



## ADVanced Insights Profile

**WHAT**

**WHY**

**HOW**

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**John Doe**

May 24, 2012

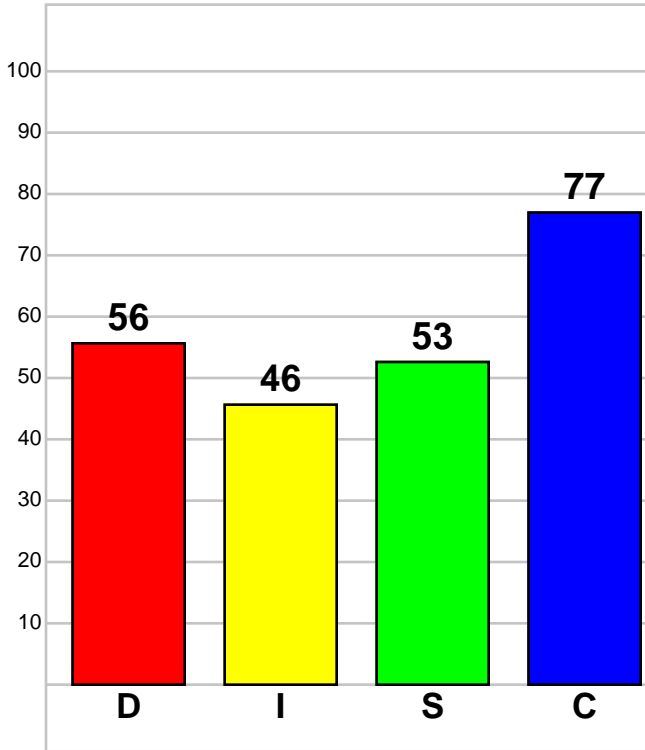
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This Innermetrix ADVanced Insights Profile combines the best of three world-class profiles. The Attribute Index measures how you think and make decisions. The Values Index measures your motivational style and drivers and the DISC Index measures your preferred Behavioral style. Together they create WHAT, WHY and HOW (i.e., What natural talents do you have, Why are you motivated to use them and How do you prefer to use them.)

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## Natural and Adaptive Styles Comparison

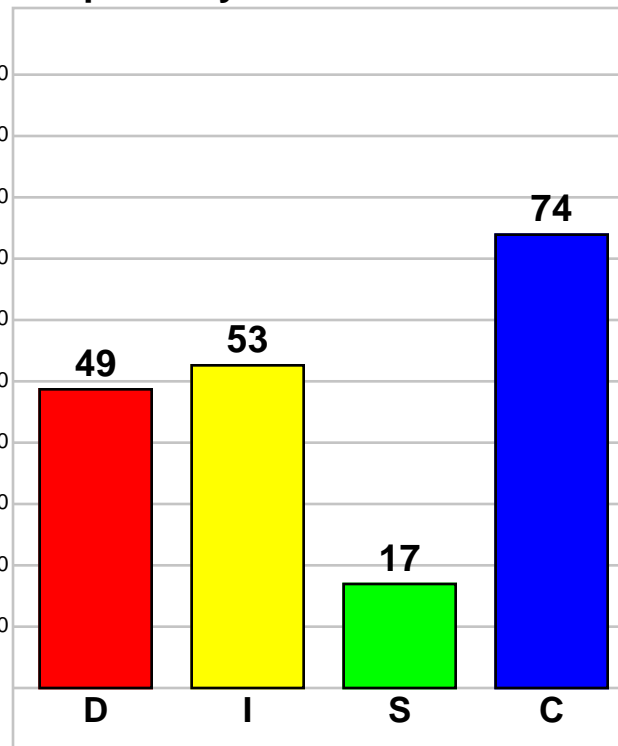
### Natural Style



**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 adopt to this style for too long you may become stressed and less effective.

### Adaptive Style

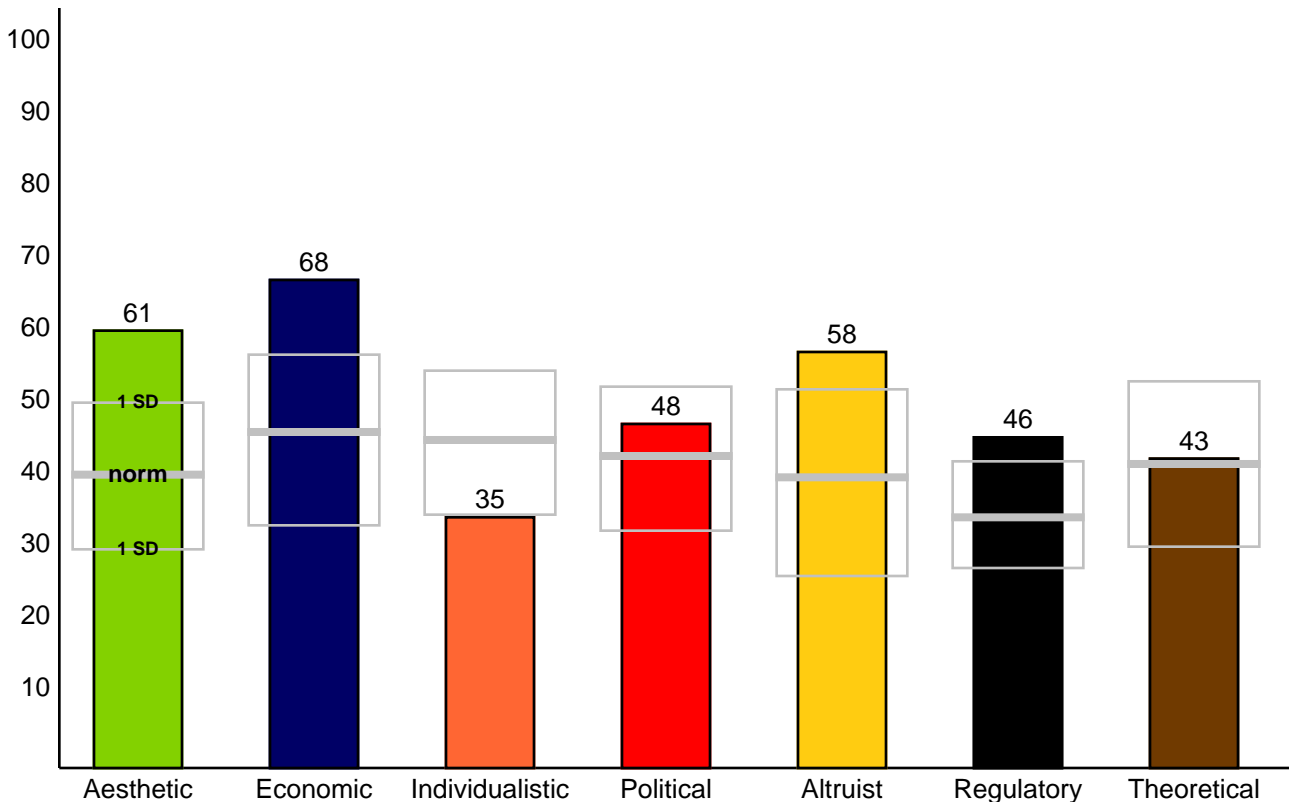


John Doe

## Executive Summary of John's Values

<b>High Aesthetic</b>	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
<b>High Economic</b>	Your high drive for economic gain helps provide motivation through long projects and assignments.
<b>Average Individualistic</b>	You are not an extremist and able to balance the needs of both others and self.
<b>Average Political</b>	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
<b>High Altruist</b>	You have a high desire to help others learn, grow, and develop.
<b>High Regulatory</b>	You have a strong preference for following established systems or creating them if none present.
<b>Average Theoretical</b>	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

John Doe



0.90 / 0.82

## External

### Empathy



### Practical Thinking



### Systems Judgment



## Internal

### Self Esteem/Self Belief



### Role Awareness



### Self Direction



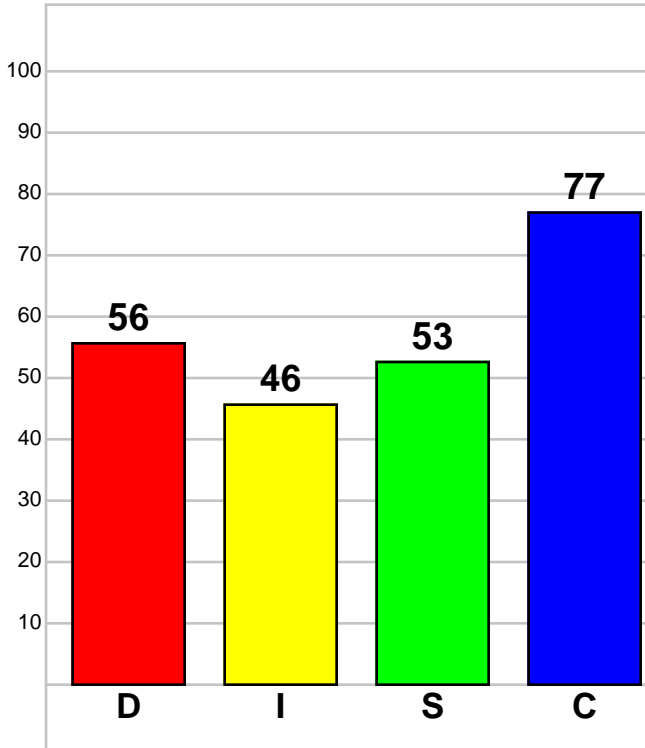
John Doe

# The DISC Index

John Doe

## Natural and Adaptive Styles Comparison

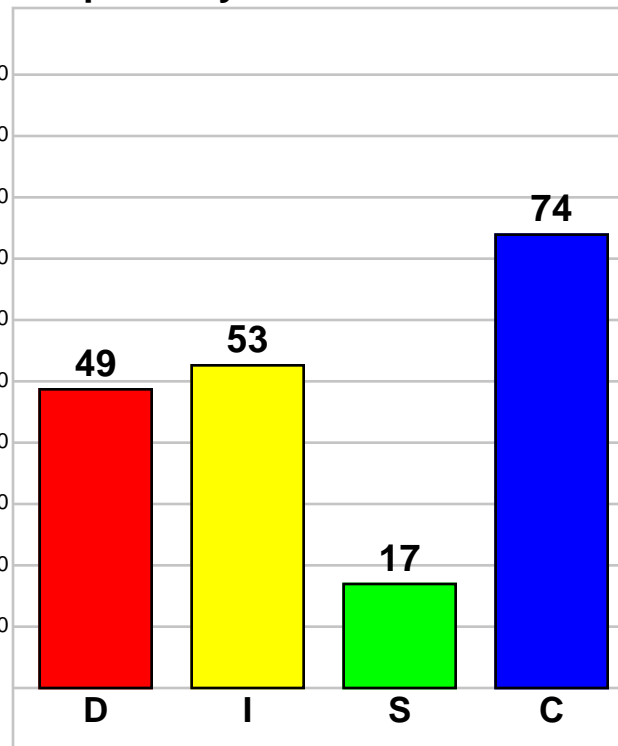
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### Adaptive Style



John Doe

## About This Report

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

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

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

## This report includes:

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

## The Elements of the DISC-Index

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

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

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

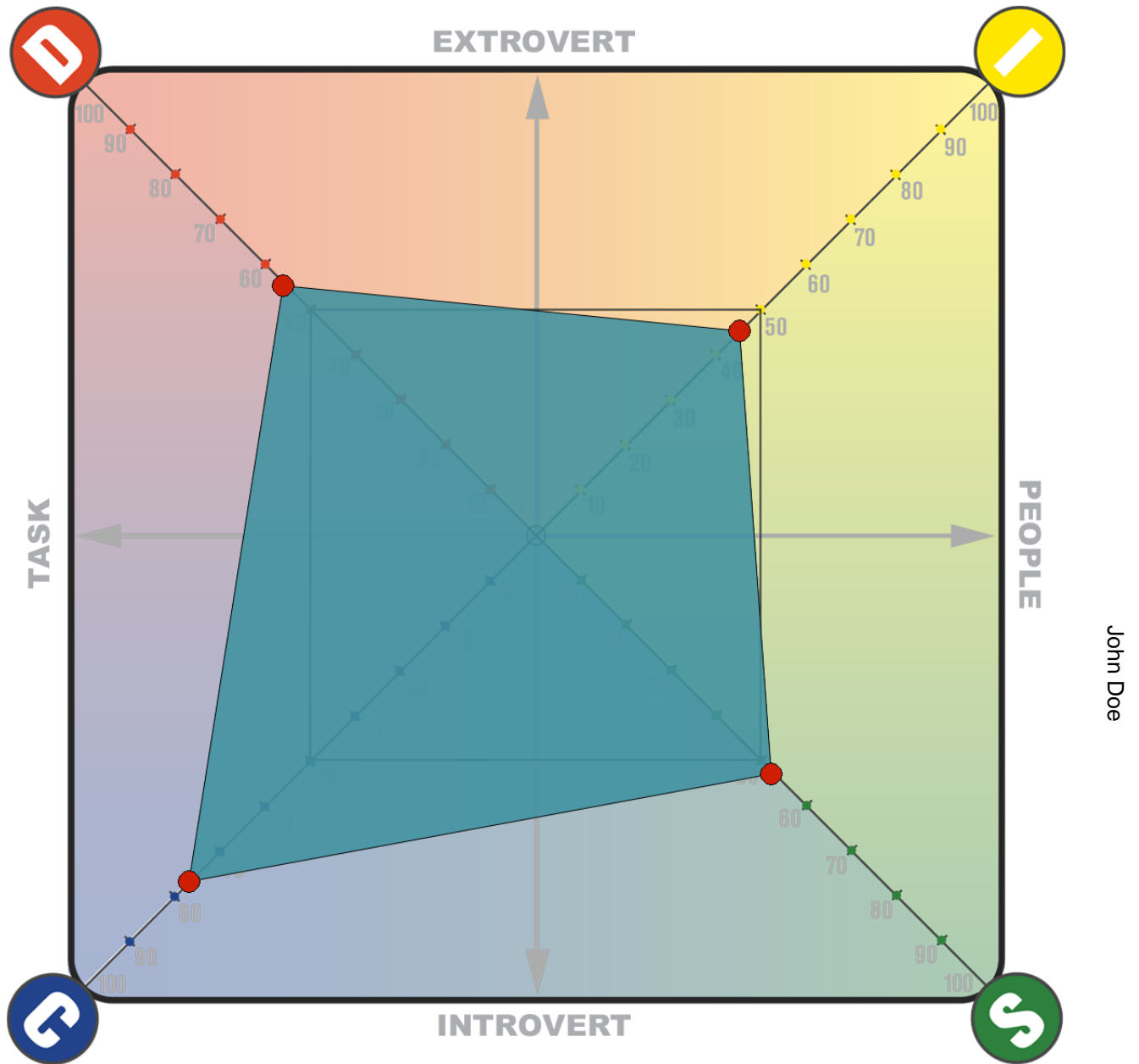
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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



A closer look at the four components of your behavioral style

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

John Doe



John Doe

## 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:

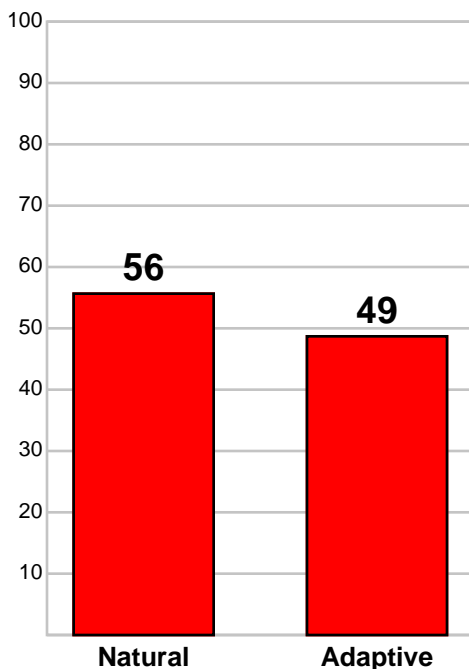
#### Higher D —

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.

John Doe



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 are pretty competitive in the things you do on both the personal and professional side.
- You can miss smaller but important details because you were moving too fast or focused too much on the big picture.
- You can be sufficiently assertive without being pushy or nervy.
- You're moderately self-reliant in determining new directions or deciding on change.
- You can become critical of others who don't measure up to your standards.

## 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:

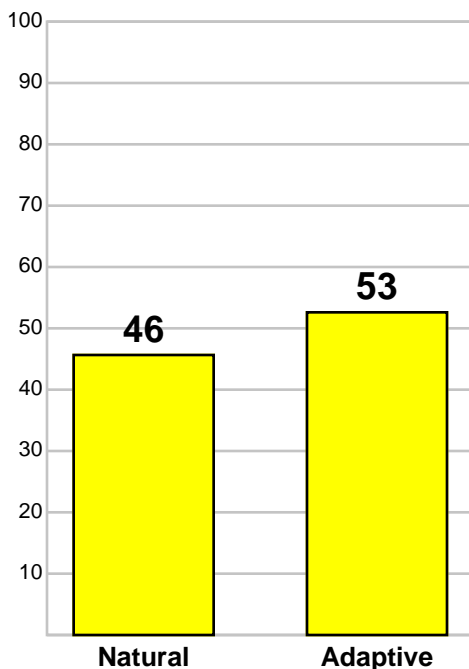
#### Higher I —

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.

John Doe



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.

- You tend to be slightly more reflective than talkative.
- Make sure to encourage others in a more vocal or open way.
- You can easily interact with others.
- You are able to balance working alone and working in a group very easily.
- Expressing more enthusiasm might help you connect with others more.
- You are able to persuade others in a convincing manner when necessary.

## 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:

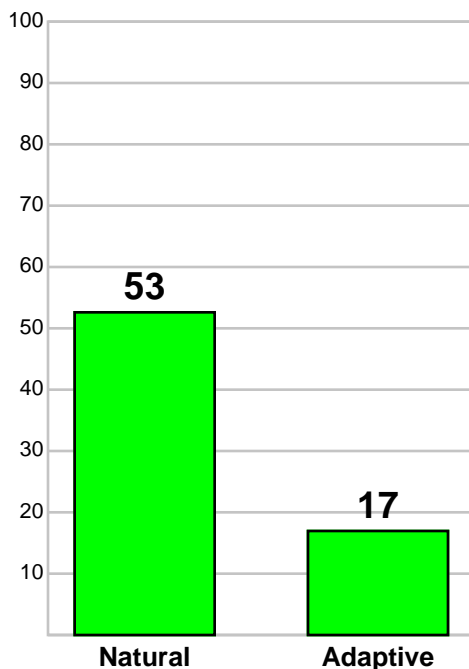
#### Higher S —

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.

John Doe



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

- You serve to stabilize others on a team who are perhaps too maverick.
- You tend to be a calming influence on those with whom you work.
- You prefer setting minimum levels of consistency and stability or control.
- You are generally known as steadfast and dependable.
- If insufficient structure and order exist, you will create it.
- When you need to, you can be flexible to change or new ideas.

## 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:

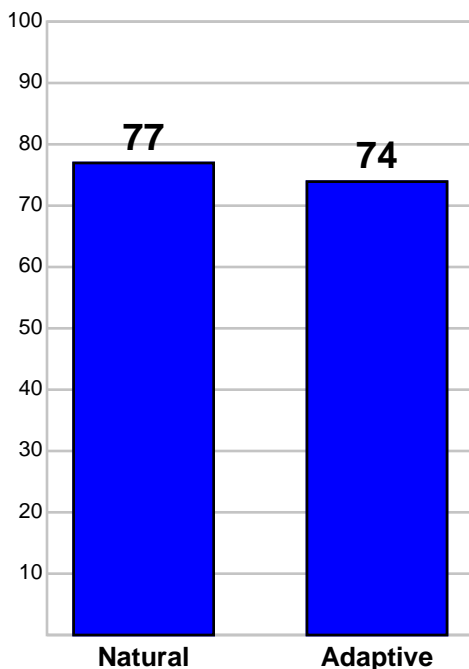
#### Higher C —

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.

John Doe



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

- You are very conscientious in delivering high levels of detail.
- You prefer a neat and clean work environment.
- You believe in maintaining high standards of quality control.
- You like to use a lot of detail when explaining processes and tasks to others.
- You like to work in an environment that is very precise and more structured.
- You desire a great deal of explanation before beginning new tasks.

## 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:

- A drive toward aggression and assertiveness is softened a bit by an internal sensitivity. 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. This emerges from the High D and C combination, plus the Lower I and S combinations.
- Tends to be assertive and at the vanguard of leadership in new, creative ideas and solutions.
- Two somewhat opposing drives emerge: 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 High C traits account for this.
- Able to look at a project from both a big-picture perspective and the details and minutia that contribute to each step.
- May vacillate on some decisions, wanting to make the highest quality decision possible, and may keep the information-gate or data-gate open too long. The result may sometimes be decision-by-crisis. The High D and C preferences account for this.

## **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:

- Wants to be seen as one who can help initiate complex processes and activity.
- Will follow-up carefully on project details, especially if they have been delegated to others.
- Motivated to accomplish complex tasks by working enthusiastically with people.
- On difficult projects, may become somewhat impatient or aggressive when under pressure.
- When offering individual or team criticism, will usually do this in a positive and constructive manner, so that no one loses self-esteem.
- May fear losing on a project or proposal.
- Demonstrates a very good potential for being a facilitator and communicator of the organization's policies, and values.
- Shows a high degree of conscientiousness and thoroughness in handling any project.



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:

- Resisting the need for total perfection every time, squeezing the trigger faster.
- In an environment with minimum of oversight, interference, and organizational politics getting in your way.
- Being more open to change.
- Trusting that others can deliver with competence and high standards.
- Ask for more input from others.
- Verbalize your thoughts more and include others in the decision-making process more.
- Realizing that your desire for constant high quality work may slow your high-pressure decision-making time.
- Cooperating more with others on a team rather than conducting more solitary work.

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:

- Procedures that can support a quality initiative and have the flexibility to be changed when necessary.
- Want to work with a team of people with whom you can show your high trust level.
- Sufficient time to consider all options before making a final decision.
- A work environment with minimal hostility and pressure that sometimes reduce quality and effectiveness.
- A system of support to assist with the details and follow-through.
- Quality control standards that are adhered to by all members of the organization, not just by a few people.
- A strong, visible group or organization with which to identify.
- An environment offering mobility around the office or around the country.

Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each another. 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:

- Strong agent of change.
- Brings a sense of rapid solutions and high quality control to the organization.
- Able to make decisions with the bottom-line in mind.
- Maintains a strong business focus on problems, ideas, and solutions.
- Maintains a high sense of urgency: The clock is ticking.
- A very creative thinker and innovator.
- Provides hard work and heavy mind-share into creating the best possible answers to questions or problems.
- Explores all possible solutions to problems before making a decision. (As a result, this may sometimes cause delays in the decision-making process.)

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:

- Freedom of speech and expression.
- An environment that supports your critical thinking skills.
- Public recognition for accomplishments.
- Projects needing you to motivate and persuade people.
- Activities that can be monitored from beginning to end.
- A democratic supervisor and work environment.
- Complete explanations of areas of responsibility and control.
- Highly specialized assignments and technical areas of responsibility.

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 being taught and learning.

## **How you prefer to share knowledge or teach:**

- Leads group by inspiring each to be the best.
- Appreciates intellectual recognition.
- Takes more of a "manager" training style than a collaborative one.
- Evaluations based on certifying that participants have certain skills.
- Presents detailed information in a logical and sequential manner.
- Structures the events for efficiency in achieving goals and skills.
- Leads through factual persuasion.

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

- Will structure own activities only with explicit goals and outcomes established.
- Wants to know how the learning will apply in real-time situations.
- Accepting of a more impersonal training/learning venue.
- Wants to know what the experts think about the topic area or subject.
- Doesn't like cloudy or vague issues... will seek black and white alternatives.
- Learns by considering possibilities and thinking through ideas.
- Develops own learning strategies.

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 John:**

- Be clear in your explanations.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Be specific about what needs to be done and who is going to do it.
- Present your items in a logical way.
- Be prepared for some start-stop events, due to potential indecision from keeping the data-gate open for more information.
- Be efficient: Hit the major points first.
- Make assurances that there won't be surprises.

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

- Don't forget or lose things necessary for the meeting or project.
- Don't be unrealistic with deadlines.
- Avoid trying to build friendships and personal relationships.
- Avoid leaving loopholes or vague issues hanging in the air.
- Don't push too hard.
- Don't confuse or distract from the business issues at hand.
- 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?

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**Interacting:**

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

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**Stabilizing:**

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

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**Cautiousness:**

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

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**Overall Natural Style:**

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

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**Overall Adaptive Style:**

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

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**Strength-based insights:**

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

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**Communication Dos and Don'ts:**

What did you learn from understanding your preferred communication style?

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**Ideal Job Climate:**

How well does your current climate fit your behavioral style?

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**Effectiveness:**

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

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**Motivation:**

How can you stay more motivated?

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**Improvement:**

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

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**Training/Learning:**

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

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

**Supporting Success:**

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

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**Limiting Success:**

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

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John Doe

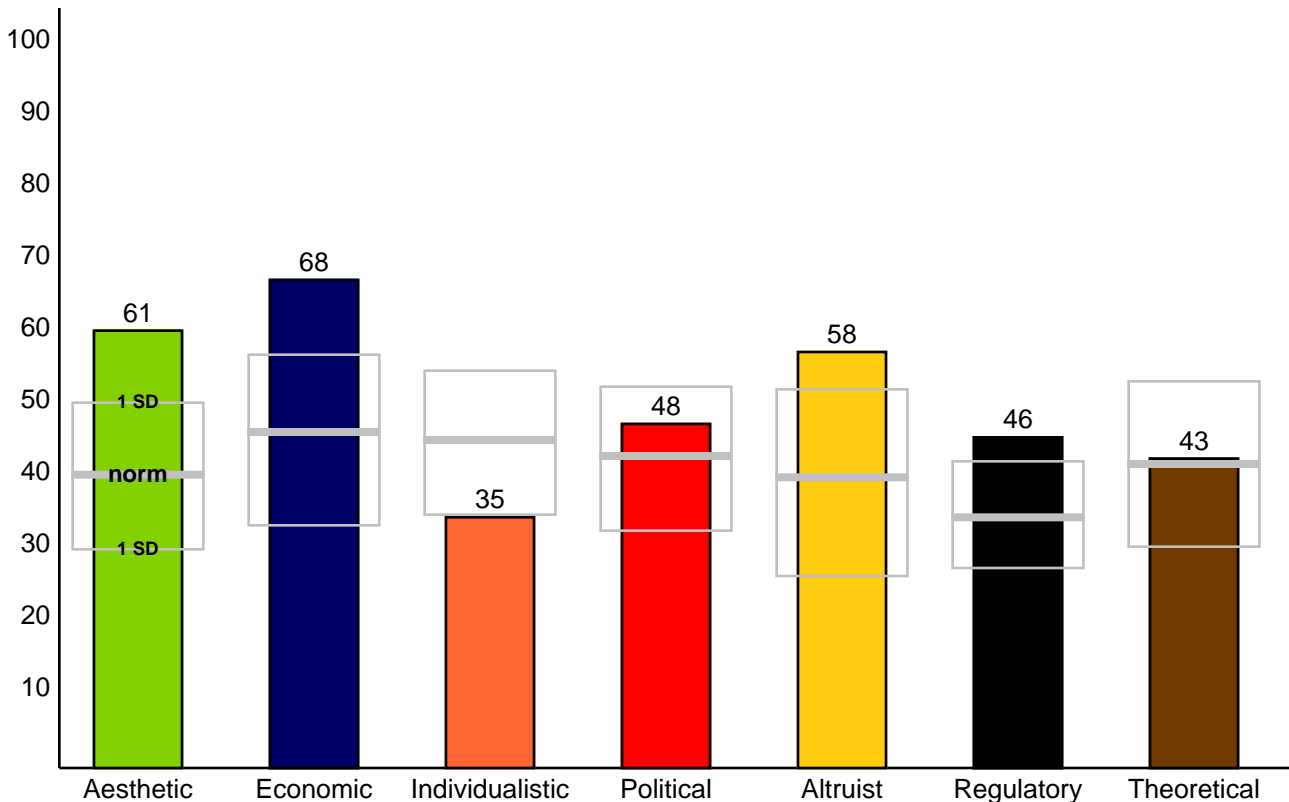
# The Values Index

John Doe

## Executive Summary of John's Values

<b>High Aesthetic</b>	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
<b>High Economic</b>	Your high drive for economic gain helps provide motivation through long projects and assignments.
<b>Average Individualistic</b>	You are not an extremist and able to balance the needs of both others and self.
<b>Average Political</b>	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
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<b>Average Theoretical</b>	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

John Doe



## 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.

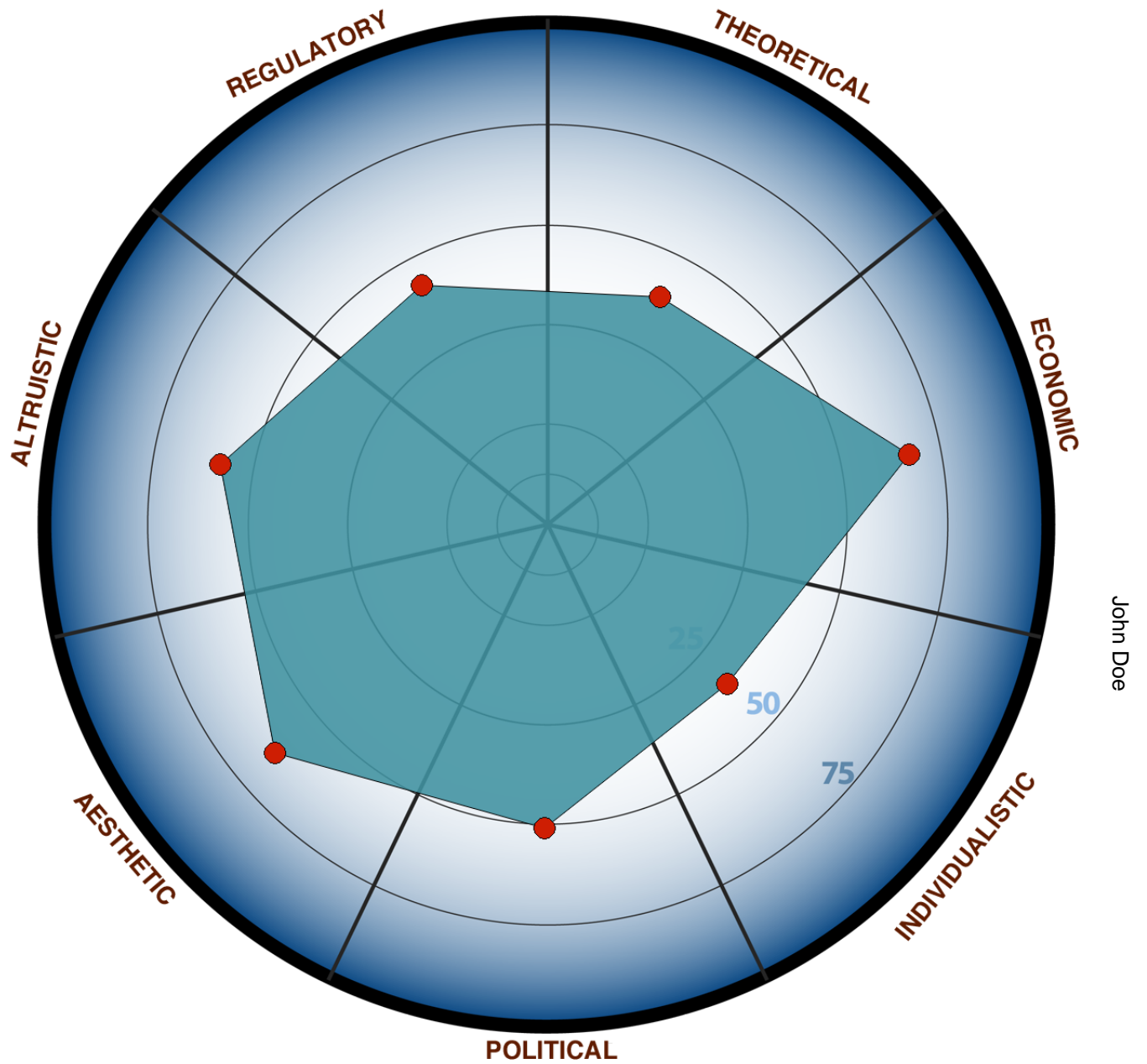
## A closer look at the seven dimensions

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.

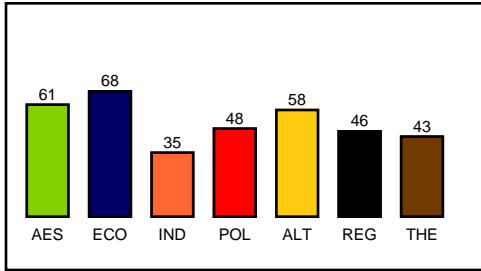
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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

John Doe







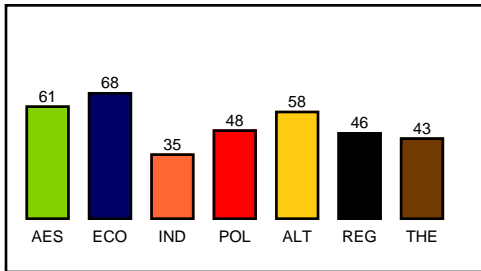
**The Aesthetic Dimension:** The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### General Traits:

- You like to express yourself in artistic or creative ways.
- You will utilize creativity and artful expression to persuade or influence others.
- You have a strong desire for harmony, balance and beauty in life.
- You appreciate and support efforts at conservation and preservation.
- You prefer an enjoyable and visually pleasing work environment.

### Key Strengths:

- You will enthusiastically get involved in supporting artistic, or environmental initiatives in the workplace.
- You show the ability to see common things in new ways, and can bring creativity to the team as a result.
- You demonstrate high personal and professional regard for others on the team.
- For you, form may hold more interest than function.
- You are able to defuse a tense situation with a humorous quip or comment.



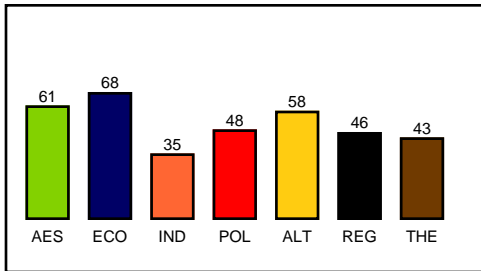
**The Aesthetic Dimension:** The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### Motivational Insights:

- You make sure the environment allows for creative expression.
- You bring a lot of creativity to the table. Be certain that this is encouraged to its fullest potential.
- You limit constraints on creativity or flexibility and allow freedom of expression.
- You don't allow others to over-use or abuse your creative nature.
- You allow for outside activities other than strictly work related all the time.

### Training/Learning Insights:

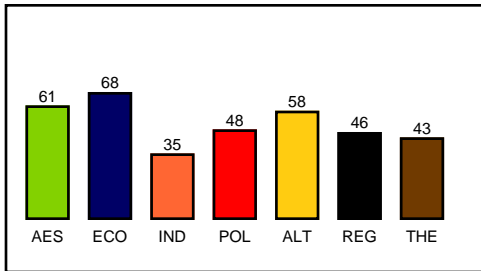
- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability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

- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- 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 could benefit from being a little more pragmatic.
- You could use the creative mode as a safety blanket to avoid having to be overly practical.



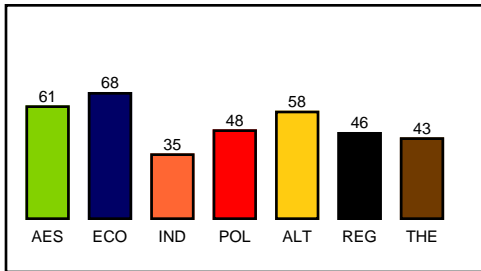
**The Economic Dimension:** This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### General Traits:

- You are interested in what is useful and practical in meeting goals (usually economic ones).
- You are motivated by high pay, and attach importance to high earnings.
- Your sales, technical, or management training programs should demonstrate a bottom-line financial potential as a result of the training effort.
- To you, knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy, and creativity.
- You may fit the stereotype of the typical American businessperson, interested in economic incentives.

### Key Strengths:

- You are profit driven and bottom-line oriented.
- You will protect organizational or team finances fiercely.
- You are driven by competition, challenges, and economic incentives.
- You make a decision with practicality and bottom-line dollars in mind.
- You pay attention to return on investment in business or team activity.



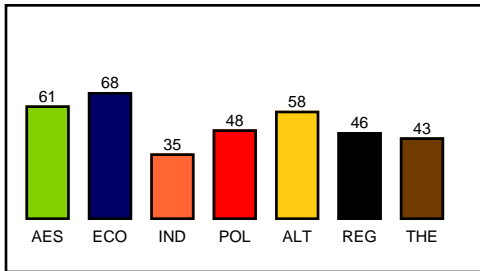
**The Economic Dimension:** This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### Motivational Insights:

- You should be certain to reward performance, and encourage participation as an important member of the team.
- You should be certain you are balancing your professional and personal life.
- You should realize that it's not just money that motivates, but also personal fulfillment in the job.
- 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 provide opportunity for financial rewards for excellent performance.

### 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.

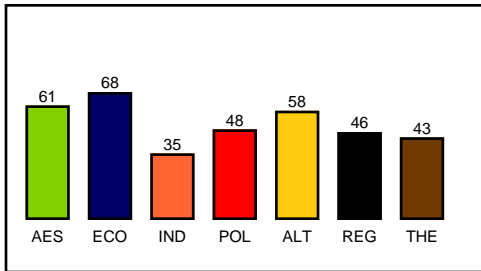


**The Economic Dimension:** This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### Continual Improvement Insights:

- 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 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 hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- 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.

John Doe



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

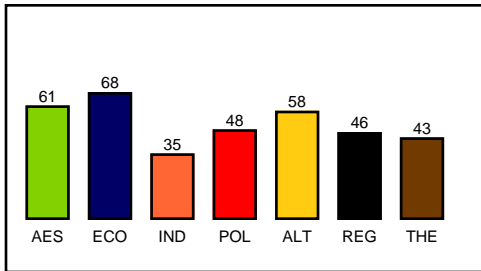
### General Traits:

- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- 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 a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.

### Key Strengths:

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

John Doe



**The Individualistic Dimension:** The Individualistic dimensions 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.

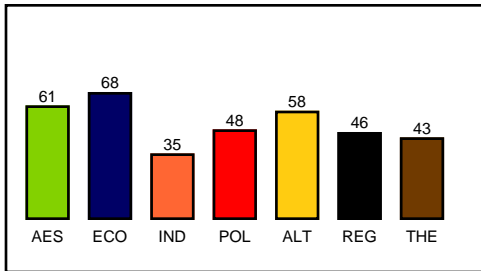
### Motivational Insights:

- 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.

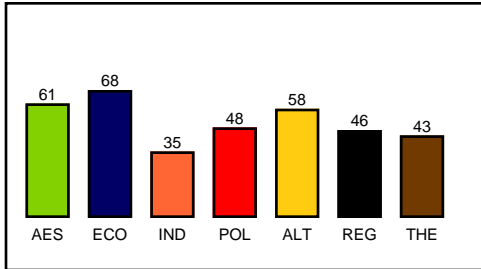




**The Individualistic Dimension:** The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

### 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.



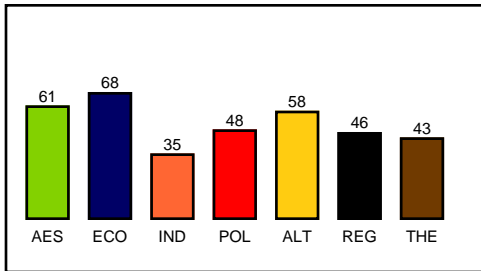
**The Political Dimension:** This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### General Traits:

- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- You may be seen as a stabilizing force in day-to-day team operations.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- You have the ability to take or leave the control-factors of group leadership roles.

### 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.



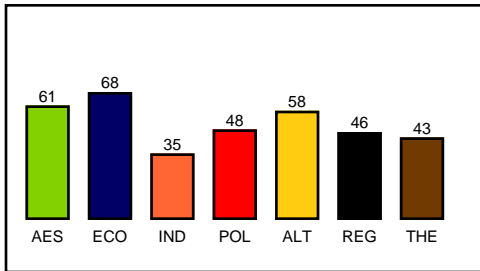
**The Political Dimension:** This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### 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:

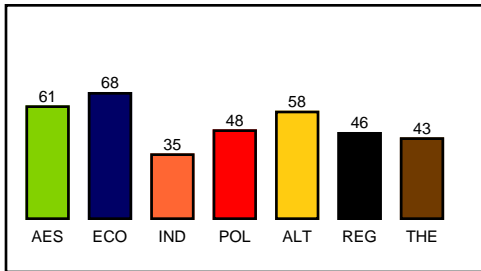
- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability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

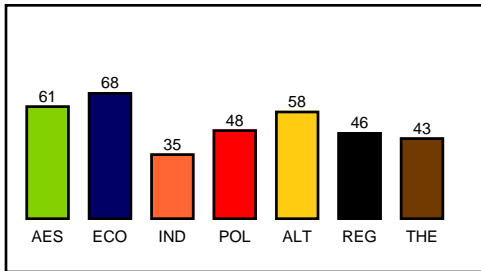
### General Traits:

- You have a strong desire to help others grow and develop as professionals.
- You care about the feelings of others on the team.
- You have a high need to help and support others on their own pathway to success.
- Your high sincerity-factor may be exhibited in your tone of voice in communicating with others.
- You like helping, teaching, and coaching others.

### Key Strengths:

- You treat others with high personal regard and respect.
- You are a proactive volunteer who steps in to aid others without being asked to.
- You are enthusiastic and enjoy working in team environments or social settings.
- You have an empathetic attitude towards others.
- You are always willing to share time, talent, and energy to help the organization or the cause.

John Doe



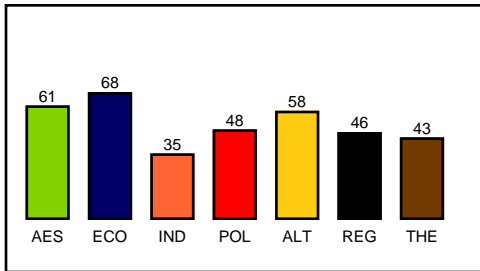
**The Altruistic Dimension:** This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

### Motivational Insights:

- You should provide an environment in which there is opportunity to help others achieve and grow professionally.
- You keep sincerity as a primary focus in communication.
- You should remember that you tend to be a very 'giving' person, and enjoy helping others.
- You could be more easily taken advantage of by others because of your sincerity and desire to be helpful.
- You allow ample personal time for whatever giving activities exist outside of work.

### Training/Learning Insights:

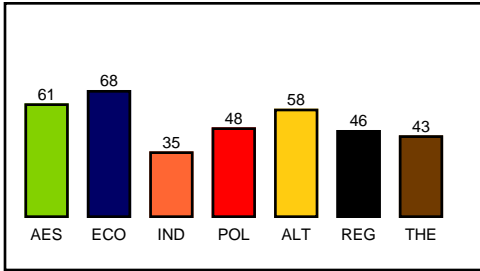
- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development 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 can give away too much time, talent and energy.
- You need to watch to ensure that your giving nature is not abused or taken advantage of.
- You may need to say "no" more often.
- You can lose focus on personal work in favor of helping others with theirs.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by 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.

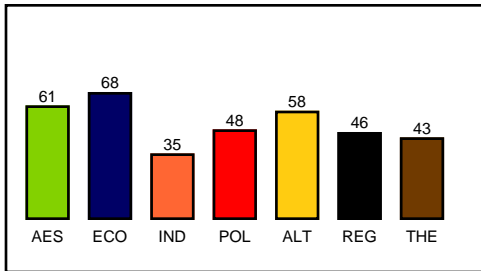
### General Traits:

- You support a more traditional view of things.
- You believe in sticking to what works.
- You prefer routine and order.
- You take personal responsibilities very seriously.
- You find security and certainty in structure and order.

### Key Strengths:

- You have high attention to details.
- You take pride in things that support tradition like national history, honor, duty.
- You are reliable and dependable.
- You maintain focus throughout projects.
- You achieve a sense of accomplishment based on the quality of the work.





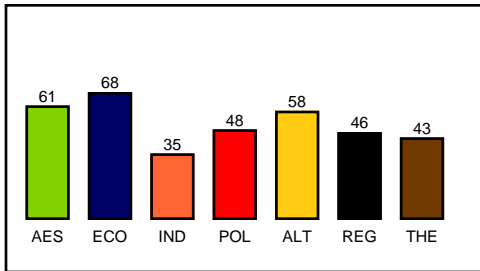
**The Regulatory Dimension:** The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

### Motivational Insights:

- You prefer detailed, written and specific guidelines to follow.
- Be patient when introducing new concepts or procedures. Give ample to adapt.
- You should make sure the reasons behind instructions are clearly demonstrated.
- You should avoid disrupting your schedules and flow unnecessarily.
- You prefer to receive personal criticism in a constructive manner and in private.

### Training/Learning Insights:

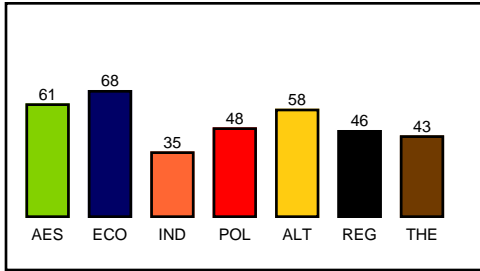
- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.



**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 should put things in writing.
- When in a high change environment, remember to be flexible.
- You should try being a little more flexible.
- You shouldn't get too hung up on the rules.
- You could possibly be perceived by some to be too structured or rigid on certain issues.



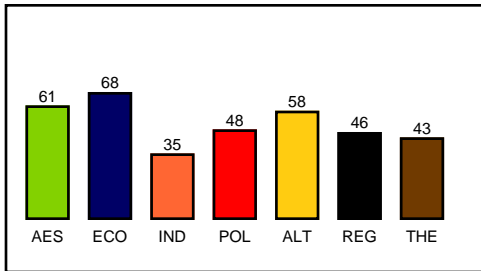
**The Theoretical Dimension:** The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

### General Traits:

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

### Key Strengths:

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



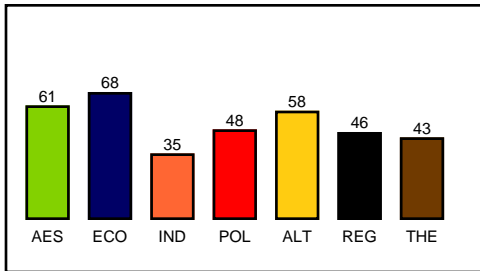
**The Theoretical Dimension:** The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

### Motivational Insights:

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

### Training/Learning Insights:

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



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

### Continual Improvement Insights:

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

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

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

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

**Legend:**

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

**Tally your score here:**

John Doe

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

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

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

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

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

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

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John Doe

# Attribute Index

John Doe



Over fifty years of scientific research has revealed that there are three distinct styles of decision-making. Each of us can make decisions in these three ways, but we tend to develop a preference for one more than the other two. This preference becomes a subconscious force, affecting the decisions we make on a daily basis and shaping how we perceive the world around us and ourselves.

The three decisional styles are the personal, the practical, and the analytical. These dimensions can be examined in the form of patterns based on two distinct factors unique to axiology.

**The Personal Style:** People with a preference for this style of making decisions tend to see the world from a personal point of view, or with concern for the individuals involved. They see people in a unique, individual light and are more concerned about others than the results and theory. This involves a personal involvement with, concentration on, or investment in people. To this style, the world is filled with people needing to be understood.

**The Practical Style:** People with a preference for this style of making decisions tend to see things in very practical, no nonsense, real-world, task oriented manner. They are more concerned with results than others and theory. They see people in comparative ways as they relate to others. To this style, the world is an objective waiting to be achieved.

**The Analytical Style:** People with a preference for this style of making decisions tend to see the world from a theoretical perspective, more in an abstract way than a concrete one. They see people as part of a system and tend to think in very black and white terms. They are more concerned with thinking about things, and analysis than actual results or personal concerns of others. To this style, the world is a problem to be explored and solved.

To some extent we are all capable of making all three kinds of decisions, but our preference tends to be for one more than the other two. Here's a simple example of the three in contrast to each other. One of each style are sitting around a table trying to figure out what to do. While the Personal style is focused on the needs of the workers involved and how best to utilize their talents, the Practical doesn't really care as much about the personal needs, or if it is done right, he just wants to get it done. Finally there is the Analytical who sees no reason to worry about the people involved or even getting it done if it isn't going to be done correctly.

We all have different balances of these three styles; that's what makes our decisions and actions different from each other's. These ways of making decisions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses. In the following pages you will find a list of capacities which are the result of your unique combination of these three decisional styles. It is this understanding of your individual strengths and weaknesses that will enable you to affect change in your life and achieve greater personal success. It is only by first understanding something that we are then able to change it.

## External Decision Making Pattern Summary

You are a person who understands situations in terms of people and the structure within which they exist, or the integration of human resources with an established organization, system, order, or rules and laws. You prefer coordinating or balancing the needs of people and the system that they are a part of (e.g., society, corporate, etc.). You're very good at this. You understand people very well, and enjoy working with structure and order. You under appreciate, however, the Tasks dimension slightly in comparison to the other two dimensions. This implies that you are less focused on completing the objective than you are ensuring that the rules were followed or that people were satisfied. Deadlines may be missed as a result of some tendency to prefer form to function with regards to the rules. Your overall development levels in the People and Systems dimensions are equal and high, while the Tasks dimension is moderate, but slightly under developed in comparison. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

### Maximizers

- Integrating systems with human resources
- Organizational and human resource development
- Applying systemic thinking to humanistic resources or needs
- Respect for policies
- Understanding people
- Big picture thinking

### Minimizers

- Repetitive production work
- Detailed work, quality control
- Performance management
- Concrete organizing

### Motivators

- Sense of belonging
- Personal relationships
- Order
- Interaction with others on a professional level

### Needs for Growth

To develop greater awareness of the comparative aspects of work and work performance.

### Targets for Reinforcement (R) and Development (D)

- Attention to detail (D)
- Attitude toward others (R)
- Quality orientation (D)

### Preferred Environment

Working with dedicated and loyal co-workers in an environment where good structure exists and people are involved and valued as a whole by the organization.

## Internal Decision Making Pattern Summary

You define yourself through your work, but you also identify yourself with a system of rules that you have in your head that guide your actions and life. You have some internal sense of direction for where you are going and how you want to get there, but there is some uncertainty there. You have a good understanding for your job or roles in life, but there is also some slight uncertainty as to how that role fits you, or vice versa. You do not value yourself enough for just who you are rather than what you do or how well you do it. Your overall level of development of the systems and tasks dimension is highest of the three, but only moderately developed at this time. The People dimension is the least developed dimension for you and is less developed than the others. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

### Maximizers

- Good work ethic
- Problem management
- Personal drive

### Minimizers

- Self-depreciation
- Overly hard on yourself
- Self management
- Stress levels

### Motivators

- Opportunity to develop more of your potential
- Sense of mission
- Material possessions

### Needs for Growth

To digest and better appreciate past achievements: self-appreciation through taking more time for self-reflection or assessment.

### Targets for Reinforcement (R) and Development (D)

- Self esteem (D)
- Internal self control (D)
- Project scheduling (D)

## Report Summary

This graph summarizes the 4 Categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page.

## Report Component Graphs

### Getting Results



### Interpersonal Skills



### Making Decisions



### Work Ethic



John Doe

## Getting Results (6.9)

What attributes does John possess that will help him to get results? This provides information about John's raw ability to get results, to apply himself to a goal and accomplish it using a variety of abilities.

## Interpersonal Skills (8.5)

How does John approach getting along with others? This measures John's ability to interact with clients, customers, and coworkers on a daily basis.

## Making Decisions (7.6)

Does John tend to make sound decisions in his daily activities? This evaluates John's ability to make accurate and appropriate decisions in order to accomplish a task or objective.

## Work Ethic (7.2)

Is John a hard and honest worker? This is an overall assessment of John's work ethic. It involves his ability to meet pre-set standards, respect company policies and property, possess a strong work ethic, and make decisions which take into consideration the needs of everyone involved (e.g. himself, others and the company).

## Category Description

What attributes does John possess that will help him to get results? This provides information about John's raw ability to get results, to apply himself to a goal and accomplish it using a variety of abilities.

## Category Component Descriptions

### Accountability For Others (5.6)

evaluates John's ability to be responsible for the consequences of the actions of those whom he manages.

### Attention To Detail (7.7)

evaluates John's ability to see and to pay attention to details.

### Consistency and Reliability (6.8)

evaluates John's internal need to be conscientious in his personal or professional efforts, to be both consistent and reliable in his life roles.

### Personal Commitment (7.3)

evaluates John's ability to focus and to stay committed to a task: a measure of his internal, personal commitment.

### Project and Goal Focus (4.9)

evaluates John's ability to stay on target regardless of circumstances.

### Results Orientation (9.0)

evaluates John's ability to identify the actions necessary to complete tasks and to obtain results.

### Surrendering Control (7.1)

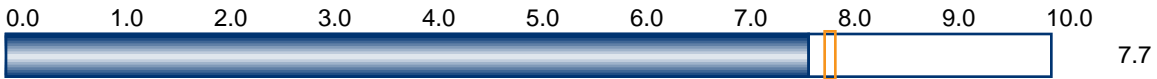
evaluates John's ability to surrender control of a given situation or outcome to another person or a group of people.

## Category Component Descriptions

### Accountability For Others



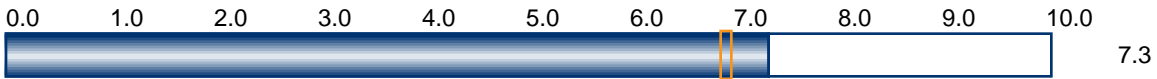
### Attention To Detail



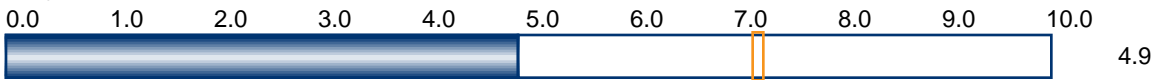
### Consistency and Reliability



### Personal Commitment



### Project and Goal Focus



### Results Orientation



### Surrendering Control



John Doe

## Category Description

How does John approach getting along with others? This measures John's ability to interact with clients, customers, and coworkers on a daily basis.

## Category Component Descriptions

### Attitude Toward Others (8.6)

evaluates John's ability to maintain a positive, open and objective attitude towards others.

### Freedom From Prejudices (8.8)

evaluates John's ability to prevent prejudices from entering into and affecting an interpersonal relationship.

### Realistic Expectations (9.3)

evaluates whether John's expectations (in either quality of production or quality of performance) of others can realistically be met.

### Surrendering Control (7.1)

evaluates John's ability to surrender control of a given situation or outcome to another person or a group of people.



## Category Component Descriptions

### Attitude Toward Others



### Freedom From Prejudices



### Realistic Expectations



### Surrendering Control



John Doe

## Category Description

Does John tend to make sound decisions in his daily activities? This evaluates John's ability to make accurate and appropriate decisions in order to accomplish a task or objective.

## Category Component Descriptions

### Conceptual Thinking (9.0)

evaluates John's ability to see the big picture and then to determine which direction to take, and how resources should be used to attain future goals.

### Concrete Organization (6.4)

evaluates John's understanding of the immediate, concrete needs of a situation and to establish an effective plan of action for meeting those needs.

### Following Directions (10.0)

evaluates John's ability to hear, understand, and follow directions or instructions effectively. This is his willingness to postpone making personal decisions, or taking action, until he has listened to what he is being asked to do.

### Intuitive Decision Making (7.1)

evaluates John's ability to accurately compile intuitive perceptions about a situation into a decision or action.

### Theoretical Problem Solving (8.0)

evaluates John's ability to envision a situation and to then apply his Problem Solving Ability.

### Using Common Sense (4.9)

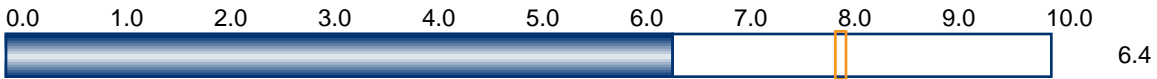
evaluates John's ability to focus on practical thinking, to see the world clearly, and to make common sense decisions.

## Category Component Descriptions

### Conceptual Thinking



### Concrete Organization



### Following Directions



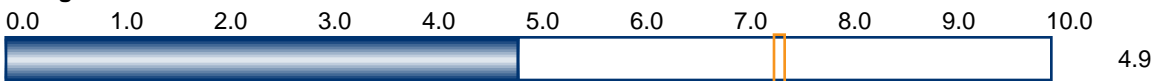
### Intuitive Decision Making



### Theoretical Problem Solving



### Using Common Sense



John Doe

## Category Description

Is John a hard and honest worker? This is an overall assessment of John's work ethic. It involves his ability to meet pre-set standards, respect company policies and property, possess a strong work ethic, and make decisions which take into consideration the needs of everyone involved (e.g. himself, others and the company).

## Category Component Descriptions

### Balanced Decision Making (6.7)

evaluates John's ability to be objective and to evaluate fairly the different aspects (people and other) of a situation; and his ability to make an ethical decision that takes into account all aspects and components.

### Job Ethic (5.7)

evaluates John's personal commitment to the execution of a specific task.

### Meeting Standards (7.3)

evaluates John's ability to see and to understand the standard requirements established for a job and evaluates his commitment to meeting them.

### Respect For Policies (9.0)

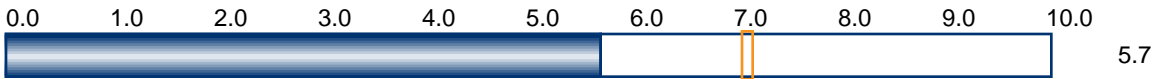
evaluates John's appreciation for the value of conducting business affairs according to the intent of company policies and standards.

## Category Component Descriptions

### Balanced Decision Making



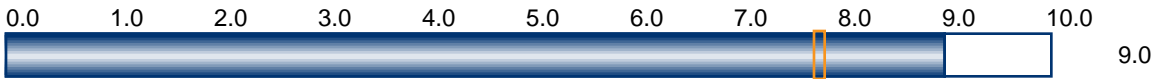
### Job Ethic



### Meeting Standards



### Respect For Policies



John Doe

0.90 / 0.82

## External

### Empathy



### Practical Thinking



### Systems Judgment



## Internal

### Self Esteem/Self Belief



### Role Awareness



### Self Direction



John Doe

Following Directions (10.0)	Intuitive Decision Making (7.1)
Seeing Potential Problems (10.0)	Material Possessions (7.1)
Realistic Goal Setting For Others (9.5)	Project Scheduling (7.1)
Evaluating Others (9.3)	Role Awareness (7.1)
Realistic Expectations (9.3)	Surrendering Control (7.1)
Sensitivity To Others (9.3)	Attitude Toward Honesty (7.0)
Correcting Others (9.2)	Personal Accountability (7.0)
Conceptual Thinking (9.0)	Initiative (7.0)
Problem and Situation Analysis (9.0)	Personal Drive (7.0)
Respect For Policies (9.0)	Persuading Others (7.0)
Results Orientation (9.0)	Diplomacy (6.9)
Sense of Belonging (9.0)	Consistency and Reliability (6.8)
Systems Judgment (9.0)	Balanced Decision Making (6.7)
Developing Others (8.8)	Concrete Organization (6.4)
Freedom From Prejudices (8.8)	Conveying Role Value (6.4)
Understanding Motivational Needs (8.8)	Enjoyment Of The Job (6.4)
Attitude Toward Others (8.6)	Practical Thinking (6.4)
Empathetic Outlook (8.6)	Respect For Property (6.4)
Human Awareness (8.6)	Role Confidence (6.4)
Monitoring Others (8.6)	Status and Recognition (6.4)
Personal Relationships (8.6)	Emotional Control (6.4)
Problem Solving (8.6)	Realistic Personal Goal Setting (6.1)
Relating To Others (8.6)	Self Management (6.0)
Understanding Attitude (8.6)	Self Confidence (6.0)
Integrative Ability (8.0)	Self Starting Ability (5.9)
Theoretical Problem Solving (8.0)	Handling Stress (5.7)
Evaluating What Is Said (7.8)	Self Esteem (5.7)
Attention To Detail (7.7)	Self Improvement (5.7)
Quality Orientation (7.7)	Job Ethic (5.7)
Persistence (7.7)	Accountability For Others (5.6)
Proactive Thinking (7.6)	Self Control (5.5)
Sense of Timing (7.5)	Handling Rejection (5.3)
Flexibility (7.5)	Problem Management (5.2)
Leading Others (7.5)	Self Assessment (5.1)
Self Direction (7.4)	Project and Goal Focus (4.9)
Self Discipline and Sense of Duty (7.4)	Using Common Sense (4.9)
Sense of Mission (7.4)	
Long Range Planning (7.3)	
Gaining Commitment (7.3)	
Meeting Standards (7.3)	
Personal Commitment (7.3)	
Creativity (7.1)	