



James Everett Lewis

January 22, 2018

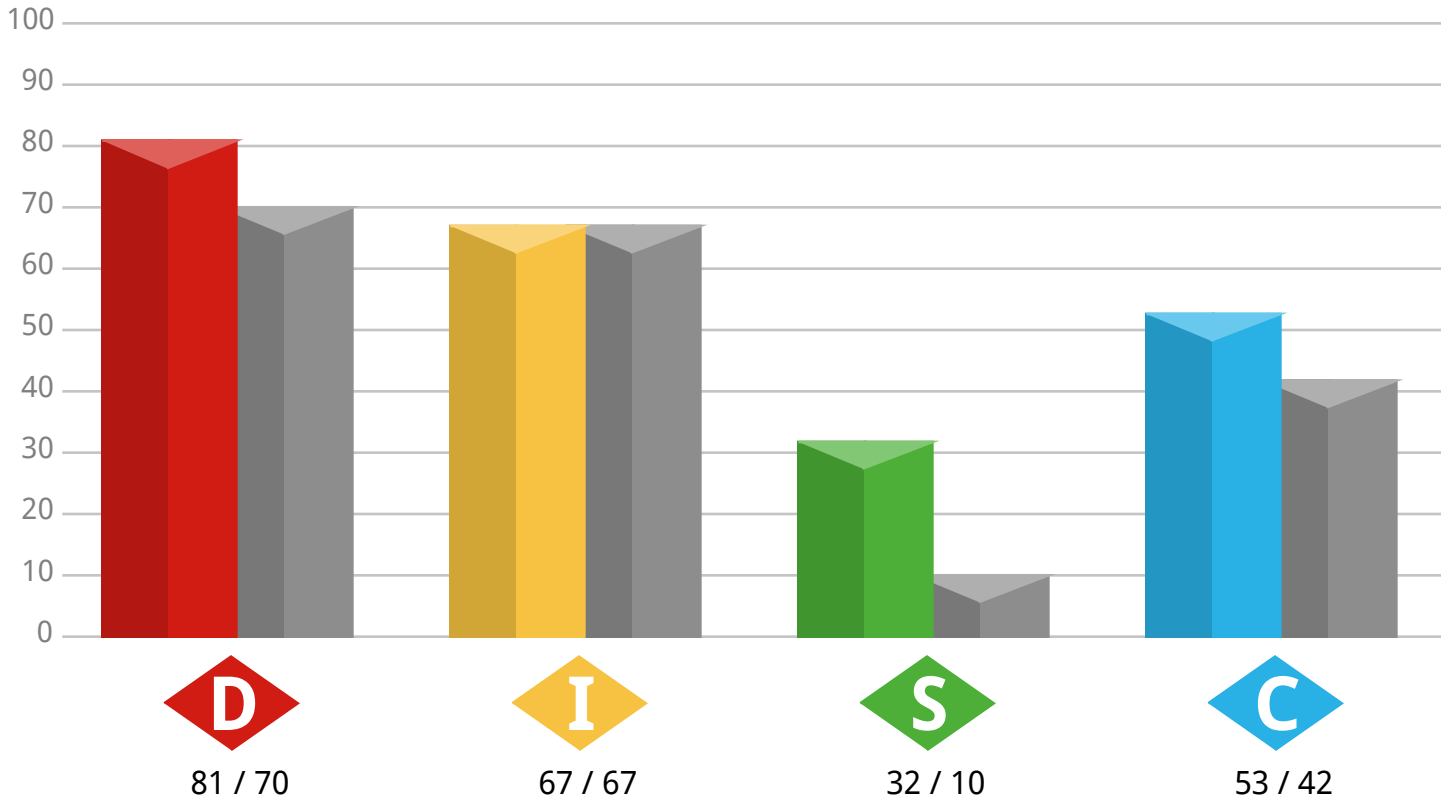
This Innermetrix DISC Plus Profile combines the best of two world-class profiles authored by the Founder and CEO of Innermetrix, Jay Niblick. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand 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



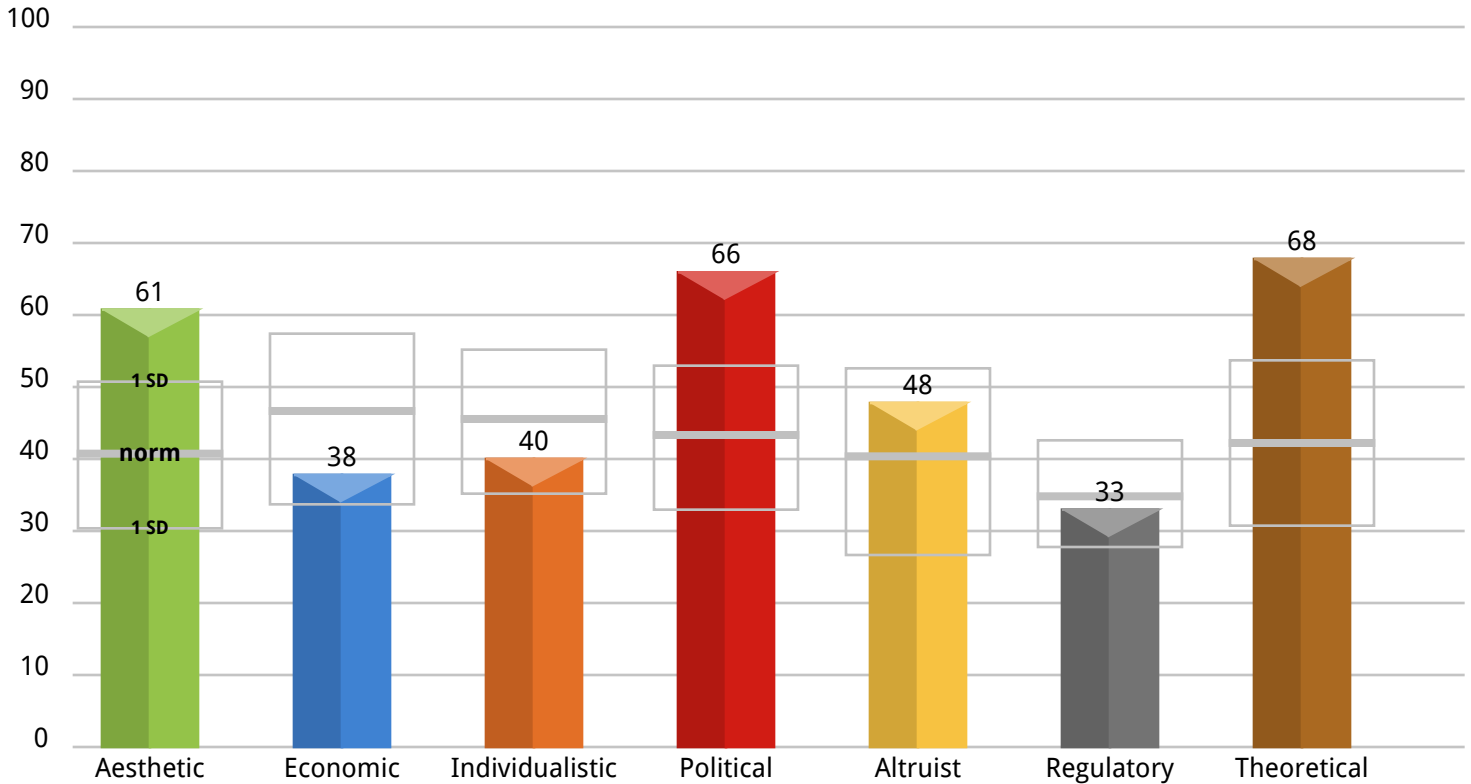
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Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure.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

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



Executive Summary of your Values



James Everett Lewis

High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
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.
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.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

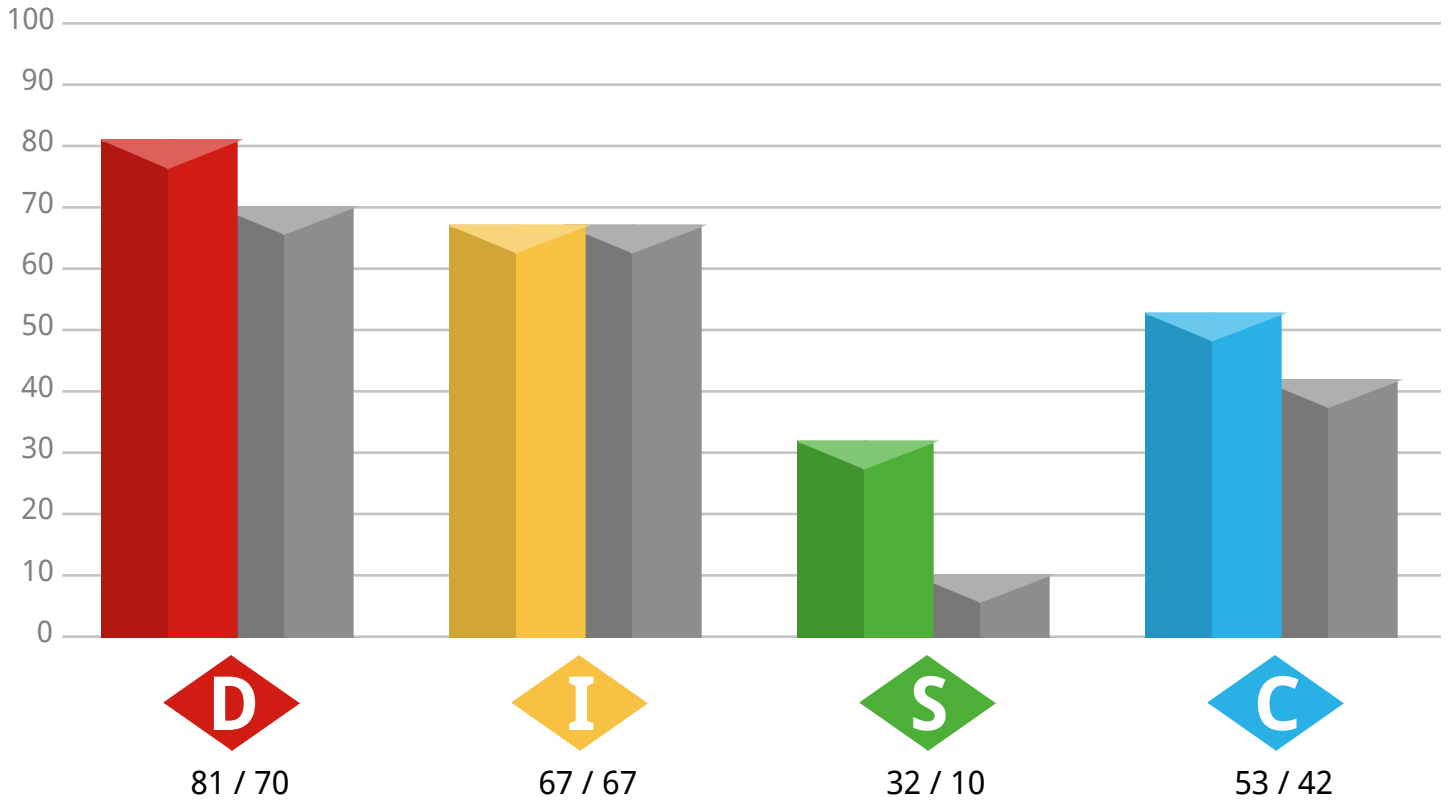


The DISC Index

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



Natural and Adaptive Styles Comparison



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Adaptive Style:

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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.

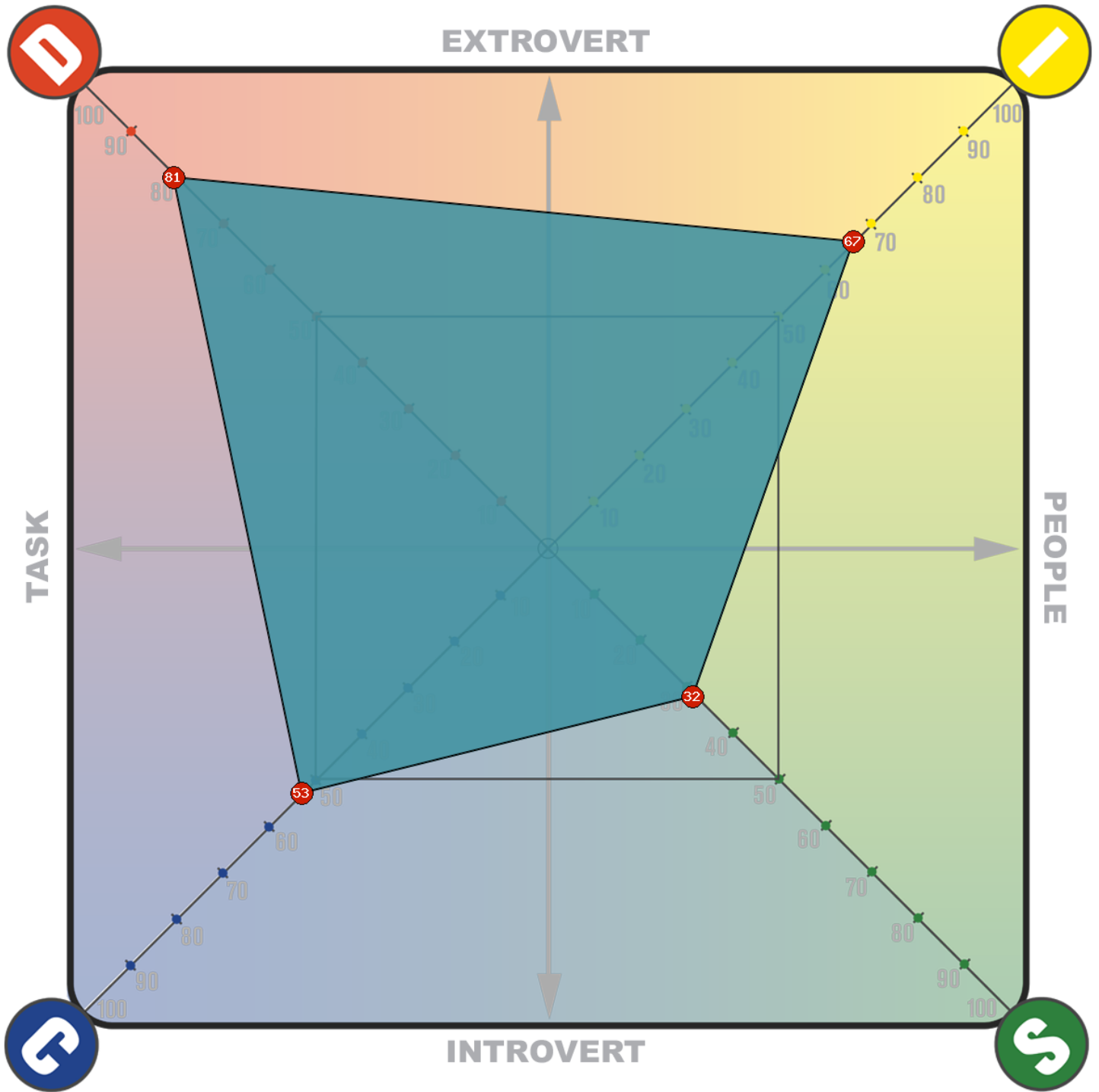
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we 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 Deliberate	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Reserved Introspective	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Chaotic Spontaneous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Challenging
Low D	Low I	Low S	Low C

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Decisive

Your approach to problem-solving and obtaining results

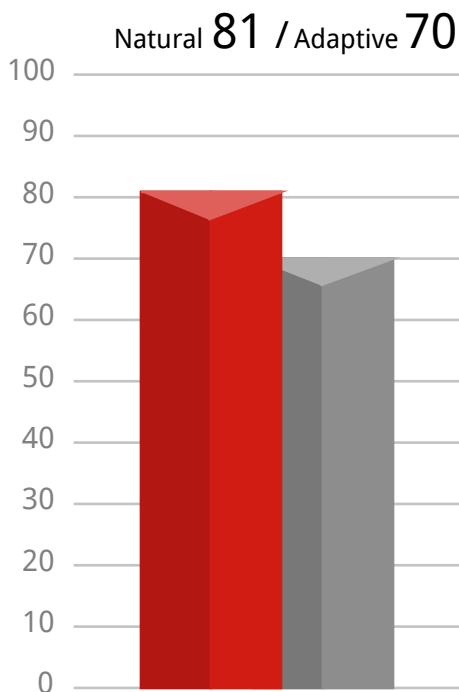
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You may be perceived as somewhat egocentric by others (i.e., others who you feel are less confident than you).
- The more difficult the challenge, the more motivated you seem to become.
- You are direct in your communications, no ambiguities.
- You are a very strong self-starter who always seems to have a high sense of urgency.
- You are practical - all about the business and getting results quickly without fluff or delay.
- You can be very commanding and tend to take charge more than you follow.



Interactive

Your approach to interacting with people and display of emotions

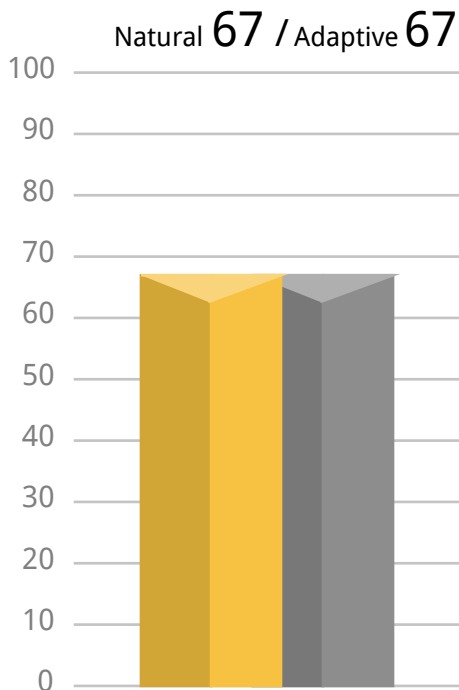
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You prefer an environment with plenty of people contact.
- You bring a definite optimistic attitude to projects and tasks.
- You strongly prefer a democratic and not dictatorial professional environment or relationships.
- You tend to naturally trust others and their ideas.
- You are sociable and outgoing with others.
- You prefer to deal with people and get results with and through them rather than by yourself.



Stabilizing

Your approach to the pace of the work environment

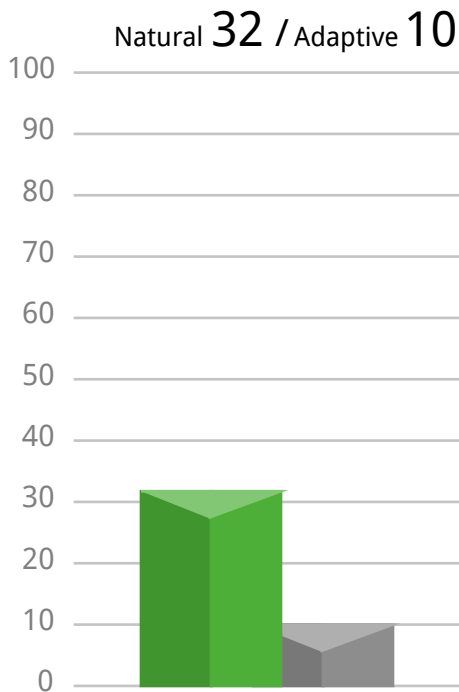
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are very good at multitasking.
- You like to question the accepted ways to test their continued validity.
- You prefer to be mobile instead of chained to one desk or project for too long.
- You are rarely content with the status quo.
- You desire the latitude to develop new and different directions or activities.
- You are restless and tend to push for faster results.



Cautious

Your approach to standards, procedures, and expectations

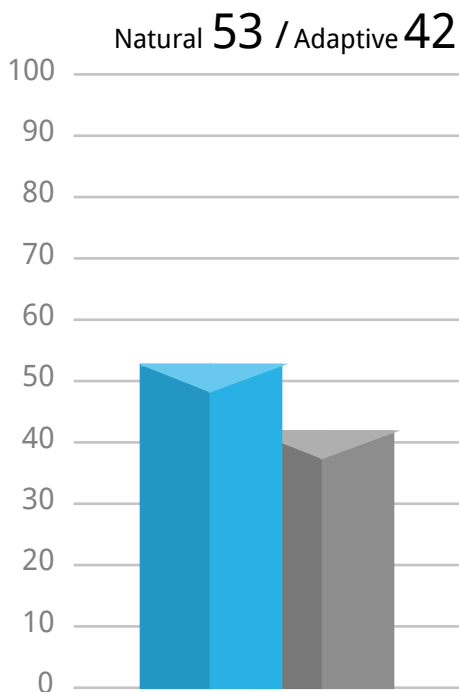
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are a very good critical thinker in the problem-solving context.
- Your approach to brand new ideas and change is one of caution and careful consideration.
- You appreciate very detailed explanations when doing complex tasks.
- You are sensitive to high quality control and have a need for accuracy.
- You really like to get things done correctly the first time.
- You prefer a neat, orderly and structured work environment.

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Natural Style Pattern:

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

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

- You are perceived as one who is a very resourceful person: Well-networked and influential.
- Shows a strong ability to easily take command of a project or situation.
- 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.
- Seem to thrive in positions of power, authority, and responsibility.
- Shows a need to be responsive and to move quickly to maximize results.
- Fueled by ego and optimism, you may be seen as a bold risk-taker. The Lower S and C preferences add energy to this preference.
- Shows a confident attitude and a forceful determination to succeed.
- May be seen by some as aggressive and determined to meet or exceed goals or expectations.



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:

- Able to project an image of openness and friendship to others, even while maintaining self control and an ability to distance from others when necessary.
- Tends to be a confident and independent person who is a self-starter and has a strong competitive edge.
- Poised, confident, and very articulate in front of large or small groups.
- Likes to maintain control over the project or systems activities.
- High level of decisiveness, coupled with high influencing skills.
- A strong competitor and very active self-starter.
- Pace of personal operations is faster than many people and may be a primary example of 'multi-tasking.'
- All plotting points in the score pattern indicate a very active agent who makes things happen and doesn't wait for things to happen.



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:

- Having support staff to handle the detail work.
- Working in an organization that practices participatory leadership.
- Becoming more sensitive to the climate or the situation, and adjusting your intensity accordingly.
- Reducing your competitive edge when dealing with others who aren't as competitive as you.
- Softening your approach with more introverted people.
- Being aware that your level of aggressiveness and tenacity may be off putting to others.
- Being around others who share your high level of urgency.
- Learning to follow as well as you might lead.



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:

- Direct answers to questions.
- Authority equal to the responsibility you are given.
- New experiences and a variety of activities.
- Provide as much independence and autonomy as possible.
- Flexible job culture.
- Opportunity and encouragement to try new ideas and take risks.
- Accomplishments that can be seen quickly and measurably.
- Wide scope of contacts with both internal and external stakeholders.



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:

- Has the ability to reduce barriers to performance that others place around themselves, and lead them to success.
- Can be seen as the hub of the wheel with many activities occurring simultaneously, while maintaining knowledge and control of each.
- Ready to take the credit or the blame for the results.
- Scores like those who thrive in competitive situations.
- Able to multi-task in a variety of areas, maintaining control over many projects simultaneously.
- Takes on assignments and responsibility that others see as impossible. Then perseveres, motivates, and directs until the team reaches success.
- Brings a high sense of urgency for results and will put pressure on yourself and others to reach a successful solution while maintaining an optimistic attitude.
- Strong ability to motivate and manage others through optimistic attitude and firm delegation of tasks.



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:

- Challenging assignments.
- Assignments that can maximize your high sense of urgency.
- A supervisor or board that practices participatory leadership and management.
- Responsibilities with a strong amount of decisiveness required.
- A workplace that provides freedom from many details and heavy supervision.
- A work environment that encourages creative risk-taking.
- Freedom from many controls and restrictions.
- High stakes opportunity for success.



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 get more positive reactions by softening the approach and ego at times.
- May overuse impatience, and this may be perceived as rude by others.
- Tends to be a selective listener, hearing only what you want to hear.
- May become so enthusiastic that some may perceive being shallow or superficial.
- The high ego may appear as blunt and critical to some people don't share the same ego strength.
- May become impatient if not getting appropriate attention and recognition from others.
- May be so focused on the big picture as to ignore some important details.
- Could get more accomplished through people by using a greater amount of patience with individuals and teams.



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



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 you:

- 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.
- Offer input on how to make the ideas become reality.
- Ask for your input regarding people and specific assignments.
- Ask 'what' oriented questions that close the issue or topics.
- Use your own words to direct you back to the topic or issue at hand.
- Plan some extra time in your schedule for talking, relating, and socializing, but let yourself take the lead, and don't be surprised if the socializing ends abruptly.

Things to avoid to effectively communicate with you:

- Don't be sloppy or disorganized.
- Don't stick too rigidly to the agenda. Let James Everett lead the way to more social conversation.
- Don't direct or order.
- Avoid being overly task-oriented.
- Don't forget or lose things necessary for the meeting or project.
- Don't come in with a ready-made decision, unless you are ready to discuss a variety of options and accept changes.



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.

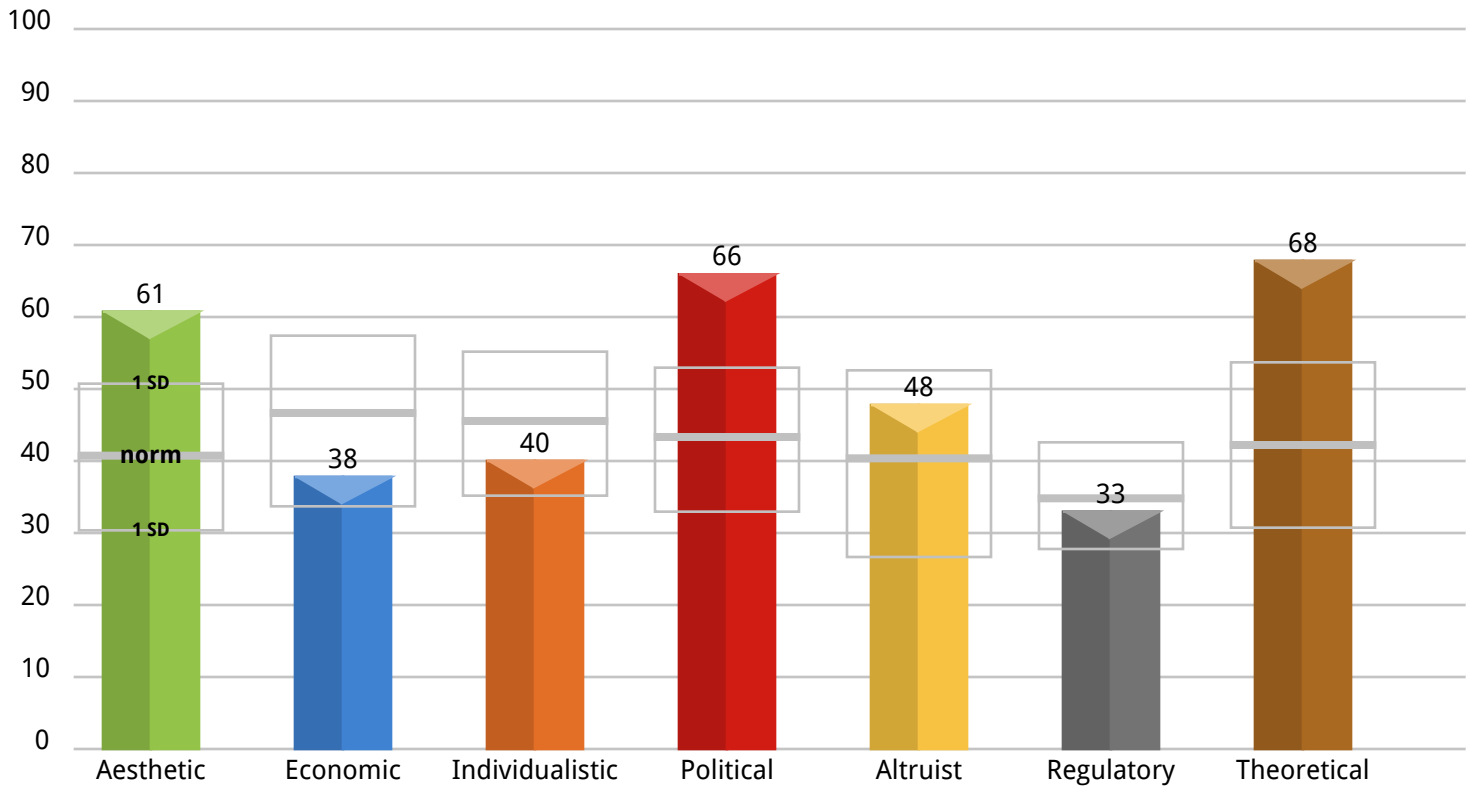
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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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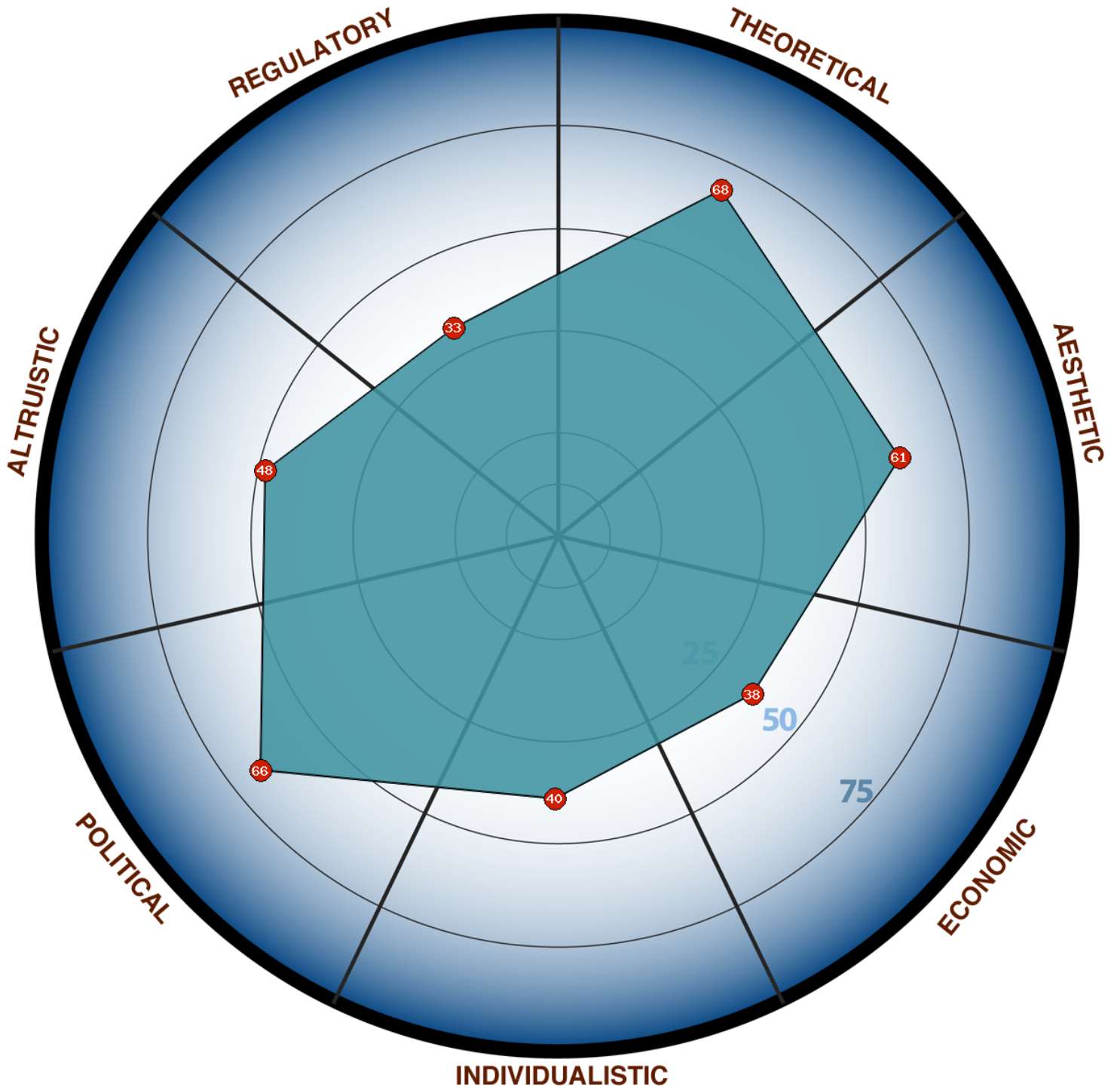


Executive Summary of your Values

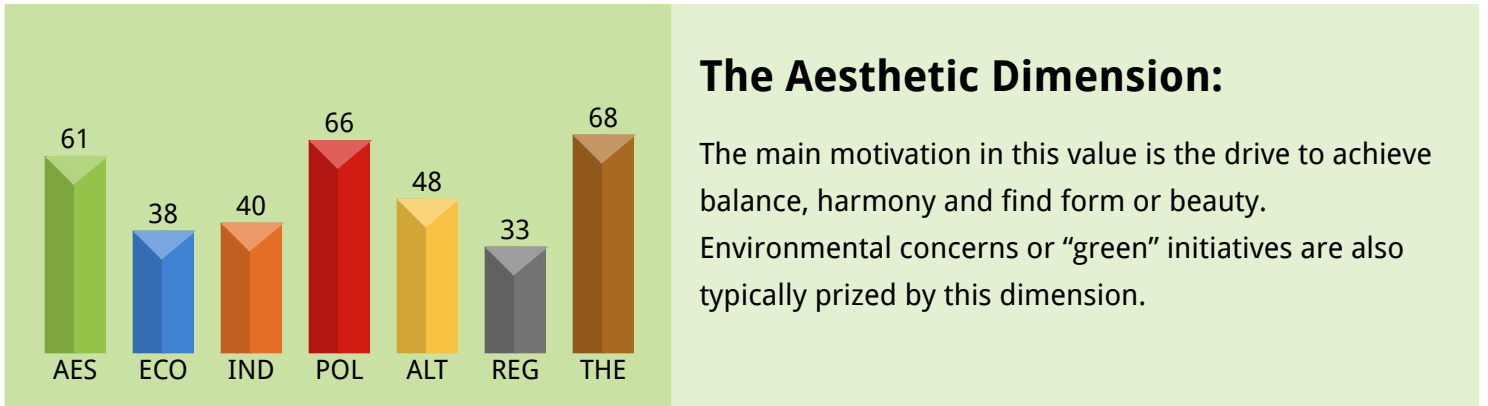


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High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
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.
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.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.



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The Aesthetic Dimension:

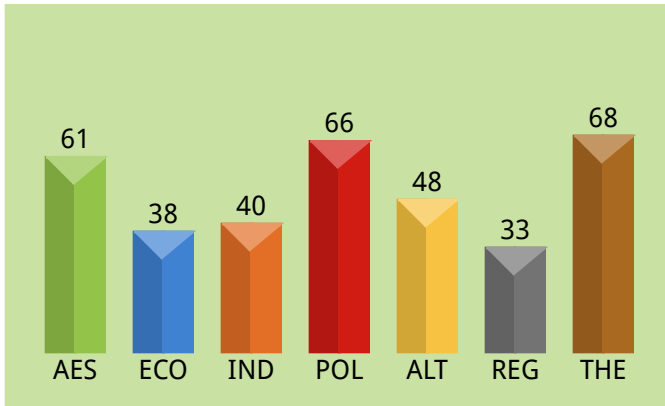
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You like to express yourself in artistic or creative ways.
- You may like rewards that are not always attached to economic rewards, and may include other types of appreciation.
- You tend to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.
- You appreciate and support efforts at conservation and preservation.
- You enjoy helping, teaching, and coaching others, especially in areas of creative expression.

Key Strengths:

- You take strong interest in how an objective or work can help support the environment or balance in life.
- You tend to want more than just the typical job satisfaction. You may want more work/life balance, more creativity and more aesthetically pleasing surroundings.
- For you, form may hold more interest than function.
- You will enthusiastically get involved in supporting artistic, or environmental initiatives in the workplace.
- You enjoy bringing people together who share common interests.



The Aesthetic Dimension:

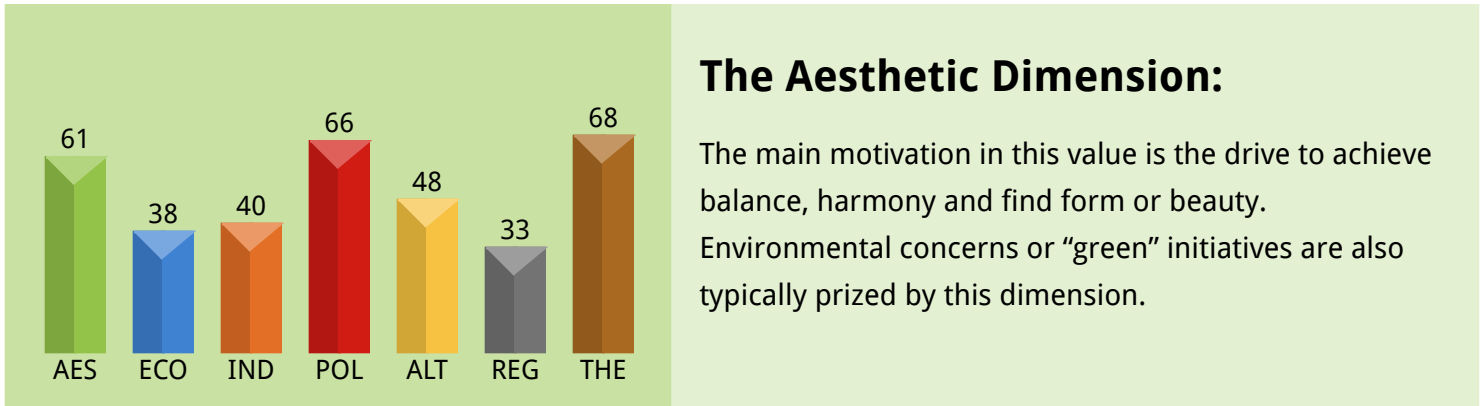
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

Motivational Insights:

- You support willingness to bring form or harmony to haphazard systems or workspace areas.
- You don't allow others to over-use or abuse your creative nature.
- You explore potential of more involvement with environmental or "green" initiatives.
- You show a genuine interest in the expressed thoughts or emotions of others.
- You make sure the environment allows for creative expression.

Your Training/Learning Insights:

- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.



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.

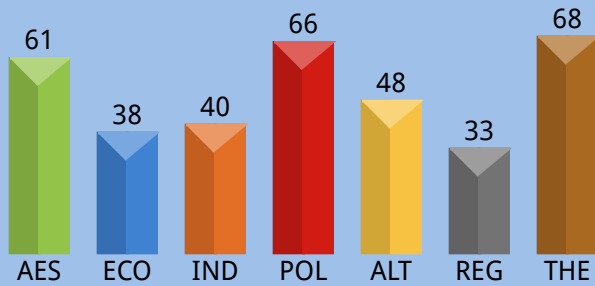
Continual Improvement Insights:

- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You could benefit from being a little more pragmatic.
- You may need to focus on the practical or economic side of an issue more frequently.
- You could use the creative mode as a safety blanket to avoid having to be overly practical.



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:

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

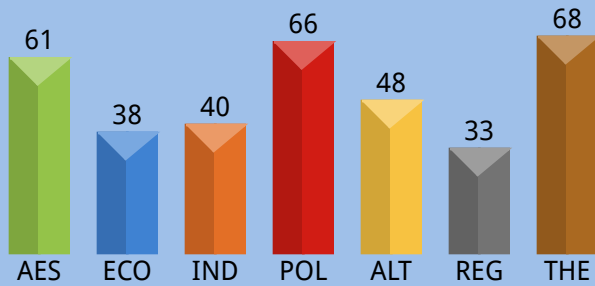
Key Strengths:

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



The Economic Dimension:

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

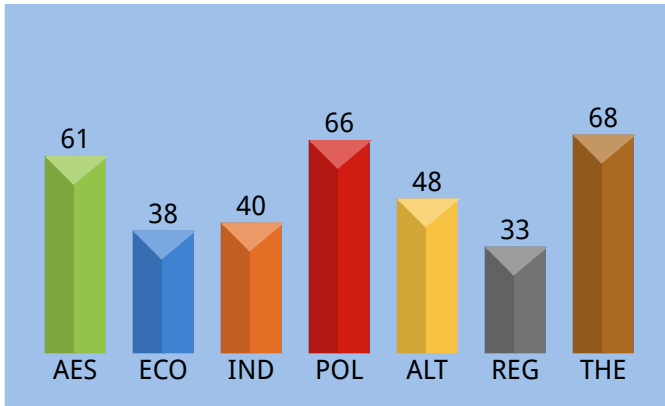


Motivational Insights:

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

Your Training/Learning Insights:

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



The Economic Dimension:

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

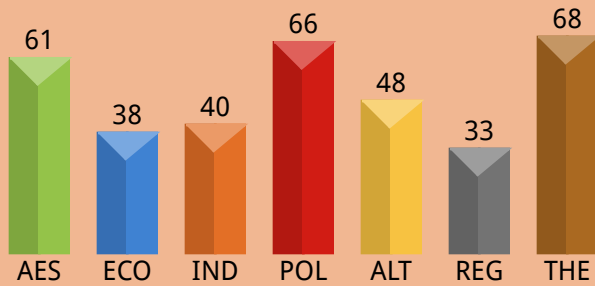
Continual Improvement Insights:

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



The Individualistic Dimension:

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

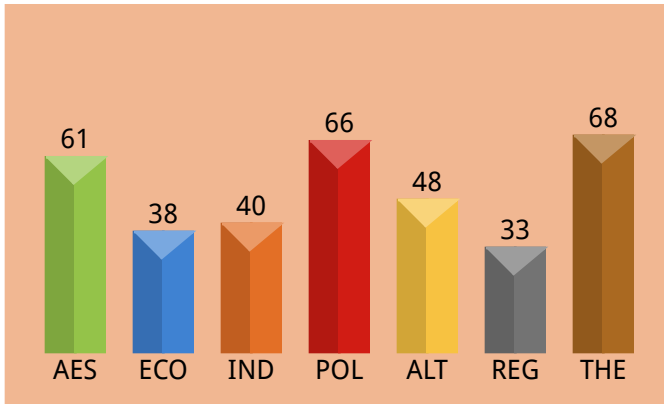


General Traits:

- You 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.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.

Key Strengths:

- 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 are able to follow or lead as asked.
- You may be considered flexible and versatile without being an extremist.
- You may be seen as a stabilizing force in organizational operations and transactions.



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.

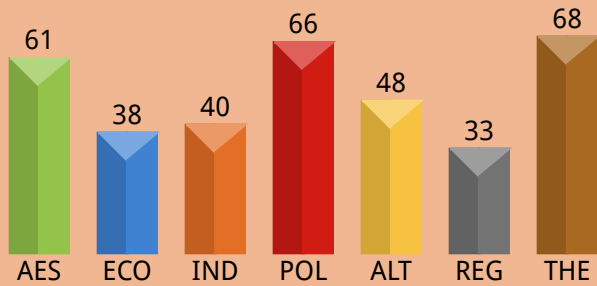
Your Training/Learning Insights:

- 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.



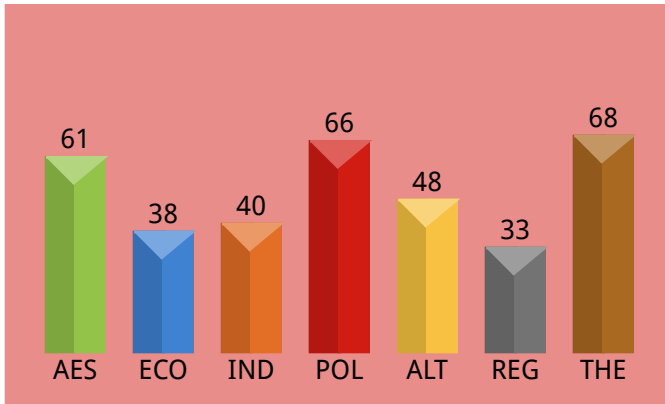
The Individualistic Dimension:

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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 have a bottom-line approach to getting things done.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.
- You desire leadership and are ready for the accountability that comes with it.
- You are an active agent in tough decision-making roles.
- You like to be your own boss and to have control over time and resources to accomplish goals.

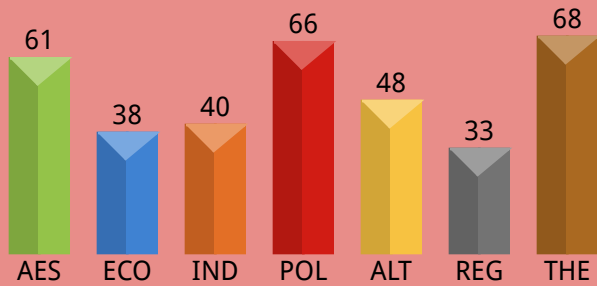
Key Strengths:

- 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 enjoy status and esteem in the eyes of others.
- You score like others who may feel stifled if surrounded by many constraints.
- You prefer an environment with minimal involvement with routine, detail, and paperwork.
- You may need to be more willing to share the attention and successes for wins.
- You prefer freedom to take risks, but also need the boundaries and limits to the risk-taking freedom.

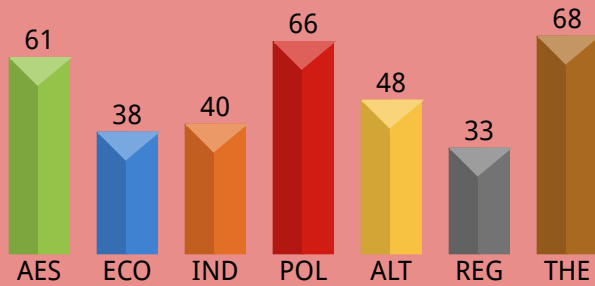
Your Training/Learning Insights:

- You provide for individual recognition for exceptional performance.
- If group activities are involved, attempt to build in some competition and group leadership events.
- You score like those who frequently show an interest in leading some training or professional development activities.
- You provide for a variety of learning and professional development options.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.



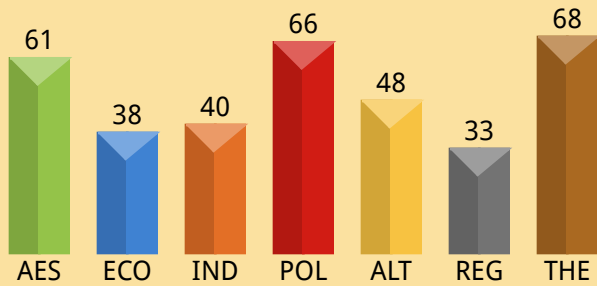
The Political Dimension:

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:

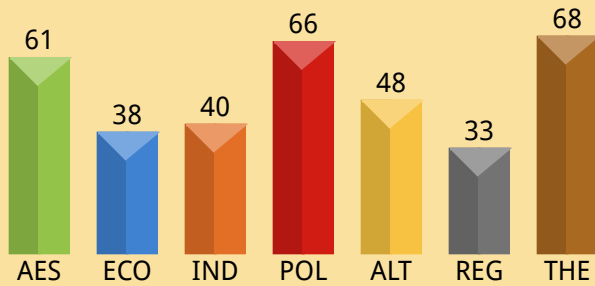
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You 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 can be a good mediator between those who give too much and those who don't give enough.
- You have a good sense for when to freely help others and when to say "No."
- You balance helping others with personal concerns very effectively.

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 in others through personal actions with them.



The Altruistic Dimension:

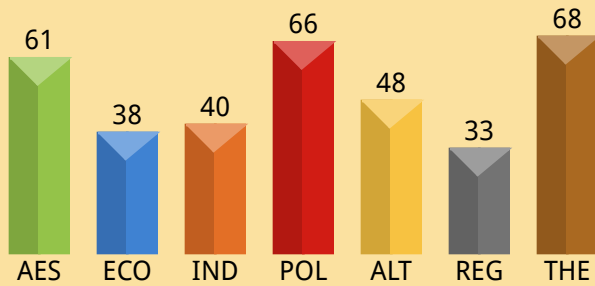
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

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.

Your 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:

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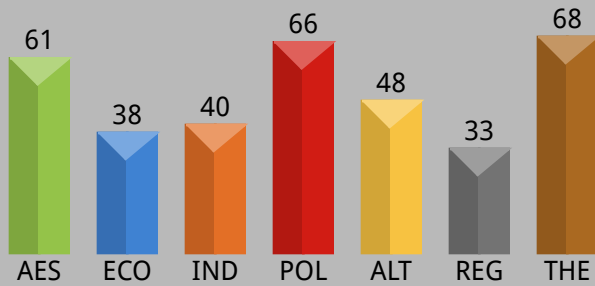
Continual Improvement Insights:

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



The Regulatory Dimension:

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

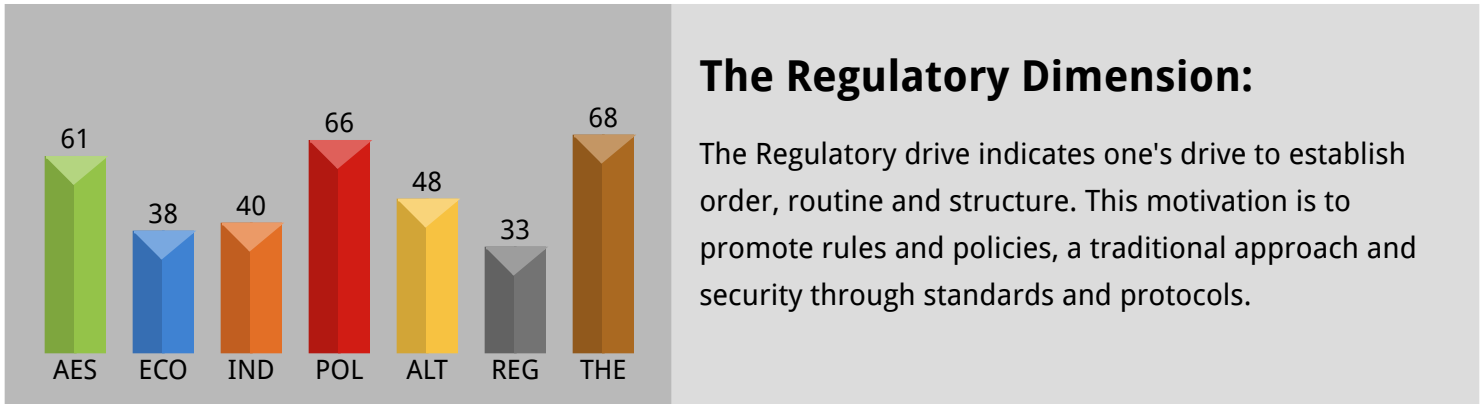


General Traits:

- You move freely and effectively between the rebels and the rule-followers in a group.
- You understand both sides of the argument for more and less rules and policies.
- You tend to be balanced and stable.
- You strike a good balance between respecting individual needs, and those of the group.
- You are right at the national mean when it comes to desire for stability or steadiness.

Key Strengths:

- You are good at providing order and structure where it is required.
- You act to stabilize those on a team.
- You are situationally aware of when rules must be followed and when they should not be.
- You are very flexible when it comes to dealing with very little or too much structure.
- You are not overly rigid in the need for order and structure.



The Regulatory Dimension:

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

Motivational Insights:

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

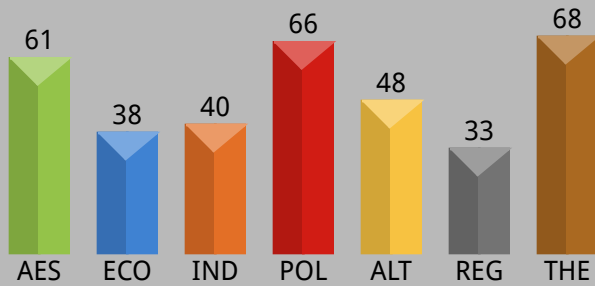
Your Training/Learning Insights:

- 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.



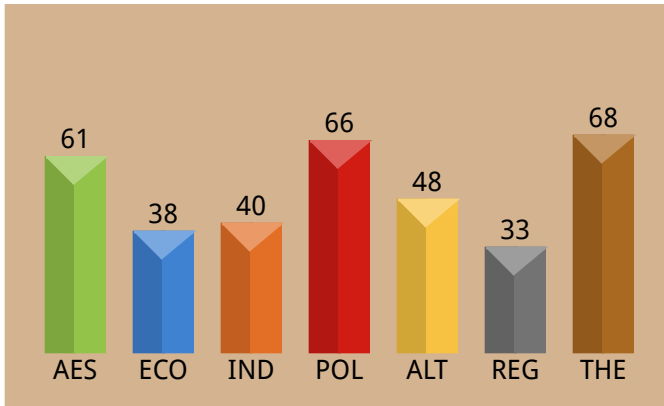
The Regulatory Dimension:

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:

- Others may consider you a strong intellectual.
- You have a strong desire to learn and go beyond the required knowledge base.
- You like to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- You have a strong personal belief in life-long learning.
- You stay mentally alert and like mental challenges.

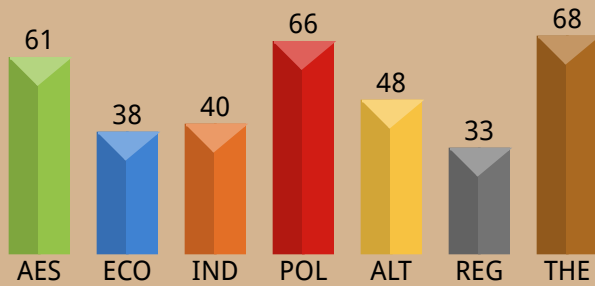
Key Strengths:

- You provide an open-minded approach that comes from broad-based research.
- You will work long, hard hours on the complex solution to a problem.
- You have strong and consistent analytical skills and ability.
- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- At a team meeting you will come prepared, with pre-work completed.



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 will provide technical credibility when dealing with customers or internal stakeholders who need detailed information for decision-making.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.

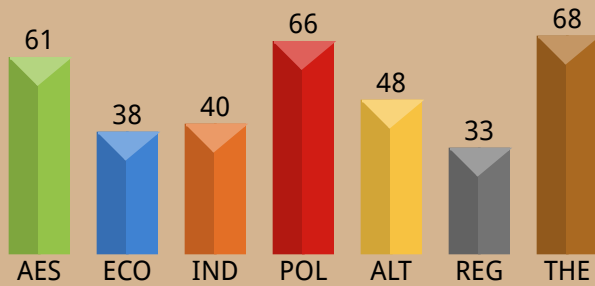
Your Training/Learning Insights:

- 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 be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- You may have a tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.
- You may sometimes bog down in details and minutia when needing to see the big picture.



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:

James Everett Lewis

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):
