



Sid Upadhyay

January 22, 2016

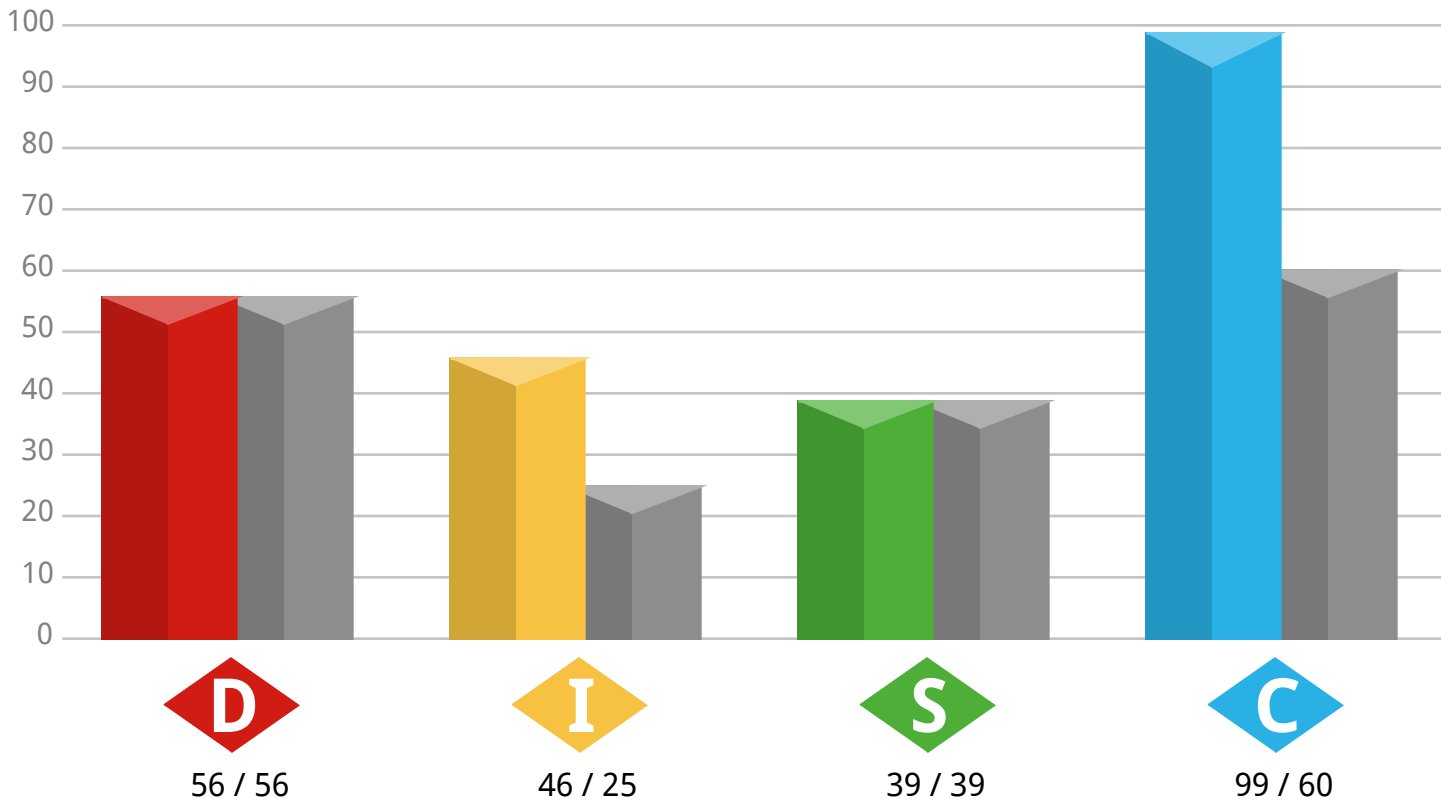
This Innermetrix DISC Plus Profile combines the best of two world class profiles. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand HOW you prefer to get things done, and WHY you're motivated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



Innermetrix, Inc.
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Natural and Adaptive Styles Comparison



Sid Upadhyay

Natural Style:

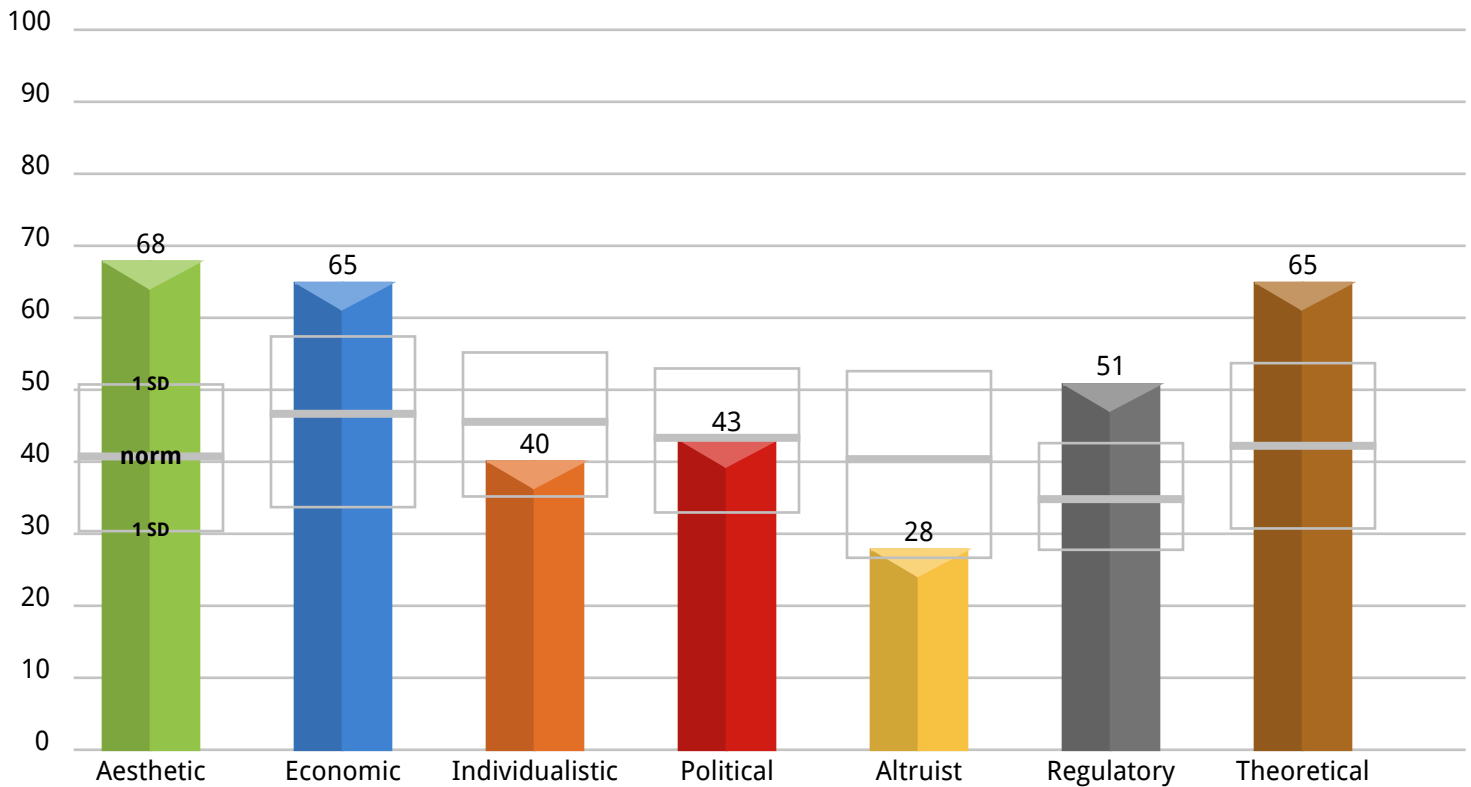
The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension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



Sid Upadhyay

High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

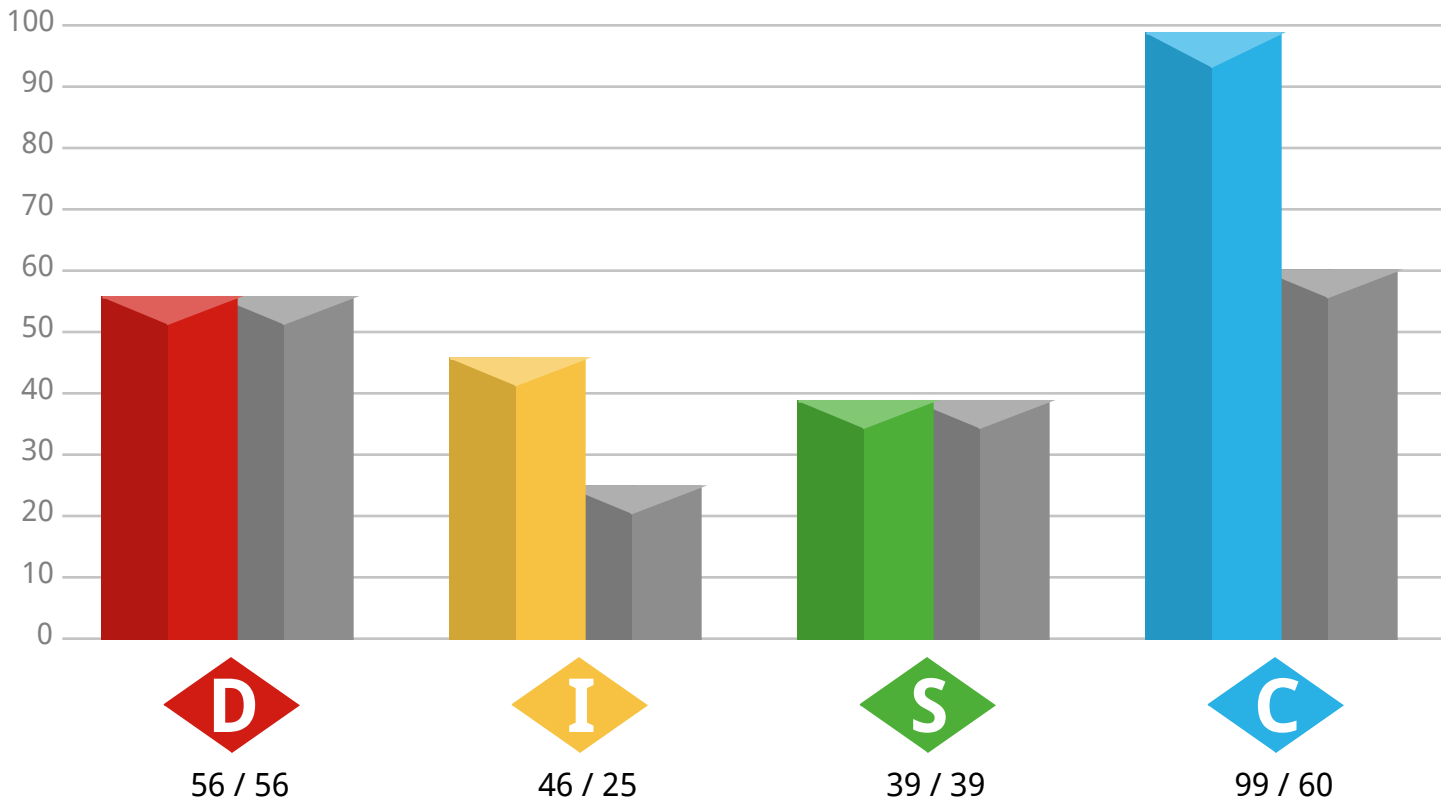


The DISC Index

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.

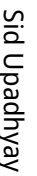
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we 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
Problems: How you tend to approach problems and makes decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/ standards
High D	High I	High S	High C
Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Unobtrusive	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn Aloof	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous Impetuous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Defiant
Low D	Low I	Low S	Low C

Sid Upadhyay





Decisive

Your approach to problem-solving and obtaining results

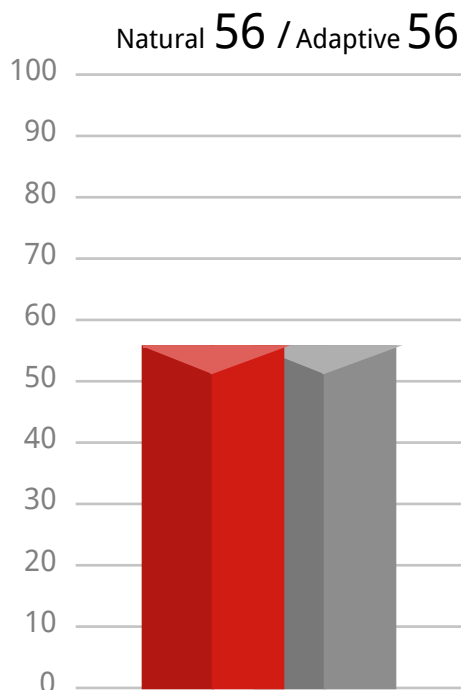
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You can become critical of others who don't measure up to your standards.
- You're moderately self-reliant in determining new directions or deciding on change.
- You prefer a minimum of direct supervision or control over your actions.
- You are pretty competitive in the things you do on both the personal and professional side.
- You prefer to focus on the big-picture and the future, not the details or the past.
- You like challenging assignments that require you to work out of your comfort zone.



Interactive

Your approach to interacting with people and display of emotions.

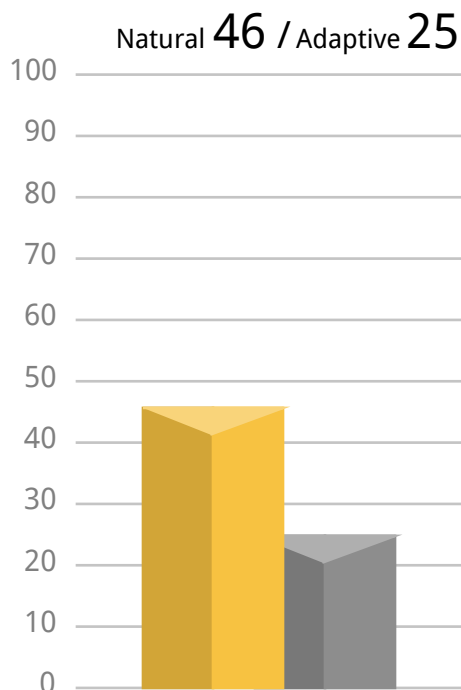
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- Expressing more enthusiasm might help you connect with others more.
- You are able to persuade others in a convincing manner when necessary.
- While you consider other's emotions, you do not let them fog the bigger issues.
- You can easily interact with others.
- You like a balance of working alone and working with a team.
- You are able to balance working alone and working in a group very easily.



Stabilizing

Your approach to the pace of the work environment

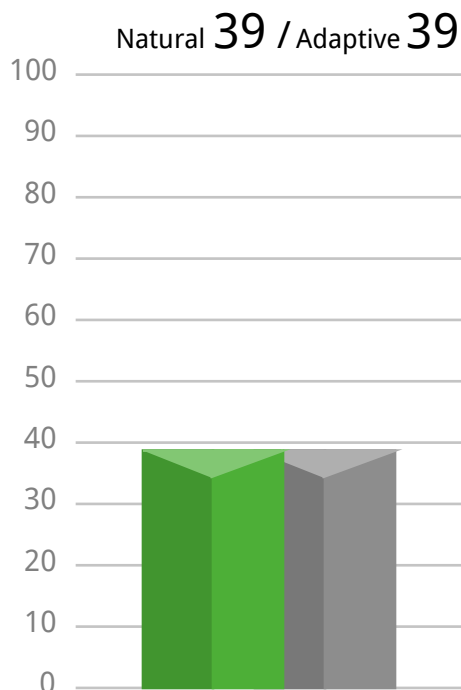
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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 work well in a variety of environments and on a wide selection or projects or tasks.
- You prefer a faster paced environment, but one that is not frantic or chaotic.
- You appreciate the need of others to have more freedom and less structure.
- You are flexible enough to deal with change openly and without fear.
- You are comfortable acting alone to determine the best course of action.
- Change is fine with you as long as it is needed.



Cautious

Your approach to standards, procedures, and expectations.

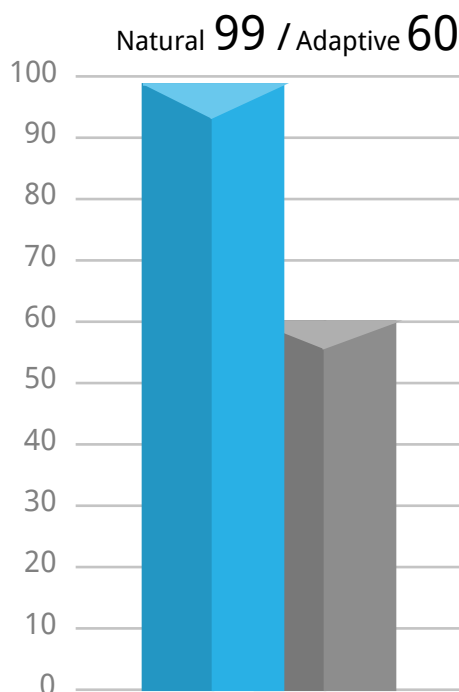
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You possess excellent critical thinking and problem-solving ability.
- "Rules are made to be followed."
- When you present your argument you do so logically not emotionally.
- You are a bottom-line oriented person who dislikes fluff and just wants the facts and data.
- You prefer a more conventional approach when possible (e.g., "If it isn't broken, don't fix it").
- You can be seen as something of a perfectionist by others, especially in what you expect of yourself.



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:

- Becomes bored with routine work and seeks new problems to solve.
- Day-to-day operations decisions are made very quickly and easily. There is substantially more time, effort, and caution put into larger decisions. The High D and High C traits account for this.
- Enjoys developing unusual responses or new ideas or solutions to existing problems.
- Brings a future-oriented awareness to problems and solutions.
- Evaluates others by their ability to bring about change and accomplish a task quickly and with high quality control.
- Able to look at a project from both a big-picture perspective and the details and minutia that contribute to each step.
- Strong initiator of creative new ideas, and seen as an agent of change within an organization. This comes especially from the Higher D and Lower S traits.
- Tends to be assertive and at the vanguard of leadership in new, creative ideas and solutions.



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:

- Motivated to be creative, becomes bored with routine work and seeks new problems to solve.
- Decisiveness, quick thinking, and rapid reaction time are met with some hesitation due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. The Higher D and C traits, along with the Lower I traits bring this pattern.
- Shows dominance in many new situations and an ability to quickly analyze the facts.
- Two somewhat opposing drives emerge when on the job with critical problems to solve: The drive for quick, visible results coupled with an equal drive for high quality control. In an ideal world both can be accomplished simultaneously. However, in reality, sometimes these two drives are very difficult to achieve. (We may achieve one at the expense of the other.) The High D and C traits contribute to these responses.
- On a job-related problem, when in high thought-processing mode, may be somewhat restrained in sharing ideas or expressing feelings. This comes from the combination of the Higher D and Lower I traits.
- Motivated to bring a future-oriented awareness to problems and solutions.
- Develops new systems and procedures to increase efficiency or quality control.
- Wants to be seen as assertive and at the vanguard of leadership in new, creative ideas and solutions.



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:

- Ask for more input from others.
- Trusting that others can deliver with competence and high standards.
- Showing a bit more warmth and sincerity towards others.
- Being more open to change.
- Time where you can work uninterrupted when necessary.
- Verbalize your thoughts more and include others in the decision-making process more.
- In an environment with minimum of oversight, interference, and organizational politics getting in your way.
- Realizing that your desire for constant high quality work may slow your high-pressure decision-making time.



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:

- Things to be done correctly the first time, so that later corrections aren't necessary.
- Direct, factual answers to questions, supported by accurate data.
- Time to analyze facts and data prior to making a final decision.
- To see immediate results for the high quality effort provided on any project.
- Time to react to sudden changes and to analyze the impact it has on overall quality.
- An environment where it's acceptable to focus maximum effort on the job tasks, and to not be concerned with social protocol at the expense of productivity.
- Freedom from control and close scrutiny of operations, as it implies lower trust of quality standards.
- High quality standards that all members of the team honor and support.



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:

- Maintains a high sense of urgency: The clock is ticking.
- Maintains a strong business focus on problems, ideas, and solutions.
- Able to consider many alternatives, theories, and possibilities as you approach new problems to solve.
- Able to make decisions with the bottom-line in mind.
- Able to use imagination and calculated risk-taking in ways to create new solutions to problems, or new systems for success.
- A very creative thinker and innovator.
- Brings a sense of rapid solutions and high quality control to the organization.
- Provides hard work and heavy mind-share into creating the best possible answers to questions or problems.



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:

- Specialized and challenging assignments.
- Direct but detailed answers to questions.
- Environment allowing for one to work alone and to think things through.
- Challenging assignments, having both wide scope and details.
- Time to react to alternatives, but also supportive of the fact that the clock is ticking.
- Opportunity for advancement to positions allowing for creativity.
- Freedom from external pressure; but allowing for self-imposed pressure and urgency.
- Procedures done correctly the first time.



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:

- Appear somewhat abrupt and blunt toward others without being aware of it.
- Be somewhat cool and aloof at times.
- Vacillate too much between decisions due to the need to re-examine evidence, or even the chance that new evidence may come in.
- Have a high need for perfection that may hamper your satisfaction until it is reached.
- Not share your ideas with others on the team enough.
- Work in a rapid burst for a while, followed by periods of re-examination or quiet reflection, which can cause delays.
- Place "all" items on the to-do list as priority number one.
- Get stuck in a loop between wanting to get it done quickly, but also perfectly.



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:

- Helps group create new concepts and models of ideas.
- Evaluations based on certifying that participants have certain skills.
- Wants to have participants increase their knowledge-base for practical reasons.
- Bottom-line orientation to preparing participants for skills they will need.
- Comes to the training very well prepared, and ready to get to business.
- Knowledge gives the participants abilities to solve new problems.
- Confident even in the midst of complex material, because you have done your homework long before the session began.

How you prefer to receive knowledge or learn:

- Prefers the concrete rather than the abstract.
- Learns by considering possibilities and thinking through ideas.
- Individualized, independent self-study.
- High expectations of performance.
- High perseverance in learning mode and will re-analyze facts until clarity emerges.
- Needs details and time to reflect on learning.
- Processes information actively.



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 Sid:

- If you disagree with the direction, make an organized presentation of your position.
- Be prepared to handle some objections.
- Prepare your case in advance; don't 'wing-it' using charm alone.
- Be efficient: Hit the major points first.
- Do your homework, be prepared, don't fake it if you don't know an answer.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Provide a specific, step-by-step timetable with names and responsibilities.

Things to avoid to effectively communicate with Sid:

- Don't use unreliable evidence or testimonials.
- Avoid asking rhetorical questions, or useless ones.
- Don't be disorganized or confused.
- Don't confuse or distract from the business issues at hand.
- Don't direct or order.
- Avoid wild speculations without factual support.
- Don't whine about all of the work you have to do.



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

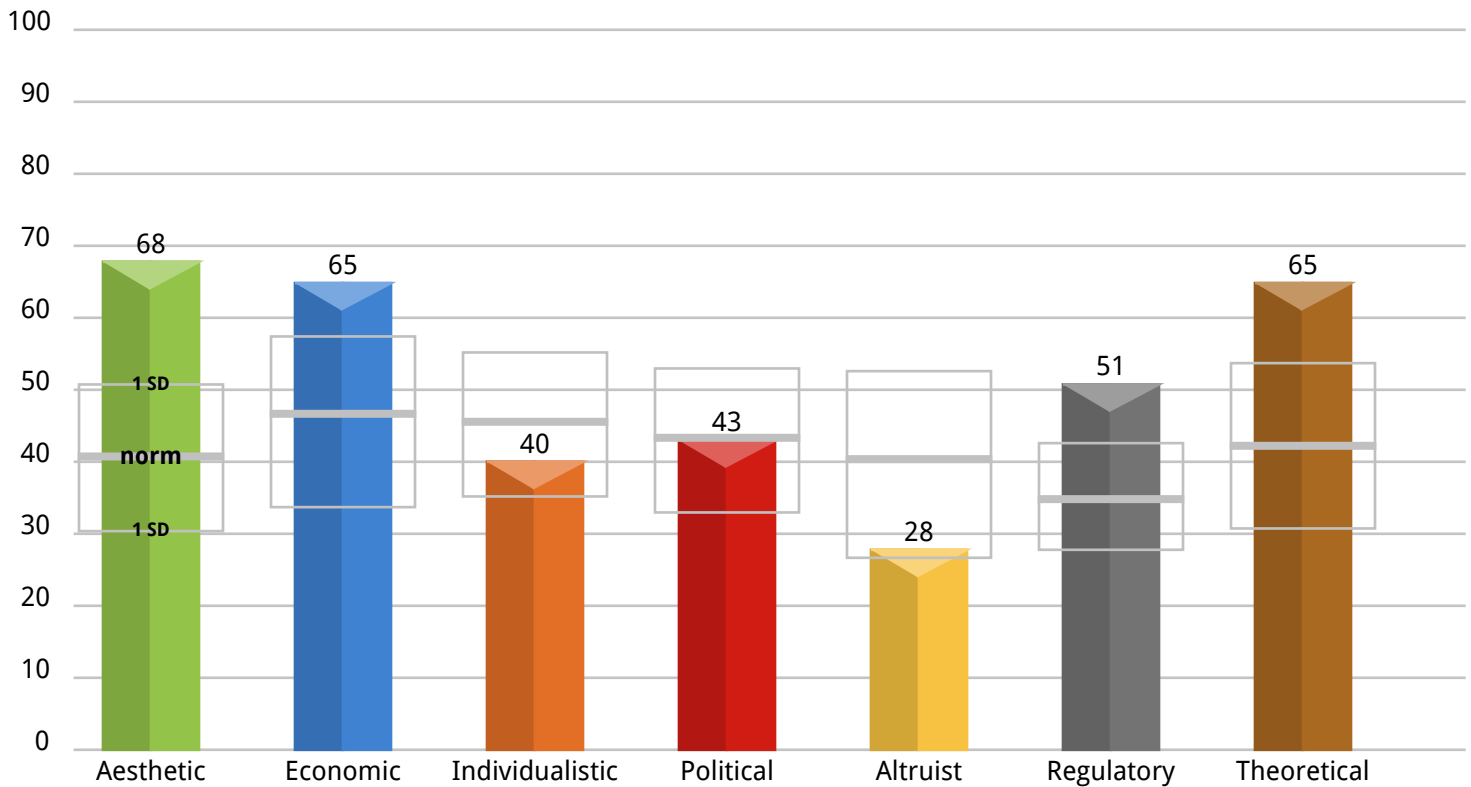
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

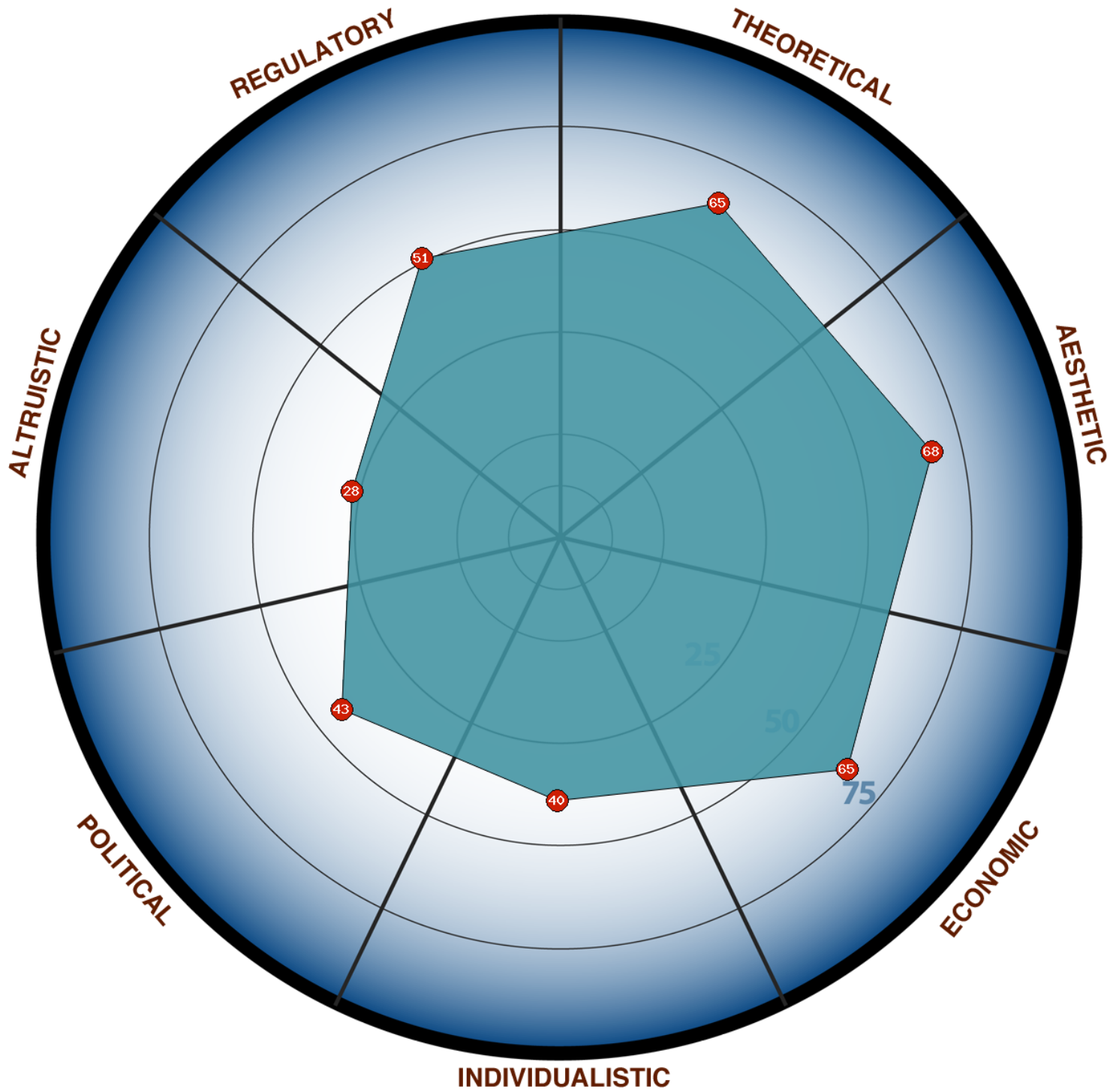


Executive Summary of Sid's Values



Sid Upadhyay

High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

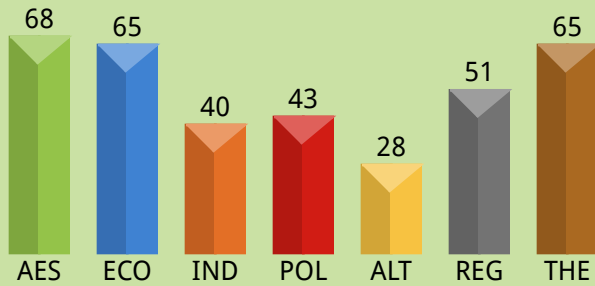


Sid Upadhyay



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 tend to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.
- You appreciate and support efforts at conservation and preservation.
- You enjoy creative expression in both work and personal settings.
- You have a strong appreciation for nature, beauty and the environment.
- You work better in surroundings that are pleasant aesthetically or environmentally responsible.

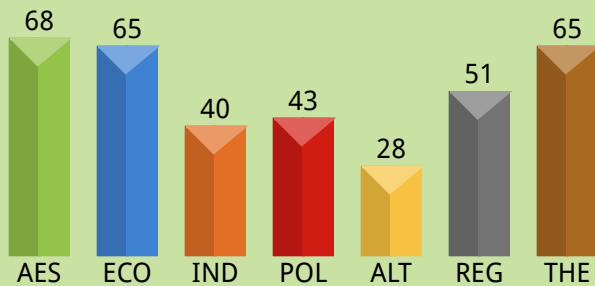
Key Strengths:

- You are able to defuse a tense situation with a humorous quip or comment.
- For you, form may hold more interest than function.
- You will be a creative problem solver.
- You will enthusiastically get involved in supporting artistic, or environmental initiatives in the workplace.
- You like to believe that anyone can be creative - in their own way.



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 allow for outside activities other than strictly work related all the time.
- Your open acceptance of ideas from others may also open situations that are less than optimal, and you may get 'burned' in the process.
- You ensure that creativity and form do not block function and results.
- You limit constraints on creativity or flexibility and allow freedom of expression.
- You show a genuine interest in the expressed thoughts or emotions of others.

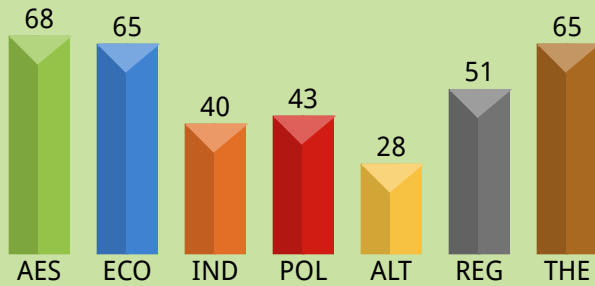
Training/Learning Insights:

- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.



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.



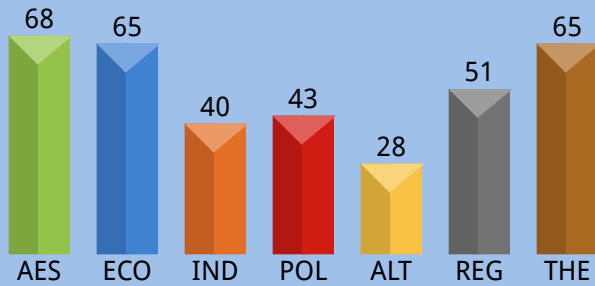
Continual Improvement Insights:

- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You may need to focus on the practical or economic side of an issue more frequently.
- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).



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 may fit the stereotype of the typical American businessperson, interested in economic incentives.
- To you, knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy, and creativity.
- You may take the position that the ends justify the means.
- You are interested in what is useful and practical in meeting goals (usually economic ones).
- You are motivated by money and bonuses as recognition for a job well done.

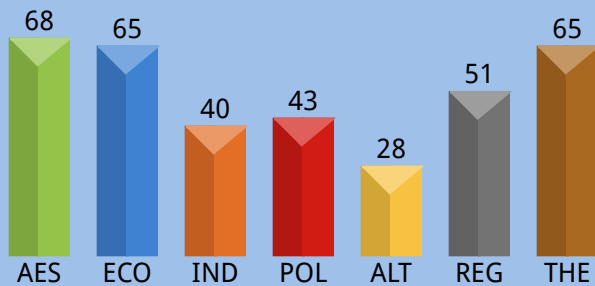
Key Strengths:

- You pay attention to return on investment in business or team activity.
- You make a decision with practicality and bottom-line dollars in mind.
- You are highly productive.
- You are driven by competition, challenges, and economic incentives.
- You are able to multi-task in a variety of areas, and keep important projects moving.



The Economic Dimension:

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



Motivational Insights:

- You should provide opportunity for financial rewards for excellent performance.
- You should provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- You should make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- You should realize that it's not just money that motivates, but also personal fulfillment in the job.
- You should reward high performance in tangible and monetary ways with individual and team recognition.

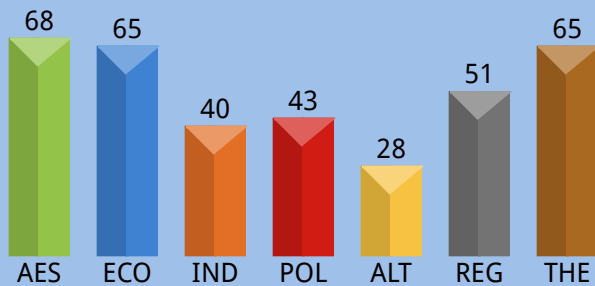
Training/Learning Insights:

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



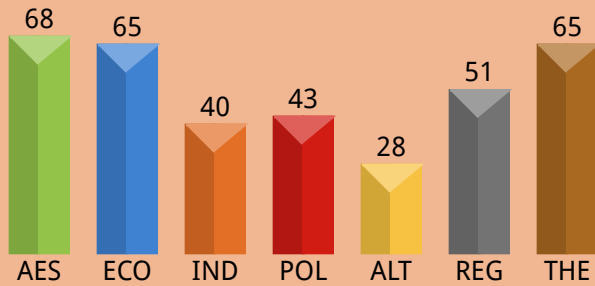
The Economic Dimension:

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



Continual Improvement Insights:

- You may judge the efforts of others on the team by an economic scale only.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, client or others on the team.
- You may need to develop an increased sensitivity to the needs of others and less demonstration of potential selfishness.
- While this high economic drive may be a significant motivating factor in your achieving goals, it may also become a visible "economic factor" especially in sales people, and others sharing this very economic drive.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.



The Individualistic Dimension:

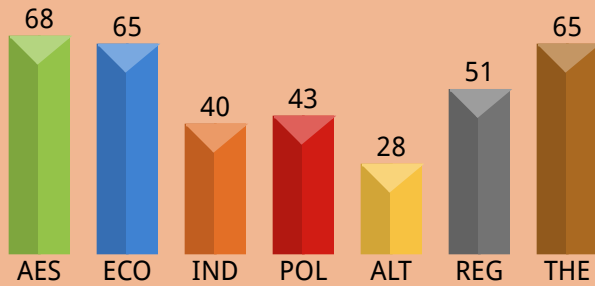
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

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

Key Strengths:

- You are able to follow or lead as asked.
- You may be considered flexible and versatile without being an extremist.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- You may be seen as a stabilizing force in organizational operations and transactions.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.



The Individualistic Dimension:

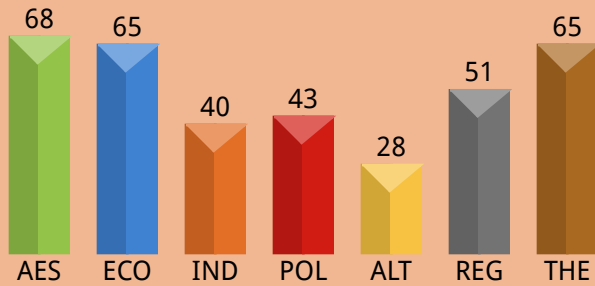
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

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

Training/Learning Insights:

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

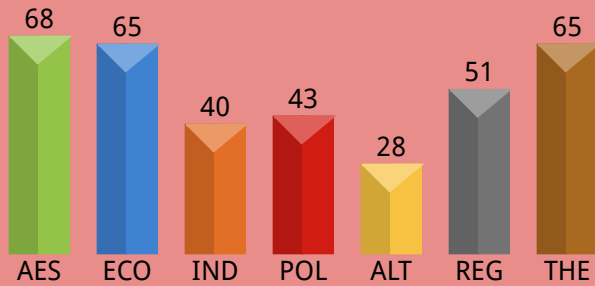


The Individualistic Dimension:

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

Continual Improvement Insights:

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



The Political Dimension:

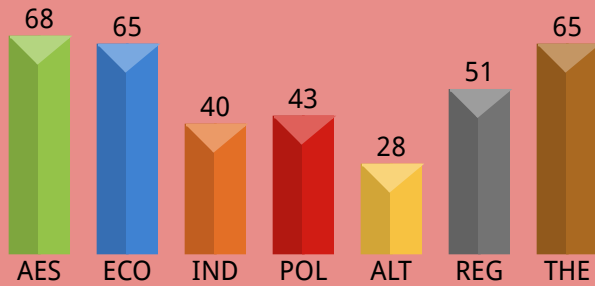
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You have the ability to take or leave the control-factors of group leadership roles.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- Your score in this range is near the typical business professional's score.
- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- You bring a sense of balance to some power-issues that may emerge occasionally.

Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.



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:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.

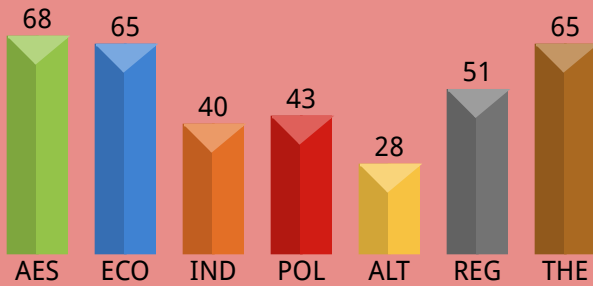
Training/Learning Insights:

- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.



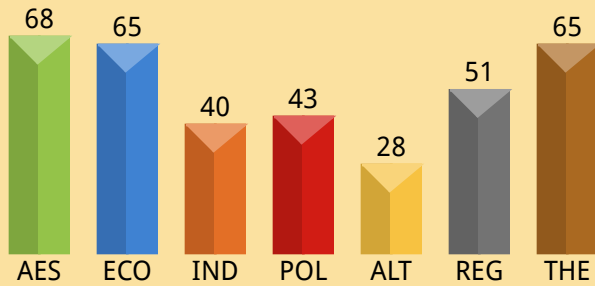
The Political Dimension:

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 shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



The Altruistic Dimension:

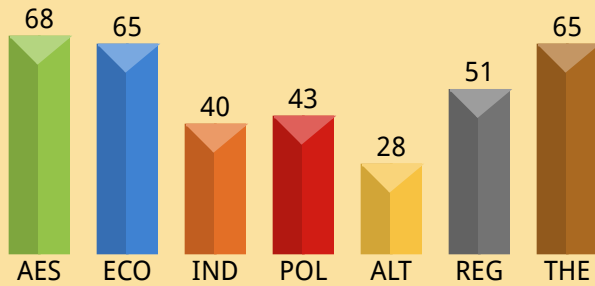
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You can be a good mediator between those who give too much and those who don't give enough.
- You have a good sense for when to freely help others and when to say "No."
- 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 will not create an imbalance between your own needs and those of others.

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 pitch in others through personal actions.



The Altruistic Dimension:

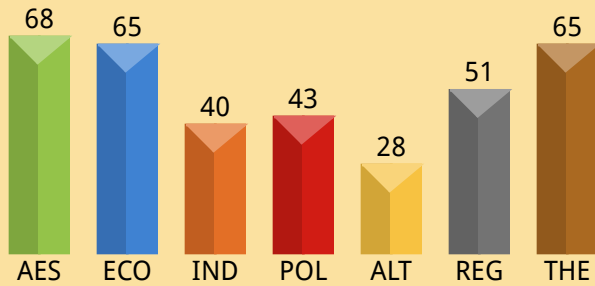
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

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.

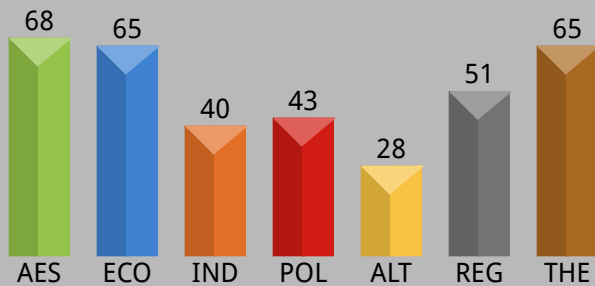
Continual Improvement Insights:

- 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 subscribe to a "Rules are made to be followed" mentality.
- You take personal responsibilities very seriously.
- You prefer documenting activity and like lists.
- You tend to be highly organized.
- You are accurate, detailed and follow procedures.

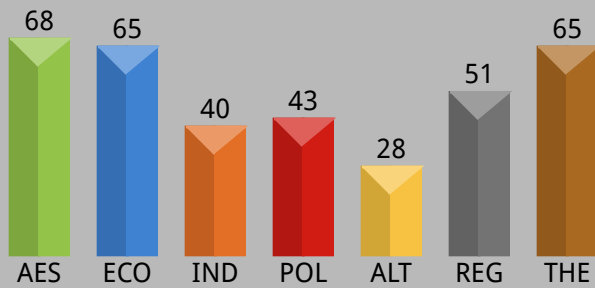
Key Strengths:

- You achieve a sense of accomplishment based on the quality of the work.
- You maintain focus throughout projects.
- You provide a sound stabilizing base for dynamic situations.
- You are reliable and dependable.
- You produce detailed and accurate work.



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 prefer to receive personal criticism in a constructive manner and in private.
- You should avoid disrupting your schedules and flow unnecessarily.
- Ensure adequate information, resources and time to complete tasks.
- You should make sure the reasons behind instructions are clearly demonstrated.
- If you recommend changing the established way of doing things, it is probably a significant need.

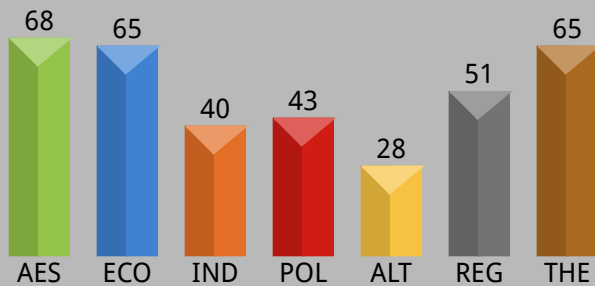
Training/Learning Insights:

- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.



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.



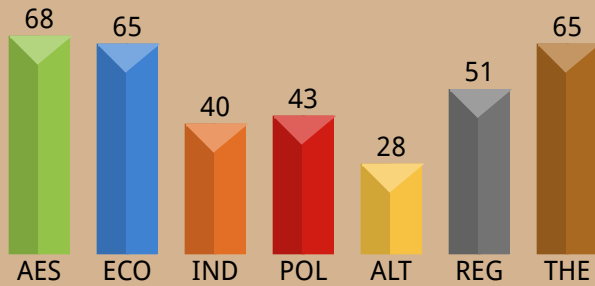
Continual Improvement Insights:

- You could possibly be perceived by some to be too structured or rigid on certain issues.
- You shouldn't get too hung up on the rules.
- You should be consistent in enforcing rules for everyone.
- You should try being a little more flexible.
- You should realize that change can be good, productive and needed.



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 are willing to take risks to learn something new.
- You provide a high interest level on new initiatives or projects.
- You have a strong desire to learn and go beyond the required knowledge base.
- You have a high knowledge base and credibility base in contributions to team efforts.
- You have a strong personal belief in life-long learning.

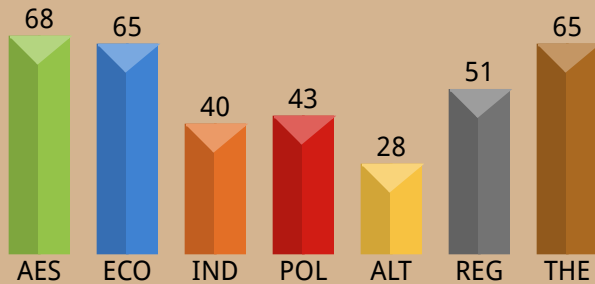
Key Strengths:

- You know a little about most everything and are conversant about it.
- Others on the team may seek you out to answer their questions because they know of your strong knowledge base.
- You demonstrate a logical approach to problem solving and patience to analyze all of the options for solutions.
- You bring a strong knowledge-driven ethic.
- You gather the maximum amount of information on an issue because you ask the necessary questions.



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:

- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- You prefer to be included in future development projects and draw on your expertise.
- 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 will provide technical credibility when dealing with customers or internal stakeholders who need detailed information for decision-making.

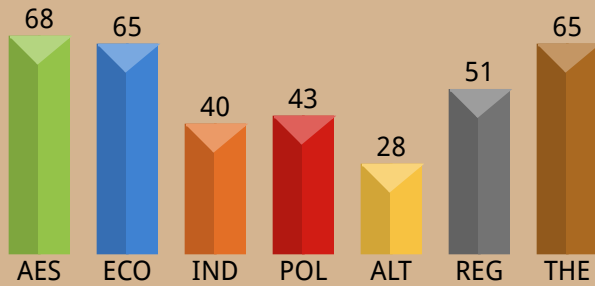
Training/Learning Insights:

- 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 score like some who need coaching on time management.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- 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 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:

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):
