



DISC Executive Insights

Coach. Develop. Retain.

Report For: **Sample Report**

Date: **6/11/2025**



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Introduction

This report is designed to combine and connect the results of the behavioral, motivational, and thinking style assessments (DISC, Motivators, & Critical Thinking) into a resource offering insight regarding:

1. The individual's behavioral and communication tendencies
2. What can drive action toward or away from others based on values
3. How an individual's processing ability affects the decisions they make and their critical thinking biases

The goal of this report is **not** to be a comprehensive review of each of these areas. Instead, this summary report provides a quick, but detailed overview of some of the most relevant information to give simple, practical, and applicable insights.

Remember, DISC is all about emotion and communication expressed through behavior. Motivators is all about the driving values and passions that influence decisions and behavior. Critical Thinking is all about processing ability, potential biases, and blind spots. Each of these, when combined, impacts and influences the others in ways that can be vital to understand as they impact performance and effectiveness.

How to Use This Report

The report is divided into 3 parts:

- **DISC Behavioral Style:** Insights from the DISC behavioral and communication model to provide explanation of the individual's emotional and behavioral tendencies, in both Natural and Adapted styles.
- **Motivational Style:** Insights from the Motivators model to provide more understanding and depth about the core values that drive one's behavioral tendencies, based on what's most important to the individual now.
- **Critical Thinking Style:** Insights from the Critical Thinking model to provide awareness of the complex, sub-conscious thinking patterns and biases that create or prevent balanced judgment.

This report can play a key role in shaping your own development plan as the information can improve and amplify your self-awareness, knowledge of your strengths and limitations, and mindful intentionality.



DISC Behavioral Styles



DISC focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

D Dominance

I Influence

S Steadiness

C Conscientiousness

Directness & Openness

D Tends to be **direct** and **guarded**

I Tends to be **direct** and **open**

S Tends to be **indirect** and **open**

C Tends to be **indirect** and **guarded**

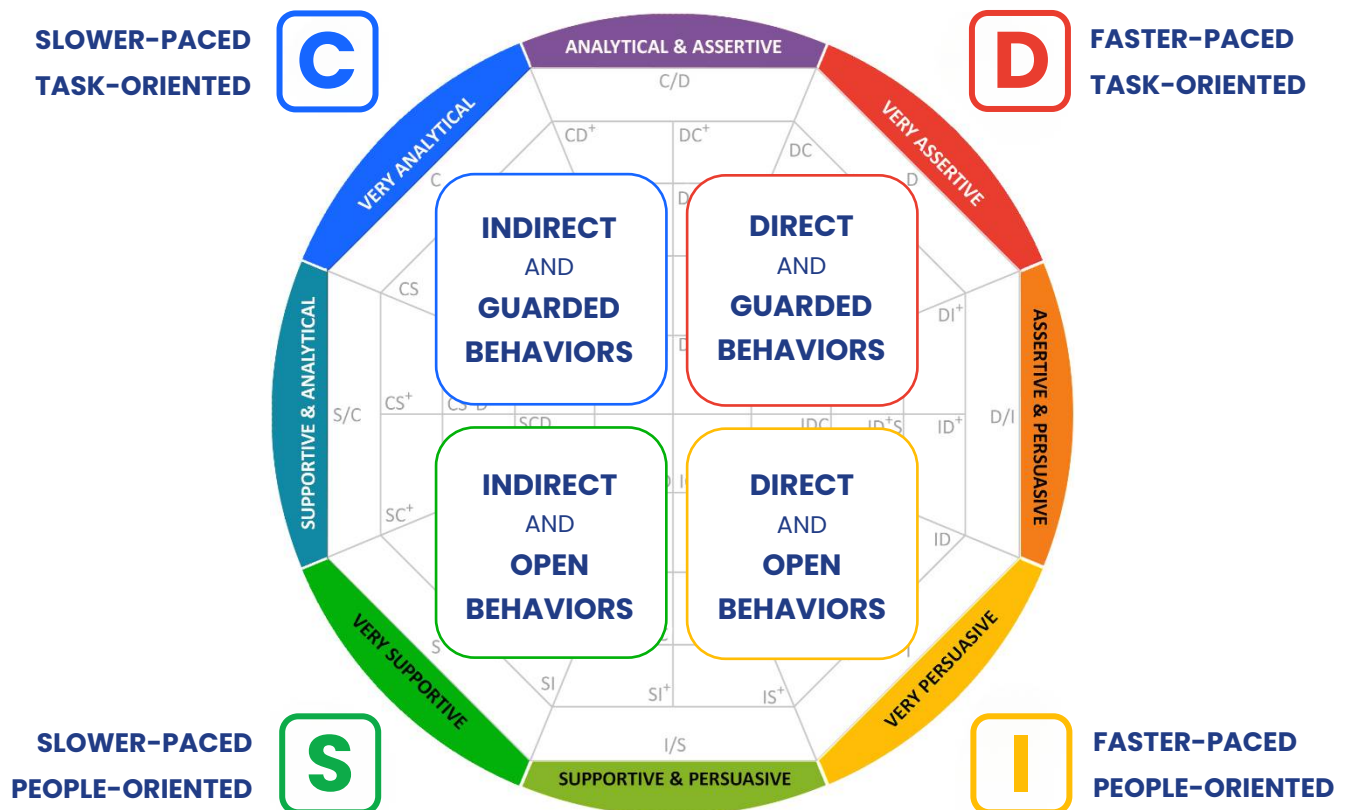
Pace & Priority

D **Fast**-paced and **task**-oriented

I **Fast**-paced and **people**-oriented

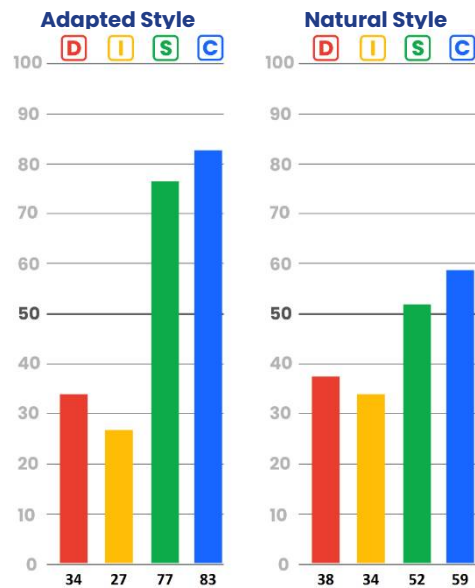
S **Slow**-paced and **people**-oriented

C **Slow**-paced and **task**-oriented





Your DISC Style Summary



The DISC Styles

Dominance - Direct, guarded, fast pace, task focus, goal oriented, openly expresses anger.

Influence - Direct, open, fast pace, people focus, optimism & trust emotions, openly expresses joy.

Steadiness - Indirect, open, slow pace, people focus, patient & non-expressive emotions.

Conscientiousness - Indirect, guarded, slow pace, task focus, fear emotion, is afraid of risk or failure.

Dominance: Focus on Problems/Challenges

N: Calculated risks, Moderate, Questioning, Unassuming

A: Mild, Seeks Consensus, Unobtrusive, Weighs pros/cons

Steadiness: Focus on Pace/Consistency

N: Composed, Deliberate, Constant, Stable

A: Consistent, Cooperative, Relaxed, Possessive

Influence: Focus on People/Contacts

N: Contemplative, Logical, Factual, Reserved

A: Contemplative, Logical, Factual, Reserved

Conscientiousness: Focus on Procedures/Constraints

N: Analytical, Neat, Sensitive, Tactful

A: Accurate, Conservative, Exacting, Precise

Your Behavioral Style: Formalist

Sample's style relies upon clear procedures and structure in all things. They are detail-oriented and seek perfection. They want and need to know the expectations and the timetable for their work before beginning a project so they can be successful. They tend to get bogged down in details and will not rush important decisions. They will likely take a risk, but only if they have the facts to support the decision. They tend to be suspicious of personal compliments, praise, or flattery because they can always find something to improve.



Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (**D**, **I**, **S**, or **C**) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. **CD+S**: The **D** score is stronger than in **CDS** so it plots closer to the **D** behavioral zone).

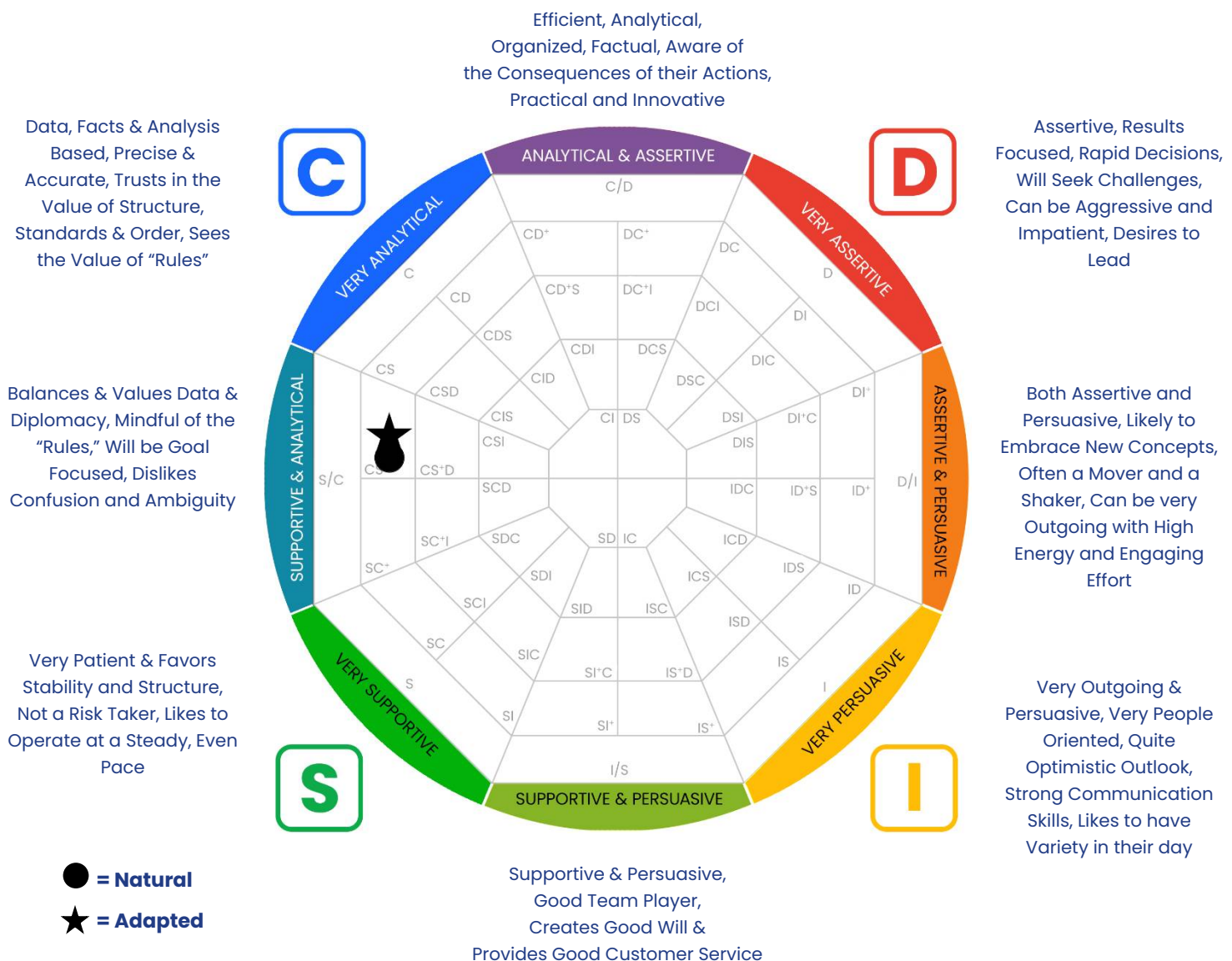
THE SCORING LEGEND

Dominance: How you deal with Problems and Challenges

Influence: How you deal with People and Contacts

Steadiness: How you deal with Pace and Consistency

Conscientiousness: How you deal with Procedure and Constraints





DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

You like your space to be neat and well-organized. When the workspace is clean and clutter-free, you are more able to focus clearly on the project at hand.

You tend to make decisions slowly and carefully, only after consideration of all variables and input from others. Of the many patterns of behavioral styles, your scores put you among a minority of the population (a positive minority) who show the trait of careful and deliberate decision making when it comes to important decisions. We specify "important," because you may make routine decisions rather rapidly.

You tend to judge others by objective standards, and prefer to be evaluated by specific criteria, preferably provided in writing. For you, things are more clear and well-defined when written down. When evaluation time comes, your preference is a list of specific criteria, or a performance measure that is specific and unambiguous.

You take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes. This is a strength. However, when the team has a deadline, you could be perceived as a bottleneck to the process. Not maliciously, but because you want to analyze the facts and data and determine all possible outcomes as a result of a decision. Be aware of this, and be prepared to abbreviate the analysis a bit when the clock is ticking.

Your score pattern indicates that you tend to maintain a keen awareness of time. You tend to be on time or early for appointments, and expect the same consideration of your time from others. It annoys you when certain people are perpetually late, or when meetings drag on with no assigned time to end.

You are very conscientious and attentive to follow through in working on detailed projects and complex assignments. Others on the team can depend on you and the efforts you provide to make the project a success. Some on the team may not realize all of the work you have done, and all the thought you have given to the project, because much of it might have been done behind the scenes. To maintain your own sense of accomplishment, be certain that others on the team know what you're doing for them in the background. Your modesty may make this a challenge, but you should always find a time and place to make sure your efforts are being recognized.

Your response pattern on the instrument indicates that you appreciate the security of efficient systems and procedures, and strive to maintain or improve them to the highest possible standards. This also might mean that you spend more time thinking about various processes and procedures than others on the team, and as a result, may act as an oracle for those who are uncertain. They ask you because they know you'll have the correct answer, but you may wonder why they didn't learn the correct procedure in the first place.

You demonstrate extremely high attention to detail as you strive for perfection. You strive to make things as high-quality as possible and may be disappointed when things turn out just "pretty good." Few people on the team have the ability to attend to details and to follow through the way you do.



Word Sketch – Adapted Style

DISC is an observable, “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

Focus	D Problems/Challenges	I People/Contacts	S Pace/Consistency	C Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discerning rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic



Word Sketch – Natural Style

DISC is an observable, “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

Focus	D Problems/Challenges	I People/Contacts	S Pace/Consistency	C Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discerning rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic



Communication Tips for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Check the two most important ideas when others communicate with you (dos & don'ts) and transfer them to the Summary of Your Style page.

When Communicating with Sample, **DO**:

- Be candid, open, and patient.
- Sample will follow through, so you should be certain to follow through on your part.
- Be certain that the information you have is credible.
- Approach issues in a logical, straightforward, and factual way.
- Show sincere interest in Sample as a person.
- Present your ideas and opinions in a non-threatening way.
- Outline individual tasks and responsibilities in writing.

When Communicating with Sample, **DON'T**:

- Make decisions for Sample.
- Offer assurances and guarantees that you can't fulfill.
- Be vague about what's expected of the group.
- Offer promises that you can't keep.
- Leave an idea or plan without backup support.
- Rush the issues or the decision-making process.
- Leave things up in the air, or decide by chance.



What you Bring to the Organization

This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies and the two most important environmental factors and transfer them to the Summary of Your Style page.

Your Strengths:

- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You are a strong guardian of quality-control standards and procedures.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You are not an extremist and tend to be supportive of team efforts.
- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You have an excellent, considerate, analytical listening style.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.

Your Work Style Tendencies:

- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.
- You like your workspace to be neat, well organized, and tidy, with everything in its place.
- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- You demonstrate a strong need for perfection and detail orientation.
- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- You persuade others on the team by careful attention to detail, and through facts, data, and logic.

You Tend to Be Most Effective In Environments That Provide:

- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- Activities that can be monitored from beginning to end.
- Established practices, procedures, and protocols.
- A workplace relatively free of interpersonal conflict and hostility.
- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- A secure work situation.
- Highly specialized assignments and technical areas of responsibility.



Your Behavioral Tendencies – Summary

The primary styles – **D, I, S, and C** – are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another.

Below, you will see the 12 Behavioral Tendencies, their definition, and the two styles that are influential in how they are expressed. Depending on your style scores, you will either lean toward one behavior or the other, or if your scores are similar, you may respond situationally, pulling from whichever style seems the most relevant at the time. Your personal descriptive statement explains your specific blend and behavioral response, in both the Natural and Adapted styles, for each of these 12 combinations.

Behavioral Tendencies		Natural	Adapted
Reasoning <i>How this individual uses evidence to think through and solve problems.</i> - Intuition-based (I) - Evidence-based (C)	Evidence-based (C) You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.	Evidence-based (C) Consistent with natural style	
Prioritizing <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i> - Results (D) - Rules (C)	Rules (C) You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.	Rules (C) Consistent with natural style	
Careful Decision Making <i>How this individual approaches decisions and actions.</i> - Impulsive (I) - Cautious (S)	Situational You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.	Cautious (S) You often carefully and cautiously consider the risks and benefits, while weighing the pros and cons to prepare for the outcome. You are likely to approach decisions with thoughtfulness before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler.	
Change Resistance <i>How this individual resists engaging with change.</i> - Drives Change (D) - Reluctant to Change (S)	Situational You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.	Reluctant to Change (S) You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit	
Accuracy <i>How this individual focuses on correctness and exactness.</i> - Predictability (S) - Precision (C)	Situational Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.	Situational Consistent with natural style	



Behavioral Tendencies	Natural	Adapted
Self-Reliance <i>How this individual works within a team.</i> - Collaborative (I) - Directive (D)	Situational You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.	Situational Consistent with natural style
Building Rapport <i>How this individual focuses when interacting with others.</i> - Results-Focused (D) - Relationships-Focused (I)	Situational Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!	Situational Consistent with natural style
Work Process Alignment <i>How this individual focuses on process to follow through on work.</i> - Accuracy (C) - Consistency (S)	Situational Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.	Situational Consistent with natural style
Personal Drive <i>How this individual's own goals move things forward.</i> - Others-driven (S) - Self-Driven (D)	Situational Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.	Others-driven (S) Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.
Customer & Team Interaction <i>How this individual engages with customers and stakeholders, internal and external.</i> - Supporting (S) - Engaging (I)	Situational You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.	Supporting (S) You are likely to focus on providing support and a calming presence to others, often caring for their needs in a way that builds trust and confidence in your service. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.
Providing Instruction <i>How this individual dictates directions and expectations.</i> - Reserved & Detailed (C) - Directive & Compulsive (D)	Reserved & Detailed (C) You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol. Sometimes, bending the rules slightly is important to getting the best results.	Reserved & Detailed (C) Consistent with natural style
Expressing Openness <i>How this individual is most comfortable expressing themselves.</i> - Structural (C) - Social (I)	Structural (C) You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.	Structural (C) Consistent with natural style

Motivators Style



Individuals 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. Once you have a clear understanding of what drives your behavior, it is easier **to find ways of achieving objectives that resonate and align with your motivations.**

Motivation helps influence behavior and action. It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

A Closer Look at the Seven Motivator Dimension Scores

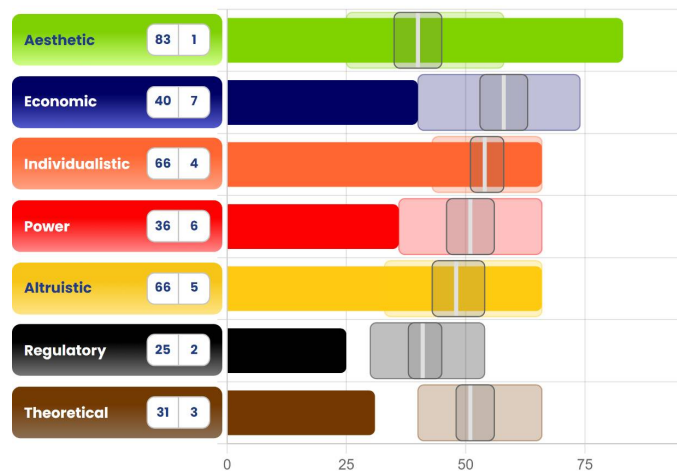
Each descriptor below reveals your preference for shaping behavior and indicates what energizes you.

	Low Score Energized by...	High Score Energized by...
 Aesthetic	Grounded Pragmatic and tangible approaches that bring concrete and reliable results.	Eccentric Achieving equilibrium and harmony between the world around you and yourself.
 Economic	Satisfied Less competitive approaches and being more satisfied with what you already have.	Self-Mastered Self-interest, economic gains, and achieving real-world returns on efforts.
 Individualistic	Secure Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion.	Unrestricted Expressing your autonomy and freedom from others' ideas and protocols.
 Power	Submissive Supporting other people's efforts and a less focused approach to owning your own personal space.	Domineering Directing and controlling people, environments, and personal spaces.
 Altruistic	Self-Focused Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others.	Pushover Helping and eliminating pain and suffering of others at personal cost.
 Regulatory	Defiant Remaining independent of as opposed to depending on the restrictive ideas of others.	Black & White Establishing routine, order, and setting boundaries for yourself and others.
 Theoretical	Disinterested A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers.	Scholarly Activities towards knowing everything that can be known about what you believe to be important and truthful.



Your Motivator Style Summary

Values Score/Ranking



A Drive For:

Aesthetic – balance, harmony, form

Economic – return on investment

Individualistic – independence & uniqueness

Power – control and influence

Altruistic – helping others at expense of self

Regulatory – order, routine, structure

Theoretical – knowledge, learn, understand

Aesthetic – Very High

You tend to think “alternatively” and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.

Economic – Low

You are not driven by monetary rewards or being “first” and may lack the emotional initiative necessary to compete with those around you.

Individualistic – Very High

You will seek independence, freedom, and positions of autonomy where you can freely express and display your reasoning.

Power – Low

You are a better collaborator and won't likely seek position power or authoritative roles.

Altruistic – Very High

You will seek to benefit others at your own personal expense and may find it very difficult to fight for what you want.

Regulatory – Very Low

You may subvert or break the rules you feel don't apply and believe in multithreaded approaches to solving problems.

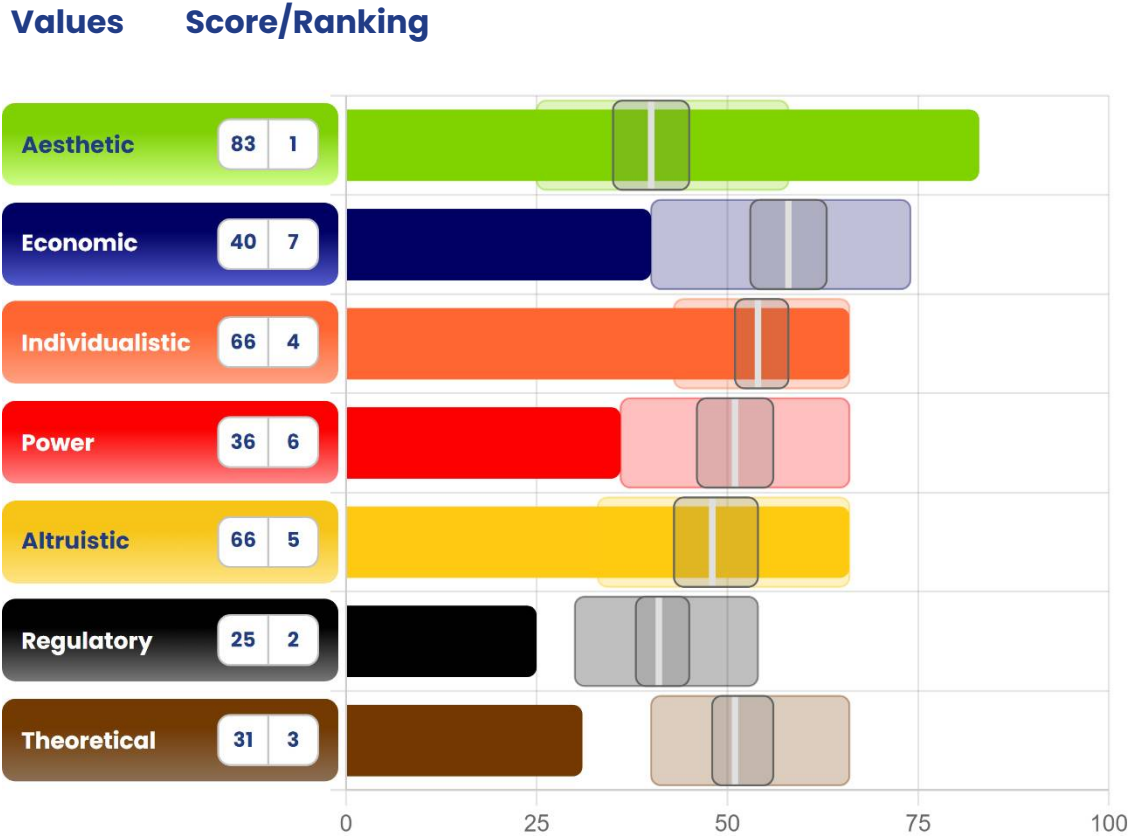
Theoretical – Very Low

You will tend to skip over information you consider unnecessary and will rely solely on what you already know.

The Motivator Style you most closely match: The Nonconformist

This style wants to find inventive and imaginative ways to convey their inner creativity and to experience the world around them. They will seek personal fulfillment through unconventional and unique expression, inspirational activities, and “out-of-the-box” thinking.

Summary of Sample's Motivation



Personal Scores

Importance & Impact

- Importance: The score number & solid bar**
Individual Score – shows how much passion you have for that dimension, and reveals how you'll likely express that Motivator
- Impact: Ranking**
Distance from 50 (whether high or low) – indicates the order of influence that the motivator has on your decisions, from 1–7

Population Scores

Comparison

- The median line**
Half of the population scores above and half scores below the median
- The grey box**
AVERAGE scores fall in this range, based on comparison to population
- The shaded area**
LOW & HIGH scores fall in this range, based on comparison to population

NOTE: If your score falls outside of the shaded area, you are driven differently than most of the population, whether your score is VERY LOW or VERY HIGH.

Sample's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor for each dimension to help you better identify, understand, and share your motivational orientation. Keep in mind, **the ranges for each of the seven Motivator scales are different**. This means the words will not likely be highlighted in the same area from dimension to dimension, even if your score number is the same.

Eccentric	Self-Mastered	Unrestricted	Domineering	Subservient	Black & White	Scholarly
Impractical	Maximized	Independent	Forceful	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	Incentivized	Creative	Controlling	Obliging	Orderly	Investigative
Imaginative	Practical	Balanced	Directive	Supportive	Disciplined	Inquisitive
Sensible	Judicious	Cooperative	Influential	Helpful	Open-Minded	Reflective
Realistic	Relaxed	Accommodating	Supportive	Self-Protective	Flexible	Street Smart
Practical	Aloof	Supportive	Yielding	Suspicious	Independent	Intuitive
Real World	Apathetic	Apprehensive	Passive	Distrusting	Spontaneous	Surface Analyzer
Grounded	Satisfied	Secure	Submissive	Self-Focused	Defiant	Disinterested
AES	ECO	IND	POW	ALT	REG	THE



Individual Motivator Dimension Details

Your Aesthetic Motivator – Eccentric



The Aesthetic Motivator: The drive for balance, harmony, and form. Creative, imaginative, artsy, mystical, and expressive, this style may redefine or resist real world approaches to current challenges.



Universal Assets:

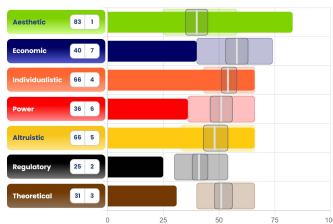
- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- You show a very strong desire for expressing your talents and fulfilling your dreams.
- You may feel as though you were born at the wrong time and might feel misunderstood by most.
- You will likely struggle with deciding what to do with your life. Making choices like career, college, or your direction may feel daunting.



Learning Paths:

- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.
- You have the ability to act as a go-between and integrate people's imaginations with certain tasks.
- You can assist team members in accessing their creative side.
- To increase the meaning of people's lives you could act as a facilitator between people's gifts and talents and meaningful jobs that might require them.

Your Economic Motivator – Apathetic



The Economic Motivator: The drive for a return on investment. Derives security from self-interest and achieving returns on personal ventures, resources, and focused energy. This can be both personal and professional, with a focus on ultimate outcomes.



Universal Assets:

- You may be sensitive to inequities and injustices and will not want to be a victim to others demands.
- You are not driven by monetary rewards and competitive frameworks.
- You may believe money is for spending on things you want.
- You score in a range that indicates a lower interest in gaining material wealth.



Learning Paths:

- You score like those who appreciate cooperation over competition.
- You may prefer team-oriented activities as opposed to the lone wolf approach.
- You come to a training or development function typically without a 'What's in it for me?' attitude.
- You may prefer just hanging out and enjoying others rather than having to compete with them.



Your Individualistic Motivator – Self-Reliant



The Individualistic Motivator: The drive to stand out as independent and unique. Desires to be seen as autonomous, special, and to stand apart from the crowd with an opportunity for freedom of personal expression.



Universal Assets:

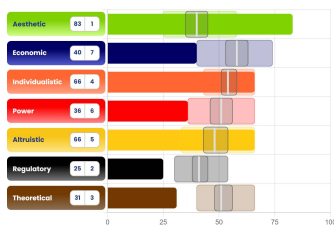
- You'll likely take the necessary risks depending upon your appetite for jumping off the cliff and building your wings on the way down.
- You may be very different, but not always valuable when it comes to creative ideas.
- You really enjoy doing your own thing your own way.
- You will seek your own personal niche where you can be seen as unbelievable.



Learning Paths:

- You must link the benefits of learning new things to your personal ability to recreate new ways of doing things.
- You need a wide variety of options available to you.
- You'll create an environment that encourages organic thinking.
- You need hyper flexibility and freedom to create when learning new things.

Your Power Motivator – Passive



The Power Motivator: The drive to be in control or have influence. Often being seen as a leader, this motivation values control over one's environment and success and is often associated with competitiveness and power.



Universal Assets:

- You may be less deliberate and more responsive when facing challenging opportunities.
- You may prefer slow and steady moves to faster or hectic moves you must control.
- You may at times feel out of place on a team where people jockey for position.
- You may pick and choose or avoid positions of intense responsibility.



Learning Paths:

- You may enjoy more cooperative learning activities as opposed to activities that require directing and controlling.
- You may need to take stronger initiative when working with dominant types.
- Being forceful isn't always bad.
- You may not want to compete, but will feel at home when working as a team.



Your Altruistic Motivator – Accommodating



The Altruistic Motivator: The drive to help others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always; it may also be a reflection of low self-esteem.



Universal Assets:

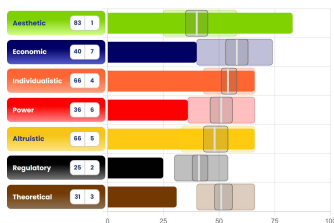
- With you, it's all about cooperation and consideration.
- You might rather give it away as opposed to sell it.
- You are rarely in it to win it.
- You believe it is much better to give than to receive.



Learning Paths:

- You should be exposed to others and allow them the benefit of being around you.
- Your training and development should focus on ways to support others.
- Your learning development should be connected to benevolence.
- Your training and development should involve community efforts.

Your Regulatory Motivator – Spontaneous



The Regulatory Motivator: The drive to create order, routine, and structure. This motivation promotes a black and white mindset and traditional approach to challenges through established standards, rules, and protocols.



Universal Assets:

- You have no problem making things up as you go along.
- You march to the beat of your own drum.
- You will not like being constrained or restricted to certain protocols.
- You will likely hate it when people refuse to believe things they don't understand.

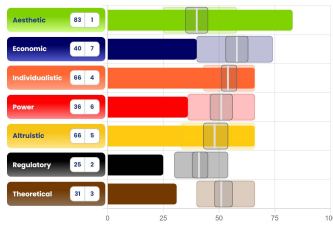


Learning Paths:

- You're likely thinking, "That's not how I'd do it."
- You prefer spontaneous and independent work environments where you can be more flexible.
- You listen to instruction while at the same time tweaking it.
- You prefer multiple learning modalities that enable your creative side.



Your Theoretical Motivator – Disinterested



The Theoretical Motivator: The drive for knowledge, learning, and understanding. The desire to uncover, discover, and recover the "truth." The need to gain knowledge for knowledge's sake.



Universal Assets:

- You likely have a very pragmatic or creative approach to discovery.
- You will not likely spend resources on continuing education.
- You may want to skip learning "everything" in order to get to the most important information.
- You probably look for the road of least resistance.



Learning Paths:

- The trainer or presenter may need to force-feed you some important details, especially if they are perceived as unimportant or a waste of your time.
- You should link training and professional development to other areas of the values graph where you sit outside the national norm.
- You should make training and development activities as hands-on as possible.
- You should hit only those essential items that relate to increased success or efficiency on projects.



Your Critical Thinking & Decision-Making Pattern



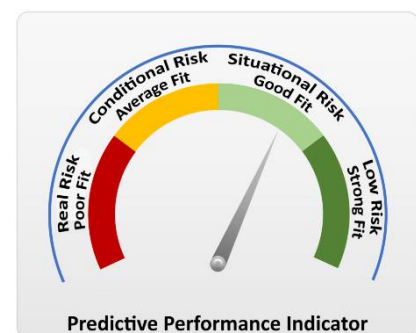
The Critical Thinking scores presented are based on the Nobel-Nominated research of Dr. Robert S. Hartman who first identified that humans have a consistent decision-making pattern that can be measured. Because decisions or choices precede action, and action translates into results, this decision-making measurement allows us to predict a person's probable performance with a great deal of accuracy because it shows how you uniquely define a good decision or choice.

Consider:

- The Hartman Value Profile (HVP) that is used to measure Critical Thinking is **not** a psychological, intelligence, or aptitude test. It measures **how** you use these factors in your day-to-day decisions and choices to address problems, challenges, and opportunities.
- Your pattern reveals how you define a good solution, decision, or action. Understanding how you process and form solutions is directly linked to your unique strengths and potential blockers that may interfere with them.
- Critical Thinking and balanced processing, like a musical or sports talent, can be learned and improved. By creating awareness and examining your processing skills to determine what is useful and how your preferences fit into balanced thinking, you can explore why some of your choices work well and why others may limit your potential outcomes.
- Think of Critical Thinking and Decision Making as the engine that drives human performance. How clearly you understand the consequences of your choices and the relative importance you assign to those consequences creates a foundation for your actions that are then filtered through your Motivators and expressed through your DISC style.

Your overall Critical Thinking and Decision-Making Score is presented as a function of risk (the probability for errors in judgment) and is based on a variety of factors further explained in the following pages. The "Z score Risk factor" is shown as an academic A, B, C, or D score.

CRITICAL THINKING RISK LEVEL			
D	- C +	- B +	A
		✓	
Cautionary REAL Risk Marginal Critical Thinking and Judgment	Average Conditional Risk Average Critical Thinking and Judgment	Good Situational Risk Good Critical Thinking and Judgment	Strong Low Risk Strong Critical Thinking and Judgment





The 6 Thinking Style Dimensions

Dr. Hartman identified that the human mind evaluates, organizes, and values **EVERYTHING** according to six separate, yet integrated, views. These are divided into 3 Core Dimensions:

- **Intuitive Thinking** is measured by assessing **Empathy** and **Self Esteem**
- **Practical Thinking** is measured by assessing **Practical Judgment** and **Role Awareness**
- **Systems/Conceptual Thinking** is measured assessing **Systems Judgment** and **Self-Direction**

Core Dimensions		External/World/Workplace Dimensions	Internal/Self Dimensions
Intuitive Thinking	PEOPLE Insight into Others	Empathy Ability to see, understand, appreciate, and value others and how your interactions with them will be received and supported. <i>How you value gaining the support of others, who will be impacted by your decision</i>	Self Esteem Ability to see, understand, appreciate, and accept one's own worth and value as a unique individual. <i>How you value yourself</i>
Practical Thinking	RESULTS Achieving Outcomes	Practical Judgment Ability to see, understand, and appreciate the practical, functional worth of results. Ability to execute tasks and operational activities to attain targeted outcomes. <i>How you value creating targeted results</i>	Role Awareness Ability to see, understand, and appreciate one's functional value based on current personal or professional roles, and one's place in the world. <i>How you value your current life's situations</i>
Systems/Conceptual Thinking	RULES Structure and Order	Systems Judgment Ability to see, understand, appreciate and value structure, order, and standards. Measures aptitude for strategic, big picture thinking. <i>How you value operating within the rules/structure you are expected to follow</i>	Self-Direction/Future View Ability to see, understand, and appreciate one's sense of mission and commitment to inner ideas and future expectations of self. <i>How you value (and the confidence you have for) a successful and rewarding future</i>

Note: The colors of the titles correspond to the bar graphs you will see on the graph pages. They have no relevance to scoring; they are simply to make it easier to identify which graph measures is aligned with which dimension.



Each of the six (6) views is measured in two ways:

- **PERSONAL BIAS, ATTENTION or IMPORTANCE** – the importance assigned to the expected consequences
- **CLARITY or UNDERSTANDING** – how clearly you understand the consequences of your decisions

Personal Bias, Attention or Importance

Personal Bias or Attention is a measure of the importance you currently assign or the amount you pay attention to certain types of specific information as you make your decisions. Like clarity, our personal biases (Attentive or Inattentive) can be a strength or a limitation depending on the demands of the environment and degree of balance with the other dimensions.

Personal Bias, Attention, or Importance intensities are classified into 4 categories:

1. **Over Attentive:** Having a personal bias toward the dimension and a tendency to place a great deal of importance on the dimension.
2. **Attentive:** Having a balanced and generally positive view of the dimension and the ability to pay attention to the dimension without losing perspective of other dimensions.
3. **Cautious:** Exhibiting caution and skepticism regarding the importance of dimension. Tending not to focus or rely too much on the dimension to make decisions and examining more closely before taking action.
4. **Inattentive:** Filtering out the dimension or not seeing the importance of it. Tending to be very cautious, critical, and undervalue the dimension. (Note: Stronger clarity may reduce some effects of inattentiveness.)

Clarity or Understanding

Clarity is a measure of your natural ability to see and understand each value dimension. The greater your clarity the more accuracy and precision you have in the judgments that are made in that dimension. Each level of clarity has its own strengths and limitations.

It is classified into 5 categories:

Crystal Clear: The ability to be very insightful, to distinguish differences, both good and bad, and to be sensitive to all aspects of the dimension.

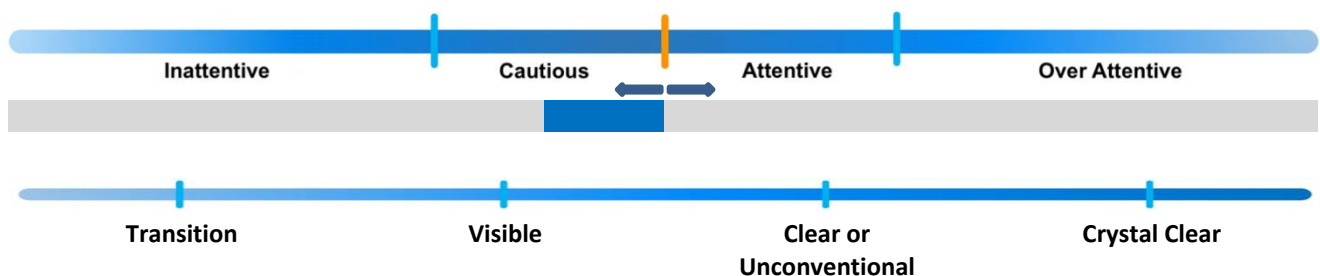
Clear: The ability to be in touch with key aspects of the dimension but to overlook some aspects due to allowing some information in and filtering other information out.

Unconventional (World Dimension Only): Represents 'out-of-the-box' thinking or mindset and indicates a natural ability to see things and respond to them in ways which others overlook because you think differently and focus on the creative and unique more than most others.

Visible: The ability to be in touch with and distinguish some specific aspects of a dimension clearly, but overlook or not see other aspects due to selective filtering, which results in errors when anticipating consequences.

Transition: Indicates a likelihood that thinking in this area will result in inaccurate or inconsistent decision making that typically leads to mistakes in judgment and action.

The following two pages show your Attention and Clarity scores for the six (6) dimensions on bar graphs. The statements under each set indicate your general strengths and limitations for that dimension. Note that for the **Attention** bar, the **direction** of the bar indicates the Importance/Personal Bias (left means less important, right means more important). The **length** of the bar indicates the **intensity** of that Importance (high or low intensity). The longer the bar, in either direction, the more intensity aligned with that direction. A very short bar near the center reflects balanced attention to this dimension.





Your Critical Thinking Style: External/World/Workplace Dimensions

Empathy – Other People

How you understand and value the impact your decisions will have on other people, and the importance you assign to other people's acceptance of your decisions.

Personal Bias, Attention or Importance



Clarity or Understanding



You are a keenly perceptive individual who has an excellent capacity for seeing and appreciating the inner worth and individuality of others. You are optimistic and concerned about others but may tend to become too personally involved with others, to become too sensitive about what others think or say. You tend to open more readily to those who meet your idealistic and preset ideas and expectations.

You score with Crystal Clear or Excellent Clarity and Understanding for how your choices will impact others, filtered by a slightly stronger positive (+67%) personal bias (or assigned importance). This bias tends to pursue results with some concern for making choices that will be supported and accepted by others.

Practical Judgment – Results

How you understand and value the results and outcomes, and the importance you assign to results and outcomes as you make decisions.

Personal Bias, Attention or Importance



Clarity or Understanding



You have a very good capacity for seeing and understanding practical, pragmatic values and common sense thinking. You tend to be somewhat skeptical in your thinking leading you to be cautiously hesitant in your practical thinking relying more readily on what you think ought to be rather than what your common sense tells you.

You score with Clear or Good Clarity and Understanding for how your choices will deliver targeted results, filtered by a somewhat cautious (-62%) negative personal bias (or assigned importance). This results bias assigns significant concern to the potential negative consequences while pursuing results. It will likely assume a somewhat defensive position that says, "Make sure you're right, before you go ahead."



Systems Judgment – Rules

How you understand and value the order, structure, process, and rules, and the importance you assign to them as you make decisions.

Personal Bias, Attention or Importance



Clarity or Understanding



You have a very good capacity for seeing and appreciating the need for structure, order, consistency and authority. You tend to be a conceptual, analytical thinker and a proactive planner who likes to fit all of the pieces together before making a decision. Your strong sense of perfectionism may turn into a stubborn insistence that things be done right regardless of circumstances.

You score with Clear or Good Clarity and Understanding for how your decisions will operate within the rules, filtered by the ideally balanced (+50%) personal bias (or assigned importance). This rules bias balances the approach to following rules by making choices that typically operate within the rules, and not compromising the result's progress or damaging other considerations.

Your Critical Thinking Style: Self Dimensions

Self Esteem – How You Value Yourself

How you currently understand and value yourself, and the importance you place on yourself as you make decisions.

Personal Bias, Attention or Importance



Clarity or Understanding



You have an excellent capacity for seeing and understanding your own inner self worth and unique individuality. You tend, however, to not give yourself enough credit, to measure yourself against your own idealistic and perfectionistic expectations or against the expectations of others. In either case, you are likely to blow up your imperfections and to be overly sensitive to what others think or say about you.

You score with Crystal Clear or Excellent Clarity and Understanding for how you place value and assign importance on yourself, filtered by a (%-100) more intense negative and critical self-valuation. This bias expects consistent victories and will strongly self-criticize any errors. Despite consistent successes, it often carries self-doubt and you will likely be more forgiving of others than you are of yourself. This can often be problematic and stressful.



Role Awareness – Current Role Awareness & Satisfaction

How you understand and value your current role(s) in life, and the importance you place on those roles as you make your way through day-to-day circumstances.

Personal Bias, Attention or Importance



Clarity or Understanding



You have an excellent capacity for both seeing and understanding the importance of social/role image, of social status and recognition. You have the ability to see and understand the importance of your social/role achievements; however, at present you are not certain either that you are performing to your potential or that your current situation is allowing you to contribute to your potential.

You score with Crystal Clear or Excellent Clarity and Understanding of the value for your current role, filtered by a (-67%) somewhat negative level of current role satisfaction. This bias reflects some concern for the lack of fulfillment that your current life role(s) are contributing to your overall internal satisfaction.

Self-Direction – Your View of the Future & Confidence in Your Future Vision

How you understand and value your direction and your future, and the importance you place on your view for how that future ought to be.

Personal Bias, Attention or Importance



Clarity or Understanding



You are an extremely self directed, goal directed individual who will compulsively push toward the direction which you think is right for you. Your persistence can turn into a dogmatic and perfectionistic insistence that your way is right regardless of circumstances and as a result, you are likely to have difficulty shifting directions or admitting that your decisions or directions are incorrect.

You score with Moderate or Average Clarity and Understanding of your future vision for yourself, filtered by a more positive (+75%) Self-Direction/Future view. This bias tends toward a belief in a satisfying and rewarding future, along with an understanding of how your current circumstances can lead you there.



Your Thinking Style in a Few Words

The following page(s) provide a general overview of your thinking style.



Problem Solving

You will easily notice and typically have intuitive feelings about what needs to take place to solve a problem or challenge. When working with others, keep an open mind and do not judge potential solutions before they have been completely discussed and evaluated. In applying a solution to a problem, be flexible in case the potential solution is not working and must shift. You have a tendency to get stuck in ideas and keep pushing to make things happen, despite the circumstances changing. Remember to solicit ideas from others also; you have a tendency to neglect looking at the specifics needed to bring a solution into reality and other perspectives may bridge the gap.



Strengths

- Ability to express commitment, belief, and enthusiasm for what you believe in
- Show concern for others' questions, needs, and interests
- Attention to being thorough in all areas
- Ability to anticipate another person's potential objections
- Ability to keep focused on relevant issues and see both the big picture and details
- Will focus attention on building trust and respect



Areas for Development

- Tend to say and promise more than is necessary, intending to develop trust
- Can get bogged down in details and ask too many questions
- May become overly concerned with developing personal ties in all interactions
- May rely too heavily on intuitive feelings and hunches
- Tend to promise more than can be realistically delivered
- Can become so excited about sharing your interests that you unintentionally neglect the other person or group
- May spend too much time trying to validate your point of view when you feel passionate about the topic
- May respond impulsively and emotionally when others object to your idea or point of view



Suggestions for Improvement

- Practice being a more present, patient listener
- Pay more attention to non-verbal signals and timing to keep a conversation on track
- Avoid being overly competitive or compelling when dealing with people who disagree with your ideas and opinions
- Keep personal issues from interfering with a conversation
- Learn to confront and handle objections in a practical, timely manner
- Tone down the enthusiasm to sway others to ideas you are passionate about



Your Prioritized Strengths

The following two pages contain descriptions of your specific strengths based on your unique thinking style pattern. Your top strengths are listed in order with your greatest strength first.

Strength Scoring Legend: (*Risk is the probability of judgmental errors*)

- Low Risk = A Level
- Situation Risk = B Level
- Conditional Risk = C Level
- Real Risk = D Level

1 Using Common Sense: (Managing Problems)–Low Risk

Excellent ability to see and understand how to get things done in a practical, common sense way.

2 Seeing Potential Problems: (Managing Problems)–Low Risk

Excellent capacity for identifying crucial issues in complex and confusing situations.

3 Concrete Organization: (Planning And Organizing)–Low Risk

The ability and the willingness to spend time and energy concretely organizing and planning.

4 Persistence: (Getting Things Done)–Low Risk

Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.

5 Insight Into Others: (Managing Others)–Low Risk

Keen insight into others combined with a positive attitude builds a realistically optimistic evaluation of others.

6 Attention To Concrete Detail: (Managing Activities)–Low Risk

Good practical common sense and a compulsion for doing things right creates immediate awareness and balance.

7 Intuitive Insight: (Managing Problems)–Low Risk

Very Good ability for relying on intuitive insight and inner 'gut' feelings for identifying and solving problems.



Your Prioritized Development

This section contains descriptions of your potential limitations based on your unique thinking style pattern. Your top limitations are listed in order with your most significant limitation first.

Blocker Strength Scoring Legend: (*Risk is the probability of Judgmental Errors*)

- Real Risk = D Level
- Conditional Risk = C Level
- Situational Risk = B Level
- Low Risk = A Level

1 Self Esteem: (Managing Self)–Conditional Risk/PRF-30A

Inattentive to inner self worth, may be too hard on themselves and too critical of themselves when they do not measure up.

2 Doing Things Right: (Managing Activities)–Conditional Risk/PRF-8B

Tend to set unrealistic expectations, to be out of touch and impatient with a world that will not or cannot live up.

3 Results Oriented: (Getting Things Done)–Conditional Risk/PRF-26B

Lack of attention to results can generate a tendency to delay decisions or to overlook what needs to be done.

4 Health/Tension Index: (Managing Self)–Conditional Risk/PRF-35B

Imbalance in their thinking can generate anxiety, frustration, and despair as they seek to match expectations to actions.

5 Meeting Established Standards: (Managing Activities)–Conditional Risk/PRF-7B

Strong sense of perfectionism can lead them to impose an inflexibility without regard to consequences of the decision.

6 Role Satisfaction: (Managing Self)–Conditional Risk/PRF-33B

Social or role uncertainty can lead them to feel frustrated or dissatisfied in their current circumstances.

7 Attention To Policies & Procedures: (Managing Activities)–Situational Risk

Perfectionistic, stubborn thinking can lead them to insist on obeying rules and policies without exception.

Everyone has blockers. They are the factors that can interfere with one's ability to optimize their strengths. Each blocker has a reference number shown in parenthesis. Use that number to gain powerful insights into each blocker by referencing our online materials to help you develop!

1. Go to the online resource page: <http://www.axiometrics.us>
2. Enter the following – Log In: **UNDERSTANDING** Password: **BLOCKERS**
3. Select the content Tab from the top of the page: **Management/Professional Reference Manual** (MGT/PRF)
4. Select the corresponding blocker number – i.e.: MGT-5A

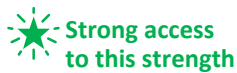
Please Note: PRF and MGT codes are interchangeable, so PRF-9D is the same as MGT-9D.

These will provide you with relevant information about the blocker, how it will likely impact the individual, and specific questions and tactics to explore the blocker. These insights can be very helpful for selection or as a foundation for development and training.



Your Workplace Competency Scores

Below are the scores of 35 Workplace Competencies that will direct, guide, and focus Sample toward successful results. The definitions are provided in the Appendix at the end of this report.



Strong access to this strength



Good access to this strength



Average access to this strength



Capacity to develop

Strong access to this strength: The individual has the ability to make sound judgments and has balance in decision-making abilities. The potential for making errors is greatly reduced.

Good access to this strength: The individual's ability to make balanced judgments can sometimes be impaired, however, it is still good overall. Explore the specific situations that may lead the individual to become uncertain and discuss what additional support may be needed to ensure effectiveness.

Average access to this strength: The individual's ability to make judgments varies according to the circumstances, however, it remains within the average range for most individuals. Review with the individual the situations that may lead to errors in judgment, discuss what support can be provided, and create a plan to proactively develop this competency.

Capacity to develop: This person likely has reduced understanding, blind spots, or biases (positive or negative) that create potential issues in making sound judgments and likely result in errors. Explore this area in greater detail to examine how those risks may impact effectiveness and determine how to manage and lessen the risk potential.

***Note: Not all risks equate to poor performance, a challenge, or a concern. The skills and judgment areas in question may not be a requirement of the role or company. Remember to thoroughly explore the relevancies of this information in the specific environment and consider behavioral style and motivational style influences as well.**

Workplace Competencies				
Working With Others				
Insight Into Others	✓			
Attitude Toward Others	✓			
Prejudice/Bias Index		✓		
Sensitivity to Others		✓		
Listening to Others		✓		
Talking At the Right Time	✓			
Managing Activities				
Meeting Established Standards			✓	
Doing Things Right			✓	
Attention to Policies/Procedures		✓		
Meeting Schedules & Deadlines		✓		
Attitude Toward Authority		✓		
Attention to Concrete Detail	✓			

Workplace Competencies				
Problem Solving				
Evaluating What to Do	✓			
Using Common Sense	✓			
Intuitive Insight	✓			
Seeing Potential Problems	✓			
Proactive Conceptual Thinking		✓		
Planning & Organizing				
Realistic Goal Setting		✓		
Short Range Planning	✓			
Long Range Planning		✓		
Concrete Organization	✓			
Conceptual Organization		✓		
Realistic Goal Setting	✓			
Getting Things Done				
Self Confidence		✓		
Goal Directedness	✓			
Results Oriented			✓	
Ambition	✓			
Persistence	✓			
Consistency	✓			
Managing Self				
Self Esteem			✓	
Self-Assessment	✓			
Self-Control		✓		
Role Satisfaction			✓	
Flexibility and Adaptability	✓			
Health Tension Index*			✓	

**Note: The health tension index is a powerful measure that calculates the degree of frustration, disappointment, and even anger that a person will feel when their ideas, recommendations, and beliefs are not accepted by others. It is also a measure of the willingness to consider and accept alternative ideas and beliefs that differ from our own.*

For more information on the 35 Workplace Competencies, please refer to the Appendix at the end of the report.



Your Overall Summary

Your Primary Communication Strengths:

- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You are a strong guardian of quality-control standards and procedures.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You are not an extremist and tend to be supportive of team efforts.
- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You have an excellent, considerate, analytical listening style.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.

Your Performance Overview and Recommendations

General Performance: Ability to Perform Within the Areas of Expertise

Relying upon the areas of expertise and qualifications, you can call upon very good (B+ level) critical thinking to resolve the core administrative problems, challenges and opportunities they encounter. Your internal motivator hierarchy will filter/influence your choices and drive action steps that are based upon an acceptable ratio for the "work-life balance", a willingness to challenge the status quo, pragmatic and mainstream approaches, sustaining a high level of personal freedom and autonomy, helping and supporting others, providing a stabilizing force for teaming efforts and delivering an exceptional work product and level of service to others. You deliver the motivated critical thinking pattern in an overall Patient and Task Oriented manner. Be aware that the following attitudes will typically be reflected in your decisions: Optimistic about self and world, Optimistic, positive attitude toward others and Cautious, hesitant attitude toward getting things done.

Ability to Perform in a Specific Management Role

As you consider the impact that the three areas summarized above will have on Sample's credentials, we would view Sample as an individual with a very good potential for making balanced decisions, who will likely deliver strong results in this role, provided it is supported by their specific knowledge, industry experience, and track record of past successes.. Based upon the results, Sample believes that their innate natural talents and abilities are a potentially good fit, but is out of sync for their current role. It may be useful to factor in this current role satisfaction as you consider new, expanded, or alternative assignments for this individual.

Training & Development: Areas Where Sample May Need Support:

- You may be perceived by others as private, guarded, shy, and undemonstrative.
- You may be too tightly bound to established procedures and tradition, even as more efficient and effective methods become available.
- You could benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities on a tighter timeline.
- You could demonstrate more flexibility regarding new ideas and innovations.
- You may sometimes use facts, figures, and details as a "security blanket" to avoid confrontation or hostility.
- You may tend to spend more time than necessary on certain details, for fear of being seen as underprepared.
- You may sometimes overthink or overexert yourself on standard or routine procedures.

Teamwork: Sample Should Thrive in Teaming Opportunities that Provide:

- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- Activities that can be monitored from beginning to end.
- Established practices, procedures, and protocols.
- A workplace relatively free of interpersonal conflict and hostility.
- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- A secure work situation.
- Highly specialized assignments and technical areas of responsibility.



1. Based on your assessment results, what new insights do you have in regard to your Behavioral, Motivational, & Critical Thinking Styles?

2. What do you feel are your greatest strengths related to your Behavioral, Motivational, & Critical Thinking Styles?

3. What potential limitations, risks, and biases have you identified in relation to your Behavioral, Motivational, & Critical Thinking Styles?

4. Based on what you have learned about your Behavioral, Motivational, & Critical Thinking Styles, what things are you going to Start, Stop, and Continue to optimize your performance in the future?

Start	Stop	Continue



Appendix: Workplace Top Performer Competencies Defined

Six Categories with 35 Key Competencies that Empower Top Performers

Working Effectively with Others

NOTE: This measures the ability to see and appreciate the needs and interests of others and the ability to deal with others in a concerned but objective manner.

Insight into Others

This is a measure of the ability to employ one's "gut instincts" effectively. It is both the intuitive evaluation and application of that evaluation. It is the capacity to enrich one's experience and tactics by virtue of this intuitive component that comes from the ability to understand others and apply that understanding in an effective way.

Attitude toward Others

This is a measure of the ability to see and appreciate the unique value and contribution that others are able to provide. It includes the capacity to interact with others without becoming personally involved in their issues to the point that the interaction clouds decisions. It reflects an objective balanced perspective.

Prejudice Bias Index

This measures the ability to manage without fear of negative feedback from others who do not like the management decision(s) one makes. It calculates the need to be liked and viewed as a strong leader without over promising or ignoring one's duties and responsibilities.

Sensitivity to Others

This measures the capacity to balance one's compassion for others and the desire to trust others with an objective ability to realistically see strengths and weaknesses and to not be blind to another's character flaws or to be unrealistically accountable for the effect one's actions or decisions will have on others.

Listening to Others

This measures the ability to retain a high expectation for other people's performance while avoiding the tendency to shift from being open and available to becoming overly critical and demanding when others do not deliver those high expectations. It is also a measure of the ability to listen to other's input while retaining an objective management style that balances optimistic expectations with realistic allowances for human error and avoidance of preset views that shut out viewpoints that differ from your own.

Talking at the Right Time

This measures the capacity to avoid overconfidence and over estimation of the value of one's own view on things and to be open to consideration of other people's concepts, ideas, and solutions. It is the ability to consider alternatives and avoid the "I always know the best solution" mentality.

Managing Activities

NOTE: This measures the ability to see what is needed to get things done in a timely manner that resolves problems without creating new ones.

Meeting Established Standards

This measures the ability to see what needs to be done; to identify both problems and potential workable solutions to those problems within the constraints and structure of the organization and available resources. It measures the willingness to respect and operate within the established guidelines without trying to overtly or covertly do things in one's own way while subordinating established standards.

Doing Things Right

This measures the capacity to balance one's need to get results against the tendency to ignore established rules and impose one's personal sense of what is right, wrong and the correct action on virtually every situation. This capacity also measures the ability to "let go" of one's individualistic beliefs when faced with circumstances, evidence and reason that suggest the current view is incorrect.

Attention to Policies and Procedures

This measures the capacity to balance a creative, inventive solution without disregarding, ignoring, or disrespecting established policies and procedures that might be viewed as limiting. It is the ability to balance one's NOW focus against a longer ranged strategic thinking that considers and factors the consequences of devaluing established procedures.

Meeting Schedules and Deadlines

This measures the capacity to infuse what one thinks is right and is the correct action with the practical need to "get things done" on time and to specification. This competency balances "decision rigidity" with avoidance of analysis paralysis that happens when the path to decision and implementation is clouded by unreasonable perfectionistic thinking that sees only one way to do things.

Attitude Toward Authority

This capacity measures the willingness to set aside one's own priorities and beliefs and to fit in and conform to accepted and established norms, protocols and rules. It measures the strength of the need to challenge the rules vs. a willingness to follow established procedures because they are requested by the organization.

Attention to Concrete Detail

This capacity measures the ability to see and evaluate what is happening in the external workplace world. It is the capability to value the standards, values, ideas, and ways of doing things that generate results in a balanced and functional way. It is a measure of the ability to bring one's personal beliefs and preferences with the needs of the organization.



Problem Solving

NOTE: This measures the ability to identify potential problems before they morph into a crisis, and the capacity to generate effective solutions within the guidelines and resources of the current organization.

Evaluating What to Do

This capacity measures the ability to clearly see what is happening around them. It is both the capacity to understand the current problem, challenge, or opportunity, and the ability to view the relative importance of that issue in a balanced manner that is neither too optimistic nor pessimistic.

Using Common Sense

This capacity measures practical problem solving that incorporates balancing the need to achieve a result without an over reliance on “gut feeling” or preset models to solve problems. It incorporates one’s sense of timing for when, where, and how to take action in order to accomplish objectives.

Intuitive Insight

This is a measure of one’s ability to rely upon their intuitive insight about what is the right or wrong tactic as a key factor when trying to solve the problems they face. When someone can meld this powerful “gut feeling component” with effective and logical practical thinking, good decisions will be the likely result.

Seeing Potential Problems

This is a measure of the capacity to see problems, challenges, and opportunities from multiple perspectives. Every situation has structural, comparative, and unique components; this score measures the ability to view those issues in a balanced way.

Proactive, Conceptual Thinking

This capacity measures the ability to balance one’s need to take an action and achieve a result without subordinating the importance of considering the consequences of that action or result. It measures the willingness to tie up loose ends and to make certain that one’s actions achieve an overall balanced and positive result.



Planning & Organizing

NOTE: This measures the ability to set realistic goals, build plans to reach those goals, and turn those plans into concrete steps that generate the desired results.

Realistic Goal Setting

This capacity measures the ability to view objectives and goals in an evaluative and wide focused manner. It scores the capacity to avoid strict black and white, narrowly focused, or preset thinking and scores the ability to avoid compulsive and non-yielding beliefs that would tend to ignore evidence and circumstances that would suggest an alternate solution or course of action.

Short Range Planning

This measures the capacity to balance 3 factors in the realm of immediate or short-term planning. First, the ability to coordinate one's view for how an action ought to be done with a logical, practical, and viable alternative action plan; Second, it measures the ability to AVOID overlooking ideas, attitudes and ways of doing things simply because they do not offer an immediate benefit; and third, the ability to balance the inclination to hesitate due to a pursuit of perfection with the need to achieve a practical common-sense solution.

Long Range Planning

This capacity measures one's ability to value the need for longer range planning due to an appreciation for the power of structure and organization and a freedom from confusion as circumstances create a degree of chaos that can shift one's focus from a longer-range plan and organization to immediate issues. It is the ability to see that future planning can often eliminate a number of the current fire drills that keep happening over and over again due to a lack of future planning.

Concrete Organization

This is a measure of the capacity to pay attention to immediate, practical matters and to view those issues from a balanced manner that is devoid of rigid, preset thinking that comes from a repetitive "one size fits all solution perspective." It is also a measure of the ability to resist focusing primarily on what is wrong with a situation and to avoid the tendency to pursue wild "out of the box" solutions that may not connect to the issue at hand.

Conceptual Organization

This is a measure of the ability to balance a strong analytical, logical, clear, and conforming analysis and planning while achieving an actual result. Without the result component, this could easily become "analysis paralysis." As is so often the case, it is a measure of the ability to balance two counter forces- strong reliance upon logic and analysis with bottom line results.

Attention to Planning

This measures the capacity to see the need for following a plan and to be able to recognize the related series of events that support or deviate from that plan. It is the ability to follow a plan and to exercise a reasonable degree of conformity and uniformity toward the plan as time goes by. It is the practice of using reliable foresight to accomplish results rather than hindsight as justification for the problems created due to a failure to follow a plan.

Getting Things Done

NOTE: This measures the ability to focus energy on assigned tasks and follow them through to completion while managing stress levels without losing the freedom of action and creativity that drives superior results.

Self Confidence

This is a measure of the individual's view of their overall ability to succeed in their current situation or circumstance. It also measures their view of their ability to perform to their potential in their current role(s). It measures one's capacity to be comfortable with their own identity without the need for others to provide them with direction and leadership and it measures the intensity of one's feeling of frustration, anxiety, and indecision in the current role.

Goal Directedness

This capacity measures one's clarity of direction for their future endeavors. It calculates the ability to accurately see the probable "next steps" in light of both a degree of understanding of and adherence to how things OUGHT to unfold and how willing the person is to exert the effort to get there. As we have seen so often, it calculates the ability to balance one's future path with their ability to see how that path will provide them with an acceptable level of internal satisfaction.

Results Oriented

This capacity measures one's ability to focus on results from a practical thinking, practical consequence of action and strategies perspective. It is also the ability to balance the need for concrete immediate NOW RESULTS without sacrificing quality control and prudent "plan b" back up planning. It calculates the ability to avoid feeling so compelled to act that one takes the shortest path to solutions without mastering the steps required for sustainable solutions that provide long term benefit.

Ambition

This capacity measures one's clarity of their sense of overall direction in the workplace and life. It calculates an understanding of the rewards provided by specific goals and the value of commitment to achieving them. It views one's ability to know what is right for them and the strength of pursuit so that their actions square with their personal guide or code of conduct and personal ideals.

Persistence

This measures the commitment and dedication to the fulfillment of one's goals, ideas, projects and commitments. It is the ability to marshal the vitality and energy to stay on track and on target but without becoming so stubborn from a perfectionistic focus that one cannot or will not see when a change of direction is called for and that a change is the correct action for the given situation.

Consistency

This measures the capacity to push forward in a way that supports one's current role with a clear understanding of what they can do, will enjoy doing and will stay committed to doing. It measures the ability to avoid the tendency to be susceptible to new and interesting situations that may appear interesting but do not support one's primary responsibilities and commitments. It also measures the capacity to set achievable and realistic goals that are also challenging and rewarding.



Managing Self

NOTE: This measures the ability to see, understand, and be sensitive to one's own personal competence and uniqueness, confidence level, alignment of personal and company goals, time management, and personal organizational skills.

Self Esteem

This measures the capacity to see the value that you bring to the job and to the world without allowing that understanding to become toxic arrogance. It is a measure of the ability to understand your strengths and to acknowledge them in a positive way that enables an effective manager to say no when appropriate, make realistic commitments, avoid becoming overly sensitive to what others think or say, avoid self-deprecation, accept praise, and avoid a fear of success.

Self-Assessment

This measures one's ability to realistically see both their own strengths and blockers. They would avoid overvaluation or undervaluation of their abilities and they would not be riddled with guilt and/or feelings of inadequacy if they make a mistake or do not exceed the expectation of others. Finally, this measures the ability to have an internal beacon that directs and guides one's actions as they interact with others.

Self-Control

This measures the capacity to see and realistically appreciate one's abilities and how they can translate into a positive and useful contribution to society. This self-knowing engenders a background of confidence that enables one to function without strong reactions to the inevitable push and pull of life's circumstances or the need to treat every issue as a crisis or respond to objections or criticisms in an emotional and impulsive way. This also measures the capacity to avoid distractions that sap energy, cause fatigue and prevent one from their day-to-day schedule and activities.

Role Satisfaction

This measures the capacity to see and appreciate one's place and function in the world. It indicates the individual is aware of the aspects of their role(s) that give them a feeling of contribution and fulfillment. They will likely feel they are performing at an acceptable level of potential and will be reasonably free from anxiety and frustration. It should be noted that someone seeking a new employment connection may be temporarily negatively impacted by a lower score for this factor due to their current employment circumstances.

Flexibility and Adaptability

This capacity measures the ability to objectively evaluate situations, consider alternatives, and take actions that are based upon a balance of logical and emotional perspectives that consider, but are not trapped by, established protocols and a sense of duty and unwavering loyalty.

Health Tension Index

This capacity measures the freedom from frustration and anxiety that can happen when one's manager, peers, or direct reports do not accept and/or embrace an idea, suggestion, or recommendation. No one gets it right all the time, but a poor score here suggests the individual would be negatively impacted by that rejection.



How to Assure Assessment Accuracy?

Independent & Qualified Testing at Standards Set by the APA and EEOC

"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace." "...we applaud your efforts at making Motivators reliable and valid..."

– Assessment Standards Institute

The Assessment Industry's Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of "global cottage industry" with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments – sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this "global cottage industry," which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument – or even what the developers and sellers claim.

The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the **American Psychological Association (APA)** and the **Equal Employment Opportunity Commission (EEOC)**. This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment's professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

Construct Validity (APA Standards) [DISC & Motivators]

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

Reliability – Cronbach's alpha (APA Standards) [DISC]

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

External Data Reliability (APA Standards) [Motivators]

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

Disparate Impact (EEOC Guidelines) [DISC & Motivators]

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.