DISC Executive Insights

Coach. Develop. Retain.

Report for: **Sample Report**

Date: **2/16/2024**

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Why is Independently Tested Accuracy of this Assessment Important?

A recent review revealed **a significant majority of assessments available today were absent the studies & reporting to confirm their accuracy**. Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry's most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we've taken to safeguard the scientific accuracy of this assessment.

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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.

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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:

Dominance, **Influence**, **Steadiness**, **and Conscientious.**

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

Fast-paced and **task**-oriented

Fast-paced and **people**-oriented

Slow-paced and **people**-oriented

Slow-paced and **task**-oriented

SLOWER-PACED TASK-ORIENTED

FASTER-PACED TASK-ORIENTED

SLOWER-PACED PEOPLE-ORIENTED

FASTER-PACED PEOPLE-ORIENTED

Your DISC Style Summary

Adapted Style | **Natural Style**

Adapted: D 38, I 84, S 48, C 48
Natural: D 41, I 41, S 52, C 52
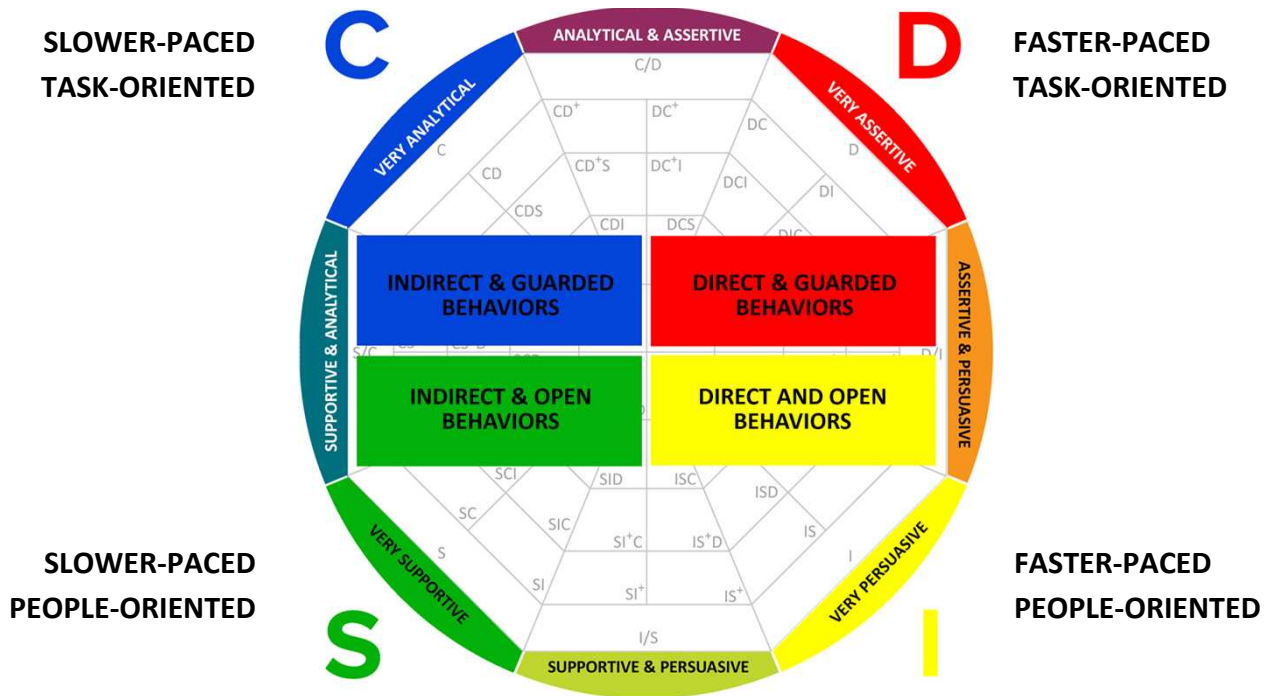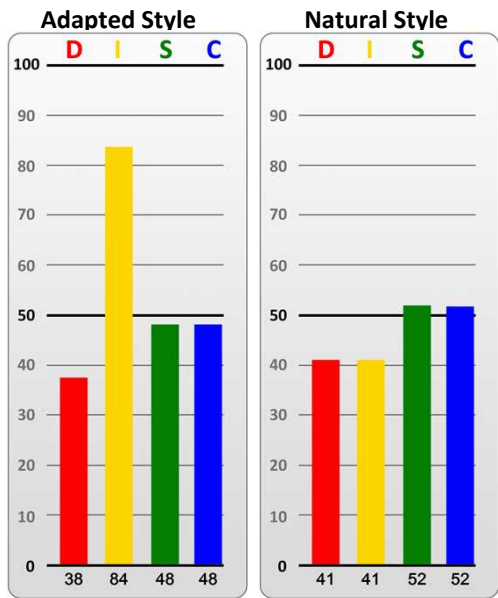
The DISC Styles

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.

Conscientious - 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: Calculated risks, Moderate, Questioning, Unassuming

Steadiness: *Focus on Pace/Consistency*

N: Composed, Deliberate, Constant, Stable
A: Alert, Eager, Flexible, Agile

Influence: *Focus on People/Contacts*

N: Controlled, Discerning, Rational, Reflective
A: Enthusiastic, Gregarious, Impulsive, Optimistic

Conscientious: *Focus on Procedures/Constraints*

N: Analytical, Neat, Sensitive, Tactful
A: Persistent, Opinionated, Self-righteous, Individualistic

Your Behavioral Style: Formalist

Sample's style relies upon procedure and structure in all aspects of life. They are detail oriented and seek perfection. They want & need to know the expectations and the timetable for their work. They can get bogged down in detail and will not rush important decisions. They will take a risk IF they have the facts to support it. They may be suspicious of too many complements.

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 (DISC) 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).
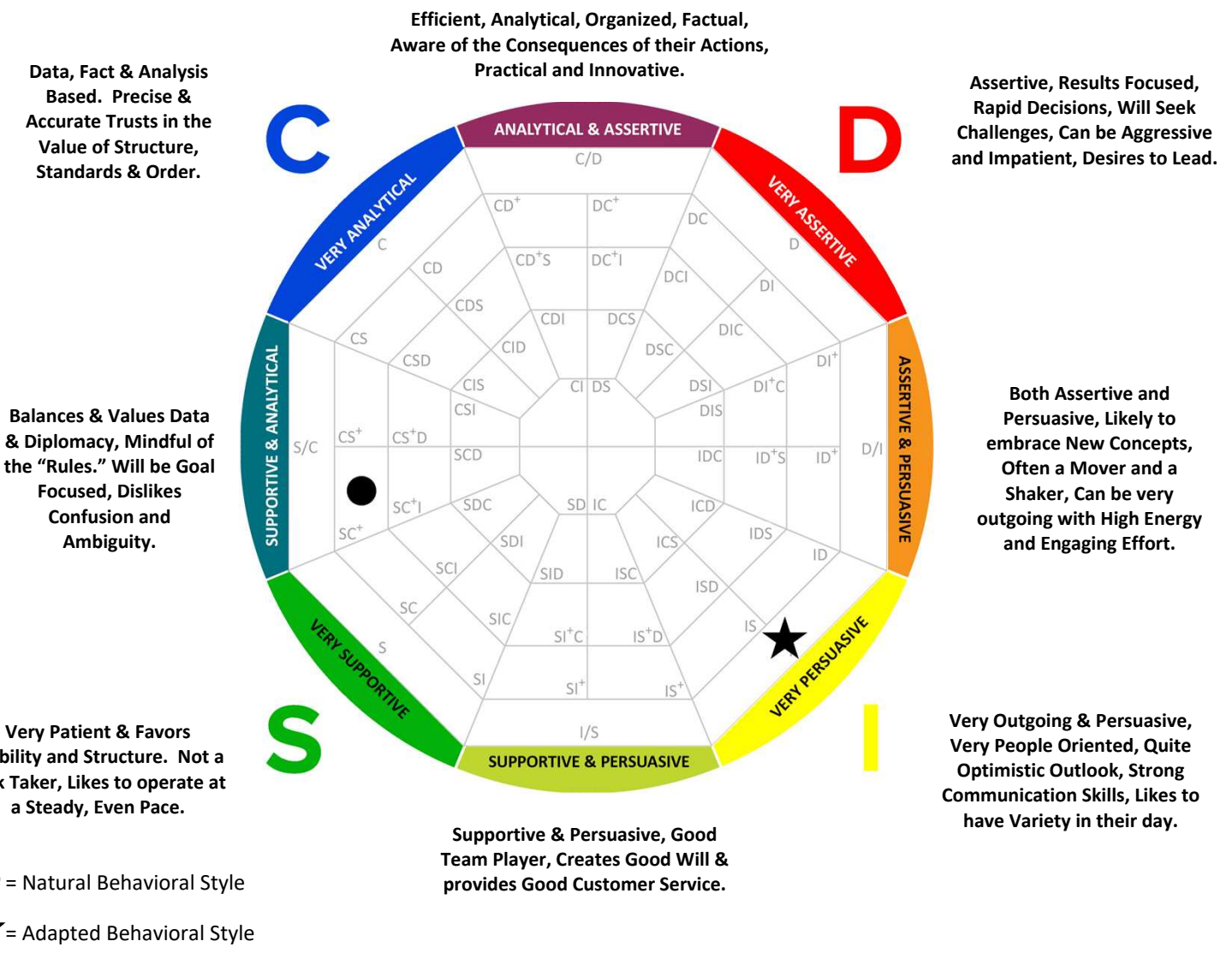
THE SCORING LEGEND
D = Dominance: How you deal with Problems and Challenges
I = Influence: How you deal with People and Contacts
S = Steadiness: How you deal with Pace and Consistency
C = Conscientious: How you deal with Procedure and Constraints

Efficient, Analytical, Organized, Factual, Aware of the Consequences of their Actions, Practical and Innovative.

Data, Fact & Analysis Based. Precise & Accurate Trusts in the Value of Structure, Standards & Order.

Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

Balances & Values Data & Diplomacy, Mindful of the "Rules." Will be Goal Focused, Dislikes Confusion and Ambiguity.

Both Assertive and Persuasive, Likely to embrace New Concepts, Often a Mover and a Shaker, Can be very outgoing with High Energy and Engaging Effort.

Very Patient & Favors Stability and Structure. Not a Risk Taker, Likes to operate at a Steady, Even Pace.

Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day.

Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good Customer Service.

● = Natural Behavioral Style

★ = Adapted Behavioral Style

Your DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies as a framework for understanding and reflecting on your DISC results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal effectiveness.

You set high performance standards for yourself and others and expect everybody to meet those standards. You have remarkably good quality control skills and a high degree of patience. These traits combine to allow you to aim your sights higher than some others on the team. You lead by setting the example yourself, rather than delegating to others and walking away.

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 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 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 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.

Your response pattern on the instrument indicates that you persuade others by careful attention to detail, and through facts, data, and logic, rather than emotion. People can depend on you to present a case that is logical and supportable. This is the primary strength that you bring to a team or organization when at the decision-making table.

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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 to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness 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.

	D	**I**	**S**	**C**
DISC Focus	**Problems/Challenges**	**People/Contacts**	**Pace/Consistency**	**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 discriminating 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 to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness 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.

DISC 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 discriminating 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 your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

When Communicating with Sample, DO:
- Sample will follow through, so you should be certain to follow through on your part.
- Make an organized appeal for Sample's support and contributions.
- Assure Sample that there won't be any unexpected surprises.
- Present your ideas and opinions in a non-threatening way.
- Approach issues in a logical, straightforward, and factual way.
- Ask 'how' oriented questions to draw out Sample's opinions.
- List pros and cons to suggestions you make.

When Communicating with Sample, DON'T:
- Make decisions for Sample.
- Fail to follow through. If you say you're going to do something, do it.
- Offer assurances and guarantees that you can't fulfill.
- Rush the issues or the decision-making process.
- Offer promises that you can't keep.
- Be vague about what's expected of the group.
- Be rude, abrupt, or too fast-paced in your delivery.

What You Bring to the Organization

This page provides useful insights as you work together with others on a team (work, family, sports, etc.). You are likely to consistently display your Strengths. For the most part, these qualities enhance your effectiveness everywhere, including within your organization. Work Style Tendencies provide useful insights specific to how you will approach the work that needs to be done. These are likely the talents and tendencies you are bringing now and have often contributed to your success thus far. When in environments where you are most effective, you are likely to be self-motivated. It is possible that you may not always be in an environment that allows you to be your best, but you may be able to incorporate these ideas into your current situation to help maintain your motivation.

Strengths:
- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You maintain a high degree of accuracy while keeping an eye toward project deadlines.
- You are patient in working with others on the team and demonstrating detailed methods for completing a project.

Work Style Tendencies:
- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.
- On work-related projects, you tend to be restrained and reticent with your emotions. You may not be openly verbal at a team or organizational meeting unless asked for input, or if the topic is of high personal importance.
- 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 need to feel well-informed regarding specific details related to your area of authority and responsibility.
- You demonstrate a strong need for perfection and detail orientation.
- 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:
- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Freedom from intensely pressured decisions.
- Established practices, procedures, and protocols.
- A workplace relatively free of interpersonal conflict and hostility.
- Highly specialized assignments and technical areas of responsibility.
- Identification with the team or greater organization.
- A secure work situation.

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
Change Resistance *How this individual resists engaging with change.* - 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.	**Situational** Consistent with natural style
Careful Decision Making *How this individual approaches decisions and actions.* - 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.	**Impulsive (I)** You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.
Prioritizing *How this individual determines the order for dealing with items or tasks based on established rules and structure.* - Results (D) - Rules (C)	**Situational** You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.	**Situational** Consistent with natural style
Reasoning *How this individual uses evidence to think through and solve problems.* - Intuition-based (I) - Evidence-based (C)	**Situational** You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.	**Intuition-based (I)** You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.
Work Process Alignment *How this individual focuses on process to follow through on work.* - 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

Behavioral Tendencies	Natural	Adapted
Self-Reliance *How this individual works within a team.* - 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.	**Collaborative (I)** You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.
Building Rapport *How this individual focuses when interacting with others.* - 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!	**Relationships-Focused (I)** You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.
Accuracy *How this individual focuses on correctness and exactness.* - 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
Providing Instruction *How this individual dictates directions and expectations.* - Reserved & Detailed (C) - Directive & Compulsive (D)	**Situational** You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.	**Situational** Consistent with natural style
Expressing Openness *How this individual is most comfortable expressing themselves.* - Structural (C) - Social (I)	**Situational** Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.	**Social (I)** You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.
Personal Drive *How this individual's own goals move things forward.* - 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.	**Situational** Consistent with natural style
Customer & Team Interaction *How this individual engages with customers and stakeholders, internal and external.* - 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.	**Engaging (I)** You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.

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.
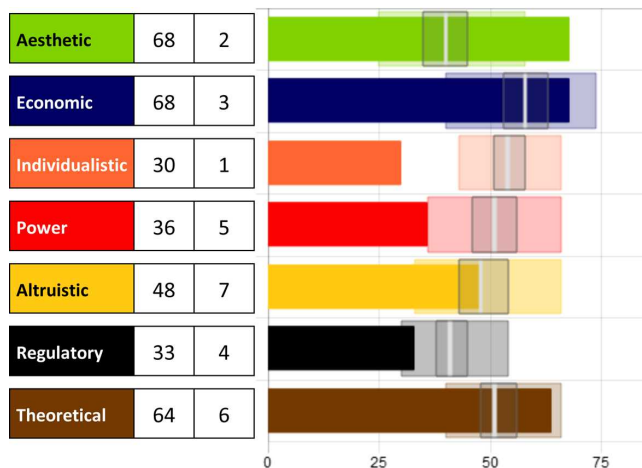
A Closer Look at the Seven Motivator Dimension Scores

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

Motivator	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

Values	Score	Ranking
Aesthetic	68	2
Economic	68	3
Individualistic	30	1
Power	36	5
Altruistic	48	7
Regulatory	33	4
Theoretical	64	6

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 - High
You will likely possess a competitive spirit and will focus on gaining a practical return for your time and energy.

Individualistic - Very Low
You appreciate what others bring to the table and may be apt to become the unsung hero of any project or team.

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

Altruistic - Average
You are able to balance your own needs and the needs of others on the team.

Regulatory - Low
You believe there's always another way when the current situation changes or roadblocks are apparent.
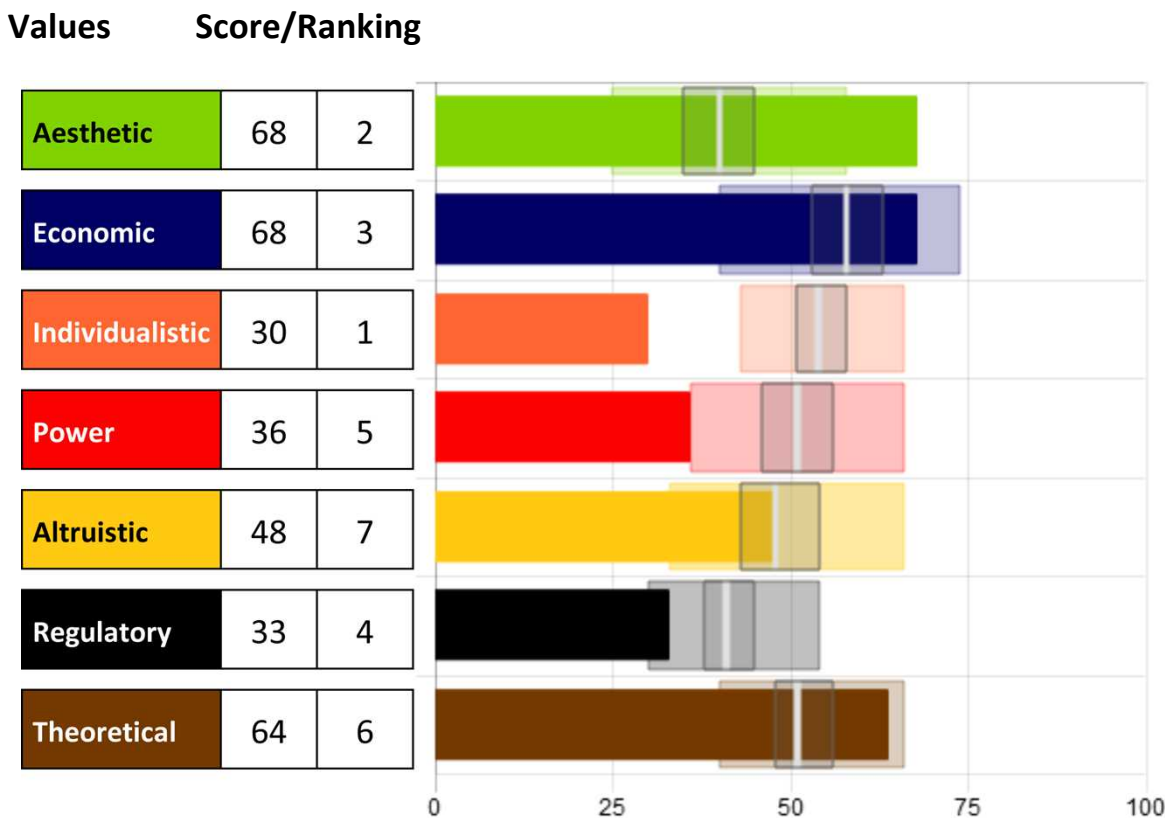
Theoretical - High
You will learn whatever you need to know to get the job done and then some.

The Motivator Style you most closely match:

The Story Teller
This style has a desire is to seek knowledge and to cooperate with others through creative expression while allowing some unconventional methods of doing it. Meeting others needs while not fighting for their own will makes them feel accomplished and trustworthy.

Summary of Sample's Motivation

Values   Score/Ranking

Aesthetic	68	2
Economic	68	3
Individualistic	30	1
Power	36	5
Altruistic	48	7
Regulatory	33	4
Theoretical	64	6

Personal Scores
Importance & Impact

1. **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

2. **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

1. **The median line**
   Half of the population scores above and half scores below the median
2. **The grey box**
   AVERAGE scores fall in this range, based on comparison to population
3. **The shaded area**
   LOW & HIGH scores fall in this range, based on comparison to population
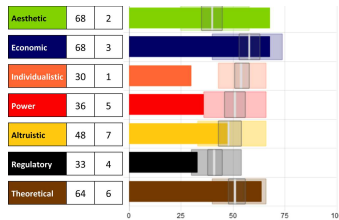
If your score falls <u>outside</u> of the shaded area, you are driven differently than most of the population, whether your score is VERY LOW or VERY HIGH.

Your 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.

AES	ECO	IND	POW	ALT	REG	THE
Eccentric	Self-Mastered	Unrestricted	Domineering	Subservient	Black & White	Scholarly
Impractical	Maxmized	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

Your Aesthetic Motivator - Eccentric

Aesthetic	68	2
Economic	68	3
Individualistic	30	1
Power	36	5
Altruistic	48	7
Regulatory	33	4
Theoretical	64	6

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.
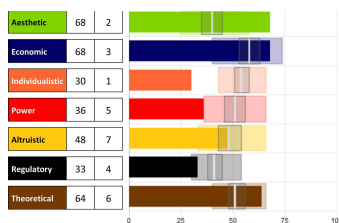
Universal Assets:
- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- You may feel as though you were born at the wrong time and might feel misunderstood by most.
- You may prefer to be your own person and will likely have a high interest in protecting wildlife, the environment, and the undiscovered.
- You show a very strong desire for expressing your talents and fulfilling your dreams.

Learning Paths:
- 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.
- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.
- 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 - Incentivized

Aesthetic	68	2
Economic	68	3
Individualistic	30	1
Power	36	5
Altruistic	48	7
Regulatory	33	4
Theoretical	64	6

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.
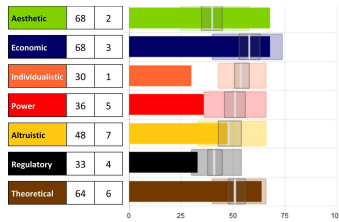
Universal Assets:
- You may fit the stereotype of the typical hard worker who wants to win most of the time.
- You are likely motivated by public recognition and monetary gains for a job well done.
- You respond best when your time is not being wasted on superficial things.
- You will notice expensive cars and confident people.

Learning Paths:
- Remember to pay attention to those who are less incentivized and not only those driven to win.
- If possible, allow time for fun and relaxation as this reduces stress within teams.
- You link learning outcomes to the ability to become more effective in increasing earnings.
- You score like those who want information that will help them increase bottom-line activity and effectiveness.

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Your Individualistic Motivator - Secure

Aesthetic	68	2
Economic	68	3
Individualistic	30	1
Power	36	5
Altruistic	48	7
Regulatory	33	4
Theoretical	64	6

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.
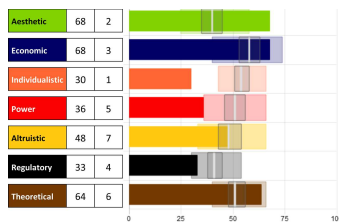
Universal Assets:
- You will not likely seek lime light roles, but rather stay back and support someone else.
- You may never make the necessary noise surrounding important issues and may set yourself up for being overlooked.
- Because you don't seek attention for your efforts, you may be left feeling like a ghost, never drawing attention to yourself.
- You will likely support others while rarely focusing on gaining the personal support you may want or need.

Learning Paths:
- You may be more practical and less innovative.
- You should work in cooperative settings where no one is the star of the show.
- You will do well helping others behind the scenes.
- You will likely enjoy group activities.

Your Power Motivator - Passive

Aesthetic	68	2
Economic	68	3
Individualistic	30	1
Power	36	5
Altruistic	48	7
Regulatory	33	4
Theoretical	64	6

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.
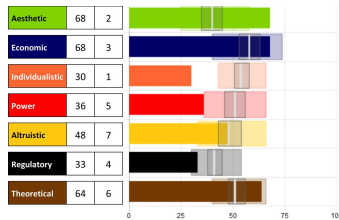
Universal Assets:
- You may prefer slow and steady moves to faster or hectic moves you must control.
- You may pick and choose or avoid positions of intense responsibility.
- At times you'll likely want to watch others lead more than you'll want to lead things yourself.
- You will at times not have the energy for conflicting matters or leadership disputes.

Learning Paths:
- You will likely be quiet and in the background when involved in training activities.
- Being forceful isn't always bad.
- You will likely enjoy group activities with some leadership opportunities.
- You may enjoy more cooperative learning activities as opposed to activities that require directing and controlling.

Your Altruistic Motivator - Helpful

Aesthetic	68	2
Economic	68	3
Individualistic	30	1
Power	36	5
Altruistic	48	7
Regulatory	33	4
Theoretical	64	6

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.
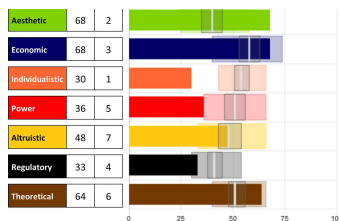
Universal Assets:
- You can both help and hold back. You are able to discern between real needs and when people simply have complaints.
- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal needs.
- You are able to understand both the poor and the affluent equally without harsh judgment of either one.
- You're a stabilizing force between givers and takers and have no extreme view.

Learning Paths:
- You can either be involved in a team-oriented or an individualistic and independent learning activity.
- You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- Your ability to be supportive of others as opposed to always having to control the show will benefit you when involved with team dynamics.
- You can be a neutral player and will support others, not having to be the owner of the team and agenda.

Your Regulatory Motivator - Independent

Aesthetic	68	2
Economic	68	3
Individualistic	30	1
Power	36	5
Altruistic	48	7
Regulatory	33	4
Theoretical	64	6

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'll likely do things "by the book," but it's your book.
- There's always another way to do it in your mind.
- Following someone else's rules can feel like wearing a straitjacket.
- Once you know what to do, you'll pull the trigger and not worry about the consequences.
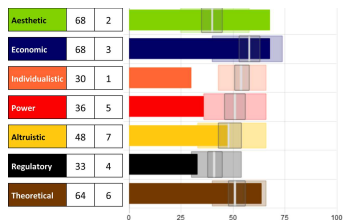
Learning Paths:
- You work independently even when you are on a team.
- You listen to instruction while at the same time tweaking it.
- You're likely thinking, "That's not how I'd do it."
- You can be a part of something without being controlled by it.

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Your Theoretical Motivator - Studious

Aesthetic	68	2
Economic	68	3
Individualistic	30	1
Power	36	5
Altruistic	48	7
Regulatory	33	4
Theoretical	64	6

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 are likely seen as an expert in your field of interest.
- You need more proof than most people before buying into an idea.
- You may have doubts about what you don't have ample evidence for.
- You probably don't like it when someone says, "trust me."

Learning Paths:
- Your training and development should involve reliable information that makes logical sense.
- Your learning development should be connected to new ideas and concepts.
- Your learning and development should be connected to an ongoing stratagem for personal development.
- You're more dedicated than a casual learner when getting new information.

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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*

Predictive Performance Indicator

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. *How you value gaining the support of others, who will be impacted by your decision*	**Self Esteem** Ability to see, understand, appreciate, and accept one's own worth and value as a unique individual. *How you value yourself*
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. *How you value creating targeted results*	**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. *How you value your current life's situations*
Systems/ Conceptual Thinking **RULES** Structure and Order	**System Judgment** Ability to see, understand, appreciate and value structure, order, and standards. Measures aptitude for strategic, big picture thinking. *How you value operating within the rules/structure you are expected to follow*	**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. *How you value (and the confidence you have for) a successful and rewarding future*

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:

1. **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.
2. **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.
3. **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.
4. **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.
5. **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.
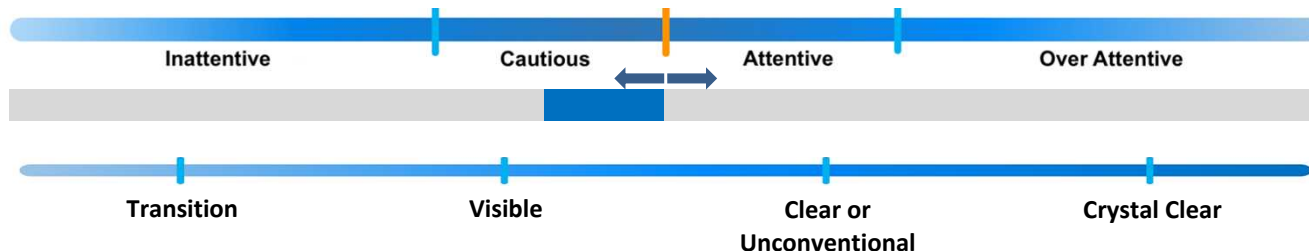
Your Critical Thinking Style: External/World/Workplace Dimensions

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

Clear

You have a very good capacity to see and appreciate the inner worth and unique individuality of others. You tend to shift from becoming overly trusting and optimistic about others to becoming cautiously discrete and critical of others, especially when you are uncertain of their intentions.

You score with Clear or Good Clarity and Understanding for how your choices will impact others filtered by a slightly stronger positive (+78%) personal bias or assigned importance for making choices that gain OTHER PEOPLE"S acceptance and support for your ideas and Results. This Risk/Benefit bias calculation tends to pursue Results with some concern for making choices that will be supported and accepted by OTHER PEOPLE.

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

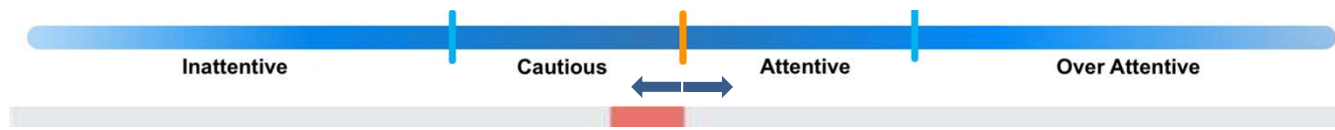### Clarity or Understanding

Crystal Clear

You have an excellent capacity for practical, common sense thinking and for concrete organization. You tend to be somewhat skeptical and cautious in your thinking leading to a 'Doubting Thomas Attitude' when dealing with practical situations. You tend to rely on what you think ought to be the case rather than your excellent common sense.

You score with Crystal Clear or Excellent Clarity and Understanding for how your choices will deliver your targeted Result filtered by a somewhat cautious (-75%) negative personal bias and assigned importance. This Results Risk/Benefit bias calculation assigns significant concern to the potential negative consequences while pursuing RESULTS. It will likely assume a somewhat defensive posture that says, "Make sure you're right, before you go ahead".

System 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

Inattentive   Cautious   Attentive   Over Attentive

Clarity or Understanding

Clear

You are an individualist who will tend to overtly or covertly get things done in your own unique, creative, and original way. Your individualism can generate an overly skeptical and cautious attitude which can lead to a 'chip on the shoulder' attitude when things do not work out as you expect. You may also become a reactive or retroactive thinker focusing on crises as they occur.

You score with Clear or Good Clarity and Understanding for how your decisions will operate within the rules filtered by slightly cautious (-56%) personal bias or assigned importance for making choices that primarily focus on following the RULES. This Rules Risk/Benefit bias calculation tends toward a more balanced (+/-) follow the Rules bias or assigned importance that occasionally challenges a structure or rule that may interfere with the smooth progression toward the targeted Result.

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

Inattentive   Cautious   Attentive   Over Attentive

Clarity or Understanding

Crystal Clear
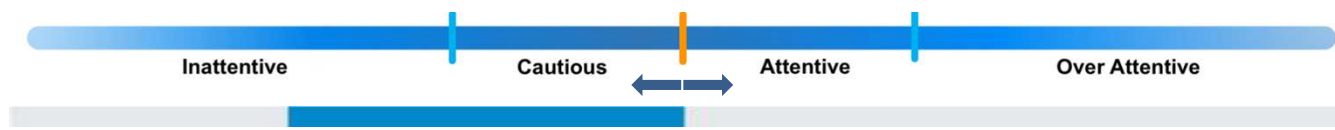
You have an excellent capacity for seeing and understanding your own inner self worth and unique individuality. You tend, however, to not give yourself enough credit, to measure yourself against your own idealistic and perfectionistic expectations or against the expectations of others. In either case, 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 Value Yourself and the Relative Importance you assign to your own self-assessment filtered by a (%-80) more intense negative and critical self-valuation. This Self-Esteem 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 be problematic and often, stressful.

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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
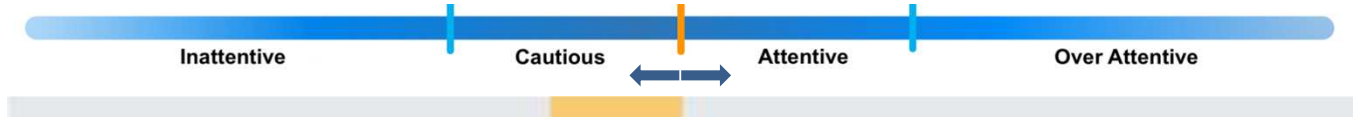
Clarity or Understanding

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 own social/ role achievements; however, at this time, you do have some doubts and questions either about your ability to perform to potential in your current situation or about the social/role situation itself.

You score with Crystal Clear or Excellent Clarity and Understanding of the value for your current role filtered by a (-60%) somewhat negative level of current role satisfaction. This current role awareness valuation 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 have an excellent capacity to see and appreciate your self direction and inner principles which organize and guide your conduct. You have an excellent ability to see and set clear, realistic self goals and the ability to persistently stay on target regardless of circumstances. Your compulsive drive to attain your goals may turn into a stubborn insistence that your way is right regardless of circumstances.

You score with Crystal Clear or Excellent Clarity and Understanding of your future vision for yourself. This very positive (+83%) personal bias approaches the future with a high degree of confidence and with the belief that one's future goals are very important and will be achieved.

Your Thinking Style in a Few Words

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

Problem Solving

You will be good at looking for and have intuitive feelings about the outcomes that need to take place to solve a problem. When working with others, you need to make sure you keep an open mind and not judge potential solutions before you have been thought out completely. In applying a solution to a problem, you also need to be flexible in case the potential solution is not working. You may have a tendency to get stuck on your idea and keep pushing to make it happen despite the circumstances you are presented with. You need to be sure to solicit next steps from others, as you have a tendency to neglect looking at the specific details needed to make a solution a reality.

Strengths

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

Areas for Development

- Say more and promise more than is necessary to develop trust
- Get bogged down in details and ask too many questions
- May become overly concerned about developing a personal tie in conversations with strangers
- Rely too heavily on intuitive feelings and hunches
- Promise more than can be realistically delivered
- Become so excited about what you are talking about that you neglect to pay attention to the other person
- Spend too much time trying to validate your point of view when you feel passionate about the topic
- Respond too competitively, impulsively, and emotionally when others object to your idea or point of view

Suggestions for Improvement

- Be a more patient listener
- Pay more attention to non-verbal signals and timing to keep a conversation on track
- Avoid being overly competitive 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 convert others on 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 **Persistence: (Getting Things Done)-Low Risk**
Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.

2 **Attitude Toward Others: (Managing Others)-Low Risk**
Positive, open attitude toward others generates genuine concern about the needs and interests of others.

3 **Self Assessment: (Managing Self)-Low Risk**
The ability to realistically see and understand how to utilize personal strengths in situations.

4 **Intuitive Insight: (Managing Problems)-Low Risk**
Very Good ability for relying on intuitive insight and inner 'gut' feelings for identifying and solving problems.

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 **Consistency: (Getting Things Done)-Low Risk**
The ability to consistently stay focused even though there is some uncertainty about which role is best.

7 **Using Common Sense: (Managing Problems)-Low Risk**
Very Good ability to see and understand how to get things done in a practical, common sense way.

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 **Health/Tension Index: (Managing Self)-Real Risk/PRF-35A**
Inner directed, self-directed thinking can generate anxiety frustration and despair.

2 **Attitude Toward Authority: (Managing Activities)-Conditional Risk/PRF-11C**
Strong individualism will lead them to covertly or overtly challenge or disregard existing rules and authority.

3 **Proactive/Conceptual Thinking: (Managing Problems)-Conditional Risk/PRF-17C**
Attention to being individualistic and inventive creates a lack of attention to consequence of decisions and actions.

4 **Long Range Planning: (Planning And Organizing)-Conditional Risk/PRF-20B**
A tendency to be naturally skeptical about the value of spending time and energy on long range planning.

5 **Doing Things Right: (Managing Activities)-Conditional Risk/PRF-8C**
Individualistic thinking can lead them to disregard even the need for order, structure, and doing things by standards.

6 **Attention To Policies & Procedures: (Managing Activities)-Conditional Risk/PRF-9E**
Individualistic, skeptical thinking leads them to disregard policies and procedures that do not meet their needs.

7 **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.

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 correct content area **Tab** from the top of the page.
4. Select the corresponding blocker number [**example (GEN-5A)**]. Clicking on that link 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.
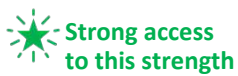
⭐ **Strong access to this strength**   👍 **Good access to this strength**   🔍 **Average access to this strength**   **Capacity to develop**

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 provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You maintain a high degree of accuracy while keeping an eye toward project deadlines.
- You are patient in working with others on the team and demonstrating detailed methods for completing a project.

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 contributing team support in group efforts, an acceptable ratio for the "work-life balance", achieving a strong ROI via highly effective tactics, a willingness to challenge the status quo, providing a stabilizing force for teaming efforts, making low risk choices supported by past successes and helping and supporting others. You deliver the motivated critical thinking pattern in an overall Patient and People Oriented manner. Be aware that the following attitudes will typically be reflected in your decisions: Individualist, does things their own way, Optimistic about self and world, Trusting, sympathetic 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 a very good individual who can be expected to deliver strong results in this role providing it is supported by their specific knowledge, industry experience and track record of past success.. Based upon the results, Sample believes that their innate natural talents and abilities are a potentially good fit but is out of synch 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 too tightly bound to established procedures and tradition, even as more efficient and effective methods become available.
- You may be perceived as slow in making decisions and tentative when it comes to making changes.
- You may sometimes overthink or overexert yourself on standard or routine procedures.
- You may be perceived by others as private, guarded, shy, and undemonstrative.
- You could demonstrate a bit more spontaneity and take yourself a bit less seriously.
- You may sometimes use facts, figures, and details as a "security blanket" to avoid confrontation or hostility.
- You could demonstrate more flexibility regarding new ideas and innovations.

Teamwork: Sample Should Thrive in Teaming Opportunities that Provide:

- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Freedom from intensely pressured decisions.
- Established practices, procedures, and protocols.
- A workplace relatively free of interpersonal conflict and hostility.
- Highly specialized assignments and technical areas of responsibility.
- Identification with the team or greater organization.
- A secure work situation.

Personal Reflection

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

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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 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 disvaluing 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 comingle 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.

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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.

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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.

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(continued from page 2)

How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the APA and EEOC.

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"...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.