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June 29, 2015

AI Report: - Attribute Index - Sales Profile

This Innermetrix ADVanced Insights Profile combines the best of three world-class profiles, authored by the Founder and CEO of Innermetrix, Jay Niblick.

The Attribute Index measures how you think and make decisions. The Values Index measures your motivational style and drivers and the DISC Index measures your preferred Behavioral style. Together they create WHAT, WHY and HOW (i.e., What natural talents do you have, Why are you motivated to use them and How do you prefer to use them.)

This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.

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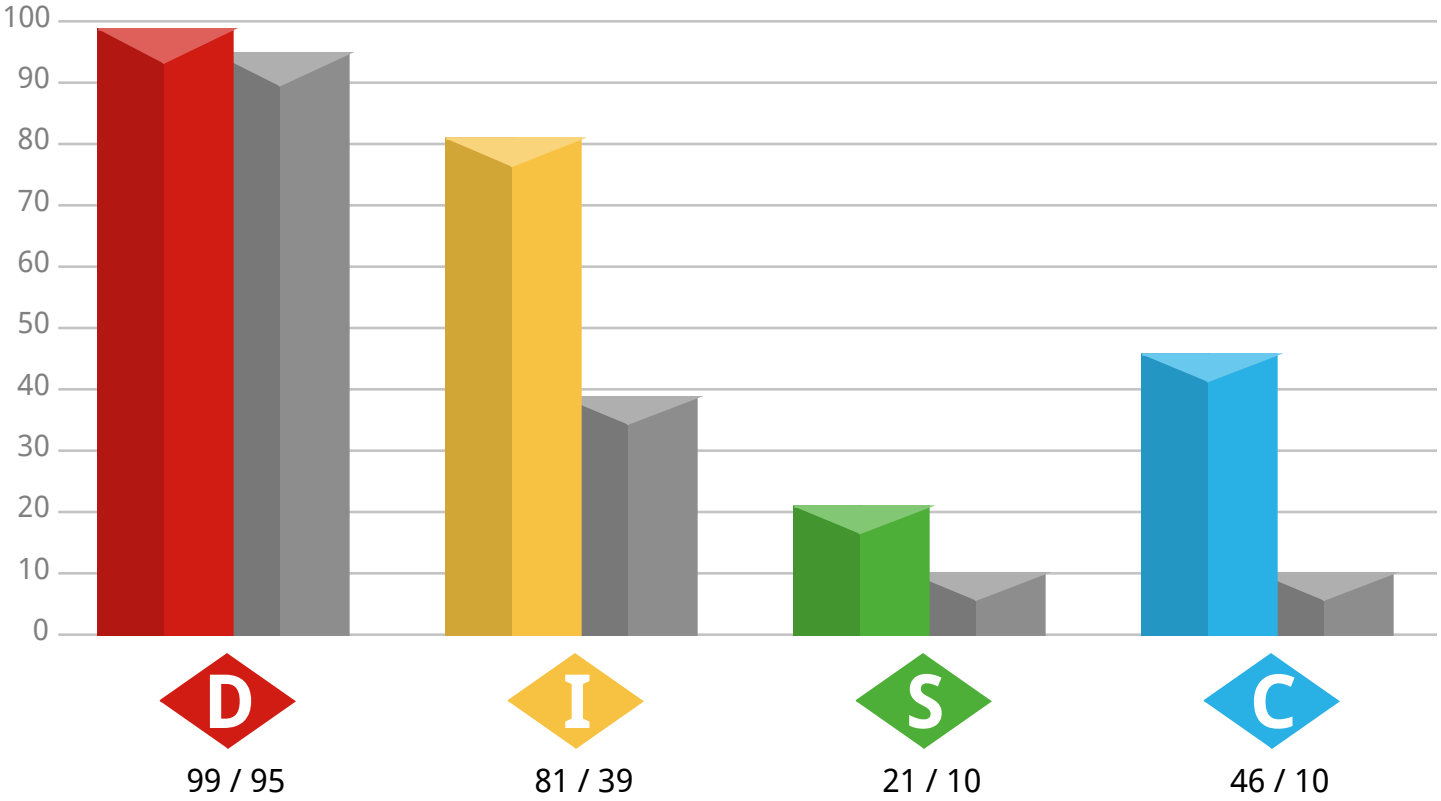
Natural and Adaptive Styles Comparison



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Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style:
The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.

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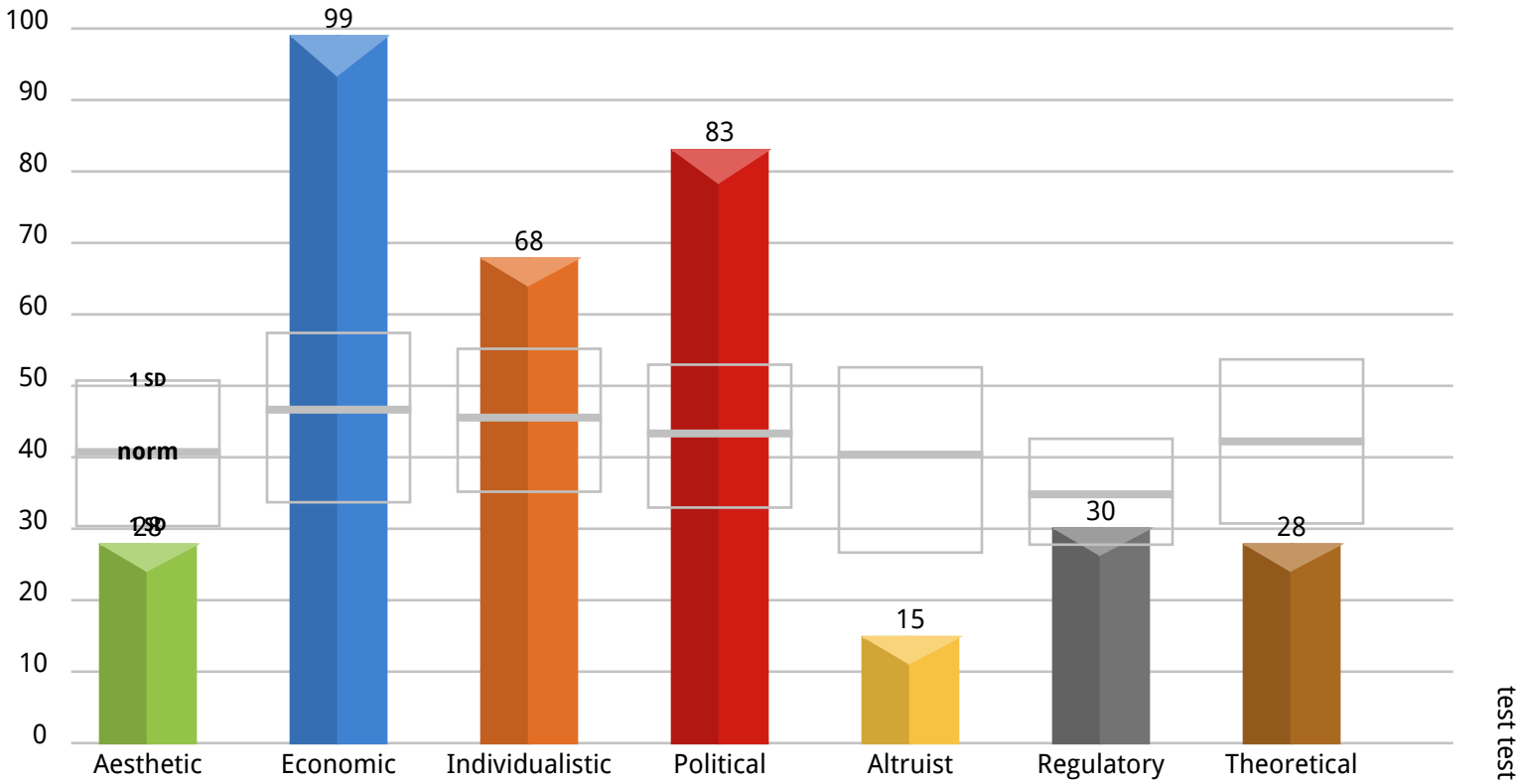
Executive Summary of test's Values



Low Aesthetic	You have a bottom-line approach focusing on functionality over form or aesthetics.
Very High Economic	You are very competitive and bottom-line oriented.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Very Low Altruist	You guard your trust level so as not to get burned, either self or team.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Low Theoretical	You are less concerned with the big picture or knowledge for knowledge sake.

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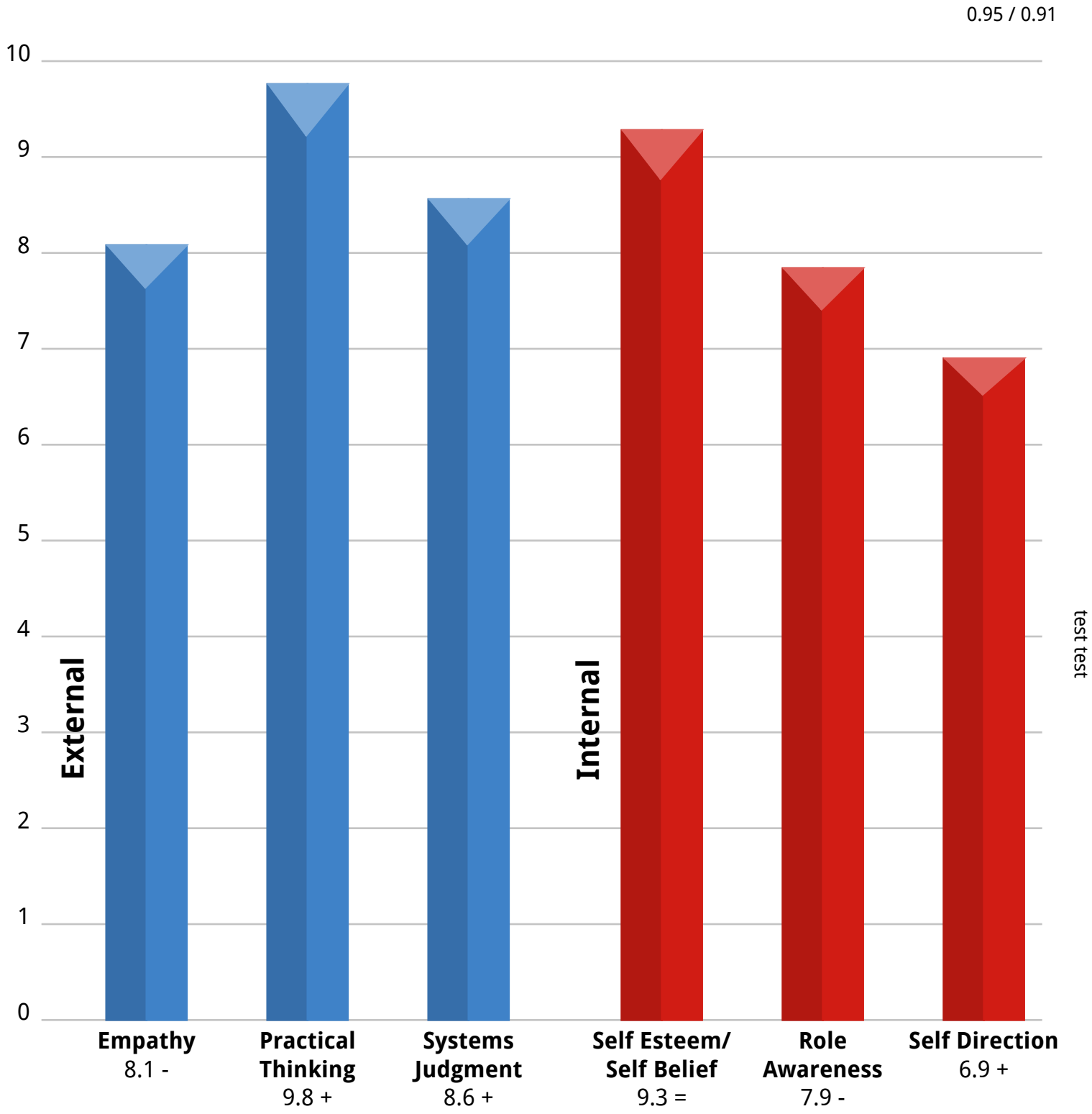

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The DISC Index

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

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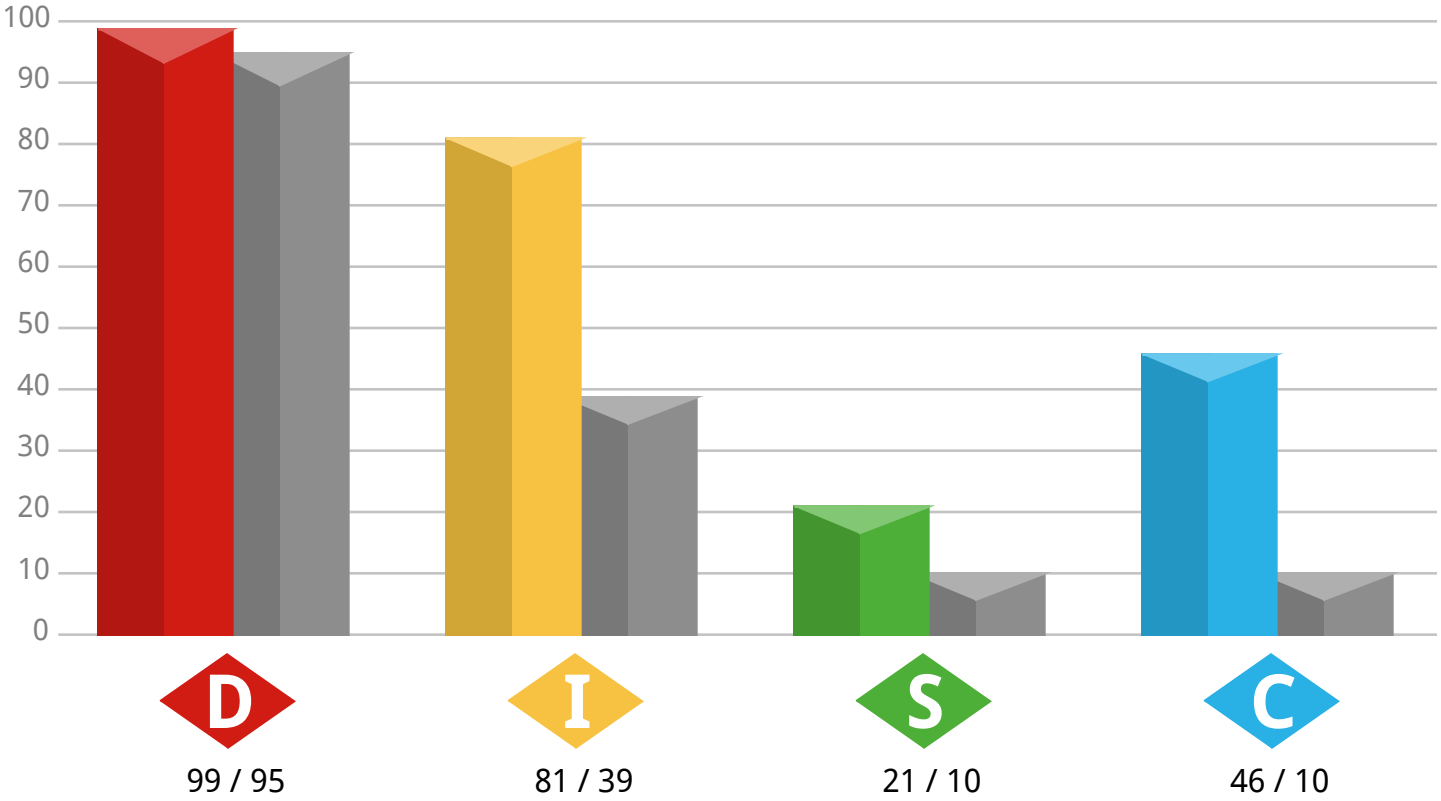
Natural and Adaptive Styles Comparison



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About This Report

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

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

- **D**ecisive — your preference for problem solving and getting results
- **I**nteractive — your preference for interacting with others and showing emotion
- **S**tability — your preference for pacing, persistence and steadiness
- **C**autious — your preference for procedures, standards and protocols

This report includes:

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

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The Elements of the DISC-Index

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

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

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

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

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A closer look at the four components of your behavioral style

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

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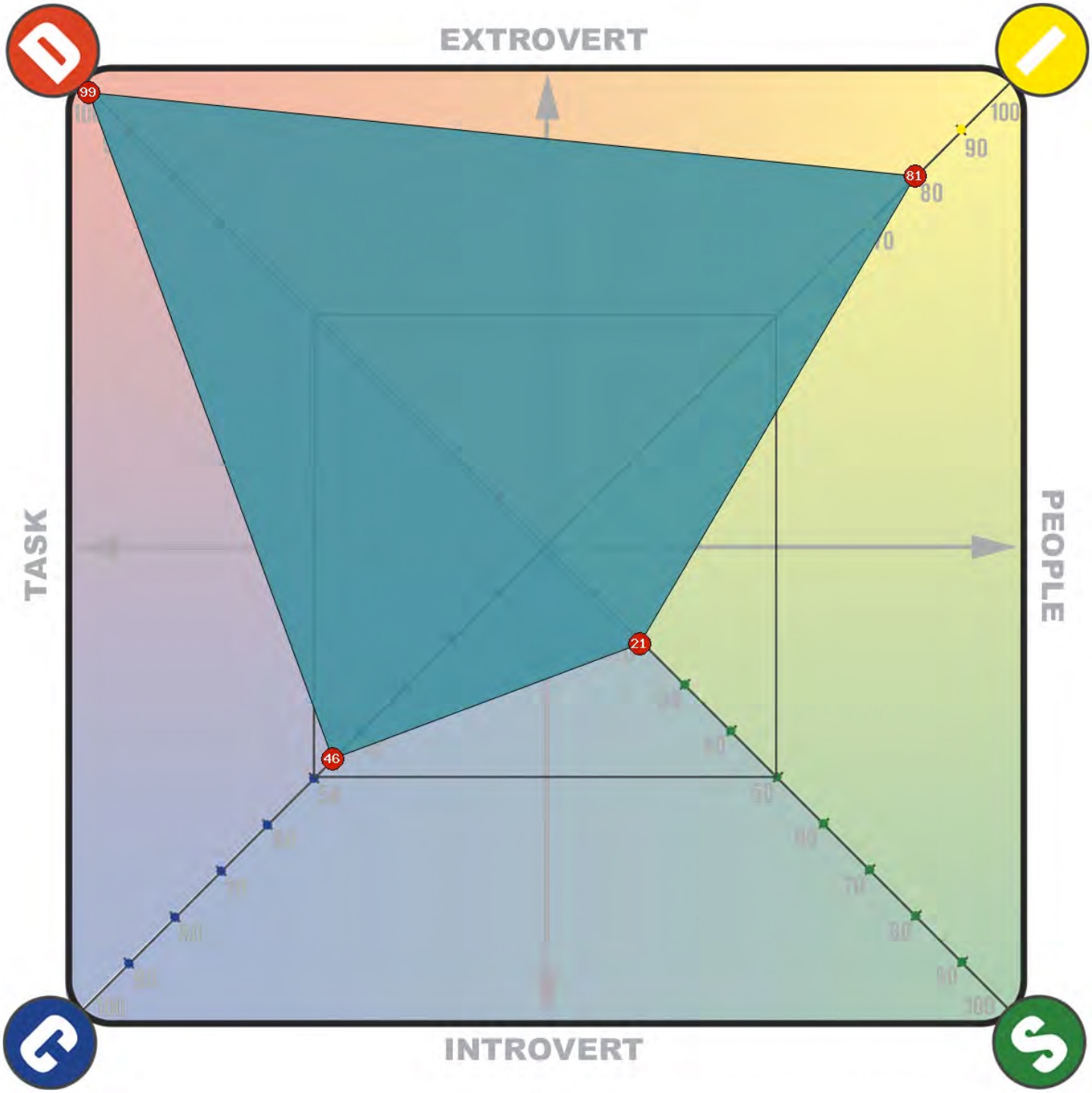

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Decisive

Your approach to problem-solving and obtaining results

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

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

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

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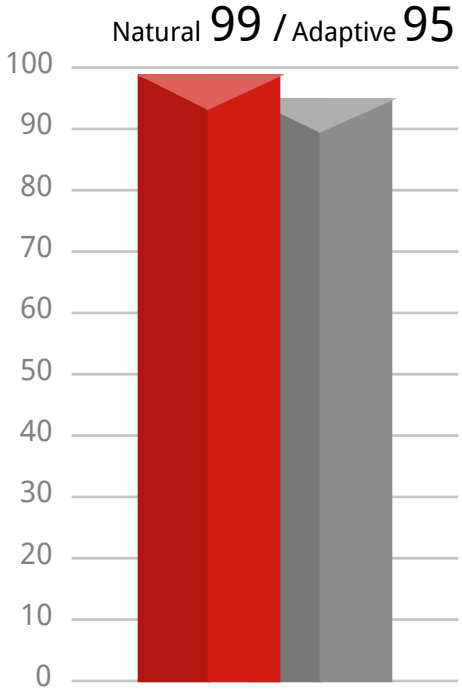

Your score shows a very high score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are very decisive and a risk-taker.
- You are direct in your communications, no ambiguities.
- You are a great source of innovation and new solutions, even if radical sometimes.
- You love a good challenge, seek freedom, and look for a lot of variety.
- You are a very strong self-starter who always seems to have a high sense of urgency.
- You may be perceived as somewhat egocentric by others (i.e., others who you feel are less confident than you).

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Interactive

Your approach to interacting with people and display of emotions

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

Higher I —

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

Lower I —

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

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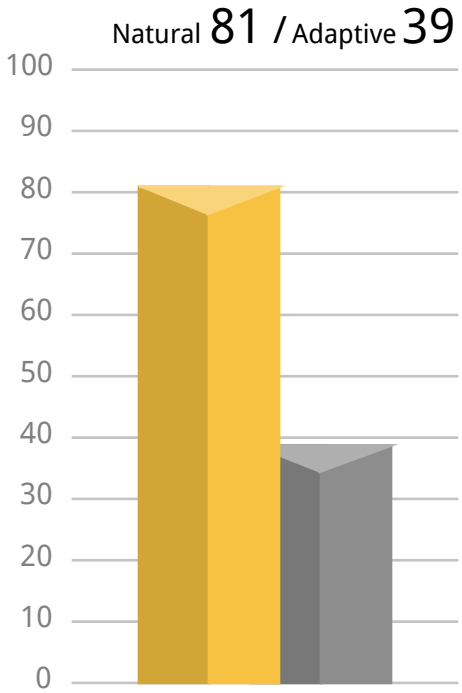

Your score shows a very high score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are very enthusiastic in working with others.
- At times, your desire to express your opinion and interact with others may come across as self-promoting by the quieter people you know.
- Generally speaking, people find you warm, open and excellent at interacting with others.
- You express or talk about your emotions openly on the up-side or down-side.
- You tend to not be very organized or attentive to details at all.
- You really like meeting new people and easily interact. No one is a stranger.

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Stabilizing

Your approach to the pace of the work environment

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

Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.

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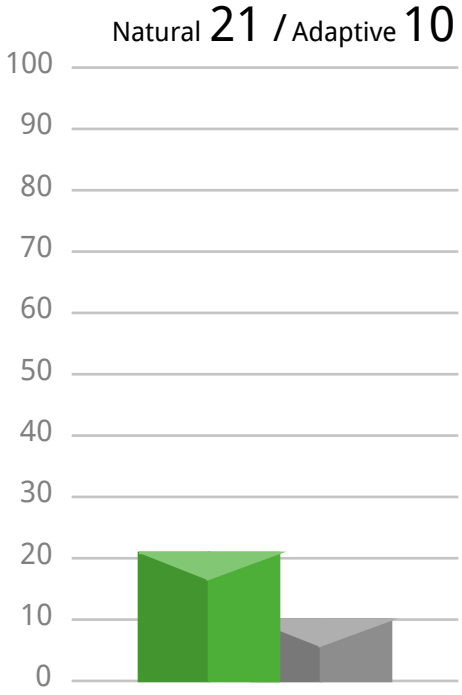

Your score shows a very low score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You're a big advocate for new ideas and change.
- You insist on freedom of expression.
- You are very good at multitasking.
- You really prefer an unstructured environment over one that is rigid or too structured.
- You work well in a wide variety of locations and are able to shift gears quickly onto various projects.
- You constantly seek flexibility and diversity in the work you do.

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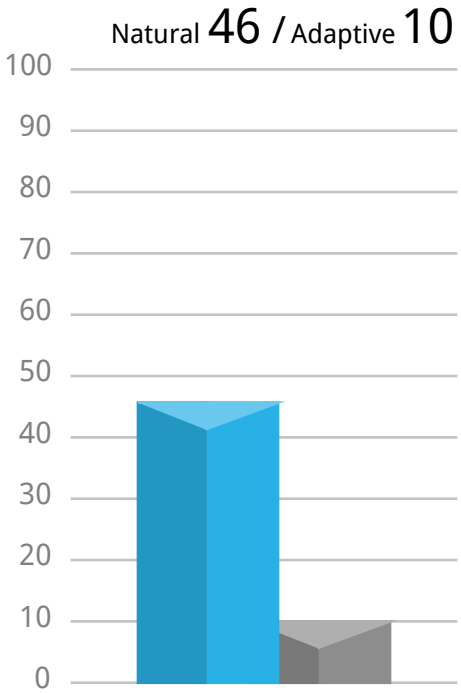
Cautious

Your approach to standards, procedures, and expectations

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

Higher C —
Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —
Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.



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

- You are flexible enough to work with or without a lot of structure or order.
- While you appreciate a need for procedures and protocol, you also understand they must be practical and directly support results.
- You might be perceived as a bit of a rule-bender by some on the team.
- You are persistent in trying to get a message across, even in the midst of resistance.
- You like taking your own way to the results.
- You prefer to act as your "own person" rather than follow the norm.

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Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress. The following statements are true to just your unique natural style:

- Very strong verbal and persuasive skills. This is created by the Higher D and Higher I preferences.
- A strong competitor and very active self-starter.
- Poised, confident, and very articulate in front of large or small groups.
- All plotting points in the score pattern indicate a very active agent who makes things happen and doesn't wait for things to happen.
- Able to project an image of openness and friendship to others, even while maintaining self control and an ability to distance from others when necessary.
- Able to combine both direction of others and persuasion of others into a powerful skill of inspiring others to reach their maximum potential.
- Pace of personal operations is faster than many people and may be a primary example of 'multi-tasking.'
- Can be very charming in persuading others when climate is favorable and firm when confronting a hostile situation.

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Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- You want to be seen as one who loves challenges, competition, and difficult assignments.
- You speak your mind, and may sometimes be blunt, or even sarcastic when under pressure.
- You are frequently looking for new, better, and more efficient ways of getting things done.
- You are motivated by the new, the innovative, and the cutting-edge ideas in your areas of expertise.
- Because of your high inquisitiveness and your high sense of urgency, you may not take time for a formal course on a subject, but yet learn on your own as much as someone who may have taken a class.
- You set an image of high goals for yourself and others and expect both to meet those goals and live up to the image established.
- Your high degree of self-confidence in taking risks coupled with your high ego strength will yield one who will take full responsibility for the risks.
- You are not easily influenced by the group, or the constraints of organizational protocol.

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Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Have variety, many activities, and an occasional surprise to keep you from getting bored.
- Opportunity for rapid learning, a broad scope of responsibilities and advancement.
- Resisting, a little, your tendency to exceed your limits of authority, or work outside the established policies or rules.
- Freedom to express your own ideas, initiatives, and creativity.
- Remembering not to be as abrupt and blunt sometimes.
- Opportunities for involvement with a wide variety of people both internal and external.
- Being aware of where your authority begins and ends.
- Watching how you express strong emotions.

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Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- Control over your own destiny and career path.
- Questions answered in brief and precise ways, a trait very typical of the pure High D preference.
- Independence to be able to act on ideas, and to express creativity in solving problems.
- To maintain a level of focus on the big picture and results, not the details and minutia.
- You want support of your ideas and initiatives from others who have higher follow-through on details.
- Authority equal to your areas of responsibility.
- Wants to be recognized for achievements and competence.
- A variety of experiences and new challenges.

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Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Excellent at initiating activity and direction for the team or organization.
- Response pattern indicates a strong tendency to work toward making things happen rather than waiting for things to happen.
- Excellent at building new projects, initiatives, or territory for an organization.
- Able to set high goals, then works hard with people to achieve those goals.
- Excellent in presentations to large or small groups. You bring a poised, confident, and engaging message to any audience.
- Initiates new ideas and promotes them by energizing others.
- Able to carry a new initiative or message to a new audience in a new region and to build trust, credibility and rapport in a skillful manner.
- Able to make decisions quickly and to take the credit or blame for the outcome of decisions.

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Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Freedom from details and minutia.
- Wide sphere of influence and responsibility.
- Removal from routine or repetitive work.
- Many experiences and some occasional unexpected surprises or problems.
- A cutting-edge, innovative, entrepreneurial environment.
- Few, if any controls or limitations on your authority.
- An audience to hear your ideas and solutions and to carry them to completion.
- Rapid and immediate results for the effort and energy on a project.

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Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems. Due to your behavioral style, you may tend to:

- Sometimes overuse an "ends justify the means" perspective.
- Be somewhat intimidating to others due to your aggressiveness and dominance.
- Become impatient, especially with slower-moving or slower-thinking people.
- Not be sensitive enough to others needs.
- Set expectations for yourself and others that are overly ambitious or unrealistic.
- Be a selective listener, hearing only what you want to hear at times.
- Easily become restless and impatient with overly complex processes or slow-moving work.
- Lose interest in the project or initiative once the challenge is gone and it has become more of a routine.

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Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

How you prefer to share knowledge or teach:

- You may sometimes push to learn too quickly, without providing enough information.
- You can expect others to be responsible for their own learning and professional development.
- You tend to expect those you teach to move as quickly as you do, and not get stuck in any minutia.
- You connect learning to your own examples, self.
- You share knowledge with confidence and openly.
- You are more likely to instruct, then facilitate learning.
- You prefer a less structured, more free-flowing teaching style.

How you prefer to receive knowledge or learn:

- Prefer individualized, independent self-study at times, balanced with group interaction.
- Develop own learning strategies.
- Like spontaneity, flexibility, and variety in the learning environment.
- Process information actively.
- Seek inspiration and excitement in the learning process.
- Seek practicality and results.
- Respond actively to others, and tends to take learning risks.

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This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with test:

- Don't get off the track and talk about other issues or items.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Free-up enough to be engaging, stimulating, and fast-paced.
- Ask 'what' oriented questions that close the issue or topics.
- Offer input on how to make the ideas become reality.
- Be clear in your explanations.
- Provide testimonials from people seen as important and prominent.

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Things to avoid to effectively communicate with test:

- Avoid rambling discussion and wasting time.
- Avoid making guarantees and assurances when there is a risk in meeting them.
- Don't 'dream' too much with the team or you'll lose time.
- Avoid wild speculations without factual support.
- Avoid being impersonal or judgmental.
- Don't forget or lose things necessary for the meeting or project.
- Don't talk down to anyone.

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In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:
How is your 'D' score relevant to your life?

_____

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

_____

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

_____

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

_____

Overall Natural Style:
What is one way in which your natural style relates to your life?

_____

Overall Adaptive Style:
What is one way in which your adaptive style relates to your life?

_____

Strength-based insights:
What specific strengths do you think connect to your success more than any other?

_____

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Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

_____

Ideal Job Climate:

How well does your current climate fit your behavioral style?

_____

Effectiveness:

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

_____

Motivation:

How can you stay more motivated?

_____

Improvement:

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

_____

Training/Learning:

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

_____

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

Supporting Success:

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

_____

_____

_____

_____

_____

_____

_____

_____

Limiting Success:

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

_____

_____

_____

_____

_____

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_____

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The Values Index

WHY are you motivated to use your talents based on your drivers of engagement?

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About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.

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The Elements of the Values Index

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

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A closer look at the seven dimensions

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

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

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

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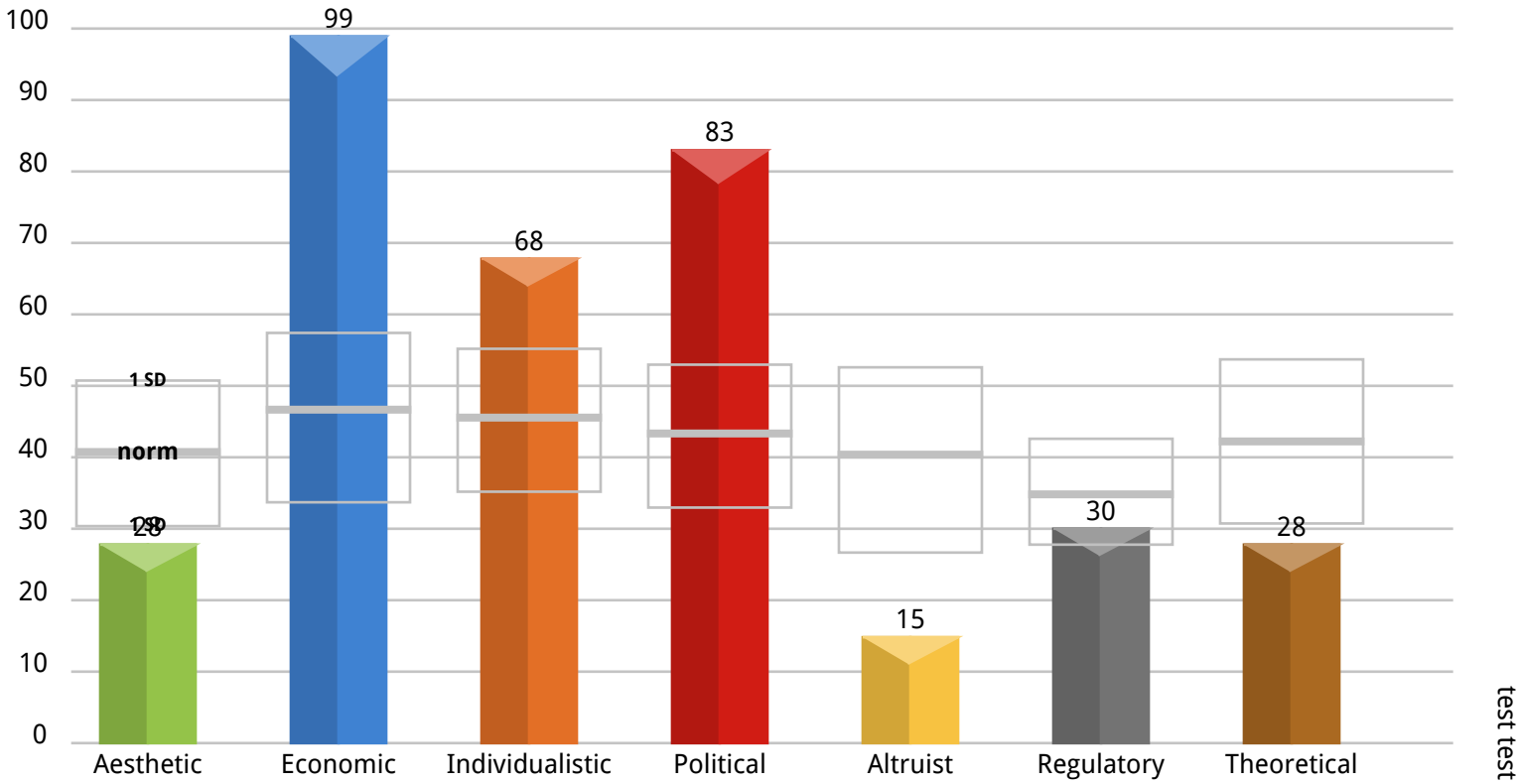
Executive Summary of test's Values



Low Aesthetic	You have a bottom-line approach focusing on functionality over form or aesthetics.
Very High Economic	You are very competitive and bottom-line oriented.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Very Low Altruist	You guard your trust level so as not to get burned, either self or team.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Low Theoretical	You are less concerned with the big picture or knowledge for knowledge sake.

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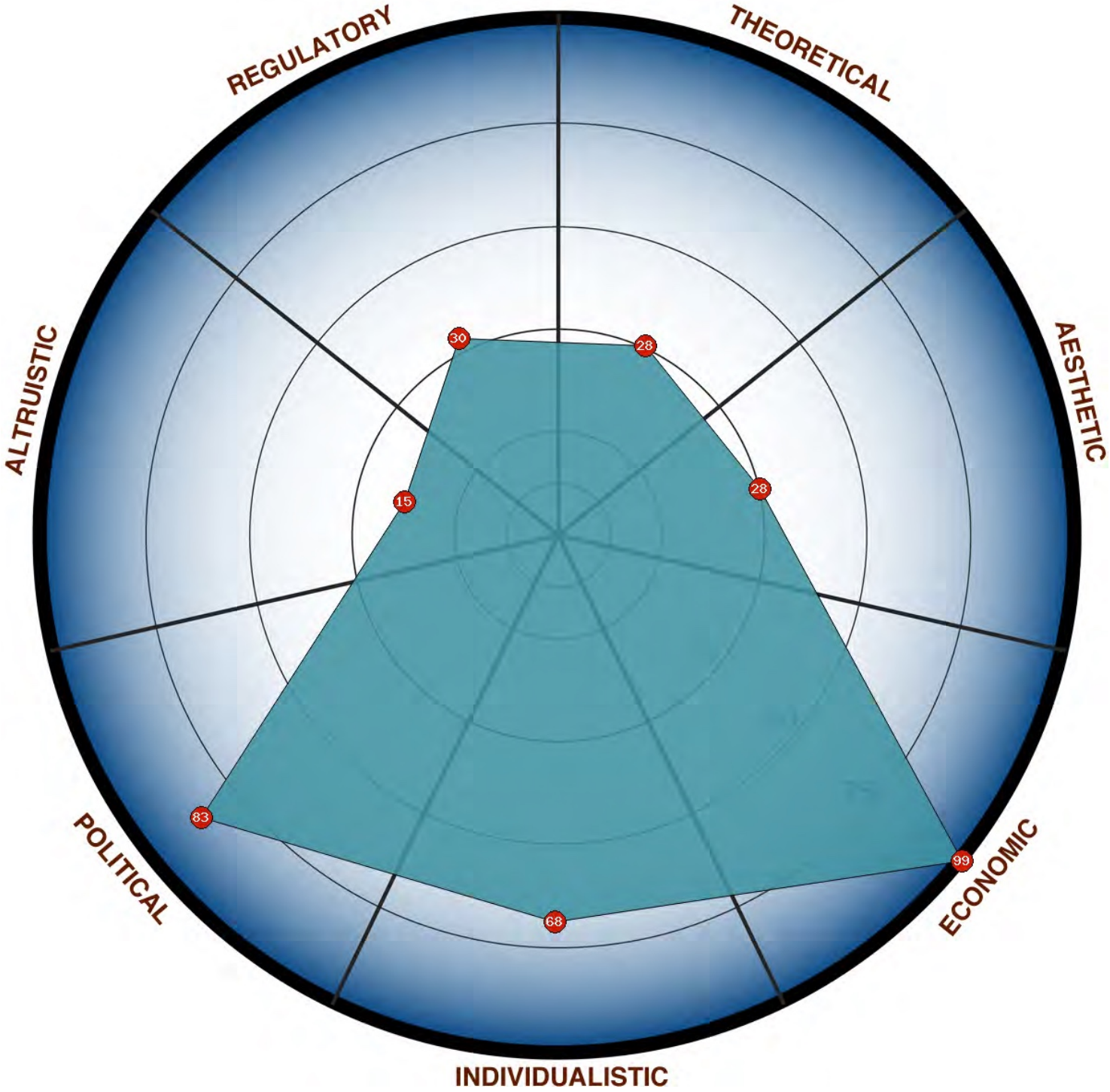

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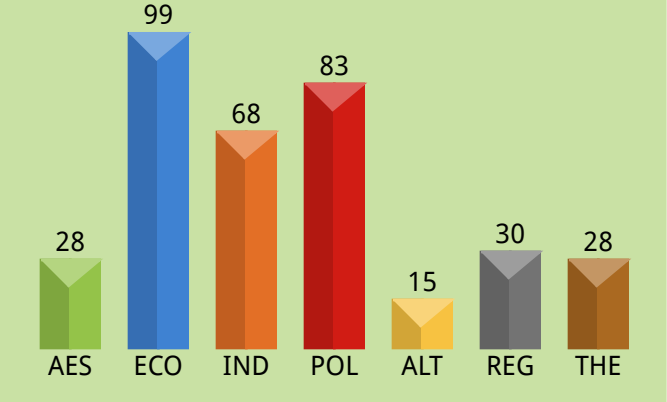

The Aesthetic Dimension:

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

General Traits:

- Having harmony and balance may not be as important to you as other drive factors shown in this report.
- You are a good steward of business processes and don't want to waste resources on aesthetics or beauty if they don't impact productivity.
- You are not negatively effected by unaesthetic work environments.
- You believe having something look good is not as important as how effectively and efficiently it works.
- You can take or leave aesthetically pleasing things.

Key Strengths:

- You tend to take more of a bottom-line approach.
- You are a strong survivor even in heavy competition.
- To you, achieving balance and peace in life may take a back seat to results.
- You are less emotional than many and prefer practical transactions.

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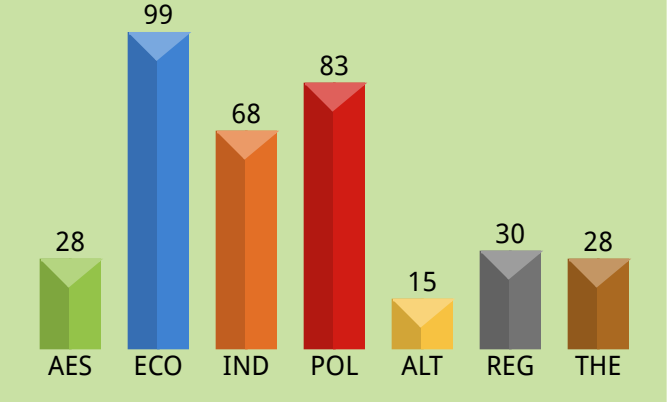

The Aesthetic Dimension:

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

Motivational Insights:

- To maintain your optimal level of motivation, avoid getting involved with projects related to the aesthetics of the work environment. Leave it to others and enjoy the fruits of their efforts.
- To you, rational goals are the primary motivator.
- You connect topics to improvements in function, not things like harmony or beauty.
- You appeal to the practical aspects of a situation.
- You stick to the bottom-line issues.

Training/Learning Insights for test:

- You teach/learn in a very practical way, nothing fancy.
- You will be flexible about the surroundings in which you learn.
- You should avoid lots of team interaction just for the sake of interaction; be certain there is a business reason.
- You will make sure to connect training benefits to business opportunities.
- You believe more team involvement would benefit from pointing out the practical reasons.

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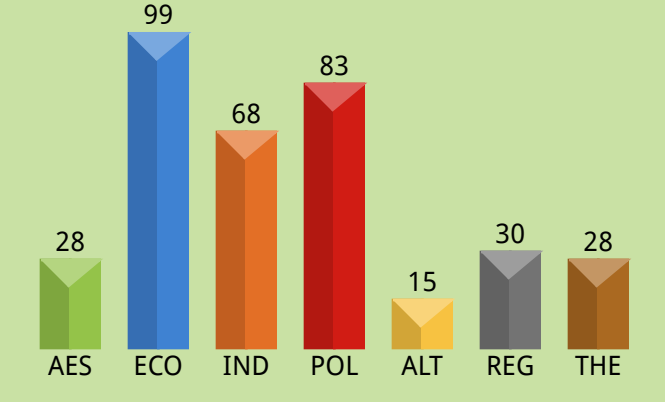

The Aesthetic Dimension:

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

Continual Improvement Insights:

- Some might consider you somewhat unconcerned about aesthetics, artistic beauty or harmony.
- You may be seen as a bit overly businesslike.
- You should try to appreciate the value others have for artistic things, or trying to increase workplace aesthetics.
- Remember to respect the creativity of others.
- You need to remember that others have different levels of of aesthetic values, and their opinions need to be respected.

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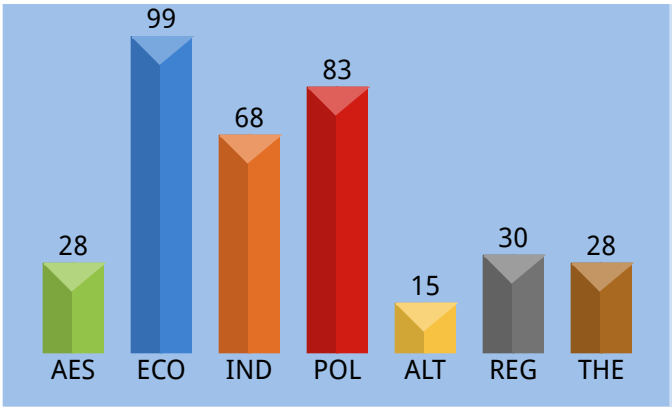

The Economic Dimension:

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

General Traits:

- You are interested in what is practical and useful in achieving your vision of success.
- You may view knowledge for the sake of knowledge as a waste of time, talent, energy, and creativity.
- You need for education and training to be practical and useful, with a profit or economic motive.
- You may fit the stereotype of the highly driven American businessperson, motivated by economic incentives.
- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of your participation.

Key Strengths:

- You are able to multi-task in a variety of areas, and keep important projects moving.
- You are profit driven and bottom-line oriented.
- You show a keen ear to the revenue-clock, your own and the organization's.
- You are highly driven by competition, challenges, and economic incentives.
- You are highly productive.

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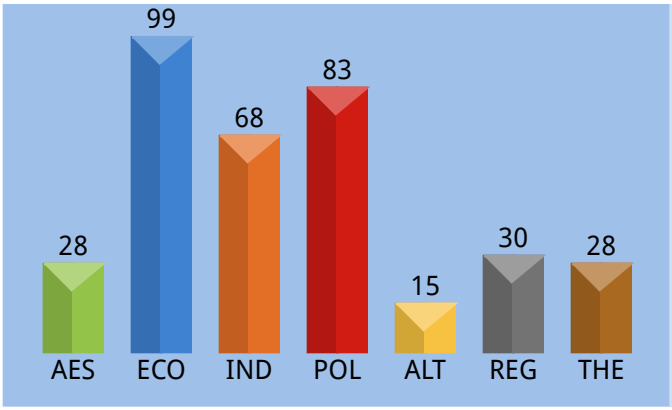

The Economic Dimension:

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

Motivational Insights:

- You realize that it's not just money that motivates, but also personal fulfillment in the job.
- You are certain to reward performance, and encourage participation as an important member of the team.
- You would appreciate recognition and rewards (e.g., bonuses) as soon as possible, not just farther out as in at the end of the quarter or year.
- You link training and meeting events to potential gains in business share or future income.
- You should reduce the potential visible "greed-factor" which may appear in your style.

Training/Learning Insights for test:

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

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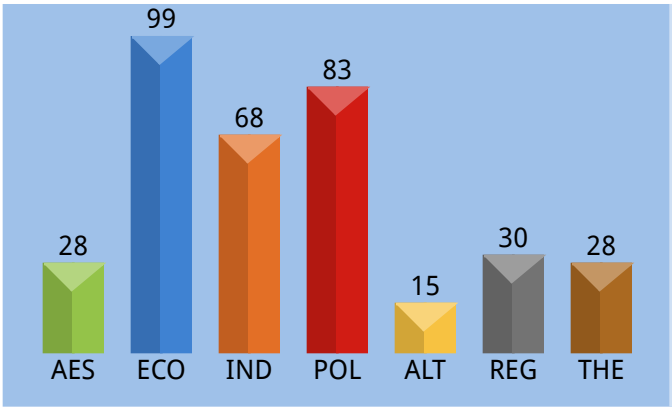

The Economic Dimension:

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

Continual Improvement Insights:

- While this very high economic drive may be a significant motivating factor in achieving your goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- You may judge efforts of others by an economic scale only.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.

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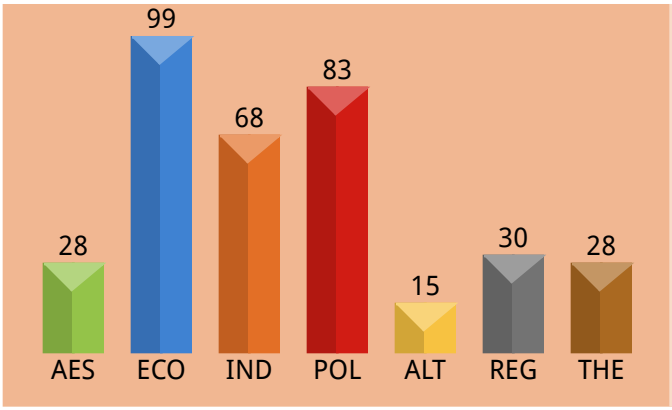

The Individualistic Dimension:

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

General Traits:

- Your pattern of responses indicates that you have a strong desire to be your own person.
- You experience a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.
- You may have a tendency to push-the-envelope a bit in situations where winning is desired.
- You enjoy working in your own way and own methods.
- You bring a lot of energy that needs to be put to good use.

Key Strengths:

- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You are not afraid to take calculated risks.
- You enjoy making presentations to small or large groups and are generally perceived as an engaging presenter by your audiences.
- You desire to be an individual and to celebrate differences.
- You realize that we are all individuals and have ideas to offer.

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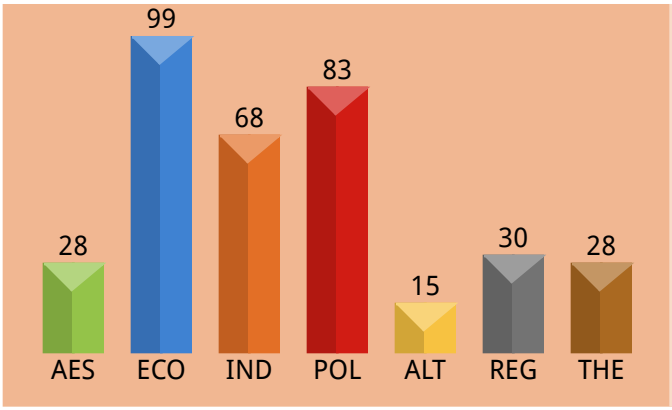

The Individualistic Dimension:

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

Motivational Insights:

- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You should work with an idea, develop it, and run with it for a while before making a judgment.
- You will appreciate 'air-time' at meetings to share ideas with others on the team.
- You should create an environment that provides security while it encourages taking appropriate risks.
- Be open to new ideas you may offer, and realize that you may do things a bit differently than standard operating procedures.

Training/Learning Insights for test:

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

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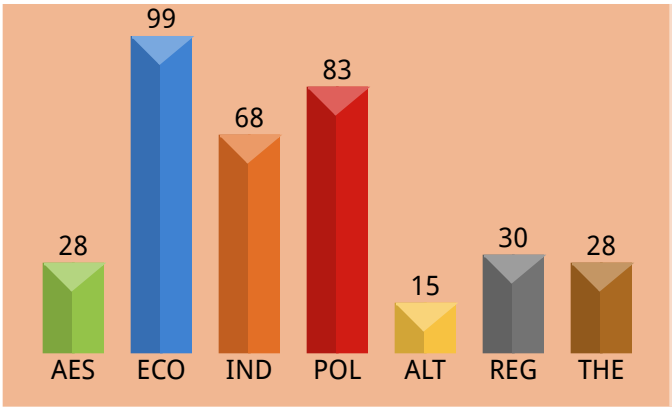

The Individualistic Dimension:

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

Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.

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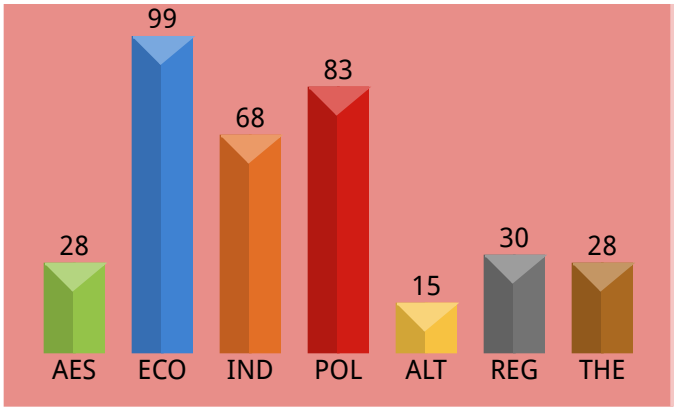

The Political Dimension:

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

General Traits:

- You are very comfortable being in a leadership position and seek those roles.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.
- You seek competition.
- You show a very high energy level in working toward goals and ambitions.
- You like to be your own boss, and to have control over time and resources to accomplish goals.

Key Strengths:

- You have a strong 'buck stops here' approach to business and getting things done.
- You have a very high energy level to work hard at meeting goals.
- You accept struggle and hard work toward a goal.
- You are able to plan and design work projects for teams to accomplish.
- You are able to plan and control your own work tasks.

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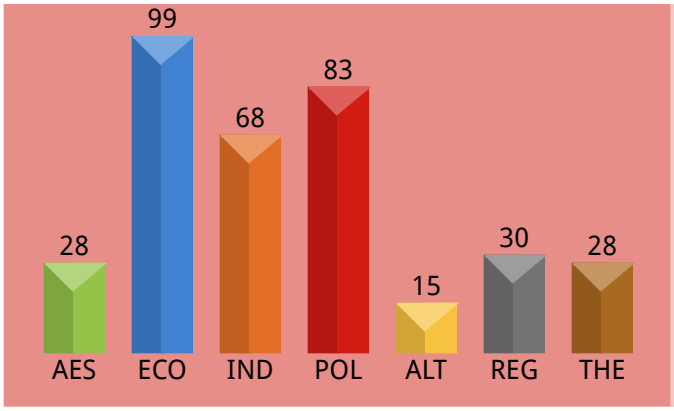

The Political Dimension:

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

Motivational Insights:

- You appreciate public recognition and praise for successes.
- You should provide an environment with minimal involvement with routine, detail, and paperwork.
- You enjoy status and esteem in the eyes of others.
- You score like others who may feel stifled if surrounded by many constraints.
- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.

Training/Learning Insights for test:

- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- Many who score like you, may prefer independent study instead of group or team activities.
- Your scores are like those who frequently show an interest in leading some training or professional development activities.
- You provide for a variety of learning and personal development options.
- If group activities are involved, you attempt to build in some competition and group leadership events.

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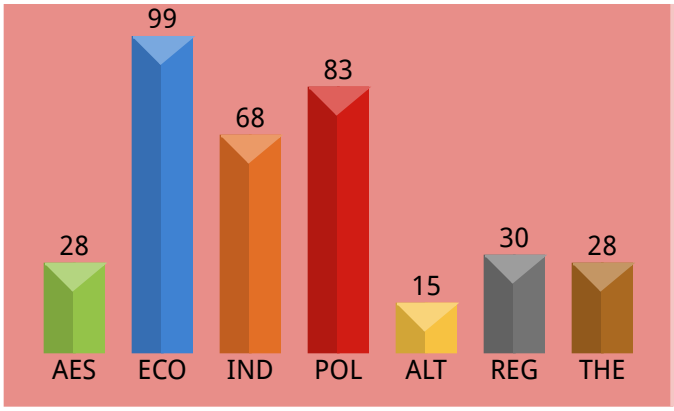

The Political Dimension:

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

Continual Improvement Insights:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority at times.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.

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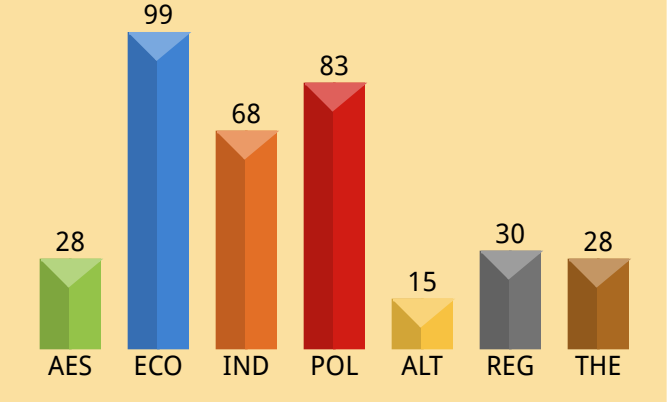

The Altruistic Dimension:

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

General Traits:

- You are not strongly motivated strictly by benefiting others alone.
- When you are dealing with others, it is very much about business and function.
- You may not be seen as the most generous person when it comes to donating free time or services.
- You will remain at first guarded and reserved when it comes to others, but likely to open up as the relationship grows.
- You view it as an unacceptable risk to openly trust others without some form of guarantee.

Key Strengths:

- You have a very pragmatic, bottom-line approach to business transactions.
- You are a very strong survivor in chaotic situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have a rational-steady business focus.
- You work just fine alone, and don't need continuous team interaction.

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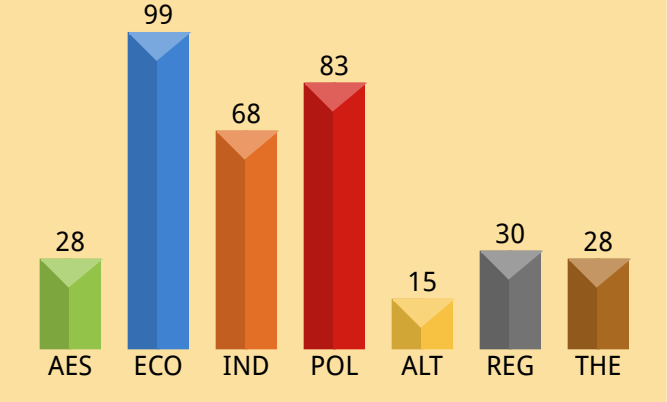

The Altruistic Dimension:

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

Motivational Insights:

- You should try not to get assigned for coaching or counseling duties, as these activities may not be your forte, and will take away from your attention to business matters.
- You are motivated by goals and objectives and setting your own course.
- You should remember that you will likely migrate towards independent work, even within a team, so try to pre-set some areas for independence.
- You stick to the bottom line, and don't lead off on tangents.
- You demonstrate the practical benefits of increased team-work.

Training/Learning Insights for test:

- You should make sure to link learning and professional development work to areas of personal interest.
- You should demonstrate the practical benefits of any training or learning.
- You connect all training or learning to the bottom-line business needs and how it will return personal results.
- You may like to train or learn independently, apart from others.

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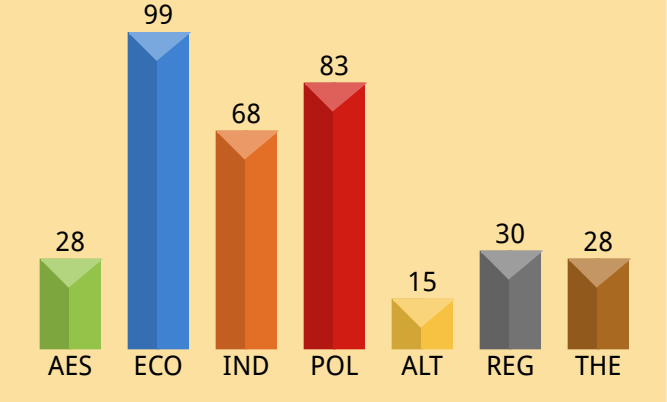

The Altruistic Dimension:

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

Continual Improvement Insights:

- Some could consider your very pragmatic approach as self-centered if not monitored.
- You are likely to be viewed as "guarded" and "reserved" by those who are much more altruistic.
- You might benefit from being more sensitive to the personal needs of others.
- You may gain personally by helping others gain personally as well.

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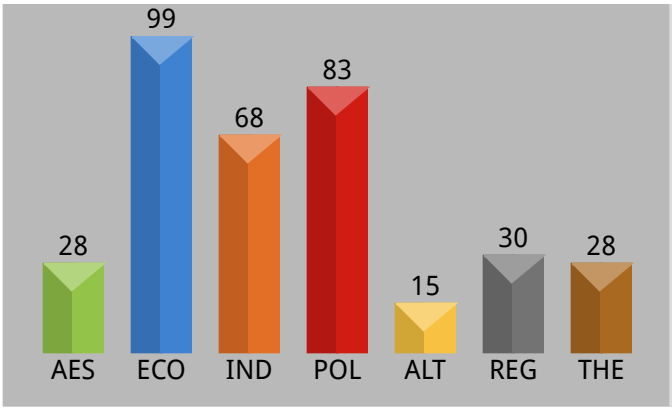

The Regulatory Dimension:

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

General Traits:

- You appreciate some structure, but not too much.
- You strike a good balance between respecting individual needs, and those of the group.
- You are right at the national mean when it comes to desire for stability or steadiness.
- You are accepting of authority, but not bound by it blindly.
- You are good at seeing the details, but not likely to get lost in them.

Key Strengths:

- You can challenge protocol and be creative if the situation demands it enough.
- You are situationally aware of when rules must be followed and when they should not be.
- You are good at providing order and structure where it is required.
- You act to stabilize those on a team.
- You are not overly rigid in the need for order and structure.

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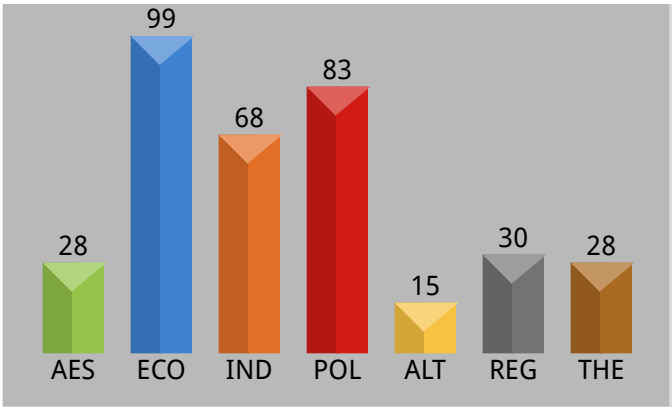

The Regulatory Dimension:

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

Motivational Insights:

- You can help bring order out of chaos without going overboard.
- You can be the mediator between those who support the old guard and those who want revolution.
- You can provide a balanced view for creating new policies, procedures and protocols that are effective.
- You will be good at helping maintain a stable environment.
- You can be a valuable asset when it comes to working in routine environments.

Training/Learning Insights for test:

- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.

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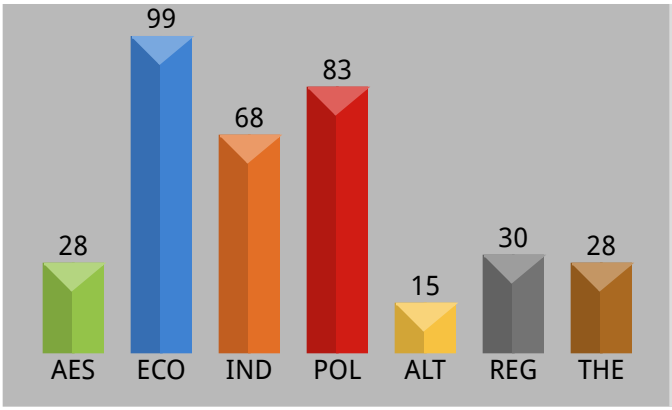

The Regulatory Dimension:

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

Continual Improvement Insights:

- You might benefit from exerting opinions freely in discussions of direction and planning.
- You could take a firmer stand on team issues involving dissenting opinions.

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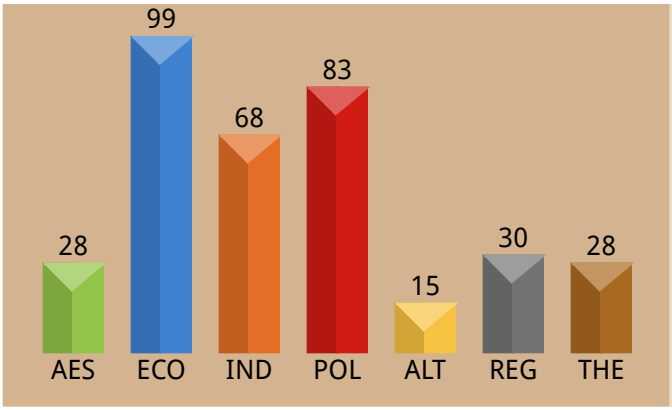

The Theoretical Dimension:

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

General Traits:

- You are aware of job parameters and details, but prefer to learn only that which is necessary to complete the job assignment.
- You show a practical and bottom-line job-view perspective.
- You like to spend time learning things that have a direct impact on what you need to accomplish as a professional.
- You may leave specific details of a project to others on the team and place trust in their coaching and judgment when decisions are made.
- You are aware of time management, but don't let time dictate.

Key Strengths:

- You may demonstrate a high sense of urgency to get things done quickly, leaving the details to other team members.
- You are able to see the big picture and communicate it clearly and briefly to others.
- You can get people on board for a cause.
- You may bring a constant sense of efficiency to specific job tasks.
- You are resourceful; will find a way to get it done.

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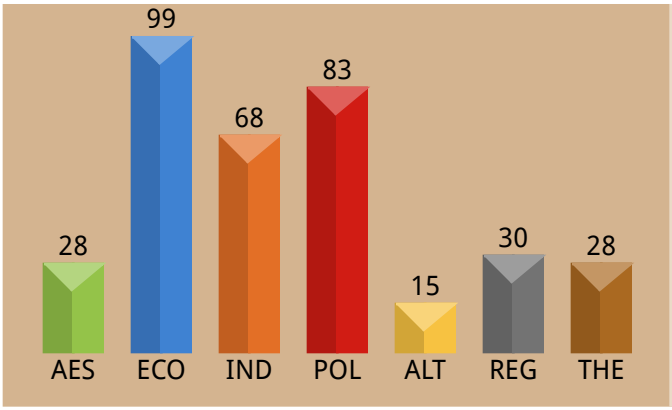

The Theoretical Dimension:

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

Motivational Insights:

- Provide some attempts to reduce the amount of technical knowledge-based requirements.
- Ask for technical or support personnel to assist when necessary.
- You prefer occasional monitoring or check-ins on progress rather than frequent contacts.
- Avoid massive amounts of paperwork, forms, and details.
- You prefer opportunities for multiple projects and multi-tasking.

Training/Learning Insights for test:

- You should make training and development activities as practical as possible.
- You should avoid getting bogged down in academic minutia.
- You should hit only those essential items that related to increased success or efficiency on projects.
- You should link training and professional development to other areas of the Values graph where peaks occur.

test test

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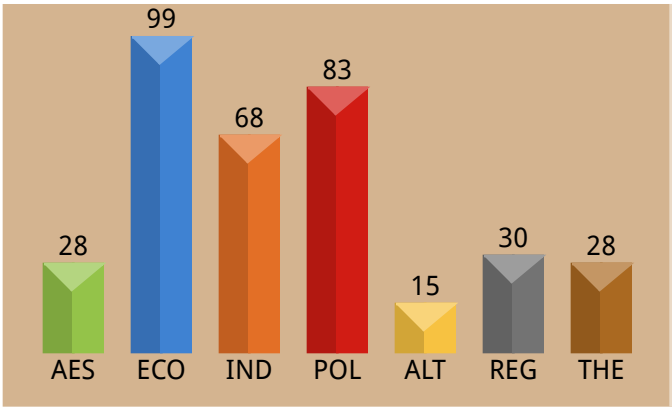

The Theoretical Dimension:

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

Continual Improvement Insights:

- You have the potential for sometimes ignoring certain rules, regulations, protocol, or knowledge which is integrally important to the success of a project.
- You may occasionally ignore an important rule, procedure, or protocol in order to expedite processes.
- You may need assistance with voluminous details and to watch time management.
- You may not have an observable interest in asking questions about those things not directly connected to the practical aspects of the job.
- You create a balance between minimum details and those details necessary to maintain quality control.

test test

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

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

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

Legend:

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

Tally your score here:

☐

test test

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

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

_____

_____

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

_____

_____

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

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

_____
_____
_____
_____
_____
_____
_____
_____
_____

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

_____
_____
_____
_____
_____
_____
_____
_____

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Attribute Index

WHAT natural talents do you have based on how you think and make decisions?

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

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

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

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

test test

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

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

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

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External Decision Making Pattern Summary

You are very well developed in all three dimensions of thought (People, Tasks and Systems) and with equal proportion. You can be very competent in all three dimensions of value from schematic thinking, to practicality to valuing others. You appreciate and possess equal strengths in: systems, rules, structure, concrete organization, detailed planning, and people skills.

You are a versatile, quick learner in all of these areas. This can also lead to your becoming easily bored or anxious in positions that require excessive over or under focus on any one dimension of thought by itself, to the exclusion of the others (e.g., door to door sales actually requires less than excellent empathy). Overall development levels in all three dimensions are equal and all are highly developed. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

Versatility in dealing with people, performance or systems equally
Quick learning ability in a wide variety of business areas
Stability, dependability
Over-all very good to excellent business and people management potential
Understanding and communicating with others
Planning and organizing
Schematic thinking

Minimizers

Gets easily bored with limited tasks and responsibilities
May become anxious if all three areas (people, performance and Systems) aren't utilized.
May have too much ability for certain jobs that don't require all three areas of thought.
Can get easily bored or feel unchallenged if all three areas are not capitalized

Motivators

Decision-making freedom
Multi-faceted challenges
Independence
Personal relationships
Status and recognition
Sense of belonging

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Needs for Growth

Personal identification with personal needs, desires and systems. Understanding how balanced high scores may impact roles, duties and objective success of a given position.

Targets for Reinforcement (R) and Development (D)

Empathetic Outlook (R)
Practical Thinking (R)
Systems Judgment (R)

Preferred Environment

An atmosphere where there is an open exchange of ideas with readily available feedback; the sharing of responsibilities and decisions. A role which allows the most complete usage of all three external dimensions of thought.

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Internal Decision Making Pattern Summary

You tend to have a higher than normal self esteem and define who you are based mostly on your own internal sense of worth, rather than the job you hold or things you own. You live according to a strong sense of who you feel you are and that inner-strength buffers you against outside opinions on who and what you should do. Your work or primary social roles are of lesser importance to you in comparison. It is also very possible that you are suffering from some role confusion right now. Something about one of your major roles in life has changed and as a result you have confusion about how to proceed. You see the People dimension very well and this is where you have your best level of development. The Tasks and Systems dimensions are equal to you in both their importance and development, which is moderate compared to the People dimension. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

Self-reliance
Resiliency
Strong positive self image
Handling rejection

Minimizers

Lack of drive and ambition for exclusively material, position related things
Sense of direction
Self sacrifice

Motivators

Self improvement
Self discovery

Needs for Growth

To bolster your high self-image with a more balanced view of your role's importance and define a clearer sense of direction based on that balanced view.

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Targets for Reinforcement (R) and Development (D)

Role awareness (D)

Handling stress (R)

Self direction (D)

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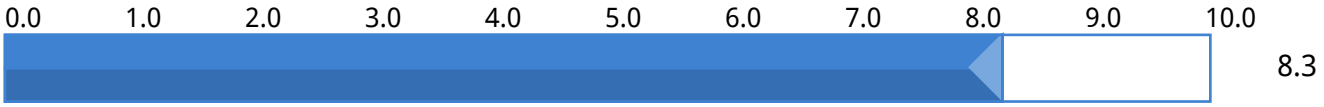
This graph summarizes the 6 Categories that comprise this Talent Profile. A description and mean score for each category is on the following page.

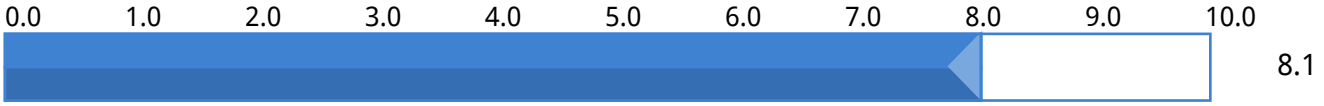
This Sales Assessment Profile is designed to objectively measure those capacities which are vital to success in a sales capacity. This report seeks to provide valuable insight into test's specific aptitudes and abilities in a multitude of sales related categories.

Report Component Graphs

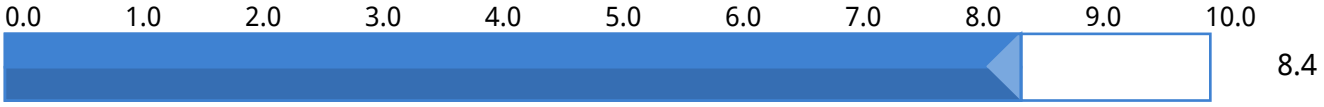
A. PROSPECTING



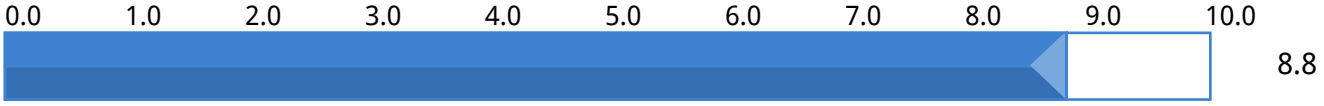
B. GREETING



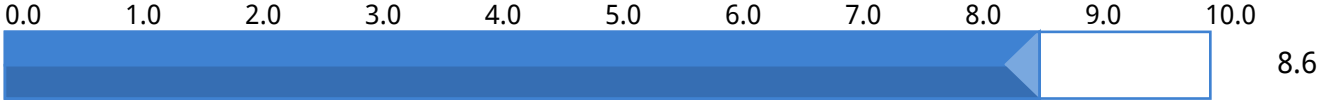
C. QUALIFYING



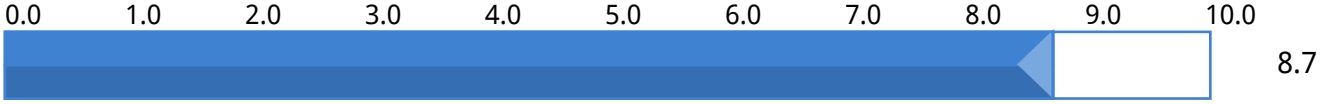
D. DEMONSTRATING



E. INFLUENCING



F. CLOSING



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A. PROSPECTING (8.3)

This is the first step of any sale. It is the phase of the sale where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.

B. GREETING (8.1)

The first face-to-face interaction between a prospect and the salesperson, this step is designed to enable the salesperson to display her sincere interest in the prospect... to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase of face-to-face trust building and sets the face-to-face selling process in motion.

C. QUALIFYING (8.4)

The detailed needs analysis phase of the face-to-face sale. This step of the sale enables the salesperson to discover what the prospect will buy, when they will buy and under what conditions they will buy. It is allowing the prospect to identify and verbalize their level of interest, specific wants and detailed needs in the product or service the salesperson is offering.

test test

D. DEMONSTRATING (8.8)

This step allows the salesperson to present her product knowledge in such a way that it fulfills the stated or implied wants, needs or intentions of the prospect as identified and verbalized in the qualifying phase of the sale.

E. INFLUENCING (8.6)

What people believe enough, they act upon. This step is designed to enable the salesperson to build value and overcome the tendency that many prospects have to place little belief or trust in what is told to them. It is this phase of the sale that solidifies the prospect's belief in the supplier, product or service and salesperson.

F. CLOSING (8.7)

The final phase is closing. This phase of the sale is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

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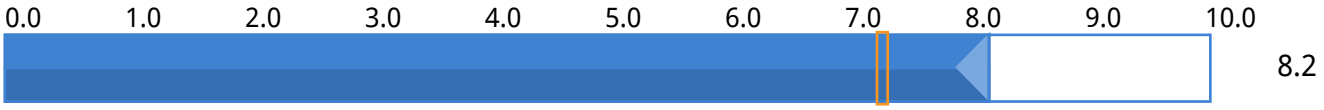
Category Description

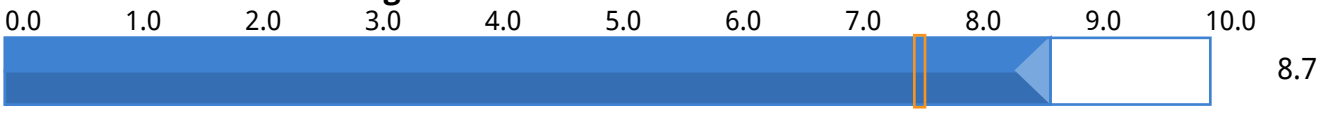
This is the first step of any sale. It is the phase of the sale where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.

Category Component Graphs

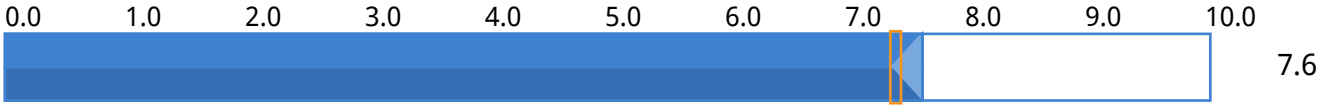
Initiative



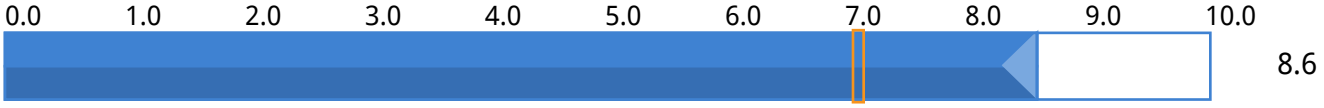
Intuitive Decision Making



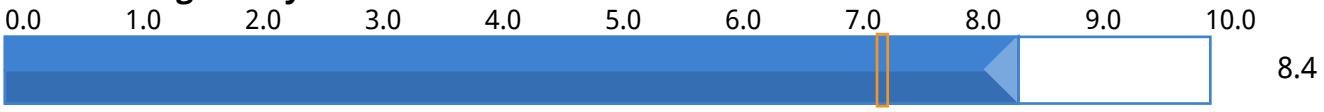
Persistence



Role Confidence



Self Starting Ability



Category Component Descriptions

Initiative (8.2)
evaluates test's ability to direct her energy toward the completion of a goal without an external catalyst.

Intuitive Decision Making (8.7)
evaluates test's ability to accurately turn intuitive perceptions about a situation into a decision or action.

Persistence (7.6)
evaluates test's ability to stay on course in times of difficulty.

Role Confidence (8.6)
evaluates test's ability to develop and to maintain an inner strength based on the belief that she will succeed.

Self Starting Ability (8.4)
evaluates test's ability to find her own motivation for accomplishing a task and the degree to which she will maintain that course in the face of adversity.

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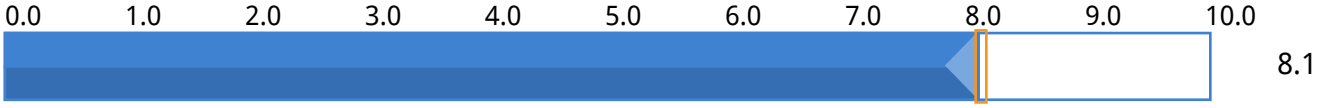
Category Description

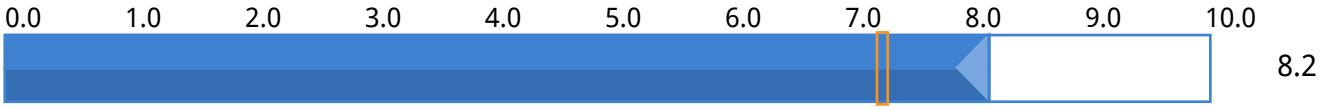
The first face-to-face interaction between a prospect and the salesperson, this step is designed to enable the salesperson to display her sincere interest in the prospect... to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase of face-to-face trust building and sets the face-to-face selling process in motion.

Category Component Graphs

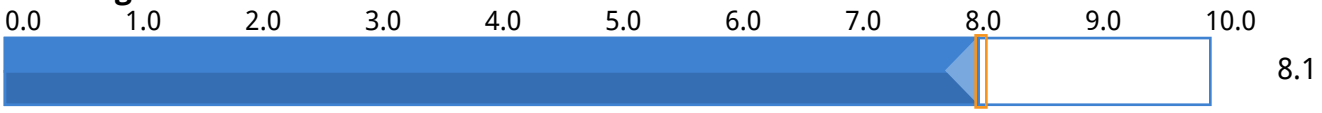
Attitude Toward Others



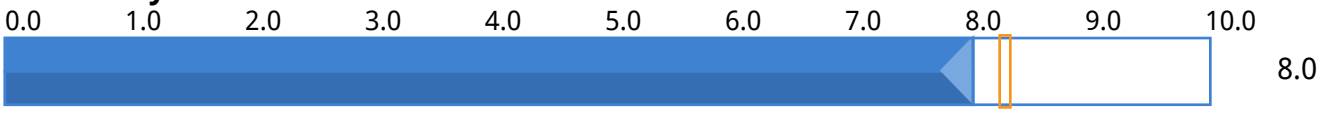
Initiative



Relating To Others



Sensitivity To Others



Category Component Descriptions

Attitude Toward Others (8.1)
evaluates test's ability to maintain a positive, open and objective attitude towards others.

Initiative (8.2)
evaluates test's ability to direct her energy toward the completion of a goal without an external catalyst.

Relating To Others (8.1)
evaluates test's ability to coordinate personal insights and knowledge of others into effective interactions.

Sensitivity To Others (8.0)
evaluates test's ability to be sensitive and aware of the feelings of others but not to allow this awareness to get in her way when faced with making objective decisions.

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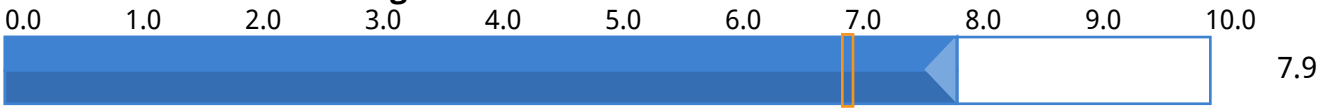
Category Description

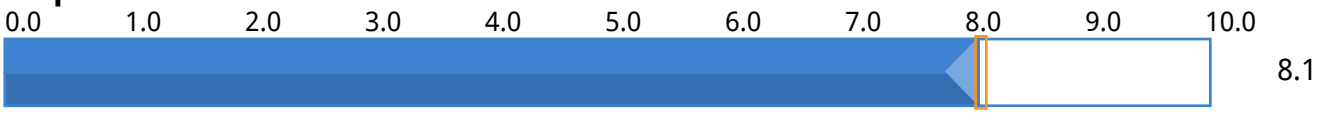
The detailed needs analysis phase of the face-to-face sale. This step of the sale enables the salesperson to discover what the prospect will buy, when they will buy and under what conditions they will buy. It is allowing the prospect to identify and verbalize their level of interest, specific wants and detailed needs in the product or service the salesperson is offering.

Category Component Graphs

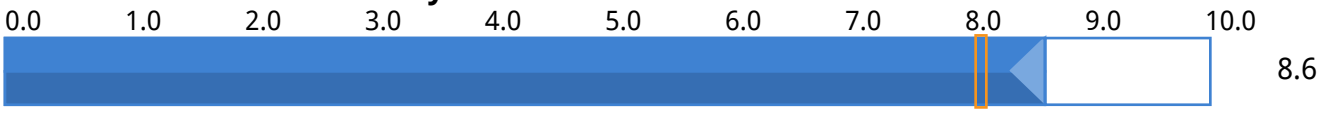
Balanced Decision Making



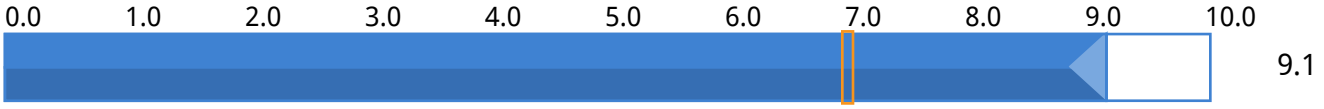
Empathetic Outlook



Problem and Situation Analysis



Self Confidence



Category Component Descriptions

Balanced Decision Making (7.9)
evaluates test's ability to be objective and to evaluate fairly the different aspects (people and other) of a situation; and her ability to make an ethical decision that takes into account all aspects and components.

Empathetic Outlook (8.1)
evaluates test's capacity to perceive and understand the feelings and attitudes of others or to place herself in the shoes of another.

Problem and Situation Analysis (8.6)
evaluates test's ability to identify the elements of a problematic situation and to understand which components are critical.

Self Confidence (9.1)
evaluates test's ability to develop and to maintain inner strength based on the desire to succeed and on her belief that she possesses the capabilities to succeed.

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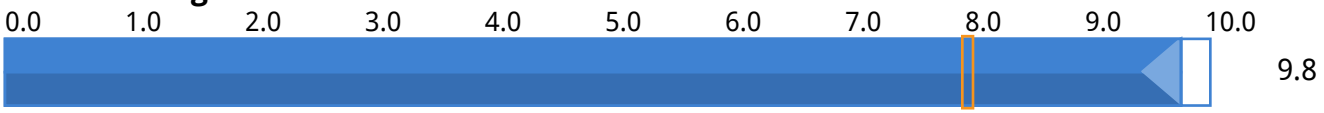
Category Description

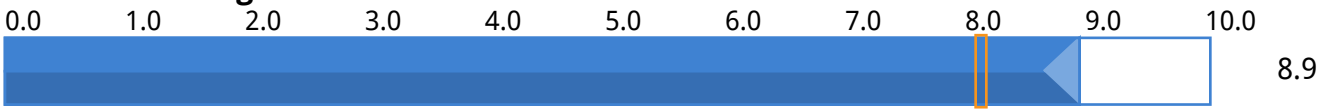
This step allows the salesperson to present her product knowledge in such a way that it fulfills the stated or implied wants, needs or intentions of the prospect as identified and verbalized in the qualifying phase of the sale.

Category Component Graphs

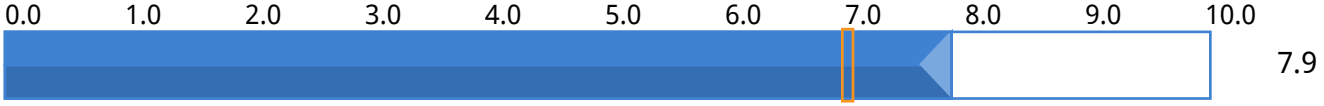
Concrete Organization



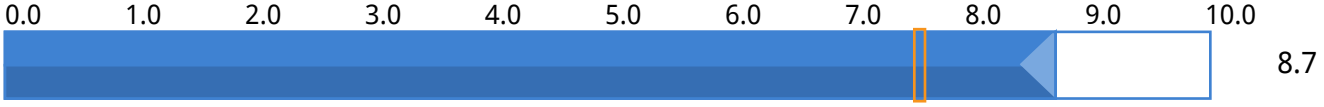
Problem Solving



Project Scheduling



Sense of Timing



test test

Category Component Descriptions

Concrete Organization (9.8)
evaluates test's understanding of the immediate, concrete needs of a situation and to establish an effective plan of action for meeting those needs.

Problem Solving (8.9)
evaluates test's ability to identify alternative solutions to a problem and to select the best option.

Project Scheduling (7.9)
evaluates test's ability to understand the proper allocation of resources for the purpose of getting things done within a defined timeframe.

Sense of Timing (8.7)
evaluates test's ability to evaluate a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely.

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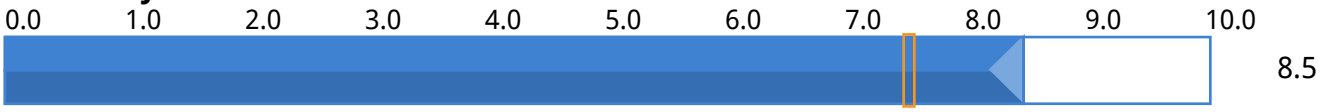
Category Description

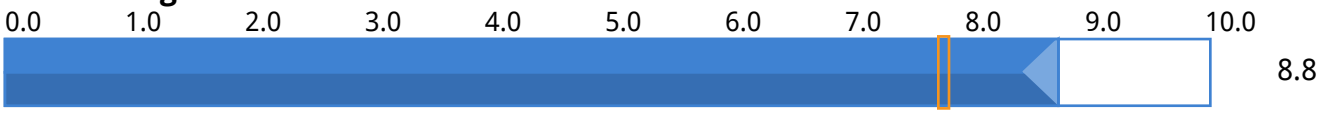
What people believe enough, they act upon. This step is designed to enable the salesperson to build value and overcome the tendency that many prospects have to place little belief or trust in what is told to them. It is this phase of the sale that solidifies the prospect's belief in the supplier, product or service and salesperson.

Category Component Graphs

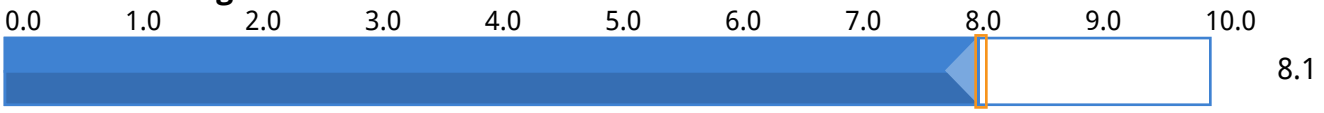
Flexibility



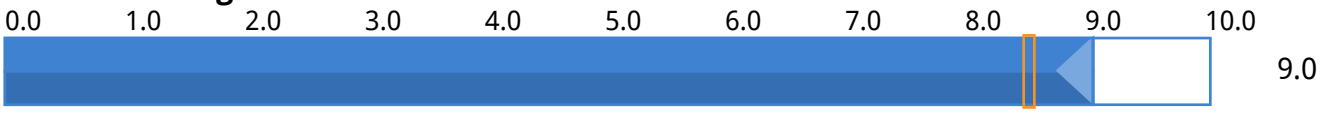
Persuading Others



Understanding Attitude



Understanding Motivational Needs



Category Component Descriptions

Flexibility (8.5)
evaluates test's ability to readily integrate, modify, and respond to changes with minimal personal resistance.

Persuading Others (8.8)
evaluates test's ability to present her viewpoint in such a way that it is accepted by others.

Understanding Attitude (8.1)
evaluates test's ability to read between the lines and to understand body language, reticence, stress, and emotions.

Understanding Motivational Needs (9.0)
evaluates test's ability to understand the needs and desires of employees and to use this knowledge to motivate them to succeed.

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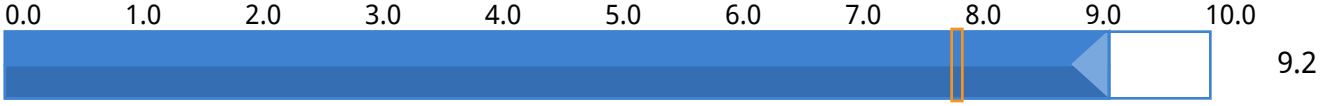
Category Description

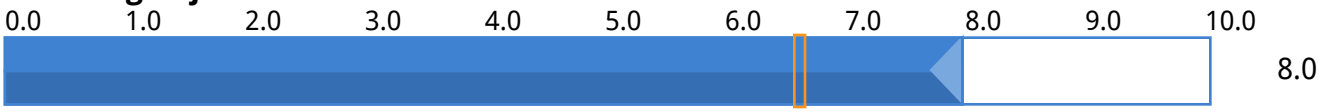
The final phase is closing. This phase of the sale is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

Category Component Graphs

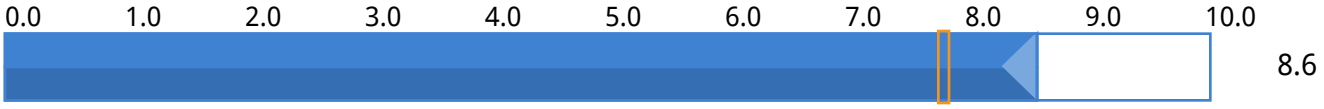
Attention To Detail



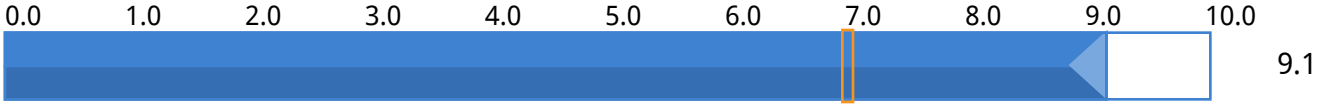
Handling Rejection



Results Orientation



Self Confidence



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Category Component Descriptions

Attention To Detail (9.2)
evaluates test's ability to see and to pay attention to details.

Handling Rejection (8.0)
evaluates test's ability to avoid taking rejection or criticism in an overly personal manner.

Results Orientation (8.6)
evaluates test's ability to identify the actions necessary to complete tasks and to obtain results.

Self Confidence (9.1)
evaluates test's ability to develop and to maintain inner strength based on the desire to succeed and on her belief that she possesses the capabilities to succeed.

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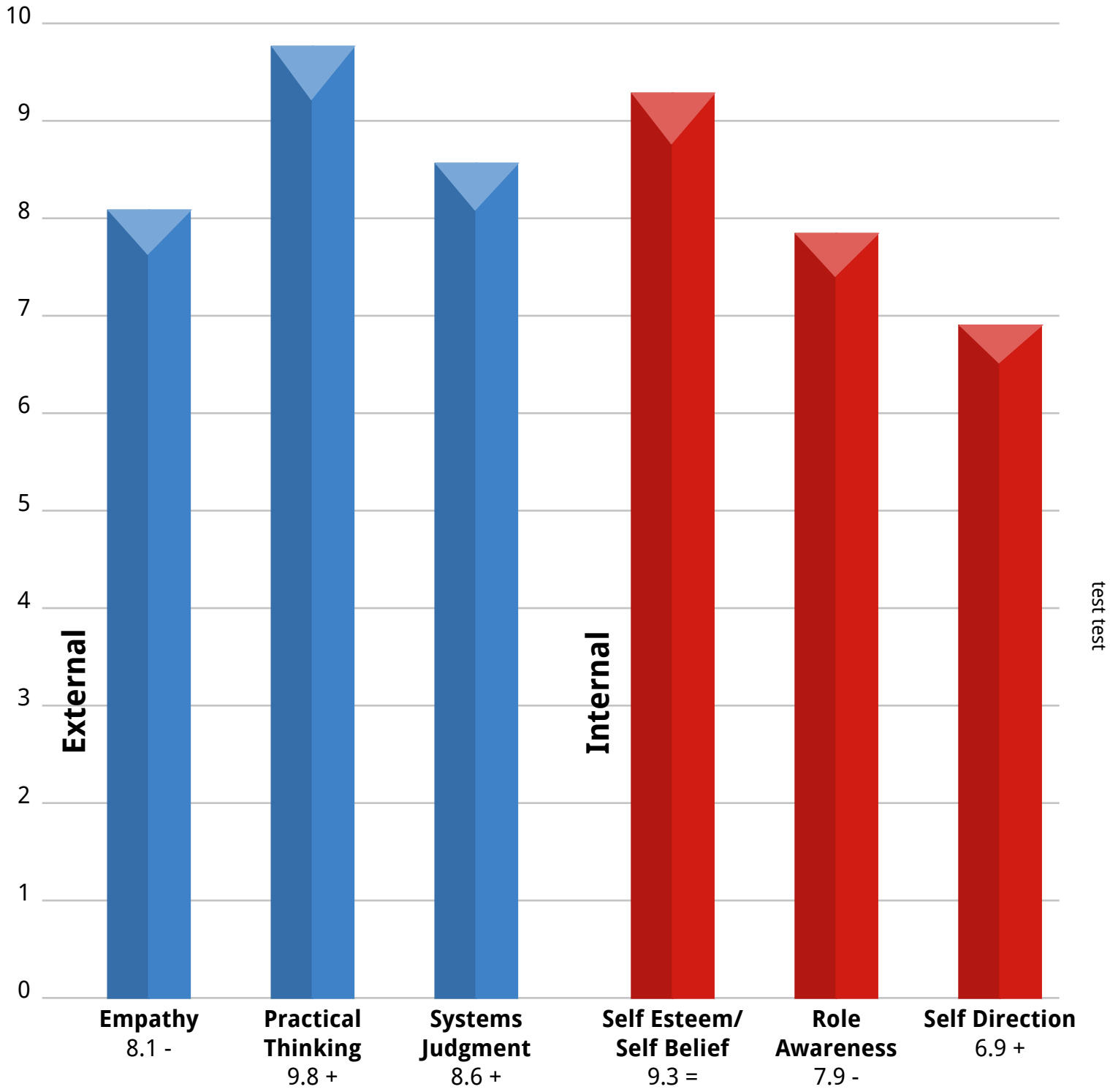

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Concrete Organization (9.8)
Practical Thinking (9.8)
Respect For Property (9.8)
Status and Recognition (9.8)
Realistic Personal Goal Setting (9.5)
Handling Stress (9.3)
Self Esteem (9.3)
Self Improvement (9.3)
Attention To Detail (9.2)
Quality Orientation (9.2)
Self Confidence (9.1)
Developing Others (9.0)
Freedom From Prejudices (9.0)
Understanding Motivational Needs (9.0)
Integrative Ability (9.0)
Realistic Goal Setting For Others (9.0)
Theoretical Problem Solving (9.0)
Leading Others (8.9)
Problem Solving (8.9)
Consistency and Reliability (8.8)
Persuading Others (8.8)
Sense of Timing (8.7)
Correcting Others (8.7)
Creativity (8.7)
Intuitive Decision Making (8.7)
Surrendering Control (8.7)
Problem and Situation Analysis (8.6)
Conveying Role Value (8.6)
Enjoyment Of The Job (8.6)
Role Confidence (8.6)
Conceptual Thinking (8.6)
Respect For Policies (8.6)
Results Orientation (8.6)
Sense of Belonging (8.6)
Systems Judgment (8.6)
Flexibility (8.5)
Proactive Thinking (8.5)
Self Starting Ability (8.4)
Attitude Toward Honesty (8.3)
Evaluating What Is Said (8.3)
Diplomacy (8.2)
Initiative (8.2)
Personal Drive (8.2)
Long Range Planning (8.2)
Attitude Toward Others (8.1)
Empathetic Outlook (8.1)
Human Awareness (8.1)
Monitoring Others (8.1)
Personal Relationships (8.1)
Relating To Others (8.1)
Understanding Attitude (8.1)
Evaluating Others (8.0)
Realistic Expectations (8.0)
Sensitivity To Others (8.0)
Project and Goal Focus (8.0)
Emotional Control (8.0)
Following Directions (8.0)
Seeing Potential Problems (8.0)
Job Ethic (8.0)
Handling Rejection (8.0)
Balanced Decision Making (7.9)
Material Possessions (7.9)
Project Scheduling (7.9)
Role Awareness (7.9)
Using Common Sense (7.8)
Persistence (7.6)
Self Management (7.5)
Gaining Commitment (7.4)
Meeting Standards (7.4)
Personal Commitment (7.4)
Problem Management (7.1)
Self Assessment (7.0)
Self Direction (6.9)
Self Discipline and Sense of Duty (6.9)
Sense of Mission (6.9)
Self Control (6.4)
Accountability For Others (5.6)
Personal Accountability (5.0)

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