



Cynthia Sample

February 10, 2015

This Innermetrix ADVanced Insights Profile combines the best of three world-class profiles.

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

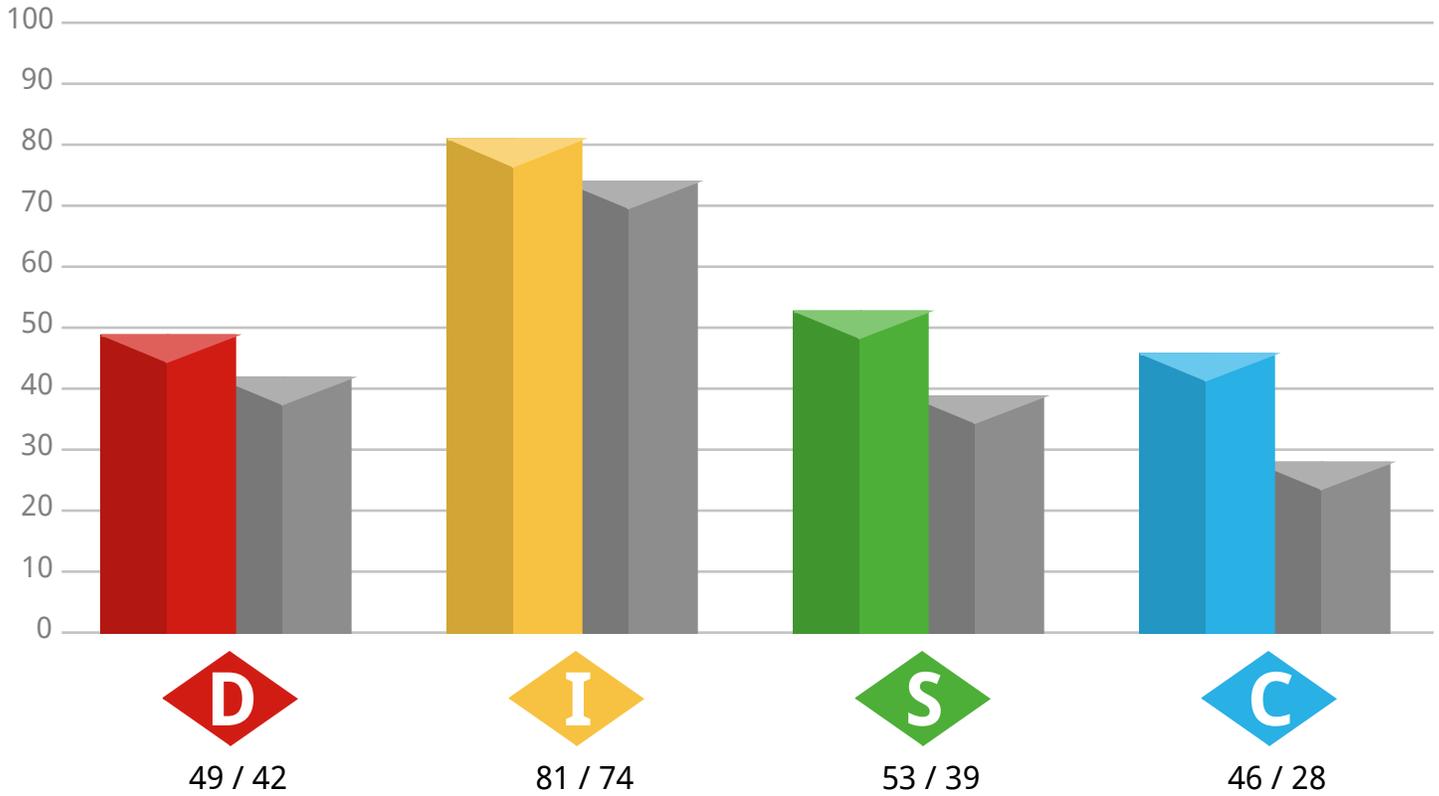
This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.



The Results Group LLC
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Natural and Adaptive Styles Comparison



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Natural Style:

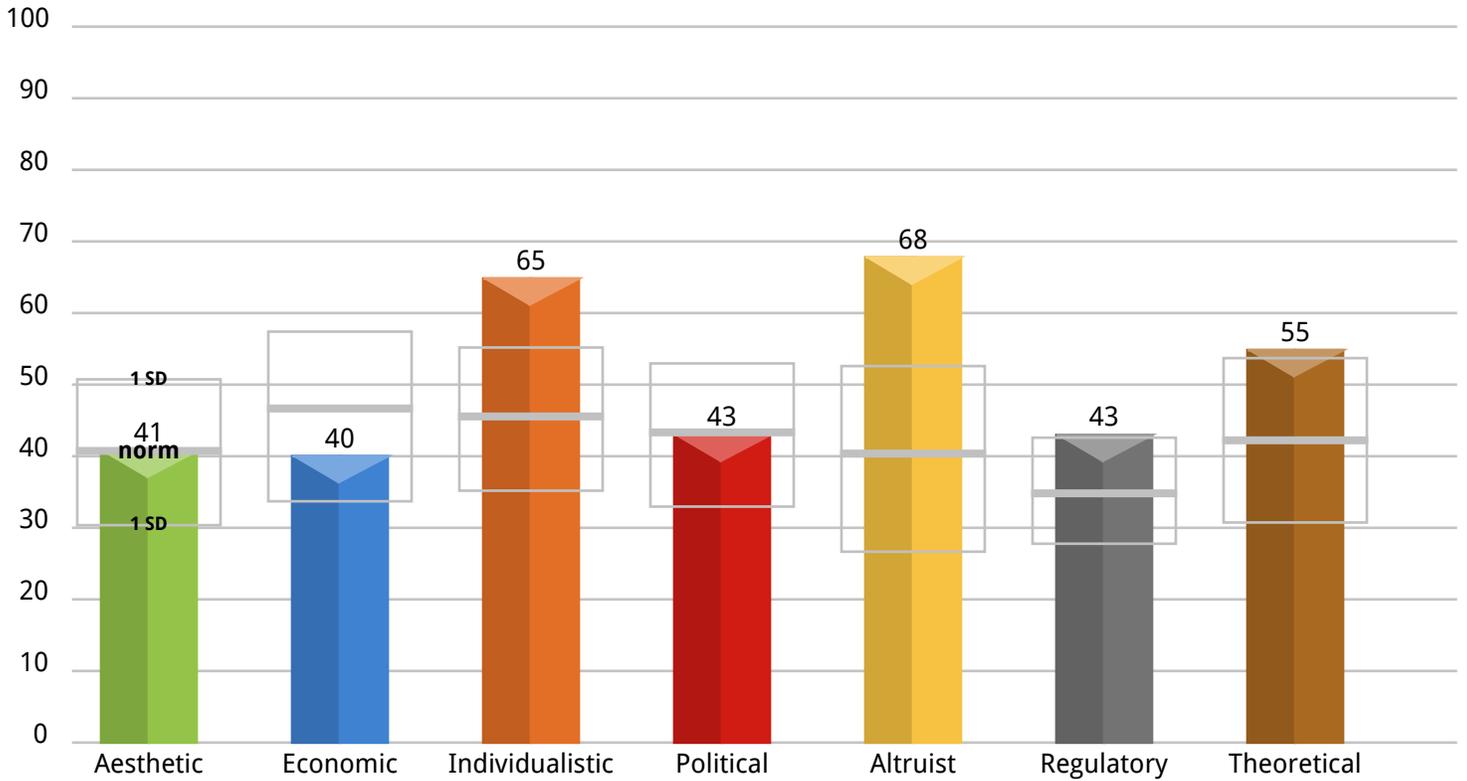
The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension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

Adaptive Style:

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



Executive Summary of Cynthia's Values



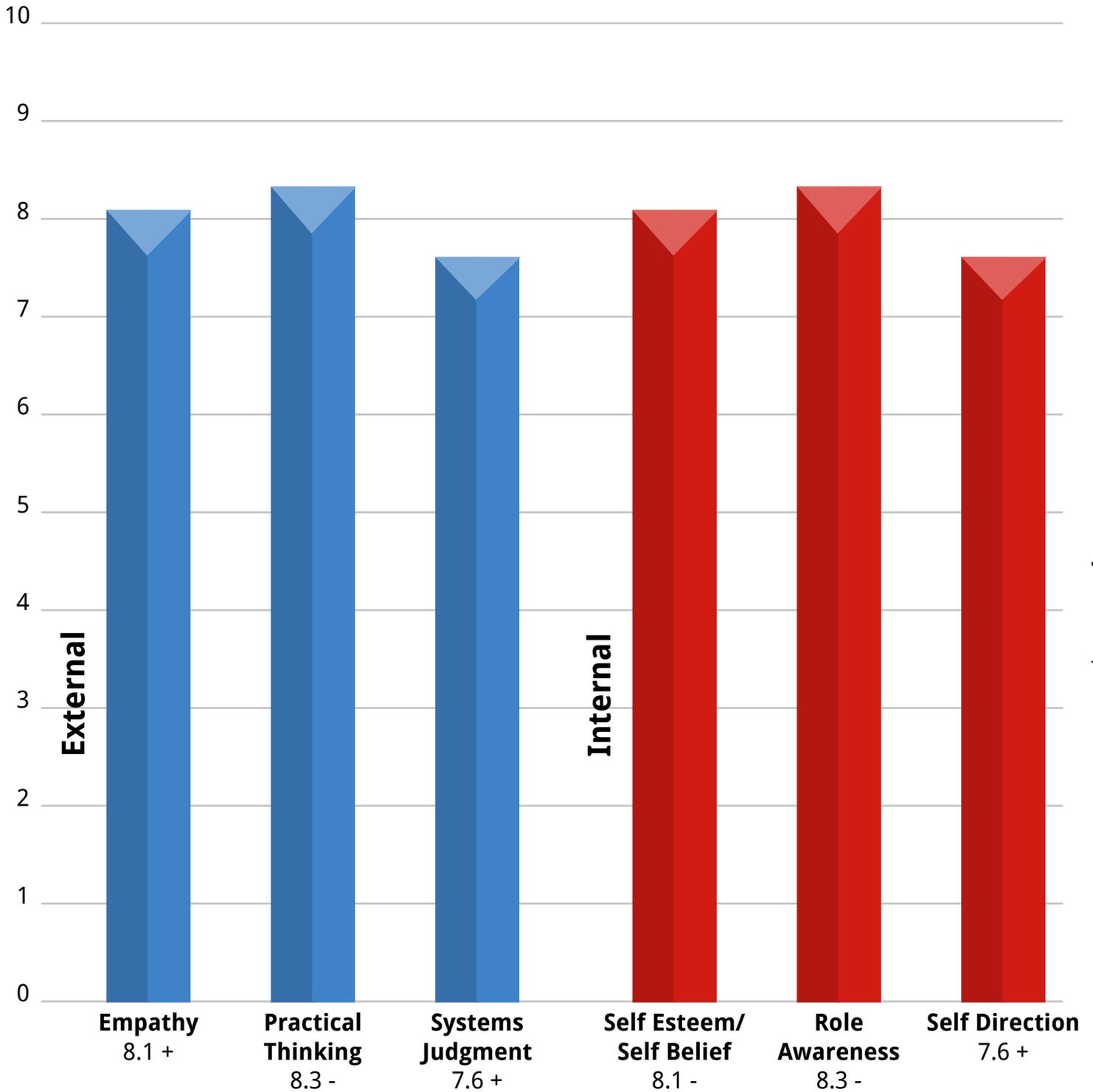
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Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
High Altruist	You have a high desire to help others learn, grow, and develop.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.



ADvanced Insights Profile | Dimensional Balance

0.92 / 0.90



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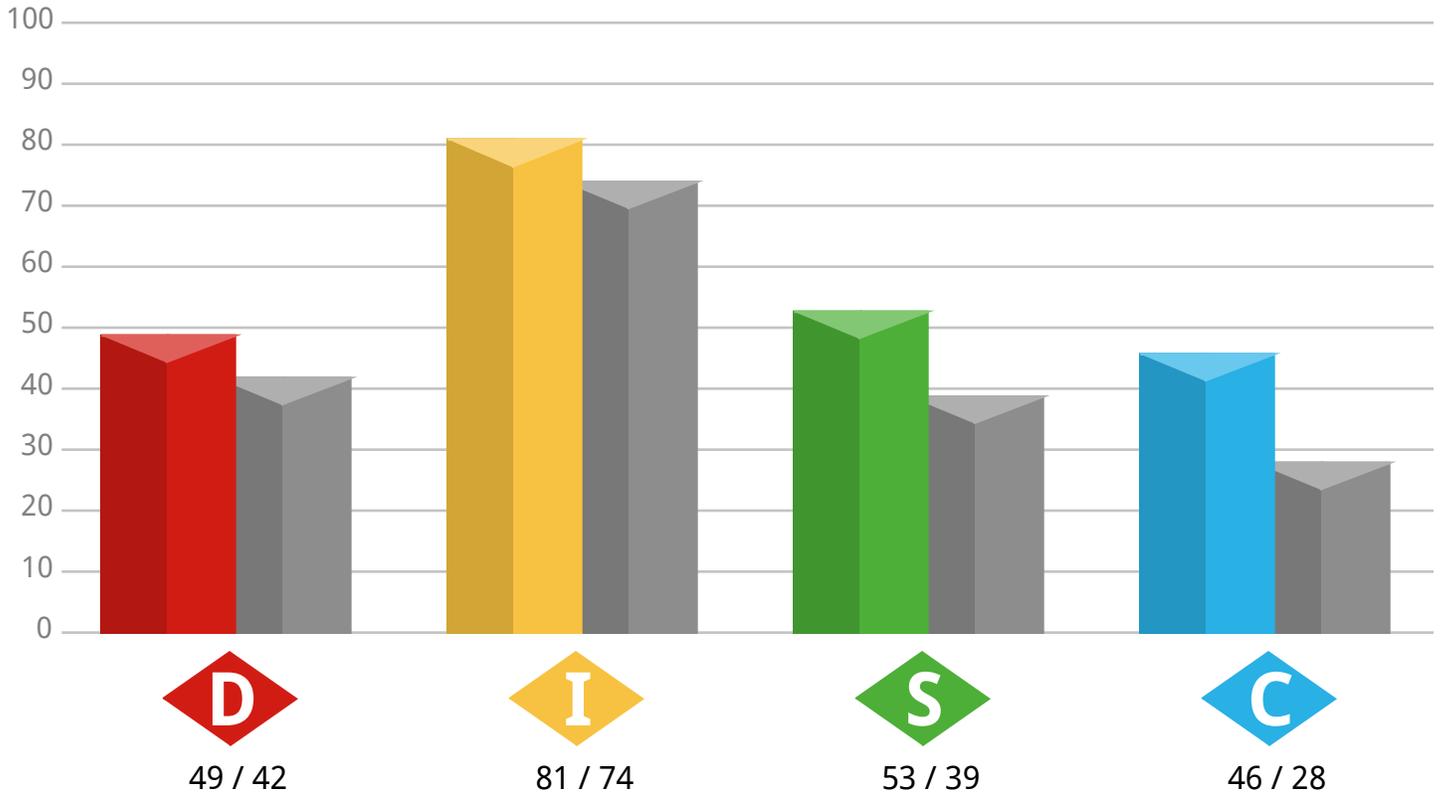


The DISC Index

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



Natural and Adaptive Styles Comparison



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About This Report

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

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

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

This report includes:

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



The Elements of the DISC-Index

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

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

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

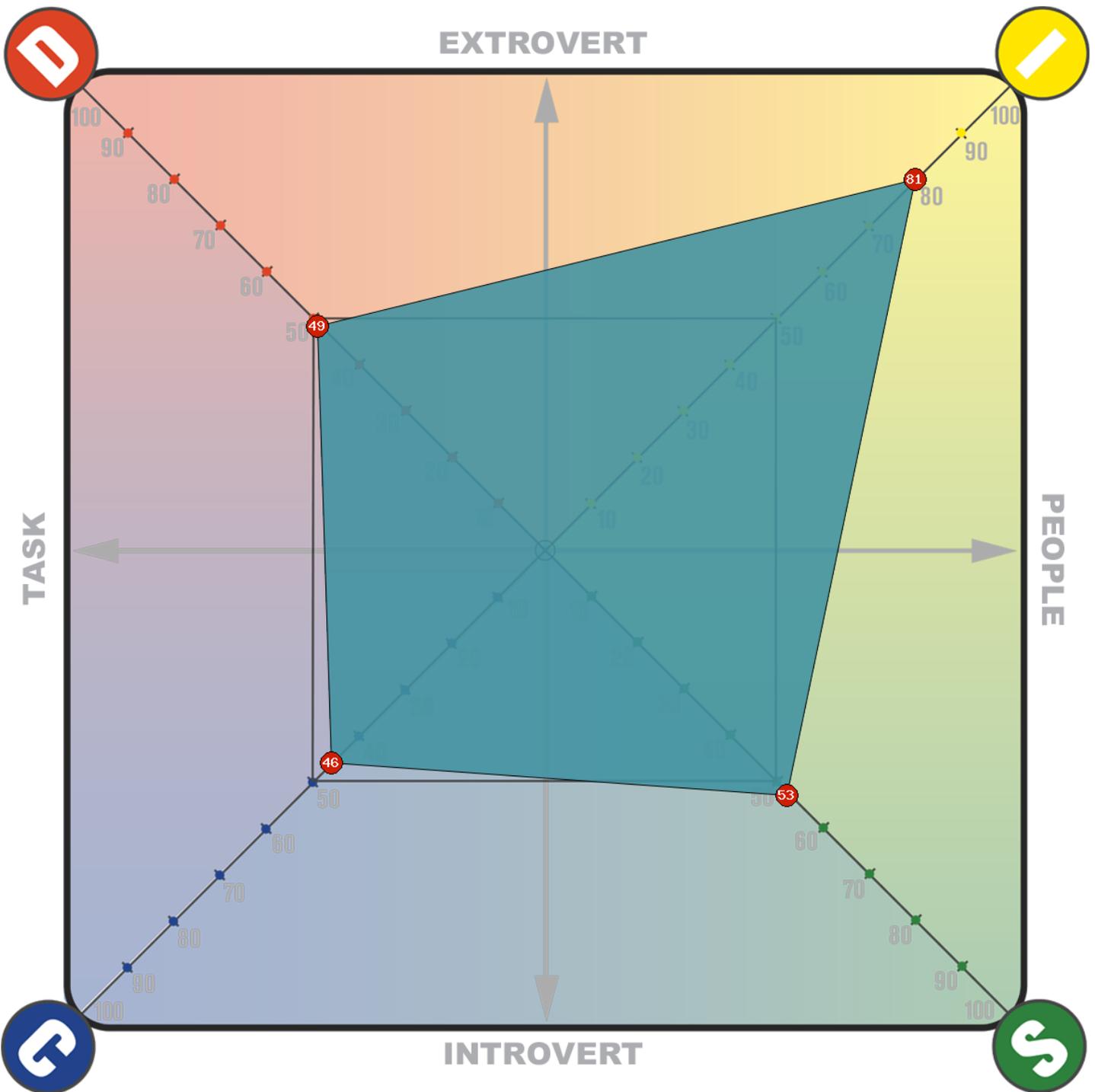
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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



A closer look at the four components of your behavioral style

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

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Decisive

Your approach to problem-solving and obtaining results

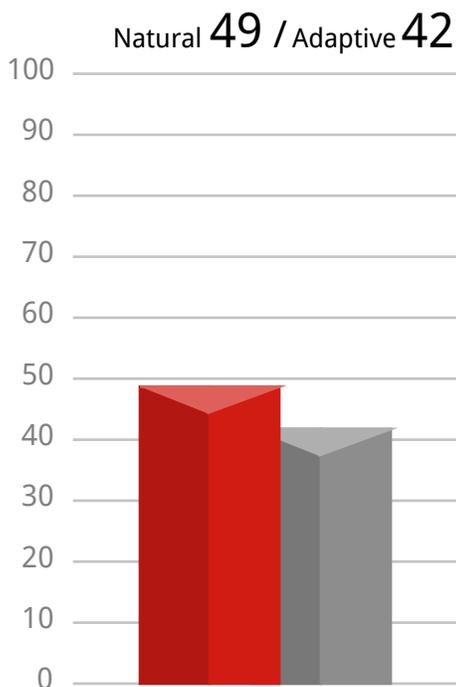
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

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

Lower D —

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



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

- You think it is important to have some time to evaluate options before acting.
- Under high pressure, you may become somewhat indecisive or resistant to making a very quick decision.
- You are open to deferring to others for decisions when they have voiced a stronger opinion.
- You prefer a work environment that is not too pressured or filled with constant change.
- You are usually very supportive of decisions made by others on the team.
- You are a calculated risk-taker, but only after you have had sufficient time to consider all potential outcomes.

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Interactive

Your approach to interacting with people and display of emotions.

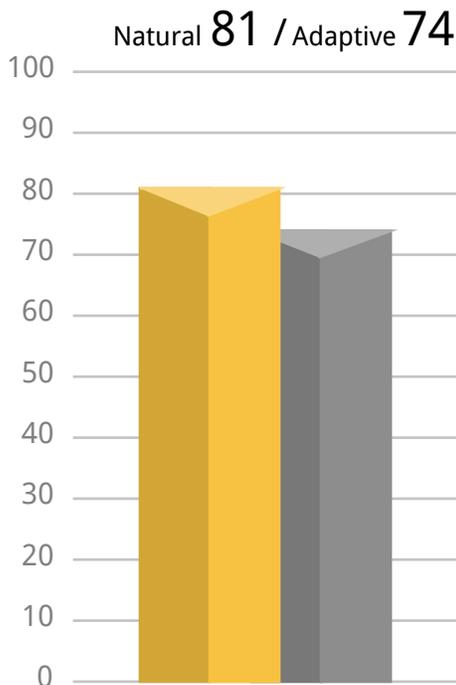
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

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

Lower I —

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



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

- At times, your desire to express your opinion and interact with others may come across as self-promoting by the quieter people you know.
- You most likely enjoy helping others as coach, counselor, or teacher.
- You tend to not be very organized or attentive to details at all.
- You express or talk about your emotions openly on the up-side or down-side.
- You are gregarious and outgoing with most everyone you meet.
- You really like meeting new people and easily interact. No one is a stranger.

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Stabilizing

Your approach to the pace of the work environment

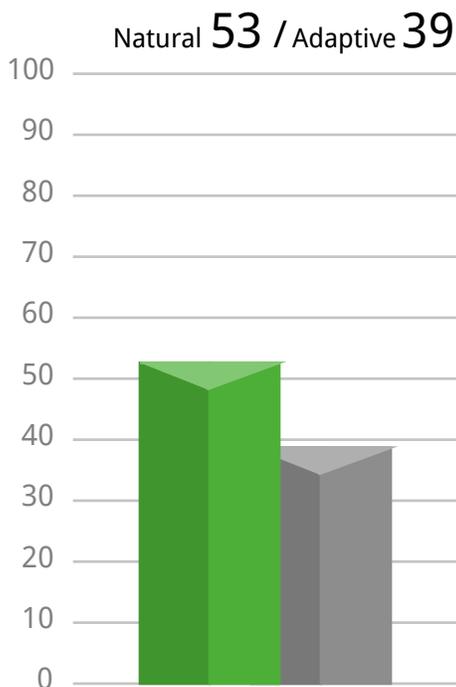
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

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

Lower S —

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



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

- When you need to, you can be flexible to change or new ideas.
- You prefer to have sufficient clarification of policy or tasks before proceeding, so as to avoid mistakes.
- You can accept change, but you require a good argument for it first.
- You are generally known as steadfast and dependable.
- You are consistent and predictable over the long haul, even in the midst of change.
- You prefer setting minimum levels of consistency and stability or control.

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Cautious

Your approach to standards, procedures, and expectations.

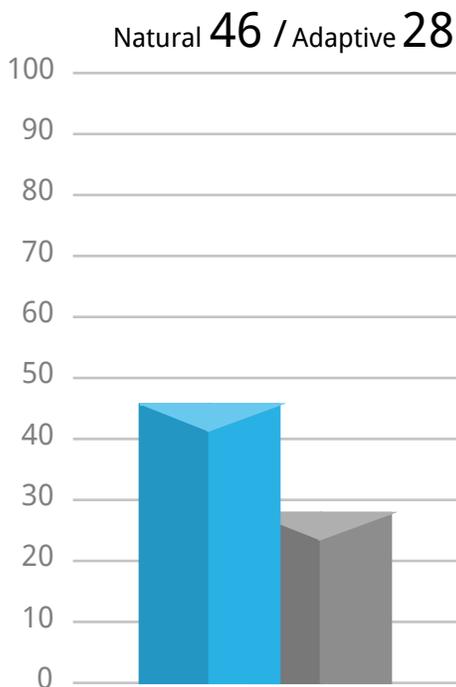
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

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

Lower C —

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



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

- While you appreciate a need for procedures and protocol, you also understand they must be practical and directly support results.
- You are practical and realistic.
- To you, the end usually justifies the means.
- You are persistent in trying to get a message across, even in the midst of resistance.
- You may be perceived as being non-committal by some when it comes to deciding on how to proceed.
- You are flexible enough to work with or without a lot of structure or order.

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Natural Style Pattern:

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

The following statements are true to just your unique natural style:

- Tends to be like those who are unselfish people and who are ready to assist in helping others.
- High degree of persistence in working on specialized projects, especially over the long haul.
- Prefers to establish relationships for the team or organization that are based on long-standing contacts, rather than brief superficial communications.
- Sensitive to the needs of others on the team.
- Prefers networking by face with internal and external stakeholders rather than working in solitary conditions.
- Shows the rare ability to be a calming influence on angry people, because of active listening and high degree of patience and optimism.
- Tends to have a 'long fuse' and is not easily angered while on the job, although may take some of the anger and vent it at home.
- Excellent team player because of the high optimism and the ability to defer ego to others who may prefer more attention or control of the situation.



Adaptive Style Pattern:

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

- Motivated to be very well networked and you know a wide variety of people within the profession. This can be of enormous benefit to the team or organization as additional contacts become necessary.
- You tend to be action oriented, and you are able to handle many projects simultaneously.
- You show motivation for a strong determination towards own agenda, and will work to motivate others to that position.
- You want to be seen as an easy person to be around, and won't deliberately antagonize others.
- You show the ability to speak to audiences and motivate others with poise, confidence, and excellent verbal skills.
- You are motivated by promoting ideas and generating enthusiasm in others.
- You tend to be very extraverted and if in the midst of a mundane project, you may use creativity or spontaneity to make the activity more exciting.
- Able to generate team involvement through friendly conversation and gentle persuasion of team members in a one-on-one manner.



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

- Ensuring that socializing doesn't interfere with getting work completed.
- Stay positive and optimistic under high pressure moments.
- Delegating better.
- By getting better control of files and record keeping.
- Having a greater sense of urgency to get more done in less time.
- Working in a favorable climate without high pressure or chaos.
- Avoiding heavy detail work.
- Setting more ambitious deadlines, pushing the limits a little more.



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

- A variety of activities involving people, both on the job and off.
- Assignments that allow for a variety of people-contacts.
- Acceptance as an important member of a group or team.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- Supportive and encouraging working environment.
- Awards to confirm ability, skill, or achievements.
- You want to work with a team of people with whom you can show your high trust level.
- Social recognition for success on a project or achieving a goal.



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

- Demonstrates a high degree of patience in working with others.
- Brings a positive sense of humor, and not at the expense of others.
- Able to negotiate conflicts into win-win situations.
- Brings a high 'sincerity-factor' to the team climate.
- Able to build positive relationships with internal and external stakeholders.
- Works hard for the team objectives and goals.
- Demonstrates an appropriate combination of people-orientation plus listening ability and may serve as a sought-after coach or counselor to peers within the organization.
- Excellent empathic listening style, a model for others to observe and follow.



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

- A democratic supervisor and work environment.
- Building a network of people and contacts with groups.
- Freedom to move around, either in the office or around the country.
- Freedom from many controls, detail, and paperwork.
- Activities with many opportunities for interaction with people.
- Public recognition for accomplishments.
- Activities to get and maintain attention of others.
- Freedom of speech and expression.



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

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

Due to your behavioral style, you may tend to:

- Be too indirect in providing instructions, not wanting to impose your will on others.
- Take constructive criticism too personally.
- Lack a high sense of urgency, especially when under pressure.
- Show less emphasis on productivity and more emphasis on the people-side of a project.
- Hesitate to correct or discipline those who need it for fear of offending someone.
- Be overly tolerant with individuals who are unproductive.
- Hold a bit of a grudge toward those who offer criticism.
- Need some coaching in time management and in setting deadlines that are more ambitious.



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

How you prefer to share knowledge or teach:

- Enriches the content with stories and experiences.
- Sincere participation with others as a co-learner or co-facilitator.
- Wants to know performance outcomes, objectives, etc. and communicates these to the participants.
- Leads the group by persuading, energizing them with optimism and encouraging cooperation.
- Believes that knowledge gives the participants the ability to maximize their potential and share with others.
- Structures events to inspire participants to act on their ideas and visions.
- Brings imagination and ideas to the training event.

How you prefer to receive knowledge or learn:

- Seeks inspiration and excitement in the learning process.
- As a participant, prefers a balance between individual and group work.
- Sincere participation with others. Wants to learn and help others learn as well.
- Integrates experiences with practical applications and ideas.
- Needs "what to do and when to do it" for optimal time and process management.
- Interacts frequently with others.
- Looks for meaning and clear integration of the learning activities.



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

Things to do to effectively communicate with Cynthia:

- Offer input on how to make the ideas become reality.
- Use the conversation to direct you back to the topic or issue at hand... don't get too far off track.
- Be candid, open, and patient.
- Be certain to emphasize next action-steps.
- Be certain to conclude the communication with some modes of action and specific next-steps for all involved.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Outline individual tasks and responsibilities in writing.

Things to avoid to effectively communicate with Cynthia:

- Don't 'dream' too much together or you'll lose time.
- Don't stick coldly to the business agenda.
- Don't threaten with position or power.
- Don't talk down to anyone.
- Avoid being impersonal or judgmental.
- Don't be short-tempered, cold, or tight-lipped.
- Don't offer assurances and guarantees you can't fulfill.



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

Decisiveness:

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

Interacting:

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

Stabilizing:

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

Cautiousness:

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

Overall Natural Style:

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

Overall Adaptive Style:

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

Strength-based insights:

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



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

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

Motivation:

How can you stay more motivated?

Improvement:

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

Training/Learning:

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



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

Supporting Success:

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

Limiting Success:

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

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The Values Index

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



About This Report

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

This report measures seven dimensions of motivation. They are:

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



The Elements of the Values Index

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

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

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



A closer look at the seven dimensions

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

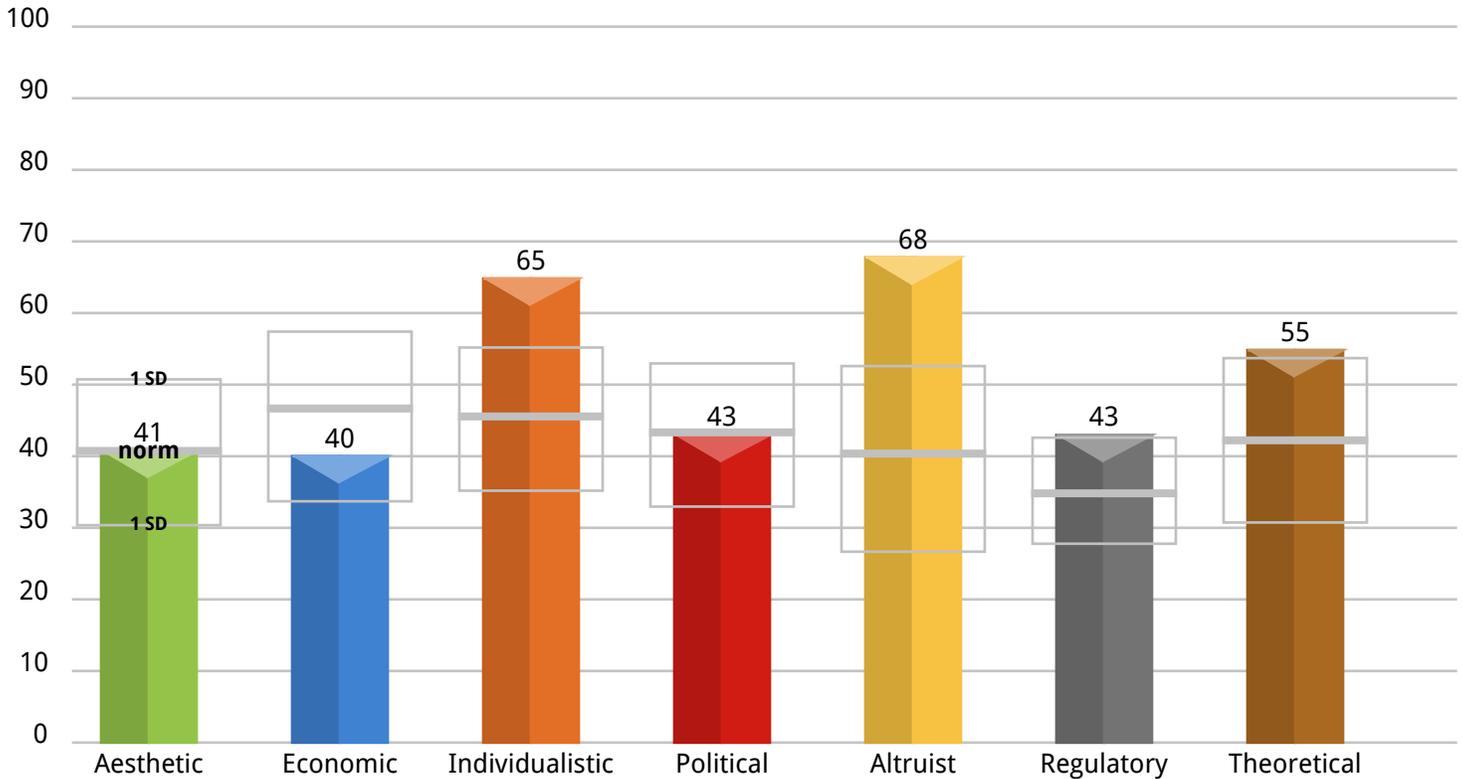
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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

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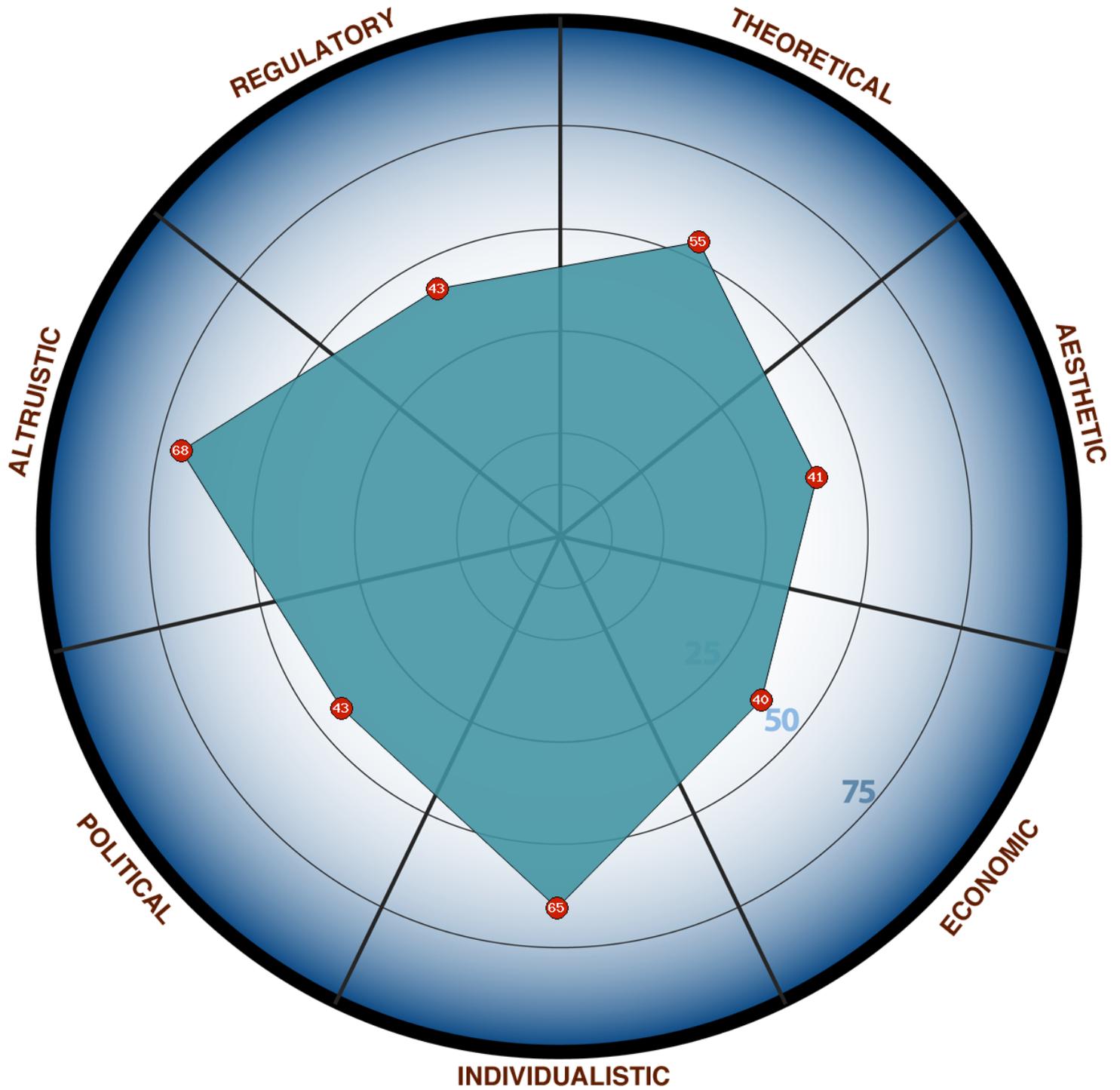


Executive Summary of Cynthia's Values

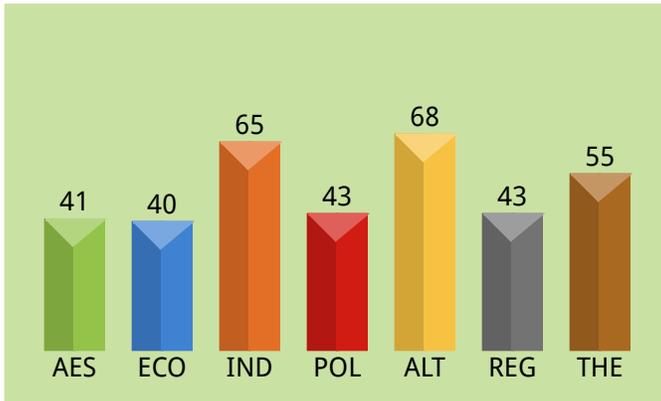


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The Aesthetic Dimension:

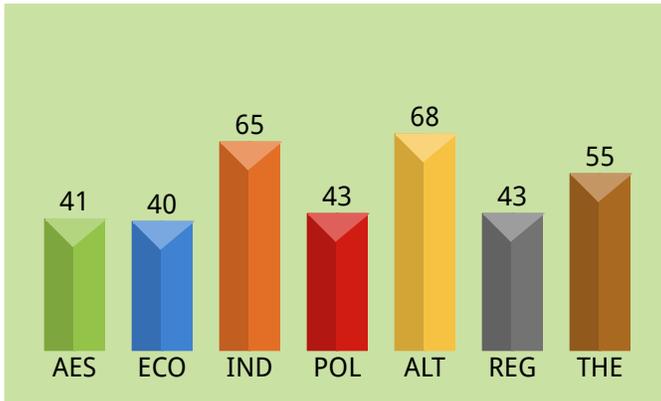
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You respect others' needs to express their creativity.
- You possess the average level of aesthetic appreciation, near the national mean.
- You work equally well with the artistic and non-artistic types.
- You can work well with others to create and innovate.
- You possess a healthy balance between form and function.

Key Strengths:

- You appreciate a sense of balance between work and life, but are not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.



The Aesthetic Dimension:

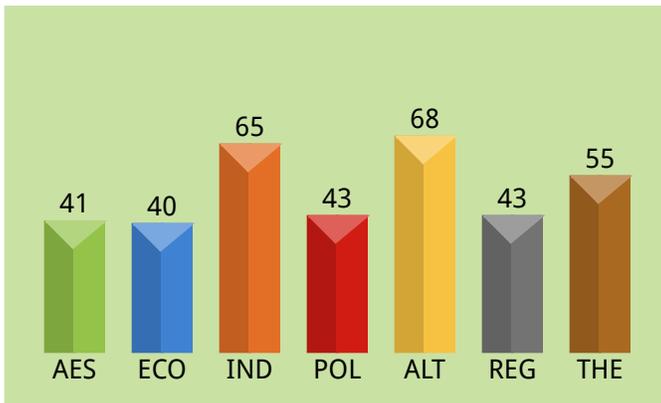
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You appreciate the need for conservation efforts and preserving balance and harmony in the surroundings.
- You believe that art and form can be uplifting and positive, even for those with no artistic ability.
- You balance team efforts between doing it right and doing it enjoyably.
- You possess a level of artistic interest or appreciation that is right at the national mean.
- To you, balance between work and life is important.

Training/Learning Insights:

- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.

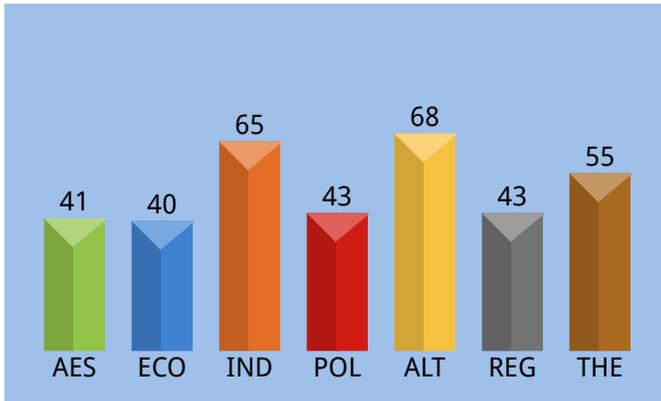


The Aesthetic Dimension:

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

Continual Improvement Insights:

- Since your score is at the national mean, it is important to review other Values drives for a more complete look at areas for quality improvement.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- Remember that it is OK that some don't appreciate artistry, balance or harmony and you can serve as a bridge between those who do and don't see value in such things.



The Economic Dimension:

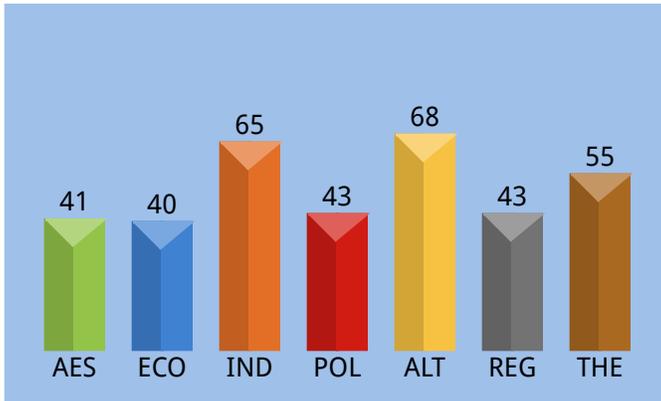
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.
- You have the ability to identify with and understand other individuals who have both a lower or higher Economic drive than your own.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- The drive and motivational factors which tend to lead people who score like you should be measured against other peaks on the Values graph.
- Regarding the Economic score, you would be considered rather practical and realistic about money.

Key Strengths:

- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.
- You tend to be a good team player especially because you do not try to compete to the extent of creating dissension within the group, team or office.



The Economic Dimension:

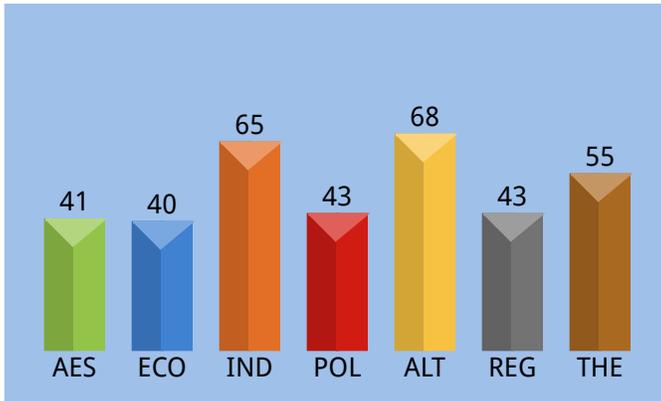
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.

Training/Learning Insights:

- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferences both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Your score is like those who engage in training and development activities in a supportive manner.

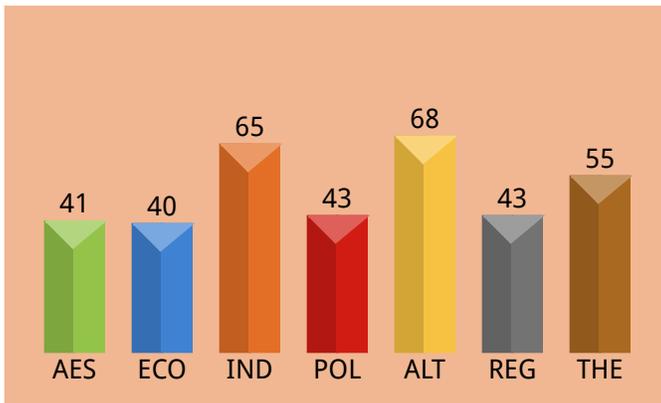


The Economic Dimension:

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

Continual Improvement Insights:

- You should assist in those areas or projects where there may be greater financial reward.
- You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.



The Individualistic Dimension:

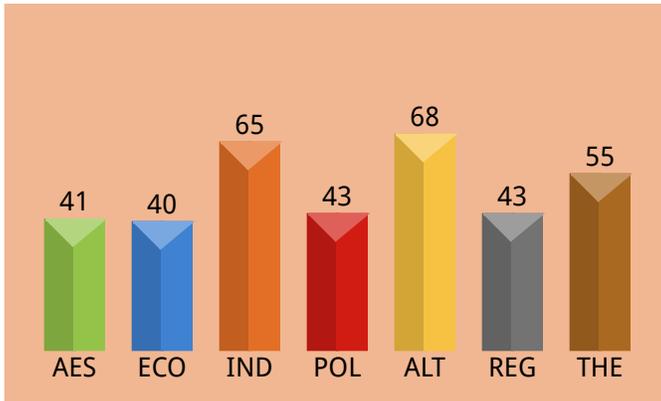
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You experience a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.
- You prefer to make your own decisions about how an assignment or project is to be accomplished.
- You bring a lot of energy that needs to be put to good use.
- You enjoy working in your own way and own methods.
- Many who score in this range like to invent new things, design new products, and develop new ideas and procedures.

Key Strengths:

- You are not afraid to take calculated risks.
- You bring a variety of different and energetic ideas to the workplace.
- You realize that we are all individuals and have ideas to offer.
- You bring creative ideas.
- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.



The Individualistic Dimension:

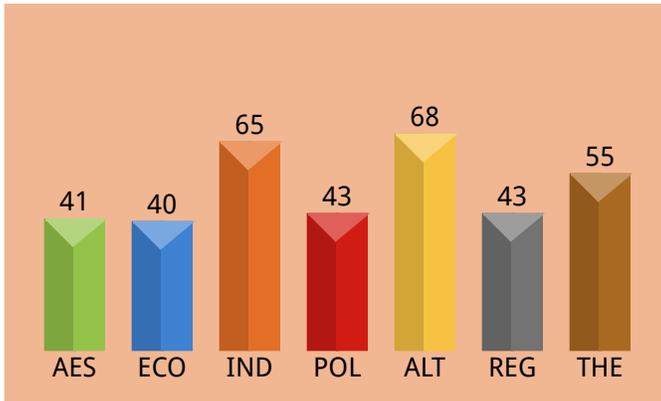
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- You should create an environment that provides security while it encourages taking appropriate risks.
- Be patient in allowing for expression of your uniqueness and sense of humor.
- Many people who score like you enjoy making presentations to small or large groups. Explore this possibility.
- You should work with an idea, develop it, and run with it for a while before making a judgment.
- You should be allowed bandwidth to grow and experiment with new projects, ideas, and responsibilities.

Training/Learning Insights:

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

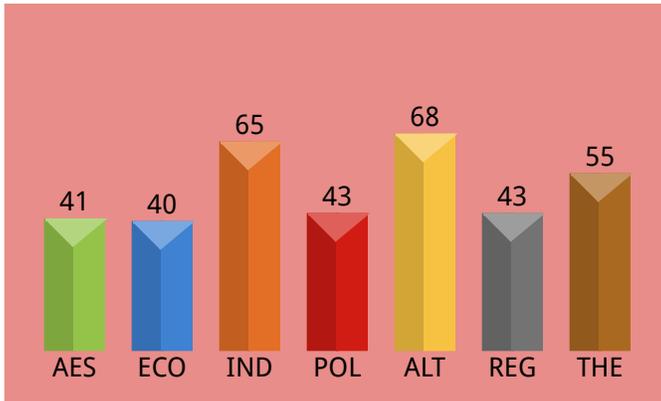


The Individualistic Dimension:

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

Continual Improvement Insights:

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



The Political Dimension:

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

General Traits:

- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.
- You have the ability to take or leave the control-factors of group leadership roles.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You bring a sense of balance to some power-issues that may emerge occasionally.

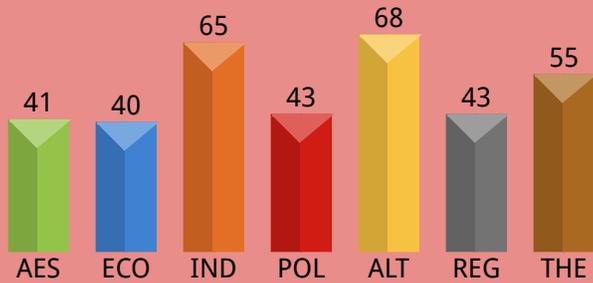
Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.



The Political Dimension:

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

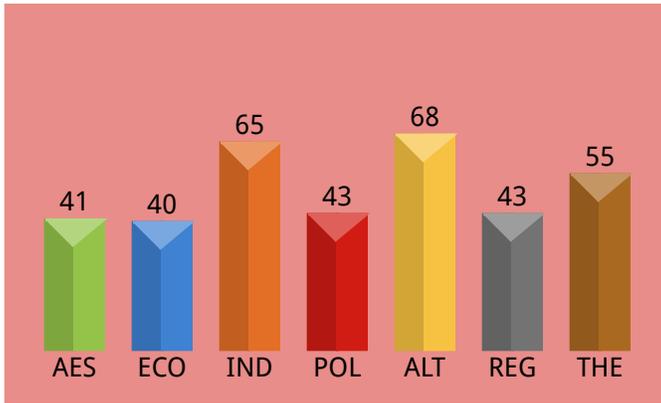


Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.

Training/Learning Insights:

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

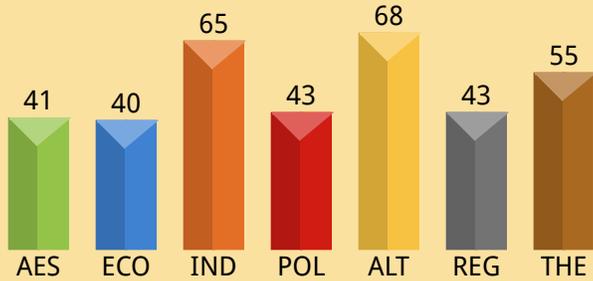


The Political Dimension:

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

Continual Improvement Insights:

- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



The Altruistic Dimension:

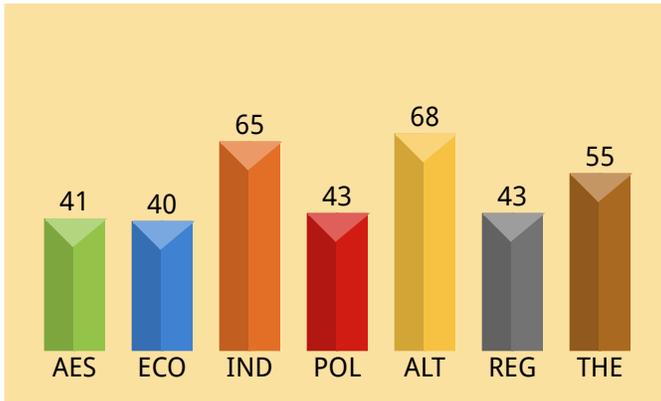
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You freely give time, talent and energy without being asked.
- You tend to have the welfare of others frequently in mind.
- You openly share Altruistic love or appreciation for others.
- Your high sincerity-factor may be exhibited in your tone of voice in communicating with others.
- You show a high sincerity-factor and helping attitude is demonstrated in the things you do.

Key Strengths:

- You have an empathetic attitude towards others.
- You have a high degree of willingness to give time to help, teach, and coach others.
- You are likely to go beyond the call to support or service others.
- You are often very aware of what others need, even when not stated by them.
- You are enthusiastic and enjoy working in team environments or social settings.



The Altruistic Dimension:

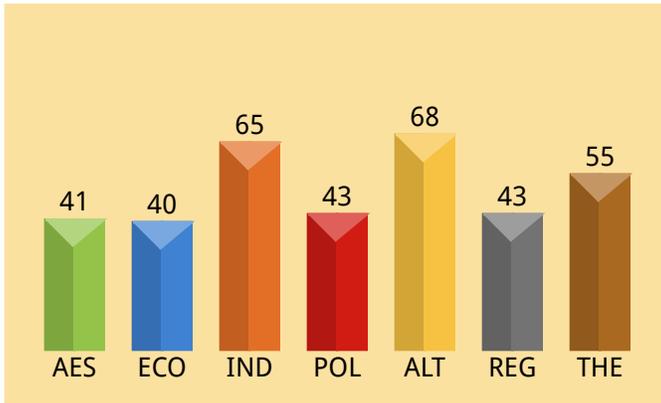
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You should provide flexibility to allow for helping others on the team.
- You should seek a professional outlet that allows you to help others.
- You support the innate willingness to share time and talent with others in the organization.
- You could be more easily taken advantage of by others because of your sincerity and desire to be helpful.
- You should remember that you tend to be a very 'giving' person, and enjoy helping others.

Training/Learning Insights:

- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.



The Altruistic Dimension:

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

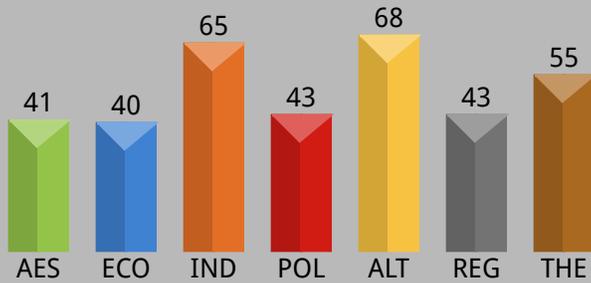
Continual Improvement Insights:

- You may need to say "no" more often.
- You need to remember that support and service efforts need to be practical as well.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You can lose focus on personal work in favor of helping others with theirs.
- You can give away too much time, talent and energy.



The Regulatory Dimension:

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

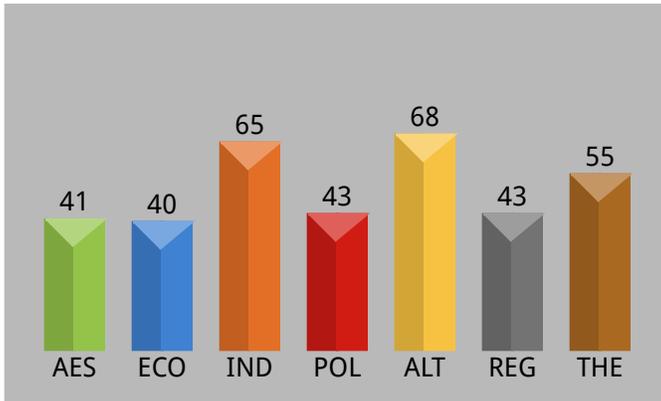


General Traits:

- You respect tradition a lot.
- You think promises are extremely important to keep.
- You see rules as a key to results.
- You think everything has a "right way" and a "wrong way".
- You take personal responsibilities very seriously.

Key Strengths:

- You maintain focus throughout projects.
- You produce detailed and accurate work.
- You maintain timelines and meet deadlines.
- You are efficient and effective in organizing tasks and most work.
- You are reliable and dependable.



The Regulatory Dimension:

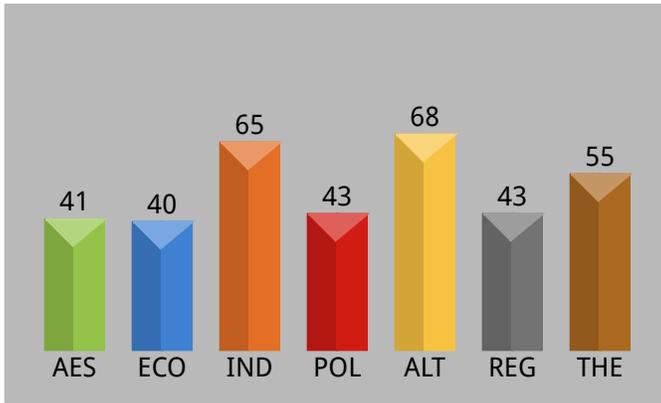
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You should avoid disrupting your schedules and flow unnecessarily.
- If you recommend changing the established way of doing things, it is probably a significant need.
- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- You prefer a structured and routine environment to work in.
- You should make sure the reasons behind instructions are clearly demonstrated.

Training/Learning Insights:

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

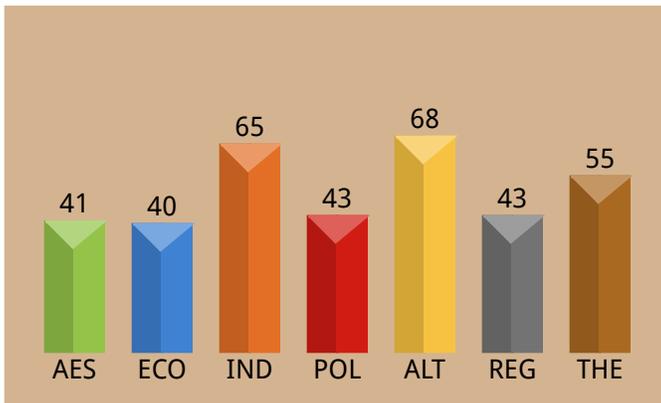


The Regulatory Dimension:

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

Continual Improvement Insights:

- You should realize that others have their own way of doing things too and be open to that.
- It might not hurt to let go sometimes and have no prescribed path to follow.
- Explore a little. Discovering new ways to do things can be rewarding.
- You shouldn't get too hung up on the rules.
- You should try being a little more flexible.



The Theoretical Dimension:

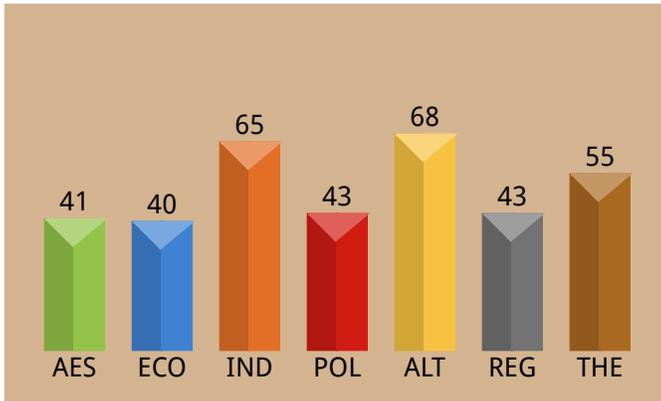
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You may prefer learning-based events or conferences over a small economic incentive.
- You have a 'cognitive' attitude: Looking for deeper meaning in things.
- You have an attitude of 'How do you do that? Can I do it too?'
- You like visiting bookstores and may make some unexpected purchases.
- You provide a high interest level on new initiatives or projects.

Key Strengths:

- You have a stable, knowledge-driven ethic.
- You have strong and consistent analytical skills and ability.
- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- At a team meeting you will come prepared, with pre-work completed.
- You will work long, hard hours on the complex solution to a problem.



The Theoretical Dimension:

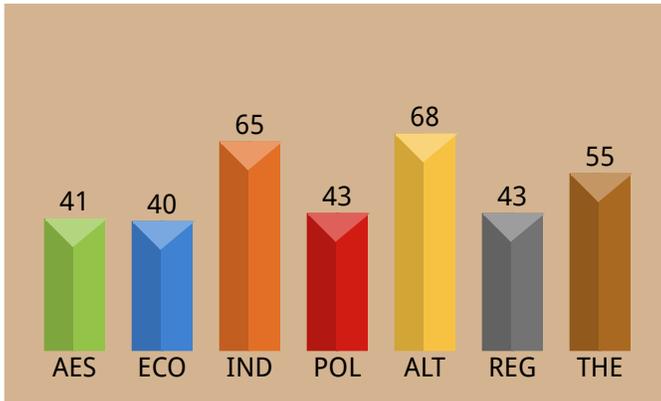
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- Classes, courses, conferences: go and learn.
- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.
- You prefer to be included in future development projects and draw on your expertise.

Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.



The Theoretical Dimension:

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

Continual Improvement Insights:

- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You need to bring a balance, at times, between the strong desire to acquire new knowledge base and the reality of the practical applications, if any.
- You score like some who need coaching on time management.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.



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

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

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

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

Tally your score here:

Cynthia Sample

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

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

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



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

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

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

Cynthia Sample



Attribute Index

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



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

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

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

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

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

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



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



External Decision Making Pattern Summary

You tend to interpret situations in terms of people and their social and work relationships first, and then the relationships to the larger system or structure within which these people exist. Social behavior and productive application of human resources take precedence over system and organization, or compliance with the existing structure or set of rules. You have very good to excellent ability for empathetic and pragmatic thinking with good to very good systemic thinking ability. This means that you are someone who values people and their needs as important and balance this importance with business objectives in a good way. Your lower valuation of the Systems dimension implies that you are not as concerned about having strict order or structure. Your overall development levels in the People and Tasks dimensions are equal and high, while the Systems dimension is moderate, but under developed in comparison. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

- Teamwork or any group effort
- Interpersonal communication
- Empathy
- Practical thinking
- Understanding others
- Planning and organizing
- Balancing performance and people needs with goal demands

Minimizers

- Appreciation for authority, rules and regulations as compared to that of people and results
- May tend to prefer production deadlines or personnel needs in favor of rules or systemic guidelines
- Systems dimension thinking

Motivators

- Financial security
- Peer recognition
- Family needs
- Status and recognition
- Personal relationships



Needs for Growth

Develop better two-way communication with authority figures, and greater balance between appreciation for set rules, parameters, order or structure and people and performance objectives.

Targets for Reinforcement (R) and Development (D)

Results orientation (D)

Problem Solving (D)

Relating to others (R)

Preferred Environment

Decision-sharing; cooperative, teamwork atmosphere under higher-level leadership.



Internal Decision Making Pattern Summary

You define yourself according to your present work or primary social role and identify this with the perception of your true strengths and weaknesses. Your self-image is more flexible and malleable according to the demands of your primary social role or work. You have a good self image and you are confident in the roles you find yourself in life right now (e.g., husband, manager, mother, etc). However, you are less confident about the best way to proceed in one of those roles. This can be caused by changes in the "way" you fulfill a role. New technology at work, changing relationships, new responsibilities. These would all be examples of changes in your life that could cause you to change how you fulfill your many roles. You see the People and Tasks dimensions clearly and have good levels of development in both. You see the Systems dimension less clearly with moderate development. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

- Self-confidence
- Role awareness
- Self acceptance
- Persistence

Minimizers

- Self direction
- Project goal focus
- Internal mission statement

Motivators

- Self improvement
- Material Possessions
- Professional/social role involvement
- Responsibilities

Needs for Growth

To develop a clearer sense of direction that guides your actions based on your own internal understanding of how you should be doing things, rather than how you feel others expect you to do things.



Targets for Reinforcement (R) and Development (D)

Self Direction (D)

Sense of mission (D)

Self awareness (R)



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

This general employee assessment report is designed to objectively measure, and provide a general overview of Cynthia's abilities in a work environment.

Report Component Graphs

Getting Results



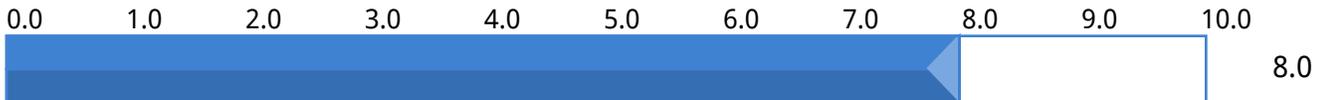
Interpersonal Skills



Making Decisions



Work Ethic



Cynthia Sample



Getting Results (7.9)

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

Interpersonal Skills (8.2)

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

Making Decisions (7.9)

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

Work Ethic (8.0)

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



Category Description

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

Category Component Graphs

Attention To Detail



Consistency and Reliability



Accountability For Others



Project and Goal Focus



Personal Commitment



Results Orientation



Surrendering Control



Cynthia Sample

Category Component Descriptions

Attention To Detail (8.0)

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

Consistency and Reliability (8.3)

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



Accountability For Others (7.7)

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

Project and Goal Focus (7.8)

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

Personal Commitment (8.0)

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

Results Orientation (7.6)

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

Surrendering Control (8.1)

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



Category Description

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

Category Component Graphs

Attitude Toward Others



Freedom From Prejudices



Realistic Expectations



Surrendering Control



Cynthia Sample

Category Component Descriptions

Attitude Toward Others (8.1)

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

Freedom From Prejudices (8.5)

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

Realistic Expectations (8.0)

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

Surrendering Control (8.1)

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



Category Description

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

Category Component Graphs

Following Directions



Theoretical Problem Solving



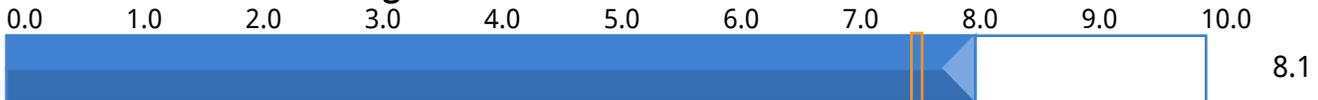
Concrete Organization



Conceptual Thinking



Intuitive Decision Making



Using Common Sense



Cynthia Sample

Category Component Descriptions

Following Directions (7.3)

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

Theoretical Problem Solving (7.8)

evaluates Cynthia's ability to envision a situation and to then apply her Problem Solving Ability.

Concrete Organization (8.3)

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



Conceptual Thinking (7.6)

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

Intuitive Decision Making (8.1)

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

Using Common Sense (8.2)

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

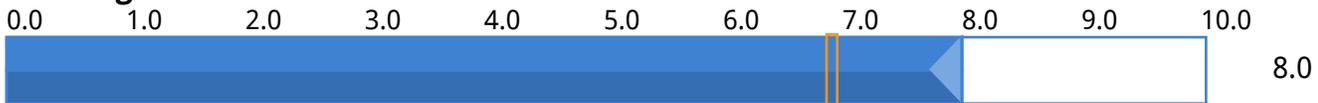


Category Description

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

Category Component Graphs

Meeting Standards



Respect For Policies



Balanced Decision Making



Job Ethic



Cynthia Sample

Category Component Descriptions

Meeting Standards (8.0)

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

Respect For Policies (7.6)

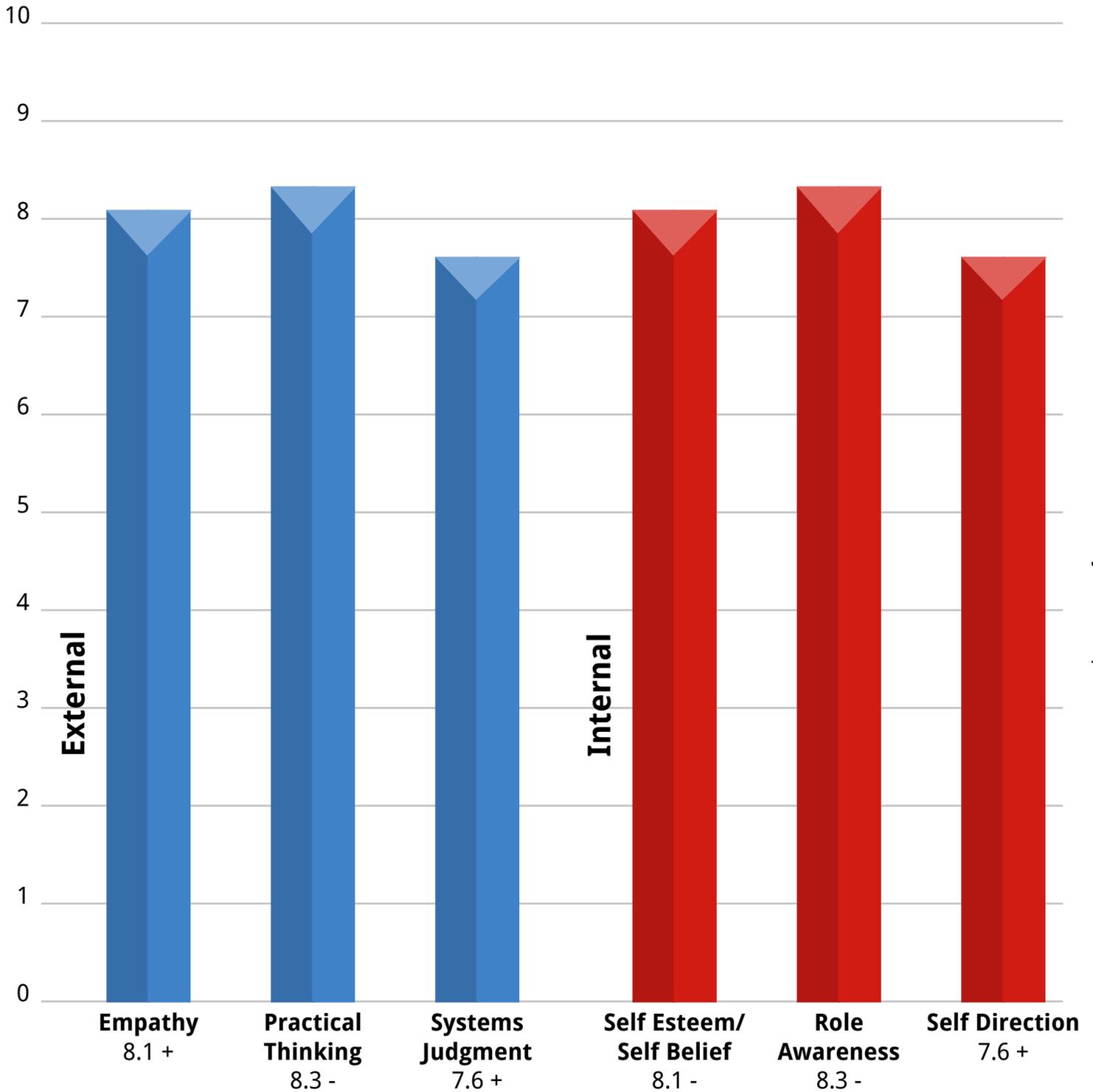
evaluates Cynthia's appreciation for the value of conducting business affairs according to the intent of company policies and standards.

Balanced Decision Making (8.3)

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

Job Ethic (8.0)

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



Cynthia Sample



- Developing Others (8.5)
- Freedom From Prejudices (8.5)
- Self Confidence (8.5)
- Understanding Motivational Needs (8.5)
- Realistic Goal Setting For Others (8.5)
- Correcting Others (8.4)
- Concrete Organization (8.3)
- Consistency and Reliability (8.3)
- Material Possessions (8.3)
- Practical Thinking (8.3)
- Project Scheduling (8.3)
- Realistic Personal Goal Setting (8.3)
- Respect For Property (8.3)
- Role Awareness (8.3)
- Status and Recognition (8.3)
- Balanced Decision Making (8.3)
- Using Common Sense (8.2)
- Conveying Role Value (8.2)
- Enjoyment Of The Job (8.2)
- Leading Others (8.2)
- Persuading Others (8.2)
- Role Confidence (8.2)
- Evaluating What Is Said (8.2)
- Attitude Toward Honesty (8.2)
- Attitude Toward Others (8.1)
- Creativity (8.1)
- Empathetic Outlook (8.1)
- Handling Stress (8.1)
- Human Awareness (8.1)
- Initiative (8.1)
- Intuitive Decision Making (8.1)
- Monitoring Others (8.1)
- Personal Drive (8.1)
- Personal Relationships (8.1)
- Problem Solving (8.1)
- Relating To Others (8.1)
- Self Esteem (8.1)
- Self Improvement (8.1)
- Sense of Timing (8.1)
- Surrendering Control (8.1)
- Understanding Attitude (8.1)
- Problem Management (8.1)
- Diplomacy (8.1)
- Self Starting Ability (8.1)
- Evaluating Others (8.0)
- Realistic Expectations (8.0)
- Sensitivity To Others (8.0)
- Proactive Thinking (8.0)
- Persistence (8.0)
- Attention To Detail (8.0)
- Gaining Commitment (8.0)
- Meeting Standards (8.0)
- Personal Commitment (8.0)
- Quality Orientation (8.0)
- Job Ethic (8.0)
- Problem and Situation Analysis (8.0)
- Long Range Planning (7.9)
- Flexibility (7.9)
- Integrative Ability (7.8)
- Theoretical Problem Solving (7.8)
- Project and Goal Focus (7.8)
- Accountability For Others (7.7)
- Personal Accountability (7.7)
- Self Management (7.7)
- Seeing Potential Problems (7.7)
- Conceptual Thinking (7.6)
- Respect For Policies (7.6)
- Results Orientation (7.6)
- Self Direction (7.6)
- Self Discipline and Sense of Duty (7.6)
- Sense of Belonging (7.6)
- Sense of Mission (7.6)
- Systems Judgment (7.6)
- Emotional Control (7.5)
- Following Directions (7.3)
- Handling Rejection (7.1)
- Self Assessment (7.0)
- Self Control (6.7)