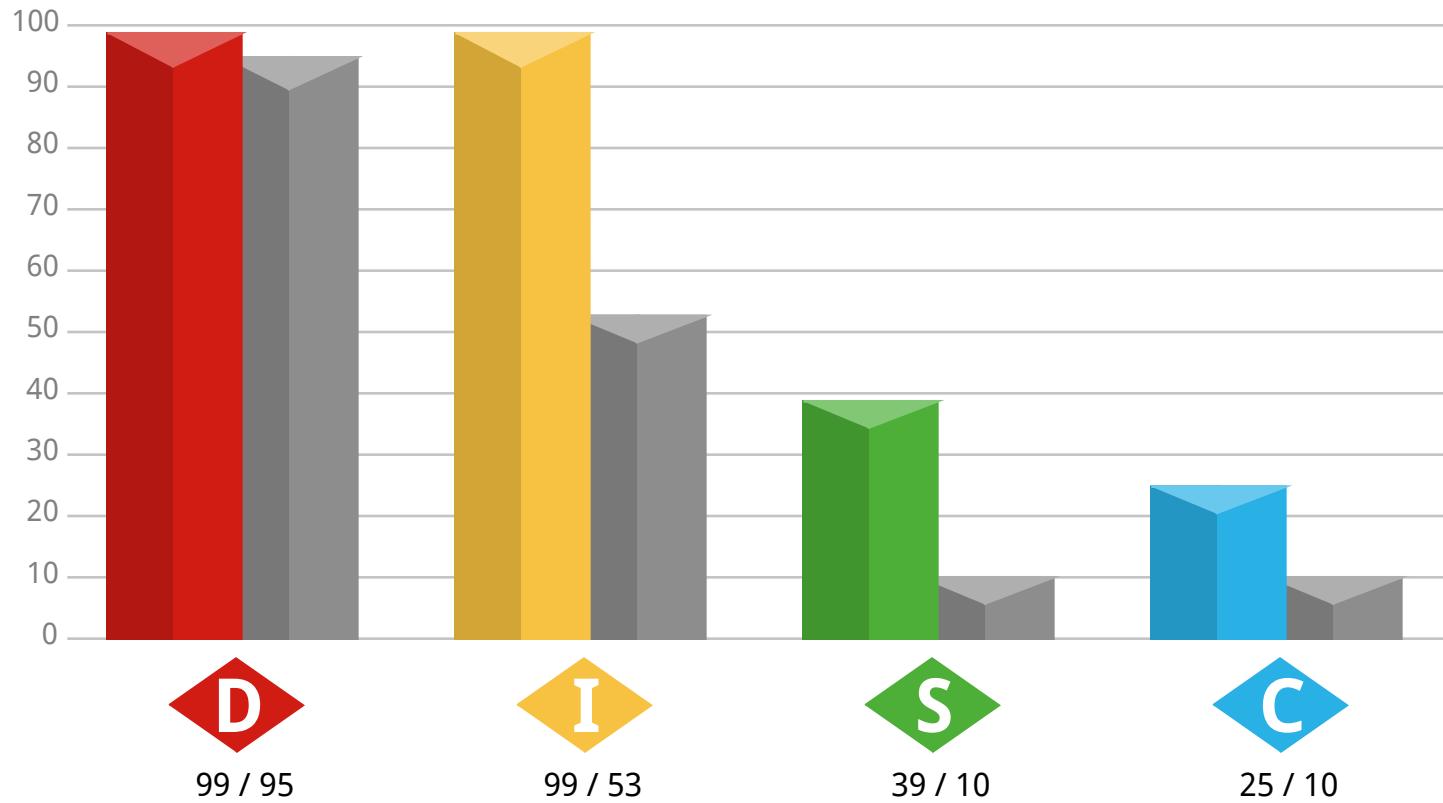


The DISC Index

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



Natural and Adaptive Styles Comparison



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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.



About This Report

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

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

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

This report includes:

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



The Elements of the DISC-Index

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

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

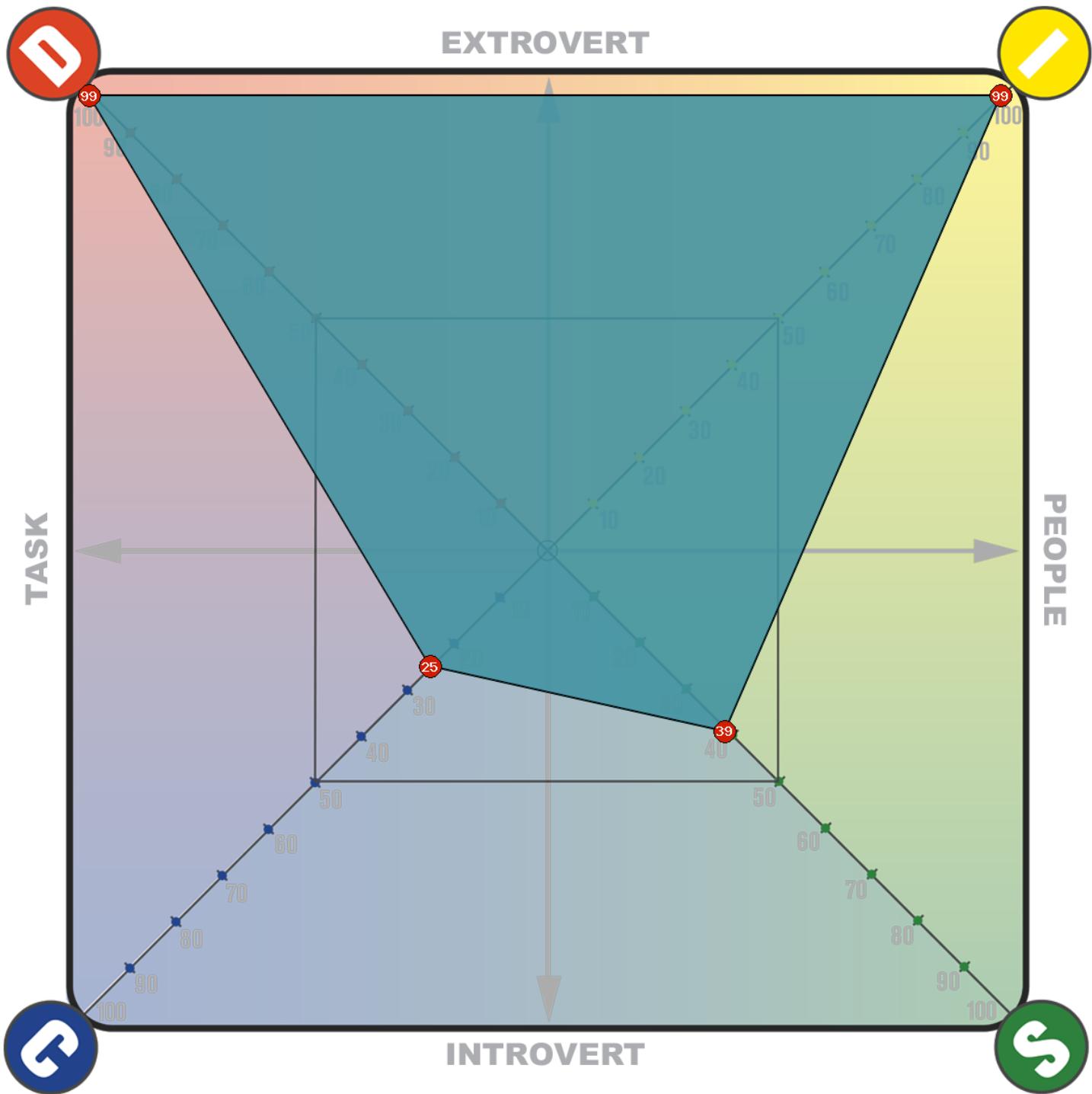
Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can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

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



A closer look at the four components of your behavioral style

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





Decisive

Your approach to problem-solving and obtaining results

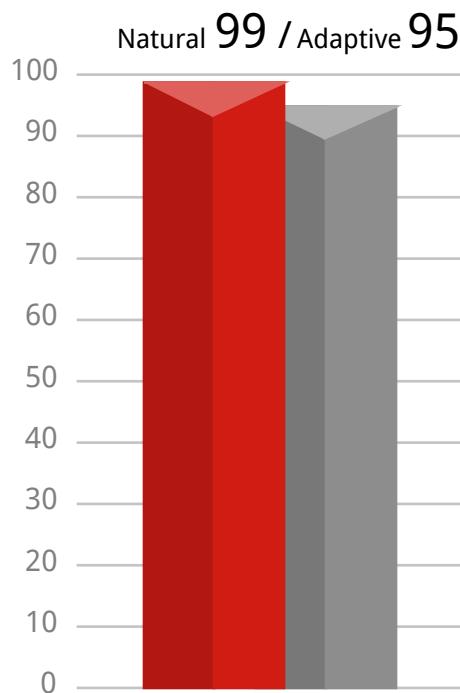
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

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

Lower D —

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



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

- You migrate towards difficult assignments and opportunity for advancement.
- You are direct in your communications, no ambiguities.
- You are practical - all about the business and getting results quickly without fluff or delay.
- You demand high levels of results or performance, in both yourself and in others.
- You may be perceived as somewhat egocentric by others (i.e., others who you feel are less confident than you).
- You are a very strong self-starter who always seems to have a high sense of urgency.



Interactive

Your approach to interacting with people and display of emotions

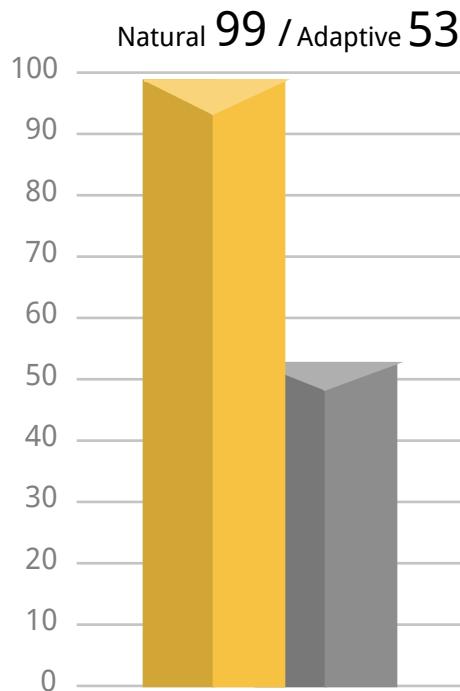
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

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

Lower I —

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



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

- You can be extremely persuasive.
- At times, your desire to express your opinion and interact with others may come across as self-promoting by the quieter people you know.
- You enjoy opportunities to motivate others.
- You are gregarious and outgoing with most everyone you meet.
- You really like meeting new people and easily interact. No one is a stranger.
- You tend to not be very organized or attentive to details at all.



Stabilizing

Your approach to the pace of the work environment

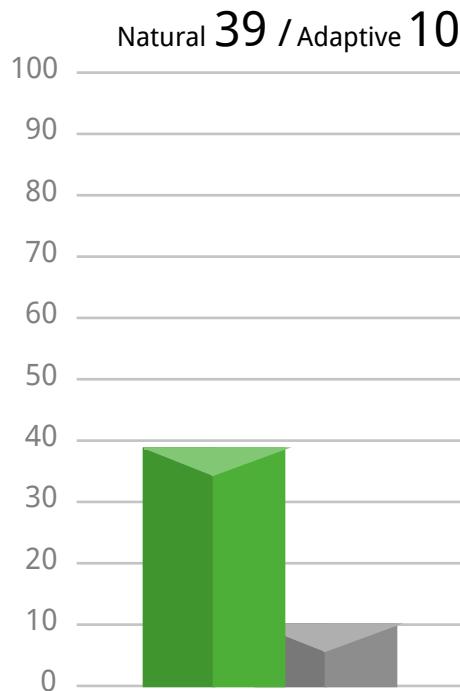
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

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

Lower S —

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



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

- You appreciate the need of others to have more freedom and less structure.
- Unexpected events don't drive you crazy. They can be something of a welcomed change.
- You can multitask fairly well.
- You bring a metered sense of urgency to get things done now, but not without some planning and thought.
- Change is fine with you as long as it is needed.
- You prefer a moderately structured environment, not too much - not too little.



Cautious

Your approach to standards, procedures, and expectations

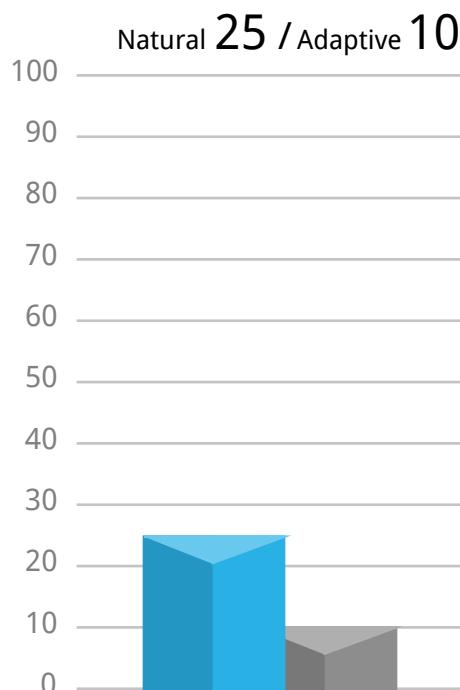
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

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

Lower C —

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



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

- You prefer varied activities, never a dull moment.
- You tend to operate somewhat more independently from the established rules and procedures.
- "The 'right way' to do things is the way I'm doing them right now."
- You want little, if any, "routine" work.
- You like an environment that provides independence from direct control.
- You are probably perceived by others as a bit of a rule-bender.



Natural Style Pattern:

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

The following statements are true to just your unique natural style:

- Tends to be a confident and independent person who is a self-starter and has a strong competitive edge.
- All plotting points in the score pattern indicate a very active agent who makes things happen and doesn't wait for things to happen.
- Can be very charming in persuading others when climate is favorable and firm when confronting a hostile situation.
- Sets high operational goals for self and others and expects all involved to provide 100% effort.
- Able to project an image of openness and friendship to others, even while maintaining self control and an ability to distance from others when necessary.
- Poised, confident, and very articulate in front of large or small groups.
- Able to combine both direction of others and persuasion of others into a powerful skill of inspiring others to reach their maximum potential.
- Projects emotional strength and a leadership power in working with others.



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:

- Able to see the big picture and communicate it clearly work hard to make it a success.
- Ability to motivate others on the team, instill a higher sense of urgency, and help to get the project done on time and budget.
- Wants to bring a very high sense of urgency to projects and tasks. Gets things done... now.
- Has a high expectation for others to keep up and maintain a rapid pace.
- Seems to thrive in, and is motivated by, positions of power, authority and responsibility.
- Motivated to take an ambiguous idea, modify it, and create a practical solution... all very quickly.
- When the climate is favorable, the High I nature allows for optimism and a friendly affect. When the climate becomes antagonistic, the High D nature presents a tough and determined response.
- Wants to be seen as one who brings a high degree of assertiveness and persuasiveness to projects and activities.



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:

- Have variety, many activities, and an occasional surprise to keep you from getting bored.
- Positions of leadership or higher responsibility.
- Freedom to express your own ideas, initiatives, and creativity.
- Opportunity for rapid learning, a broad scope of responsibilities and advancement.
- Remembering not to be as abrupt and blunt sometimes.
- Greater focus on the immediate work tasks and less on socializing at times.
- Opportunities for involvement with a wide variety of people both internal and external.
- Watching how you express strong emotions.



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:

- Authority equal to the responsibility you are given in your role.
- To be able to control your own career destiny, and make the necessary choices and decisions to make it happen.
- A variety of opportunities to demonstrate your skills and abilities.
- A forum in which to offer your ideas and solutions.
- Recognition for the skills, insight, and problem-solving that you brings to the team.
- New problems to solve.
- An environment with new problems to solve and new goals to achieve.
- An environment with little or no routine work.



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

- Able to use discipline in an appropriate manner to achieve a win-win situation.
- Response pattern indicates a strong tendency to work toward making things happen rather than waiting for things to happen.
- Able to juggle many projects and activities simultaneously and have a keen awareness of the status of each.
- A very active agent in all that is do.
- Initiates new ideas and promotes them by energizing others.
- Excellent in presentations to large or small groups. You bring a poised, confident, and engaging message to any audience.
- Able to carry a new initiative or message to a new audience in a new region and to build trust, credibility and rapport in a skillful manner.
- Excellent at initiating activity and direction for the team or organization.



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:

- A climate that supports innovative ideas for success in the future.
- An upper management officer who is flexible with your need for activity and change.
- Challenges in building new territory or networks of people.
- An environment with a high degree of people contacts, and problems to solve.
- Wide bandwidth of operation and influence.
- Assignments involving motivational skills in leading others.
- Freedom from details.
- Non-routine assignments.



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:

- Lack some follow-through with details or loose ends.
- Set expectations for yourself and others that are overly ambitious or unrealistic.
- Be a selective listener, hearing only what you want to hear at times.
- Become impatient, especially with slower-moving or slower-thinking people.
- Become more easily angry or belligerent when under pressure or when threatened.
- Not be sensitive enough to others needs.
- Sometimes overuse an "ends justify the means" perspective.
- Easily become restless and impatient with overly complex processes or slow-moving work.



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:

- You are quick to anger and respond when frustrated by those you're teaching.
- You share knowledge with confidence and openly.
- You prefer a less structured, more free-flowing teaching style.
- You can be accused of leaving out too many details or specifics. You prefer high-level discussions.
- You can expect others to be responsible for their own learning and professional development.
- You don't like to teach on the same topic too much.
- You like to teach by example and action, not theory and fact.

How you prefer to receive knowledge or learn:

- Prefer individualized, independent self-study at times, balanced with group interaction.
- Want to know how the learning will apply in real-time situations.
- Respond to intrinsic and extrinsic motivation in a nearly equal manner.
- Like spontaneity, flexibility, and variety in the learning environment.
- Like self-discovery and trial and error methods occasionally.
- Integrate experiences with practical applications and ideas.
- Like factual data and hands-on experiences.



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 you:

- Get to the point quickly and don't ramble.
- Offer specific evidence about the probability of success or effectiveness of some of the options.
- Be prepared to handle some objections.
- Offer input on how to make the ideas become reality.
- Plan to talk about things that support dreams and goals.
- Be clear in your explanations.
- Ask 'what' oriented questions that close the issue or topics.

Things to avoid to effectively communicate with you:

- Don't leave decisions hanging in the air.
- Don't forget or lose things necessary for the meeting or project.
- Don't confuse or distract from the business issues at hand.
- Avoid rambling discussion and wasting time.
- Don't be short-tempered, cold, or tight-lipped.
- Don't 'dream' too much with the team or you'll lose time.
- Be certain all decision-points have reached closure and action-plans are the result.



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

Decisiveness:

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

Interacting:

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

Stabilizing:

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

Cautiousness:

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

Overall Natural Style:

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

Overall Adaptive Style:

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

Strength-based insights:

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



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

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

Motivation:

How can you stay more motivated?

Improvement:

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

Training/Learning:

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



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

Supporting Success:

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

Limiting Success:

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



The Values Index

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



About This Report

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

This report measures seven dimensions of motivation. They are:

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



The Elements of the Values Index

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

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

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



A closer look at the seven dimensions

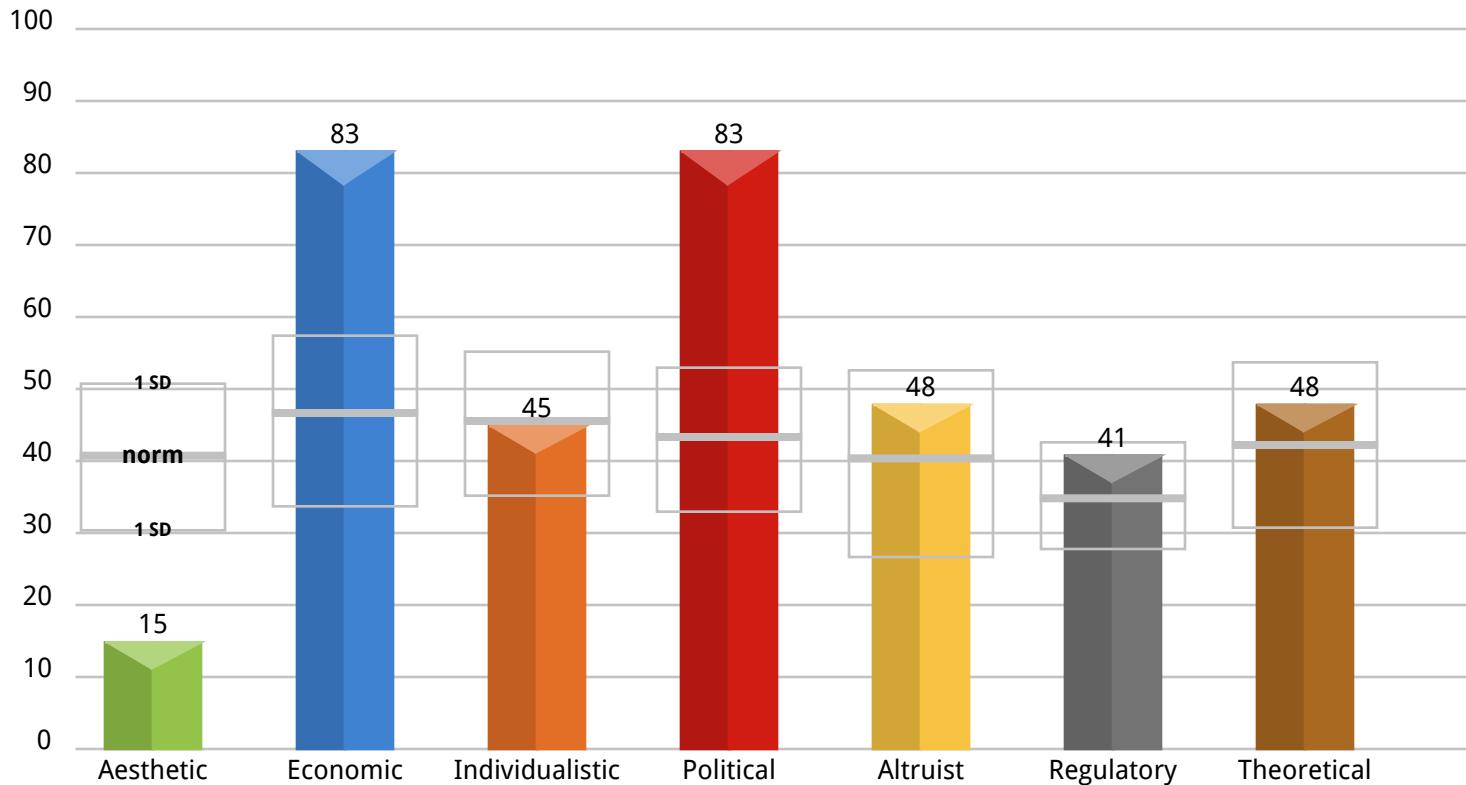
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

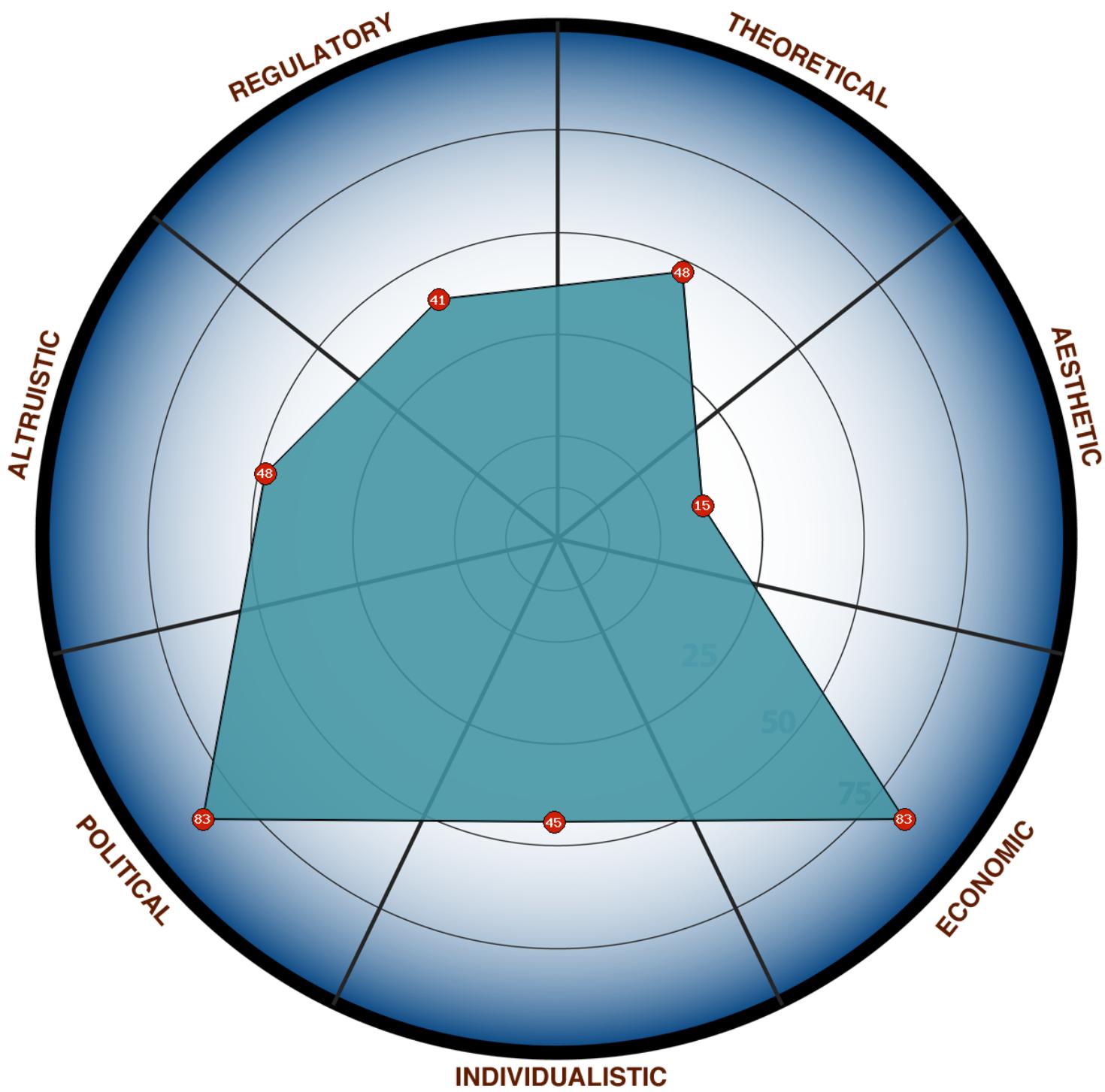
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

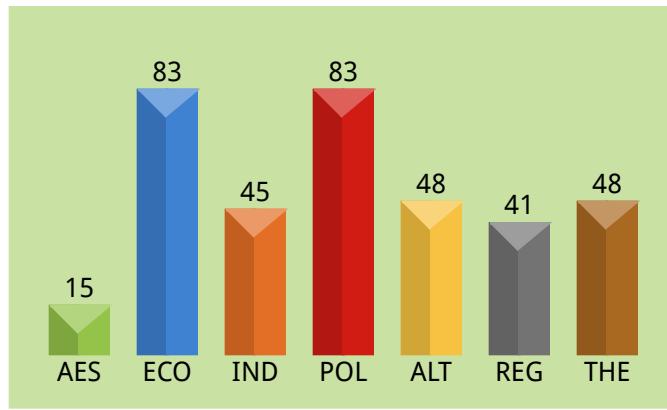


Executive Summary of your Values



Very Low Aesthetic	You are not into artistic expression, or achieving balance and harmony in life. You are all about the utilitarian, bottom-line results.
Very High Economic	You are very competitive and bottom-line oriented.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain 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.
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The Aesthetic Dimension:

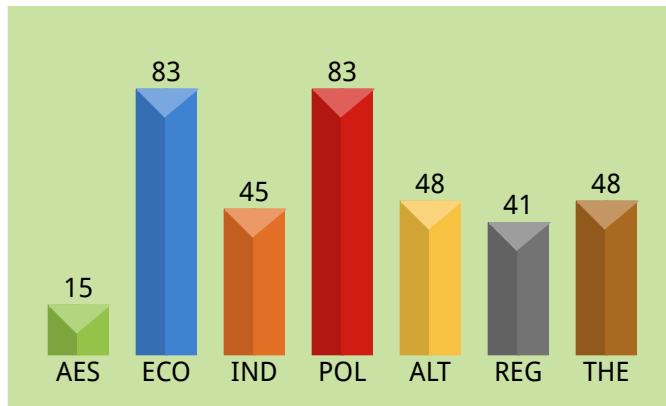
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

General Traits:

- You are more interested in function over form.
- You feel having something look good is not as important as how effectively and efficiently it works.
- You are not passionate about harmony, balance, or aesthetics.
- You are a strong steward of business processes, and don't want to waste resources on aesthetics or beauty if they don't effect productivity.
- You are very practical when it comes to aesthetics or decoration of the environment; it must make business sense.

Key Strengths:

- You tend to take a strong bottom-line approach to business transactions.
- You have a solid business sense. Business over beauty.
- You believe achieving results may take precedence over balance and peace in life.
- You can be a strong survivor even in heavy competition.
- You prefer not to share emotions and feelings and may like to work independently at times.



The Aesthetic Dimension:

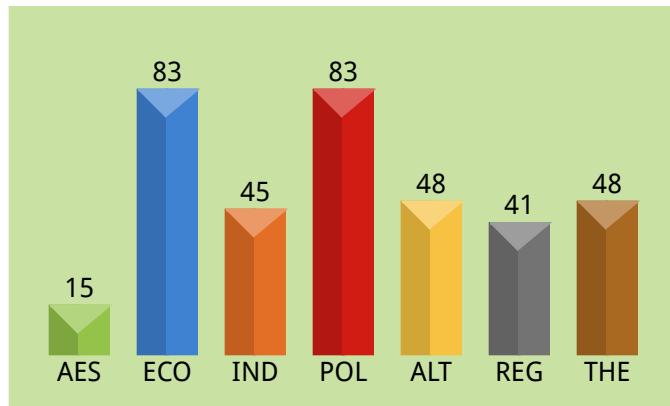
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

Motivational Insights:

- You connect topics to improvements in function, not emotions, harmony or beauty.
- You shouldn't assume that a workplace make-over and remodeling will be a substantial motivator.
- You should focus on the practical aspects of a situation.
- You should connect motivation to other Values drivers since this one is very low.
- To maintain your highest level of motivation, avoid getting involved with projects related to the aesthetics of the work environment. Leave it to others and enjoy the fruits of their efforts.

Your Training/Learning Insights:

- You teach/learn in a very practical way, nothing fancy.
- You make sure to connect training benefits to business opportunities.
- You can be flexible about the surroundings in which you learn.
- You are not emotionally driven, stick to practical motivations.
- You avoid lots of team interaction just for the sake of interaction; be certain there is a business reason.

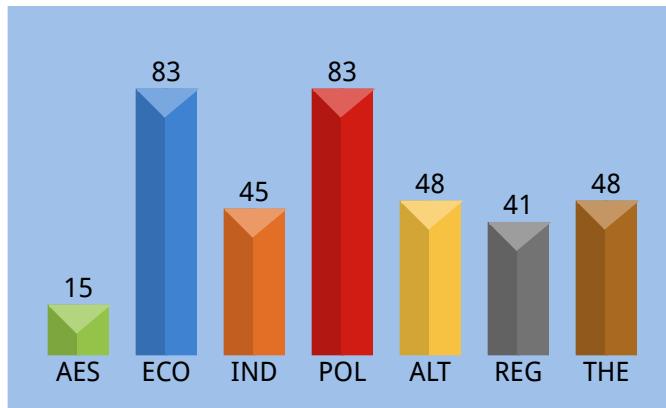


The Aesthetic Dimension:

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:

- Some might consider you uncaring about aesthetics, artistic beauty or harmony.
- You may be seen as overly businesslike.
- You should try to appreciate the value others have for artistic things or trying to increase workplace aesthetics.
- You should remember to respect the creativity of others.



The Economic Dimension:

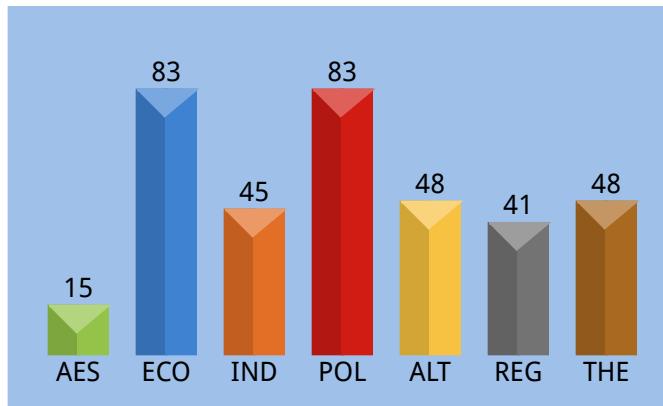
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- When profit or project cost/benefits are examined, you may take the position that the ends justify the means.
- You are interested in what is practical and useful in achieving your vision of success.
- You are goal driven, especially financial goals.
- You may want to surpass others in wealth or materials.
- You are motivated by money and bonuses as recognition for a job well done.

Key Strengths:

- You are highly driven by competition, challenges, and economic incentives.
- You are able to multi-task in a variety of areas, and keep important projects moving.
- You pay attention to return on investment in business or team activity.
- You have high motivation to achieve and win in a variety of areas.
- Your decisions are made with practicality and bottom-line dollars in mind.



The Economic Dimension:

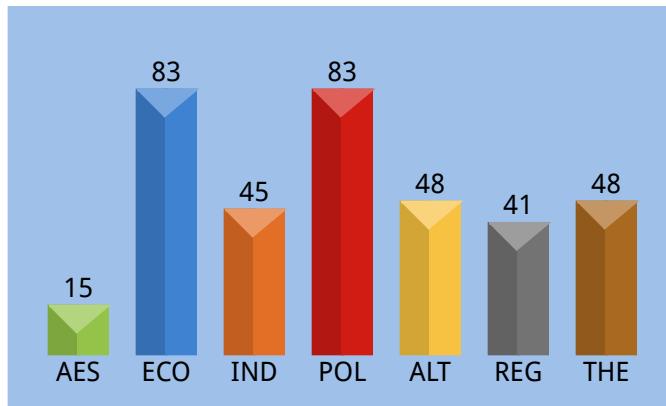
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- Remember that you have a keen ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.
- You should reduce the potential visible "greed-factor" which may appear in your style.
- You make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- You would appreciate recognition and rewards (e.g., bonuses) as soon as possible, not just farther out as in at the end of the quarter or year.
- You prefer to reward high performance in tangible and monetary ways with individual and team recognition.

Your Training/Learning Insights:

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

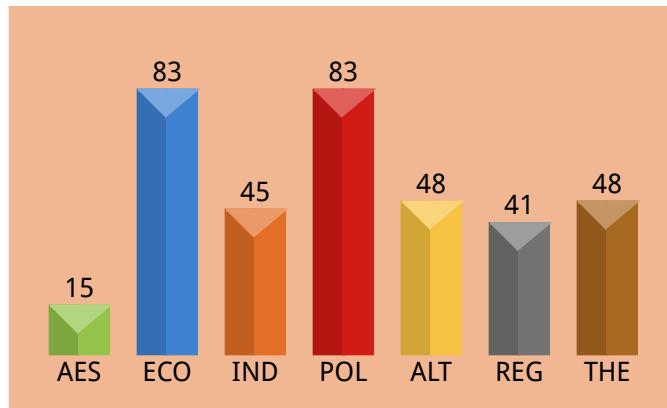


The Economic Dimension:

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:

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



The Individualistic Dimension:

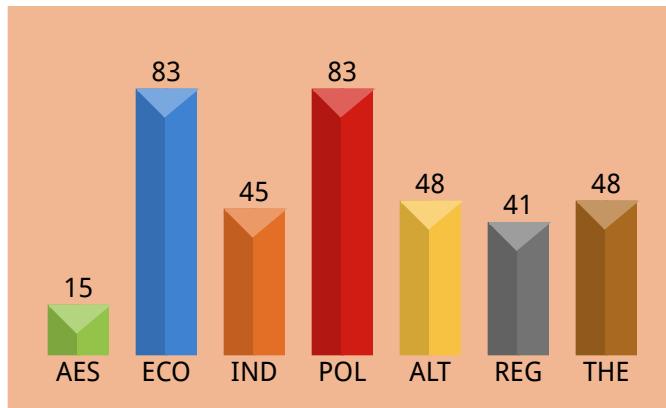
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

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

Key Strengths:

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



The Individualistic Dimension:

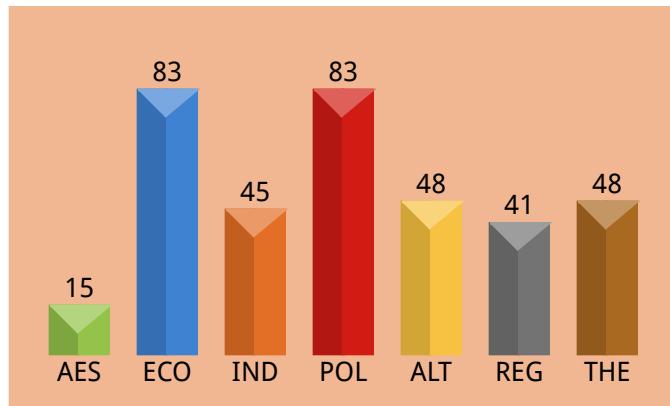
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

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

Your Training/Learning Insights:

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

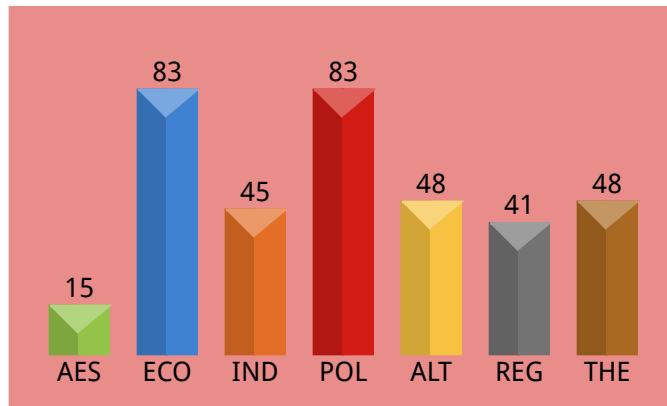


The Individualistic Dimension:

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

Continual Improvement Insights:

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



The Political Dimension:

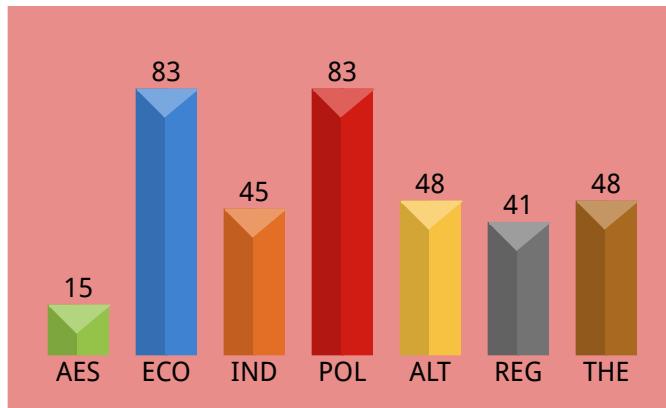
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You desire leadership and are ready for the accountability that comes with it.
- You seek competition.
- You are a very active agent in tough decision-making roles.
- You enjoy winning.
- You are very comfortable being in a leadership position and seek those roles.

Key Strengths:

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



The Political Dimension:

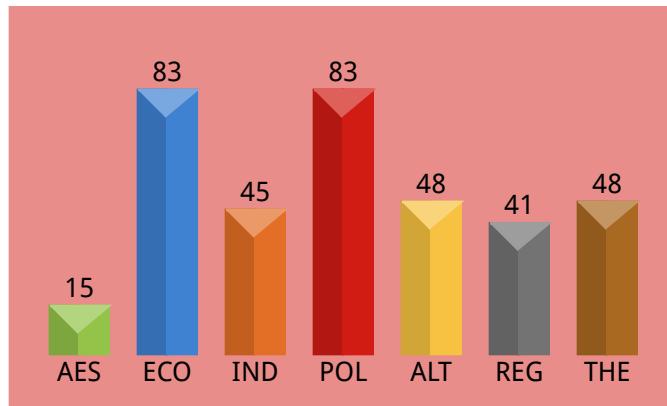
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You appreciate public recognition and praise for successes.
- You may need to be more willing to share the attention and successes for wins.
- You enjoy status and esteem in the eyes of others.
- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.
- You should provide an environment with minimal involvement with routine, detail, and paperwork.

Your Training/Learning Insights:

- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- If group activities are involved, you attempt to build in some competition and group leadership events.
- Many who score like you, may prefer independent study instead of group or team activities.
- You provide for a variety of learning and personal development options.
- Your scores are like those who frequently show an interest in leading some training or professional development activities.

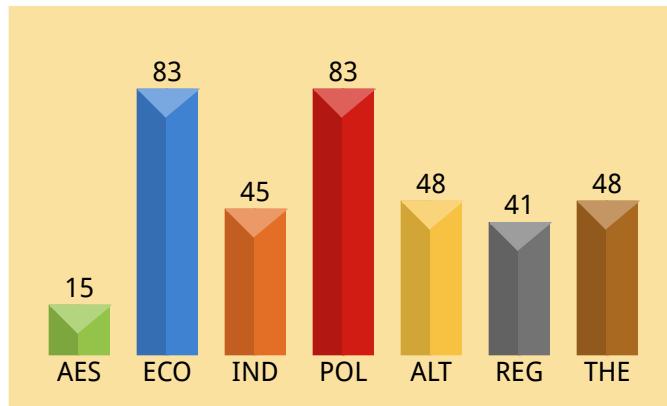


The Political Dimension:

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

Continual Improvement Insights:

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



The Altruistic Dimension:

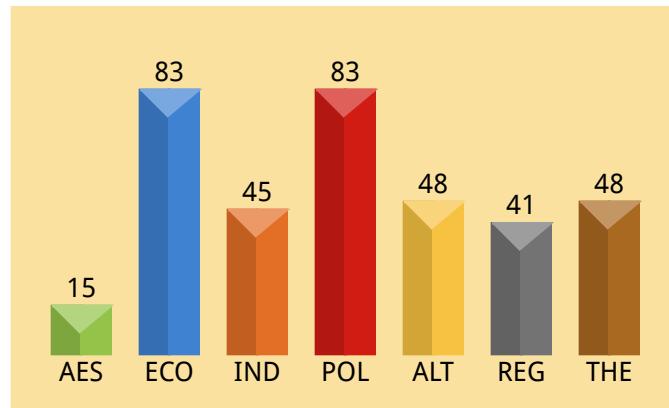
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You balance helping others with personal concerns very effectively.
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You will not create an imbalance between your own needs and those of others.
- You have a good sense for when to freely help others and when to say "No."
- You can be a good mediator between those who give too much and those who don't give enough.

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:

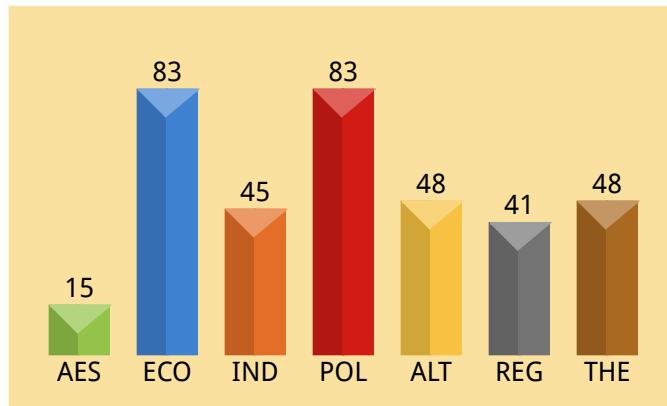
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

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.

Your 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.

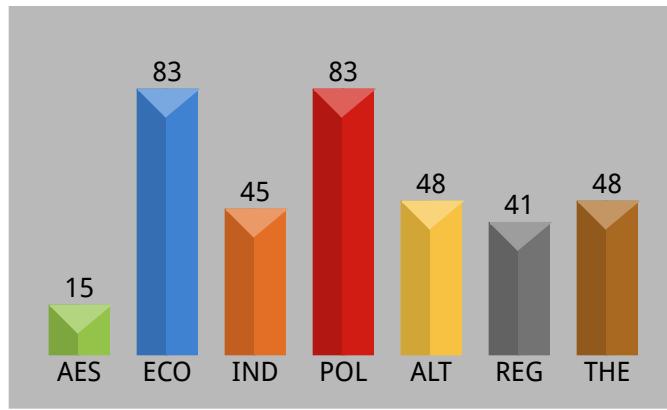


The Altruistic Dimension:

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:

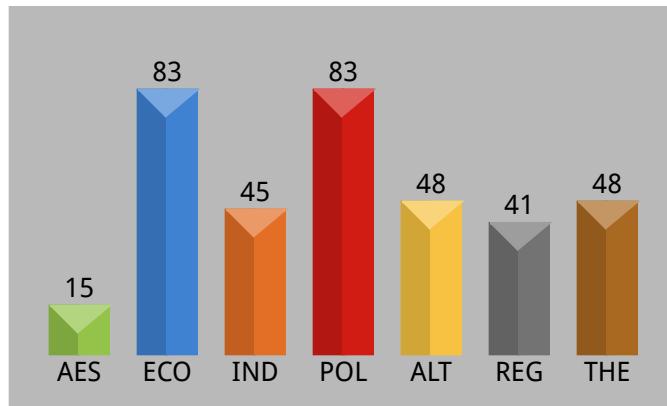
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You are accepting of authority, but not bound by it blindly.
- You appreciate some structure, but not too much.
- You move freely and effectively between the rebels and the rule-followers in a group.
- You tend to be balanced and stable.
- You can challenge the rules as long as it is done carefully and logically.

Key Strengths:

- You can challenge protocol and be creative if the situation demands it enough.
- You are very flexible when it comes to dealing with very little or too much structure.
- You are good at providing order and structure where it is required.
- You are not overly rigid in the need for order and structure.
- You are situationally aware of when rules must be followed and when they should not be.



The Regulatory Dimension:

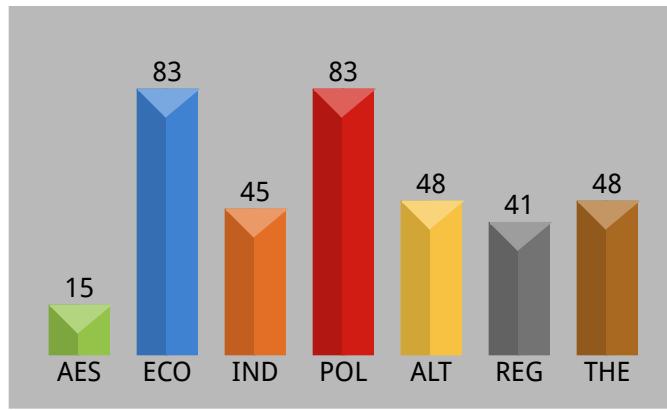
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

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.

Your 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.

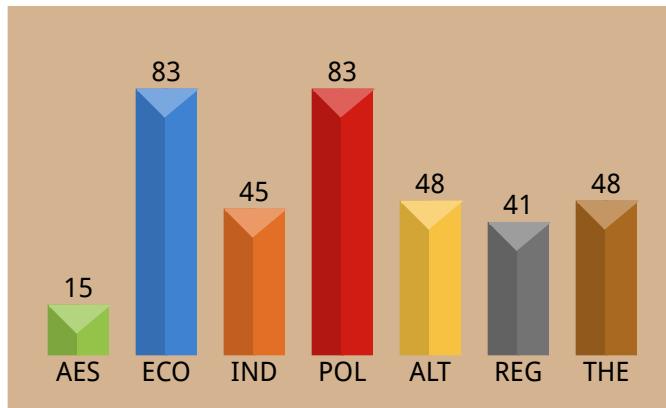


The Regulatory Dimension:

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:

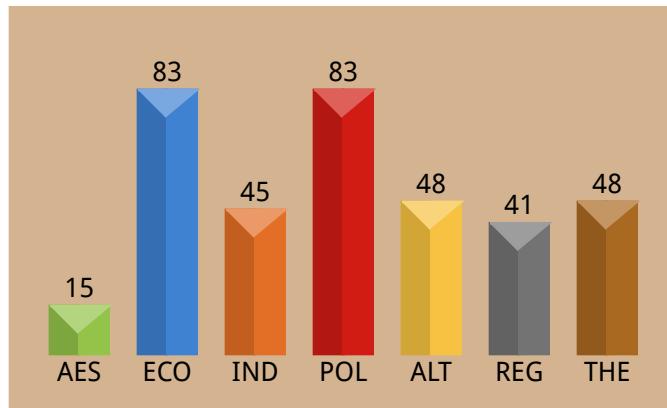
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.
- You are able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- Your score in this range is near the typical businessperson's score.

Key Strengths:

- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.



The Theoretical Dimension:

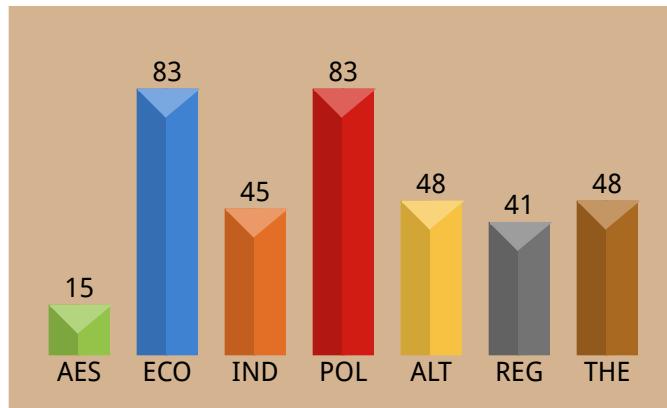
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.

Your Training/Learning Insights:

- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.



The Theoretical Dimension:

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

Continual Improvement Insights:

- You may need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.



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

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

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

Legend:

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

Tally your score here:

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

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

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



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

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

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