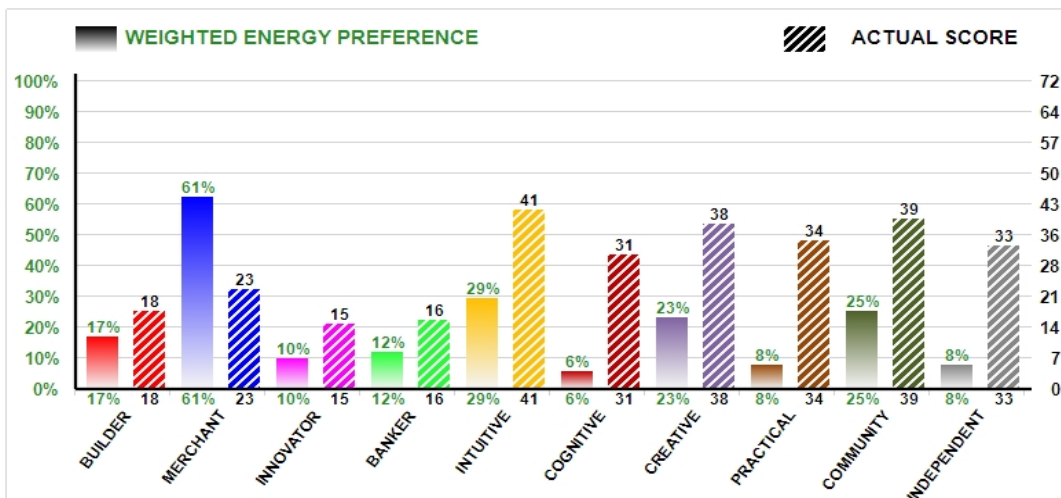
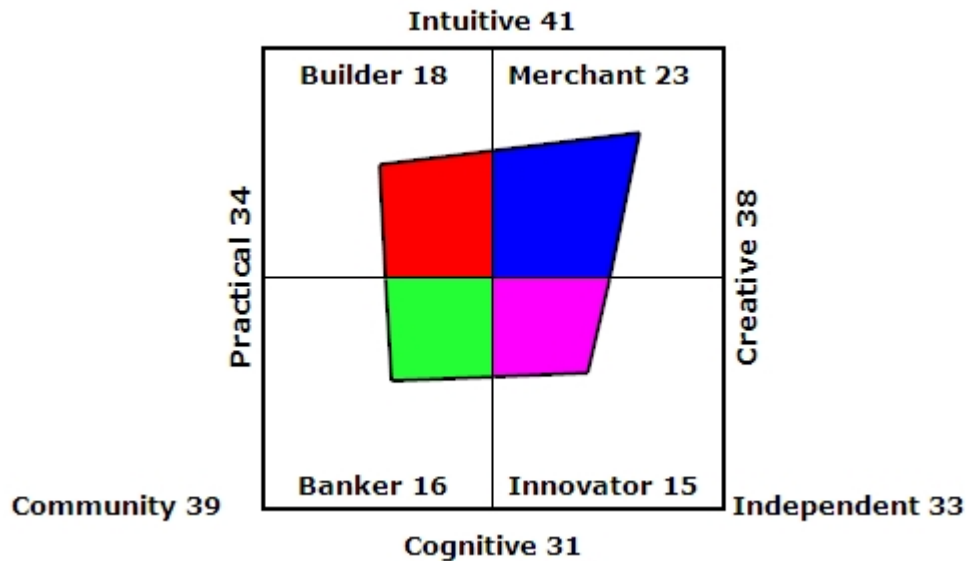


CVI Results for Andrea Simmons



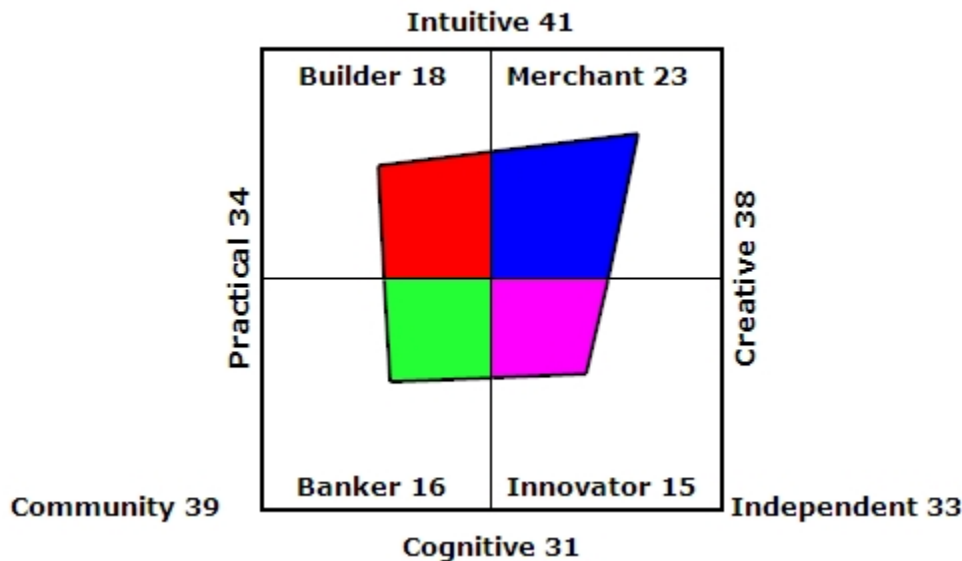
Congratulations, Andrea, you have just completed the *Core Values Index™ (CVI™)* assessment. You have taken another step towards your personal success. The unique results of your *CVI* are outlined below.

The *CVI* creates an accurate picture of each person's core values. The *CVI* value sets describe how each person aligns with the corresponding core values.

The *CVI* assessment found that you are a *merchant/builder*.

Your primary value set is Merchant and your primary core value is Love. Love is the nurturing of core values in one's self and in others.

Your secondary value set is Builder and your secondary core value is Power. Power is the personal energy used to make a difference and create a positive result.



Thank you Andrea Simmons for taking the Core Values Index.

Each value set in the Core Values Index has a unique strategy for success and conflict. It is not possible to act in alignment with more than one value set at a time. Most people routinely switch between their dominant and secondary strategies unconsciously. Learning to be conscious about this switch between Core Value strategies provides greater social dexterity and leads to greater success. Learning to switch to the strategies driven by your Tertiary and Minor value sets can create dramatic improvements in your life.

Your scores indicate you have merchant/builder tendencies.

Your dominant Value Set is merchant. Your secondary Value Set is builder. This fact causes you to act and react in ways similar to all other merchant/builder. However, no two persons are truly alike. We know from the number of values you selected out of 144 values available, that you have a unique strategy for living that includes some values from each of the four Core Value Sets.

Your unique dominant merchant Value Set causes you to rely upon the following strategies for success and fulfillment.

Your cornerstone core value is Love. Building and sustaining relationships is central to your life's strategy. You are constantly working to know and understand the truth about yourself and others.

You like to have a good sense of connection between what you are doing today and what you see in your future. Absolute proof, knowledge and understanding are not required in order for you to act. Nothing feels right when the people you value are distant or are in conflict. You have a natural enthusiasm and like to be in situations that are fully engaging and energized. You want to receive good rewards and appreciation for

time and energy spent. No potential plan, idea or possibility gets by you. A core strategy for you is to work effectively with others.

You like to work and others enjoy working with you. Share your knowledge and information with others; You enjoy it and others appreciate it. You are at home with intangibles and creative ideas. You are good at getting others to work for and with you. Choosing your words carefully works well for you. Feeling a sense of togetherness with people gives you confidence. Making presentations puts zest in your life.

You like a new charge in your life and you like to be the charge in the lives of others. Charm and enthusiasm are part of your arsenal for success. Motivating others with your visions and ideas is very satisfying. Talking with others is your way to learn and to teach. Being of high value to others and seeing high value in others is a prime concern. You seldom feel defeated; You see good potential in most situations. You have the ability to help people feel hopeful and courageous.

You are willing to put yourself at risk in thought and action. Work for harmony; You want it.

Your unique secondary builder Value Set supports your dominant merchant Value Set.

Your cornerstone core value is Power, the application of pure energy for Good. This primary driver is supported by a strong faith in your own ability to know what to do, your faith that your actions are for the Good, and your faith that once you create change, you will know what to do next.

You pride yourself in knowing what to do. People around you know that you are generally on task. It is important for you to be self-sufficient, without boundaries. You are strongly self-motivated. Your deep desire is to exert personal energy to make a positive difference. You pride yourself in the energy you expend on projects. Things go best for you when you have responsibility for results.

Starting new projects and ventures makes you happy. You like to set things in motion. You make up your mind quickly and intuitively. You only work on things or projects that have real value. You like to put things and people to work. Knowing the cost and the gain for all actions is important to you. You are not afraid to bring things to an end; When you're done, you're done.

People work harder and more things happen when you set the pace. You like speaking clearly, telling the truth and asking for what you want. There are few situations in which you feel inadequate. It is important to you that you do the right thing.

Your third level banker Value Set gives you the ability to respond appropriately to a broad spectrum of situations.

Your cornerstone core value is Knowledge, supported by your strong desire to create Justice in the world.

Your banker values are strong enough to bring balance into your life. Learning to shift your strategy to this value set in times of high opportunity or during conflicts will contribute significantly to your success.

You like to act in accordance with specific knowledge and historic evidence. Having the right information is important to you. You do what you say you will do. Life is easier when people and things are reasonably similar. The reliability of your words and actions is critical to your sense of self respect. Once started, you don't give up easily. You enjoy being the source of information and proven methodology.

Having all of the information is important to you, even the small things. Social structure and appropriate mannerisms are good for the soul. You enjoy the work of keeping systems and processes running smoothly. You like to understand the details of situations and issues. An appropriate request from you should be all that is required. You care deeply when situations or the behaviors of people are unfair, or when your knowledge is used incorrectly by others. Zero wasted motion, zero wasted resources, zero wasted effort; This is what you strive for.

You like to provide others with proven ideas and methodology. You like to be the one who knows; being right and being able to prove it is important to you.

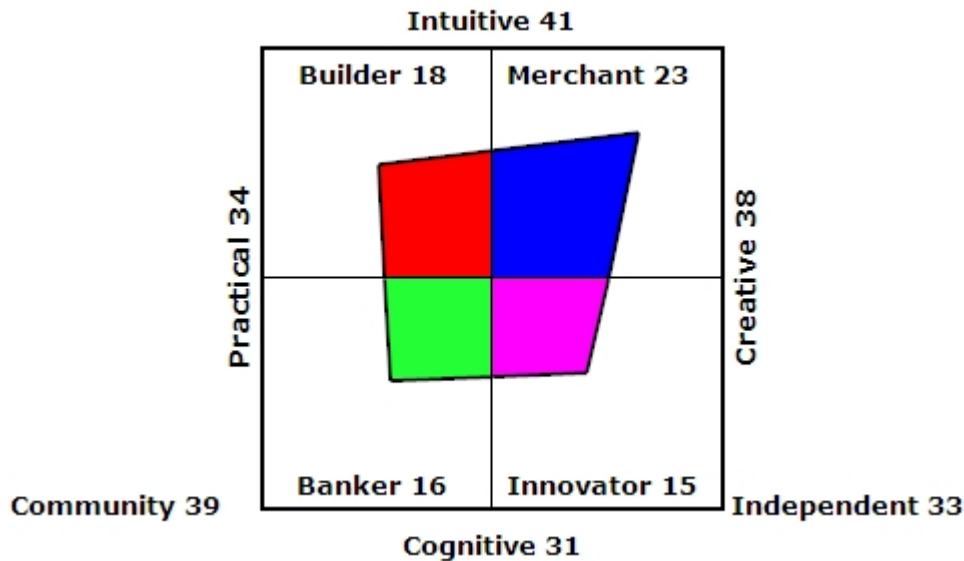
Your fourth level innovator Value Set gives you the opportunity to live a balanced and successful life.

Your cornerstone core value is Wisdom. Understanding and compassion are central to your life strategy.

Strategic thinking is your forte. You pride yourself in seeing and understanding people and situations. Development of effective responses to situations is one of your primary contributions. You consistently observe and measure the worth of people and things. If different things can be brought together from different resources, you will do it. You like to communicate with visuals and descriptions. To invent new systems, processes and things is pure pleasure.

It is important for you to watch, look and listen before you act. Complicated situations and problems are not a threat to you. Your tastes are varied and diverse. Rapid and clever exchange of ideas is a personal joy and a method of work for you. You like difficult situations and challenging questions. You use everything that is available to meet requirements. You value and rely upon your mental abilities.

Understanding others and working with them is a key asset of yours.



MERCHANT - Your Dominant Value Set

Merchants tend to be exceptional team builders. They motivate people, are constantly excited by new ideas, and never ask if something is possible. They assume every idea is a possibility. In fact, just having an idea is cause for celebration and reward as far as Merchants are concerned. They believe that nothing happens without a good idea.

The power of Merchants comes from their willingness to think about, consider and expose one good thought after the next. They think as they speak, changing and modifying their vision in real time. Since every business is a constantly changing organism, Merchants are invaluable resources.

Their excitement is infectious, and people work better when they feel energized. Unlike Builders, Merchants get little satisfaction from feeling their own considerable energy. Merchants thrive on infecting the world around them with excitement toward the common vision. They not only create teams, they also inspire, motivate and direct teams toward real (and sometimes imagined) opportunities.

Merchants also have an appreciation for culture, art, literature, quality of presentation, and aesthetics.

Without the Merchant mind involved in a business, the workplace can become an abyss of chaotic Builder dictates on scratch pads, Banker spreadsheets and reports, or Innovator block diagrams and technical manuals.

Merchants attract others to them, an invaluable asset in business.

Merchants sell. Whether or not they are involved in sales as a business function, Merchants sell as much to themselves as to anyone else. Merchants take care of their friends and customers. They nurture long-term relationships. In fact, they tend to value relationships more than results.

An entrepreneur or business leader who is predominately a Merchant will generate incredible energy and get almost instant rewards. They can't live without some sort of reward (personal feedback, money, or idea validation) for long. But, the rewards tend to come from many diverse directions and seldom relate to the Merchant's own long-term vision. A Merchant is perfectly willing to revise his long-term vision as often as required, even more often than necessary.

Merchants get results, but usually indirectly. Merchants are the ones who help others see opportunity. Merchants primarily see opportunities that aren't quite there. Merchants like to start something new as often as possible. They finish projects because they don't want to disappoint someone, not because they themselves value completion and results. Being in the game is what feels good to a Merchant.

Business leaders who are predominantly Merchants tend to build well-diversified companies. There are very few opportunities that get by them. Without a Banker sitting on their shoulder to hold them back, they can be reckless. It also helps Merchants to have some Builder characteristics and some Innovator problem solving and strategizing. Without this balance, they tend to start lots of things, finish very few, and have a great time doing it-though they have little to show for the efforts afterwards.

Merchants act from love, act with energy and thrive on excitement. They hate redundancy, especially in their own patterns of activity. They generally like being watched when they are performing, visioning, teaching, or inspiring, but they dislike being measured, evaluated, tested, or critiqued.

Because Merchants value vision and relationships above all else, they see the future when others are stuck in the past or in a present crisis. They know how to sell their vision to others and create tremendous energy by exciting others with their ideas. And, contrary to the opinion of Builders, Merchants tend to be quite realistic, deriving most of their vision from extrapolating from today's situation.

Their extrapolations are inherently loose and without detail, so Bankers also cringe every time the Merchant has a new vision. But, Innovators love being around a Merchant because Innovators love a new problem to solve or a new solution to explore. They fill in the required systems and steps a Merchant may only dimly see, and then pass on the plan to a Builder.

Merchant Challenges

Merchants, however, need to feel their contributions are important and special. They may think too highly of themselves, wanting to believe everyone loves them. If they didn't believe this, they wouldn't get much done. They can be a joy to have around, but they are not driven to complete tasks. They are great starters and weak finishers. But, without a Builder around to make things happen, and a Banker to keep things from getting out of hand, a strong Merchant will constantly be stirring up more fish than anyone can catch and landing very few of them.

Merchants also become easily frustrated and may not take rejection well. Innovators have to constantly help Merchants see a new approach because Merchants tend to think that "being liked" is all that is required. Merchants experience angst when they perceive they are unappreciated. Almost everything a Builder or Banker does can make a Merchant feel unappreciated.

Merchants tend to succeed quite well at building their team, but where they fall short is in giving their team members the power to control the Merchant's whims and need for constant stimulation. In order for Merchant leaders to have a strong company or department, they have to give someone else considerable right and authority to keep the boss in chains. They need to fulfill their requirement for constant newness and stimulation outside the work place. "Get a life," as some would say.

Merchants will often be heard saying:

"Come on. Let's go."

"Let's talk."

"We can do it."

"I'll teach you how."

"Let's work it out."

"This is going to make us rich."

"We are going to get a lot of business out of this."

"Why don't we..."

"Wait and see... You'll believe me then."

"What file?"

"What appointment?"

"What report?"

"I thought we did that yesterday."

If you succeed in managing a Merchant, it is through obtaining that person's loyalty and their desire to please you for the sake of maintaining their relationship with you. You may also be able to convince them to be practical by holding out the promise that in the future they will be able to see another of their ideas come into play.

When Merchants feel out of control, put upon or undervalued, they have several very effective strategies for getting back into control. They whine, a sound that attracts the attention and sympathy of all other Merchants within earshot. They cajole, manipulate, and hang their heads in shame to make

you back off.

If all else fails, Merchants exaggerate the opportunity or change the subject from present performance to a vision of the future. If you mistreat them (by their standards), they may judge you to be beneath them. They keep on selling, not allowing others to speak. They look innocent, talk innocent, and are drawn to anyone who looks or sounds supportive. They will try to love you to death and win you over because maintaining a relationship is what they hold in the highest value.

If that doesn't work, they may try to shame you regarding the way you are treating them, making you look like the "bad guy" in the eyes of all observers. Unhappy Merchants pout until everyone gives in. They tend to make great martyrs. They know the "Poor Me" dramas of life very well. They are great actors. For example, you can spot the Merchants on a basketball team by their success at getting "charging" violations called on their opponents.

Merchant/Builders

Merchant/Builders are high energy, excited, spontaneous leaders, remarkably capable of developing teams and getting action through both loyalty and command. When the situation calls for someone who will roll up his sleeves and get to work, always maintaining high quality relationships and the long-term vision in mind, a Merchant/Builder is the best value set for the job. If decisiveness, energy, heart, enthusiasm, strength, openness, and spontaneity are required, the Merchant/Builder is unbeatable.

These people know how to work and how to get others to work with them. The Builder in them is a doer, and if there is too much work for one person, the Merchant in them will motivate and teach others to join in and perform well. This valuable combination of action aligned with vision, training, and solid relationships creates an irresistible force.

Their actions create worth while their vision and teaching releases new energy and excitement and expands the capabilities of those around them. Their decisiveness generates bottom line results, the lynch pin of any company, while their ongoing care for relationships builds trust and loyalty amongst

their fellow staff. Their creativity is a force to be reckoned with and adds appreciation and value to the job at hand.

Merchant/Builders are not good in isolation. They need to have people around. The Builder side requires someone to show and command while the Merchant side needs an audience and someone with whom to share the vision and all related successes and failures. Merchants also like to teach. For them, this is part of their monument building -- the passing along of knowledge and worth and the building of quality relationships that in turn will build more relationships.

If rapidly building a team is required, opening a new sales territory is the task at hand, or if a new business enterprise is being launched, a Merchant/Builder is the most likely candidate to succeed.

However, Merchant/Builders tend to believe their own worldview and too easily fall in love with their own ideas. They may take dramatic action and leave a trail of disappointment behind them. They create an incredibly fallow field for Innovators to play in and an endless vacuum of fact and balance for a Banker to set straight. Merchant/Builders can sometimes seem inconsistent. One moment they are cajoling and joking and inspiring; then, without batting an eye, they switch to blustering dynamos of demand. "Just do it," they command.

A common scene is this: A Merchant/Builder will make a decision and set a course of action. Then, when challenged by his team, she'll deny responsibility, change his mind, set a new course of action, charge the team with a requirement for results, and take off on a new idea all within the course of a few sentences while hardly missing a beat.

These people are explosive and exciting to be around, but if you have a weak heart, avoid them the way people with pacemakers avoid microwaves. A strong Merchant/Builder is good at getting you to do things you don't like to do and make you believe you're happy doing it. This is as much strength as it can be a weakness.

Core Values and Contribution Types

The Core Values Index™ (CVI) creates an accurate picture of each person's core values. The CVI quadrants describe how each person aligns with one of the corresponding core values:

Quadrant	Core Value
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Builder	Power
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Merchant	Love
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Innovator	Wisdom
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Banker	Knowledge
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The score in each quadrant indicates a relative strength of that core value compared to the other quadrants. Generally, a person is strongly inclined toward one Core Value strategy with a second Core Value strategy also being a very important part of their make-up. In turn, most people have two quadrant scores that are higher and closer together compared to the other two quadrants. The strongest core value is called the dominant core value. The next highest core value is called the secondary core value and the third highest is called the tertiary core value.

Builder

The core value of a Builder is Power. Power is the personal energy used to make a difference and create a positive result. This core value is supported by the catalytic value of Faith. Faith is the confidence a person has to say, "I know what to do. I know that what I am about to do is right. I will know what to do next."

Builders are a well-respected group of people. They are powerful people who tend to create lasting monuments for themselves and their businesses. Builders act, make decisions, and drive toward

results. They take the aspirations of the Merchants, the ideas of the Innovators, and the facts from the Bankers and through the application of personal energy produce results. Builders lead by example and by command. Their style is to take immediate action and apply their personal energy to create a desired result.

Merchant

The core value of a Merchant is Love. Love is the nurturing of core values in one's self and in others. This core value is supported by the catalytic value of Truth. Truth is the ability to see the way things are.

Merchants are amazing sales people. But more than this, they are the risk-takers, the visionaries, and the traders opening new markets. They see endless possibilities. They foster the pursuit of wealth, art, and beauty. Merchants motivate and inspire Builders, Innovators and Bankers. Merchants are team builders and deal makers. They lead through love and excitement. They ask others to help them achieve their unique vision. Their strategy is to attract others to their visions, and to nurture the core values in others.

Innovator

The core value of an Innovator is Wisdom. Wisdom is the ability to see the way things work and know what to do about it. This core value is supported by the catalytic value of Compassion. Compassion is the ability to remain in situations and understand why other people react the way they do.

Innovators constantly add to society with their ability to solve problems. They observe and understand situations while striving toward effective solutions. When others around them claim, "It can't be done", Innovators come up with a possibility and they ask, "What if?" Innovators keep projects rolling by providing alternative solutions for Builders, Merchants, and Bankers. Innovators always find a better way. They lead through brainstorming, innovation, strategic thinking, and the provision of effective strategies. They lead by questioning and providing critical answers for critical situations.

Their strategy is to hold back, observing everything, and then work towards a personal understanding of a given situation or problem. From this place of understanding, they are able to provide wise solutions and effective strategies.

Banker

The core value of a Banker is Knowledge. Knowledge is the "how" and "why" of things. This core value is supported by the catalytic value of Justice. Justice is the fair and equitable way.

Bankers gain and preserve the most important knowledge. They take personal responsibility for collecting and preserving the most important resources of society. They assimilate all available data in their field of endeavor. They organize thought and information to help others be more effective. They challenge the viability of new directions by showing past successes and failures. They keep balance in the system. Bankers keep Merchants, Builders and Innovators from unreasonable risk. Bankers conserve, analyze and inform. Bankers work hard for justice and appropriate behavior. Their strategy is to constantly gather knowledge, so that when the time comes, they will have the answer.

Contribution Types

People operate most of the time from their dominant and secondary core values. This is where they carry the most emotional commitment to the values, and prescribe how they are geared to generate their successes. However, an additional level of insight can be gained by considering how the core values work in combination with each other. These combinations are called contribution types. There are six contribution types. Each contribution type is derived from a unique combination of two of the core values. The contribution types help a person gain more insight concerning how their core values affect their behaviors and actions. Typically, a person will find themselves described mostly in the dominant/secondary type, but some of the qualities will be found in the other types as well. While each dominant/secondary contribution type has positive strategies that lead to success, each has its own blind spots and weaknesses as well.

1. Intuitive Type: Knowing as an instinct with sharp, eclectic insight.

The Intuitive contribution type is a combination of the Builder and Merchant core values. The Intuitive score is derived by adding the Builder score and Merchant score together. The opposite of the Intuitive type is the Cognitive type. Builders and Merchants are both intuitive in their thinking. Builders value acting from the gut, from impulse. Merchants, also intuitive, value acting from love. Both of these values rely on spontaneity. Intuitive people tend to act without a lot of thought or second-guessing. They tend to make quick decisions based upon the way things feel and the way they feel about things. They believe in their capacity to know what to do next.

2. Independent Type: Desire and ability to act autonomously, without supervision or significant restraints.

The Independent contribution type is a combination of the Builder and Innovator core values. The Independent score is derived by adding the Builder score and Innovator score together. The opposite of the Independent type is the Community type. Innovators and Builders both value monument building. Builders like to leave monuments demonstrating their powerful presence on earth in brick, stone, and tangible materials. Innovators love to leave their monuments in the form of systems, new products, and innovations. Independent people like to participate in solving problems. The Innovator wants to make an assessment and find the right solution, while the Builder instinctively knows what to do and wants to immediately fix the problem. They know how to derive a good strategy from a challenging situation, and they are willing to immediately effect the right actions. Since proof of personal power and wisdom is their driver, there is little value placed upon teamwork

3. Practical Type: Experience, practice, or use rather than theory or speculation.

The Practical contribution type is a combination of the Builder and Banker core values. The Practical score is derived by adding the Builder score and the Banker score together. The opposite of the Practical type is the Creative type. Builders and Bankers both value "being right". These people think that they are never wrong. Builders believe they're never wrong because they are acting from the gut, and who can challenge the validity of a gut instinct? Bankers believe they are never wrong because they have the data to back up their actions and conclusions. When a practical person is right in his conclusions, he is a powerful steady force that creates firm and unwavering forward motion. He will tend to set a course and hold to it, and do whatever is required to make certain they are able to do so.

4. Creative Type: Originality, expression, vision, and imagining what can be.

The Creative contribution type is a combination of the Merchant and Innovator core values. The Creative score is derived by adding the Merchant score and Innovator score together. The opposite of the Creative type is the Practical type. Merchants and Innovators both value being needed, either for their solutions and technologies, or for their humanity, creativity and love. This need to be appreciated drives them to achieve long-term relationships, and to develop products and systems which insure the longevity of the relationships which are formed. The power of an Innovator/Merchant derives from their inexhaustible well of creativity. This creates a deep sense of optimism. If the Merchant's dream is not being realized, the Innovator can kick in and come up with the appropriate solutions. When the Innovator's solutions do not align perfectly with the Merchant's vision, a new vision is deftly formed. This new vision can encompass the solutions and systems which the Innovator has conceived and still achieve all of the basic values desired by the Innovator/Merchant.

Community Type: Belief in teamwork and organizations of individuals as strategic tools for success.

The Community contribution type is a combination of the Merchant and Banker core values. The Community score is derived by adding the Merchant score and Banker score together. The opposite of the Community type is the Independent type. When long-term relationships and long-term results are the desired outcome, a Merchant/Banker will provide maximum assurance of a positive outcome. The worth of Merchant/Bankers is best seen in situations that require highly technical or profuse knowledge that needs to be disseminated to others, or situations in which the demand for risk is high, and the need for detail and follow-through extreme. Merchants handle risk very well and Bankers are always considering how they will survive catastrophe.

Cognitive Type: Process of faculty of knowledge and reasoning.

The Cognitive contribution type is a combination of the Innovator and Banker core values. The Cognitive score is derived by adding the Innovator score and Banker score together. The opposite of

the Cognitive type is the Intuitive type. Innovators and Bankers both value making decisions based upon assessment and analysis. They make decisions based upon what they think or know versus what they feel. Banker/Innovators are rationally based, working from fact, provable systems, and logical flow. A person with a strong Cognitive type can rapidly assess a situation, and come up with multiple solutions or systems to support the stated objectives. Once conceived, the ideas are analyzed, organized, proven on paper, and perfected in documentation.