



Andy Painter

February 27, 2019

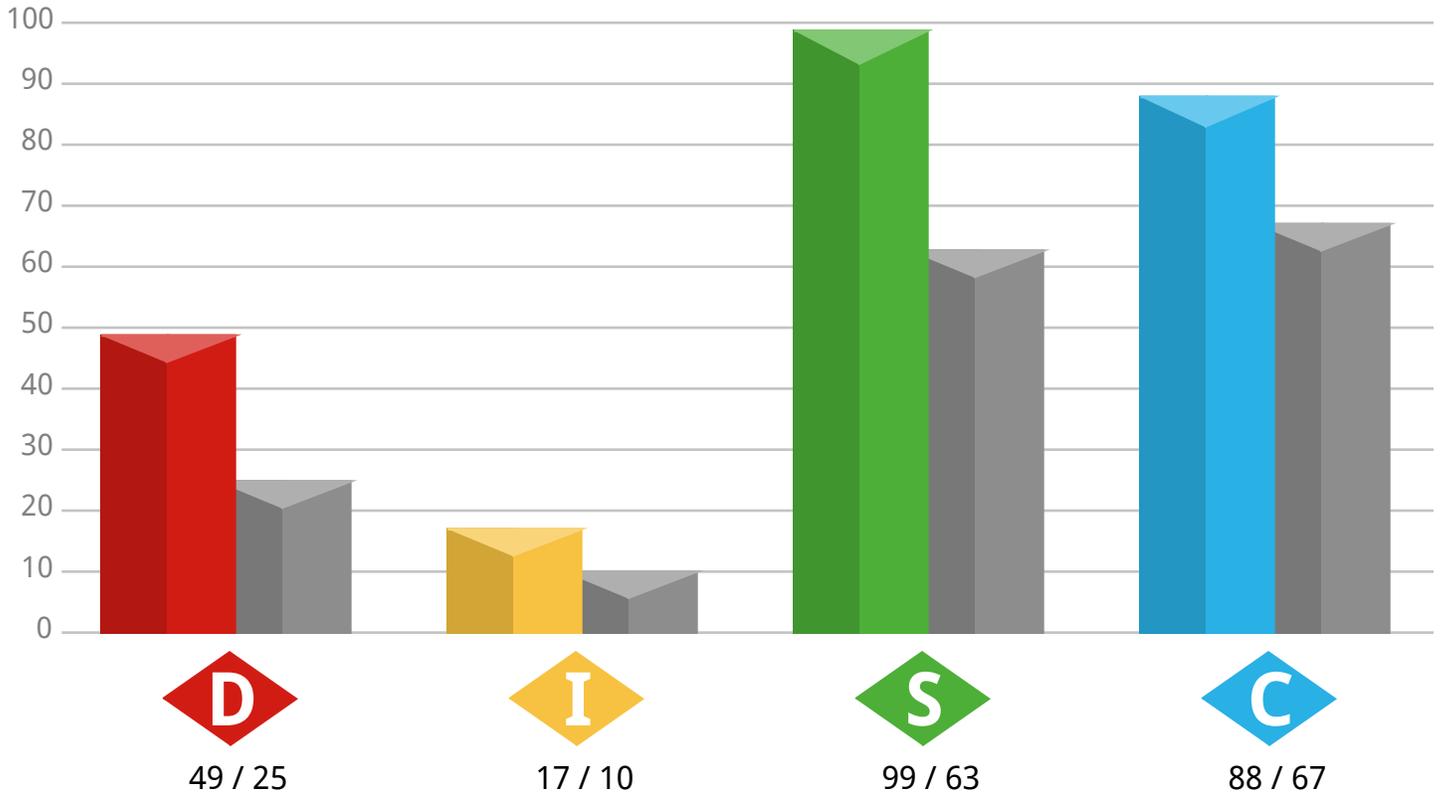
This Innermetrix DISC Plus Profile combines the best of two world-class profiles authored by the Founder and CEO of Innermetrix, Jay Niblick. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand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



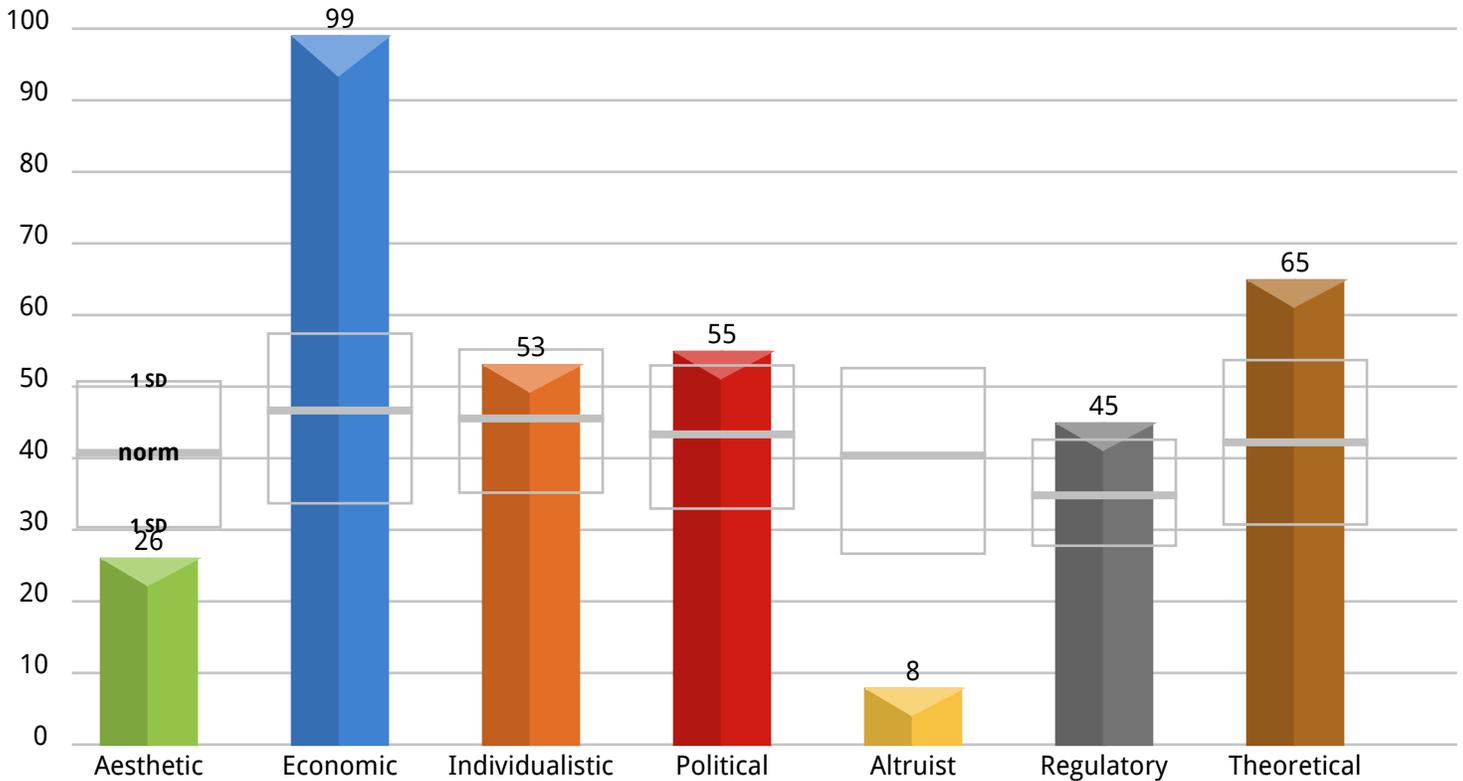
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Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure.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

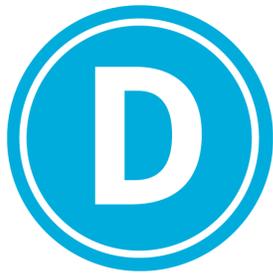


Executive Summary of Andy's Values



Andy Painter

Low Aesthetic	You have a bottom-line approach focusing on functionality over form or aesthetics.
Very High Economic	You are very competitive and bottom-line oriented.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
Very Low Altruist	You guard your trust level so as not to get burned, either self or team.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

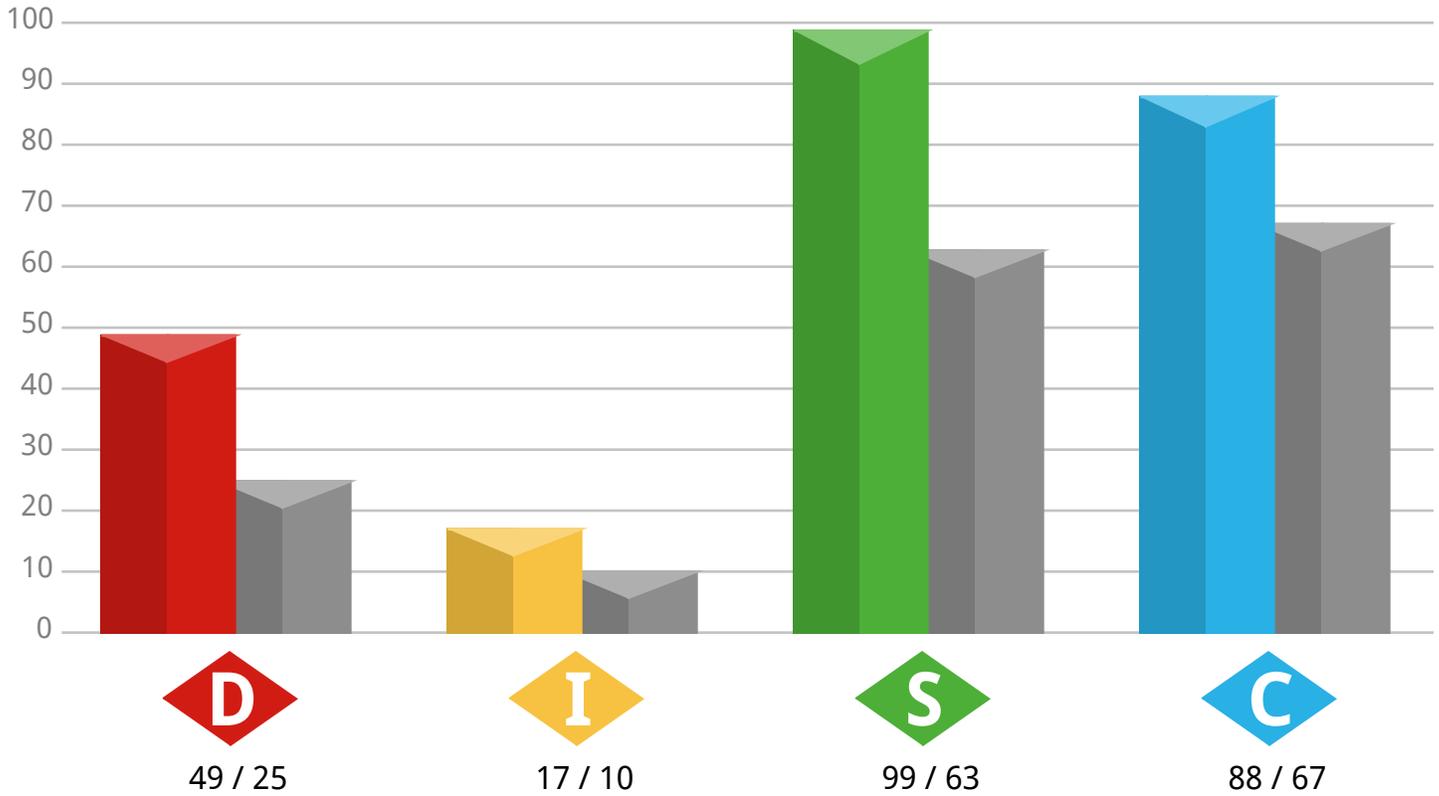


The DISC Index

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



About This Report

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

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

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

This report includes:

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



The Elements of the DISC-Index

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

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

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

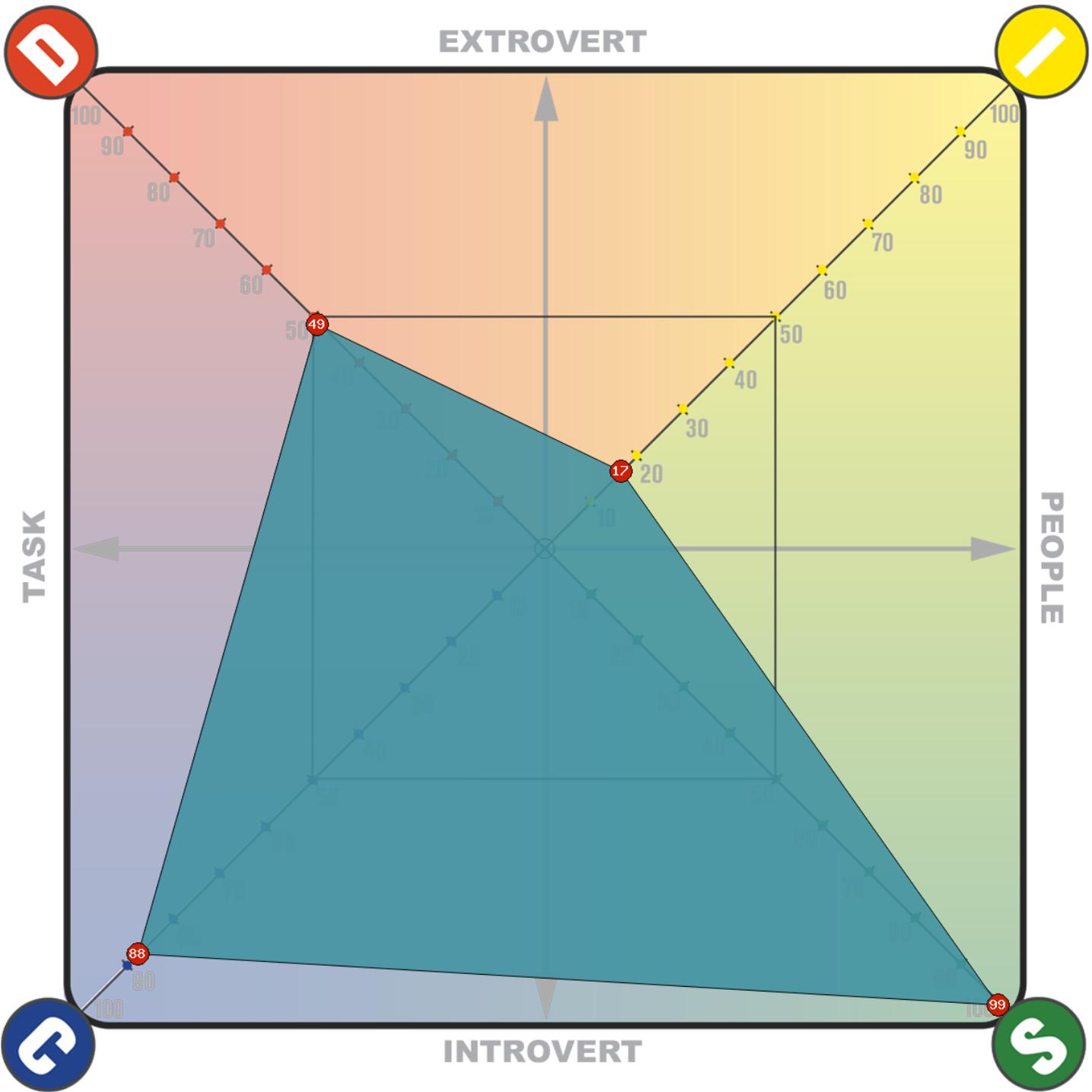
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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



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

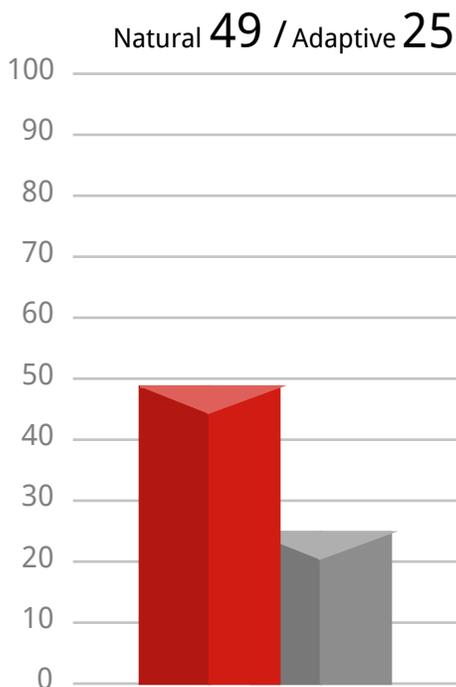
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- Sometimes you demand too much of yourself.
- You are open to deferring to others for decisions when they have voiced a stronger opinion.
- You are a calculated risk-taker, but only after you have had sufficient time to consider all potential outcomes.
- You think it is important to have some time to evaluate options before acting.
- You like to think things through before acting.
- Under high pressure, you may become somewhat indecisive or resistant to making a very quick decision.

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Interactive

Your approach to interacting with people and display of emotions

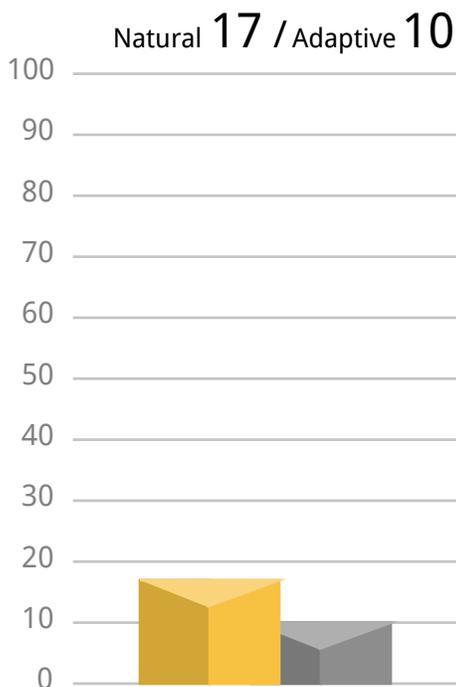
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

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

Lower I —

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



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

- You are encouraged to open up a bit more to others and take a stand on important issues.
- You prefer work that doesn't require you to get too emotionally involved.
- You can be suspicious of fast and loud-talking people. You need to warm up to them before extending your trust level.
- Sometimes you may be seen as withdrawn by those who don't know you.
- You are very introspective, keeping thoughts and emotions to yourself.
- You work very well alone.

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Stabilizing

Your approach to the pace of the work environment

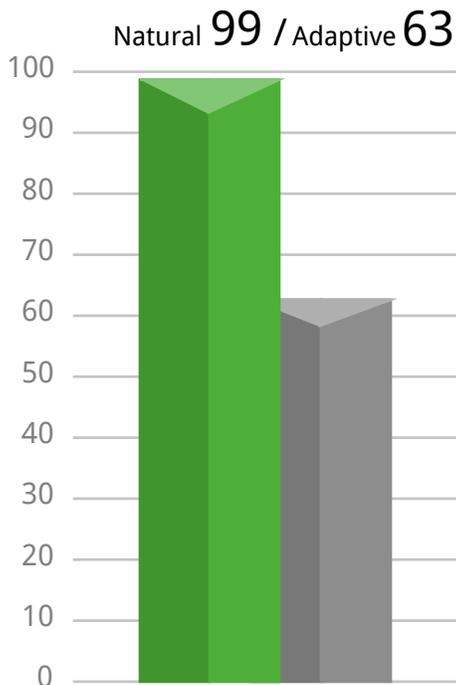
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

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

Lower S —

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



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

- Increasing your sense of urgency could benefit your performance significantly.
- You require significant time to adjust to change.
- You are very patient in working with a wide variety of people.
- You're always willing to help out in a pressure situation, even if you don't really want to.
- You possess an amazing ability to calm those people who are upset.
- You can be quite resistant to change.

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Cautious

Your approach to standards, procedures, and expectations

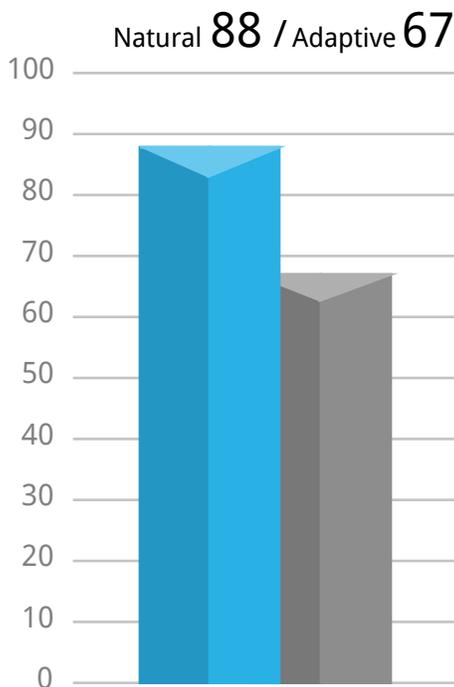
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

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

Lower C —

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



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

- You tend to approach new ideas and directions with skepticism and caution.
- You expect high quality control and accuracy in all that you do or with anything you are involved with.
- You like things to be done the "right" way according to standard operating procedure.
- You are very systematic and like to analyze details to accomplish a process correctly.
- You have a strong preference for adhering to established rules, regulations and protocols that have been proven to work.
- You like a work environment that is precise, structured and orderly.

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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 set high performance standards for yourself and others, and expects all to meet those standards.
- Appreciates security in projects, systems, and the job culture. Much of that security may be achieved by maintaining high standards of operational quality.
- 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.)
- Scores like those who keep a careful eye on the organizational clock and maintain a keen awareness of time-lines for systems and projects.
- Brings a high degree of competence in product and process knowledge.
- 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.
- 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.
- There is a right way and a wrong way to complete all projects. Let's complete it the right way the first time.



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:

- You set high performance standards for yourself and others, and expect all to meet those standards.
- Evaluates others on the job by their own use of procedures, standards, and quality action.
- Extremely high sense of quality control and detail orientation in all you do for the team or organization.
- Project decisions are made after careful consideration of all variables and inputs. This process may take a bit more time in the view of some others on the team, but the decision will be a quality outcome.
- Brings a high degree of competence in product and process knowledge. Others on the team may seek you out to answer a detailed question for them.
- Appreciates security in projects, systems, and the job culture. Much of that security may be achieved by maintaining high standards of operational quality.
- 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.
- On the job, there is a right way and a wrong way to complete all projects. Let's complete it the right way.



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:

- Getting more comfortable meeting new groups of people, or business associations.
- Sufficient time to consider alternatives prior to making changes.
- Greater participation in team efforts and activities.
- Being more confident in your own decision-making ability.
- Sufficient time for effective planning.
- Working with others who have a high level of quality-orientation.
- An environment with minimal sudden changes and crises.
- An environment with high quality control systems and processes.



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:

- Identification with a high quality company and colleagues that one can be proud of.
- A link to some of the successful traditions that have built success in the past.
- Standard operating procedures that can support a quality initiative without being changed dramatically.
- Complete explanations of systems and processes that impact your work environment.
- Security in knowing that the products and services are of highest quality.
- An environment with minimal interpersonal conflict and hostility.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- Projects and challenges of a specialized nature to demonstrate skills and competence.



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:

- Provides an objective reality-focused view of systems, procedures, and organizational operations.
- Provides a heavy mind-share on projects and ideas. Considers possible areas of trouble that others on the team may have overlooked.
- High degree of accuracy while keeping an ear to the project-clock and time-line.
- Patient in working with others on the team, and demonstrating appropriate methods for completing a project with attention to details.
- You score like those who take their responsibilities seriously, and exercise their authority in a sincere and conscientious manner.
- A strong guardian of high quality control standards and procedures.
- High degree of technical specialty and skill in your area of expertise.
- Excellent, considerate, and analytic listening style.



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:

- An environment that supports decisions by logic, not emotion.
- Complete explanations of areas of responsibility and control.
- A work environment that sincerely cares for the people in it.
- Few sudden shocks or unexpected problems.
- Established practices, procedures and protocols.
- Freedom from intense pressured decisions.
- Activities that can be monitored from beginning to end.
- A work group providing close relationships with a small group of associates, rather than superficial relationships with a large group of people.



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 a bit more spontaneity, and take yourself a bit less seriously.
- Could use involvement and interaction with a wider variety of people, not just those like yourself.
- May sometimes oversell on standard operating procedure, rules, or regulations.
- May be too tightly linked to established procedures and tradition, even when more efficient and effective methods become available.
- May sometimes use facts, figures, and details as a 'security blanket' to avoid objections, confrontation, or hostility.
- May spend more time than necessary in preparing your 'case' due to fear of the unexpected, or being seen as under prepared.
- Could demonstrate more openness to new ideas and innovations.
- Could warm up a bit more when meeting new people or talking with those not intimately involved in your immediate work.



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:

- Leads the group by encouraging cooperation.
- Excellent note-taking, record-keeping, and journaling.
- Very accurate in presenting information.
- Confident even in the midst of complex material, because you have done your homework long before the session began.
- Comes to the training / facilitation event very well prepared, and ready to go.
- Sincere participation with others as a co-learner or co-facilitator.
- Shows authority by demonstrating trust and participation with the group.

How you prefer to receive knowledge or learn:

- Collects data and analyzes information.
- Learns by considering possibilities and thinking through ideas.
- Shows patience with tedious, technical, and specialty tasks. Does independent practice as well as working with others.
- Wants to know performance outcomes, objectives up front.
- As a participant, prefers a balance between individual and group work.
- High expectations of performance on self.
- 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 Andy:

- Provide time to verify the issues and potential outcomes.
- Take your time to be precise and thorough.
- Be candid, open, and patient.
- Provide assurances about input and decisions.
- Find some areas of common interest and involvement.
- Use a thoughtful and logical approach to discussing ideas and options.
- If you agree with the outcome, follow through and do what you say you will do.

Things to avoid to effectively communicate with Andy:

- Don't make decisions for others.
- Don't manipulate or bully others into agreeing.
- Don't rush the issues or the decision-making process.
- Don't use unreliable evidence or testimonials.
- Don't be vague about what's expected.
- Don't force others to agree quickly with your objectives and position; provide some time to warm up to the ideas and for mutual ownership.
- Don't offer assurances and guarantees you can't fulfill.



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

Decisiveness:

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

Interacting:

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

Stabilizing:

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

Cautiousness:

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

Overall Natural Style:

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

Overall Adaptive Style:

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

Strength-based insights:

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



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

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

Motivation:

How can you stay more motivated?

Improvement:

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

Training/Learning:

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



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

Supporting Success:

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

Limiting Success:

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



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.

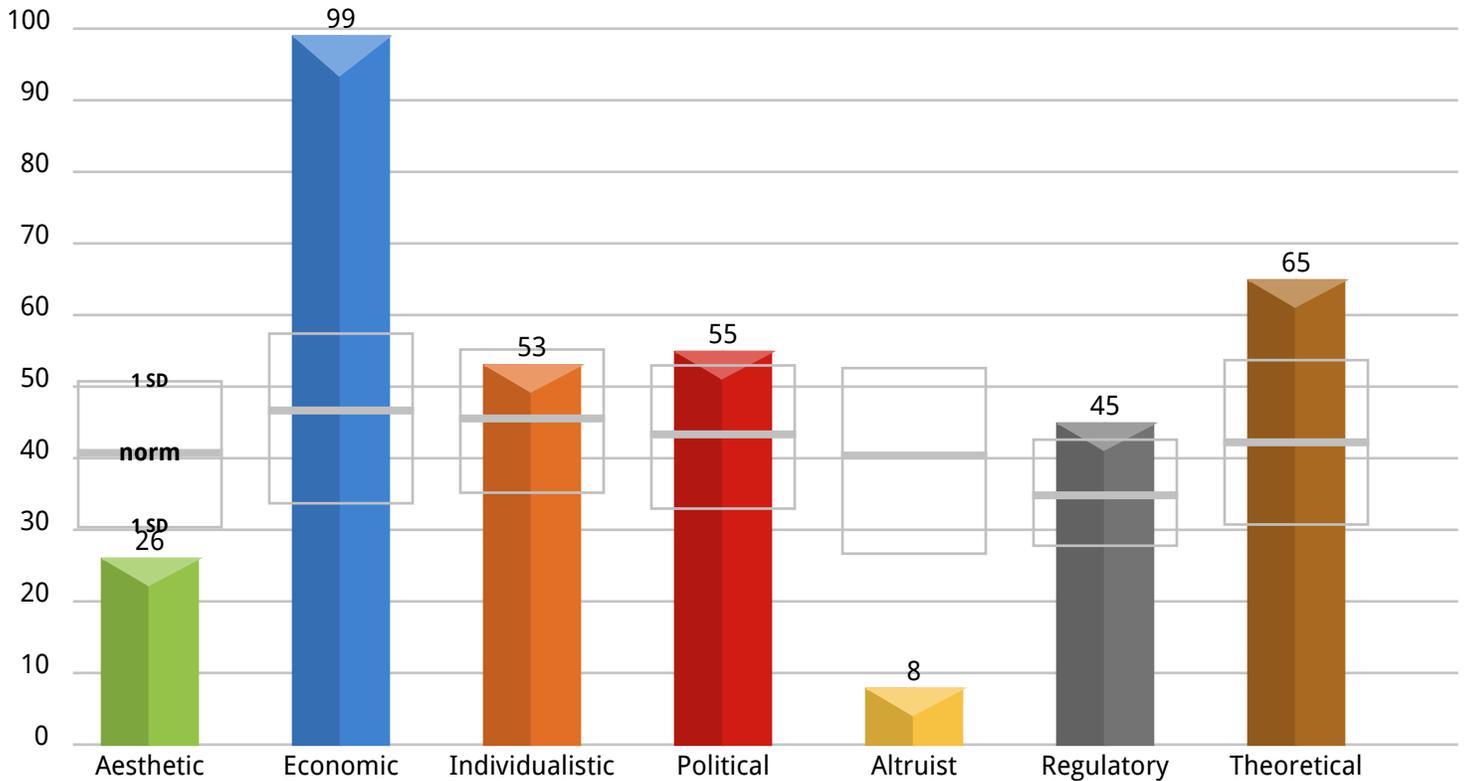
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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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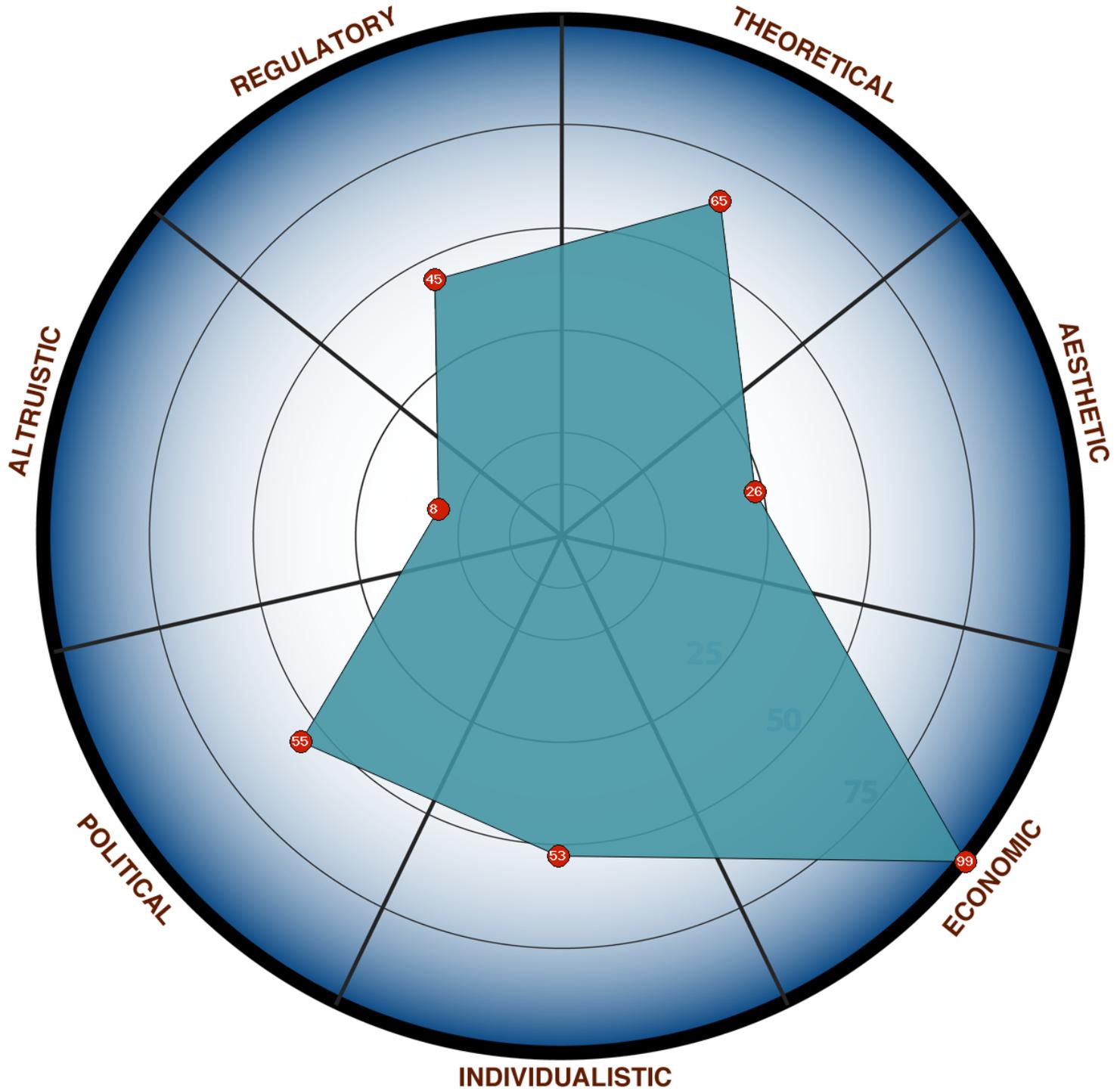


Executive Summary of Andy's Values

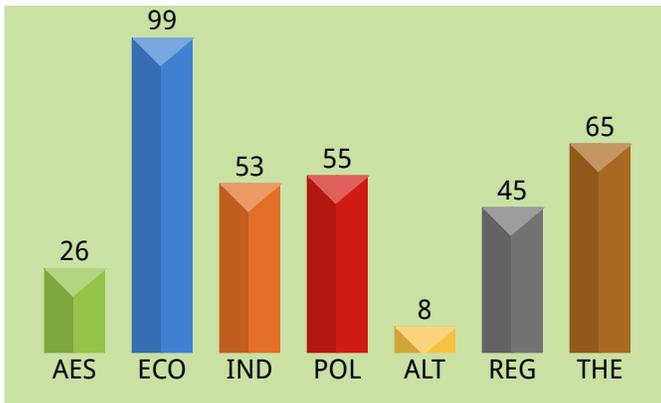


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Low Aesthetic	You have a bottom-line approach focusing on functionality over form or aesthetics.
Very High Economic	You are very competitive and bottom-line oriented.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
Very Low Altruist	You guard your trust level so as not to get burned, either self or team.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.



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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.

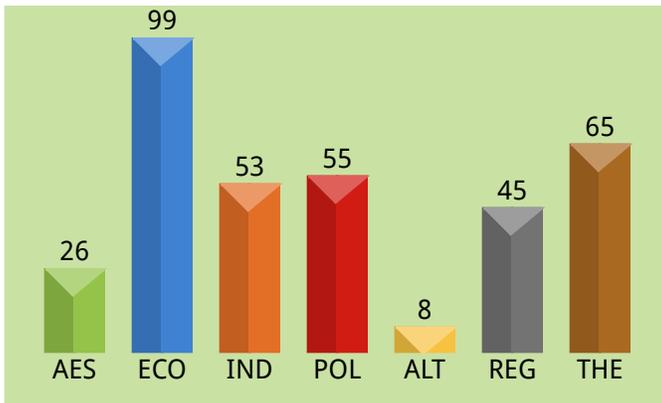
General Traits:

- You are not negatively effected by unaesthetic work environments.
- You can perform in unattractive or ugly work environments.
- You are rather practical when it comes to the aesthetics or decoration of the environment; it should make business sense.
- You are a good steward of business processes and don't want to waste resources on aesthetics or beauty if they don't impact productivity.
- Having harmony and balance may not be as important to you as other drive factors shown in this report.

Key Strengths:

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

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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.

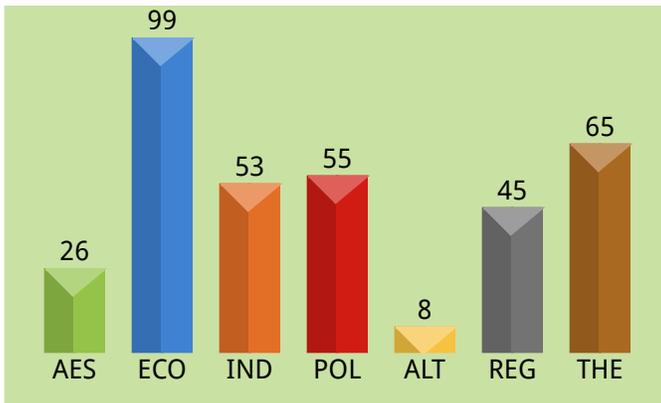
Motivational Insights:

- You connect topics to improvements in function, not things like harmony or beauty.
- To you, rational goals are more inspirational than emotional or feel-good ones.
- To maintain your optimal level of motivation, avoid getting involved with projects related to the aesthetics of the work environment. Leave it to others and enjoy the fruits of their efforts.
- To you, rational goals are the primary motivator.
- You can keep motivation high by appealing to the practical side of projects.

Training/Learning Insights for Andy:

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

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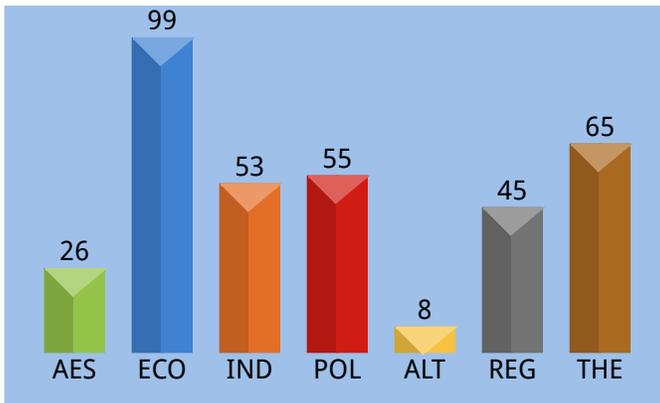


The Aesthetic Dimension:

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.

Continual Improvement Insights:

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



The Economic Dimension:

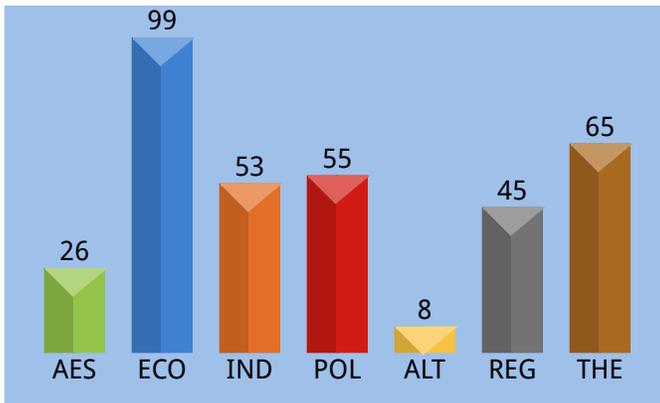
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You need for education and training to be practical and useful, with a profit or economic motive.
- People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.
- You are interested in what is practical and useful in achieving your vision of success.
- You may fit the stereotype of the highly driven American businessperson, motivated by economic incentives.
- You are goal driven, especially financial goals.

Key Strengths:

- You show a keen ear to the revenue-clock, your own and the organization's.
- You pay attention to return on investment in business or team activity.
- You are able to multi-task in a variety of areas, and keep important projects moving.
- You are profit driven and bottom-line oriented.
- You will protect organizational or team finances, as well as your own.



The Economic Dimension:

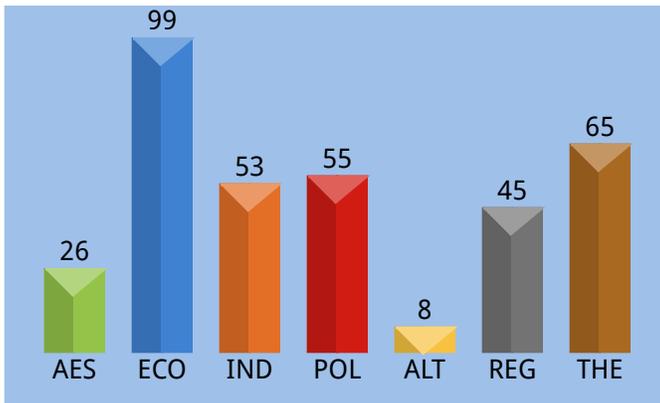
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- Be certain you are balancing your professional and personal life.
- Remember that you have a keen ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.
- You realize that it's not just money that motivates, but also personal fulfillment in the job.
- You are certain to reward performance, and encourage participation as an important member of the team.
- You make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.

Training/Learning Insights for Andy:

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

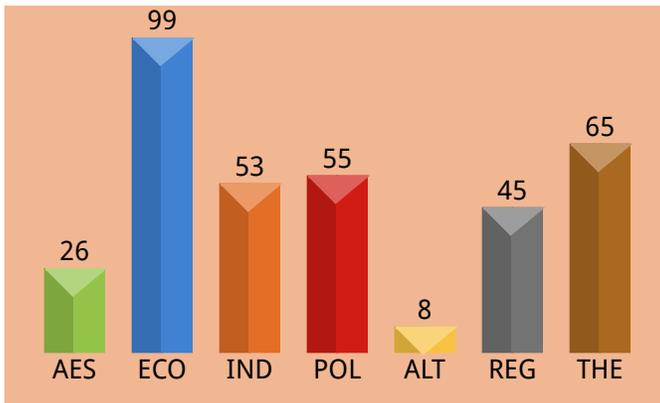


The Economic Dimension:

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

Continual Improvement Insights:

- You may judge efforts of others by an economic scale only.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- While this very high economic drive may be a significant motivating factor in achieving your goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.



The Individualistic Dimension:

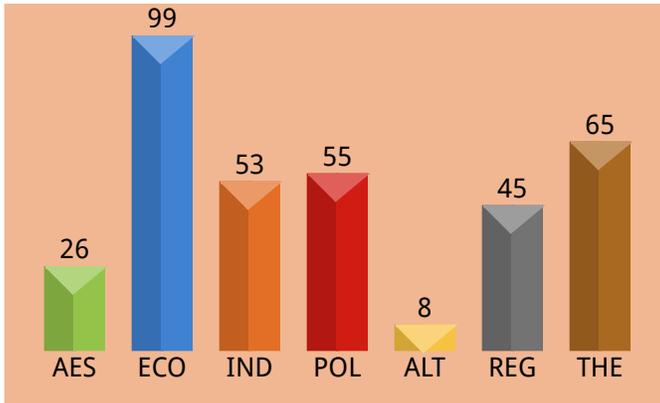
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- You have the ability to take or leave the limelight and attention given for special contributions.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- 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 are able to follow or lead as asked.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- You may be seen as a stabilizing force in organizational operations and transactions.
- 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:

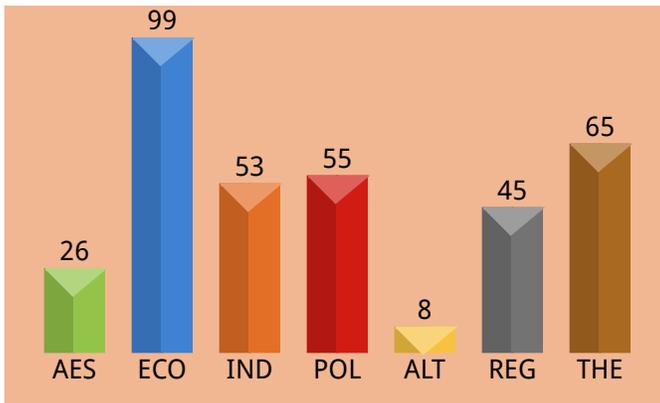
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

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 for Andy:

- 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 enjoy winning.
- You enjoy a feeling of accomplishment in getting a difficult job done on your own.
- You are comfortable being in a leadership position and seek those roles.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.
- You are an active agent in tough decision-making roles.

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:

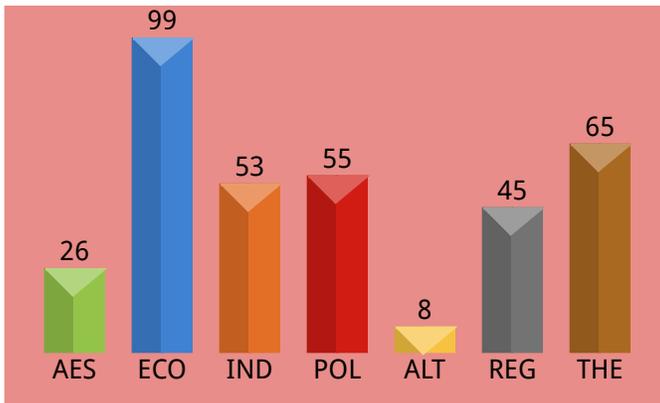
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You enjoy status and esteem in the eyes of others.
- You may like to be seen as a catalyst for change.
- You appreciate occasional public recognition and praise for successes.
- 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.

Training/Learning Insights for Andy:

- You score like those who frequently show an interest in leading some training or professional development activities.
- You provide for individual recognition for exceptional performance.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- You provide for a variety of learning and professional development options.
- Some who share this score range may prefer independent study instead of group or team learning activities.

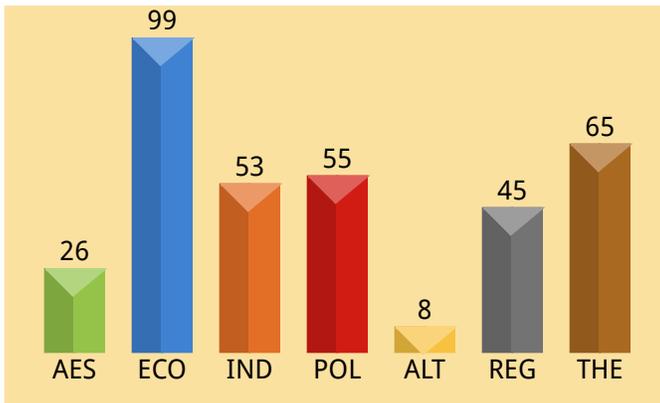


The Political Dimension:

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

Continual Improvement Insights:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority without cause.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.



The Altruistic Dimension:

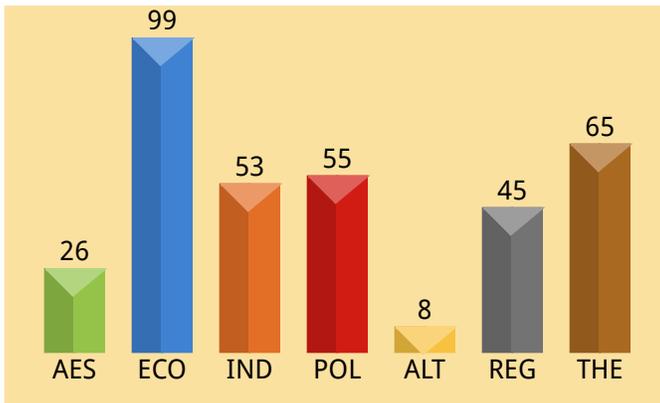
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You are not driven by a strong desire to be altruistic.
- You can become more concerned with personal concerns than those of others.
- You are not strongly motivated strictly by benefiting others alone.
- When you are dealing with others, it is very much about business and function.
- You take a bottom-line approach to helping others. There needs to be mutual reward.

Key Strengths:

- You have a very pragmatic, bottom-line approach to business transactions.
- You are a very strong survivor in chaotic situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have a rational-steady business focus.
- You work just fine alone, and don't need continuous team interaction.



The Altruistic Dimension:

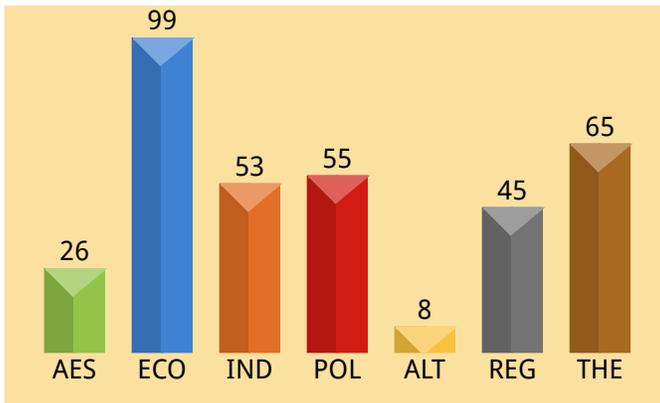
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You should remember that you will likely migrate towards independent work, even within a team, so try to pre-set some areas for independence.
- You connect your arguments to the business need, not the human need.
- You should try not to get assigned for coaching or counseling duties, as these activities may not be your forte, and will take away from your attention to business matters.
- You are motivated by goals and objectives and setting your own course.
- You prefer appeals presented in a practical, unemotional way.

Training/Learning Insights for Andy:

- You should make sure to link learning and professional development work to areas of personal interest.
- You should demonstrate the practical benefits of any training or learning.
- You connect all training or learning to the bottom-line business needs and how it will return personal results.
- You may like to train or learn independently, apart from others.

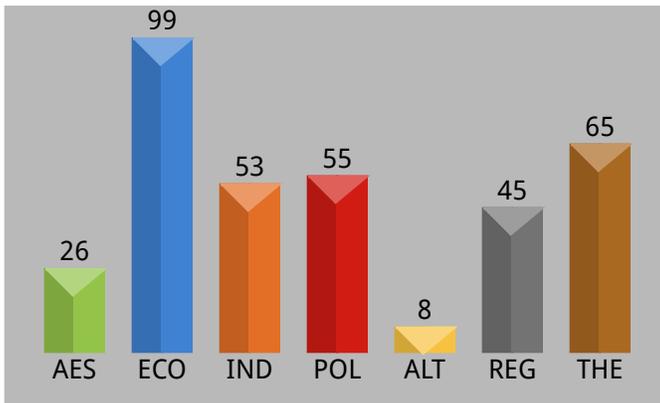


The Altruistic Dimension:

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

Continual Improvement Insights:

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



The Regulatory Dimension:

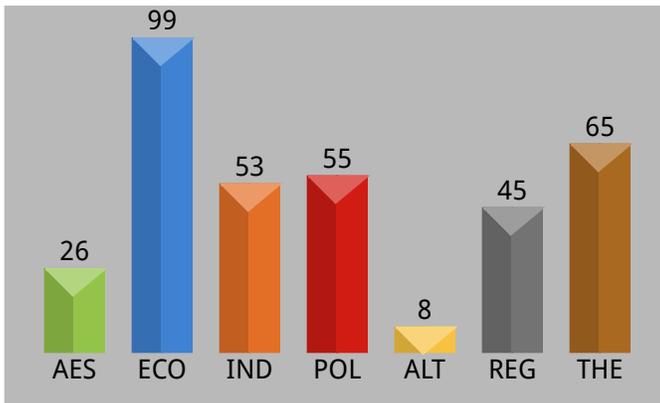
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You believe in sticking to what works.
- You see rules as a key to results.
- You support a more traditional view of things.
- You respect tradition a lot.
- You prefer routine and order.

Key Strengths:

- You take pride in things that support tradition like national history, honor, duty.
- You maintain timelines and meet deadlines.
- You have high attention to details.
- You maintain focus throughout projects.
- You are reliable and dependable.



The Regulatory Dimension:

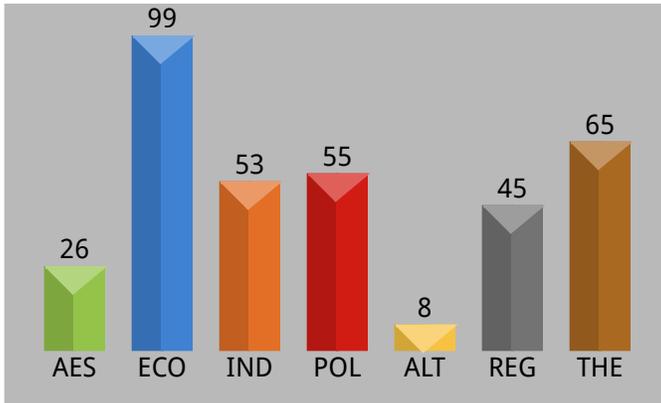
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- Be patient when trying new concepts or procedures. Ensure ample to adapt.
- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- You prefer detailed, written and specific guidelines to follow.
- You should avoid disrupting your schedules and flow unnecessarily.
- You should make sure the reasons behind instructions are clearly understood.

Training/Learning Insights for Andy:

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

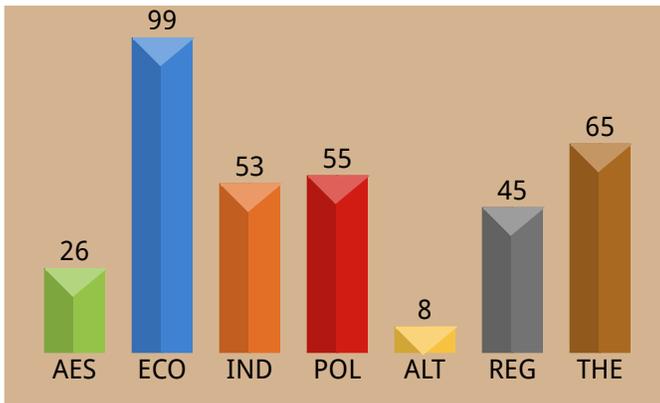


The Regulatory Dimension:

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

Continual Improvement Insights:

- When in a high change environment, remember to be flexible.
- It might not hurt to let go sometimes and have no prescribed path to follow.
- You should put things in writing.
- You should realize that others have their own way of doing things too and be open to that.
- You should try being a little more flexible.



The Theoretical Dimension:

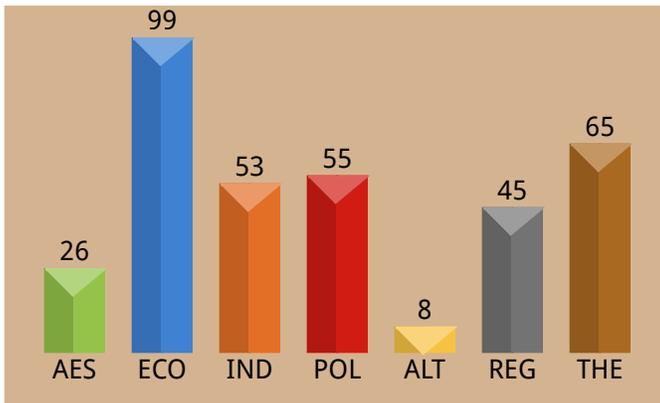
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You have many interests outside the workplace.
- You have an attitude of 'How do you do that? Can I do it too?'
- You may enjoy learning even for its own sake.
- You may prefer learning-based events or conferences over a small economic incentive.
- You have a high degree of curiosity in a variety of areas.

Key Strengths:

- You know a little about most everything and are conversant about it.
- You can usually answer new questions that hit the team or know where to find answers.
- You bring a strong knowledge-driven ethic.
- You have a stable, knowledge-driven ethic.
- You score as an active problem-solver, seeking solutions.



The Theoretical Dimension:

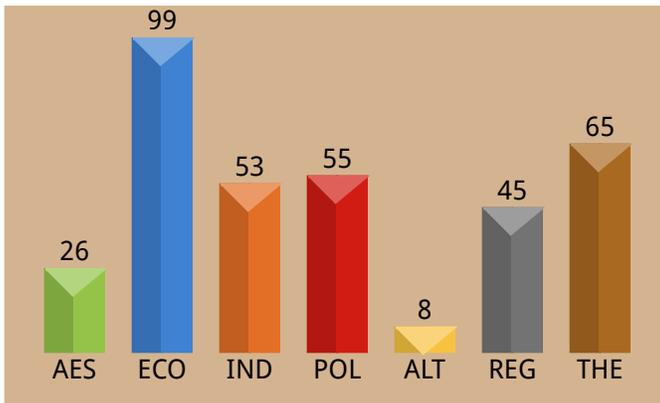
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Seek opportunities to teach as well as to learn.
- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.

Training/Learning Insights for Andy:

- 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 don't rush from one learning experience to another. You make certain there are some practical applications.
- You need to bring a balance, at times, between the strong desire to acquire new knowledge base and the reality of the practical applications, if any.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.

Andy Painter



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:

Andy Painter

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):
