



# DISC Executive Insights

Coach. Develop. Retain.

Report for: **Sample Report**

Date: **1/22/2024**



## Table of Contents

Introduction .....3

DISC Behavioral Styles .....4

Your DISC Style Summary.....5

Behavioral Pattern View .....6

Your DISC General Characteristics .....7

Work Sketches .....8

Communication Tips .....10

What You Bring to the Organization .....11

Your Behavioral Tendencies.....12

Motivators Style.....14

Your Motivator Style Summary.....15

Your Motivator Word Matrix .....16

Motivator Details .....17

Critical Thinking Style.....22

The 6 Thinking Style Dimensions .....23

Thinking Clarity and Attention .....24

Your World Thinking Style.....25

Your Self Thinking Style.....26

Your Thinking Style .....28

Your Prioritized Strengths .....29

Your Prioritized Development.....30

Your Workplace Competency Scores.....31

Your Thinking Style Summary .....33

Personal Reflection .....34

Appendix: Leadership and Management Top Performer Competencies Defined .....35

## Why is Independently Tested Accuracy of this Assessment Important?



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

## Introduction

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

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

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

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

## How to Use This Report

The report is divided into 3 parts:

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

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

# DISC Behavioral Styles



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

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

## Directness & Openness

## Pace & Priority



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

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



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

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



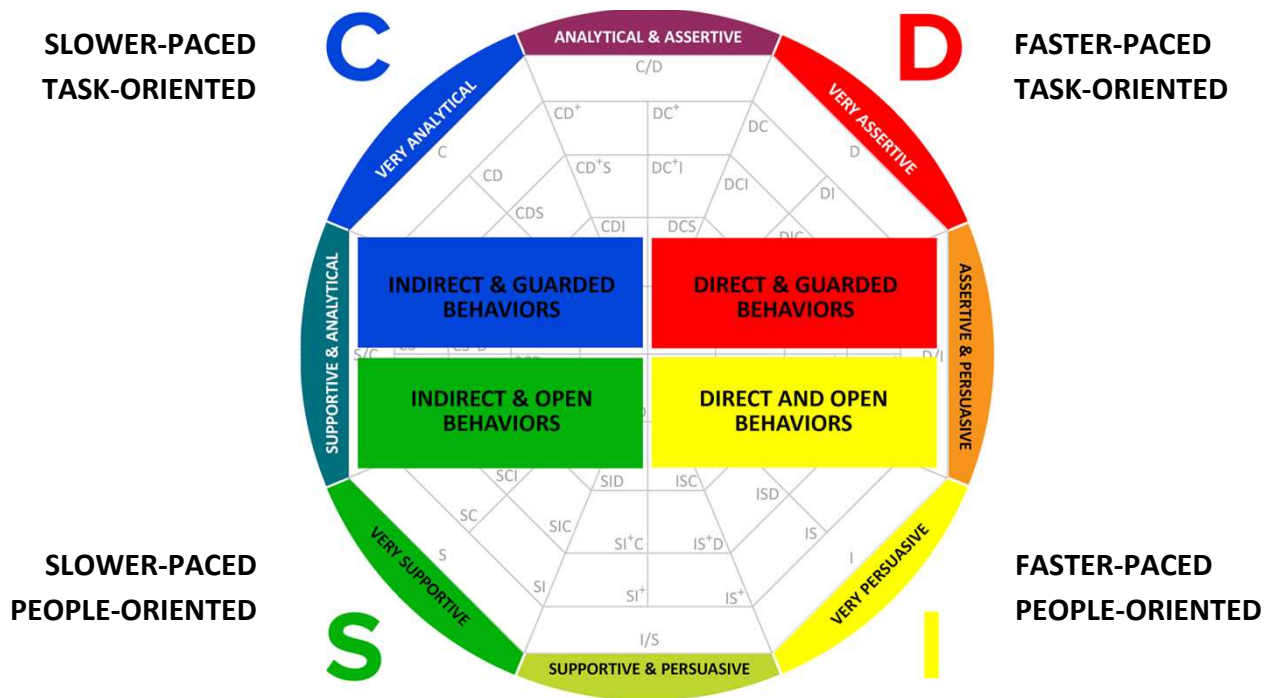
Tends to be **indirect** and **open**

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

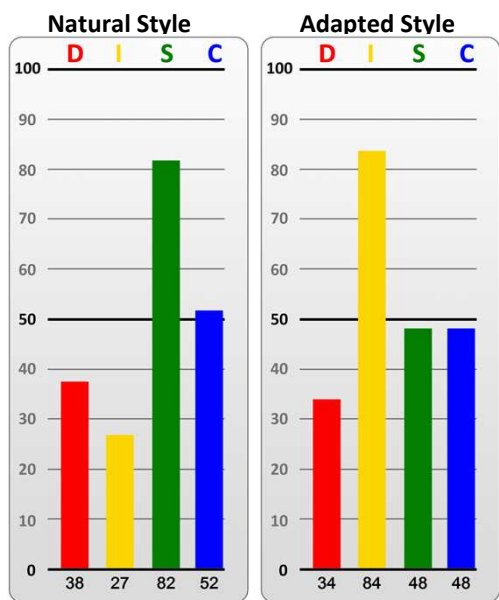


Tends to be **indirect** and **guarded**

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



## Your DISC Style Summary



### The DISC Styles

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

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

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

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

**Dominance: Focus on Problems/Challenges**

- N:** Calculated risks, Moderate, Questioning, Unassuming
- A:** Mild, Seeks Consensus, Unobtrusive, Weighs pros/cons

**Steadiness: Focus on Pace/Consistency**

- N:** Calming, Loyal, Patient, Peaceful
- A:** Alert, Eager, Flexible, Agile

**Influence: Focus on People/Contacts**

- N:** Contemplative, Logical, Factual, Reserved
- A:** Enthusiastic, Gregarious, Impulsive, Optimistic

**Conscientious: Focus on Procedures/Constraints**

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

### Your Behavioral Style: Examiner

Sample's style is steady, objective and analytical. It is successful due to a strong persistence in pursuing it's objectives. This style can excel in projects of complexity and/or technical direction. It relies upon logic rather than emotion. These individuals likes working alone and do not feel the need to engage or be involved with others. They can be viewed as strongly lacking tact and/or warmth.

# Behavioral Pattern View

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

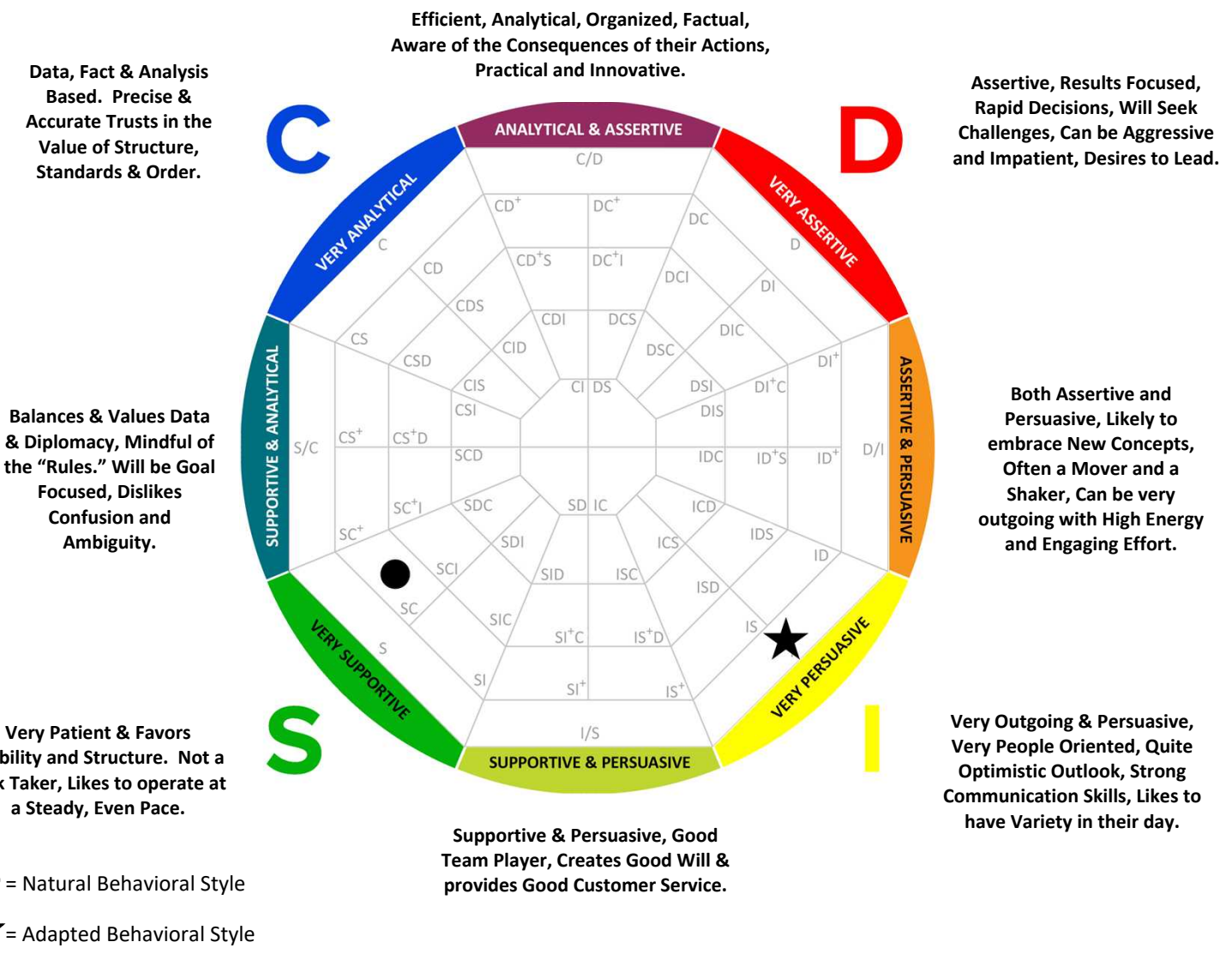
## THE SCORING LEGEND

**D = Dominance:** How you deal with Problems and Challenges

**I = Influence:** How you deal with People and Contacts

**S = Steadiness:** How you deal with Pace and Consistency

**C = Conscientious:** How you deal with Procedure and Constraints



## Your DISC General Characteristics

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

You persuade others with patience and persistence rather than emotion and coercion. Logic, facts, data, examples, and supporting evidence are the tools of your persuasion toolkit. This gives you a remarkable ability to persuade others without "jumping on the desk" and shouting enthusiastically. Your internal enthusiasm is fueled when you deliver the message in a direct, patient and factual manner.

You possess a sense of urgency that is sometimes not readily visible to others. Your sense of urgency is masked a bit by your high level of patience and detail orientation. This subjects others to the illusion that they can be more laid back on a project you're working on or are in charge of. It may come as a surprise to them that, in reality, you expect them to proceed full-speed ahead.

You tend to be less talkative in work or social situations. This is not a reflection on ability or interest, just that you allow others be the more vocal participants. Even though they share your risk-taking attitude, those who score like you will frequently admit to feeling a bit introverted. They analyze situations internally rather than "thinking out loud," as others may do. When they arrive at a solution, they have a sound plan, a carefully thought-out design, and a pathway to achievement.

You tend to provide an objective and vocal opinion when you feel strongly about an issue or procedure. The interesting point here, Sample, is that while you may remain somewhat quiet through much of the team's deliberation, you have the ability to present your case with vigor when you have an idea. This may sometimes take team members by surprise.

You may be somewhat suspicious of new ideas or innovations, until you have an opportunity to do your own investigation and research. This may be a bit of a two-edged sword: you are a bit of a risk-taker, but you prefer those risks to be calculated. That is, once you're convinced that the risk is worth taking, you'll jump in and give it a try. Until that time, the suspicion flag flies high.

You are persistent and tenacious when it comes to solving complex problems. Along with your competitive spirit comes a high degree of patience when dealing with detailed problems and situations. Your high attention to quality control also motivates you to solve problems accurately.

Sample, you score like those who have a high degree of self-discipline. This comes from three primary traits: your somewhat strong tendency toward risk avoidance, your high degree of patience, and your overall detail orientation. These three traits in combination are somewhat rare, but they converge in ways that provide a versatile strength for you. This strength can be used in both personal and business ventures.

Sample, your response pattern to the instrument indicates that you may tend to be most productive when working alone and undisturbed, or in rather self-contained small groups or teams. In some ways, you may become your own best ally on a project. Your risk-taking nature tends to allow you to function somewhat independently from the group, and your attention to detail is best amplified in an undisturbed climate. Letting others know, in a polite way, that you need some personal space in getting the job done can lead to a win-win situation for both you and the team.



## WORD SKETCH - Adapted Style

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

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

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



## WORD SKETCH - Natural Style

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

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

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
DISC Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
<b>Needs</b>	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
<b>Emotions</b>	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
<b>Fears</b>	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
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## Communication Tips for Others

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

### **When Communicating with Sample, *DO*:**

- Take your time; be precise and thorough.
- Approach issues in a straightforward, direct and factual way.
- Motivate and persuade Sample by pointing out objectives and expected results.
- Give Sample the opportunity to express opinions and make some of the decisions.
- Ask 'how' oriented questions to draw out Sample's opinions.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Be candid, open, logical, and patient.

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

- Be rude, abrupt, or too fast-paced in your delivery.
- Threaten with position or power.
- Forget or lose things necessary for the meeting or project.
- Try to develop "too close" a relationship, especially too quickly.
- Be sloppy or disorganized.
- Manipulate or bully Sample into agreement.
- Engage in rambling discussion, and waste Sample's time.

## What You Bring to the Organization

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

### **Strengths:**

- You bring a high degree of objectivity to the organization's systems and projects.
- You utilize a very deliberate and systematic approach in analyzing answers and creating solutions.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.
- You tend to be patient in working with others.
- You demonstrate a high degree of expertise in the operations which you choose to perform.
- You are able to assimilate complex information and develop conclusions based on data, rather than emotions.

### **Work Style Tendencies:**

- You demonstrate a tireless work ethic in solving complex problems.
- You have a need to see projects reach completion and closure and will work hard to ensure success along the way.
- You provide a very realistic approach to projects and ideas.
- You show a high degree of tenacity and follow-through in complex and detailed activities.
- You tend to be more quiet, letting others be the more vocal participants in meetings or groups.
- You may tend to be most productive when working alone and undisturbed.
- You are able to research into a variety of complexities and emerge with new facts that can be of value in future decision making.

### **You Tend to Be Most Effective in Environments That Provide:**

- Freedom from constraints, direct supervision, and process bottlenecks.
- An organizational culture that keeps an eye out for future trends and issues.
- A work culture that provides opportunity for challenges and complex problem solving.
- A minimum of conflict, hostility, pressure, or sudden change.
- A close association with a small group or team, rather than a shallow association with a large number of people.
- The ability to work independently with no interruptions.
- A job culture in which your critical thinking skills can be maximized.

## Your Behavioral Tendencies - Summary

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

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

Behavioral Tendencies	Natural	Adapted
<p><b>Careful Decision Making</b>  <i>How this individual approaches decisions and actions.</i>                      - Impulsive (I)                      - Cautious (S)</p>	<p><b>Cautious (S)</b>                      You often carefully and cautiously consider the risks and benefits, while weighing the pros and cons to prepare for the outcome. You are likely to approach decisions with thoughtfulness before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler.</p>	<p><b>Impulsive (I)</b>                      You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.</p>
<p><b>Change Resistance</b>  <i>How this individual resists engaging with change.</i>                      - Drives Change (D)                      - Reluctant to Change (S)</p>	<p><b>Reluctant to Change (S)</b>                      You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit</p>	<p><b>Situational</b>                      You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.</p>
<p><b>Work Process Alignment</b>  <i>How this individual focuses on process to follow through on work.</i>                      - Accuracy (C)                      - Consistency (S)</p>	<p><b>Consistency (S)</b>                      Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.</p>	<p><b>Situational</b>                      Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.</p>
<p><b>Reasoning</b>  <i>How this individual uses evidence to think through and solve problems.</i>                      - Intuition-based (I)                      - Evidence-based (C)</p>	<p><b>Evidence-based (C)</b>                      You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.</p>	<p><b>Intuition-based (I)</b>                      You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.</p>
<p><b>Prioritizing</b>  <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>                      - Results (D)                      - Rules (C)</p>	<p><b>Situational</b>                      You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.</p>	<p><b>Situational</b>                      Consistent with natural style</p>

Behavioral Tendencies	Natural	Adapted
<p><b>Self-Reliance</b>  <i>How this individual works within a team.</i>                      - Collaborative (I)                      - Directive (D)</p>	<p><b>Situational</b>                      You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.</p>	<p><b>Collaborative (I)</b>                      You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.</p>
<p><b>Building Rapport</b>  <i>How this individual focuses when interacting with others.</i>                      - Results-Focused (D)                      - Relationships-Focused (I)</p>	<p><b>Situational</b>                      Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!</p>	<p><b>Relationships-Focused (I)</b>                      You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.</p>
<p><b>Providing Instruction</b>  <i>How this individual dictates directions and expectations.</i>                      - Reserved &amp; Detailed (C)                      - Directive &amp; Compulsive (D)</p>	<p><b>Situational</b>                      You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.</p>	<p><b>Situational</b>                      Consistent with natural style</p>
<p><b>Expressing Openness</b>  <i>How this individual is most comfortable expressing themselves.</i>                      - Structural (C)                      - Social (I)</p>	<p><b>Structural (C)</b>                      You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.</p>	<p><b>Social (I)</b>                      You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.</p>
<p><b>Accuracy</b>  <i>How this individual focuses on correctness and exactness.</i>                      - Predictability (S)                      - Precision (C)</p>	<p><b>Predictability (S)</b>                      Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.</p>	<p><b>Situational</b>                      Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.</p>
<p><b>Personal Drive</b>  <i>How this individual's own goals move things forward.</i>                      - Others-driven (S)                      - Self-Driven (D)</p>	<p><b>Others-driven (S)</b>                      Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.</p>	<p><b>Situational</b>                      Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.</p>
<p><b>Customer &amp; Team Interaction</b>  <i>How this individual engages with customers and stakeholders, internal and external.</i>                      - Supporting (S)                      - Engaging (I)</p>	<p><b>Supporting (S)</b>                      You are likely to focus on providing support and a calming presence to others, often caring for their needs in a way that builds trust and confidence in your service. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.</p>	<p><b>Engaging (I)</b>                      You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.</p>

# Motivators Style



Individuals who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire. Once you have a clear understanding of what drives your behavior, it is easier **to find ways of achieving objectives that resonate and align with your motivations.**

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

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

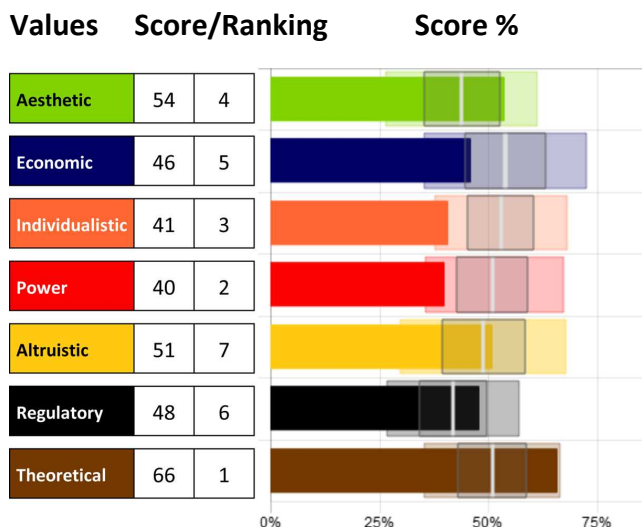
## A Closer Look at the Seven Motivator Dimension Scores

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

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



## Your Motivator Style Summary



### A Drive For:

- Aesthetic** - balance, harmony, form
- Economic** - return on investment
- Individualistic** - independence & uniqueness
- Power** - control and influence
- Altruistic** - helping others at expense of self
- Regulatory** - order, routine, structure
- Theoretical** - knowledge, learn, understand

### Aesthetic - High

You will likely possess an “inner awareness” and will desire to understand the moods, affections, and values of yourself and others.

### Economic - Average

You will balance yourself between being satisfied with what you have and a need for more.

### Individualistic - Low

You are able and willing to support someone else’s ideas without having to interject your own.

### Power - Low

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

### Altruistic - Average

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

### Regulatory - Average

You understand structure but will not be bound by another’s idea if it does not work for you.

### Theoretical - High

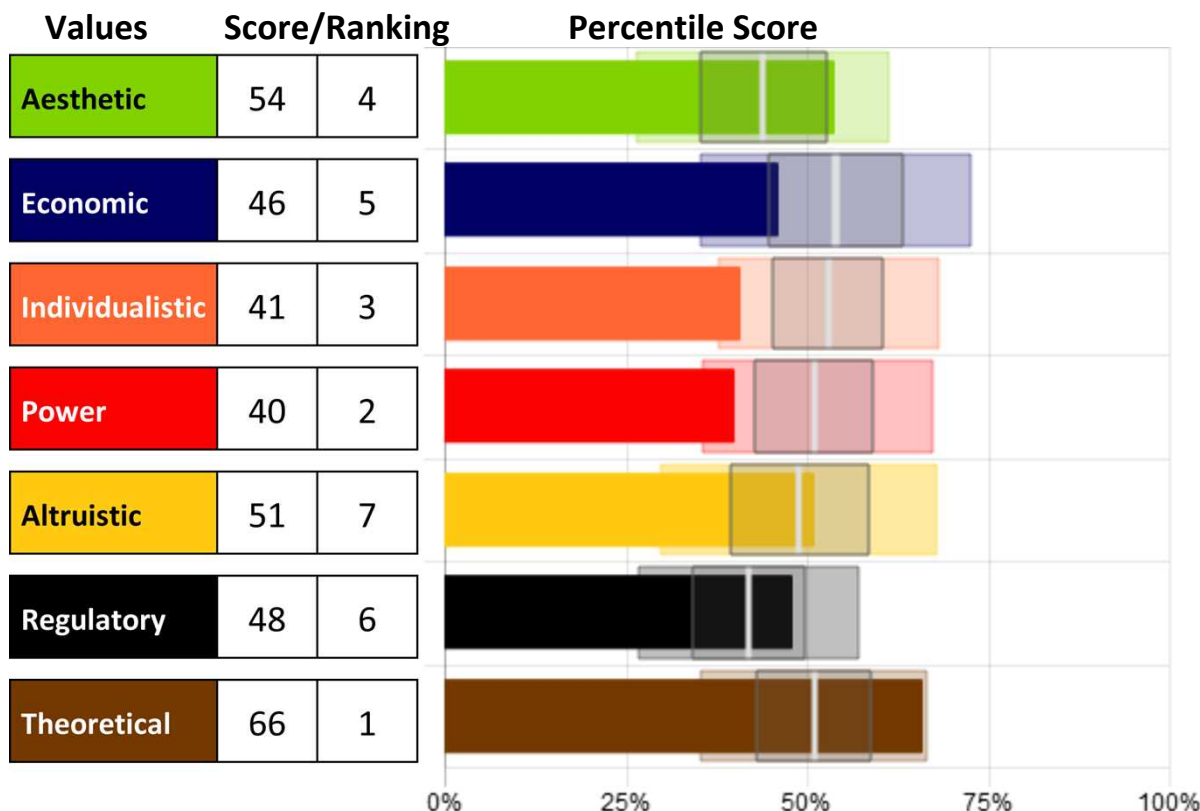
You will learn whatever you need to know to get the job done and then some.

## The Motivator Style you most closely match:

### The Story Teller

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

## Summary of Sample's Motivation



### Personal Scores

#### Importance & Impact

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

### Population Scores

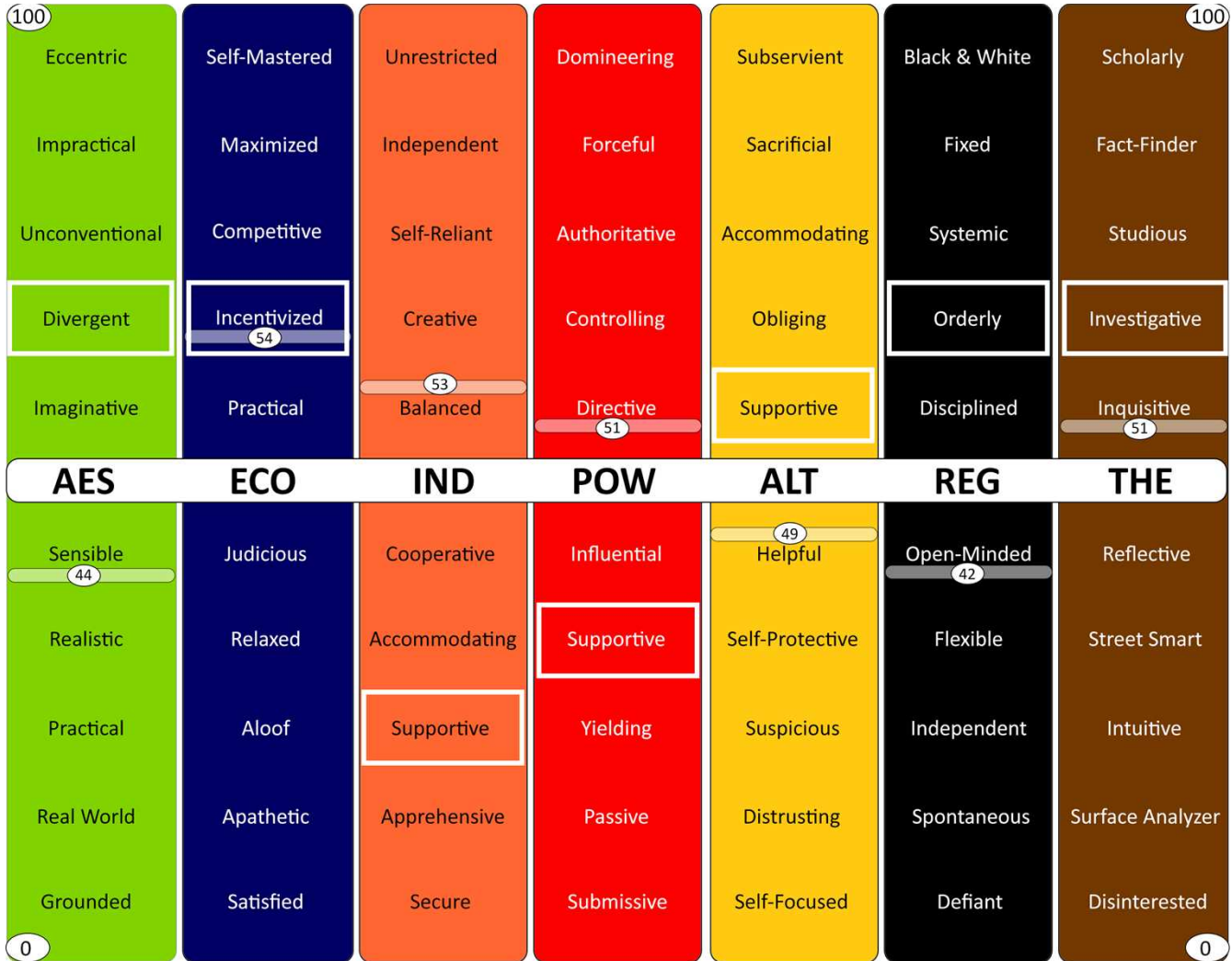
#### Comparison

- 1. The median line**  
Half of the population scores above and half scores below the median
- 2. The grey box plot**  
68.32% of respondents fall within 1 Standard Deviation from mean
- 3. The shaded area**  
93.07% of respondents fall within 2 Standard Deviations from mean

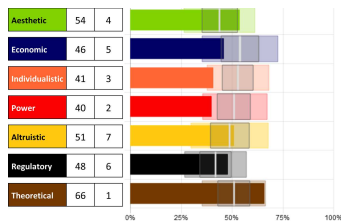
*If your score falls outside of the shaded area, you are unlike most of the population in this dimension, whether your score is high or low.*

## Your Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor in each dimension and highlights each word relative to other descriptors. By labeling your numeric score, you can better identify, understand, and describe your motivator orientation.



## Your Aesthetic Motivator - High



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



### Universal Assets:

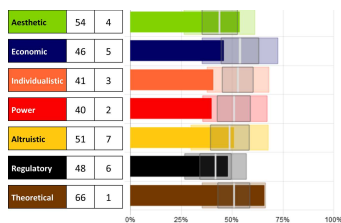
- You will really appreciate things and places purely for their intrinsic value rather than any status reasons.
- You work better in surroundings that are pleasant aesthetically or environmentally responsible.
- You possess an inner awareness and desire to understand the moods, beliefs, and values of yourself and others.
- You are more sensitive and intuitive to issues others may have a hard time pinpointing.



### Learning Paths:

- As you learn new things, link them to your ability to see beyond the present and your unorthodox ideas.
- You have the ability to connect training and development to people's creativity and intuition.
- You combine new knowledge with creativity to achieve greater harmony and balance in work and life.
- You can assist teams in seeing beyond the present and thinking outside the box.

## Your Economic Motivator - Average



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



### Universal Assets:

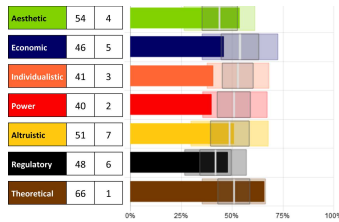
- You are realistic and down-to-earth in regards to getting what you believe you deserve.
- You may have already achieved substantial economic goals of your own.
- You have the ability to identify with individuals who have both high and low satisfaction rates.
- Your score indicates a balance between being satisfied with what you have and the need for more.



### Learning Paths:

- You may engage in training and development activities in a balanced and supportive method.
- You can focus both on the ambitious and those who are content where they are.
- You should work with those who are not so concerned about leveraging their best interests.
- You will be somewhat flexible between being cooperative and competitive.

## Your Individualistic Motivator - Low



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



### Universal Assets:

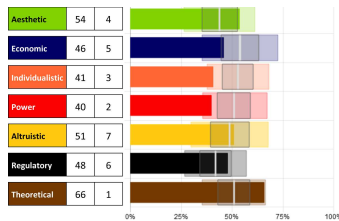
- You're not likely trying to establish your own ideas when in a group.
- You likely won't "hog the ball" when working with others.
- You'll likely prefer to be seen and not heard.
- You are not one to steal the spotlight or gain excessive recognition.



### Learning Paths:

- You'll prefer a group involvement to individual recognition.
- You'll want to have self-time as opposed to always being in the forefront.
- You prefer group efforts as opposed to star roles.
- You'll likely be self-disciplined when working with others and not easily distracted.

## Your Power Motivator - Low



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



### Universal Assets:

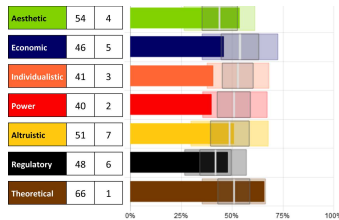
- You may be less deliberate and more responsive when facing challenging opportunities.
- At times you'd rather not handle all the responsibility that accompanies being in charge.
- You will excel when in situations that require a maintenance mindset over very high drive.
- You will at times not have the energy for conflicting matters or leadership disputes.



### Learning Paths:

- You will likely enjoy group activities with some leadership opportunities.
- You will likely be quiet and in the background when involved in training activities.
- You may not want to compete, but will feel at home when working as a team.
- You may need to take stronger initiative when working with dominant types.

## Your Altruistic Motivator - Average



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



### Universal Assets:

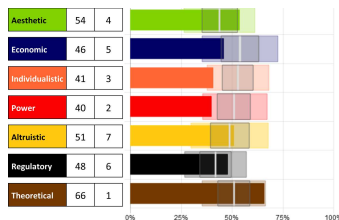
- You are able to understand both the poor and the affluent equally without harsh judgment of either one.
- You're a stabilizing force between givers and takers and have no extreme view.
- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal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



### Learning Paths:

- You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- You can be a neutral player and will support others, not having to be the owner of the team and agenda.
- You're flexible and will know when to say no and when to say yes during training and developmental programs.
- You can either be involved in a team-oriented or an individualistic and independent learning activity.

## Your Regulatory Motivator - Average



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



### Universal Assets:

- You can challenge rules that do not make any sense to you.
- You understand structure, but will not be bound by another's idea if it does not work for you.
- You are generally in the middle when it comes to instructions, protocols, and having to do things a certain way.
- You'll accept authority, but will not do it blindly especially if the authority figure does not obey their own rules.

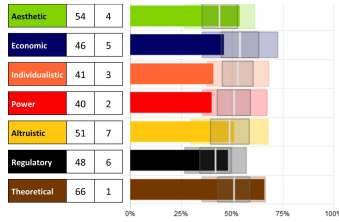


### Learning Paths:

- You're open to new ideas and creative solutions that work as long as there are no extremes.
- You will typically settle upon ways that have been established and proven effective.
- You will likely get behind programs that have been proven to work well when dealing with people and training initiatives.
- You will likely support established doctrine.



## Your Theoretical Motivator - High



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



### Universal Assets:

- You may have doubts about what you don't have ample evidence for.
- You will spend a lot of time getting to the bottom of something.
- You will gravitate towards "knowing" and be uncomfortable with "believing."
- You have a need to uncover, discover, and recover the truth about a thing.



### Learning Paths:

- You should be exposed to others who take more risks and allow yourself the benefit of being around them.
- Your learning and development should be connected to an ongoing stratagem for personal development.
- Your training and development should involve reliable information that makes logical sense.
- You're more dedicated than a casual learner when getting new information.

## Critical Thinking Style



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

### Consider:

- The Hartman Value Profile (HVP) used to measure Critical Thinking is not a psychological, intelligence, or aptitude test. Unlike many self-report assessments, this assessment objectively captures your thinking pattern and measures it against the standards set forth by Dr. Hartman's work.
- These thinking style patterns reveal your brain's natural selection processes when making decisions. Understanding the ability to process information is directly linked to strengths and potential blocks to performance.
- Thinking and mental processing ability, like musical talent or sports talent, can be learned and improved. The first step is creating awareness and examining our processing skills to determine what is useful and what may be a limitation. Some natural thinking patterns can be a great asset in some situations, but may become a hindrance in other situations.

### How it works:

Dr. Hartman noted that the human mind evaluates and organizes **EVERYTHING** according to six separate, but integrated, views:

- 3 are **externally** focused: **Empathy, Practical Judgment, and Systems Judgment**
- 3 are **internally** focused: **Self-esteem, Role Awareness, and Self-Direction**

Each view is measured in two ways:

- **CLARITY or UNDERSTANDING**
- **BIAS/ATTENTION or IMPORTANCE**

These 12 bi-modal views (*6 dimensions X 2 views each*) combine to form the strength of an individual's critical thinking, decision making, and their evaluative judgment. The stronger the judgment, the more balanced the decisions and choices will be.

# The 6 Thinking Style Dimensions



Your thinking ability is reflected in how you access your talents, skills, and attitudes across the core thinking style dimensions. Your overall thinking style is a result of the blend of your world and self-thinking processes. This section of the report defines the three Core Dimensions, split into World Dimension view, and Self Dimension view.

The three Core Thinking Dimensions of **People**, **Task**, and **Systems** are exhibited as follows:

- **People (Intuitive Thinking)** is measured by assessing **Empathy** and **Self Esteem**
- **Task (Practical Thinking)** is measured by assessing **Practical Judgment** and **Role Awareness**
- **Systems (Conceptual Thinking)** is measured assessing **Systems Judgment** and **Self-Direction**

The table below provides a definition for each of these dimensions.

## Thinking Style Dimensions

Core Dimensions	World Dimensions	Self Dimensions
<b>PEOPLE</b> Intuitive Thinking	<b>Empathy</b> Ability to see, understand, appreciate, and value others. Ability to relate easily to and make intuitive judgments about others.	<b>Self Esteem</b> Ability to see, understand, appreciate, and accept one's own worth and value as a unique individual.
<b>TASKS</b> Practical Thinking	<b>Practical Judgment</b> Ability to see, understand, appreciate the practical, functional worth of results. Ability to execute tasks and operational activities to attain short-term outcomes.	<b>Role Awareness</b> Ability to see, understand, and appreciate one's functional value based on one's personal or professional roles, and one's place in the world.
<b>SYSTEMS</b> Conceptual Thinking	<b>System Judgment</b> Ability to see, understand, and appreciate systems, order, structure, and standards. Aptitude for conceptual, strategic thinking and planning to attain long-term results and big picture thinking.	<b>Self-Direction/Future View</b> Ability to see, understand, and appreciate one's sense of mission and commitment to inner ideas and future expectations of self. Ability to be perceptive about self-concept and purpose.

**Note:** The colors of the titles correspond to the bar graphs you will see on the following pages. They have no relevance to scoring; they are simply to make it easier to identify which graph measures which dimension. Also, they are reminders for you that the World and Self Dimensions are connected, as they share the same color.

## Each dimension of critical thinking is evaluated using two indicators that impact the quality of our decisions: attention and clarity.

### Attention

Attention is a measure of your natural ability to attend to, or pay attention to, specific information to make a decision. Like clarity, attentiveness or inattentiveness can be a strength or a limitation depending on the demands of the environment and degree of balance with the other dimensions.

It is classified into 5 categories:

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

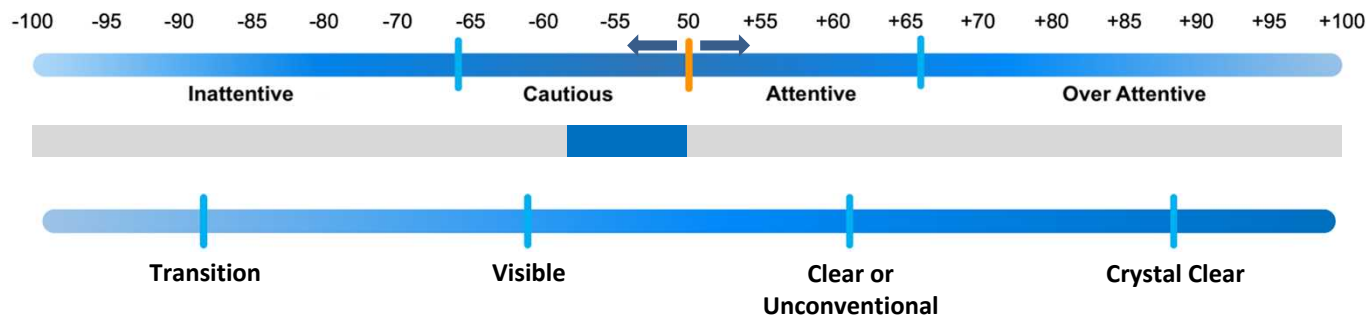
### Clarity

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

It is classified into 5 categories:

- 1. Crystal Clear:** The ability to be very insightful, to distinguish differences, both good and bad, and to be sensitive to all aspects of the dimension.
- 2. Clear:** The ability to be in touch with key aspects of the dimension but to overlook some aspects due to allowing some information in and filtering other information out.
- 3. Unconventional (World Dimension Only):** The classification of unconventional represents 'out-of-the-box' thinking or mindset. It indicates your natural ability to see things and respond to them in ways which others overlook because you think differently than others.
- 4. Visible:** The ability to be in touch with and distinguish some specific aspects of a dimension clearly but overlook or not see other aspects due to selective filtering.
- 5. Transition:** Indicates the value dimension in question is likely to result in inaccurate or inconsistent decision making leading to mistakes in judgment.

The following two pages show your Attention and Clarity scores for the three World Thinking Style Dimensions and the three Self-Thinking Style Dimensions on bar graphs. The statements under each bar set indicate your general strengths and limitations for the dimension. Note that for the **Attention** bar, the **direction** of the bar indicates the Importance (left means less important, right means more important). The **length** of the bar indicates the **intensity** of that Importance (high or low intensity). The longer the bar, either direction, the more intensity aligned with that direction. A very narrow bar near the center reflects balanced attention to this dimension.

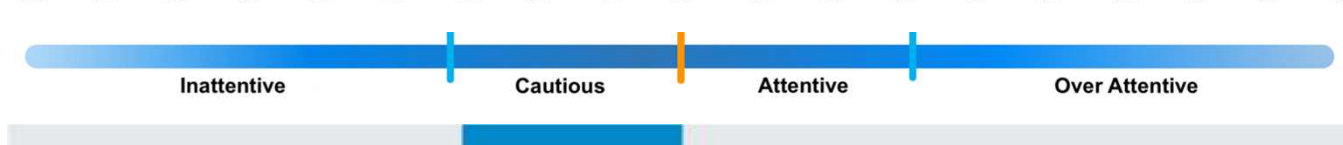


## Your Critical Thinking Style: World Dimensions

### Empathy

How you understand and value the impact your decisions will have on other people, and the importance you assign to others as you make choices.

#### Attention



#### Clarity



You are a perceptive individual who has the ability to make good judgments about others. You tend to be cautiously discrete in your relationships with others measuring them against your preset ideas, expectations and standards. Moreover, you also tend to be overly critical of and impatient with others and will likely be selectively open to those who meet your standards.

You score with Clear or Good Clarity and Understanding for how your choices will impact others filtered by somewhat cautious (-67%) personal bias or assigned importance for choices based upon gaining OTHER PEOPLE’s acceptance and support. This Other People Risk/Benefit bias calculation tends to pursue Result choices with SOME consideration for gaining the acceptance and support of OTHER PEOPLE.

### Practical Judgment

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

#### Attention



#### Clarity



You are a very pragmatic, results oriented person who has a very good capacity to see and appreciate practical, functional results. You have the ability to be a very good practical, results oriented thinker but can become too pragmatic and 'now' oriented in your thinking, paying too much attention to practical, functional results.

You score with Clear or Good Clarity and Understanding for how your choices will create your targeted Result filtered by a somewhat positive (+73%) personal bias or assigned importance. This bias tends to focus more on the positive immediate benefits and less on the negative risks of the Risk/Benefit bias calculation as you pursue your RESULTS.

### System Judgment

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

#### Attention



#### Clarity



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

You score with Clear or Good Clarity and Understanding for how your decisions will operate within the rules filtered by somewhat cautious (-60%) personal bias or assigned importance for making choices that primarily focus on following the RULES. This Rules Risk/Benefit bias calculation tends to be somewhat open to challenging and questioning any structure or rule that interferes with a smooth progression toward the targeted Result.

## Your Critical Thinking Style: Self Dimensions

### Self Esteem

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

#### Attention



#### Clarity



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

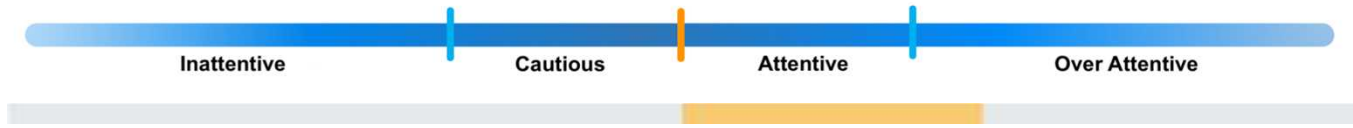
You score with Crystal Clear or Excellent Clarity and Understanding for how you Value Yourself and the Relative Importance you assign to your own self-assessment filtered by a (%-100) more intense negative and critical self-valuation. This Self-Esteem bias expects consistent victories and will strongly self-criticize any errors. Despite consistent successes, it often carries self-doubt and you will likely be more forgiving of others than you are of yourself. This can be problematic and often, stressful.



### Role Awareness

How you understand and value your current role(s) in life, and the importance you place on those roles as you make decisions.

#### Attention



#### Clarity



You have a very good capacity for both seeing and understanding your social/role image; however, you do tend to pay too much attention to social/role image, to status and recognition. As a result, you may either overestimate your ability to perform generating a sense of overconfidence or overestimate the importance of social/role image and social recognition and accomplishments for your self development.

You score with Clear or Good Clarity and Understanding of the value of your current role. This understanding is filtered by a (+64%) somewhat positive valuation of one’s current life roles. This positive role awareness valuation tends to place more focus on the positive aspects of the current role and pay less attention to the negative elements of the current circumstances.

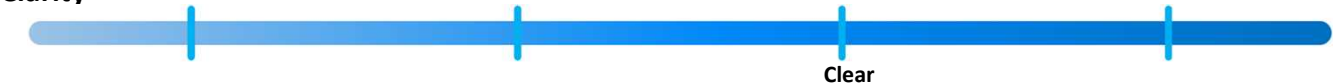
### Self-Direction

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

#### Attention



#### Clarity



You are a very goal directed person who has the ability to realistically see and set your self goals. You also have the ability to be a persistent individual who is likely to stay on target once your direction is set. This sense of persistence, however, can turn into a stubborn insistence that your way is right regardless of current circumstances.

You score with Clear or Good Clarity and Understanding of your future vision for yourself. This a nearly balanced (+58%) Self-Direction/Future score tends toward a slightly positive focus on how the affirmative aspects of your current circumstances will lead you toward the future you want for yourself.

## Your thinking style in a few words

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



### Problem Solving

You like to come up with realistic solutions that can be put into effect quickly. You will be good at seeing key issues and focusing on the functionally best solution. You will be better at solving short term problems. You will need to put in more effort when thinking about long term results. If you continue to see repeated problems, you may want to step back and get an outside opinion on how to prevent the fire instead of just putting it out. In a group, you may want to direct to keep things focused and you may appear to be advice giving.



### Strengths

- Ability to focus on and identify crucial, immediate issues
- Will generate practical, common sense and constructive ideas when talking about solutions to problems
- Ability to read others and focus communication to get what you want
- Sense of individualism which generates enthusiasm for ideas that you believe in
- Ability to handle questions and issues in a practical, timely manner



### Areas for Development

- Become too aggressive and competitive about your own ideas and make others feel like they have been pushed, rushed or run over
- Become impatient with others that question your ideas
- Not take time to evaluate others' interest and needs in a conversation
- Overlook the consequences of your actions in a conversation
- Overlook the value of being logical in your requests of others
- Move to quickly through a conversation before others have fully grasped what was being said
- Underestimate the impact of your influence on others and overestimate your ability to understand how others think



### Suggestions for Improvement

- Develop patience as a listener
- Develop an openness for other peoples' questions and concerns
- Identify and overcome personal biases and expectations
- Take time to develop trust and respect when communicating with others
- Learn when to back off and allow the other person to speak their mind
- Resist making promises which cannot be kept
- Listen and pay attention to others' needs and interests

## Your Prioritized Strengths

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

- 1 Attitude Toward Others: (Managing Others)-Low Risk**  
Cautiously discrete attitude that stays in touch with the positive and negative potential of others.
- 2 Results Oriented: (Getting Things Done)-Low Risk**  
Extremely results and 'now' oriented focusing time and energy on decisions that have an immediate result.
- 3 Persistence: (Getting Things Done)-Low Risk**  
Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.
- 4 Role Satisfaction: (Managing Self)-Low Risk**  
Combination of confidence about their ability to perform and an urgency to push ahead and get things done.
- 5 Ambition: (Getting Things Done)-Low Risk**  
Driven by a compulsive need to attain personal goals and ambitions.
- 6 Consistency: (Getting Things Done)-Low Risk**  
The ability to feel confident and competent about staying on track even in difficult times.
- 7 Sensitivity To Others: (Managing Others)-Low Risk**  
Very Good understanding and acceptance of others generates cautiously discrete but fair treatment of others.

## Your Prioritized Development

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

- 1 Self Control: (Managing Self)-Conditional Risk**  
Tendency to react impulsively in stressful situations can lead to difficulty maintaining control in the process.
- 2 Attitude Toward Authority: (Managing Activities)-Conditional Risk**  
Strong individualism will lead them to covertly or overtly challenge or disregard existing rules and authority.
- 3 Proactive/Conceptual Thinking: (Managing Problems)-Conditional Risk**  
A preoccupation with 'now' oriented thinking can lead to reactive thinking and a lack of attention to consequences.
- 4 Long Range Planning: (Planning And Organizing)-Conditional Risk**  
A tendency to be naturally skeptical about the value of spending time and energy on long range planning.
- 5 Meeting Established Standards: (Managing Activities)-Conditional Risk**  
Strong sense of individualistic, skeptical thinking can lead them to covertly or overtly challenge standards.
- 6 Doing Things Right: (Managing Activities)-Conditional Risk**  
Individualistic thinking can lead them to disregard even the need for order, structure, and doing things by standards.
- 7 Self Esteem: (Managing Self)-Situational Risk**  
Inattentive to inner self worth, may tend to be too hard and demanding on themselves and expect too much from themselves.


## Your Workplace Competency Scores

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

 **Strong access to this strength**

 **Good access to this strength**

 **Average access to this strength**

 **Capacity to develop**





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





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

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

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

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

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

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

\*Note: The health tension index is a powerful measure that calculates the degree of frustration, disappointment, and even anger that a person will feel when their ideas, recommendations, and beliefs are not accepted by others. It is also a measure of the willingness to consider and accept alternative ideas and beliefs that differ from our own. For more information on the 35 Workplace Competencies, please refer to the Appendix at the end of the report.

## Your Overall Summary

### Your Primary Communication Strengths:

- You bring a high degree of objectivity to the organization's systems and projects.
- You utilize a very deliberate and systematic approach in analyzing answers and creating solutions.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.
- You tend to be patient in working with others.
- You demonstrate a high degree of expertise in the operations which you choose to perform.
- You are able to assimilate complex information and develop conclusions based on data, rather than emotions.

### Your Performance Overview and Recommendations

#### General Performance: Ability to Perform Within the Areas of Expertise

Relying upon the areas of expertise and qualifications, you can call upon good (B level) critical thinking to resolve the core administrative problems, challenges and opportunities they encounter. Your internal motivator hierarchy will filter/influence your choices and drive action steps that are based upon making low risk choices supported by past successes, providing a stabilizing force for teaming efforts, contributing team support in group efforts, an acceptable ratio for the "work-life balance", delivering an exceptional work product and level of service to others, support for structure, rules, and procedures and helping and supporting others. You deliver the motivated critical thinking pattern in an overall Patient and People Oriented manner. Be aware that the following attitudes will typically be reflected in your decisions: Individualist, does things their own way, Optimistic about self and world, Cautious, hesitant attitude toward others and Results, 'now' oriented attitude toward getting things done.

#### Ability to Perform in a Specific Management Role

As you consider the impact that the three areas summarized above will have on Sample's credentials, we would view Sample as a good individual who can be expected to deliver good results in this role providing it is supported by their specific knowledge, industry experience and track record of past success.. Based upon the results, Sample believes that their innate natural talents and abilities are in synch and a good fit for their current role. It may be useful to factor in this current role satisfaction as you consider new, expanded, or alternative assignments for this individual.

#### Training & Development: Areas where Sample may need support:

- You may affect morale with your tendency to focus on results over attention to team members. You may need to take a softer approach at times.
- You can sometimes be blunt, opinionated and inflexible when asked to make sudden changes without prior warning or consideration.
- You could project a bit more enthusiasm at times. This is necessary for building team spirit and morale.
- You may be indecisive at times and need help learning to set priorities.
- You could use better "people skills" when it comes to motivating and managing others.
- You may dispense strong criticism, and even sarcasm, when others don't measure up to your standards.
- You may become rather stubborn once your mind is made up on a decision.

#### Teamwork: Sample should thrive in teaming opportunities that provide:

- Freedom from constraints, direct supervision, and process bottlenecks.
- An organizational culture that keeps an eye out for future trends and issues.
- A work culture that provides opportunity for challenges and complex problem solving.
- A minimum of conflict, hostility, pressure, or sudden change.
- A close association with a small group or team, rather than a shallow association with a large number of people.
- The ability to work independently with no interruptions.
- A job culture in which your critical thinking skills can be maximized.





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

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

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

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

Start	Stop	Continue

## Appendix: Workplace Top Performer Competencies Defined

*Six Categories with 35 Key Competencies that empower Top Performers*

### Working Effectively with Others

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

#### Insight into Others

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

#### Attitude toward Others

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

#### Prejudice Bias Index

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

#### Sensitivity to Others

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

#### Listening to Others

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

#### Talking at the Right Time

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

## Managing Activities

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

### Meeting Established Standards

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

### Doing Things Right

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

### Attention to Policies and Procedures

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

### Meeting Schedules and Deadlines

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

### Attitude toward Authority

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

### Attention to Concrete Detail

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

## Problem Solving

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

### Evaluating What to Do

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

### Using Common Sense

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

### Intuitive Insight

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

### Seeing Potential Problems

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

### Proactive, Conceptual Thinking

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

## Planning & Organizing

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

### Realistic Goal Setting

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

### Short Range Planning

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

### Long Range Planning

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

### Concrete Organization

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

### Conceptual Organization

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

### Attention to Planning

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

## Getting Things Done

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

### Self Confidence

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

### Goal Directedness

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

### Results Oriented

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

### Ambition

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

### Persistence

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

### Consistency

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

## Managing Self

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

### Self Esteem

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

### Self-Assessment

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

### Self-Control

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

### Role Satisfaction

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

### Flexibility and Adaptability

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

### Health Tension Index

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



(continued from page 2)

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

*"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."*

*"...we applaud your efforts at making Motivators reliable and valid."*

*- Assessment Standards Institute*

### The Assessment Industry's Past and Present

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

### The Solution? Independent & Verifiable Testing by a Qualified Institution

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

#### Construct Validity (APA Standards) [DISC & Motivators]

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

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

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

#### External Data Reliability (APA Standards) [Motivators]

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

#### Disparate Impact (EEOC Guidelines) [DISC & Motivators]

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