



DISCPLUS

Steven Shepard

April 26, 2017

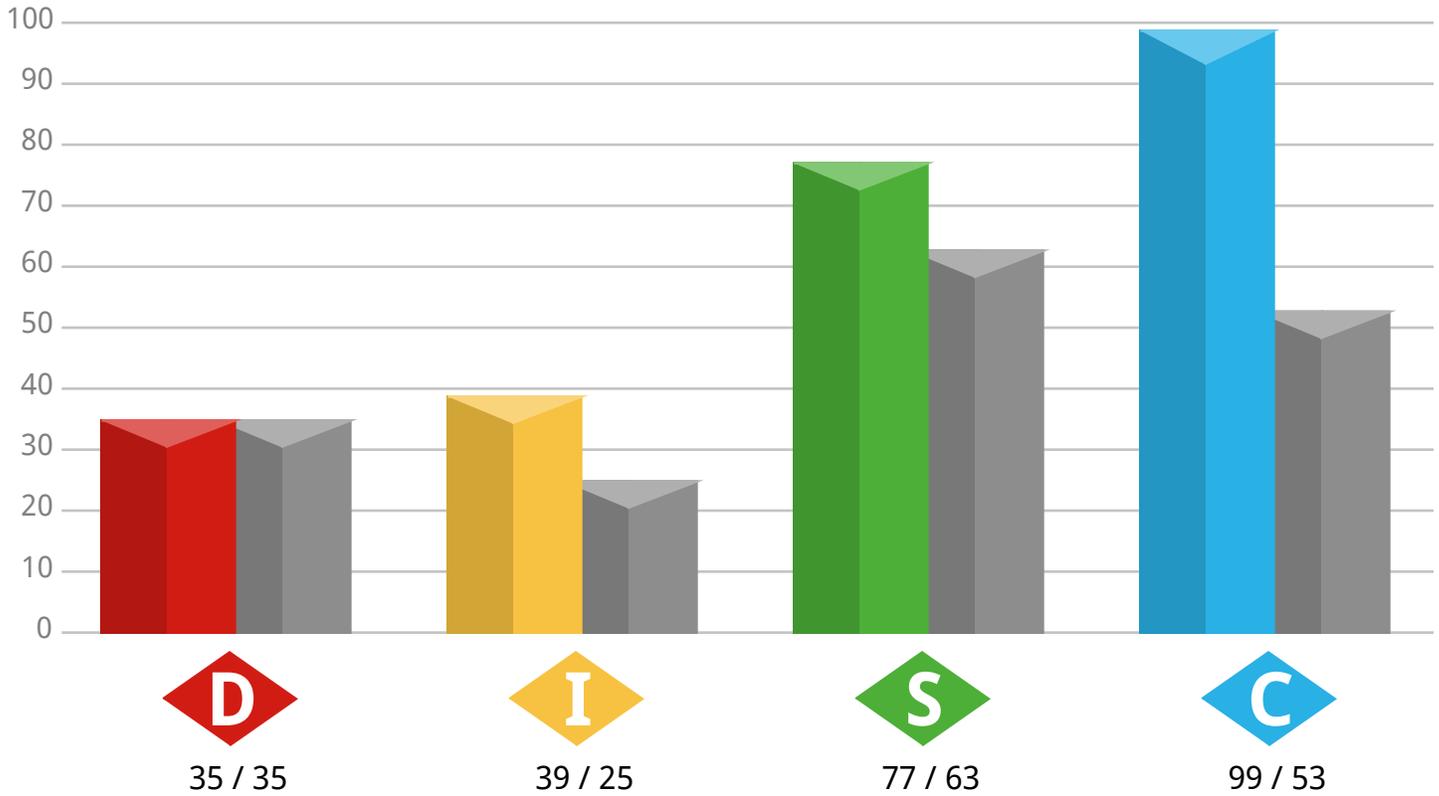
This Innermetrix DISC Plus Profile combines the best of two world class profiles. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand HOW you prefer to get things done, and WHY you're motivated 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.



Anthony Robbins Coaching
www.tonyrobbins.com



Natural and Adaptive Styles Comparison



Steven Shepard

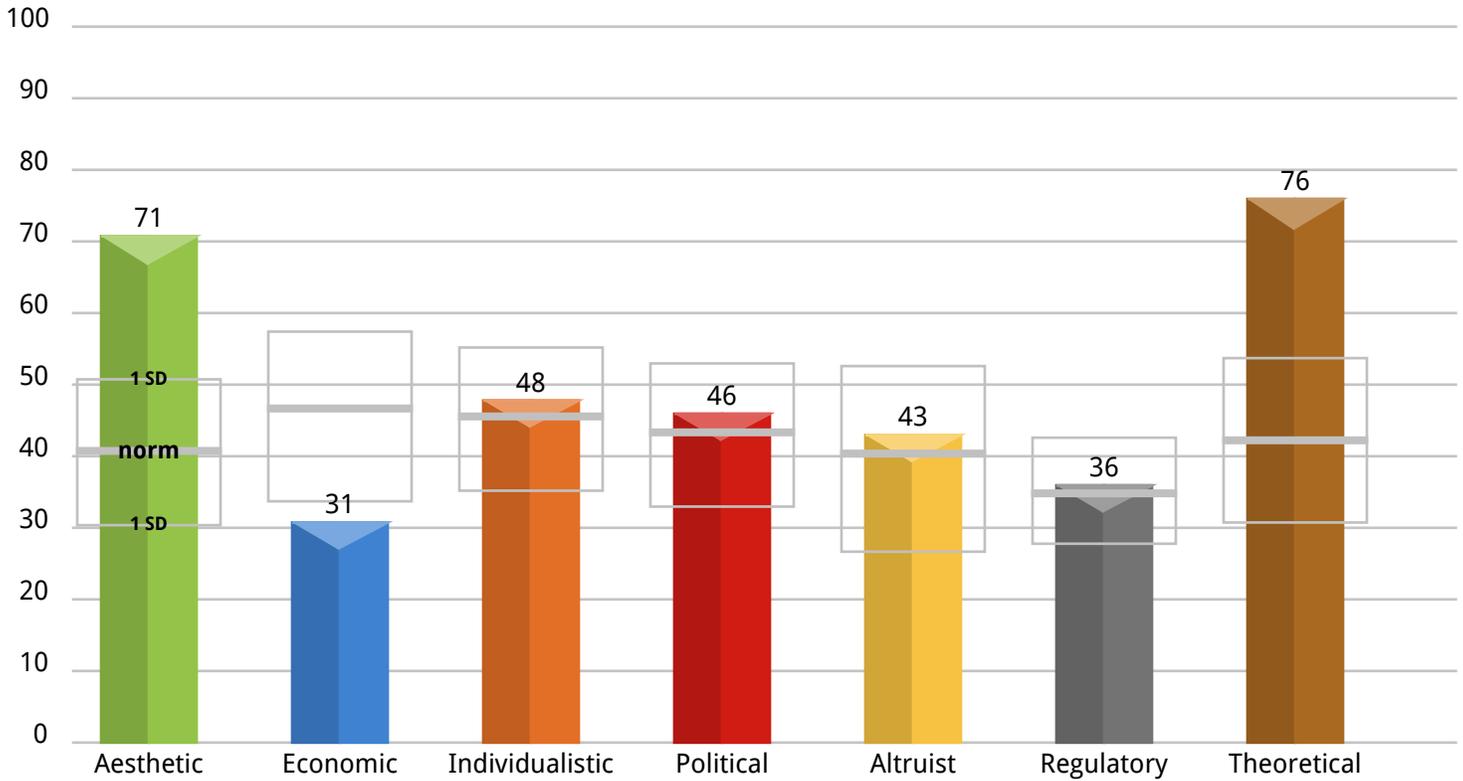
Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress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

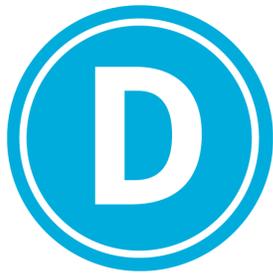


Executive Summary of Steven's Values



Steven Shepard

Very High Aesthetic	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
Low Economic	You are a team player and may put others' needs before self.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
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.

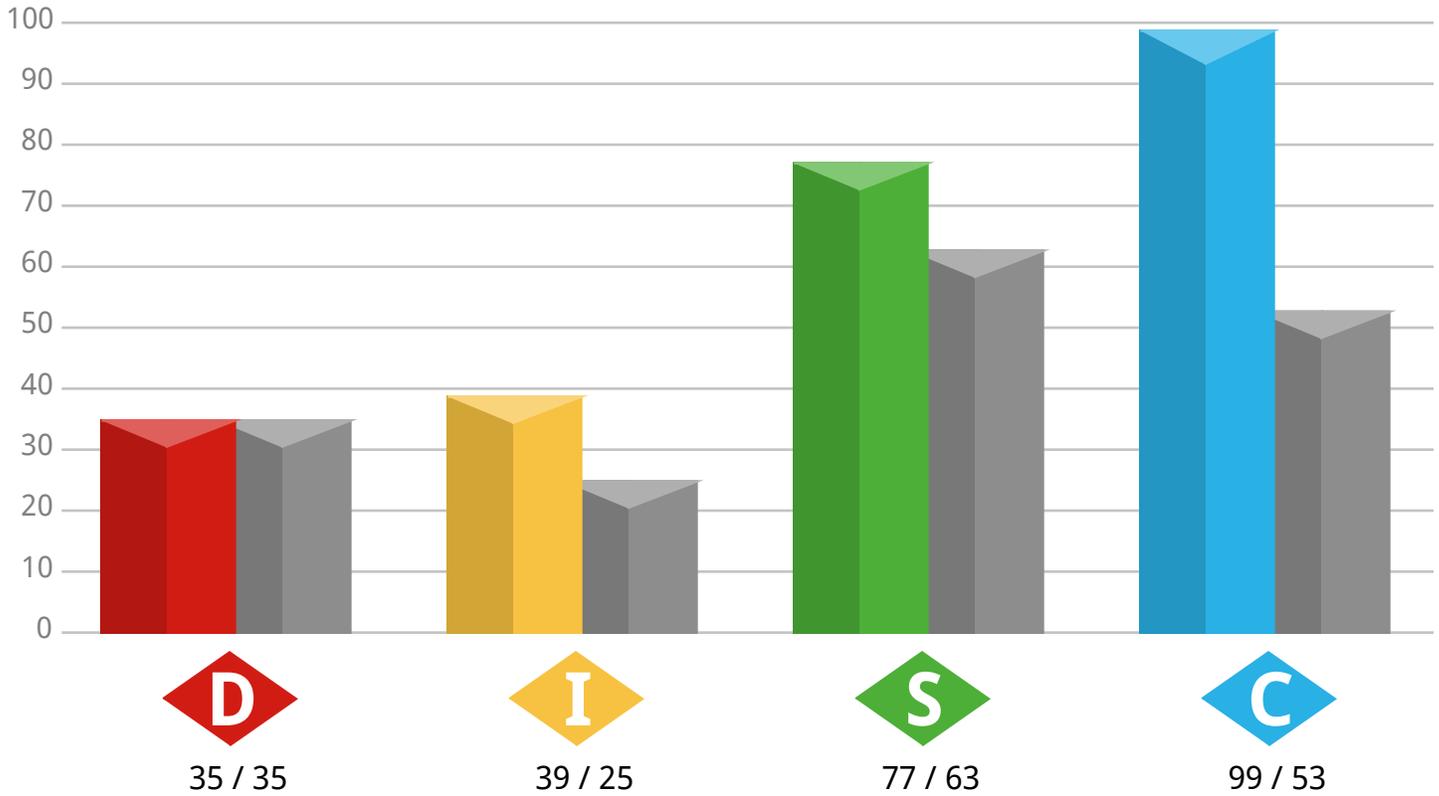


The DISC Index

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.

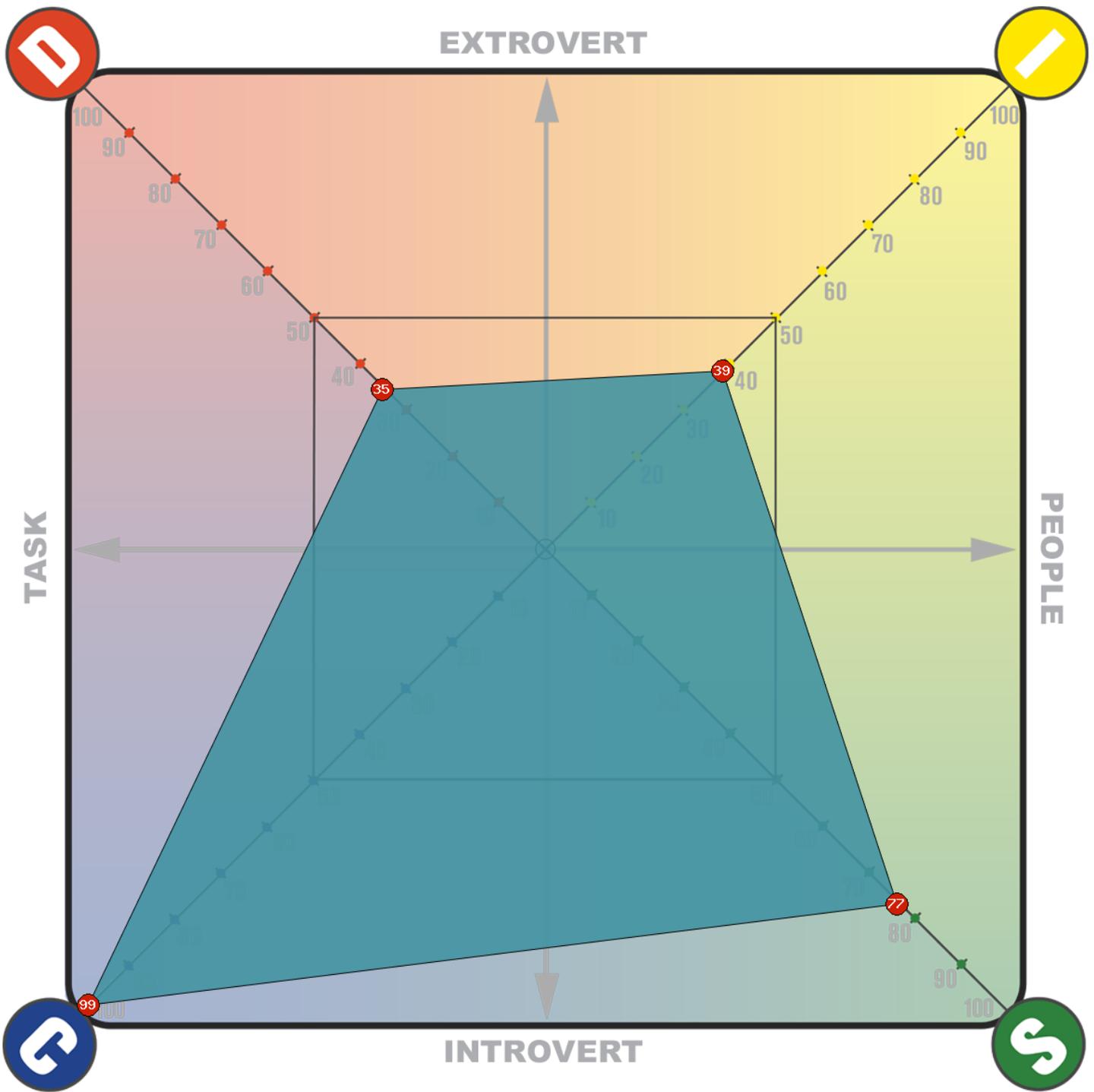
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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

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Decisive

Your approach to problem-solving and obtaining results

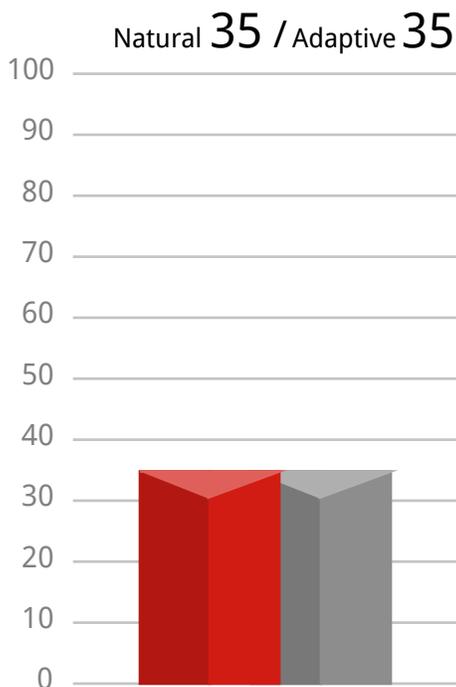
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

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

Lower D —

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



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

- You can be overly self-critical of your ability on certain issues or tasks.
- You like an environment where authority and responsibility is mutual and shared across all members.
- You may defer to others who exhibit a stronger opinion or are more vocal.
- You prefer to lead by setting an example, not outright instructing others.
- You might be hesitant to make important decisions quickly under time pressure.
- You may be prone to avoiding difficult decisions, and this can create delays.



Interactive

Your approach to interacting with people and display of emotions.

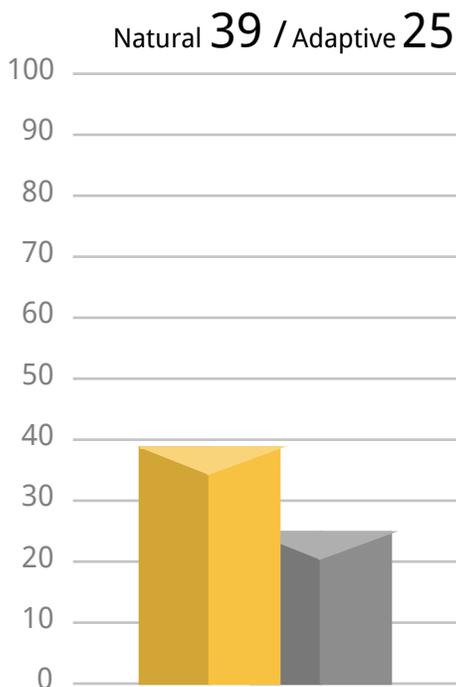
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- Make sure to encourage others in a more vocal or open way.
- While you consider other's emotions, you do not let them fog the bigger issues.
- Your amicable approach means you may be hard to really "read."
- You sincerely like to support and work with others.
- You are able to persuade others in a convincing manner when necessary.
- For really important tasks, you may prefer to work alone without too much involvement from others.



Stabilizing

Your approach to the pace of the work environment

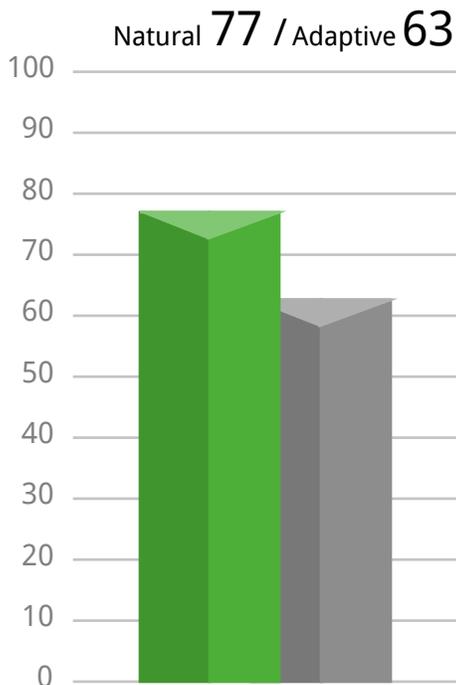
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You blend well with others and get along with a wide variety of others.
- You tend to resist confronting or rebelling against the established norm.
- Increasing your sense of urgency could benefit your performance in many instances.
- You strongly prefer a workplace with a sincere, personal, and agreeable environment with little hostility.
- You bring a high sense of loyalty to the rules and regulations that govern projects, people, and processes.
- You may be slow to accept changes or let go of the old ways of doing things.



Cautious

Your approach to standards, procedures, and expectations.

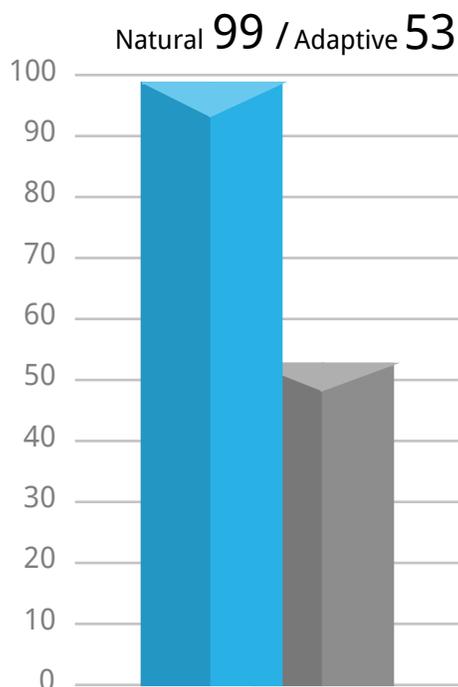
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are most likely seen as being more resistant to change than others.
- When you present your argument you do so logically not emotionally.
- You prefer to have the complete picture before beginning with any task or process.
- You like a work environment that is precise, structured and orderly.
- "Rules are made to be followed."
- You expect high quality control and accuracy in all that you do or with anything you are involved with.



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:

- There is a right way and a wrong way to complete all projects. Let's complete it the right way the first time.
- When taking risks, you score like those who take calculated, educated risks only after a thoughtful analysis of the facts and data, and have analyzed options and potential outcomes.
- Persuades others on the team by careful attention to detail, and through facts, data, and logic, not emotion.
- Appreciates security in projects, systems, and the job culture. Much of that security may be achieved by maintaining high standards of operational quality.
- You have a need for specific details related to your area of authority and responsibility.
- Evaluates others by their own use of procedures, standards, and quality action.
- You tend to be restrained and reticent in showing emotions, and you may not be extremely verbal at a team or organizational meeting, unless asked for input or if the topic is one of high importance to you.
- Others on the team may seek you out to answer a detailed question for them. (The word about your high competence and knowledge-base gets around the organization quickly.)



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:

- On the job, there is a right way and a wrong way to complete all projects. Let's complete it the right way.
- You appreciate an occasional word of reassurance from their supervisor or board, as long as it is sincere input.
- Persuades others on the team by careful attention to detail, and through facts, data, and logic, not emotion.
- Appreciates security in projects, systems, and the job culture. Much of that security may be achieved by maintaining high standards of operational quality.
- You keep a careful eye on the organizational clock and maintain a keen awareness of time-lines for systems and projects.
- Evaluates others on the job by their own use of procedures, standards, and quality action.
- Has a high sense of 'neatness' in the organizational workspace and at home. Everything in its place is preferred over clutter of some other style preferences.
- Extremely high sense of quality control and detail orientation in all you do for the team or organization.



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:

- An environment with high quality control systems and processes.
- Job descriptions that are presented clearly, and with no ambiguities, and preferably in writing.
- Options for making your own changes to certain methods or procedures to increase efficiency.
- Sufficient time to consider alternatives prior to making changes.
- Having an increased sense of urgency in making decisions. To be able to shut the data-gate and make a decision based on the information currently available.
- Working with others who have a high level of quality-orientation.
- An environment with minimal sudden changes and crises.
- Greater participation in team efforts and activities.



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:

- Projects and challenges of a specialized nature to demonstrate skills and competence.
- Established procedures on which a base of successful processes can be built.
- Sufficient time to adjust to change so as not to disrupt systems and processes.
- A home life that is supportive of the work demands.
- Quality control standards that are adhered to by all members of the organization, not just by a few people.
- A link to some of the successful traditions that have built success in the past.
- Sincerity from peers and colleagues.
- Sufficient time to consider all options before making a final decision.



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:

- High degree of technical specialty and skill in your area of expertise.
- Not an extremist, and will be supportive of team efforts.
- Excellent, considerate, and analytic listening style.
- A strong guardian of high quality control standards and procedures.
- May be sought after by other members of the team because of your high knowledge-base of processes and procedures.
- Provides a heavy mind-share on projects and ideas. Considers possible areas of trouble that others on the team may have overlooked.
- Especially careful that there are no loose ends on a project or process that may have been overlooked by others.
- High degree of accuracy while keeping an ear to the project-clock and time-line.



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

- A work environment with a predictable pattern of activity so as to monitor quality processes.
- Time to reflect and think about pros and cons to solutions.
- An environment that supports your critical thinking skills.
- Complete explanations of areas of responsibility and control.
- Identification with the team or greater organization.
- Projects completed the 'right way' the first time, to avoid problems later on.
- Highly specialized assignments and technical areas of responsibility.
- A work environment that sincerely cares for the people in it.



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:

- Could demonstrate more openness to new ideas and innovations.
- May be perceived by some as slow to make decisions, and tentative about making changes.
- Could warm up a bit more when meeting new people or talking with those not intimately involved in your immediate work.
- May spend more time than necessary in preparing your 'case' due to fear of the unexpected, or being seen as under prepared.
- May sometimes be overly dependent on a very few people who share a similar quality control focus, to the exclusion of others on the team who may also provide valuable input and ideas.
- Could use involvement and interaction with a wider variety of people, not just those like yourself.
- May be perceived by some as being overly rigid, inflexible, and strict regarding procedures and options.
- May sometimes oversell on standard operating procedure, rules, or regulations.



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:

- Brings imagination and ideas to the training event.
- Balances individual and group work for the participants.
- Wants to know performance outcomes, objectives, etc., and communicates these to the participants.
- Excellent note-taking, record-keeping, and journaling.
- Leads through factual persuasion.
- Prefers explicit instructions and measurement criteria to be established with the participants.
- Sincere participation with others as a co-learner or co-facilitator.

How you prefer to receive knowledge or learn:

- High perseverance in learning mode, and will re-analyze facts until clarity emerges.
- You will structure your own activities only with explicit goals and outcomes established.
- Needs details and time to reflect on learning.
- Wants to know what the experts think about the topic area or subject.
- Prefers explicit instructions and measurement criteria.
- Learns by considering possibilities and thinking through ideas.
- Prefers traditional learning structure and activities.



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

Things to do to effectively communicate with Steven:

- Provide logical and practical evidence to support your position.
- Keep on task with the business agenda.
- Provide a specific, step-by-step timetable with names and responsibilities.
- Make an organized appeal for support and contributions.
- Outline individual tasks and responsibilities in writing.
- Assure others that there won't be unexpected surprises.
- If you agree with the outcome, follow through and do what you say you will do.

Things to avoid to effectively communicate with Steven:

- Don't leave the idea or plan without backup support.
- If you disagree don't let it reflect on others personally, and don't let it affect the relationship.
- Don't be vague or ambiguous.
- Don't manipulate or bully others into agreeing.
- Don't be careless or haphazard.
- Don't be rude, abrupt, or too fast-paced in your delivery.
- Don't be domineering or demanding.



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.

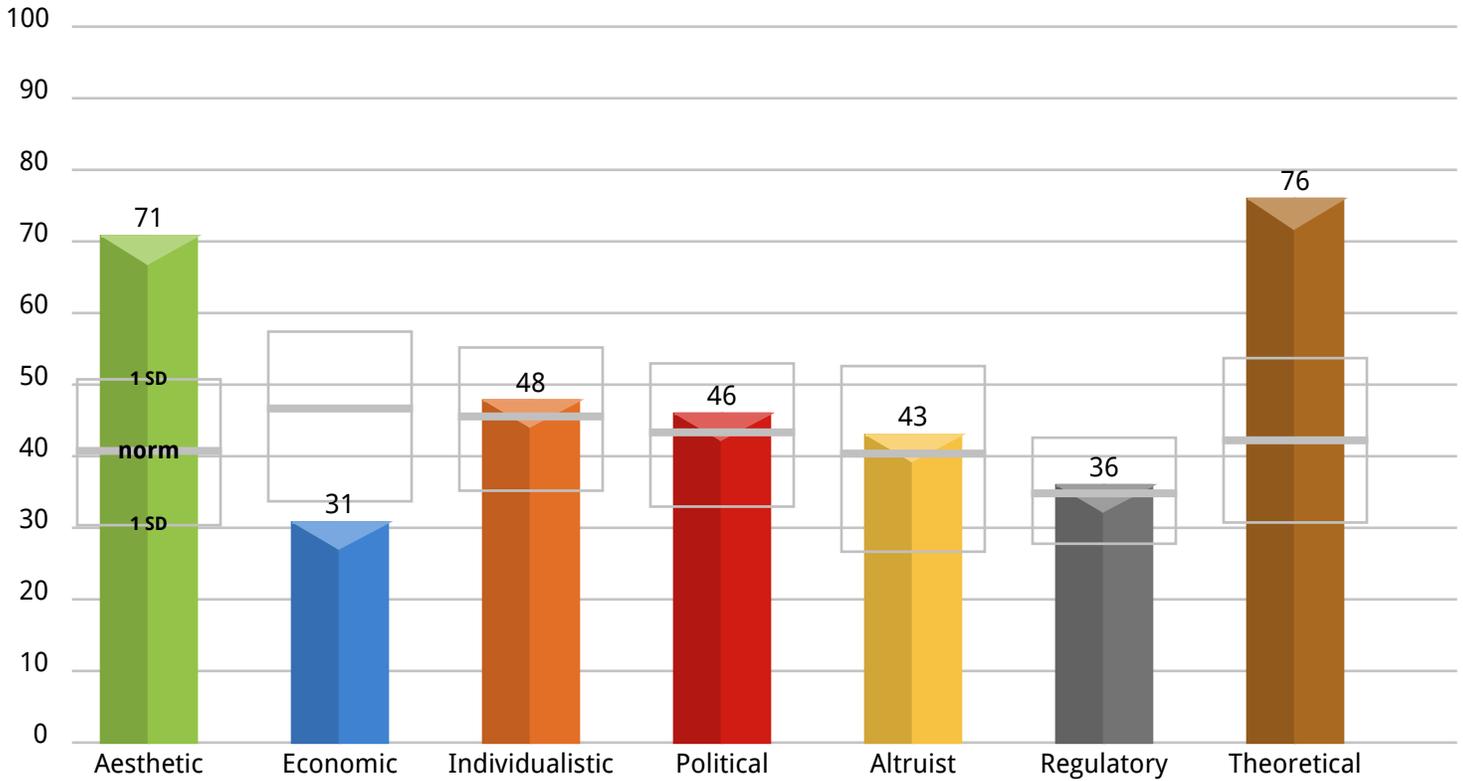
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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

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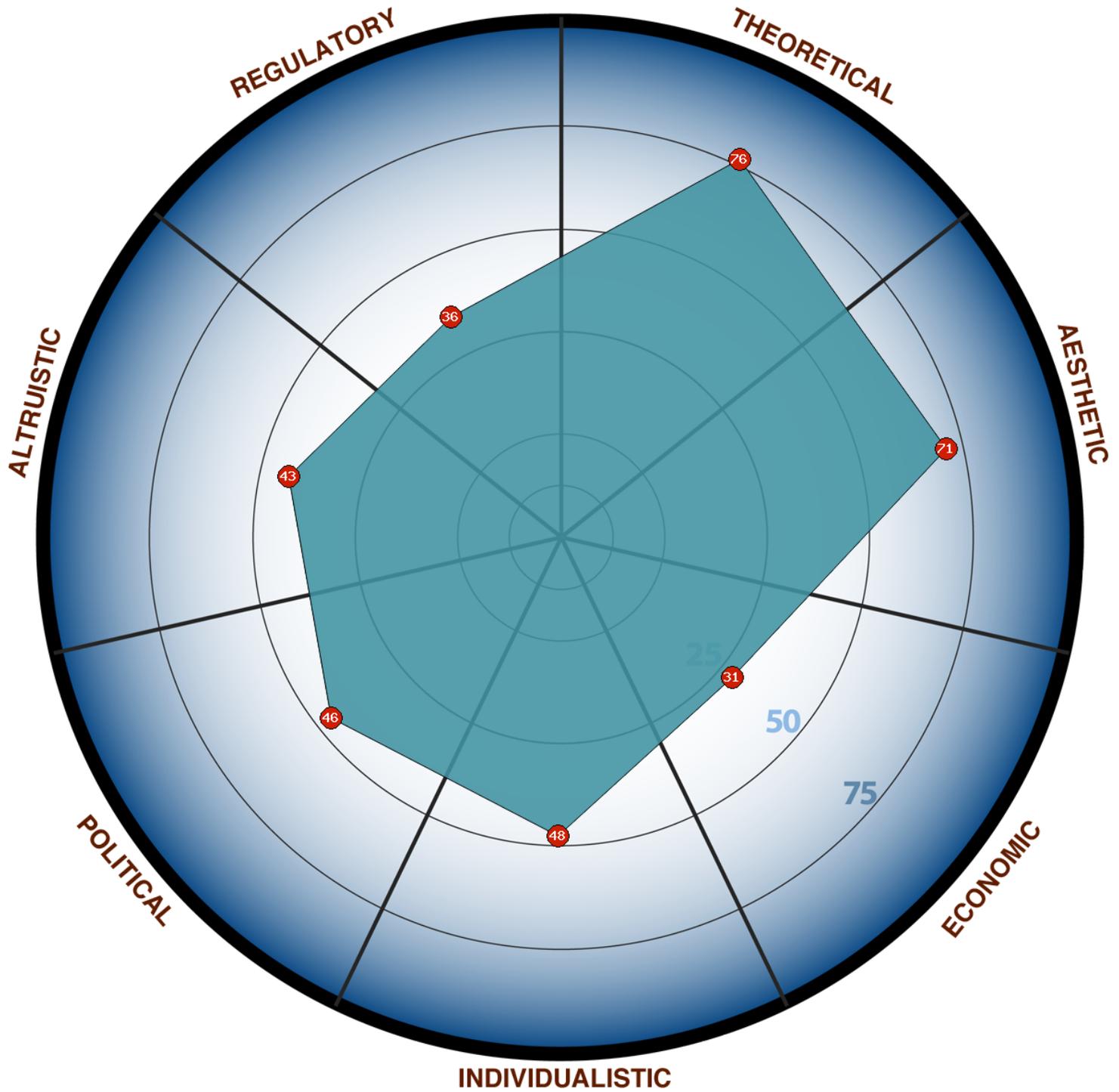


Executive Summary of Steven's Values

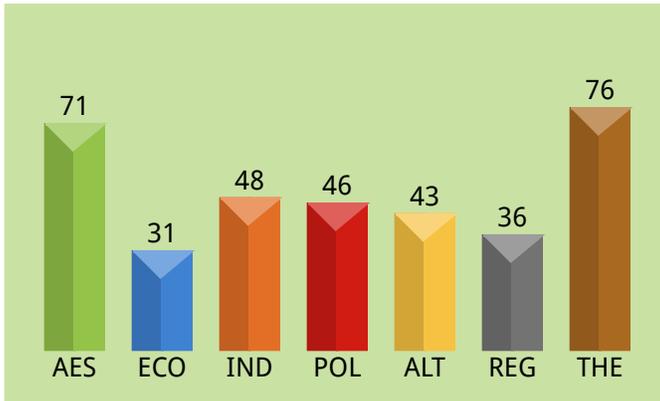


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Low Economic	You are a team player and may put others' needs before self.
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Average Altruist	You are concerned for others without giving everything away; a stabilizer.
Average Regulatory	You are able 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:

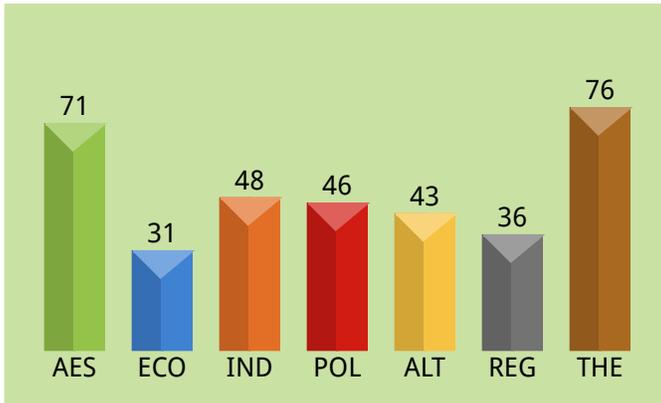
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

General Traits:

- You show a very strong desire for beauty, harmony and aesthetics in the personal or work environment.
- You are very sensitive to "ugly" environments (e.g., poor aesthetics, negative attitudes, repressive conditions).
- You like helping, teaching, and coaching others, especially in areas of creative endeavors.
- You desire ample personal time for reflection and to maintain work/life balance.
- You have a very strong drive to express creativity in artistic or inventive ways.

Key Strengths:

- You demonstrate a very high personal and professional regard for the feelings and emotions of others on the team.
- To you, any creativity is often only limited by external, not internal boundaries.
- You are very interested in seeing all sides of a situation.
- You like to network with others and share creative ideas and solutions.
- You are enthusiastic and willing to work and contribute to the team efforts in creative ways.



The Aesthetic Dimension:

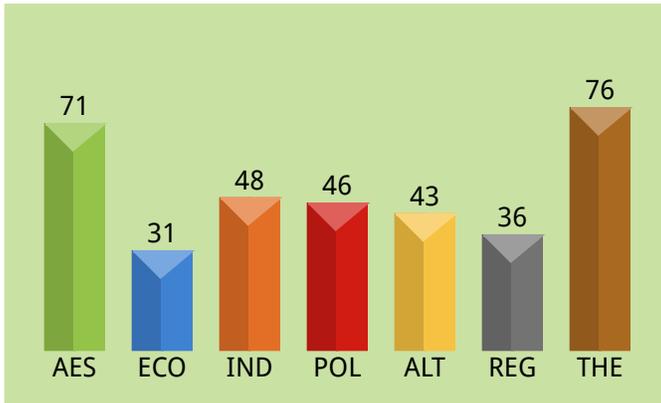
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You provide ample opportunity for creative self-expression.
- You appreciate those who show a genuine interest in your ideas and solutions.
- You provide an outlet for connecting artistic, balance or environmental benefits to work requirements.
- You may tend to over-react to emotional situations.
- You may prefer to have some outlet for your creativity at a team meeting or event.

Training/Learning Insights:

- You should link new knowledge to new ways to be creative or achieve better harmony and balance in life.
- You have the ability to connect training and development to other's needs and interests, and to encourage their own imagination.
- To increase the meaning of training programs, you should try to link these to increased understanding of form, harmony, and the big picture.

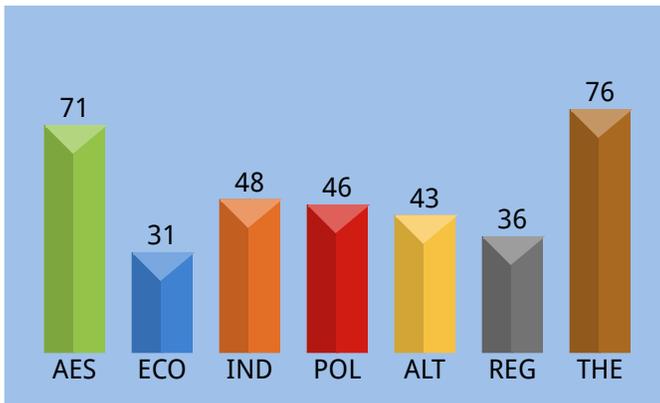


The Aesthetic Dimension:

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:

- You could get lost in creativity if not kept somewhat reined in and on target.
- You need to remember that sometimes function is all there is time for or all that is needed.
- You may end up with your own work behind schedule because of attempts for process over product.
- You could benefit from being a little more practical.
- You may carry too great an emphasis on the artistic, or balance/form issues in the workplace.



The Economic Dimension:

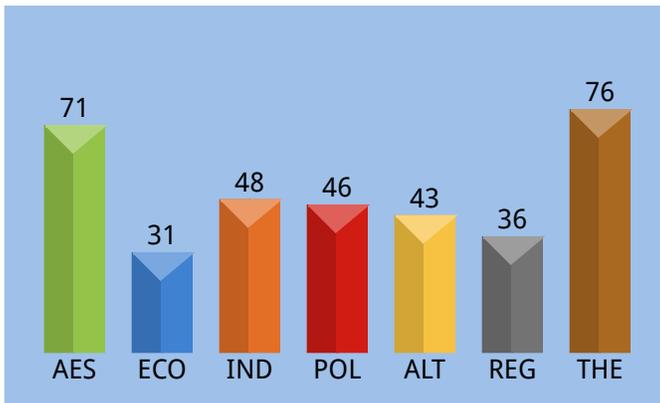
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- The lower Economic drive here may also indicate that you may not be solely motivated by competitive financial incentives such as accelerated commissions in the compensation plan.
- You score in a range that indicates a lower interest in materialistic, or that you have already achieved a level of material security.
- While not driven by money, you may be sensitive to perceived inequities in wages and salaries, and do not want to be taken advantage of in that process.
- You should check the full results and graph of the inventory to determine those values that were ranked in a higher field than the Economic area.
- Since this values area may help to determine your money-motivation, the results indicate that you may be motivated more by things other than a high paycheck (although that may still be important).

Key Strengths:

- You see a wider spectrum of the picture, not just the economic view.
- You are sensitive and responsive to the "people-side" of work related activities.
- You are an excellent team player and team member.
- You rarely (if ever) look at a project with a "what's in it for me" perspective.
- To you, monetary compensation is a basic function, but look to higher levels of value in the report to connect with where your real passion lies.



The Economic Dimension:

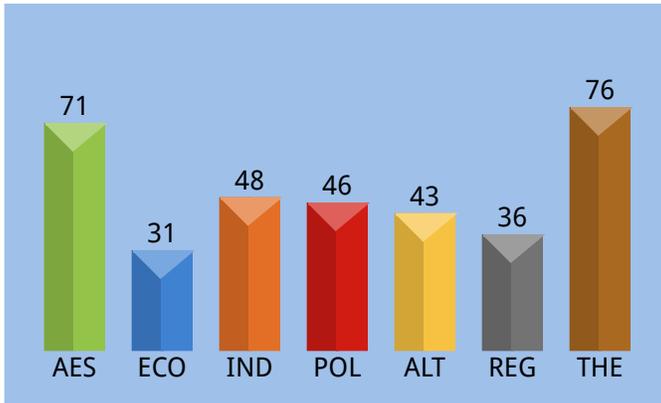
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- Avoid measuring your performance by an monetary incentive only.
- You should avoid mundane tasks.
- You should remember that 'helping hands' behind the scenes are as important as the highly visible ends of a work project.
- You prefer praise for continued contributions to the job, sometimes even without highly visible recognition.
- You should structure job enrichment strategies into the reward system, not just economic rewards.

Training/Learning Insights:

- You come to a training or development function typically without a 'What's in it for me?' attitude.
- You may prefer team-oriented activities, to work and share ideas with others.
- You score like those who enjoy a more cooperative learning style.
- You may prefer less competition between learning groups.

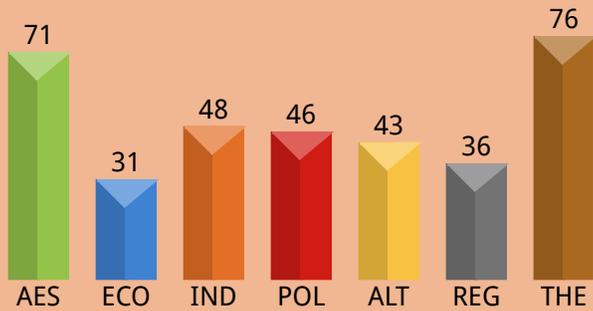


The Economic Dimension:

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 learn to say "no" more often.
- You may avoid making tough decisions that may negatively impact others on the team.
- You may need coaching to increase revenue awareness or profit motivation.
- You may tend to over commit both on and off the job, such as with community organizations, etc.
- You should avoid spreading yourself too thin by taking on responsibilities that could be delegated to others.



The Individualistic Dimension:

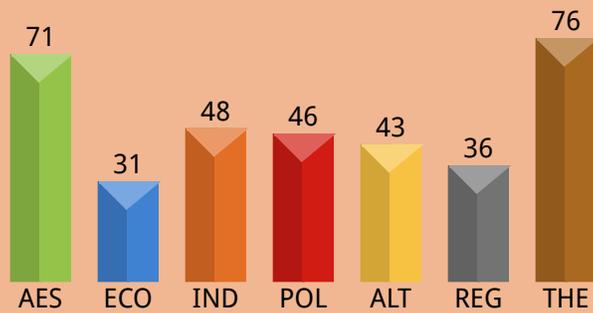
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- You have the ability to take or leave the limelight and attention given for special contributions.
- 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.
- 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 may be seen as a stabilizing force in organizational operations and transactions.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- 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 see both sides of the positions from those with higher and lower Individualistic scores.



The Individualistic Dimension:

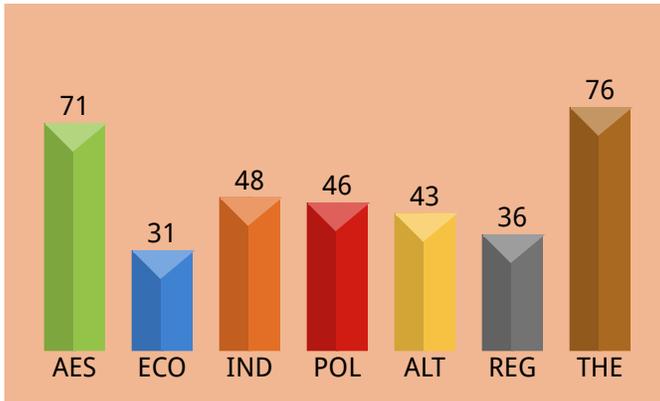
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

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.

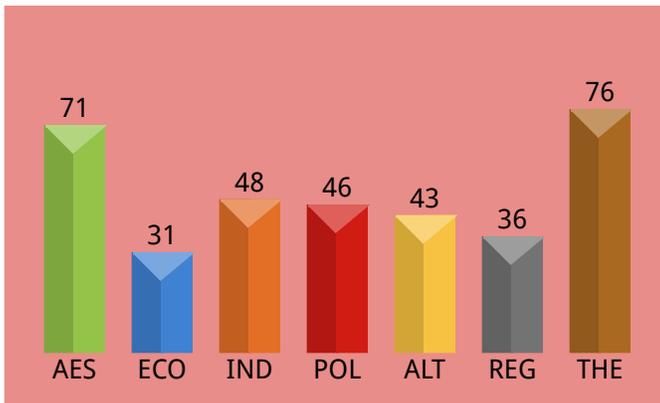


The Individualistic Dimension:

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:

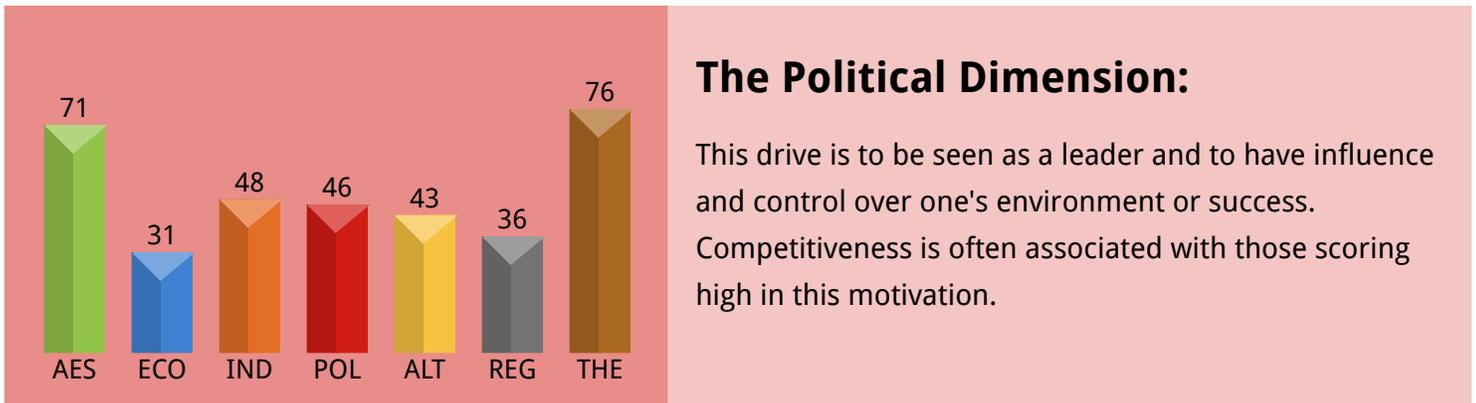
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- You bring a sense of balance to some power-issues that may emerge occasionally.
- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.

Key Strengths:

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



The Political Dimension:

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

Motivational Insights:

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

Training/Learning Insights:

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

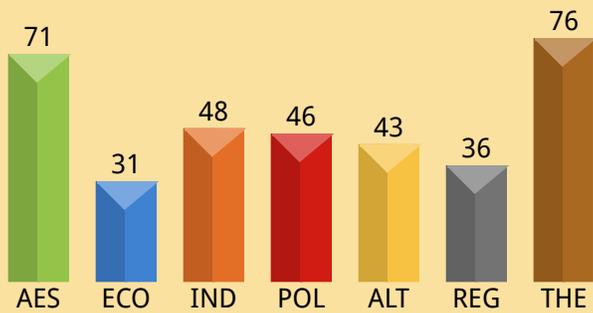


The Political Dimension:

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

Continual Improvement Insights:

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



The Altruistic Dimension:

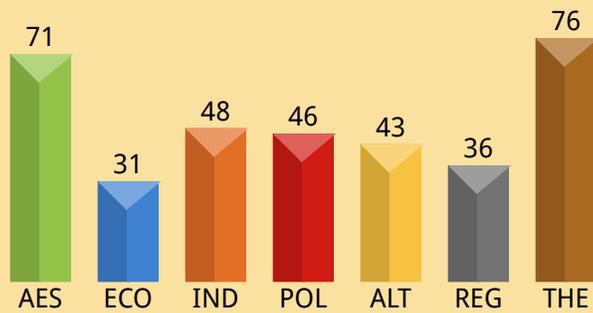
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

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

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:

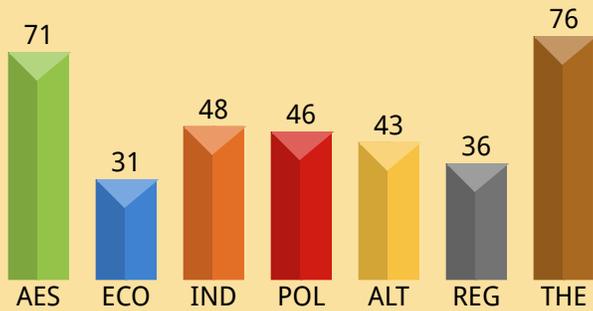
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

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.

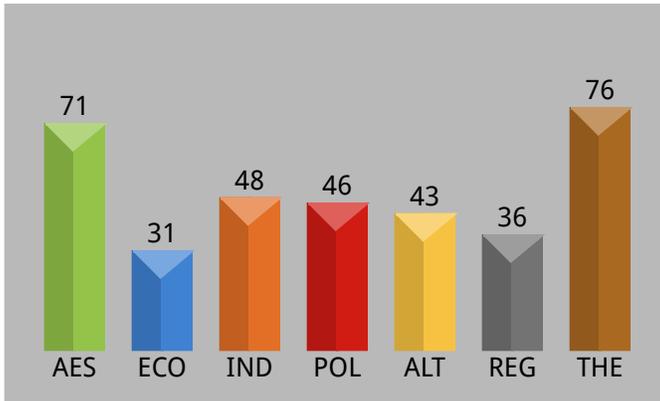


The Altruistic Dimension:

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:

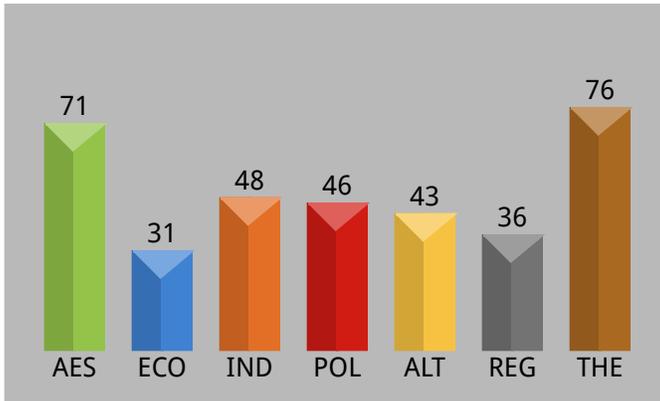
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You appreciate some structure, but not too much.
- You can challenge the rules as long as it is done carefully and logically.
- You tend to be balanced and stable.
- You strike a good balance between respecting individual needs, and those of the group.
- You understand both sides of the argument for more and less rules and policies.

Key Strengths:

- You can challenge protocol and be creative if the situation demands it enough.
- You act to stabilize those on a team.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.
- You are very flexible when it comes to dealing with very little or too much structure.
- You are situationally aware of when rules must be followed and when they should not be.



The Regulatory Dimension:

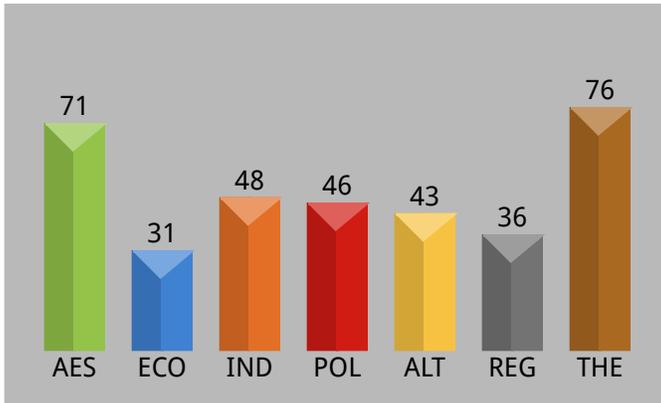
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

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.

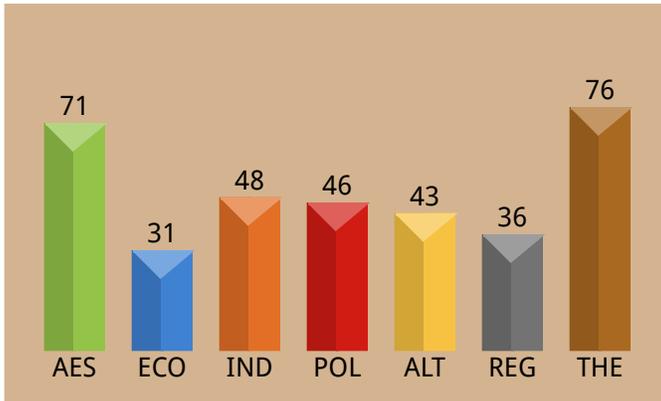


The Regulatory Dimension:

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:

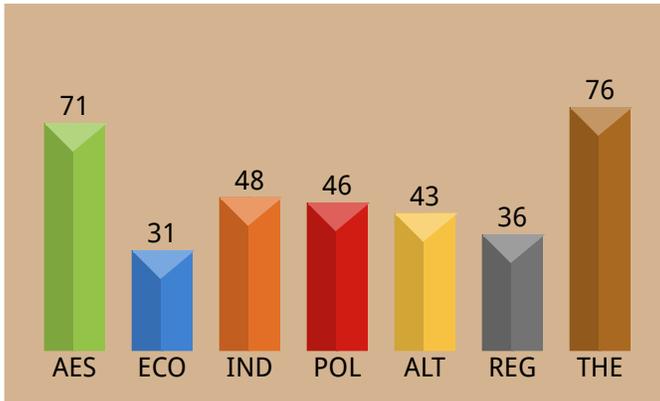
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You show a very strong trend toward a pursuit of knowledge even for its own sake.
- You stay mentally alert and like mental challenges.
- You have a 'Cognitive' attitude: You look for deeper meaning in things.
- Others may seek you to help answer questions about projects or procedures.
- You have a very high degree of curiosity in a variety of areas.

Key Strengths:

- You score as a very active problem-solver.
- You demonstrate logic in approach to problems and patience to analyze an array of solutions.
- You have very strong analytical skills and ability.
- You have a strong knowledge-driven ethic.
- You do the prep-work and homework and come to the meeting or event well-prepared.



The Theoretical Dimension:

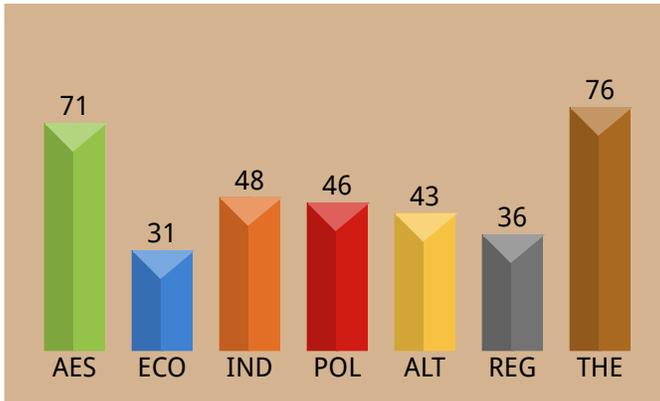
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- You prefer knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- You will provide a high degree of technical credibility when dealing with customers or internal stakeholders who need very detailed information for decision-making.
- Classes, courses, conferences: Go and Learn.
- You prefer to be involved in future development projects that draw on your expertise.
- Call upon your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.

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 may sometimes bog down in details and minutia when needing to see the big picture.
- Your sense of urgency may vacillate depending on the level of mind-share you are willing to invest.
- 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 demonstrate some aloofness especially to those not as intellectually driven.
- You may sometimes be selfish in sharing ideas with others, until your technical credibility has been established.



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:

Steven Shepard

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):
