



DISCPLUS

Chanaka Ekanayake

April 12, 2018

This Innermetrix DISC Plus Profile combines the best of two world class profiles. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand HOW you prefer to get things done, and WHY you're motivated to do them. This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.



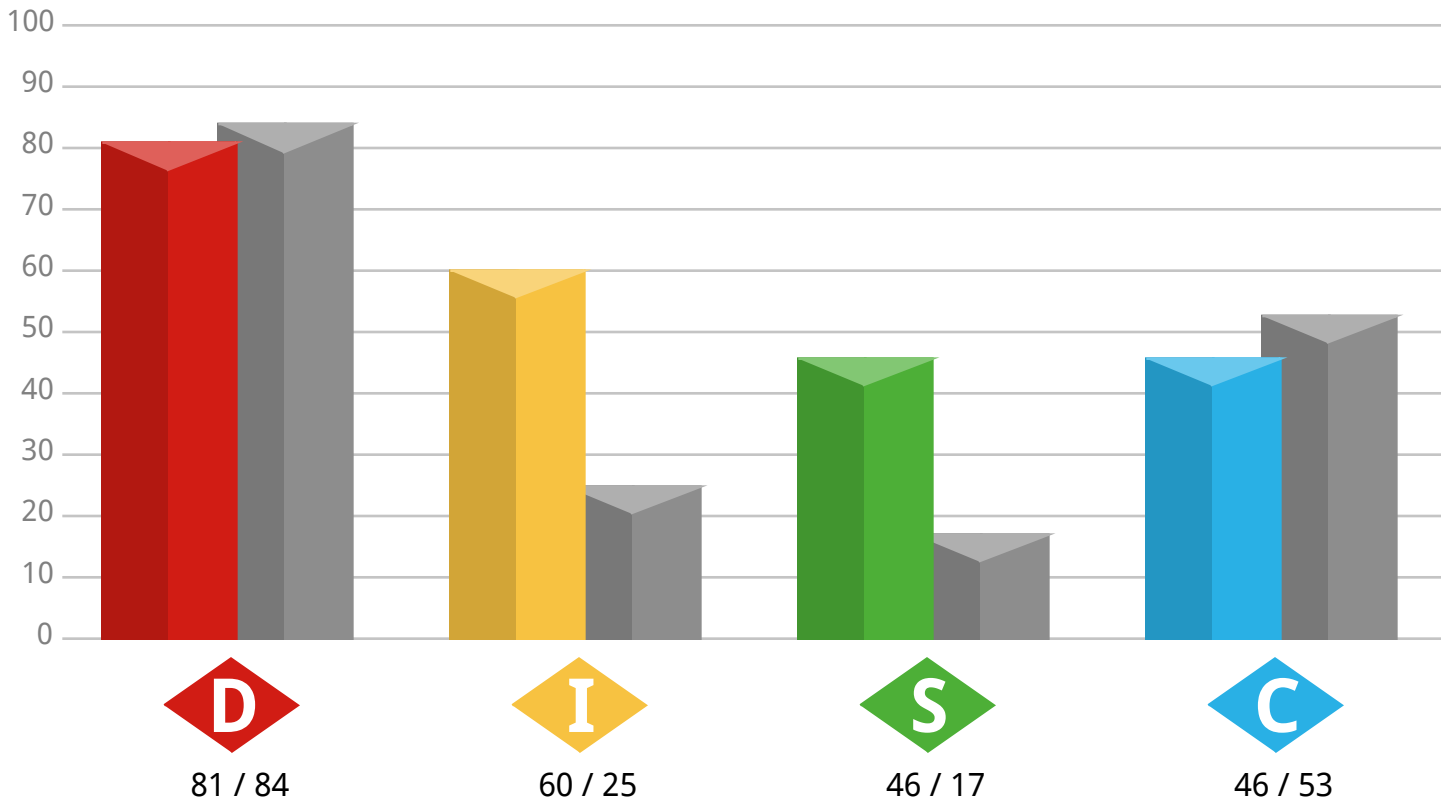
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Natural and Adaptive Styles Comparison



Chanaka Ekanayake

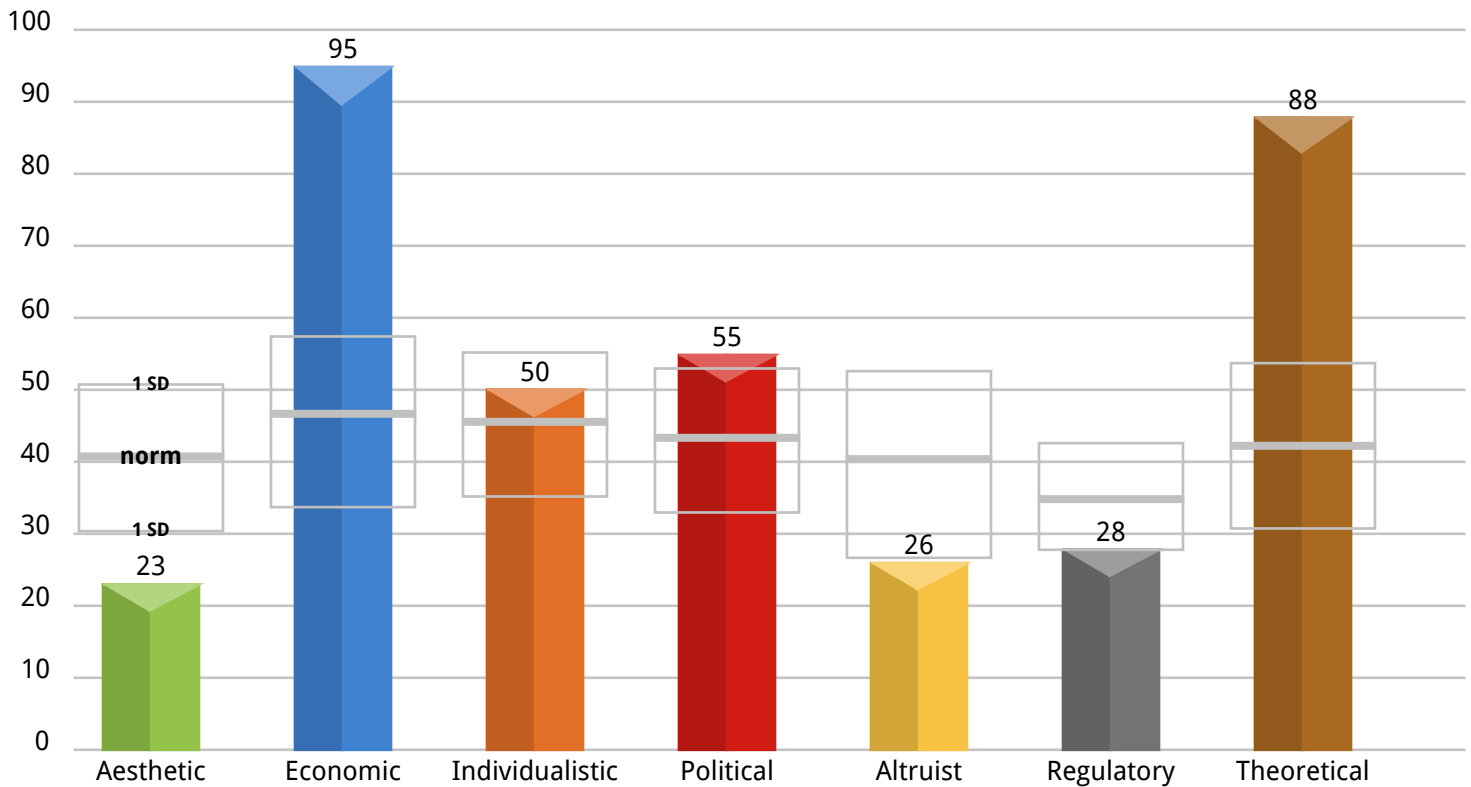
Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress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



Chanaka Ekanayake

Low Aesthetic	You have a bottom-line approach focusing on functionality over form or aesthetics.
Very High Economic	You are very competitive and bottom-line oriented.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
Low Altruist	You won't be taken advantage of and protect your own turf and that of the team or organization.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.

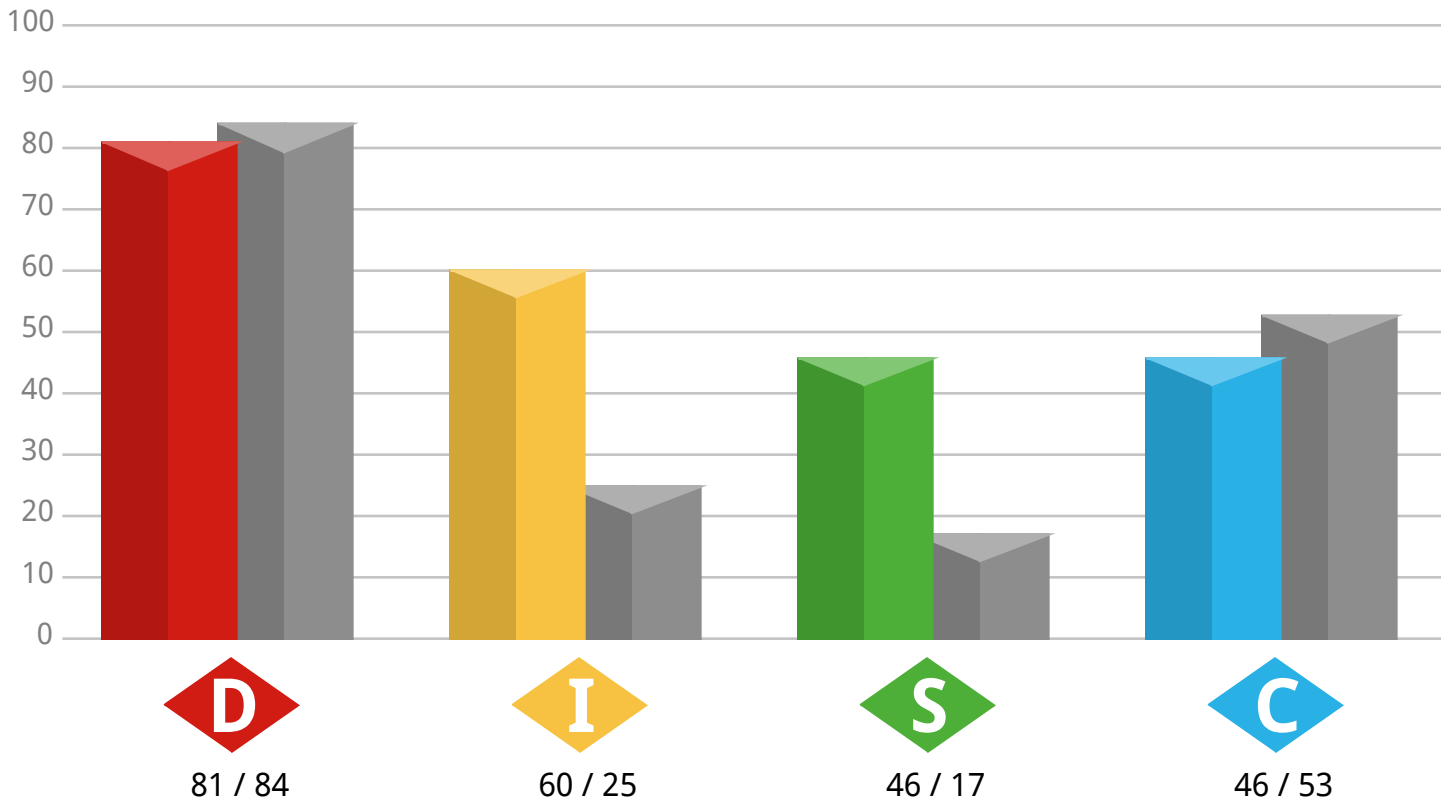


The DISC Index

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.

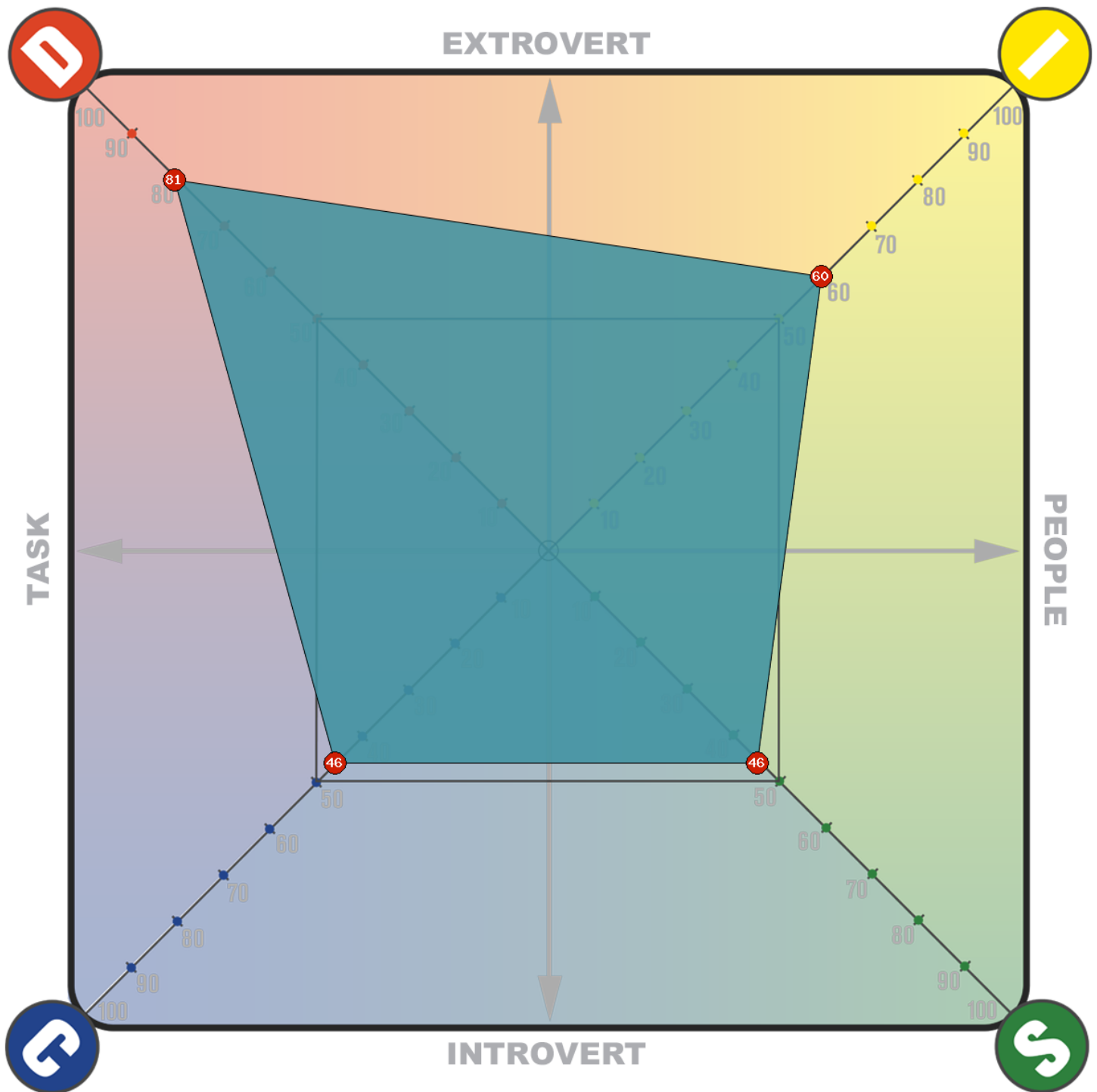
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we 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:	People:	Pace:	Procedures:
How you tend to approach problems and make decisions	How you tend to interact with others and share opinions	How you tend to pace things in your environment	Your preference for established protocol/standards
High D	High I	High S	High C
Demanding	Gregarious	Patient	Cautious
Driving	Persuasive	Predictable	Perfectionist
Forceful	Inspiring	Passive	Systematic
Daring	Enthusiastic	Complacent	Careful
Determined	Sociable	Stable	Analytical
Competitive	Poised	Consistent	Orderly
Responsible	Charming	Steady	Neat
Inquisitive	Convincing	Outgoing	Balanced
Conservative	Reflective	Restless	Independent
Mild	Matter-of-fact	Active	Rebellious
Agreeable	Withdrawn	Spontaneous	Careless
Unobtrusive	Aloof	Impetuous	Defiant
Low D	Low I	Low S	Low C

Chanaka Ekanayake





Decisive

Your approach to problem-solving and obtaining results

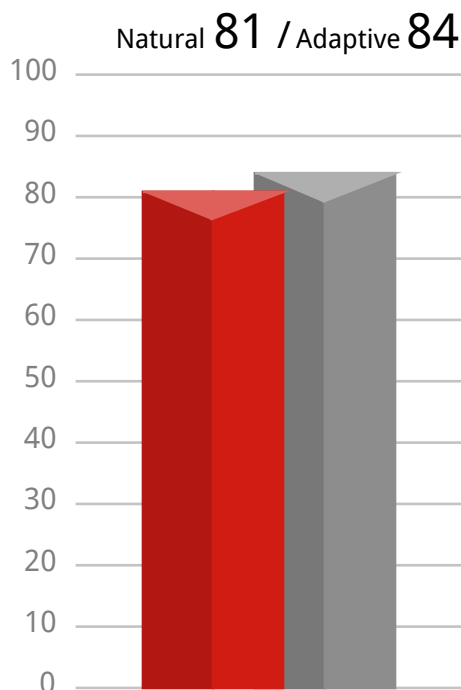
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are a great source of innovation and new solutions, even if radical sometimes.
- You are always interested in the new, the innovative, and the cutting-edge ideas.
- When stressed, you can become somewhat of a selective listener, hearing only what you want to hear.
- Your approach tends to be forceful and very direct.
- You demand high levels of results or performance, in both yourself and in others.
- Sometimes you become argumentative, even when you don't mean to be or notice that you are.



Interactive

Your approach to interacting with people and display of emotions

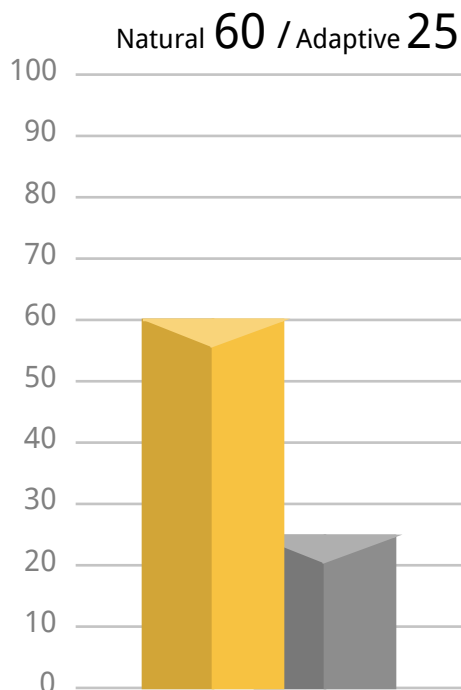
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You may sometimes promise a bit more than you can deliver because of your natural optimism.
- You like a flexible environment that allows for creativity.
- You can be an effective coach or counselor for others.
- People may find you charming to meet and to converse with on a variety of topics.
- You tend to be generous with your time in helping others.
- You work best when you are able to interact with others.



Stabilizing

Your approach to the pace of the work environment

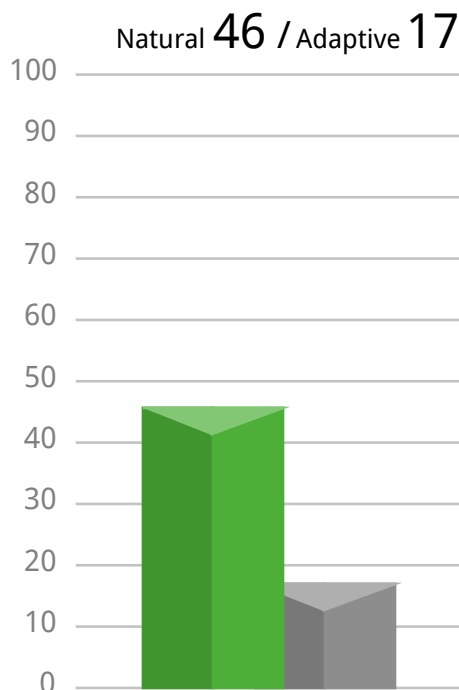
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You work well in a variety of environments and on a wide selection or projects or tasks.
- You prefer a moderately structured environment, not too much - not too little.
- You appreciate the need of others to have more freedom and less structure.
- You prefer a faster paced environment, but one that is not frantic or chaotic.
- You are flexible enough to deal with change openly and without fear.
- You bring a metered sense of urgency to get things done now, but not without some planning and thought.



Cautious

Your approach to standards, procedures, and expectations

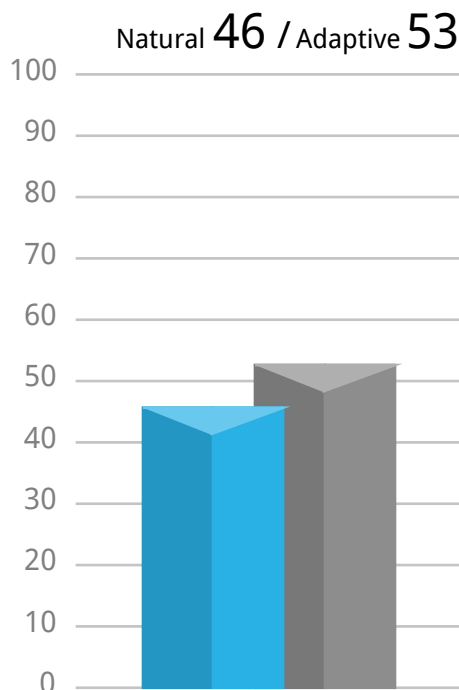
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

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

Lower C —

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



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

- You might be perceived as a bit of a rule-bender by some on the team.
- To you, the end usually justifies the means.
- You are fine with change when it is clear how it will improve efficiency.
- You may be perceived as being non-committal by some when it comes to deciding on how to proceed.
- You prefer to act as your "own person" rather than follow the norm.
- You are practical and realistic.



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:

- Usually looks on the positive side, emphasizing strengths and successes while minimizing limitations.
- The High D traits bring a direct, bottom-line orientation, while the High I traits allow for a sensitivity to people.
- Has a high expectation for others to keep up and maintain a rapid pace.
- Wants to achieve tangible, measurable, real-time results.
- Able to see the big picture and communicate it clearly to others.
- Has the ability to take an ambiguous idea, modify it, and create a practical solution... all very quickly.
- 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 and Lower S.
- A very active agent in all he does. This comes in part from the Lower S preferences.



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 creative, becomes bored with routine work and seeks new problems to solve.
- Motivates others on the team with a sense of competition and urgency.
- On the job, enjoys developing unusual responses or new ideas or solutions to existing problems.
- Decisiveness, quick thinking, and rapid reaction time are met with some hesitation due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. The Higher D and C traits, along with the Lower I traits bring this pattern.
- A drive toward aggression and assertiveness is softened a bit by an internal sensitivity.
- Persuades others by being a pace-setter in finding solutions to problems.
- Evaluates others by their ability to bring about change and accomplish a task quickly and with high-quality control.
- Motivated by having authority equal to responsibility.



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:

- Learning to follow as well as you might lead.
- Being around others who share your high level of urgency.
- Softening your approach with more introverted people.
- Being aware that your level of aggressiveness and tenacity may be off putting to others.
- Watching how much you challenge others as many may see it as an ego drive, not a bottom-line approach.
- Remembering to negotiate difficult matters in a real-time, face-to-face manner, rather than through electronic means.
- Working in an organization that practices participatory leadership.
- Becoming more aware of your approach to others, and it's impact on others.



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:

- Things to be done correctly the first time, so that later corrections aren't necessary.
- Efficient methods to get things done in less time, but not sacrificing quality.
- Time to analyze facts and data prior to making a final decision.
- Direct, factual answers to questions, supported by accurate data.
- To see immediate results for the high quality effort provided on any project.
- A team that is tolerant of mid-project changes when higher quality control is at stake.
- Freedom from control and close scrutiny of operations, as it implies lower trust of quality standards.
- To get an internal sense of motivation when given authority equal to the assigned responsibility.



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:

- Cooperative team player or leader who respects organizational policies and protocol.
- Socially poised and confident, and can usually speak in a persuasive way to small and large groups of people.
- Scores like those who thrive in a fast-paced environment, or in a challenging turn-around situation that involves getting people and projects aligned and active.
- Maintains optimism for himself and others, even in the long haul on a project.
- Has the ability to be both firm and friendly as the situation demands.
- Brings enthusiasm, optimism and a drive to succeed with team projects. Solves problems with people and results in mind.
- Brings a high sense of urgency for results and will put pressure on himself and others to reach a successful solution while maintaining an optimistic attitude.
- Scores like those who thrive in competitive situations.



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:

- Specialized and challenging assignments.
- Supportive of some occasional vacillation in decisions or ideas.
- Environment allowing for one to work alone and to think things through.
- Accomplishments that can be seen both quickly and maintained with a high sense of quality control.
- Direct but detailed answers to questions.
- Security and confidence in quality control measures.
- Freedom to create in new and different ways.
- Power and authority to make decisions and create change.



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 oversell others on the goals and the ability to achieve them.
- The high urgency may lead him to do too many things himself. It takes too long to explain it to someone else, so he does it himself.
- Become over-challenging and over-optimistic in goal setting, and post goals that are unrealistically high.
- Could get more accomplished through people by using a greater amount of patience with individuals and teams.
- The high sense of urgency coupled with the high ego and optimism, may lead to overstepping authority and responsibility.
- May act too impulsively at times: A combination of the ego and optimism.
- Tends to be a selective listener, hearing only what he wants to hear.
- May get more positive reactions by softening the approach and ego at times.



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:

- Needs "what to do and when to do it" for optimal time and process management.
- Responds to extrinsic motivation such as praise and encouragement.
- Develops own learning strategies.
- Self-defined goals.
- Individualized, independent self-study.
- Needs structure from the facilitator.
- Interacts frequently with others.



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 Chanaka:

- Provide testimonials from people he sees as important and prominent.
- Ask for his input regarding people and specific assignments.
- Join in with some name-dropping, talk positively about people and their goals.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Ask 'what' oriented questions that close the issue or topics.
- Be certain to conclude the communication with agreed upon action steps for all involved.
- Offer input on how to make the ideas become reality.

Things to avoid to effectively communicate with Chanaka:

- Don't talk down to him.
- Avoid getting bogged down in facts, figures, or abstractions.
- When agreeing, don't reinforce with "I'm with you, Chanaka."
- Avoid asking rhetorical questions, or useless ones.
- Avoid leaving loopholes or vague issues hanging in the air.
- Don't leave decisions hanging in the air. Be certain all decision points have reached closure and action-plans are the result.
- Don't direct or order.



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)



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

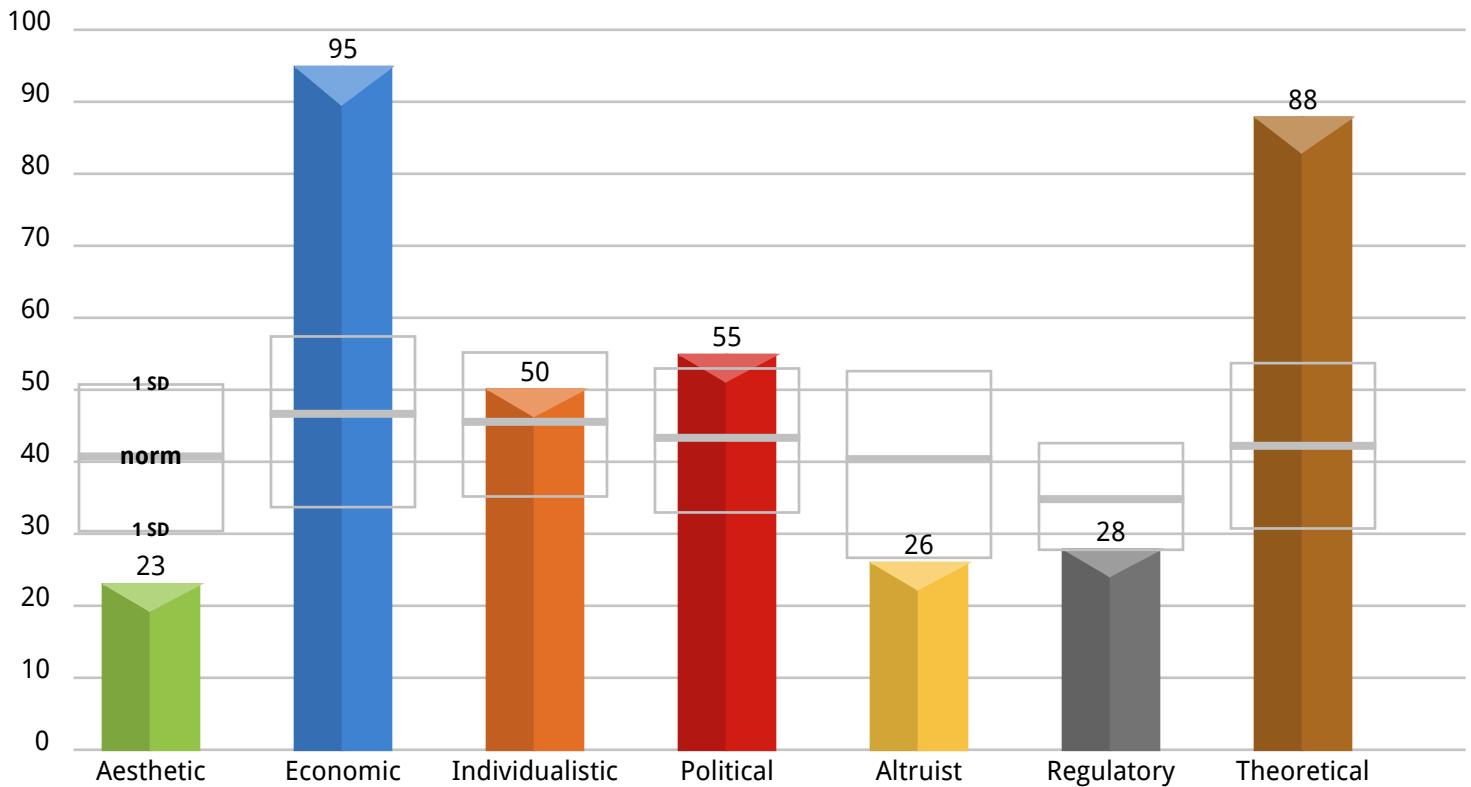
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

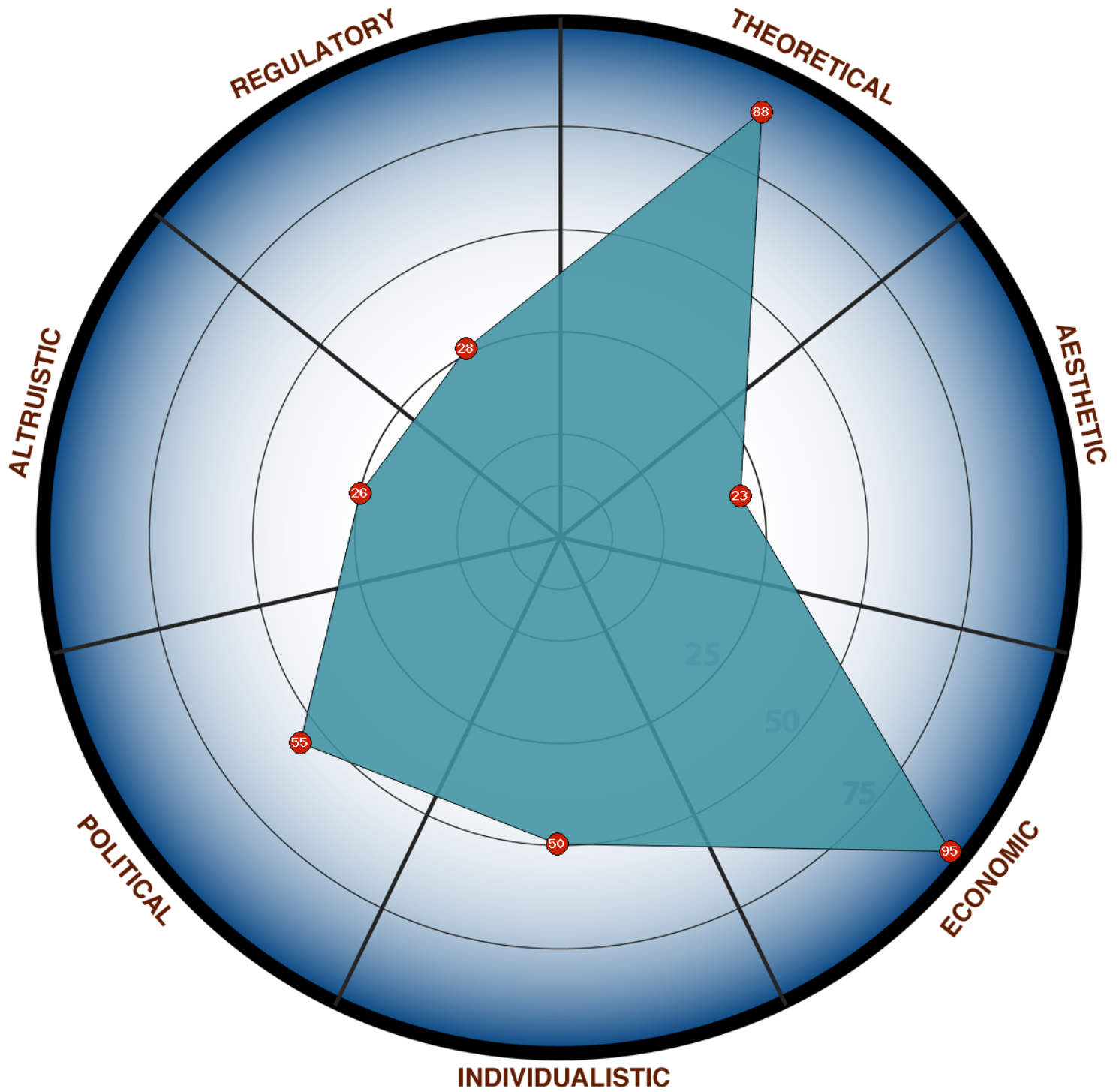


Executive Summary of Chanaka's Values

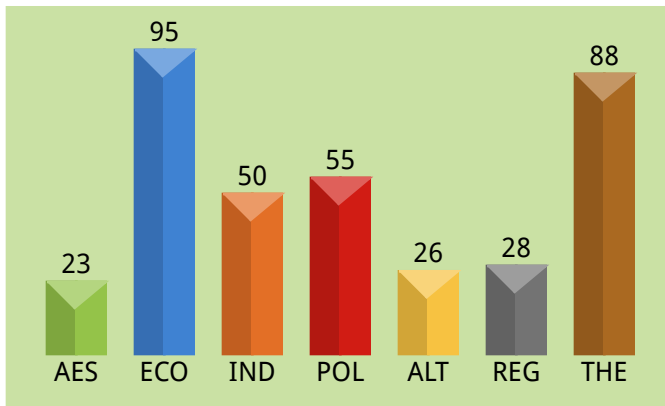


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Very High Economic	You are very competitive and bottom-line oriented.
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High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
Low Altruist	You won't be taken advantage of and protect your own turf and that of the team or organization.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.



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The Aesthetic Dimension:

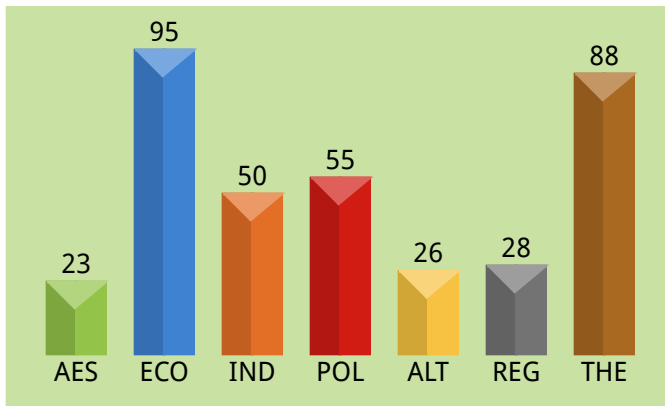
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You can take or leave aesthetically pleasing things.
- You are a good steward of business processes and don't want to waste resources on aesthetics or beauty if they don't impact productivity.
- You are not likely to emotionally connect with artistic form and harmonic balance.
- You can perform in unattractive or ugly work environments.
- You believe making something 'pretty' just for pretty's sake is not very practical.

Key Strengths:

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



The Aesthetic Dimension:

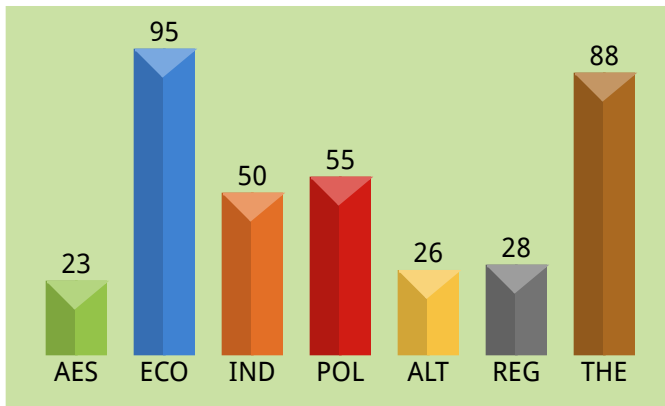
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You stick to the bottom-line issues.
- You can keep motivation high by appealing to the practical side of projects.
- To you, rational goals are more inspirational than emotional or feel-good ones.
- You connect topics to improvements in function, not things like harmony or beauty.
- You appeal to the practical aspects of a situation.

Training/Learning Insights:

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

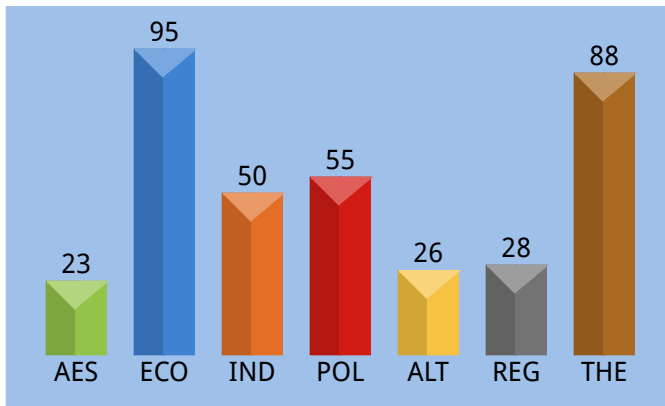


The Aesthetic Dimension:

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

Continual Improvement Insights:

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



The Economic Dimension:

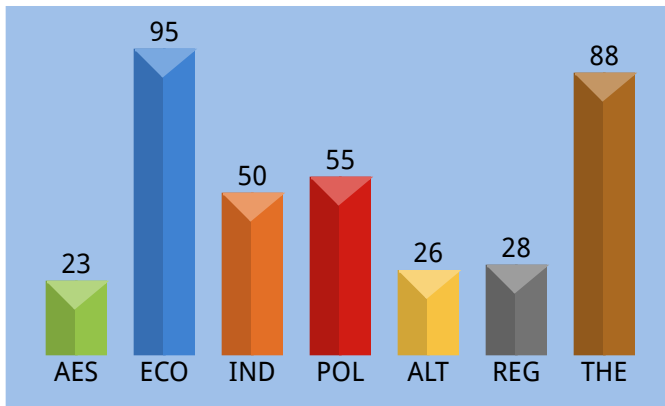
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of your participation.
- You may view knowledge for the sake of knowledge as a waste of time, talent, energy, and creativity.
- 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 may want to surpass others in wealth or materials.
- When profit or project cost/benefits are examined, you may take the position that the ends justify the means.

Key Strengths:

- You pay attention to return on investment in business or team activity.
- You are profit driven and bottom-line oriented.
- You are highly productive.
- You have high motivation to achieve and win in a variety of areas.
- Your decisions are made with practicality and bottom-line dollars in mind.



The Economic Dimension:

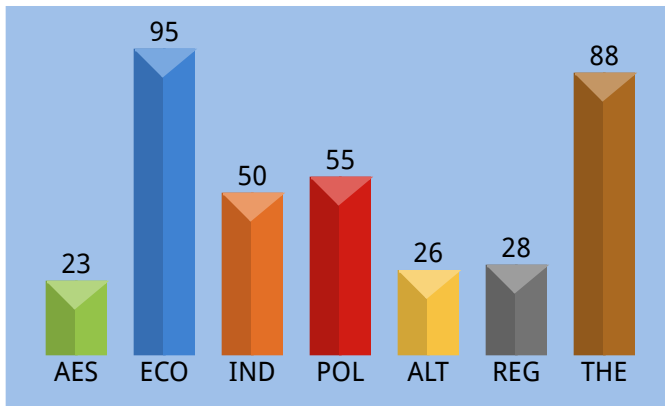
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should reduce the potential visible "greed-factor" which may appear in your style.
- You link training and meeting events to potential gains in business share or future income.
- You should provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- Remember that you have a keen ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.
- You provide substantial room for financial rewards for excellent performance.

Training/Learning Insights:

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

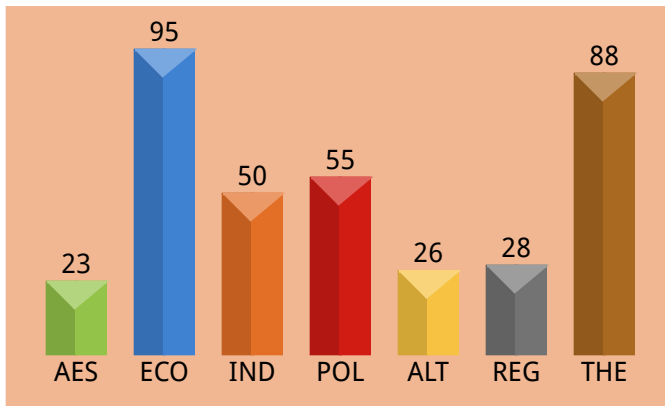


The Economic Dimension:

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.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- You may judge efforts of others by an economic scale only.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.



The Individualistic Dimension:

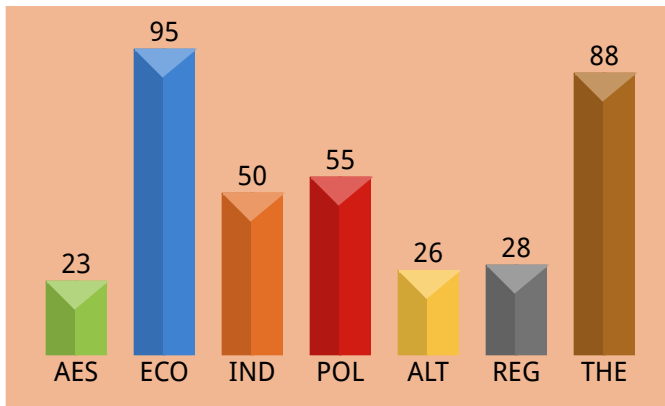
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- You have the ability to take or leave the limelight and attention given for special contributions.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.

Key Strengths:

- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You may be considered flexible and versatile without being an extremist.
- You are able to follow or lead as asked.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.



The Individualistic Dimension:

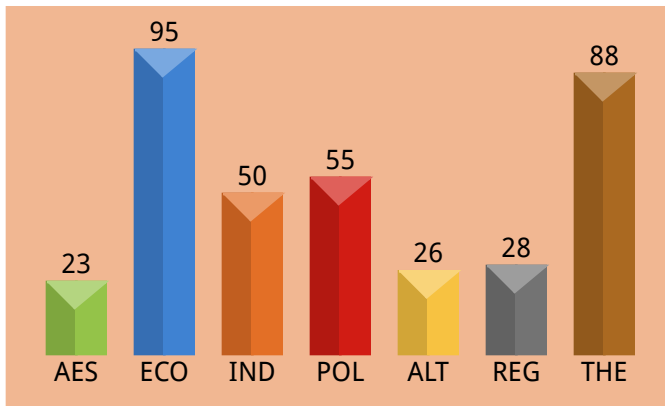
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.
- You can provide input to gain a center-lane perspective on an organizational issue related to this Values scale.

Training/Learning Insights:

- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.

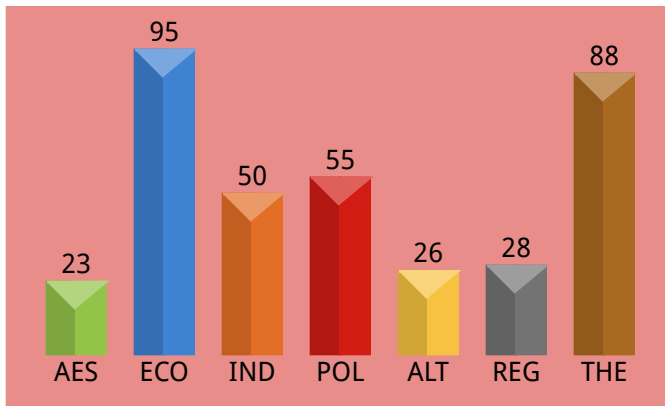


The Individualistic Dimension:

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:

- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



The Political Dimension:

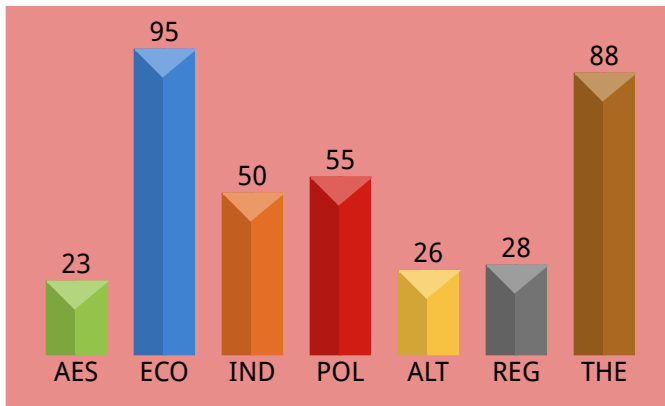
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You like to be your own boss and to have control over time and resources to accomplish goals.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.
- You seek competition.
- You enjoy a feeling of accomplishment in getting a difficult job done on your own.
- You desire leadership and are ready for the accountability that comes with it.

Key Strengths:

- You have a 'buck stops here' approach to business and getting things done.
- You have a 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:

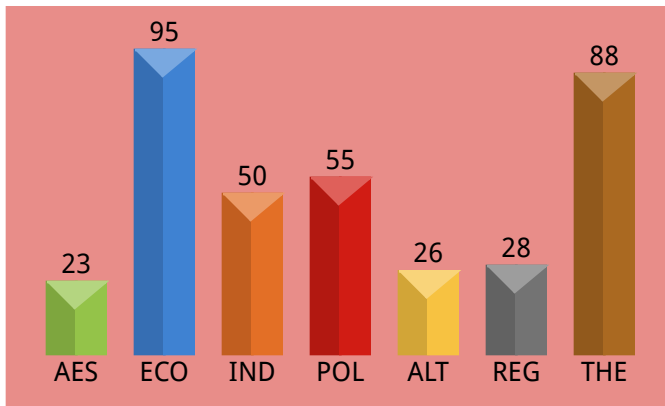
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You prefer freedom to take risks, but also need the boundaries and limits to the risk-taking freedom.
- You may need to be more willing to share the attention and successes for wins.
- You may like to be seen as a catalyst for change.
- You enjoy status and esteem in the eyes of others.
- You score like others who may feel stifled if surrounded by many constraints.

Training/Learning Insights:

- If group activities are involved, attempt to build in some competition and group leadership events.
- You provide for a variety of learning and professional development options.
- You score like those who frequently show an interest in leading some training or professional development activities.
- You provide for individual recognition for exceptional performance.
- Some who share this score range may prefer independent study instead of group or team learning activities.

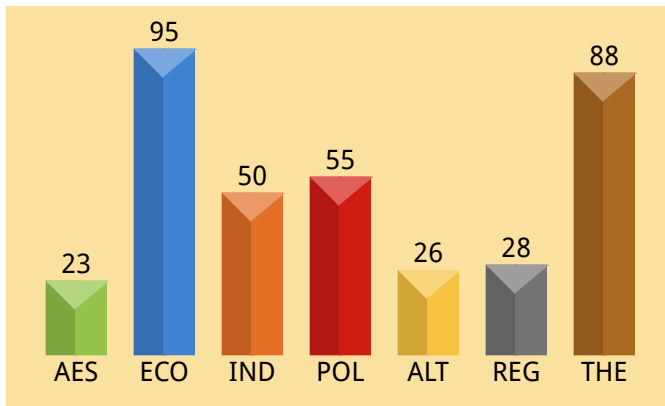


The Political Dimension:

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 without cause.
- 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:

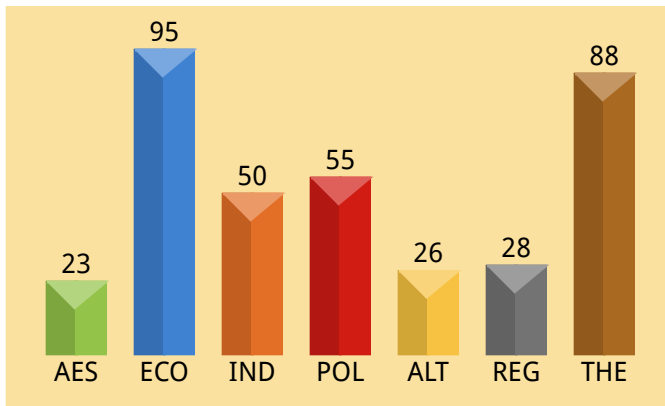
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You view it as risky to openly trust others too much.
- You are somewhat guarded at first with others, maybe in part as a result of being 'burned' in the past and not wanting it to happen again.
- You may not be seen as the most generous person when it comes to donating free time or services.
- You might become a little more concerned with personal interests than those of others.
- Your requests for help by others should be connected to a practical return as well. You have learned to say, "No" appropriately to things that don't add to the revenue.

Key Strengths:

- You are more pragmatic and prefer a bottom-line approach rather than a selfless and servicing approach.
- You can weather storms well and survive well in competitive situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have rational-steady business focus.



The Altruistic Dimension:

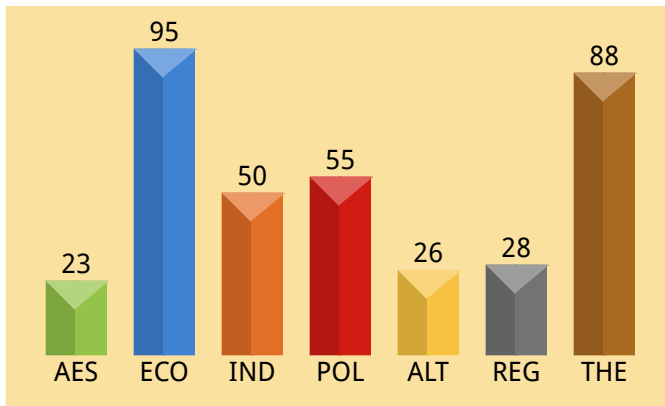
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You should include personal benefit when attempting to persuade.
- You should try not to place too much burden for coaching or counseling duties.
- You stick to the bottom line and avoid emotional appeals and rhetoric.
- You should stay unemotional when trying to convince, and appeal to 'business-sense.'
- You are motivated more by goals and objectives than by supporting others strictly for support's sake.

Training/Learning Insights:

- You should connect your arguments to the business need, not the human need.
- You should demonstrate the practical benefits of any training or learning.
- You should connect all training or learning to the bottom-line business needs and how it will return personal results.

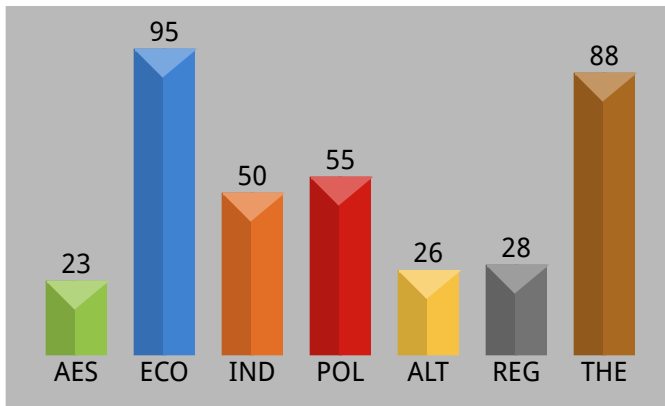


The Altruistic Dimension:

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

Continual Improvement Insights:

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



The Regulatory Dimension:

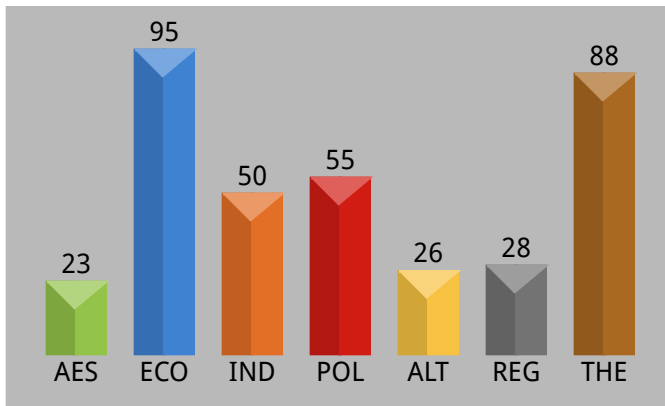
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You move freely and effectively between the rebels and the rule-followers in a group.
- You strike a good balance between respecting individual needs, and those of the group.
- You are good at seeing the details, but not likely to get lost in them.
- You tend to be balanced and stable.
- You can challenge the rules as long as it is done carefully and logically.

Key Strengths:

- You are not overly rigid in the need for order and structure.
- You are very flexible when it comes to dealing with very little or too much structure.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.
- You are good at providing order and structure where it is required.
- You act to stabilize those on a team.



The Regulatory Dimension:

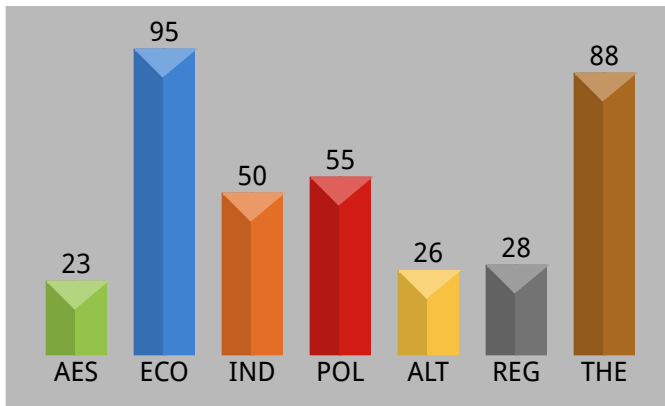
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

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.

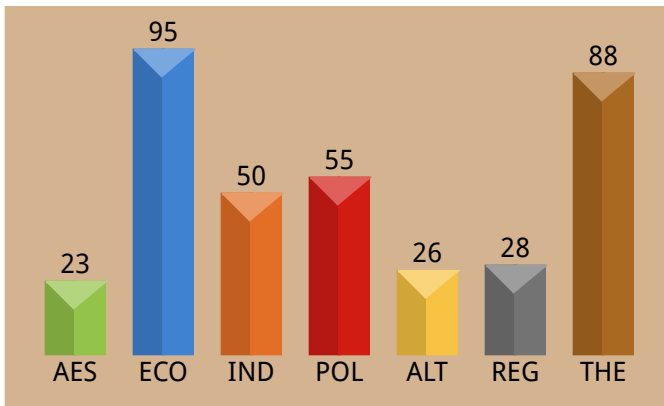


The Regulatory Dimension:

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:

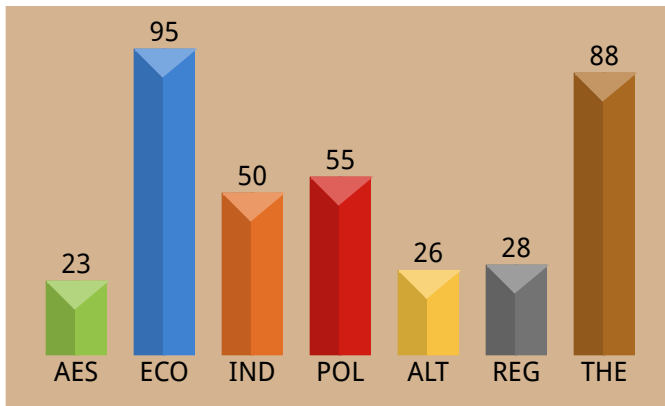
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You like to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- You may be attracted to new and cutting-edge ideas and projects.
- You believe that continuous learning is healthy for the mind and body.
- 'How do you do that? Can I do it too?'
- Others may consider you a strong intellectual.

Key Strengths:

- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- You will work long, hard hours on the resolution to a problem, being actively engaged in problem-solving and strategic solutions.
- You have a strong ability to read, study, and learn independently.
- You can usually answer new questions that hit the team or knows where to find answers.
- You have very strong analytical skills and ability.



The Theoretical Dimension:

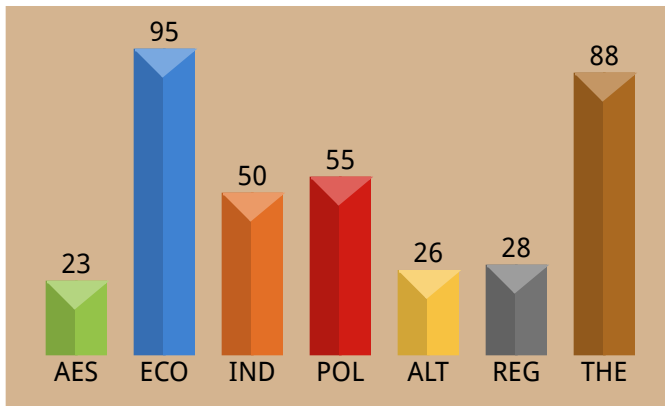
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- Classes, courses, conferences: Go and Learn.

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:

- You score like some who need coaching on time management.
- You may demonstrate some aloofness especially to those not as intellectually driven.
- You need to bring a balance at times between the strong desires to acquire new knowledge base, and the reality of the practical applications, if any.
- You may prefer to wait on a project, believing that helpful information may be forthcoming if more time is allowed.
- You shouldn't rush from one learning experience to another. Make certain there are some practical applications.



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

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

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

Legend:

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

Tally your score here:

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):
