



**ADVANCED INSIGHTS  
PROFILE**

## **John Doe**

December 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.

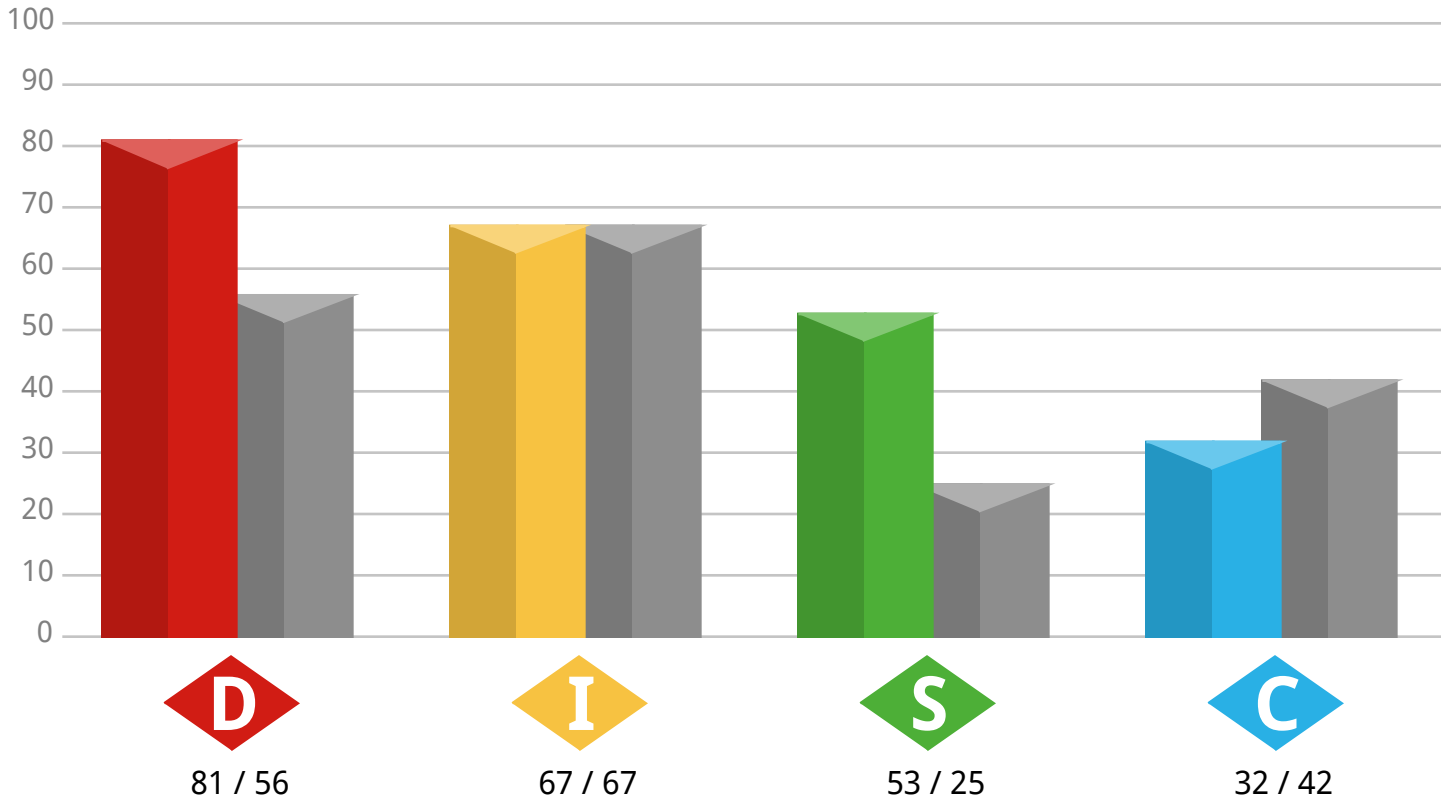


**xPLORE**  
ASSESSMENTS

xPotential Selling  
[www.xpotentialselling.com](http://www.xpotentialselling.com)  
866-350-4457



## Natural and Adaptive Styles Comparison



John Doe

### Natural Style:

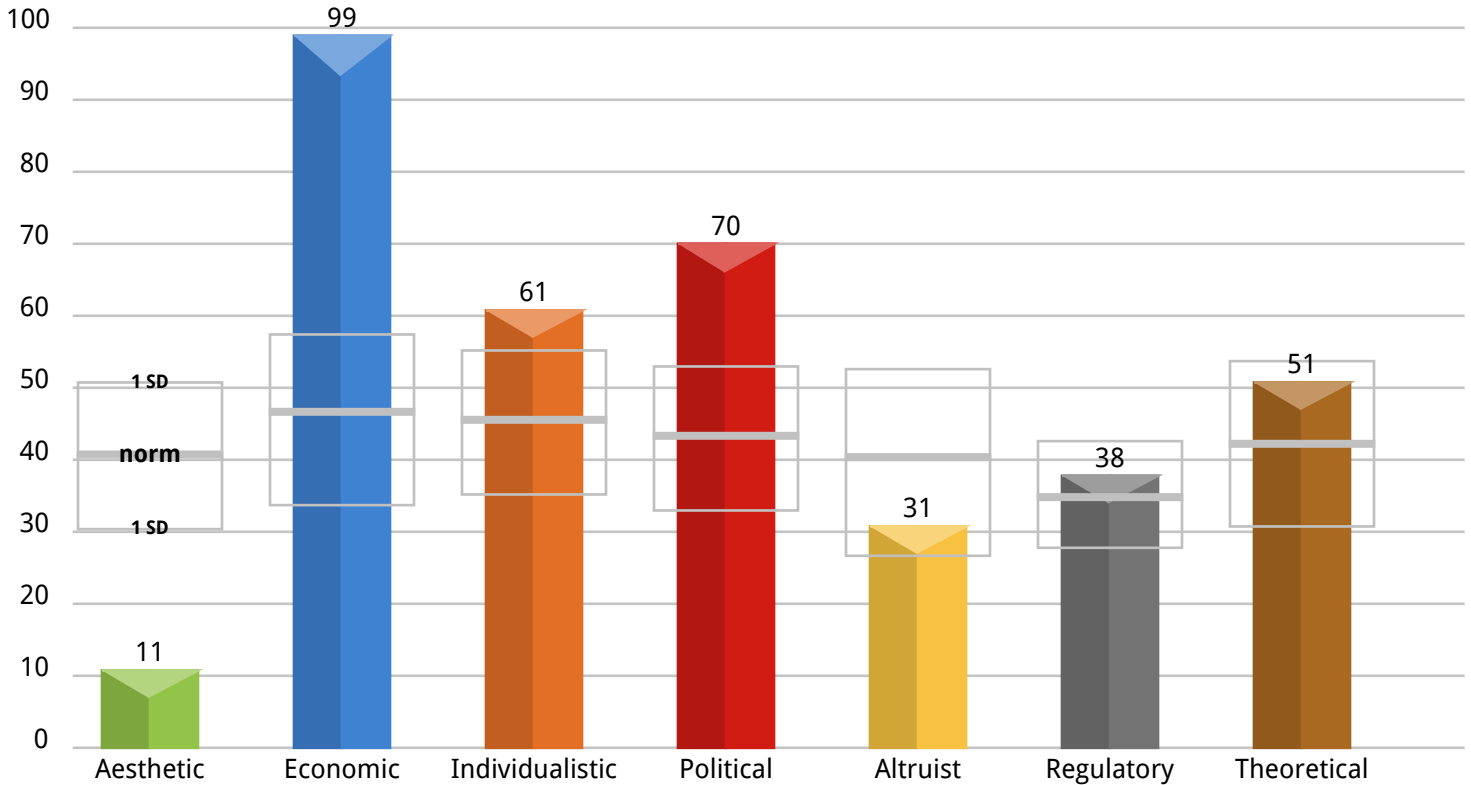
The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension 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 Michael's Values



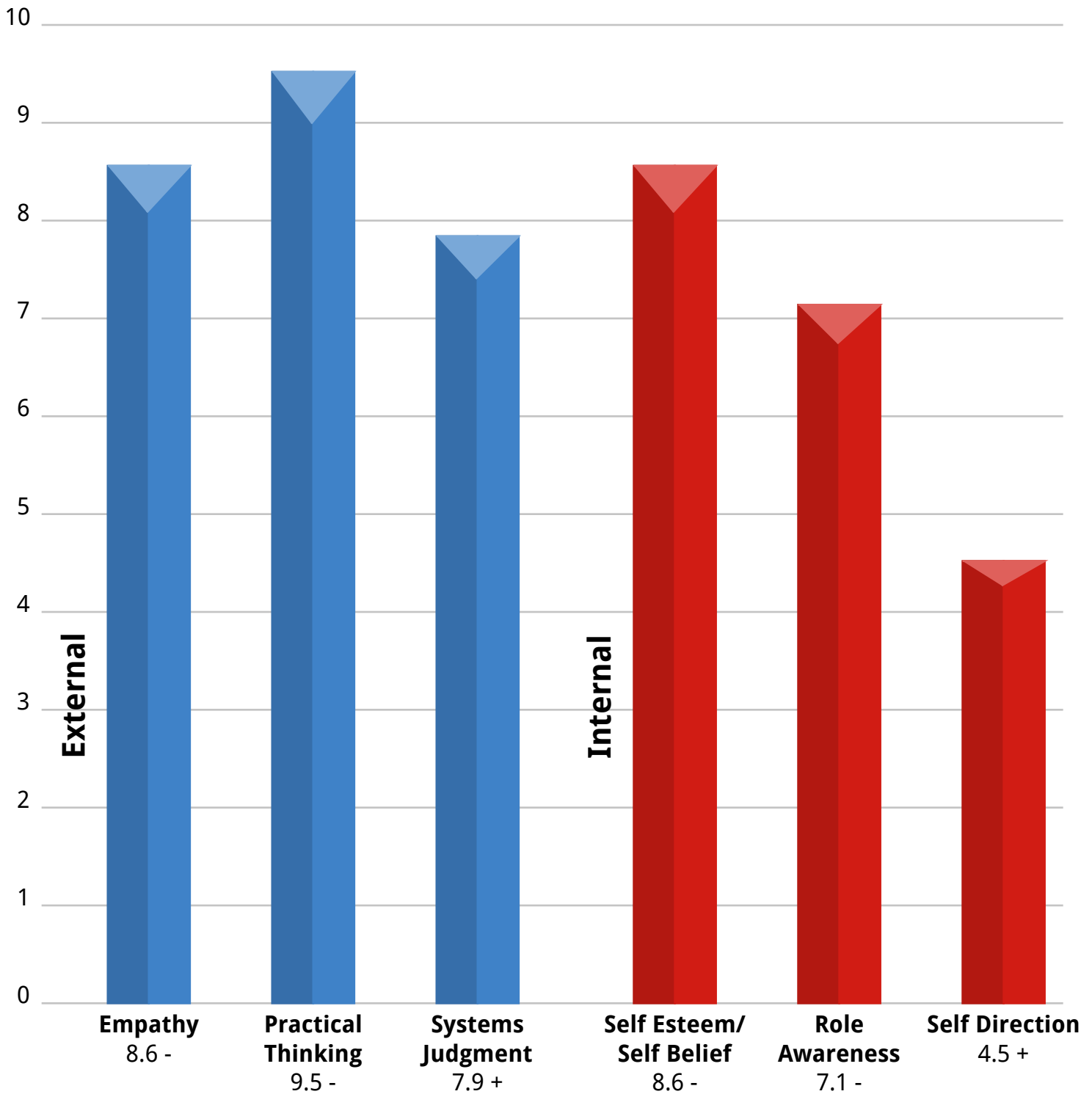
John Doe

<b>Very Low Aesthetic</b>	You are not into artistic expression, or achieving balance and harmony in life. You are all about the utilitarian, bottom-line results.
<b>Very High Economic</b>	You are very competitive and bottom-line oriented.
<b>High Individualistic</b>	You have no problem standing up for your own rights and may impart this energy into others as well.
<b>Very High Political</b>	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
<b>Average Altruist</b>	You are concerned for others without giving everything away; a stabilizer.
<b>Average Regulatory</b>	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
<b>Average Theoretical</b>	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.



# ADVanced Insights Profile | Dimensional Balance

0.95 / 0.81



John Doe

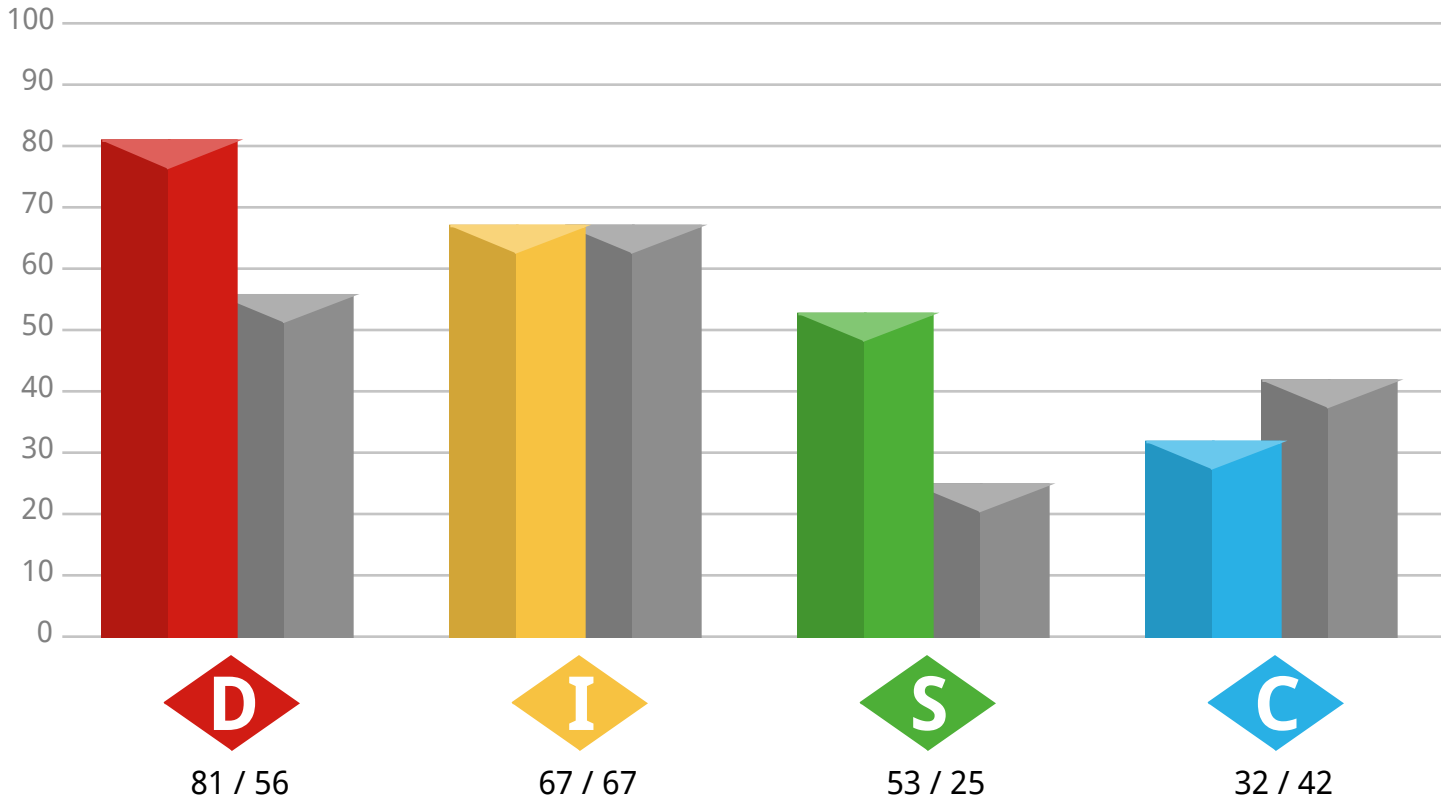


# The DISC Index

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



## Natural and Adaptive Styles Comparison



John Doe

### 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.



## 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.

John Doe

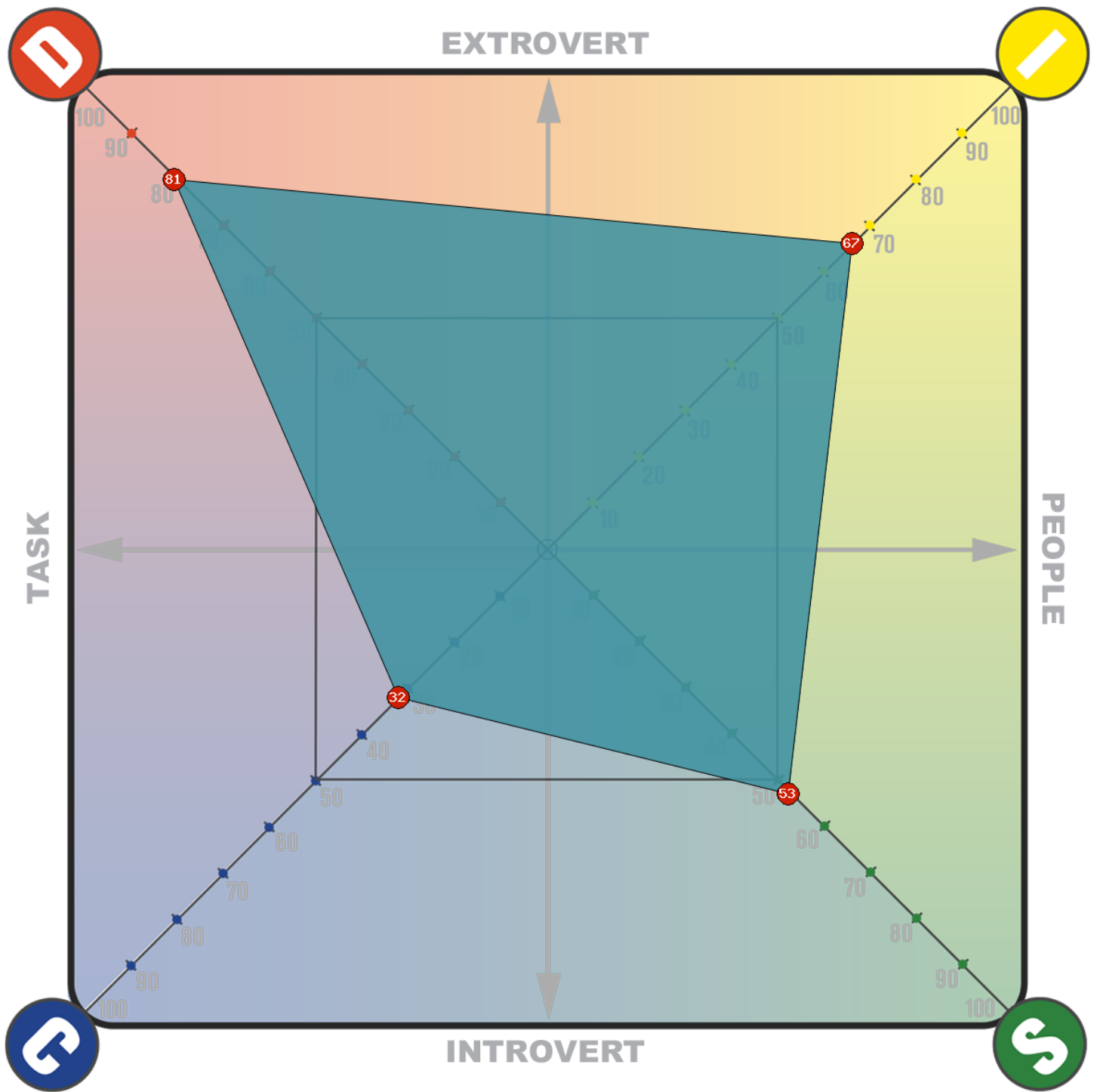




## A closer look at the four components of your behavioral style

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

John Doe





## 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:

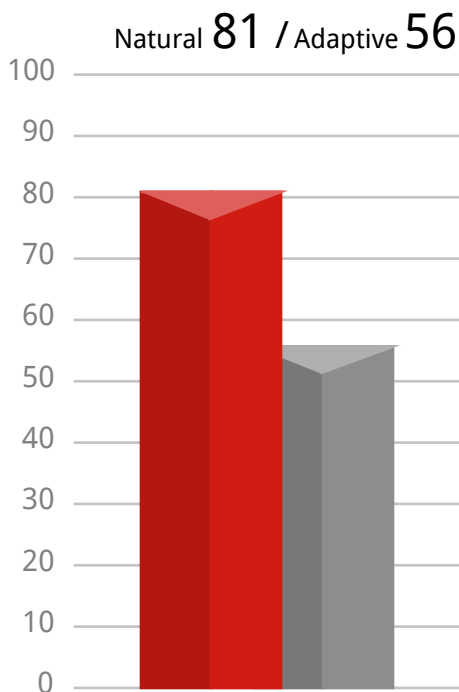
#### Higher D —

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.

John Doe



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

- You are always interested in the new, the innovative, and the cutting-edge ideas.
- You may be perceived as somewhat egocentric by others (i.e., others who you feel are less confident than you).
- You are direct in your communications, no ambiguities.
- You are practical - all about the business and getting results quickly without fluff or delay.
- You demand high levels of results or performance, in both yourself and in others.
- You migrate towards difficult assignments and opportunity for advancement.



## 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:

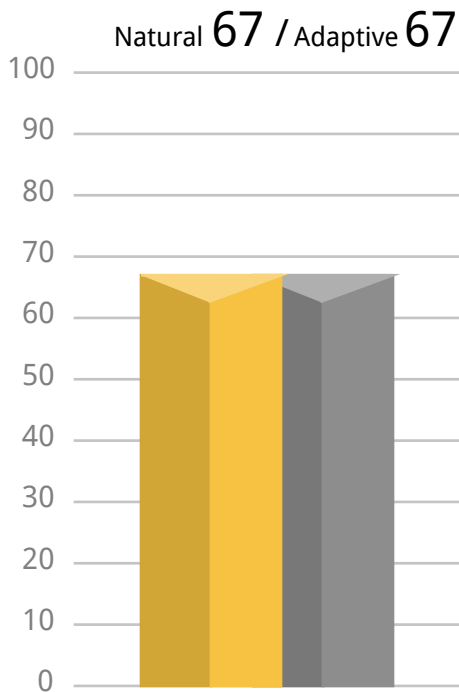
#### Higher I —

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.

John Doe



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

- You can be pretty disorganized and lack great attention to detail.
- You tend to naturally trust others and their ideas.
- You are talkative and express your opinions freely.
- You prefer an environment with plenty of people contact.
- You are sociable and outgoing with others.
- You strongly prefer a democratic and not dictatorial professional environment or relationships.



## 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:

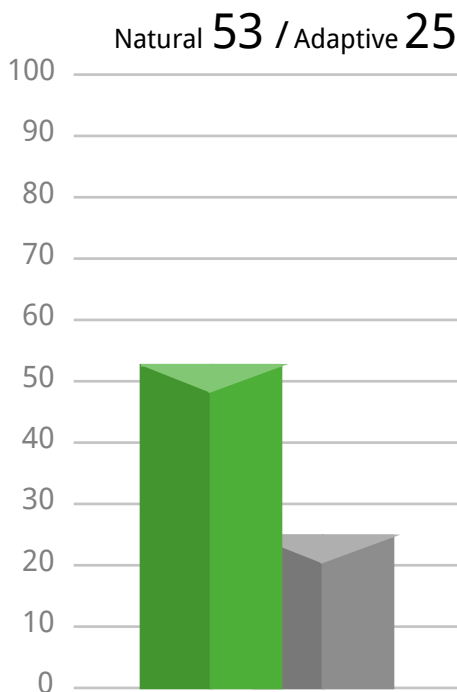
#### Higher S —

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.

John Doe



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.

- You can accept change, but you require a good argument for it first.
- You serve to stabilize others on a team who are perhaps too maverick.
- When you need to, you can be flexible to change or new ideas.
- You believe rules exist for a reason.
- You are generally known as steadfast and dependable.
- You think it is important to follow established procedures and processes.



## Cautious

### Your approach to standards, procedures, and expectations.

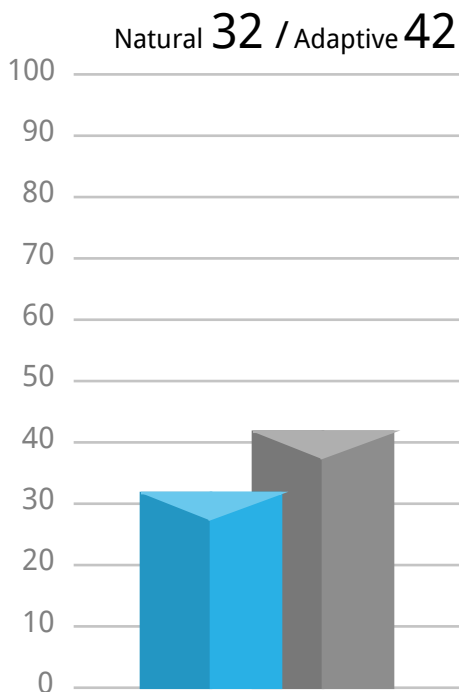
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### 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 moderately low score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are probably perceived by others as a bit of a rule-bender.
- "The 'right way' to do things is the way I'm doing them right now."
- You view rules more as guidelines that may need to be bent or modified depending on the situation.
- You prefer to be encouraged to create and try new ideas and procedures.
- You can develop a variety of strategies and procedures as situations demand.
- You like an environment that provides independence from direct control.

John Doe



### 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:

- Ability to motivate others on the team, instill a higher sense of urgency, and help to get the project done on time and budget. Factors contributing to this include the High D, High I, and Lower S preferences.
- A very active agent in all he does. This comes in part from the Lower S preferences.
- Able to take charge of a project, even in mid-stream, and work hard to make it a success.
- Shows a confident attitude and a forceful determination to succeed.
- Is seen by others as a mover & shaker and one who loves to compete with the best.
- When the climate is favorable, the High I nature allows for optimism and a friendly affect. When the climate becomes antagonistic, the High D nature presents a tough and determined response.
- The High D plus High I preferences bring a high degree of assertiveness and persuasiveness to projects and activities.
- Brings a very high sense of urgency to projects and tasks. Gets things done... now.



### **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:

- Through fluent verbal skills, you are able to gain the support of a variety of styles of people.
- Motivated to bring a high sense of enthusiasm to projects and ideas.
- You want to be seen as able to influence others by your enthusiasm and openness to alternatives.
- May fear limitations or restrictions on your flexibility or spontaneity.
- You appreciate others who show a high degree of flexibility and spontaneity with organizational projects.
- You want to be seen as one who can work with people, and get things done through mutual cooperation.
- You want to be seen as one who has a high trust level in working with others.
- Can move the team or organization toward your own goals with great skill.





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:

- Remembering to negotiate difficult matters in a real-time, face-to-face manner, rather than through electronic means.
- Reducing your competitive edge when dealing with others who aren't as competitive as you.
- Becoming more sensitive to the climate or the situation, and adjusting your intensity accordingly.
- Softening your approach with more introverted people.
- Watching how much you challenge others as many may see it as an ego drive, not a bottom-line approach.
- Trying not to over-react.
- Becoming more aware of your approach to others, and it's impact on others.
- Being around others who share your high level of urgency.



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:

- Supportive and encouraging working environment.
- The organization to use your skills to lead, persuade, and delegate responsibility.
- Authority equal to your responsibility.
- To be free from supervision of your activity, and constraints on your ideas.
- Power, authority, and control to make decisions to achieve successful results.
- Someone else who you trust to do the detailed work and the follow through.
- Recognition for your contributions to the success of a project.
- 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:

- Socially poised and confident, and can usually speak in a persuasive way to small and large groups of people.
- Enjoys unique assignments and takes on important positions, even in the midst of risks.
- Ready to take the credit or the blame for the results.
- Michael scores like those who are highly driven individuals. Driven toward solutions and success while bringing others with them on the journey.
- Strong ability to motivate and manage others through optimistic attitude and firm delegation of tasks.
- Able to multi-task in a variety of areas, maintaining control over many projects simultaneously.
- Excellent at taking on challenging assignments or difficult tasks, and succeeding with them.
- Shows the rare ability to concentrate on ideas, issues, and people and relate them instantly to the big picture.



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:

- Mobility, and freedom to travel around the organization or around the country.
- Ability to see rapid results from your efforts.
- Freedom from controls, details, and minutia.
- Public recognition of accomplishments.
- New and varied activities; a change-oriented workplace culture.
- Wide scope of involvement with a variety of people.
- Authority equal to your responsibility.
- Flexible environment, able to support changes and spontaneity.



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:

- May act too impulsively at times: A combination of the ego and optimism.
- May get more positive reactions by softening the approach and ego at times.
- Rather than emphasizing the positive, may sometimes be too fault-finding with teams and results.
- May become impatient if not getting appropriate attention and recognition from others.
- Sometimes decisions might be made without consulting others, and without sharing information after the decision is made.
- May become defensive and blame other areas of the organization for inefficiencies or miscommunications.
- The high ego may appear as blunt and critical to some people don't share the same ego strength.
- Become over-challenging and over-optimistic in goal setting, and post goals that are unrealistically high.



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:**

- Bottom-line orientation to preparing participants for skills they will need.
- Structures the events for efficiency in achieving goals and skills.
- Evaluations based on certifying that participants have certain skills.
- Believes that knowledge gives the participants abilities to solve new problems.
- Structures events to inspire participants to act on their ideas and visions.
- Evaluations based on maximizing the participants' process and success.
- Knowledge gives the participants the ability to maximize their potential and share with others.

### **How you prefer to receive knowledge or learn:**

- Responds to extrinsic motivation such as praise and encouragement.
- Individualized, independent self-study.
- Structures own learning.
- Prefers learning in groups.
- Develops own learning strategies.
- Interacts frequently with others.
- Self-defined goals.



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 Michael:**

- Ask for his input regarding people and specific assignments.
- Be efficient: Hit the major points first.
- Provide options for Michael to express his opinions and make some of the decisions.
- Plan to talk about things that support his dreams and goals.
- Ask 'what' oriented questions that close the issue or topics.
- Motivate and persuade Michael by referring to objectives and expected results.
- Be specific about what's needed to be done, and who is going to do it.

### **Things to avoid to effectively communicate with Michael:**

- Don't leave decisions hanging in the air. Be certain all decision points have reached closure and action-plans are the result.
- Don't be sloppy or disorganized.
- Avoid making guarantees and assurances when there is a risk in meeting them.
- Don't come in with a ready-made decision, unless you are ready to discuss a variety of options and accept changes.
- Avoid wild speculations without factual support.
- When disagreeing, don't let it reflect on him personally.
- Don't forget or lose things necessary for the meeting or project.



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)

---

---

---

---

---

---

---

---

---

---

John Doe



# 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.

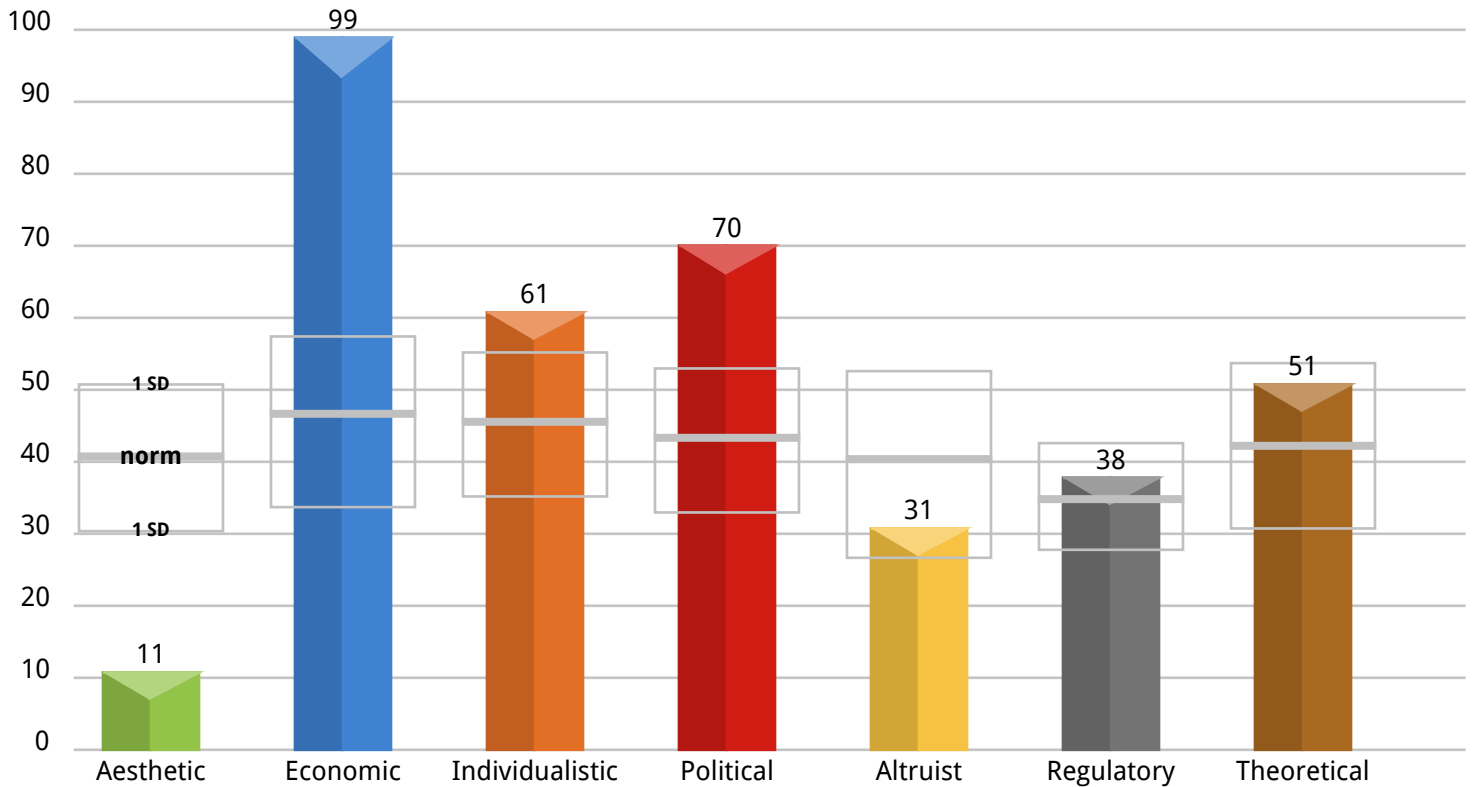
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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

John Doe

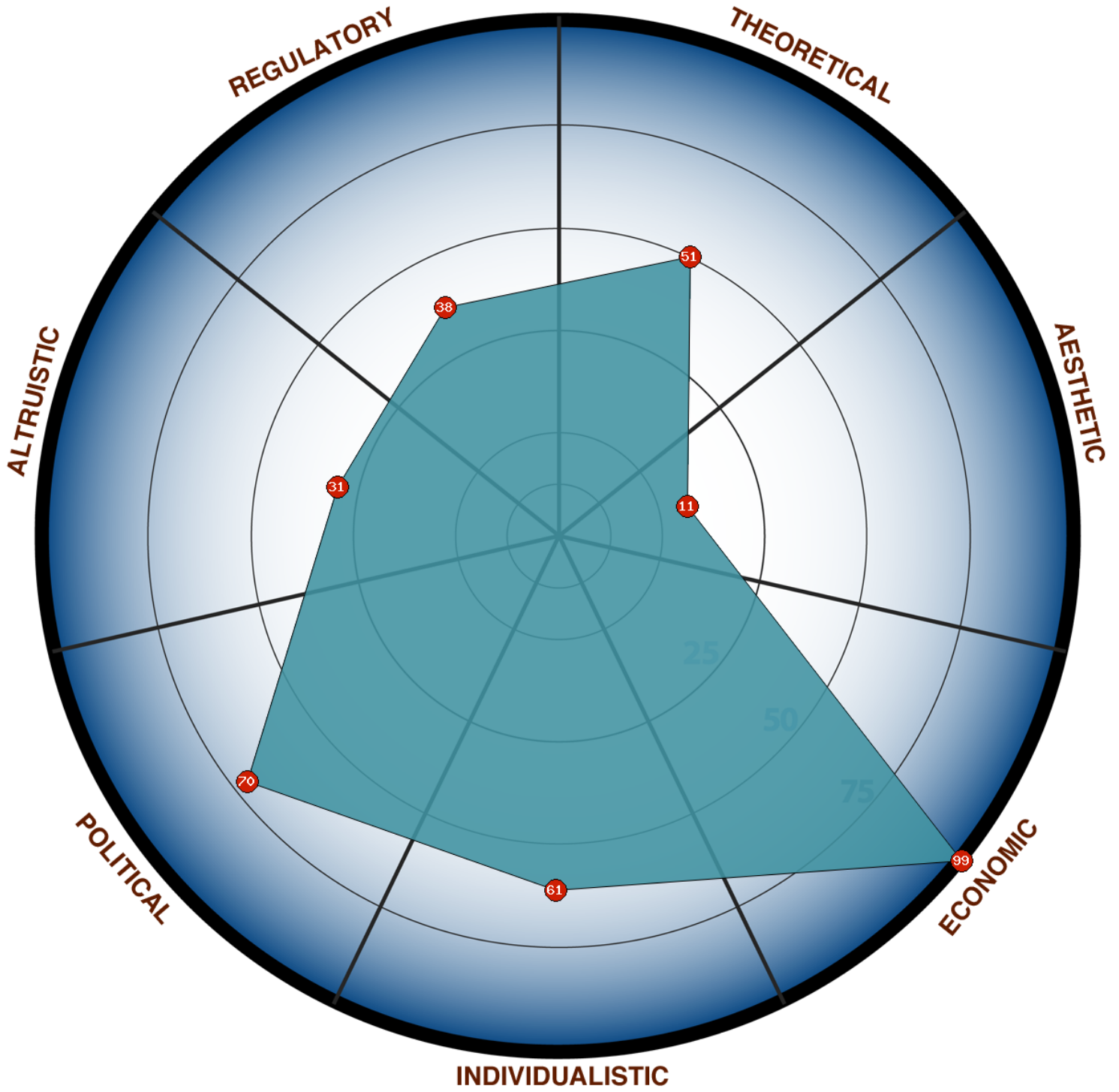


## Executive Summary of Michael's Values



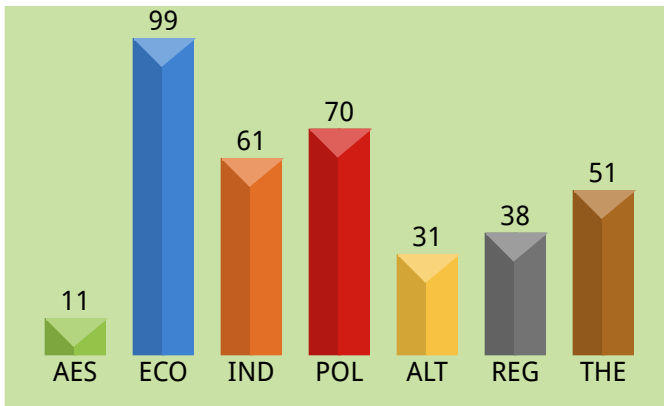
John Doe

<b>Very Low Aesthetic</b>	You are not into artistic expression, or achieving balance and harmony in life. You are all about the utilitarian, bottom-line results.
<b>Very High Economic</b>	You are very competitive and bottom-line oriented.
<b>High Individualistic</b>	You have no problem standing up for your own rights and may impart this energy into others as well.
<b>Very High Political</b>	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
<b>Average Altruist</b>	You are concerned for others without giving everything away; a stabilizer.
<b>Average Regulatory</b>	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
<b>Average Theoretical</b>	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.



John Doe





## The Aesthetic Dimension:

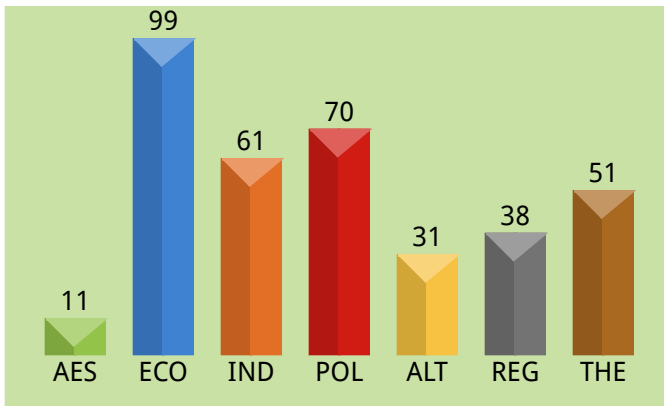
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### General Traits:

- You are not negatively effected by unaesthetic work environments.
- You are very practical when it comes to aesthetics or decoration of the environment; it must make business sense.
- You feel having something look good is not as important as how effectively and efficiently it works.
- You are not passionate about harmony, balance, or aesthetics.
- You are a strong steward of business processes, and don't want to waste resources on aesthetics or beauty if they don't effect productivity.

### Key Strengths:

- You have a solid business sense. Business over beauty.
- You tend to take a strong bottom-line approach to business transactions.
- You believe achieving results may take precedence over balance and peace in life.
- You are less emotional than most.
- You can be a strong survivor even in heavy competition.



## The Aesthetic Dimension:

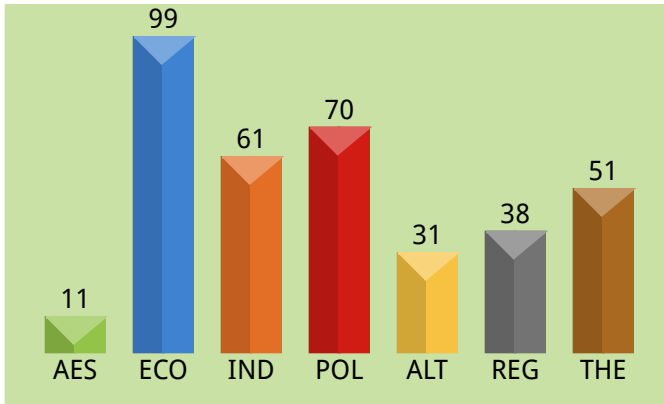
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### Motivational Insights:

- To you, more team involvement would benefit from pointing out the practical reasons for the changes.
- You should appeal to the practical aspects of a situation.
- You stick to the bottom-line issues.
- You're probably not going to be highly motivated purely by aesthetic reasons, or for doing something because it helps achieve harmony or balance.
- To you, rational goals are the primary motivator.

### Training/Learning Insights:

- You teach/learn in a very practical way, nothing fancy.
- You make sure to connect training benefits to business opportunities.
- You can be flexible about the surroundings in which you learn.
- You are not emotionally driven, stick to practical motivations.
- You avoid lots of team interaction just for the sake of interaction; be certain there is a business reason.

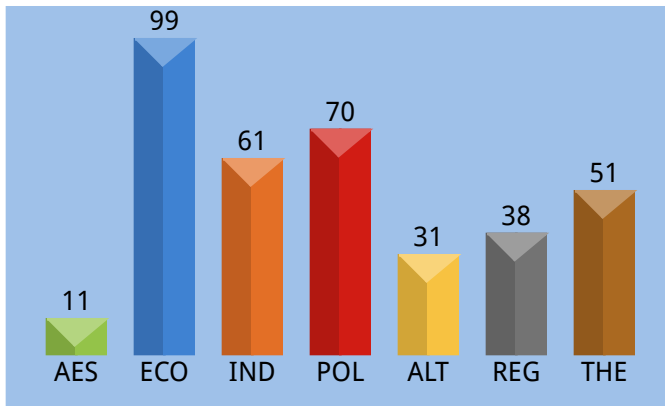


## The Aesthetic Dimension:

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

### Continual Improvement Insights:

- Some might consider you uncaring about aesthetics, artistic beauty or harmony.
- You may be seen as overly businesslike.
- You should try to appreciate the value others have for artistic things, or trying to increase workplace aesthetics.
- You should remember to respect the creativity of others.



## The Economic Dimension:

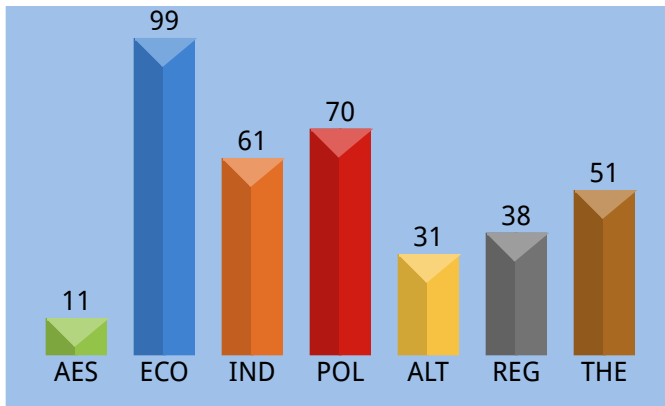
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### General Traits:

- People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.
- You are goal driven, especially financial goals.
- You may fit the stereotype of the highly driven American businessperson, motivated by economic incentives.
- You are motivated by high pay, and attaches importance to high earnings.
- You may view knowledge for the sake of knowledge as a waste of time, talent, energy, and creativity.

### Key Strengths:

- You pay attention to return on investment in business or team activity.
- You are able to multi-task in a variety of areas, and keep important projects moving.
- You are profit driven and bottom-line oriented.
- Your decisions are made with practicality and bottom-line dollars in mind.
- You are highly driven by competition, challenges, and economic incentives.



## The Economic Dimension:

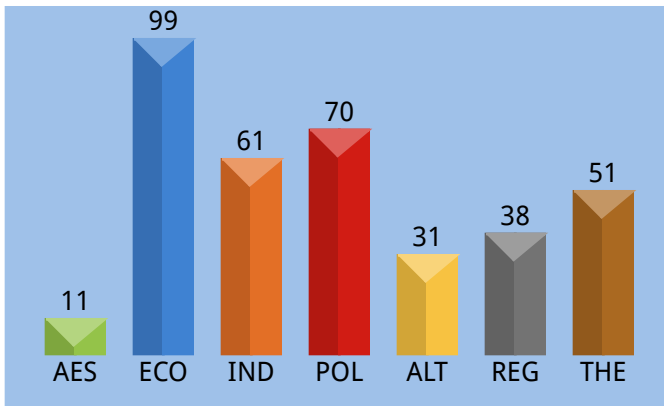
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### Motivational Insights:

- You should reduce the potential visible "greed-factor" which may appear in your style.
- You realize that it's not just money that motivates, but also personal fulfillment in the job.
- You are certain to reward performance, and encourage participation as an important member of the team.
- You reward high performance in tangible and monetary ways with individual and team recognition.
- You link training and meeting events to potential gains in business share or future income.

### Training/Learning Insights:

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

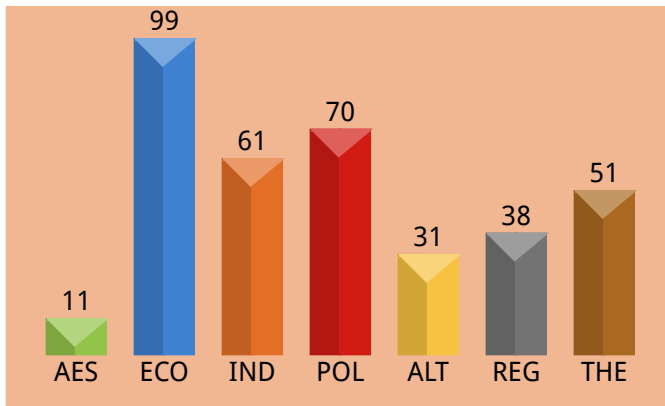


## The Economic Dimension:

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



## The Individualistic Dimension:

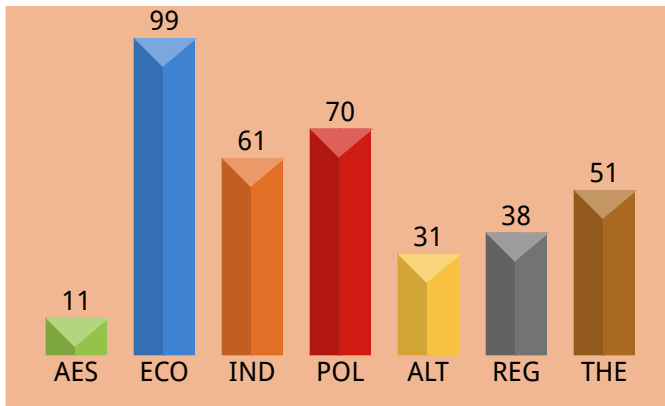
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

### General Traits:

- You are Independent.
- Your high individualism may be demonstrated in creative problem solving and a higher risk-taking attitude.
- You experience a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.
- You enjoy work and assignments, which gives you standing in the eye of others and evokes respect.
- Many who score in this range like to invent new things, design new products, and develop new ideas and procedures.

### Key Strengths:

- You realize that we are all individuals and have ideas to offer.
- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You are not afraid to take calculated risks.
- You desire to be an individual and to celebrate differences.
- You bring creative ideas.



## 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.

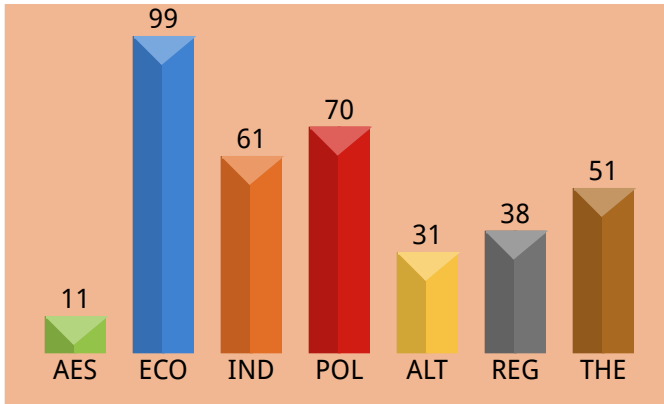
### Motivational Insights:

- Many people who score like you enjoy making presentations to small or large groups. Explore this possibility.
- You may like to work apart from the team and independently at times.
- You should create an environment that provides security while it encourages taking appropriate risks.
- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You should work with an idea, develop it, and run with it for a while before making a judgment.

### 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.



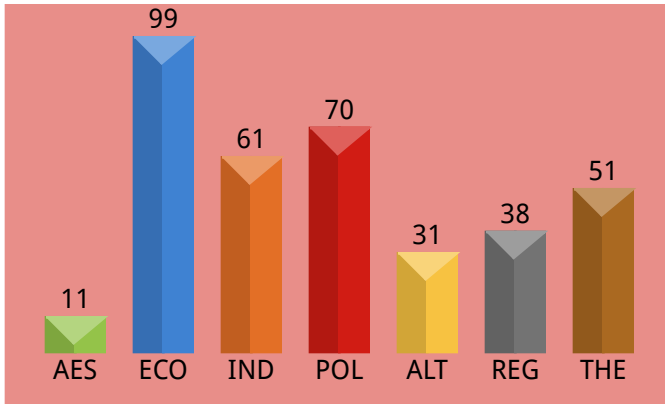


## The Individualistic Dimension:

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:

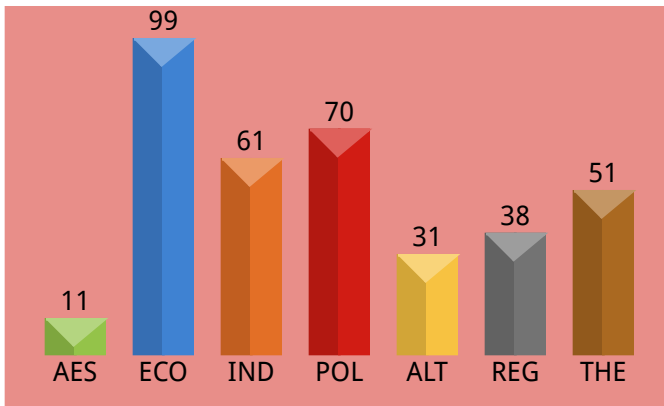
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### General Traits:

- You enjoy a feeling of accomplishment in getting a difficult job done on your own.
- You are a very active agent in tough decision-making roles.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.
- You have a bottom-line approach to getting things done.
- You use power and control readily and effectively to keep projects moving.

### Key Strengths:

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



## The Political Dimension:

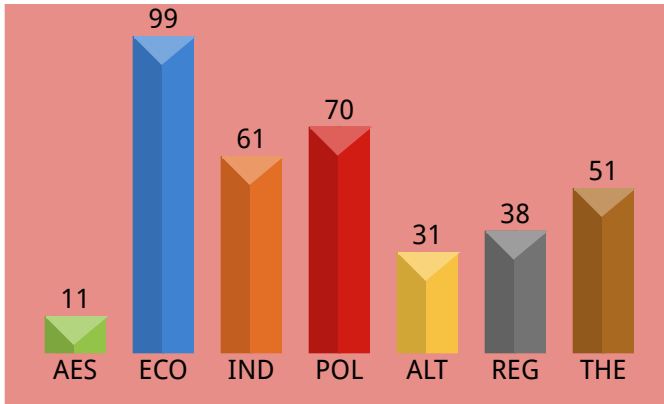
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### Motivational Insights:

- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.
- You appreciate public recognition and praise for successes.
- You should provide an environment with minimal involvement with routine, detail, and paperwork.
- You score like others who may feel stifled if surrounded by many constraints.
- You may need to be more willing to share the attention and successes for wins.

### Training/Learning Insights:

- If group activities are involved, you attempt to build in some competition and group leadership events.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- Many who score like you, may prefer independent study instead of group or team activities.
- You provide for individual recognition for exceptional performance.
- You provide for a variety of learning and personal development options.

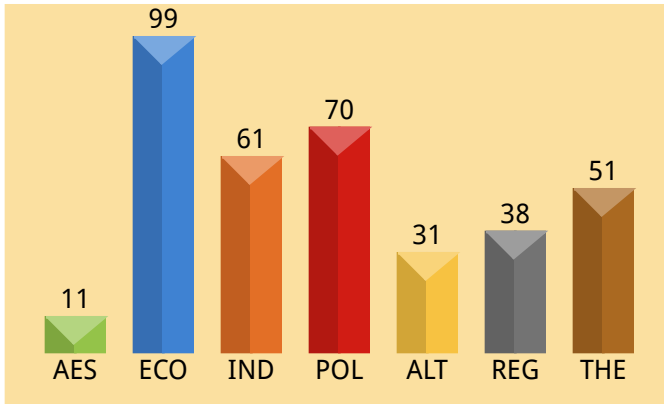


## The Political Dimension:

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

### Continual Improvement Insights:

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



## The Altruistic Dimension:

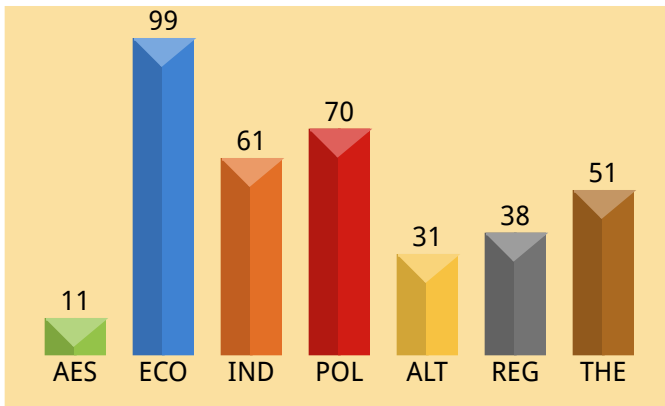
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

### General Traits:

- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You balance helping others with personal concerns very effectively.
- You will not create an imbalance between your own needs and those of others.
- You are very much in line with the average level of altruism seen in business environments.
- You have a good sense for when to freely help others and when to say "No."

### Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value pitch in others through personal actions.



## The Altruistic Dimension:

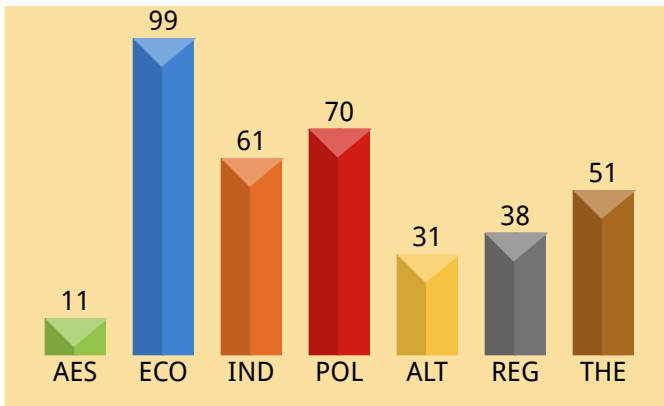
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

### Motivational Insights:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be a good judge of how much to involve others versus making the command decision.

### Training/Learning Insights:

- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.

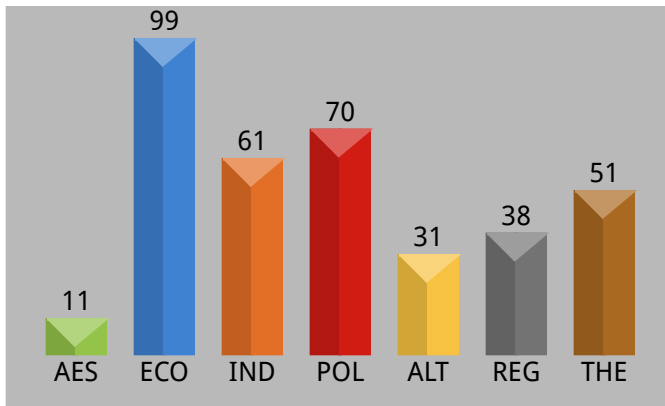


## The Altruistic Dimension:

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 will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



## 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.

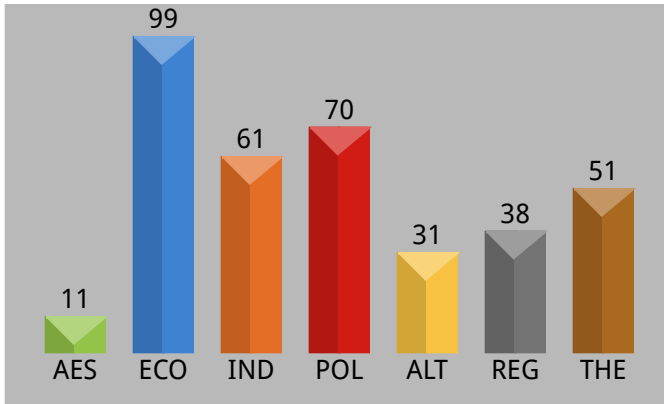
### General Traits:

- You move freely and effectively between the rebels and the rule-followers in a group.
- You appreciate some structure, but not too much.
- You strike a good balance between respecting individual needs, and those of the group.
- You can challenge the rules as long as it is done carefully and logically.
- You are accepting of authority, but not bound by it blindly.

### Key Strengths:

- You are not overly rigid in the need for order and structure.
- You can challenge protocol and be creative if the situation demands it enough.
- You are situationally aware of when rules must be followed and when they should not be.
- You act to stabilize those on a team.
- You are very flexible when it comes to dealing with very little or too much structure.





## The Regulatory Dimension:

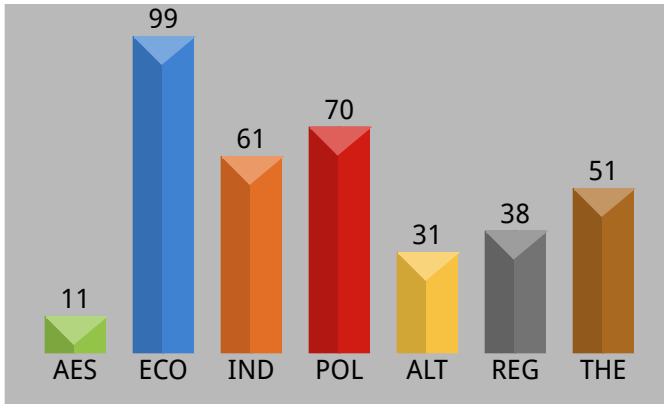
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

### Motivational Insights:

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

### Training/Learning Insights:

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

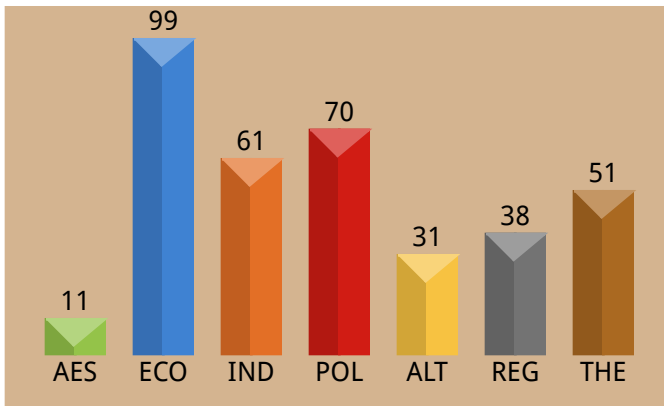


## The Regulatory Dimension:

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

### Continual Improvement Insights:

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



## The Theoretical Dimension:

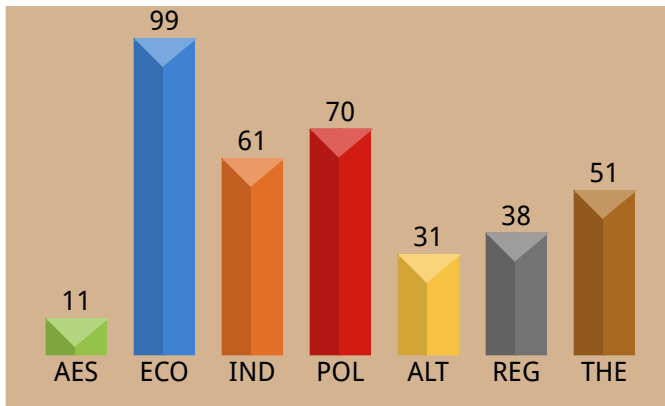
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

### General Traits:

- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.
- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You are able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- You bring a sense of balance and stability to a variety of technical issues and features impacting the team.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.

### Key Strengths:

- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.



## The Theoretical Dimension:

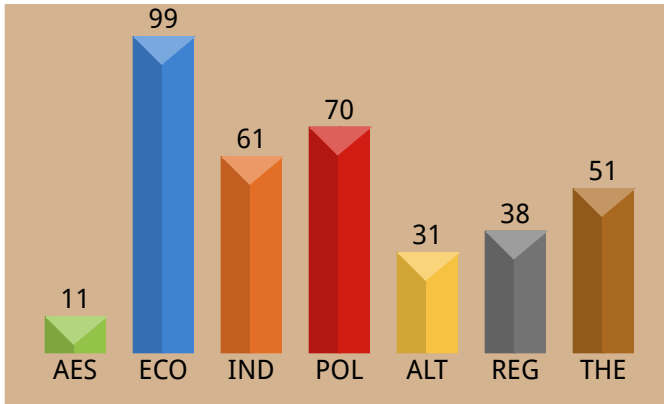
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

### Motivational Insights:

- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.

### Training/Learning Insights:

- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.



## The Theoretical Dimension:

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

### Continual Improvement Insights:

- You may need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.



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:**

John Doe

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):

---

---

---

---

---

---

---

---

---

---

John Doe



# 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 have a very good self-esteem. This is primarily how you value your own self worth. However, you are less confident about your role and even less clear on how you want to achieve it (self direction). Your job and how well you do it is not the sole basis for how much you like yourself. This provides you with an internal strength that will outlast any role or series of successes or failures in a specific role. You may be questioning who you want to become, or what you want to do in the future at this time in your life. You are seeking some direction. You see the people dimension better than any other and your level of development in this dimension is high. You value the tasks dimension second most of the three and your level of development here is moderate. Finally for you there is the Systems dimension, which guides your specific actions in your roles. This is the dimension in which you are unclear and may have many questions about. 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 esteem
- Internal strength
- Resistant to stress

### Minimizers

- Self direction
- Self discipline to technical aspects of how to do her job
- Lack of an internal mission statement

### Motivators

- Personal challenge
- Risk
- Personal improvement

### Needs for Growth

- Clarification of your own short/long range plans for the future.



**Targets for Reinforcement (R) and Development (D)**

Self direction (D)

Project/goal focus (D)

Role awareness (D)

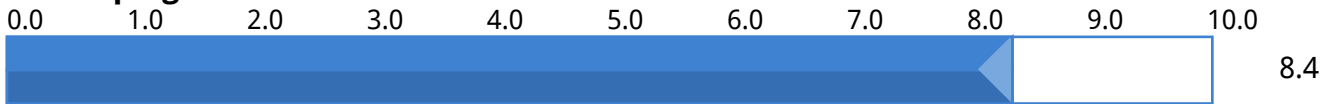


This graph summarizes the 7 Categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page.

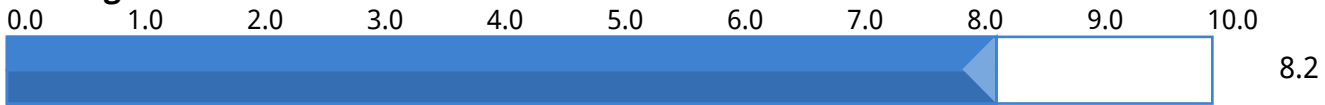
This Sales Management report is designed to measure capacities which are vital to successful management in a sales environment. This report may provide valuable insight into Michael's specific aptitudes and abilities in a multitude of sales management related categories.

## Report Component Graphs

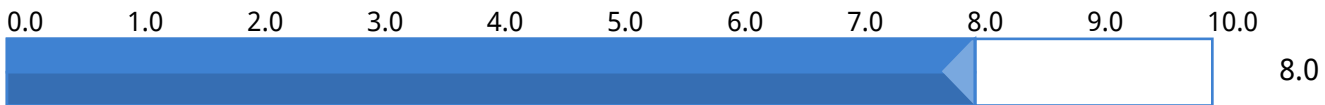
### Developing Talent



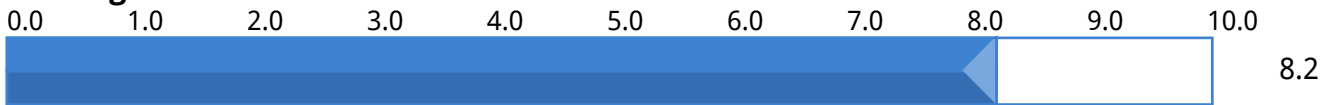
### Finding Talent



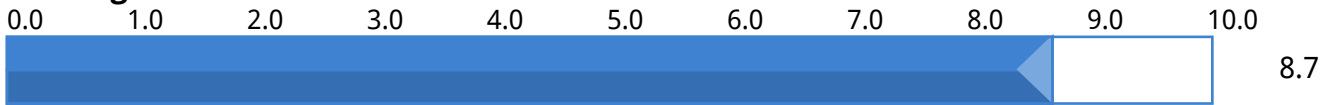
### Goal achievement



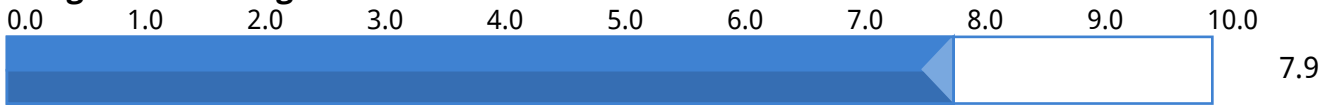
### Guiding vision



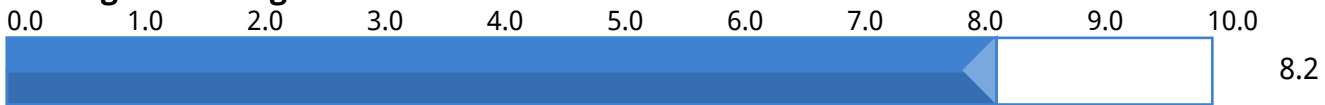
### Leading talent



### Rough water navigation



### Strategic Planning



John Doe



### **Developing Talent (8.4)**

How well does Michael develop the skills and careers of others? This measures Michael's ability to accurately understand the needs of his employees and to develop a training program that assesses those needs.

### **Finding Talent (8.2)**

Does Michael effectively manage the needs for first class employees? This measures Michael's ability to identify and implement the steps needed to find, develop and retain the very best talent.

### **Goal achievement (8.0)**

What capacities does Michael possess which aid him in achieving his goals? Michael's ability to make accurate and appropriate decisions in his quest to accomplish a task or objective. The capacities measured in this category are his ability for theoretical problem solving, his overall problem solving ability, long-range planning capabilities and his ability for conceptual thinking.

### **Guiding vision (8.2)**

How well can Michael use his abilities to formulate future opportunities? This measures Michael's ability to accurately identify opportunities which may sometimes be distant, vague or even hidden.

### **Leading talent (8.7)**

What are Michael's leadership abilities? This measures Michael's ability to lead others toward the successful completion of goals.

### **Rough water navigation (7.9)**

Will Michael diffuse a conflict, or will he fuel it? This is a measurement of Michael's ability to resolve problems or conflicts in a tactful manner, and to keep momentum moving forward for all parties involved.

### **Strategic Planning (8.2)**

This is Michael's ability to view the "Big Picture" as a whole. How well does he conceptualize the entire situation, identify problems, and utilize the complete spectrum of resources available to decide upon a solution.



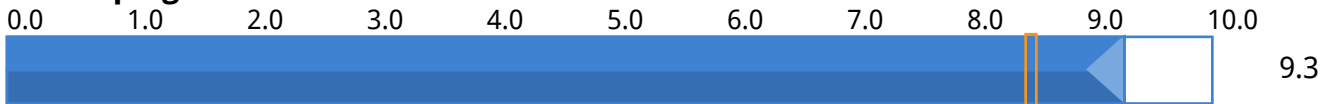


## Category Description

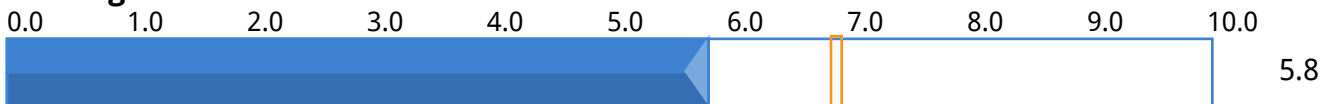
How well does Michael develop the skills and careers of others? This measures Michael's ability to accurately understand the needs of his employees and to develop a training program that assesses those needs.

## Category Component Graphs

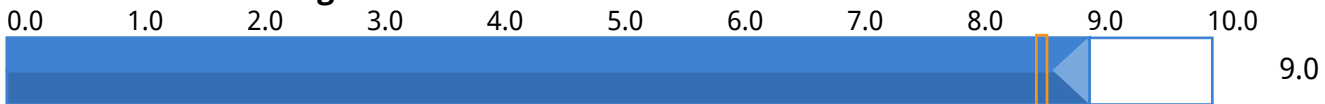
### Developing Others



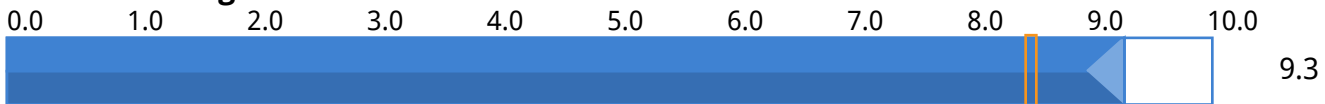
### Gaining Commitment



### Realistic Goal Setting For Others



### Understanding Motivational Needs



John Doe

## Category Component Descriptions

### Developing Others (9.3)

evaluates Michael's ability to understand the needs, interests, strengths and weaknesses of others, and to use effectively this information for the purposes of developing others.

### Gaining Commitment (5.8)

evaluates Michael's ability to develop and invoke a self motivating attitude in his employees or coworkers in their pursuit of their goals.

### Realistic Goal Setting For Others (9.0)

evaluates Michael's ability to set goals for others that can be achieved by using the available resources and operating within a projected timeframe.

### Understanding Motivational Needs (9.3)

evaluates Michael's ability to understand the needs and desires of employees and to use this knowledge to motivate them to succeed.

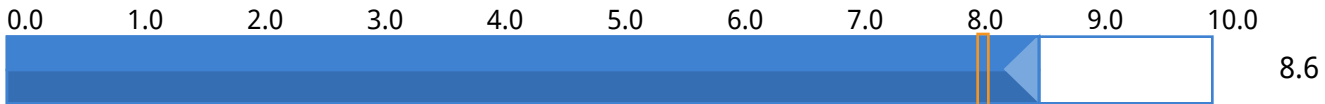


## Category Description

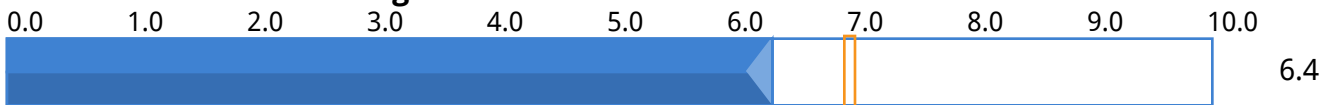
Does Michael effectively manage the needs for first class employees? This measures Michael's ability to identify and implement the steps needed to find, develop and retain the very best talent.

## Category Component Graphs

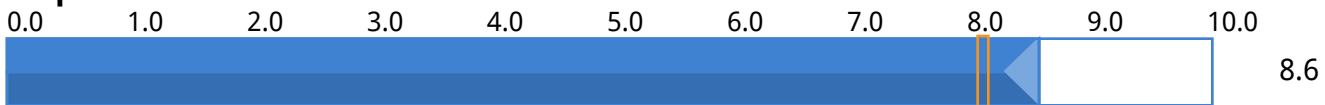
### Attitude Toward Others



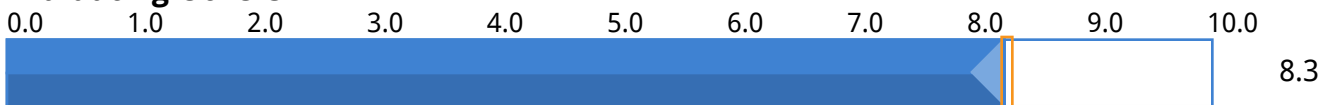
### Balanced Decision Making



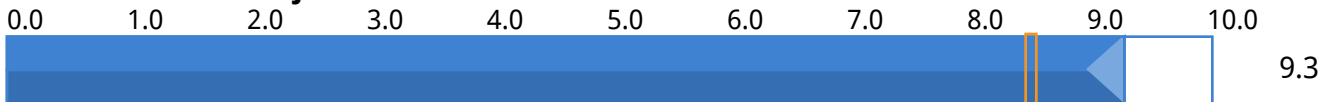
### Empathetic Outlook



### Evaluating Others



### Freedom From Prejudices



John Doe

## Category Component Descriptions

### Attitude Toward Others (8.6)

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

### Balanced Decision Making (6.4)

evaluates Michael'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.

### Empathetic Outlook (8.6)

evaluates Michael's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

### Evaluating Others (8.3)

evaluates Michael's ability to make realistic and accurate judgments about another, to evaluate his strengths and weaknesses, and to understand his manner of thinking, acting, and behaving.

### Freedom From Prejudices (9.3)

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

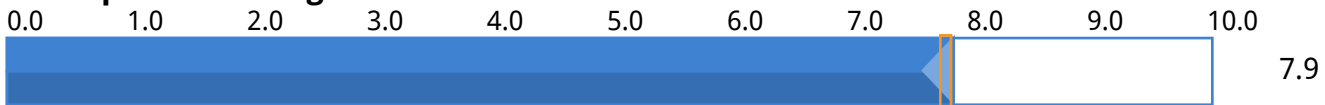


## Category Description

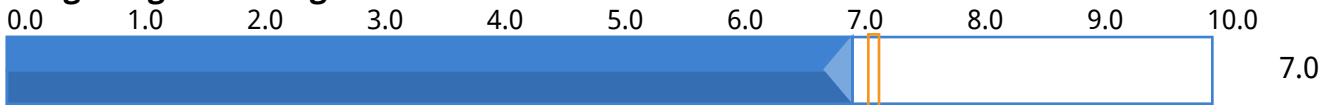
What capacities does Michael possess which aid him in achieving his goals? Michael's ability to make accurate and appropriate decisions in his quest to accomplish a task or objective. The capacities measured in this category are his ability for theoretical problem solving, his overall problem solving ability, long-range planning capabilities and his ability for conceptual thinking.

## Category Component Graphs

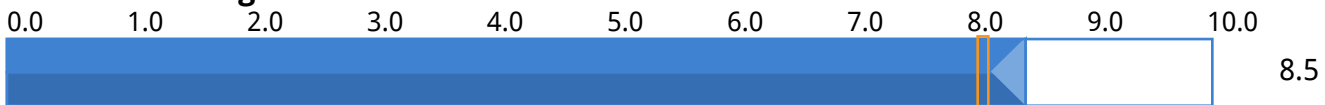
### Conceptual Thinking



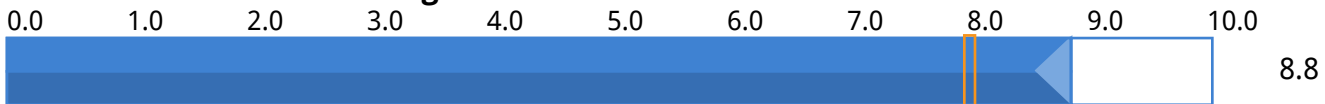
### Long Range Planning



### Problem Solving



### Theoretical Problem Solving



John Doe

## Category Component Descriptions

### Conceptual Thinking (7.9)

evaluates Michael'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.

### Long Range Planning (7.0)

evaluates Michael's ability to identify and to evaluate resources and to plan for their utilization throughout the execution of comprehensive, long-range projects.

### Problem Solving (8.5)

evaluates Michael's ability to identify alternative solutions to a problem and to select the best option.

### Theoretical Problem Solving (8.8)

evaluates Michael's ability to envision a situation and to then apply his Problem Solving Ability.

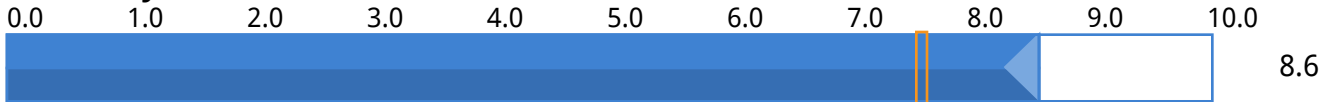


## Category Description

How well can Michael use his abilities to formulate future opportunities? This measures Michael's ability to accurately identify opportunities which may sometimes be distant, vague or even hidden.

## Category Component Graphs

### Creativity



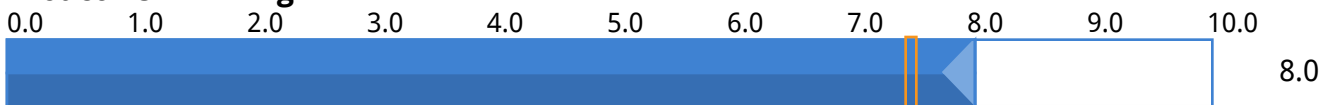
### Flexibility



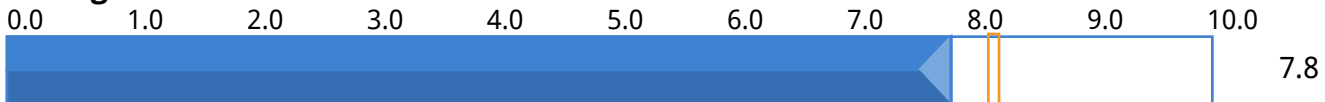
### Integrative Ability



### Proactive Thinking



### Seeing Potential Problems



## Category Component Descriptions

### Creativity (8.6)

evaluates Michael as an innovative thinker whose views of himself and the world allow him to think outside the box.

### Flexibility (7.9)

evaluates Michael's ability to readily integrate, modify, and respond to changes with minimal personal resistance.

### Integrative Ability (8.8)

evaluates Michael's ability to identify the elements of a problem situation, to understand which components are critical, and to decide what to do.

### Proactive Thinking (8.0)

evaluates Michael's ability to determine the future implications of current decisions and actions.

### Seeing Potential Problems (7.8)

evaluates Michael's ability to structure current situations in an ongoing scenario and be able to identify developments that could cause problems in the future.

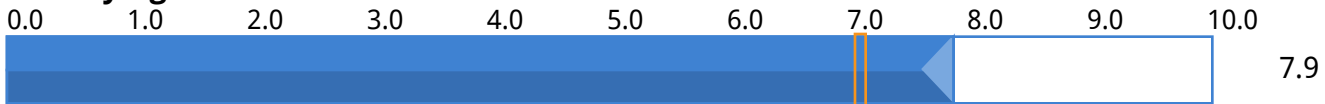


## Category Description

What are Michael's leadership abilities? This measures Michael's ability to lead others toward the successful completion of goals.

## Category Component Graphs

### Conveying Role Value



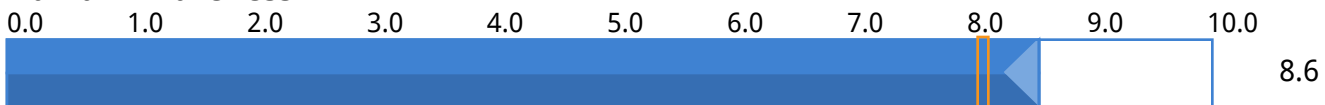
### Developing Others



### Leading Others



### Human Awareness



John Doe

## Category Component Descriptions

### Conveying Role Value (7.9)

evaluates Michael's ability to use his own capacities (for empathy, interpersonal relationships, and leadership) to instill, in an employee, a sense of value for the task at hand.

### Developing Others (9.3)

evaluates Michael's ability to understand the needs, interests, strengths and weaknesses of others, and to use effectively this information for the purposes of developing others.

### Leading Others (9.0)

evaluates Michael's ability to organize and to motivate people into getting things accomplished in a way that makes everyone feel a sense of order and direction.

### Human Awareness (8.6)

evaluates Michael's ability to be conscious of the feelings and opinions of others; and to value others as people instead of just as their organizational role or value.

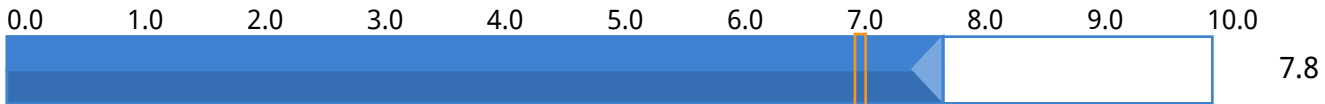


## Category Description

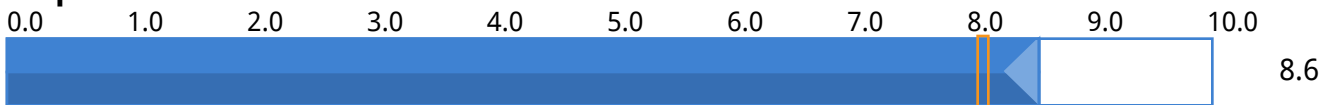
Will Michael diffuse a conflict, or will he fuel it? This is a measurement of Michael's ability to resolve problems or conflicts in a tactful manner, and to keep momentum moving forward for all parties involved.

## Category Component Graphs

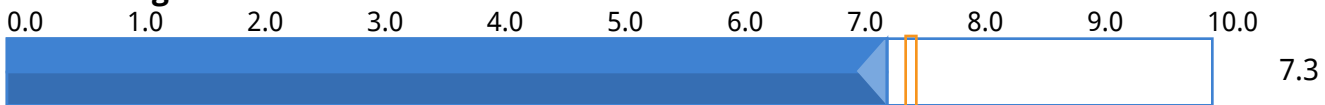
### Emotional Control



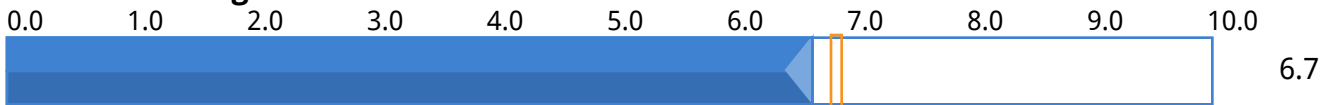
### Empathetic Outlook



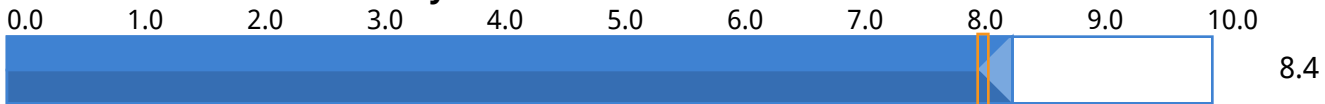
### Evaluating What Is Said



### Problem Management



### Problem and Situation Analysis



### Problem Solving



John Doe

## Category Component Descriptions

### Emotional Control (7.8)

evaluates Michael's ability to maintain a rational and objective demeanor when faced with a stressful or emotional situation, and to act objectively, rather than impulsively and emotionally.

### Empathetic Outlook (8.6)

evaluates Michael's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

### Evaluating What Is Said (7.3)

evaluates Michael's openness toward other people and his willingness to hear what others are saying, rather than what he thinks they should say or they are going to say.



### Problem Management (6.7)

evaluates Michael's ability to keep critical issues in context so that he can understand what is happening and effectively use available resources to solve the problem.

### Problem and Situation Analysis (8.4)

evaluates Michael's ability to identify the elements of a problematic situation and to understand which components are critical.

### Problem Solving (8.5)

evaluates Michael's ability to identify alternative solutions to a problem and to select the best option.

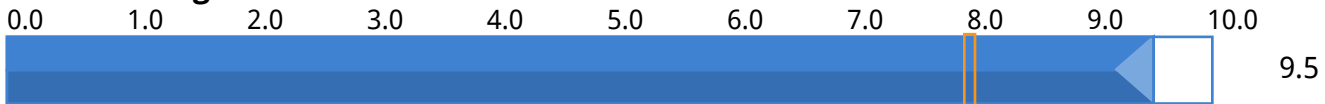


## Category Description

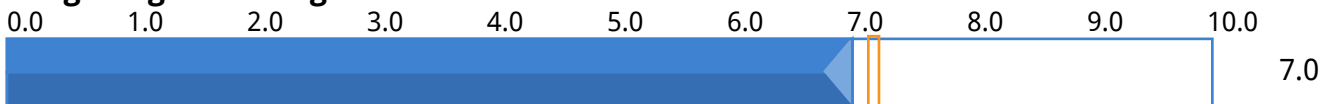
This is Michael's ability to view the "Big Picture" as a whole. How well does he conceptualize the entire situation, identify problems, and utilize the complete spectrum of resources available to decide upon a solution.

## Category Component Graphs

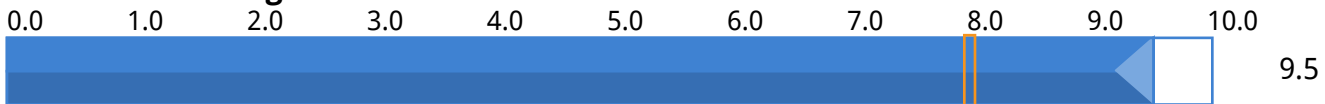
### Concrete Organization



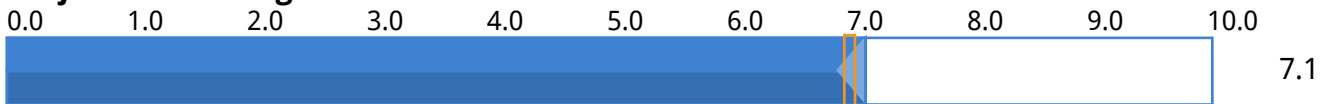
### Long Range Planning



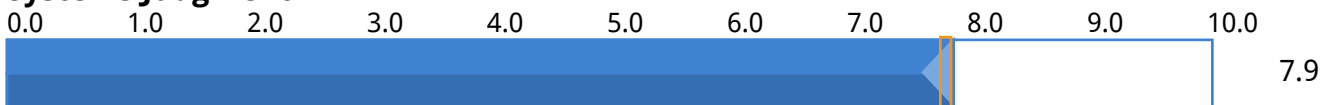
### Practical Thinking



### Project Scheduling



### Systems Judgment



John Doe

## Category Component Descriptions

### Concrete Organization (9.5)

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

### Long Range Planning (7.0)

evaluates Michael's ability to identify and to evaluate resources and to plan for their utilization throughout the execution of comprehensive, long-range projects.

### Practical Thinking (9.5)

evaluates Michael's ability to realistically identify problems and solutions in practical terms, rather than in theoretical or conceptual terms.

### Project Scheduling (7.1)

evaluates Michael's ability to understand the proper allocation of resources for the purpose of getting things done within a defined timeframe.





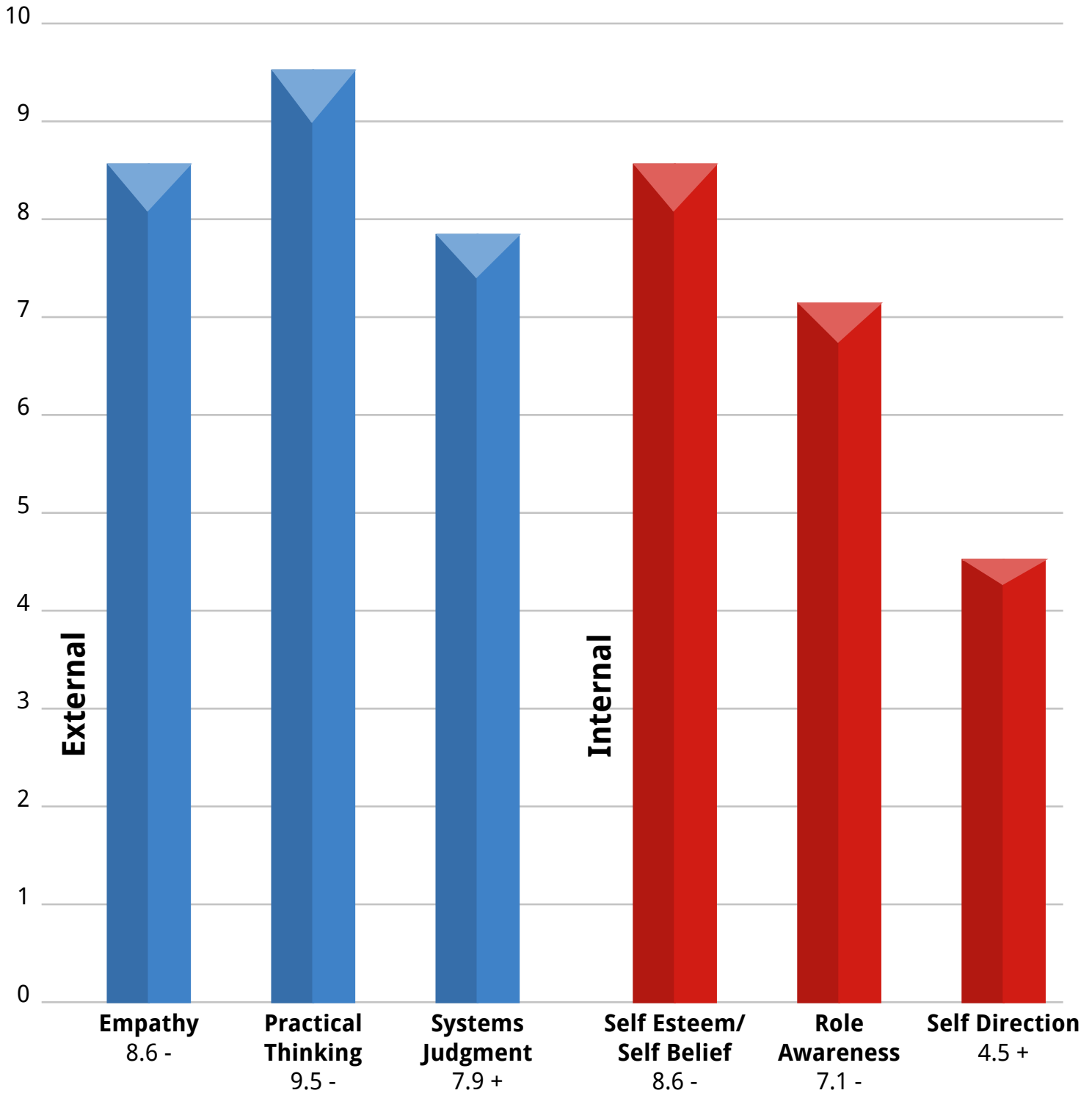
### Systems Judgment (7.9)

evaluates Michael's schematic thinking ability to accomplish within the external system of people where he works.



# ADVanced Insights Profile | Dimensional Balance

0.95 / 0.81



John Doe



Concrete Organization (9.5)	Results Orientation (7.9)
Practical Thinking (9.5)	Sense of Belonging (7.9)
Respect For Property (9.5)	Systems Judgment (7.9)
Status and Recognition (9.5)	Conveying Role Value (7.9)
Developing Others (9.3)	Enjoyment Of The Job (7.9)
Freedom From Prejudices (9.3)	Role Confidence (7.9)
Understanding Motivational Needs (9.3)	Seeing Potential Problems (7.8)
Leading Others (9.0)	Emotional Control (7.8)
Realistic Goal Setting For Others (9.0)	Following Directions (7.7)
Correcting Others (8.9)	Self Confidence (7.5)
Integrative Ability (8.8)	Using Common Sense (7.4)
Theoretical Problem Solving (8.8)	Self Starting Ability (7.4)
Attention To Detail (8.7)	Handling Rejection (7.4)
Quality Orientation (8.7)	Diplomacy (7.3)
Attitude Toward Others (8.6)	Realistic Personal Goal Setting (7.3)
Creativity (8.6)	Evaluating What Is Said (7.3)
Empathetic Outlook (8.6)	Material Possessions (7.1)
Handling Stress (8.6)	Project Scheduling (7.1)
Human Awareness (8.6)	Role Awareness (7.1)
Intuitive Decision Making (8.6)	Attitude Toward Honesty (7.1)
Monitoring Others (8.6)	Initiative (7.1)
Personal Relationships (8.6)	Personal Drive (7.1)
Relating To Others (8.6)	Long Range Planning (7.0)
Self Esteem (8.6)	Persistence (6.7)
Self Improvement (8.6)	Problem Management (6.7)
Surrendering Control (8.6)	Job Ethic (6.7)
Understanding Attitude (8.6)	Project and Goal Focus (6.4)
Persuading Others (8.5)	Balanced Decision Making (6.4)
Problem Solving (8.5)	Self Management (6.0)
Problem and Situation Analysis (8.4)	Gaining Commitment (5.8)
Consistency and Reliability (8.3)	Meeting Standards (5.8)
Evaluating Others (8.3)	Personal Commitment (5.8)
Realistic Expectations (8.3)	Self Control (5.5)
Sensitivity To Others (8.3)	Self Assessment (5.1)
Sense of Timing (8.2)	Self Direction (4.5)
Proactive Thinking (8.0)	Self Discipline and Sense of Duty (4.5)
Flexibility (7.9)	Sense of Mission (4.5)
Conceptual Thinking (7.9)	Accountability For Others (4.3)
Respect For Policies (7.9)	Personal Accountability (4.3)