



# Tanisha Trowers

October 30, 2019

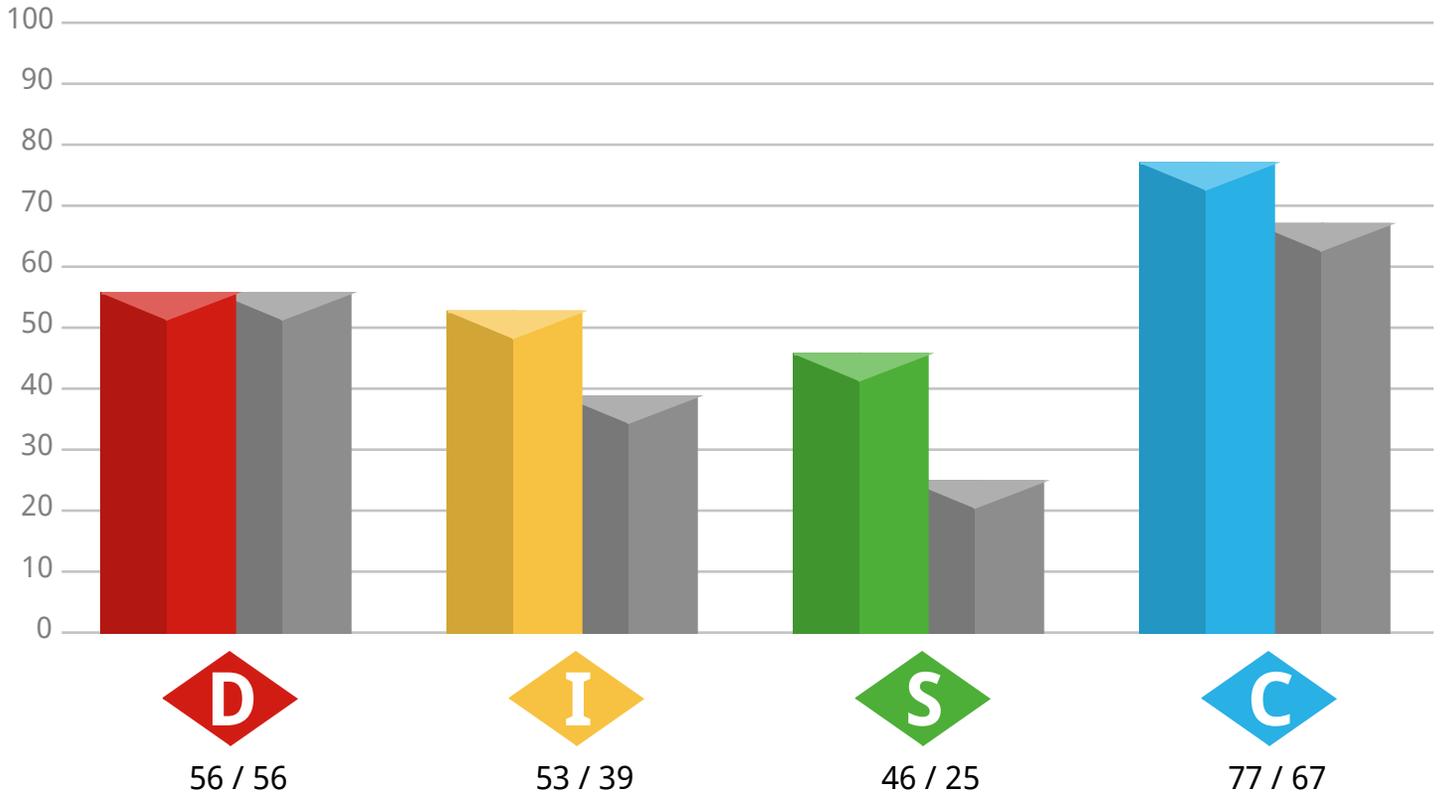
This Innermetrix DISC Plus Profile combines the best of two world-class profiles authored by the Founder and CEO of Innermetrix, Jay Niblick. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand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



Wizehire



## Natural and Adaptive Styles Comparison



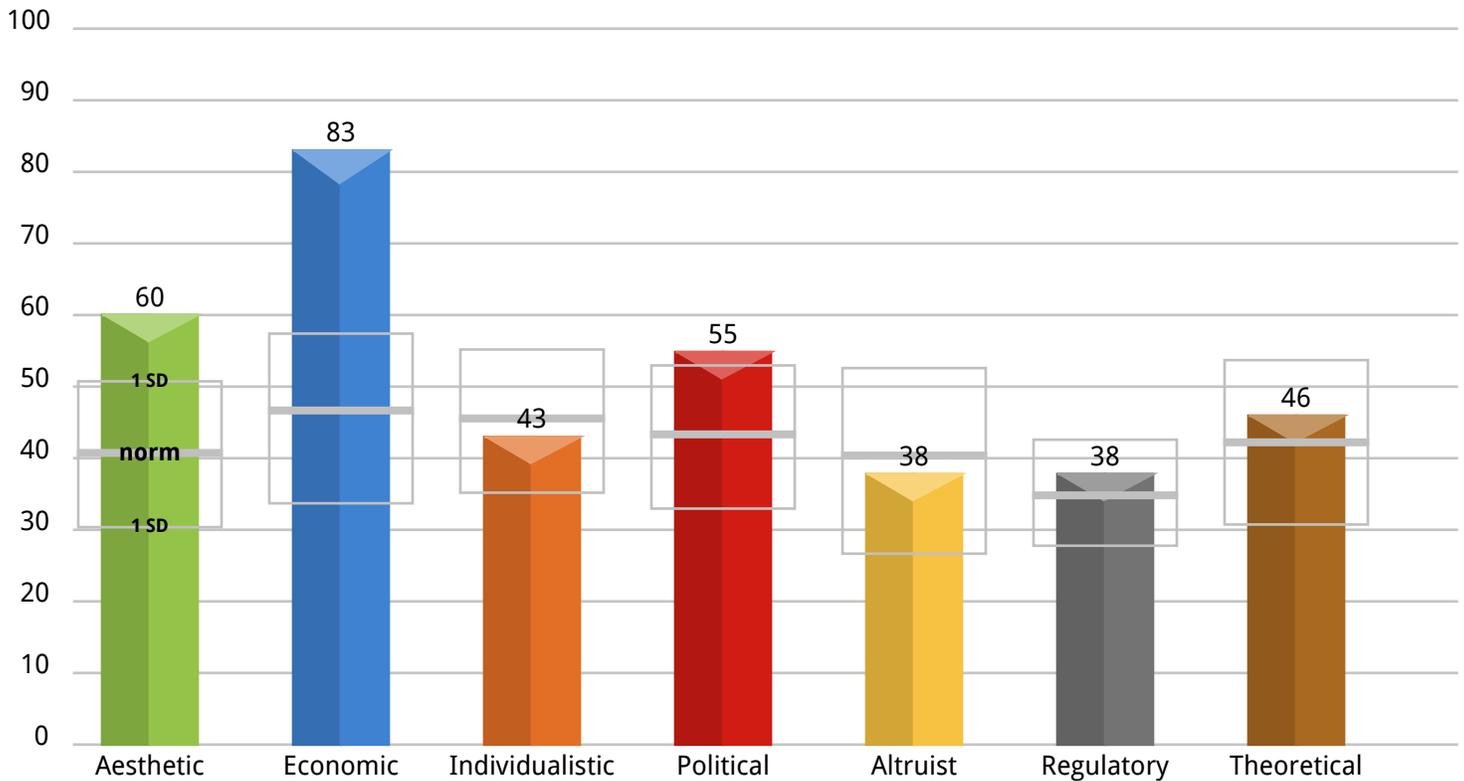
Tanisha Towers

**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.

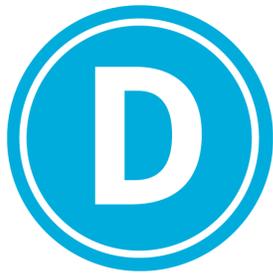


## Executive Summary of Tanisha's Values



Tanisha Towers

<b>High Aesthetic</b>	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
<b>Very High Economic</b>	You are very competitive and bottom-line oriented.
<b>Average Individualistic</b>	You are not an extremist and able to balance the needs of both others and self.
<b>High Political</b>	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
<b>Average Altruist</b>	You are concerned for others without giving everything away; a stabilizer.
<b>Average Regulatory</b>	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
<b>Average Theoretical</b>	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

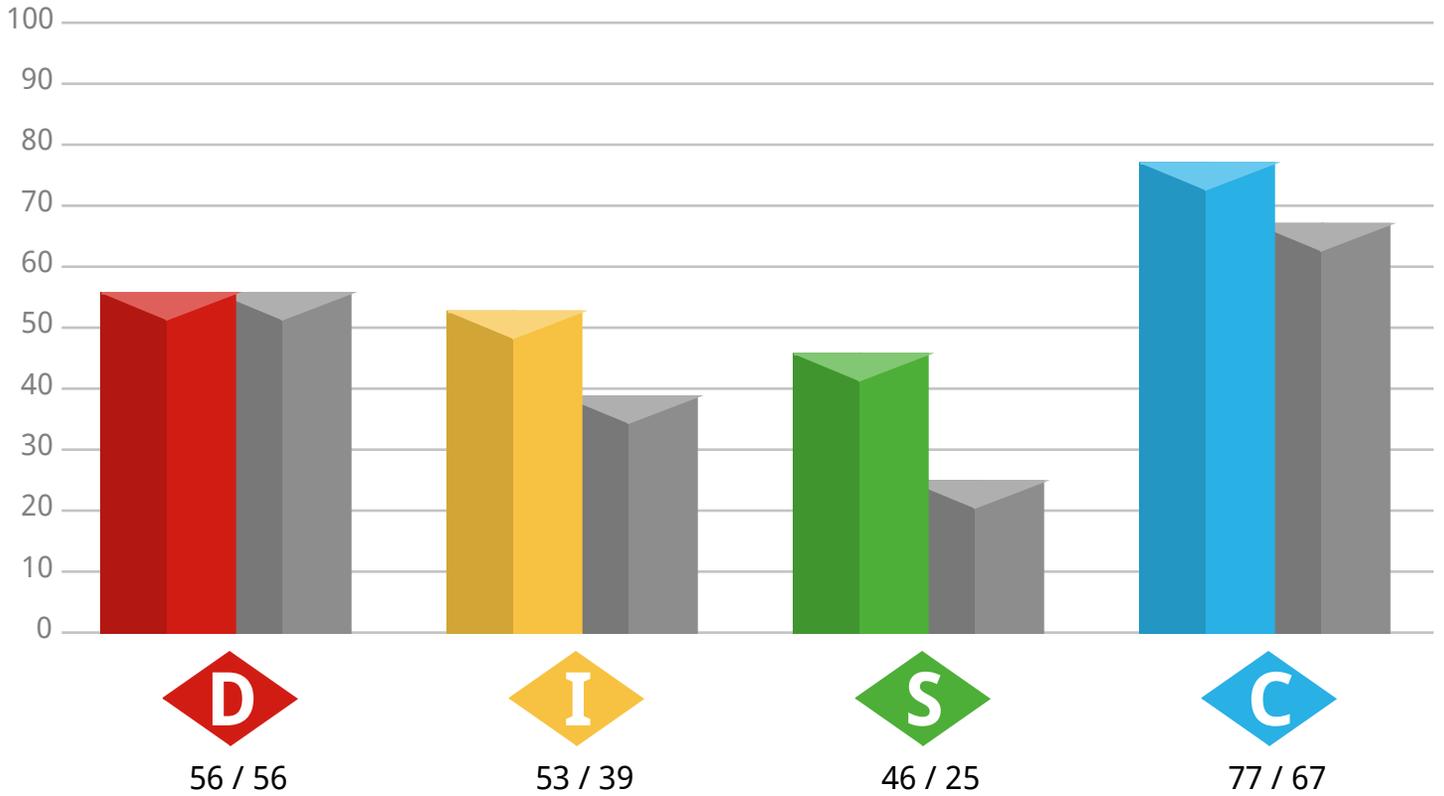


# The DISC Index

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



## Natural and Adaptive Styles Comparison



Tanisha Towers

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

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



## About This Report

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

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

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

## This report includes:

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



### The Elements of the DISC-Index

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

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

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

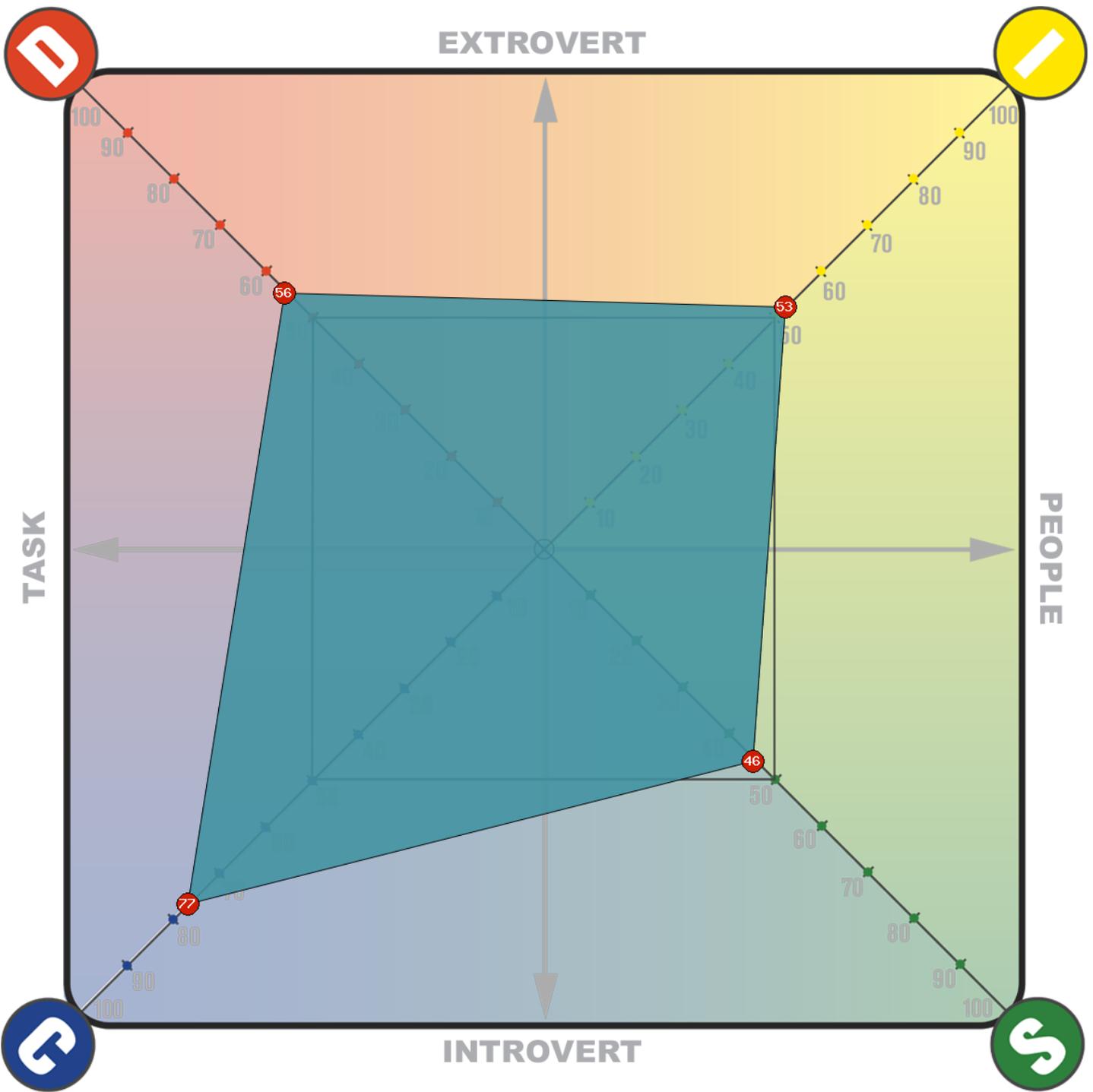
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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



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

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

Tanisha Towers



Tanisha Towers



## Decisive

### Your approach to problem-solving and obtaining results

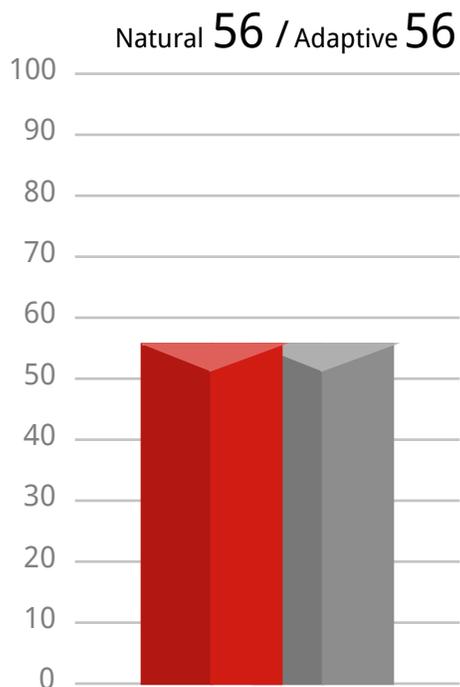
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are comfortable pushing the envelope when it comes to what authority you do possess if it gets results.
- You are always interested in new approaches and new ways of doing things.
- Your patience is likely not great and you can become impatient when things don't happen quickly enough for you.
- You prefer to focus on the big-picture and the future, not the details or the past.
- You're moderately self-reliant in determining new directions or deciding on change.
- You can miss smaller but important details because you were moving too fast or focused too much on the big picture.



## Interactive

### Your approach to interacting with people and display of emotions

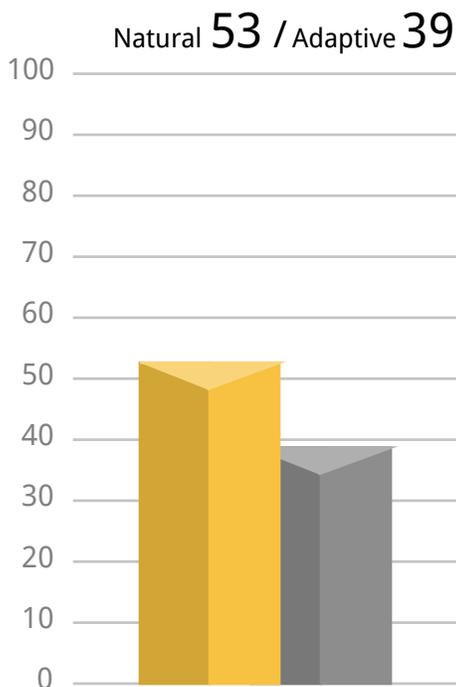
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### Higher I —

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

#### Lower I —

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



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

- You may sometimes promise a bit more than you can deliver because of your natural optimism.
- You like democratic not dictatorial relationships on the job.
- You work best when you are able to interact with others.
- You can be an effective coach or counselor for others.
- People may find you charming to meet and to converse with on a variety of topics.
- You appreciate an open-door policy with both peers and supervisors.



## Stabilizing

### Your approach to the pace of the work environment

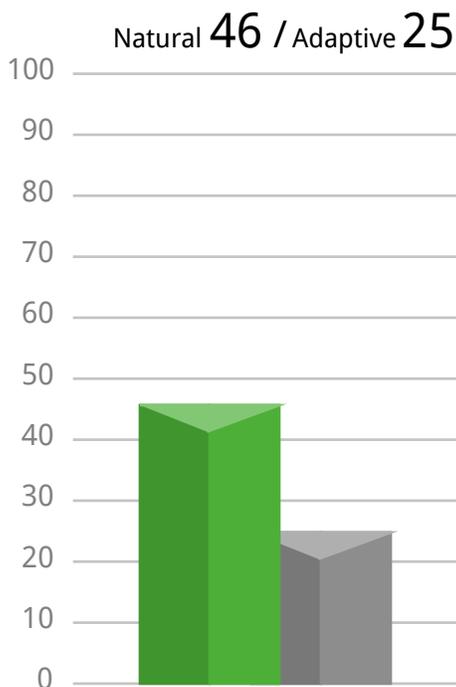
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### Higher S —

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

#### Lower S —

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



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

- You work well in a variety of environments and on a wide selection of projects or tasks.
- You like being mobile and on the go, but you like a home base to return to from time to time.
- Unexpected events don't drive you crazy. They can be something of a welcomed change.
- You are comfortable acting alone to determine the best course of action.
- You prefer a faster paced environment, but one that is not frantic or chaotic.
- You can multitask fairly well.



## Cautious

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

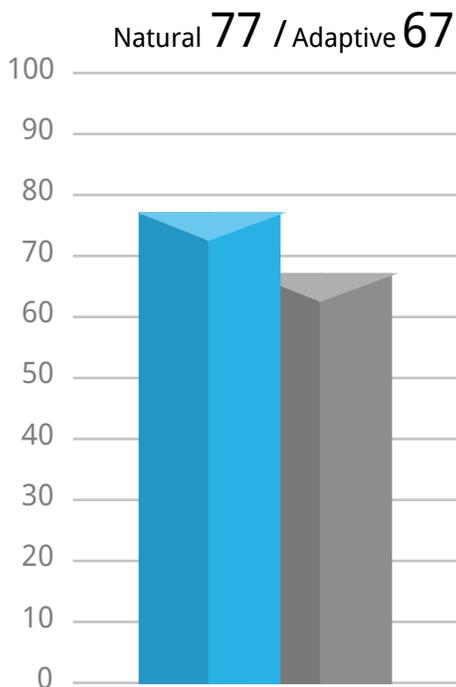
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### Higher C —

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

#### Lower C —

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



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

- When you disagree, you may express your resistance in a passive-aggressive manner.
- You are excellent at gathering detailed information and examples.
- You may be perceived as somewhat resistant to change.
- You believe that if it's worth doing, it's worth doing correctly the first time.
- You like to use a lot of detail when explaining processes and tasks to others.
- You prefer a neat and clean work environment.



### **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:

- Shows the rare ability to handle both the people-side and the detail-side of a project with equal poise and confidence.
- Tends to be considerate of others on the team and persuades in an assertive manner without being demanding.
- Demonstrates a very good potential for being a facilitator and communicator of the organization's policies and values.
- Shows a special characteristic of being able to help others on the team to visualize the activities necessary to lead to success in a complex project or design.
- May fear losing on a project or proposal.
- Will follow-up carefully on project details, especially if they have been delegated to others.
- Decisions are made by gathering facts and considering the needs of the people involved.
- Maintains high quality control standards while also being sensitive to the needs of others on the team.



### **Adaptive Style Pattern:**

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- Motivated to be creative, becomes bored with routine work and seeks new problems to solve.
- Handles assertive and aggressive people with a manner of blunt or critical response. The Higher D and Lower I traits bring this response.
- Develops new systems and procedures to increase efficiency or quality control.
- On a job-related problem, when in high thought-processing mode, may be somewhat restrained in sharing ideas or expressing feelings. This comes from the combination of the Higher D and Lower I traits.
- Decisiveness, quick thinking, and rapid reaction time are met with some hesitation due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. The Higher D and C traits, along with the Lower I traits bring this pattern.
- Wants to be seen as assertive and at the vanguard of leadership in new, creative ideas and solutions.
- Motivates others on the team with a sense of competition and urgency.
- Evaluates others by their ability to bring about change and accomplish a task quickly and with high-quality control.



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:

- Reducing any ambiguities in what you do.
- Having ample time to complete all tasks.
- Having a complete explanation of the "what, why and how" of the task at hand.
- Being able to delegate routine tasks and procedures.
- Having frequent exposure and contact with people.
- Relying on others more when under pressure.
- Being involved in the wider picture and scope of the work.
- Learning to say "no" more often, to prevent spreading yourself too thin.



Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- Things to be done correctly the first time, so that later corrections aren't necessary.
- New experiences and new challenges to meet.
- Freedom from control and close scrutiny of operations, as it implies lower trust of quality standards.
- Time to react to sudden changes and to analyze the impact it has on overall quality.
- Direct, factual answers to questions, supported by accurate data.
- High quality standards that all members of the team honor and support.
- A team that is tolerant of mid-project changes when higher quality control is at stake.
- Time to analyze facts and data prior to making a final decision.



Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Brings a sense of quality-control to the team efforts.
- Able to communicate with external stakeholders and strangers very easily and get into the necessary details in an engaging way.
- Able to negotiate conflicts between people and teams in a win-win manner.
- Brings a positive sense of humor and can break-the-ice or hostility with humor in a diplomatic way.
- People-oriented, but also rather modest, so has the ability to get along with a wide variety of others.
- Aware of deadlines and able to juggle many issues simultaneously.
- Natural optimism helps others to feel more confident in the group activities.
- At meetings, will let the team know feelings in a positive and solution-oriented way.



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:

- Freedom from external pressure; but allowing for self-imposed pressure and urgency.
- Facts and examples, with no emotions attached to the information.
- Security and confidence in quality control measures.
- Time to react to alternatives, but also supportive of the fact that the clock is ticking.
- Direct but detailed answers to questions.
- Procedures done correctly the first time.
- Freedom to create in new and different ways.
- Environment allowing for one to work alone and to think things through.



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:

- Take a passive aggressive approach, rather than a confrontational one.
- Be overly optimistic in judging the ability of others.
- Require an overly complete explanation of details before changes are made.
- Build a team of people just like yourself, creating less diversity of talents or personalities.
- Be overly optimistic in your ability to persuade or manage others.
- Stick to the plan a little too much sometimes.
- Withdraw ideas or your position in order not to make waves or create controversy.
- Become overly defensive when faced with change or threats.



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 persuading and energizing them with optimism.
- Appreciates intellectual recognition.
- Knowledge gives the participants the ability to maximize their potential and share with others.
- Presents detailed information in a logical and sequential manner.
- Confident even in the midst of complex material, because homework has been done long before the session began.
- Likes to have an active learning environment.
- Structures events to inspire participants to act on their ideas and visions.

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

- Learns by considering possibilities and thinking through ideas.
- Likes spontaneity, flexibility, and variety in the learning environment.
- Wants to know what the experts think about the topic area or subject.
- Responds actively to others and tends to like new approaches to learning.
- Integrates experiences with practical applications and ideas.
- High perseverance in learning mode and will re-analyze facts until clarity emerges.
- Accepting of a more impersonal training/learning venue at times.



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 Tanisha:**

- If you disagree with the direction, make an organized presentation of your position.
- Provide testimonials from people seen as important and prominent.
- Provide a specific, step-by-step timetable with names and responsibilities.
- Do your homework because that will be critical to the success of the conversation or meeting.
- Ask for input regarding people and specific assignments.
- Allow time to verify the issues and potential outcomes.
- List pros and cons to suggestions you make.

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

- Don't use someone else's opinions as evidence.
- Don't be dogmatic.
- Don't use unreliable evidence or testimonials.
- Don't rush the issues or the decision-making process until you have buy-in.
- Be certain all decision-points have reached closure and action-plans are the result.
- Don't be unrealistic with deadlines.
- Leave things up in the air, or to work out by chance.



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

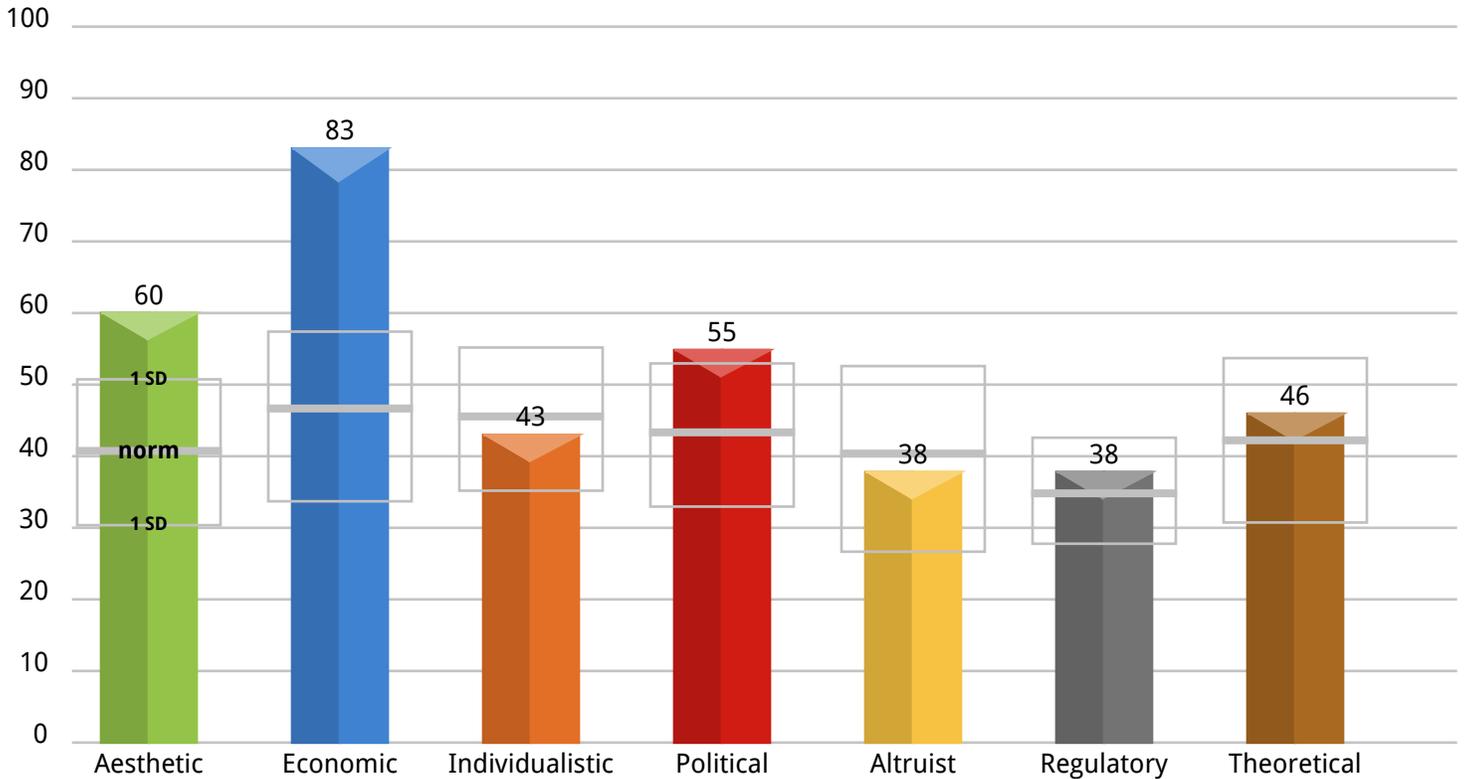
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

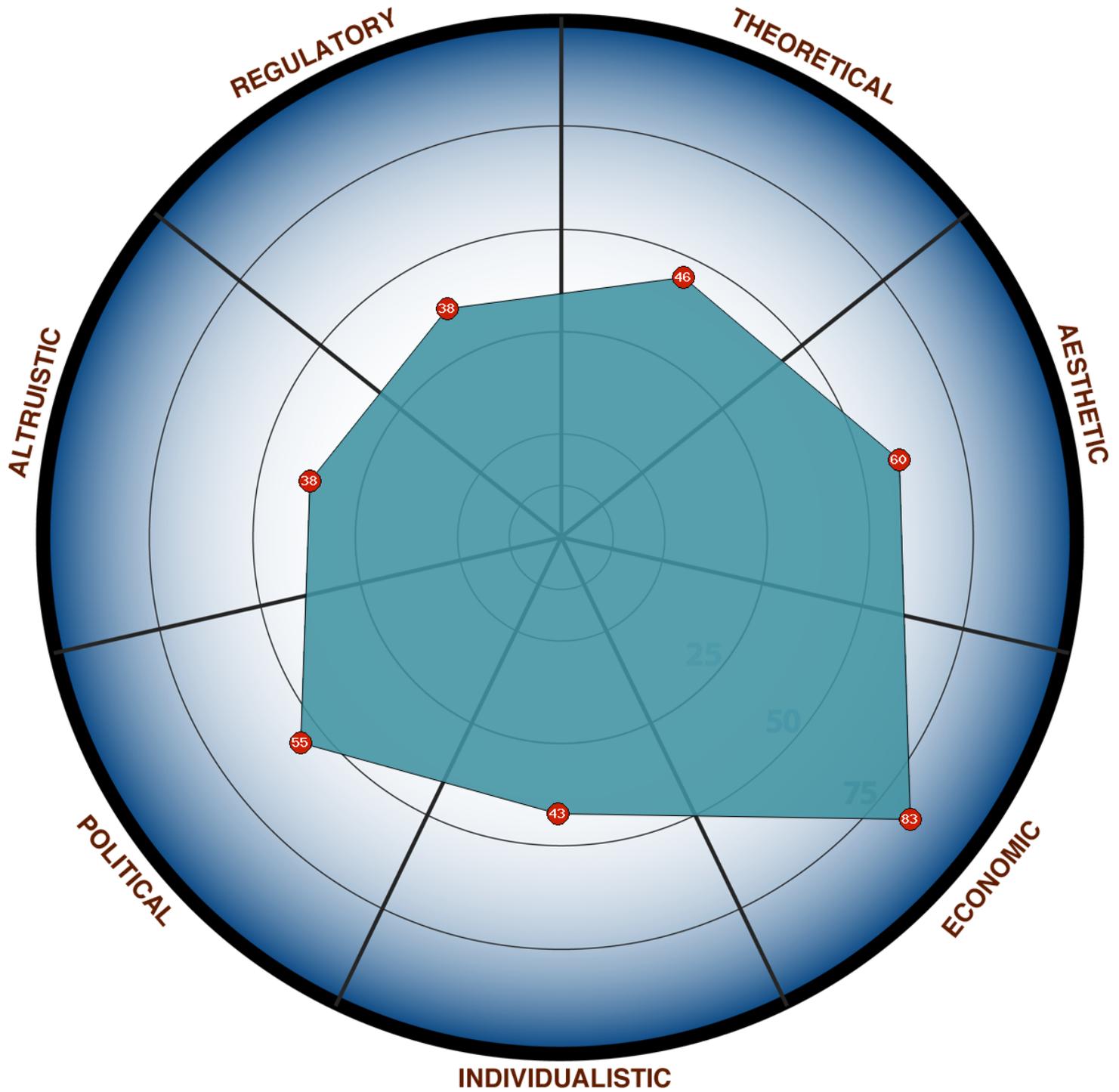


## Executive Summary of Tanisha's Values

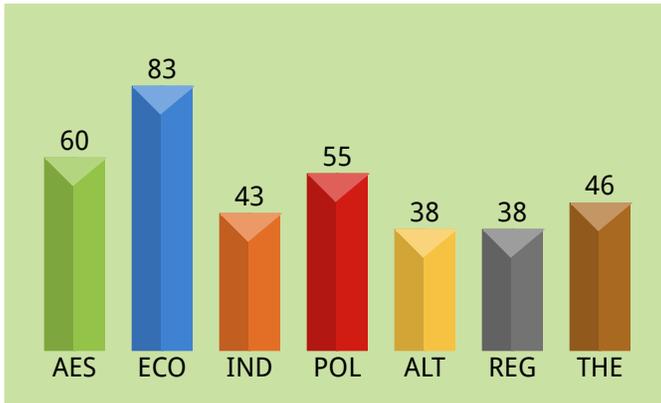


Tanisha Towers

<b>High Aesthetic</b>	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
<b>Very High Economic</b>	You are very competitive and bottom-line oriented.
<b>Average Individualistic</b>	You are not an extremist and able to balance the needs of both others and self.
<b>High Political</b>	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
<b>Average Altruist</b>	You are concerned for others without giving everything away; a stabilizer.
<b>Average Regulatory</b>	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
<b>Average Theoretical</b>	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.



Tanisha Towers



## The Aesthetic Dimension:

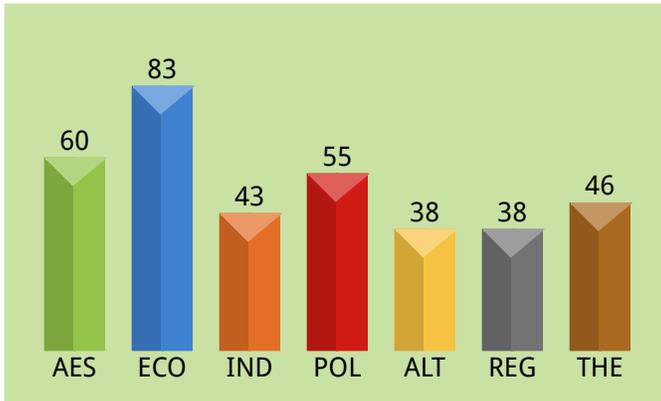
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### General Traits:

- You 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 find rewards not just from pay for work, but in results that help protect the environment or achieve better balance in life or the world.
- You support creativity in others and promote form and harmony in the work environment.
- You work better in surroundings that are pleasant aesthetically or environmentally responsible.
- You appreciate and support efforts at conservation and preservation.

### Key Strengths:

- You are able to defuse a tense situation with a humorous quip or comment.
- You are often seen as one who shows interpersonal empathy in dealing with others.
- You will bring a creative outside view to discussions.
- You will be a creative problem solver.
- You tend to look for what is beautiful in any subject rather than what is ugly.



## The Aesthetic Dimension:

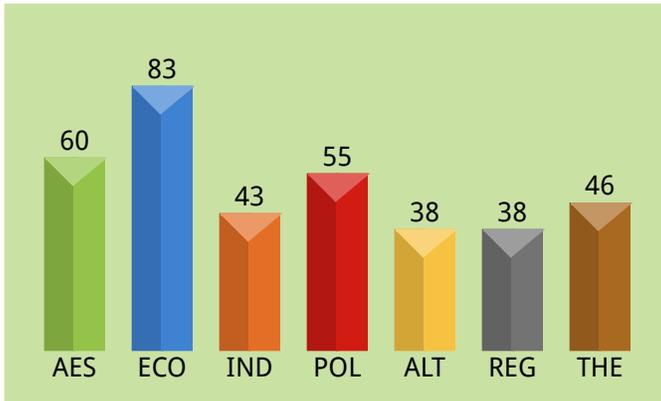
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### Motivational Insights:

- You allow for outside activities other than strictly work related all the time.
- You offer ample opportunity for adjustments in surroundings and approaches to getting things done.
- You support willingness to bring form or harmony to haphazard systems or workspace areas.
- You show a genuine interest in the expressed thoughts or emotions of others.
- Your open acceptance of ideas from others may also open situations that are less than optimal, and you may get 'burned' in the process.

### Training/Learning Insights for Tanisha:

- 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.

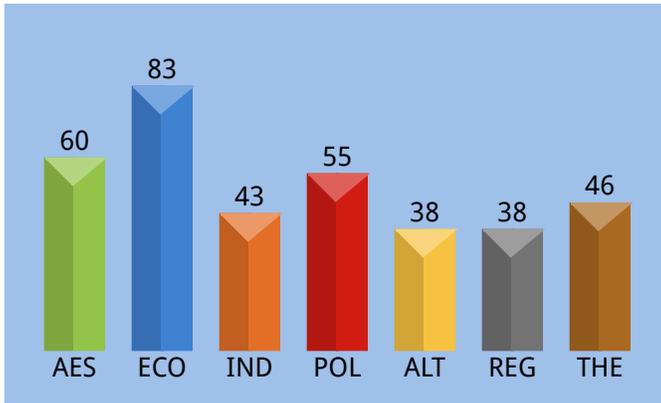


## The Aesthetic Dimension:

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:

- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You could benefit from being a little more pragmatic.
- 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 get lost in creativity and imagination if not kept somewhat reined in and on target.



## The Economic Dimension:

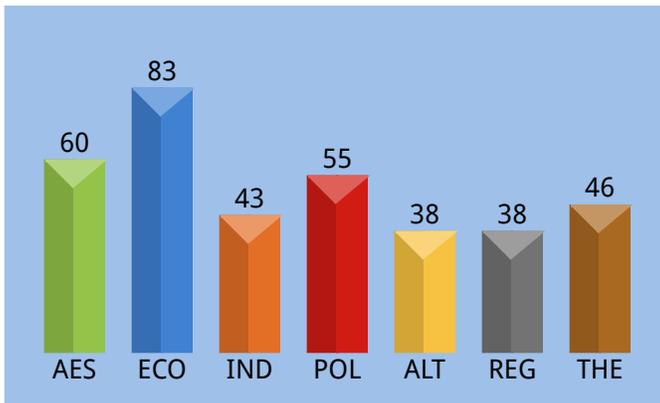
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### General Traits:

- You need for education and training to be practical and useful, with a profit or economic motive.
- You are motivated by money and bonuses as recognition for a job well done.
- 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 motivated by high pay, and attaches importance to high earnings.
- You are typically interested in what is practical and useful in meeting goals (usually economic ones).

### Key Strengths:

- You are highly productive.
- You are highly driven by competition, challenges, and economic incentives.
- You pay attention to return on investment in business or team activity.
- Your decisions are made with practicality and bottom-line dollars in mind.
- You will protect organizational or team finances, as well as your own.



## The Economic Dimension:

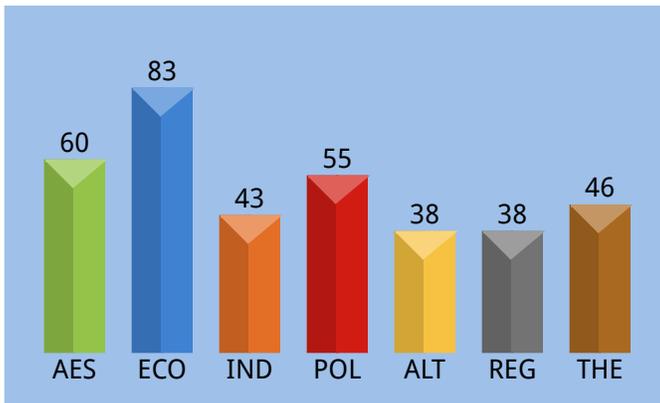
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### Motivational Insights:

- You would appreciate recognition and rewards (e.g., bonuses) as soon as possible, not just farther out as in at the end of the quarter or year.
- You are certain to reward performance, and encourage participation as an important member of the team.
- You should reduce the potential visible "greed-factor" which may appear in your style.
- You prefer to reward high performance in tangible and monetary ways with individual and team recognition.
- 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 Tanisha:

- 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.

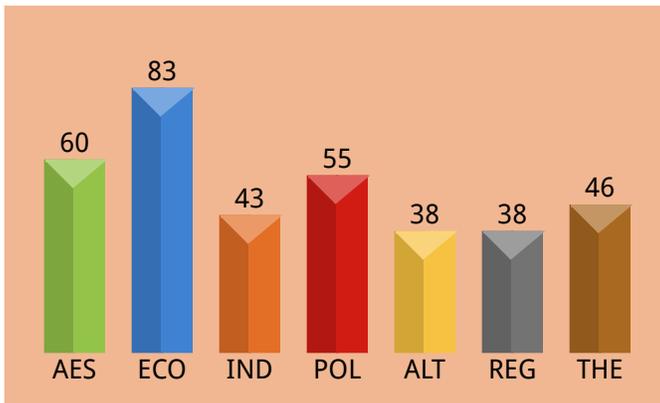


## The Economic Dimension:

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 hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- 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.



## The Individualistic Dimension:

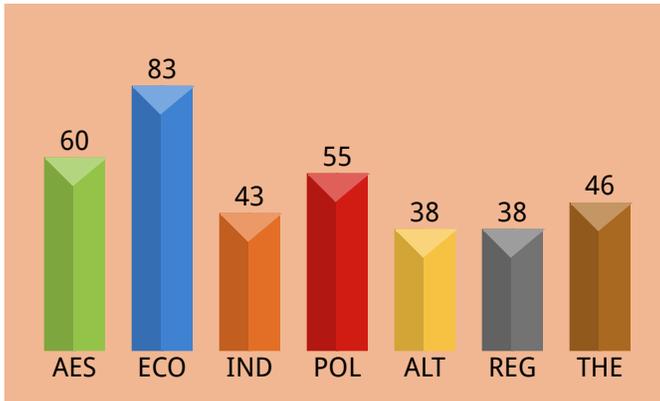
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

### 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 a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You 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 are able to follow or lead as asked.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You may be considered flexible and versatile without being an extremist.
- You may be seen as a stabilizing force in organizational operations and transactions.



## The Individualistic Dimension:

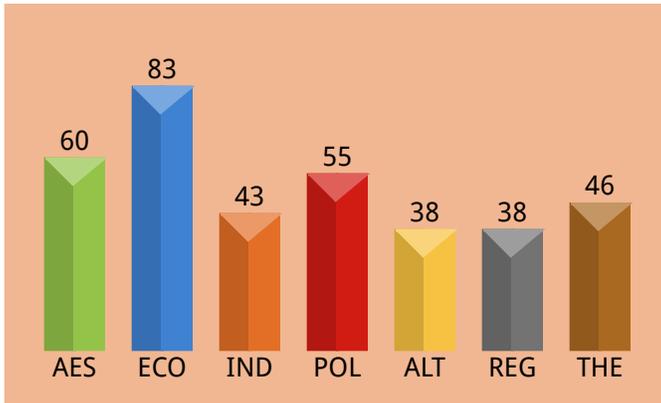
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

### 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.

### Training/Learning Insights for Tanisha:

- 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.

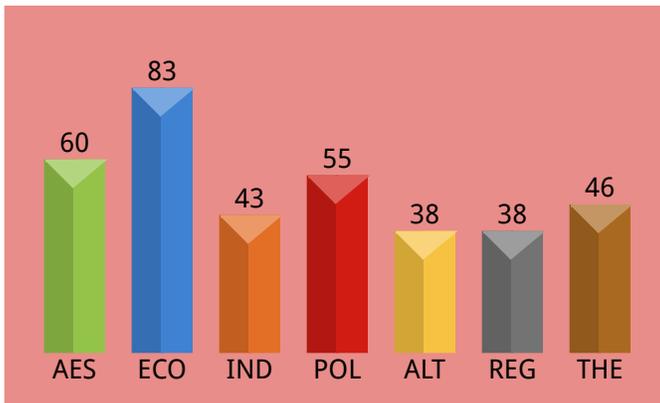


## The Individualistic Dimension:

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:

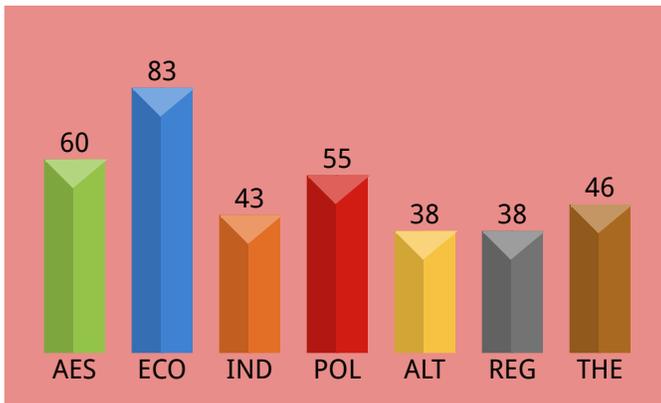
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### General Traits:

- You seek competition.
- You show a very high energy level in working toward goals and ambitions.
- You like to be your own boss and to have control over time and resources to accomplish goals.
- You have a bottom-line approach to getting things done.
- You use power and control effectively to keep projects moving.

### Key Strengths:

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



## The Political Dimension:

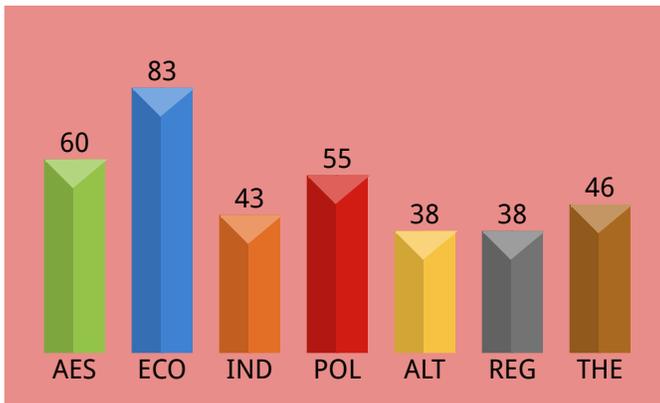
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### Motivational Insights:

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

### Training/Learning Insights for Tanisha:

- You score like those who frequently show an interest in leading some training or professional development activities.
- Some who share this score range may prefer independent study instead of group or team learning activities.
- If group activities are involved, attempt to build in some competition and group leadership events.
- You provide for a variety of learning and professional development options.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.

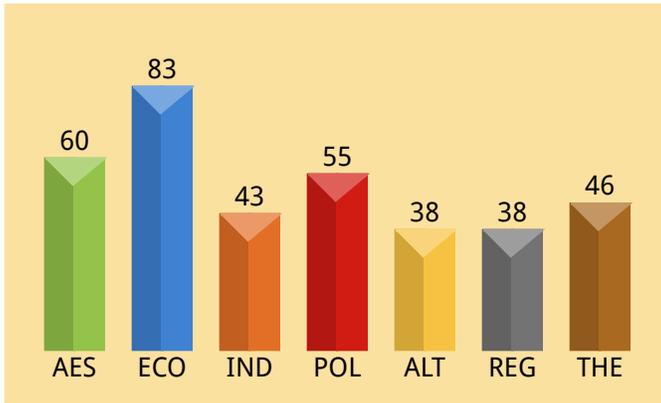


## The Political Dimension:

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:

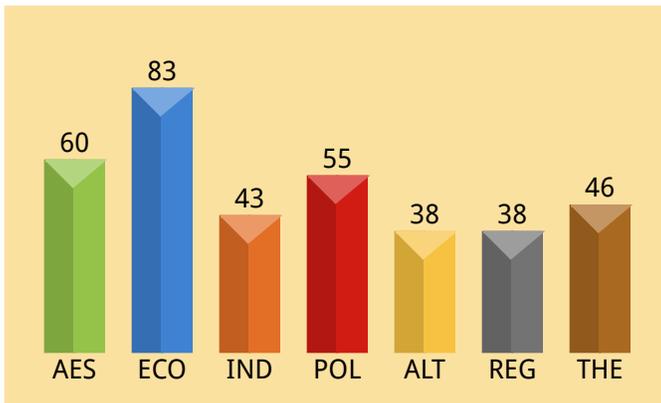
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

### General Traits:

- You can be a good mediator between those who give too much and those who don't give enough.
- You will not create an imbalance between your own needs and those of others.
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You have a good sense for when to freely help others and when to say "No."
- You 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:

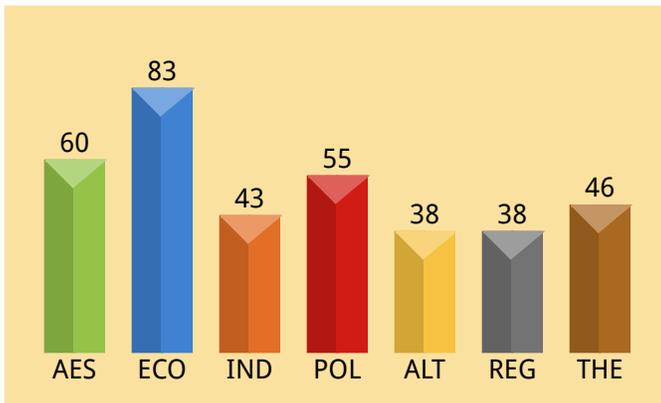
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

### 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.

### Training/Learning Insights for Tanisha:

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

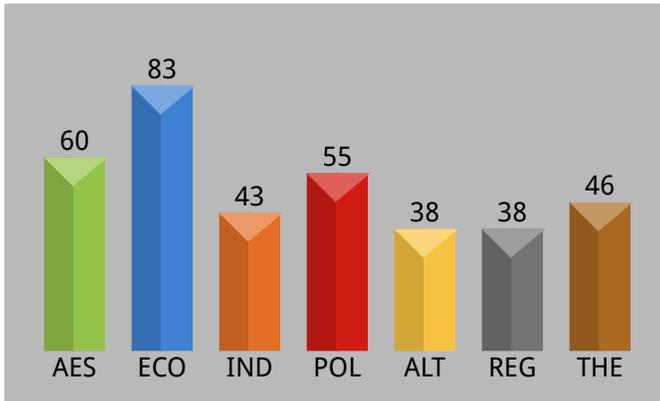


### The Altruistic Dimension:

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

### Continual Improvement Insights:

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



## The Regulatory Dimension:

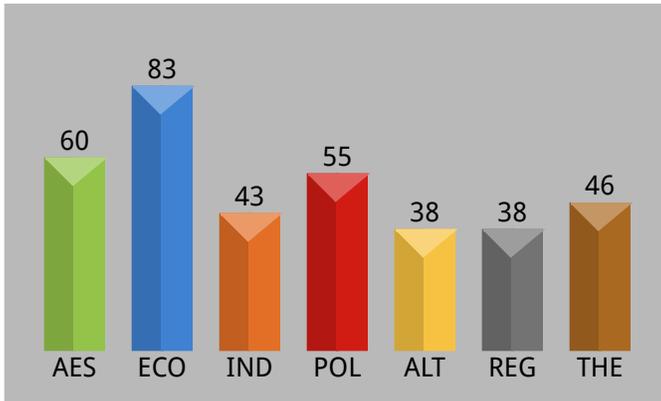
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

### General Traits:

- You are good at seeing the details, but not likely to get lost in them.
- You are accepting of authority, but not bound by it blindly.
- You move freely and effectively between the rebels and the rule-followers in a group.
- You can challenge the rules as long as it is done carefully and logically.
- You understand both sides of the argument for more and less rules and policies.

### Key Strengths:

- You are not overly rigid in the need for order and structure.
- You are situationally aware of when rules must be followed and when they should not be.
- You are good at providing order and structure where it is required.
- You act to stabilize those on a team.
- You can challenge protocol and be creative if the situation demands it enough.



## The Regulatory Dimension:

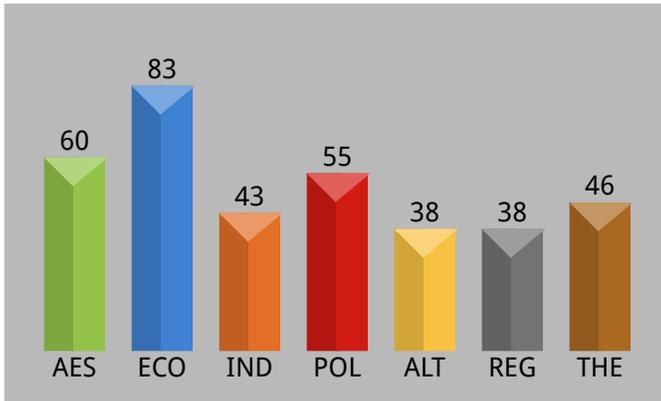
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

### Motivational Insights:

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

### Training/Learning Insights for Tanisha:

- 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.

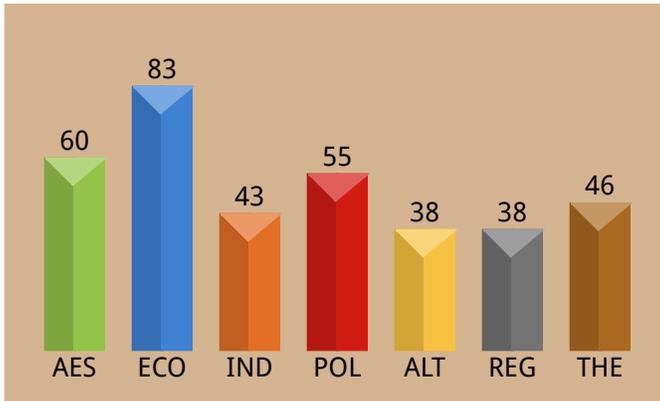


### **The Regulatory Dimension:**

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:

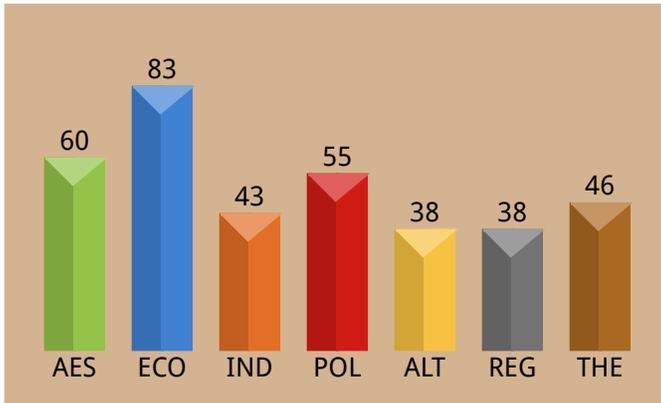
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

### General Traits:

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

### Key Strengths:

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



### The Theoretical Dimension:

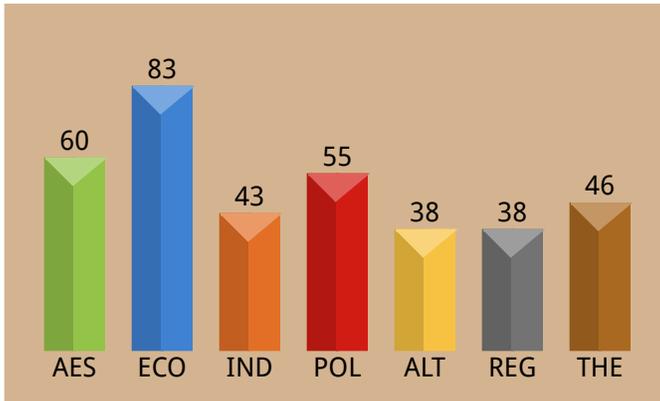
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

#### Motivational Insights:

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

#### Training/Learning Insights for Tanisha:

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



## The Theoretical Dimension:

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

### Continual Improvement Insights:

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



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

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

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

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

**Tally your score here:**

Tanisha Towers

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):

---

---

---

---

---

---

---

---

---

---