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.
**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 Christopher's Values

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aesthetic</td>
<td>18</td>
<td>You are not into artistic expression, or achieving balance and harmony in life. You are all about the utilitarian, bottom-line results.</td>
</tr>
<tr>
<td>Economic</td>
<td>59</td>
<td>Your high drive for economic gain helps provide motivation through long projects and assignments.</td>
</tr>
<tr>
<td>Individualistic</td>
<td>25</td>
<td>You are able to support the efforts of the team without demanding the limelight; a supportive team player.</td>
</tr>
<tr>
<td>Political</td>
<td>73</td>
<td>You are a very strong leader, and able to take control of a variety of initiatives and maintain control.</td>
</tr>
<tr>
<td>Altruist</td>
<td>63</td>
<td>You have a high desire to help others learn, grow, and develop.</td>
</tr>
<tr>
<td>Regulatory</td>
<td>55</td>
<td>You have a strong preference for following established systems or creating them if none present.</td>
</tr>
<tr>
<td>Theoretical</td>
<td>66</td>
<td>You have a high interest level in understanding all aspects of a situation or subject.</td>
</tr>
</tbody>
</table>
The DISC Index

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

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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.
## DISC Plus | Four Components of Behavior

A closer look at the four components of your behavioral style

<table>
<thead>
<tr>
<th>Decisive</th>
<th>Interactive</th>
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<th>Cautious</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Problems:</strong> How you tend to approach problems and make decisions</td>
<td><strong>People:</strong> How you tend to interact with others and share opinions</td>
<td><strong>Pace:</strong> How you tend to pace things in your environment</td>
<td><strong>Procedures:</strong> Your preference for established protocol/standards</td>
</tr>
<tr>
<td><strong>High D</strong></td>
<td><strong>High I</strong></td>
<td><strong>High S</strong></td>
<td><strong>High C</strong></td>
</tr>
</tbody>
</table>

### High D Components
- **Demanding**
  - Driving
  - Forceful
  - Daring
  - Determined
  - Competitive
  - Responsible
  - Inquisitive
  - Conservative
  - Mild
  - Agreeable
  - Unobtrusive

### Low D Components
- **Low I**
- **Low S**
- **Low C**

### High I Components
- **Gregarious**
  - Persuasive
  - Inspiring
  - Enthusiastic
  - Sociable
  - Poised
  - Charming
  - Persuasive

### Low I Components
- **Low C**

### High S Components
- **Patient**
  - Predictable
  - Passive
  - Complacent
  - Stable
  - Consistent
  - Steady
  - Outgoing
  - Restless
  - Active

### Low S Components
- **Impetuous**
- **Spontaneous**
- **Defiant**

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Decisive

Your approach to problem-solving and obtaining results

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

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

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

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

- When you lead, you tend to do so by doing, not by delegating.
- You may be somewhat conservative in decision-making on important issues.
- You like to carefully weigh the pros and cons on important issues before forming an opinion.
- You may sometimes hesitate to share opinions on divisive topics with the team.
- You may defer to others who exhibit a stronger opinion or are more vocal.
- You appreciate being thorough and complete in the analysis of all variables before making a decision.

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Interactive

Your approach to interacting with people and display of emotions

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

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

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

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

- You are able to work well alone and complete tasks with little interaction from others.
- You tend to be factual in your approach to business issues.
- You are logical and rational.
- You can be difficult to read.
- Taking a stronger, more vocal, stand on key issues could help you communicate your opinion.
- You are able to remain emotionally cool when work pressures increase.
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 very high score on the ‘S’ spectrum. The comments below highlight some of the traits specific to just your unique score.

- Even in the midst of chaos or high tensions, you are usually very cool, calm, and serene (or at least you are perceived as such on the outside).
- You possess an amazing ability to calm those people who are upset.
- You are an excellent team player.
- Increasing your sense of urgency could benefit your performance significantly.
- You’re not great at letting things go (e.g., original decisions, long held beliefs, etc).
- You are very patient in working with a wide variety of people.
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.

<table>
<thead>
<tr>
<th>Natural</th>
<th>Adaptive</th>
</tr>
</thead>
<tbody>
<tr>
<td>99</td>
<td>42</td>
</tr>
</tbody>
</table>

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 are known as an accurate fact-finder by others.
- You have a strong preference for adhering to established rules, regulations and protocols that have been proven to work.
- "Rules are made to be followed."
- You tend to approach new ideas and directions with skepticism and caution.
- You possess excellent critical thinking and problem-solving ability.
- You like things to be done the "right" way according to standard operating procedure.
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:

• Decisions are made after careful consideration of all variables and inputs. This process may take a bit more time in the view of some others on the team, but the decision will be a quality outcome.
• Brings a high degree of competence in product and process knowledge.
• You bring a very high level of conscientiousness and follow-through in working on detailed projects and complex assignments.
• You set high performance standards for yourself and others, and expects all to meet those standards.
• Has a high sense of 'neatness' in the organizational workspace and at home. Everything in its place is preferred over clutter of some other style preferences.
• Others on the team may seek you out to answer a detailed question for them. (The word about your high competence and knowledge-base gets around the organization quickly.)
• Scores like those who keep a careful eye on the organizational clock and maintain a keen awareness of time-lines for systems and projects.
• Persuades others on the team by careful attention to detail, and through facts, data, and logic, not emotion.
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:

- Once you have established a project routine, pattern, or rhythm, you have a remarkable ability to follow that pattern or procedure with enduring patience.
- Shows extremely high levels of patience in working with others.
- You may prefer to socialize with a rather small group of associates and build deeper relationships than have shallow relationships with a wide number of people.
- You tend to resist the impulses toward fad solutions, and prefers to establish your own processes instead.
- Because of your high degree of patience, some may look toward you as a generous teacher, mentor, or coach for complex projects or problems.
- Wants to be seen as friendly and easygoing without being an extremist.
- Known to say 'yes' more than 'no' when asked to help out with a colleague's project or problem.
- Works very effectively in specialized areas of work processes, and may serve as the 'glue' that holds a complex project together.
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:

- Work assignments of high precision and accuracy to capitalize on your high detail orientation.
- Sufficient time for effective planning.
- Increased authority to delegate routine tasks and procedures to those you know and trust.
- Getting more comfortable meeting new groups of people, or business associations.
- An environment with minimal sudden changes and crises.
- Greater participation in team efforts and activities.
- Being more confident in your own decision-making ability.
- Options for making your own changes to certain methods or procedures to increase efficiency.
Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- A link to some of the successful traditions that have built success in the past.
- A moderate to greater level of security in the environment.
- An environment with minimal interpersonal conflict and hostility.
- Projects and challenges of a specialized nature to demonstrate skills and competence.
- Identification with company and colleagues that one can be proud of.
- Established procedures on which a base of successful processes can be built.
- A home life that is supportive of the work demands.
- Appreciation for the competence and work ethic demonstrated over the long haul.
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:

- Tactful in explaining ideas that may impact others on the team.
- High degree of accuracy while keeping an ear to the project-clock and time-line.
- May be sought after by other members of the team because of your high knowledge-base of processes and procedures.
- Provides an objective reality-focused view of systems, procedures, and organizational operations.
- Excellent, considerate, and analytic listening style.
- You score like those who take their responsibilities seriously, and exercise their authority in a sincere and conscientious manner.
- Patient in working with others on the team, and demonstrating appropriate methods for completing a project with attention to details.
- Provides a heavy mind-share on projects and ideas. Considers possible areas of trouble that others on the team may have overlooked.
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:

- An ability to function effectively in the midst of some important and necessary, but sometimes very routine work procedures.
- A culture that provides a relatively stable and predictable workplace environment with few sudden changes, even in the midst of high stakes or pressure.
- Minimal interpersonal conflict and hostility.
- Clear-cut lines of decision-making authority.
- A culture in which you can interact with people on a casual and personal basis.
- An appreciation of the very high degree of patience you bring to the job culture and sincerity in working with others.
- Project success is a result of patience and deliberate procedures, not haste or impulsive reactions.
- Operational procedures and policies that are clear, well-defined, and in writing.
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:

- May be perceived by others as very private, guarded, shy, and undemonstrative.
- May sometimes oversell on standard operating procedure, rules, or regulations.
- May sometimes be overly dependent on a very few people who share a similar quality control focus, to the exclusion of others on the team who may also provide valuable input and ideas.
- Could demonstrate a bit more spontaneity, and take yourself a bit less seriously.
- Could warm up a bit more when meeting new people or talking with those not intimately involved in your immediate work.
- May sometimes use facts, figures, and details as a 'security blanket' to avoid objections, confrontation, or hostility.
- May be too tightly linked to established procedures and tradition, even when more efficient and effective methods become available.
- Could use involvement and interaction with a wider variety of people, not just those like yourself.
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:**
- Appreciates intellectual recognition.
- Comes to the training / facilitation event very well prepared, and ready to go.
- Wants to provide participants with the ability to understand principles and concepts.
- Leads the group by encouraging cooperation.
- Shows authority by demonstrating trust and participation with the group.
- Very accurate in presenting information.
- 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:**
- Shows commitment, and wants to be personally involved in learning.
- As a participant, prefers a balance between individual and group work.
- Excellent note-taking, record-keeping, and journaling.
- Collects data and analyzes information.
- Prefers traditional learning structure and activities.
- Shows patience with tedious, technical, and specialty tasks. Does independent practice as well as working with others.
- Prefers explicit instructions and measurement criteria.
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 Christopher:**

- Be certain to follow through on your part of the project.
- Find some areas of common interest and involvement.
- Ask 'how' oriented questions to explore opinions.
- Provide time to verify the issues and potential outcomes.
- If you disagree with the direction, make an organized presentation of your position.
- Be candid, open, and patient.
- Be certain that individual responsibilities are clear, and there are no ambiguities.

**Things to avoid to effectively communicate with Christopher:**

- Don't use quick manipulations of ideas.
- Don't be disorganized or sloppy.
- Don't leave things up in the air, or to work out by chance.
- Don't offer promises you can't keep.
- Don't offer assurances and guarantees you can't fulfill.
- Don't rush the issues or the decision-making process.
- 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)
___________________________________________________________________________________________________________
___________________________________________________________________________________________________________
___________________________________________________________________________________________________________
___________________________________________________________________________________________________________
___________________________________________________________________________________________________________
___________________________________________________________________________________________________________
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___________________________________________________________________________________________________________

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

<table>
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<tr>
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<td>Altruism, Service, Helping others</td>
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<tr>
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<td>Knowledge, Understanding</td>
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<td>You are a very strong leader, and able to take control of a variety of initiatives and maintain control.</td>
</tr>
<tr>
<td><strong>High Altruist</strong></td>
<td>63</td>
<td>You have a high desire to help others learn, grow, and develop.</td>
</tr>
<tr>
<td><strong>High Regulatory</strong></td>
<td>55</td>
<td>You have a strong preference for following established systems or creating them if none present.</td>
</tr>
<tr>
<td><strong>High Theoretical</strong></td>
<td>66</td>
<td>You have a high interest level in understanding all aspects of a situation or subject.</td>
</tr>
</tbody>
</table>
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 not negatively affected by unaesthetic work environments.
- You believe something’s usefulness is more important than its appearance.
- You are not likely to connect with artistic form emotionally or professionally.
- You are not worried about form and beauty in the work environment, and allow others to attend to those items.
- You are very practical when it comes to aesthetics or decoration of the environment; it must make business sense.

Key Strengths:
- You have a solid business sense. Business over beauty.
- You prefer not to share emotions and feelings and may like to work independently at times.
- You are less emotional than most.
- You can be a strong survivor even in heavy competition.
- You tend to take a strong bottom-line approach to business transactions.
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 should be sincere in providing recognition.
• You shouldn't assume that a workplace make-over and remodeling will be a substantial motivator.
• You should connect motivation to other Values drivers since this one is very low.
• You stick to the bottom-line issues.
• 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.

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.

<table>
<thead>
<tr>
<th>AES</th>
<th>ECO</th>
<th>IND</th>
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<td>18</td>
<td>59</td>
<td>25</td>
<td>73</td>
<td>63</td>
<td>55</td>
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</tr>
</tbody>
</table>

### General Traits:
- You are interested in what is practical and useful in achieving your vision of success.
- You may fit the stereotype of the typical businessperson, interested in economic incentives.
- You may want to surpass others in wealth or materials.
- People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.
- You are interested in what is useful and practical in meeting goals (usually economic ones).

### Key Strengths:
- You keep an ear to the revenue-clock, your own and the organization's.
- You will protect organizational or team finances fiercely.
- 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 profit driven and bottom-line oriented.
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 find a link between whatever training you do with potential gains in business share or future income.
- You should make certain you are balancing your professional and personal life.
- You need opportunities for financial rewards for excellent performance.
- You should be recognized and rewarded (e.g., bonuses) as soon as possible, not just at the end of the year. Shorter-term rewards programs work better for you.
- You should be certain to reward performance, and encourage participation as an important member of the team.

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 need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this high Economic drive.
- You may judge the efforts of others on the team by an economic scale only.
- You may need to develop an increased sensitivity to the needs of others and demonstration that it isn't "all about the money".
- 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.
- 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.
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 may prefer a team member position on various projects.
- While not requiring lots of attention for efforts, you still have a need for sincere appreciation for contributions made.
- You may not require lots of 'air-time' at meetings, but may need to be encouraged to provide ideas verbally.
- You don't seek individual recognition above the group or team.
- You like helping people on the team.

Key Strengths:
- You are able to maintain work ethic even under pressure, so the project is met successfully and interpersonal stressors have been minimized.
- You score like some who may be considered the unsung heroes of a successful project or initiative.
- You may be seen by others as a stabilizing influence especially when the heated differences of extreme positions emerge when the team is under pressure.
- You have the ability to support team efforts without requiring a lot of recognition.
- You are a stabilizing influence on the team.
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:
- Don't accept leadership roles or increased authority unless mutually agreed upon.
- Remember behind the scenes efforts and contributions and recognize those with sincere appreciation.
- Those who score like you tend to demonstrate a high degree of teamwork and support for team efforts over the long haul. Take this into account when planning team projects.
- Look for a supportive environment where your talents may be encouraged and appreciated.
- Notice other higher plotting points on the Values graph and strive for an environment that amplifies those peaks.

Training/Learning Insights:
- You may enjoy more team-oriented professional development activities.
- Some who score like you prefer more traditional types of learning, courses, and professional development.
- You tend to show a high degree of self-discipline in training courses.
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:

- You may need to take a stronger stand at times on team issues that impact your work load or the parameters of your job responsibilities.
- Some who score like you may not be heard the first time by the team. Be certain to speak up a second or third time if necessary in order to be acknowledged.
- When presenting an idea to the team, remember that members may need a message with some attention-getting ingredients.
- You could benefit from being more willing to share opinions with others.
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 like to be your own boss, and to have control over time and resources to accomplish goals.
• You seek competition.
• You enjoy winning.
• You are accountable for actions and decisions: Are ready to take the credit or the blame.
• 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 should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.
- You enjoy status and esteem in the eyes of others.
- You may like to be seen as a catalyst for change.
- You may need to be more willing to share the attention and successes for wins.
- You appreciate public recognition and praise for successes.

**Training/Learning Insights:**
- If group activities are involved, you attempt to build in some competition and group leadership events.
- Your scores are like those who frequently show an interest in leading some training or professional development activities.
- You provide for individual recognition for exceptional performance.
- You provide for a variety of learning and personal development options.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
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 openly share Altruistic love or appreciation for others.
- You like helping, teaching, and coaching others.
- You enjoy connecting with others on a personal level rather than just a professional one.
- You freely give time, talent and energy without being asked.
- You have a strong desire to help others grow and develop as professionals.

Key Strengths:

- You are likely to go beyond the call to support or service others.
- You are always willing to share time, talent, and energy to help the organization or the cause.
- You are a proactive volunteer who steps in to aid others without being asked to.
- You have an empathetic attitude towards others.
- You treat others with high personal regard and respect.
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 support the innate willingness to share time and talent with others in the organization.
- You allow ample personal time for whatever giving activities exist outside of work.
- You keep sincerity as a primary focus in communication.
- You should provide flexibility to allow for helping others on the team.
- You should provide an environment in which there is opportunity to help others achieve and grow professionally.

Training/Learning Insights:
- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.
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 could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You need to watch to ensure that your giving nature is not abused or taken advantage of.
- You need to remember that support and service efforts need to be practical as well.
- You may need to say "no" more often.
- You can give away too much time, talent and energy.
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 see rules as a key to results.
• You subscribe to a "Rules are made to be followed" mentality.
• You believe in sticking to what works.
• You think everything has a "right way" and a "wrong way".
• You support a more traditional view of things.

Key Strengths:

• You maintain timelines and meet deadlines.
• You take pride in things that support tradition like national history, honor, duty.
• You achieve a sense of accomplishment based on the quality of the work.
• You maintain focus throughout projects.
• You have high attention to details.
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:
• Work quickly to correct missing needs or inaccuracies to maintain productivity.
• Be patient when trying new concepts or procedures. Ensure ample to adapt.
• You prefer to receive personal criticism in a constructive manner and in private.
• You should avoid disrupting your schedules and flow unnecessarily.
• You prefer detailed, written and specific guidelines to follow.

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:

- Explore a little. Discovering new ways to do things can be rewarding.
- You could possibly be perceived by some to be too structured or rigid on certain issues.
- When in a high change environment, remember to be flexible.
- You should realize that others have their own way of doing things too and be open to that.
- You should put things in writing.
The Theoretical Dimension:

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

General Traits:
- You have an attitude of ‘How do you do that? Can I do it too?’
- You are willing to take risks to learn something new.
- You have many interests outside the workplace.
- You like visiting bookstores and may make some unexpected purchases.
- You have a high knowledge base and credibility base in contributions to team efforts.

Key Strengths:
- When others (internal or external) have a question, even if you aren’t familiar with it, you can usually create solutions.
- You know a little about most everything and are conversant about it.
- You have a strong ability to read, study, and learn independently.
- At a team meeting you will come prepared, with pre-work completed.
- You bring a strong knowledge-driven ethic.
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 need opportunities to explore a variety of knowledge-based areas and to act on them.
• You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
• Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin.
• If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.
• Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.

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 need to bring a balance, at times, between the strong desire to acquire new knowledge base and the reality of the practical applications, if any.
- You don’t rush from one learning experience to another. You make certain there are some practical applications.
- You score like some who need coaching on time management.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You may sometimes bog down in details and minutia when needing to see the big picture.
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).

<table>
<thead>
<tr>
<th>Motivator #1: ______________________</th>
<th>Alignment</th>
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<tbody>
<tr>
<td></td>
<td>Poorly</td>
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<td>1</td>
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<td>3</td>
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<table>
<thead>
<tr>
<th>Motivator #2: ______________________</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Poorly</td>
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</tbody>
</table>

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