



# WorkStyle Insights

Critical Thinking. DISC. Motivators.

Report For: **Sample Report**

Date: **1/19/2026**



# Table of Contents

<b>Introduction.....</b>	<b>3</b>
<b>DISC Behavioral Styles .....</b>	<b>4</b>
Your DISC Style Summary .....	5
Behavioral Pattern View.....	6
DISC General Characteristics.....	7
Word Sketch – Adapted Style .....	8
Word Sketch – Natural Style .....	9
Communication Tips for Others .....	10
What you Bring to the Organization.....	11
Your Behavioral Tendencies – Summary.....	12
<b>Motivators Style .....</b>	<b>14</b>
Your Motivator Style Summary .....	15
Summary of Sample's Motivation .....	16
Sample's Motivator Word Matrix.....	17
Individual Motivator Dimension Details.....	18
<b>Your Critical Thinking &amp; Decision-Making Pattern .....</b>	<b>22</b>
The 6 Thinking Style Dimensions.....	23
Your Critical Thinking Style: External/World/Workplace Dimensions .....	25
Your Critical Thinking Style: Self Dimensions .....	26
Your Thinking Style in a Few Words .....	28
Your Prioritized Development.....	31
Your Workplace Competency Scores.....	32
Your Overall Summary .....	34
Appendix: Workplace Top Performer Competencies Defined .....	36
How to Assure Assessment Accuracy? .....	42

## Introduction

This report is designed to combine and connect the results of the behavioral, motivational, and thinking style assessments (DISC, Motivators, & Critical Thinking) into a resource offering insight regarding:

1. The individual's behavioral and communication tendencies
2. What can drive action toward or away from others based on values
3. How an individual's processing ability affects the decisions they make and their critical thinking biases

The goal of this report is **not** to be a comprehensive review of each of these areas. Instead, this summary report provides a quick, but detailed overview of some of the most relevant information to give simple, practical, and applicable insights.

**Remember, DISC is all about emotion and communication expressed through behavior. Motivators is all about the driving values and passions that influence decisions and behavior. Critical Thinking is all about processing ability, potential biases, and blind spots. Each of these, when combined, impacts and influences the others in ways that can be vital to understand as they impact performance and effectiveness.**

## How to Use This Report

The report is divided into 3 parts:

- **DISC Behavioral Style:** Insights from the DISC behavioral and communication model to provide explanation of the individual's emotional and behavioral tendencies, in both Natural and Adapted styles.
- **Motivational Style:** Insights from the Motivators model to provide more understanding and depth about the core values that drive one's behavioral tendencies, based on what's most important to the individual now.
- **Critical Thinking Style:** Insights from the Critical Thinking model to provide awareness of the complex, sub-conscious thinking patterns and biases that create or prevent balanced judgment.

This report can play a key role in shaping your own development plan as the information can improve and amplify your self-awareness, knowledge of your strengths and limitations, and mindful intentionality.

# DISC Behavioral Styles



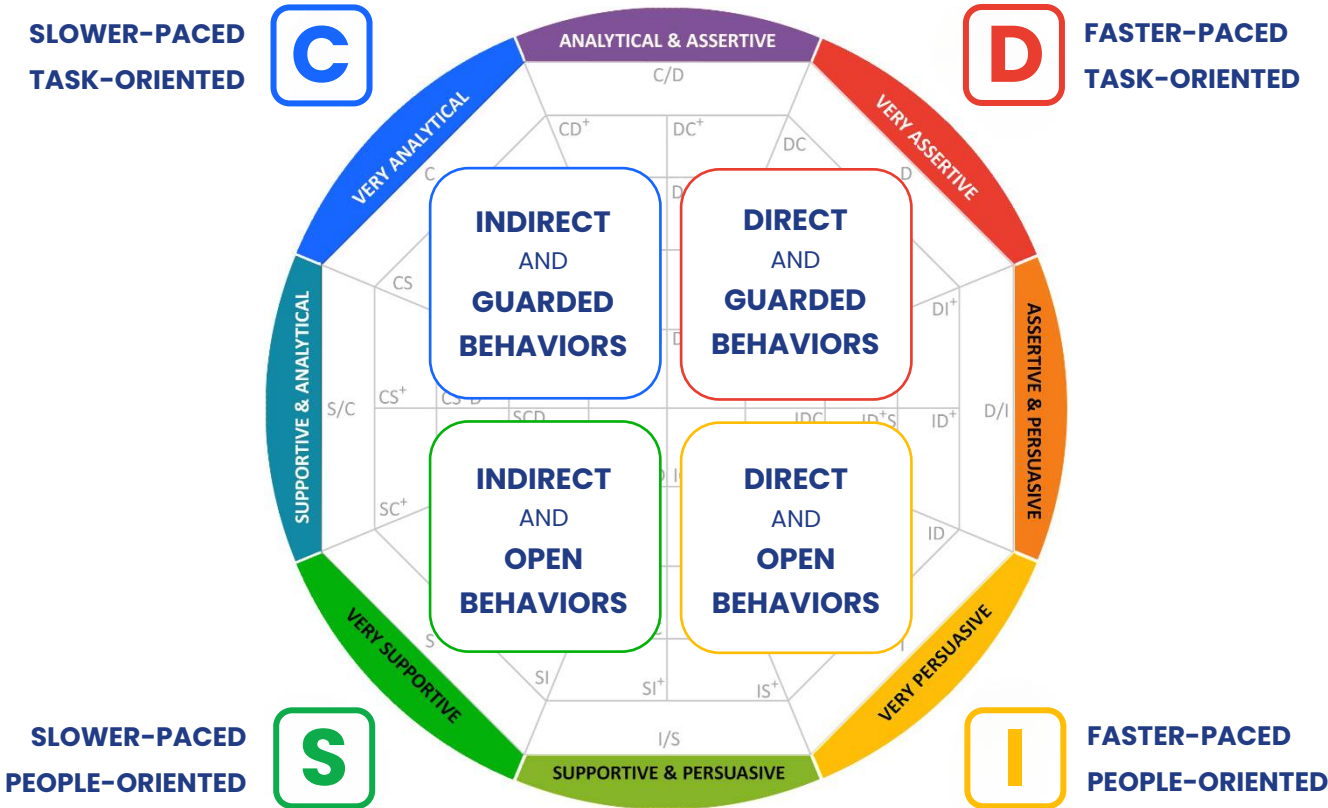
DISC focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

- D** Dominance
- I** Influence
- S** Steadiness
- C** Conscientiousness

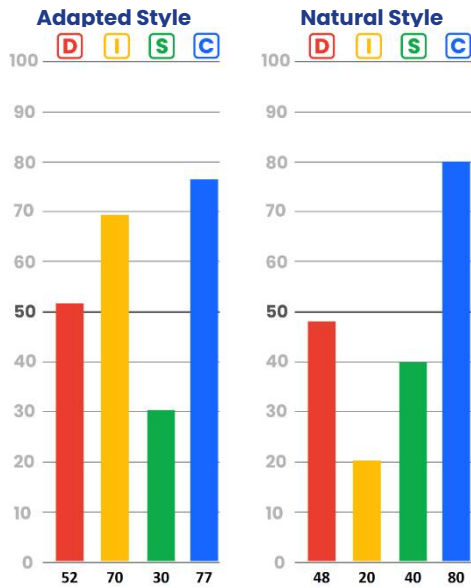
### Directness & Openness

### Pace & Priority

- D** Tends to be **direct** and **guarded**
- I** Tends to be **direct** and **open**
- S** Tends to be **indirect** and **open**
- C** Tends to be **indirect** and **guarded**



## Your DISC Style Summary



### The DISC Styles

**Dominance** - Direct, guarded, fast pace, task focus, goal oriented, openly expresses anger.

**Influence** - Direct, open, fast pace, people focus, optimism & trust emotions, openly expresses joy.

**Steadiness** - Indirect, open, slow pace, people focus, patient & non-expressive emotions.

**Conscientious** - Indirect, guarded, slow pace, task focus, fear emotion, is afraid of risk or failure.

#### **Dominance:** Focus on Problems/Challenges

**N:** Calculated risks, Moderate, Questioning, Unassuming

**A:** Assertive, Competitive, Determined, Self-Reliant

#### **Steadiness:** Focus on Pace/Consistency

**N:** Alert, Eager, Flexible, Agile

**A:** Discontented, Energetic, Fidgety, Impulsive

#### **Influence:** Focus on People/Contacts

**N:** Introspective, Quiet, Pensive, Suspicious

**A:** Charming, Sociable, Convincing, Trusting

#### **Conscientious:** Focus on Procedures/Constraints

**N:** Accurate, Conservative, Exacting, Precise

**A:** Courteous, Focused, High-Standards, Dependable

### Your Behavioral Style: Fact-Finder

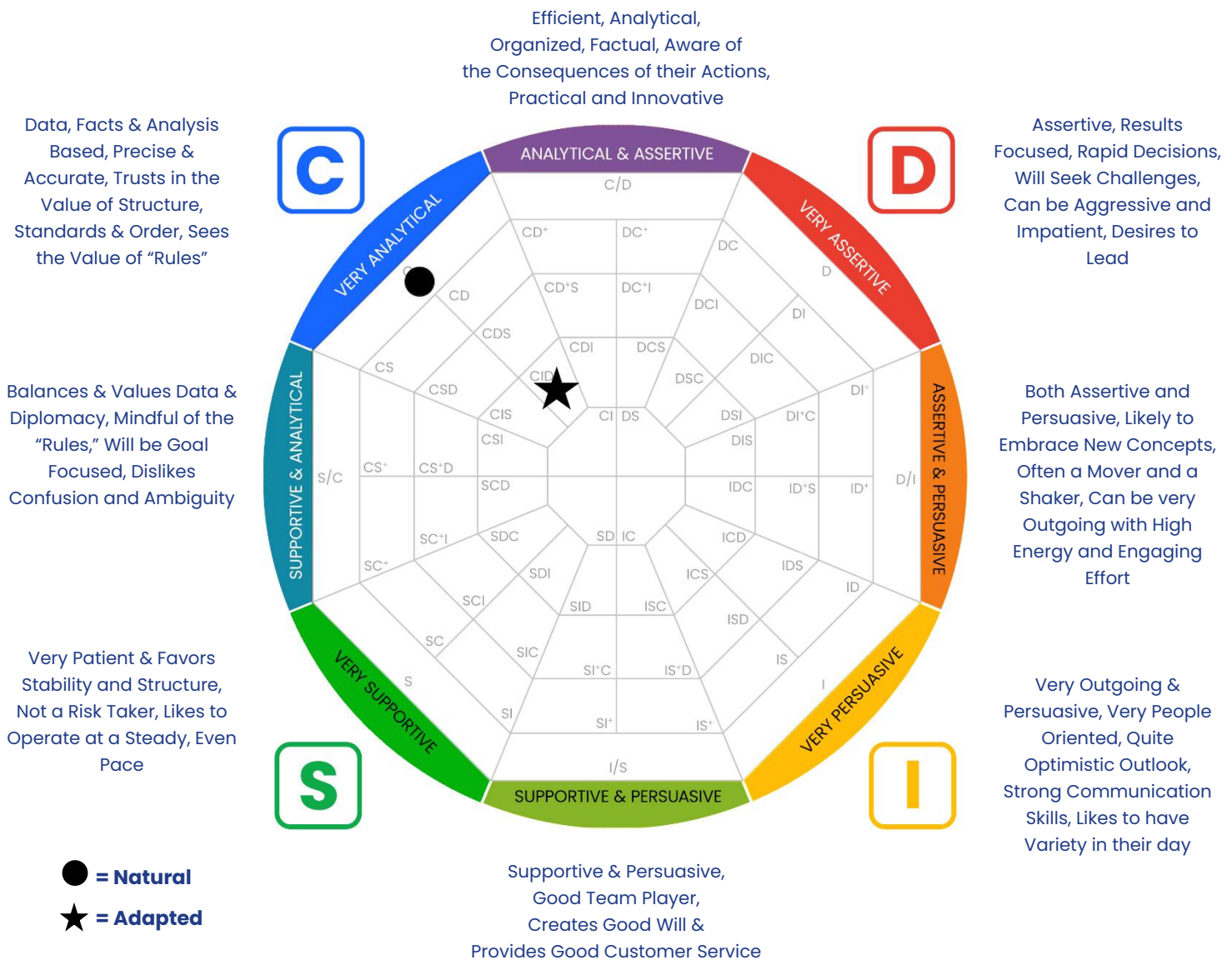
Sample's style has a highly developed "quality control" mentality and critical thinking ability. They favor logic and facts, but also possess intuition that supports their ideas and awareness. They may appear reserved, but work well with others who have similar high-quality standards. They prefer to avoid confrontational situations, and the desire to "get it right," may delay decisions. If they make a mistake, they will likely research additional material to support their original choice. Preparation is considered essential prior to action.

# Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (**D**, **I**, **S**, or **C**) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. **CD+S**: The **D** score is stronger than in **CDS** so it plots closer to the **D** behavioral zone).

## THE SCORING LEGEND

- Dominance:** How you deal with Problems and Challenges
- Influence:** How you deal with People and Contacts
- Steadiness:** How you deal with Pace and Consistency
- Conscientiousness:** How you deal with Procedure and Constraints



## DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

You like to be aware of rules, procedures, and protocol so that you can adhere rigidly to them. You may express disappointment when others don't meet the same standards. Rules were meant to be followed, not bent or broken. If all members of the team understood that, there would be fewer snags in the midst of projects. When things are written down, they are clear for all to understand and act upon. Mistakes happen when corners are cut, when things move in a rapid or careless way, or when members invent their own rules and make arbitrary, situational changes to them.

Your responses show that you place importance on accuracy in decision making. There may be others in the organization who base their decisions on emotion rather than logic, but yours tend to be rooted in fact and/or research.

You have a rare skill in being able to weigh both intuition and data in balanced ways when making decisions. You tend to provide deep analysis in your insight, as well as a gut-level intuition that helps to balance the data. While others may jump to conclusions with no analysis, or conversely suffer "analysis paralysis," you have the ability to find the proper balance.

You score like others who are highly aware of the dangers of making hasty decisions. Knee-jerk decision makers might perceive you as a potential bottleneck in the project, but your careful analysis is likely to prevent difficulties in the long run.

Sample, your score on this instrument indicates that you tend to be more modest and conservative than egocentric. You do things "by the book," and you expect others to do the same. Hence, you create a sense of order around yourself that can serve as a model for others who choose to follow your lead. It's frustrating for you when people choose not to do things your way, though you tend to keep the frustration inside, sharing it only with family or close friends.

You may hesitate to trust new or unfamiliar people until they have established their credibility. Your scores indicate a high interest in quality control and a strong preference for hard facts and analysis, over hype and emotion. When a presenter delivers a hyped-up message, people who score like you tend to stop listening. When a presenter provides facts, data, and evidence cited from credible and respected sources, you tend to listen and accept the message.

You score like those who prefer clearly defined roles and responsibilities. You like precise job descriptions, with little overlap of activity or break from routine. Defined roles serve as an excellent base from which to operate, as long as it is understood that the unexpected sometimes happens, and that such times may call for more flexibility.

Sample, your response pattern indicates that your emotions tend to be cool, calm, and collected, except in times of anger. Most of the time you can be depended upon to anchor the team or organization. You are able to provide an unemotional and factual base for a project, and your team will realize that it comes from careful and deep analysis.

## Word Sketch – Adapted Style

DISC is an observable, “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

Focus	<b>D</b> Problems/Challenges	<b>I</b> People/Contacts	<b>S</b> Pace/Consistency	<b>C</b> Procedures/Constraints
<b>Needs</b>	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
<b>Emotions</b>	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
<b>Fears</b>	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discerning rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

## Word Sketch – Natural Style

DISC is an observable, “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

Focus	<b>D</b> Problems/Challenges	<b>I</b> People/Contacts	<b>S</b> Pace/Consistency	<b>C</b> Procedures/Constraints
<b>Needs</b>	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
<b>Emotions</b>	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
<b>Fears</b>	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
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## Communication Tips for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Check the two most important ideas when others communicate with you (dos & don'ts) and transfer them to the Summary of Your Style page.

### When Communicating with Sample, **DO**:

- Give Sample time to verify the issues and assess potential outcomes.
- Keep on task with the business agenda.
- Provide a specific, step-by-step timetable, complete with names and responsibilities.
- Use a thoughtful and logical approach to discussing ideas and options.
- Take your time; be precise and thorough.
- Provide logical and practical evidence.
- Do your homework, because Sample's homework will already be done.

### When Communicating with Sample, **DON'T**:

- Be disorganized or sloppy.
- Use someone else's opinion as evidence.
- Be casual, informal, or loud.
- Be vague about what's expected of the group.
- Be unrealistic with deadlines.
- Use unreliable evidence or testimonials.
- Get in the habit of manipulating ideas quickly.



## What you Bring to the Organization

This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies and the two most important environmental factors and transfer them to the Summary of Your Style page.

### Your Strengths:

- You remain objective, even in emotional situations.
- You are technically skilled and highly proficient in your area of specialty.
- You provide significant input to projects and processes, and are alert to potential problems and controls necessary.
- You have a keen awareness of the broad impact of important decisions.
- You make decisions based on factual data.
- Others on the team may seek you out to answer detailed or process-oriented questions.
- You have a knack for logically negotiating cooperation from others, rather than demanding it.

### Your Work Style Tendencies:

- You are likely to be one of the few members of the project team who has read all of the "fine print" featured in policies or procedures.
- You do your homework and tend to be very well prepared for meetings and appointments.
- You possess a broad-based awareness of the political and economic implications of any decision that is made on behalf of the organization.
- You may hesitate to trust newer people in the organization, until they have established their credibility.
- You prefer precise time management and enjoy meetings that begin and end on time.
- You may tend to be a "worrier" (in a positive way), giving thought to work projects even when away from the job. You may come in after a weekend of thinking and offer an ideal solution.
- You have an instant awareness of mistakes and instances of lapsed quality control.

### You Tend to Be Most Effective In Environments That Provide:

- A work group which provides close relationships with a small group of associates, rather than superficial relationships with a larger group of people.
- Standard, accepted operating procedures that sometimes support complex processes.
- Highly specialized assignments and technical areas of responsibility.
- Time to reflect and think about pros and cons to solutions.
- A work environment with a predictable pattern of activity, so as to monitor quality processes.
- Support of your critical thinking skills.
- Encouragement to make decisions by logic, rather than emotion.

# Your Behavioral Tendencies – Summary

The primary styles – **D, I, S, and C** – are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another.

Below, you will see the 12 Behavioral Tendencies, their definition, and the two styles that are influential in how they are expressed. Depending on your style scores, you will either lean toward one behavior or the other, or if your scores are similar, you may respond situationally, pulling from whichever style seems the most relevant at the time. Your personal descriptive statement explains your specific blend and behavioral response, in both the Natural and Adapted styles, for each of these 12 combinations.

Behavioral Tendencies	Natural	Adapted
<p><b>Reasoning</b> <i>How this individual thinks through and solves problems.</i></p> <ul style="list-style-type: none"> <li>- Intuition-based (I)</li> <li>- Evidence-based (C)</li> </ul>	<p><b>Evidence-based (C)</b> You frequently rely on data and evidence to ensure decisions reflect the right thing to do, and will seek comprehensive verification to determine precise and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.</p>	<p><b>Situational</b> You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.</p>
<p><b>Planning Orientation</b> <i>How this individual focuses their attention when making plans.</i></p> <ul style="list-style-type: none"> <li>- Predictability (S)</li> <li>- Precision (C)</li> </ul>	<p><b>Precision (C)</b> You frequently focus on carefully and deliberately ensuring high-quality outcomes with great importance on accuracy, structure, order and precision in all you do. You are likely to focus on being and doing things right. While doing it the right way can impact success dramatically, it is also helpful to have dependability and uniformity in planning processes.</p>	<p><b>Precision (C)</b> Consistent with natural style</p>
<p><b>Prioritizing</b> <i>How this individual determines the order for dealing with items or tasks.</i></p> <ul style="list-style-type: none"> <li>- Results (D)</li> <li>- Rules (C)</li> </ul>	<p><b>Rules (C)</b> You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.</p>	<p><b>Rules (C)</b> Consistent with natural style</p>
<p><b>Self-Reliance</b> <i>How this individual works within a team.</i></p> <ul style="list-style-type: none"> <li>- Collaborative (I)</li> <li>- Directive (D)</li> </ul>	<p><b>Directive (D)</b> You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directly. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.</p>	<p><b>Situational</b> You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.</p>
<p><b>Careful Decision Making</b> <i>How this individual approaches decisions and actions.</i></p> <ul style="list-style-type: none"> <li>- Impulsive (I)</li> <li>- Cautious (S)</li> </ul>	<p><b>Situational</b> You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.</p>	<p><b>Impulsive (I)</b> You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.</p>

Behavioral Tendencies	Natural	Adapted
<p><b>Personal Drive</b> <i>How this individual's goals move things forward.</i> - Others-driven (S) - Self-Driven (D)</p>	<p><b>Situational</b> Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.</p>	<p><b>Self-Driven (D)</b> You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.</p>
<p><b>Change Resistance</b> <i>How this individual engages with change.</i> - Drives Change (D) - Reluctant to Change (S)</p>	<p><b>Situational</b> You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.</p>	<p><b>Situational</b> You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.</p>
<p><b>Customer &amp; Team Interaction</b> <i>How this individual engages with customers and stakeholders, internal and external.</i> - Supporting (S) - Engaging (I)</p>	<p><b>Situational</b> You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.</p>	<p><b>Engaging (I)</b> You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.</p>
<p><b>Building Rapport</b> <i>How this individual focuses when interacting with others.</i> - Results-Focused (D) - Relationships-Focused (I)</p>	<p><b>Results-Focused (D)</b> You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.</p>	<p><b>Situational</b> Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!</p>
<p><b>Providing Instruction</b> <i>How this individual dictates directions and expectations.</i> - Reserved &amp; Detailed (C) - Directive &amp; Compulsive (D)</p>	<p><b>Reserved &amp; Detailed (C)</b> You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol. Sometimes, bending the rules slightly is important to getting the best results.</p>	<p><b>Reserved &amp; Detailed (C)</b> Consistent with natural style</p>
<p><b>Work Process Alignment</b> <i>How this individual focuses on process to follow through on work.</i> - Accuracy (C) - Consistency (S)</p>	<p><b>Accuracy (C)</b> Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.</p>	<p><b>Accuracy (C)</b> Consistent with natural style</p>
<p><b>Expressing Openness</b> <i>How this individual is most comfortable expressing themselves.</i> - Structural (C) - Social (I)</p>	<p><b>Structural (C)</b> You are very comfortable when focused on the structure, detail and accuracy requiring adequate time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure precision. Remember, there are times when creating connection with others can boost your success as well.</p>	<p><b>Situational</b> Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.</p>

## Motivators Style



Individuals 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. Once you have a clear understanding of what drives your behavior, it is easier **to find ways of achieving objectives that resonate and align with your motivations.**

**Motivation helps influence behavior and action.** It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

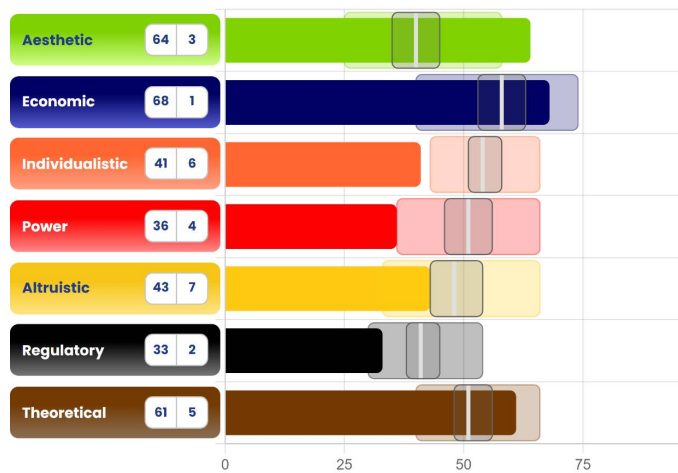
### A Closer Look at the Seven Motivator Dimension Scores

Each descriptor below reveals your preference for shaping behavior and indicates what energizes you.

	Low Score Energized by...	High Score Energized by...
 <b>Aesthetic</b>	<b>Grounded</b> Pragmatic and tangible approaches that bring concrete and reliable results.	<b>Eccentric</b> Achieving equilibrium and harmony between the world around you and yourself.
 <b>Economic</b>	<b>Satisfied</b> Less competitive approaches and being more satisfied with what you already have.	<b>Self-Mastered</b> Self-interest, economic gains, and achieving real-world returns on efforts.
 <b>Individualistic</b>	<b>Secure</b> Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion.	<b>Unrestricted</b> Expressing your autonomy and freedom from others' ideas and protocols.
 <b>Power</b>	<b>Submissive</b> Supporting other people's efforts and a less focused approach to owning your own personal space.	<b>Domineering</b> Directing and controlling people, environments, and personal spaces.
 <b>Altruistic</b>	<b>Self-Focused</b> Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others.	<b>Pushover</b> Helping and eliminating pain and suffering of others at personal cost.
 <b>Regulatory</b>	<b>Defiant</b> Remaining independent of as opposed to depending on the restrictive ideas of others.	<b>Black &amp; White</b> Establishing routine, order, and setting boundaries for yourself and others.
 <b>Theoretical</b>	<b>Disinterested</b> A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers.	<b>Scholarly</b> Activities towards knowing everything that can be known about what you believe to be important and truthful.

# Your Motivator Style Summary

## Values Score/Ranking



### A Drive For:

- Aesthetic** - balance, harmony, form
- Economic** - return on investment
- Individualistic** - independence & uniqueness
- Power** - control and influence
- Altruistic** - helping others at expense of self
- Regulatory** - order, routine, structure
- Theoretical** - knowledge, learn, understand

### Aesthetic - Very High

You tend to think “alternatively” and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.

### Economic - High

You will likely possess a competitive spirit and will focus on gaining a practical return for your time and energy.

### Individualistic - Very Low

You appreciate what others bring to the table and may be apt to become the unsung hero of any project or team.

### Power - Low

You are a better collaborator and won't likely seek position power or authoritative roles.

### Altruistic - Average

You are able to balance your own needs and the needs of others on the team.

### Regulatory - Low

You believe there's always another way when the current situation changes or roadblocks are apparent.

### Theoretical - High

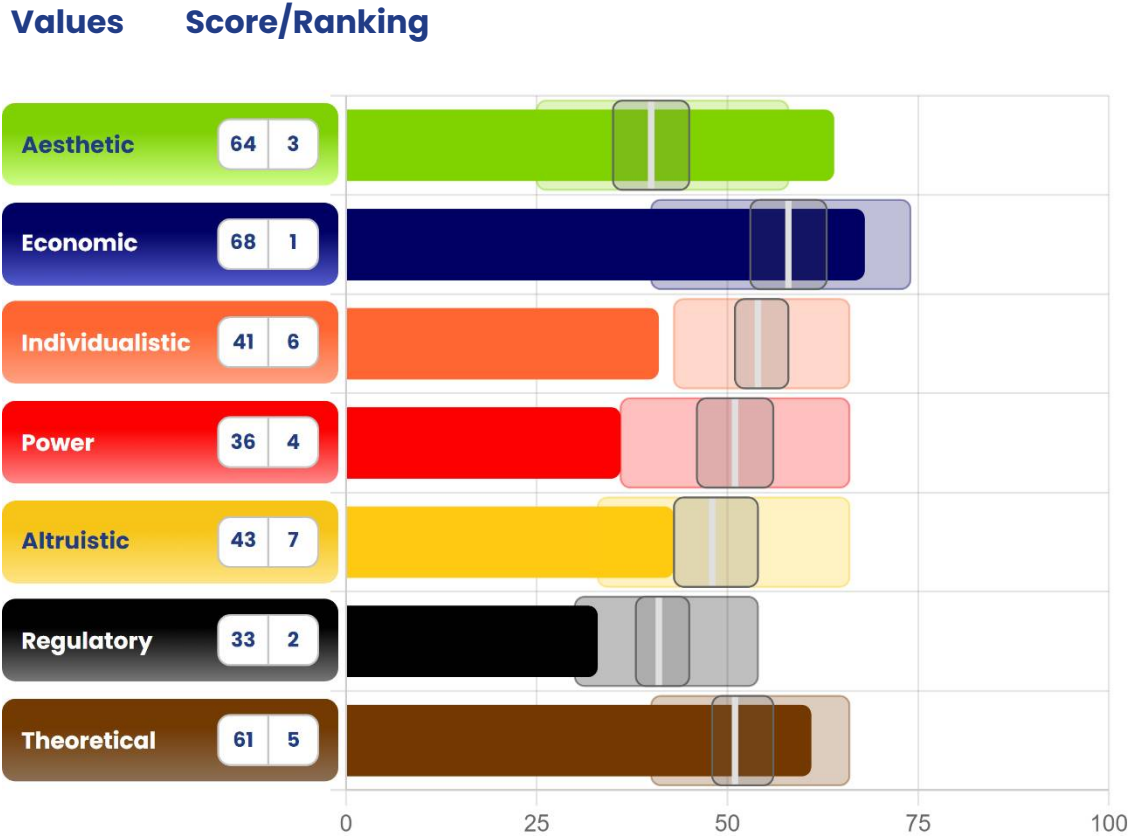
You will learn whatever you need to know to get the job done and then some.

## The Motivator Style you most closely match: The Maintainer

This style's desire is to uncover, discover, and recover truth in the world. They prefer to engage in complex and cerebral thinking and can spend excessive amounts of time planning, thinking through complex thoughts, and inquiring thoroughly regarding things they care about most.



## Summary of Sample's Motivation



### Personal Scores

#### Importance & Impact

- Importance: The score number & solid bar**  
 Individual Score – shows how much passion you have for that dimension, and reveals how you'll likely express that Motivator
- Impact: Ranking**  
 Distance from 50 (whether high or low) – indicates the order of influence that the motivator has on your decisions, from 1-7

### Population Scores

#### Comparison

- The median line**  
 Half of the population scores above and half scores below the median
- The grey box**  
 AVERAGE scores fall in this range, based on comparison to population
- The shaded area**  
 LOW & HIGH scores fall in this range, based on comparison to population

**NOTE:** If your score falls outside of the shaded area, you are driven differently than most of the population, whether your score is VERY LOW or VERY HIGH.

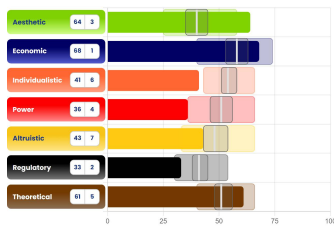
## Sample's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor for each dimension to help you better identify, understand, and share your motivational orientation. Keep in mind, **the ranges for each of the seven Motivator scales are different**. This means the words will not likely be highlighted in the same area from dimension to dimension, even if your score number is the same.

Eccentric	Self-Mastered	Unrestricted	Domineering	Subservient	Black & White	Scholarly
Impractical	Maximized	Independent	Forceful	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	Incentivized	Creative	Controlling	Obliging	Orderly	Investigative
Imaginative	Practical	Balanced	Directive	Supportive	Disciplined	Inquisitive
Sensible	Judicious	Cooperative	Influential	Helpful	Open-Minded	Reflective
Realistic	Relaxed	Accommodating	Supportive	Self-Protective	Flexible	Street Smart
Practical	Aloof	Supportive	Yielding	Suspicious	Independent	Intuitive
Real World	Apathetic	Apprehensive	Passive	Distrusting	Spontaneous	Surface Analyzer
Grounded	Satisfied	Secure	Submissive	Self-Focused	Defiant	Disinterested
<b>AES</b>	<b>ECO</b>	<b>IND</b>	<b>POW</b>	<b>ALT</b>	<b>REG</b>	<b>THE</b>

# Individual Motivator Dimension Details

## Your Aesthetic Motivator – Impractical



**The Aesthetic Motivator:** The drive for balance, harmony, and form. Creative, imaginative, artsy, mystical, and expressive, this style may redefine or resist real world approaches to current challenges.



### Universal Assets:

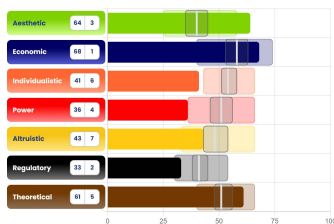
- You may prefer to be your own person and will likely have a high interest in protecting wildlife, the environment, and the undiscovered.
- You may feel as though you were born at the wrong time and might feel misunderstood by most.
- You will have a hyper awareness of your surroundings and they will need to "feel" right.
- You show a very strong desire for expressing your talents and fulfilling your dreams.



### Learning Paths:

- You have the ability to act as a go-between and integrate people's imaginations with certain tasks.
- You can assist team members in accessing their creative side.
- To increase the meaning of people's lives you could act as a facilitator between people's gifts and talents and meaningful jobs that might require them.
- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.

## Your Economic Motivator – Incentivized



**The Economic Motivator:** The drive for a return on investment. Derives security from self-interest and achieving returns on personal ventures, resources, and focused energy. This can be both personal and professional, with a focus on ultimate outcomes.



### Universal Assets:

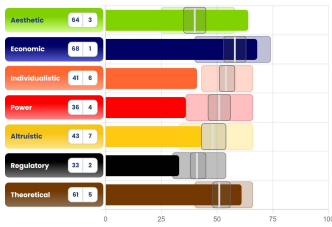
- Your outcomes should demonstrate a bottom-line financial result to match your effort.
- You are only interested in what is realistic and advantageous in achieving your vision of success.
- You will notice expensive cars and confident people.
- You may fit the stereotype of the typical hard worker who wants to win most of the time.



### Learning Paths:

- You score like those who want information that will help them increase bottom-line activity and effectiveness.
- You should spend time assisting others in reaching their goals since it comes natural to you.
- If possible, allow time for fun and relaxation as this reduces stress within teams.
- Remember to pay attention to those who are less incentivized and not only those driven to win.

## Your Individualistic Motivator – Apprehensive



**The Individualistic Motivator:** The drive to stand out as independent and unique. Desires to be seen as autonomous, special, and to stand apart from the crowd with an opportunity for freedom of personal expression.



### Universal Assets:

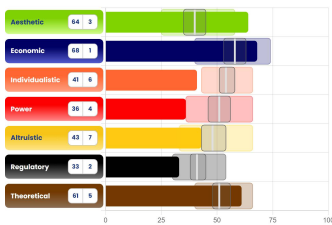
- Since the squeaky wheel gets the grease, you'll need to speak up to be noticed more.
- You may never make the necessary noise surrounding important issues and may set yourself up for being overlooked.
- Because you don't seek attention for your efforts, you may be left feeling like a ghost, never drawing attention to yourself.
- You will not likely seek lime light roles, but rather stay back and support someone else.



### Learning Paths:

- You may be more practical and less innovative.
- You will do well helping others behind the scenes.
- You will likely enjoy group activities.
- You will likely be more disciplined than chaotic.

## Your Power Motivator – Passive



**The Power Motivator:** The drive to be in control or have influence. Often being seen as a leader, this motivation values control over one's environment and success and is often associated with competitiveness and power.



### Universal Assets:

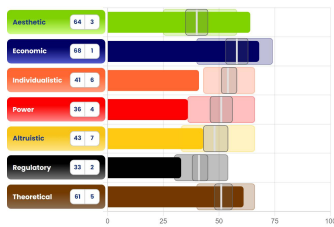
- At times you'll likely want to watch others lead more than you'll want to lead things yourself.
- You will not appreciate high-pressure environments with excessively driven people types.
- You will excel when in situations that require a maintenance mindset over very high drive.
- At times you'd rather not handle all the responsibility that accompanies being in charge.



### Learning Paths:

- You may need to take stronger initiative when working with dominant types.
- Being forceful isn't always bad.
- You may enjoy more cooperative learning activities as opposed to activities that require directing and controlling.
- You may not want to compete, but will feel at home when working as a team.

## Your Altruistic Motivator – Self-Protective



**The Altruistic Motivator:** The drive to help others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always; it may also be a reflection of low self-esteem.



### Universal Assets:

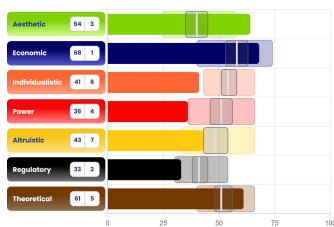
- You are able to understand both the poor and the affluent equally without harsh judgment of either one.
- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal needs.
- You're a stabilizing force between givers and takers and have no extreme view.
- You can both help and hold back. You are able to discern between real needs and when people simply have complaints.



### Learning Paths:

- You're flexible and will know when to say no and when to say yes during training and developmental programs.
- Your ability to be supportive of others as opposed to always having to control the show will benefit you when involved with team dynamics.
- You can either be involved in a team-oriented or an individualistic and independent learning activity.
- You're able to be an accommodating participant and a controlling factor in training and developmental programs.

## Your Regulatory Motivator – Independent



**The Regulatory Motivator:** The drive to create order, routine, and structure. This motivation promotes a black and white mindset and traditional approach to challenges through established standards, rules, and protocols.



### Universal Assets:

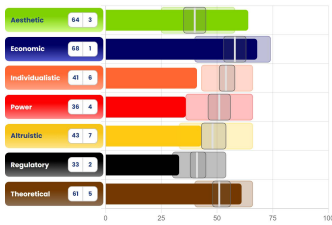
- You likely think in terms of "whatever it takes."
- You might imagine jumping off a cliff and building your wings on the way down.
- You may feel bogged down when forced to do things a "certain" way.
- Following someone else's rules can feel like wearing a straitjacket.



### Learning Paths:

- You listen to instruction while at the same time tweaking it.
- You can be a part of something without being controlled by it.
- You work independently even when you are on a team.
- You prefer spontaneous and independent work environments where you can be flexible.

## Your Theoretical Motivator – Investigative



**The Theoretical Motivator:** The drive for knowledge, learning, and understanding. The desire to uncover, discover, and recover the "truth." The need to gain knowledge for knowledge's sake.



### Universal Assets:

- You have a need to uncover, discover, and recover the truth about a thing.
- You will spend a lot of time getting to the bottom of something.
- You will gravitate towards "knowing" and be uncomfortable with "believing."
- You need cognitive challenges or you may become bored.



### Learning Paths:

- Your learning and development should be connected to an ongoing stratagem for personal development.
- Your learning activities need to be structured and outlined.
- Your training and development should involve reliable information that makes logical sense.
- You're more dedicated than a casual learner when getting new information.

# Your Critical Thinking & Decision-Making Pattern



The Critical Thinking scores presented are based on the Nobel-Nominated research of Dr. Robert S. Hartman who first identified that humans have a consistent decision-making pattern that can be measured. Because decisions or choices precede action, and action translates into results, this decision-making measurement allows us to predict a person's probable performance with a great deal of accuracy because it shows how you uniquely define a good decision or choice.

**Consider:**

- The Hartman Value Profile (HVP) that is used to measure Critical Thinking is **not** a psychological, intelligence, or aptitude test. It measures **how** you use these factors in your day-to-day decisions and choices to address problems, challenges, and opportunities.
- Your pattern reveals how you define a good solution, decision, or action. Understanding how you process and form solutions is directly linked to your unique strengths and potential blockers that may interfere with them.
- Critical Thinking and balanced processing, like a musical or sports talent, can be learned and improved. By creating awareness and examining your processing skills to determine what is useful and how your preferences fit into balanced thinking, you can explore why some of your choices work well and why others may limit your potential outcomes.
- Think of Critical Thinking and Decision Making as the engine that drives human performance. How clearly you understand the consequences of your choices and the relative importance you assign to those consequences creates a foundation for your actions that are then filtered through your Motivators and expressed through your DISC style.

**Your overall Critical Thinking and Decision-Making Score** is presented as a function of risk (the probability for errors in judgment) and is based on a variety of factors further explained in the following pages. The "Z score Risk factor" is shown as an academic A, B, C, or D score.

CRITICAL THINKING RISK LEVEL			
D	- C +	- B +	A
✓			
<b>Cautionary REAL Risk</b> <i>Marginal Critical Thinking and Judgment</i>	<b>Average Conditional Risk</b> <i>Average Critical Thinking and Judgment</i>	<b>Good Situational Risk</b> <i>Good Critical Thinking and Judgment</i>	<b>Strong Low Risk</b> <i>Strong Critical Thinking and Judgment</i>



## The 6 Thinking Style Dimensions

Dr. Hartman identified that the human mind evaluates, organizes, and values **EVERYTHING** according to six separate, yet integrated, views. These are divided into 3 Core Dimensions:

- **Intuitive Thinking** is measured by assessing **Empathy** and **Self Esteem**
- **Practical Thinking** is measured by assessing **Practical Judgment** and **Role Awareness**
- **Systems/Conceptual Thinking** is measured assessing **Systems Judgment** and **Self-Direction**

Core Dimensions	External/World/Workplace Dimensions	Internal/Self Dimensions
<b>Intuitive Thinking</b>  <b>PEOPLE</b> Insight into Others	<b>Empathy</b> Ability to see, understand, appreciate, and value others and how your interactions with them will be received and supported.  <i>How you value gaining the support of others, who will be impacted by your decision</i>	<b>Self Esteem</b> Ability to see, understand, appreciate, and accept one's own worth and value as a unique individual.  <i>How you value yourself</i>
<b>Practical Thinking</b>  <b>RESULTS</b> Achieving Outcomes	<b>Practical Judgment</b> Ability to see, understand, and appreciate the practical, functional worth of results. Ability to execute tasks and operational activities to attain targeted outcomes.  <i>How you value creating targeted results</i>	<b>Role Awareness</b> Ability to see, understand, and appreciate one's functional value based on current personal or professional roles, and one's place in the world.  <i>How you value your current life's situations</i>
<b>Systems/Conceptual Thinking</b>  <b>RULES</b> Structure and Order	<b>Systems Judgment</b> Ability to see, understand, appreciate and value structure, order, and standards. Measures aptitude for strategic, big picture thinking.  <i>How you value operating within the rules/structure you are expected to follow</i>	<b>Self-Direction/Future View</b> Ability to see, understand, and appreciate one's sense of mission and commitment to inner ideas and future expectations of self.  <i>How you value (and the confidence you have for) a successful and rewarding future</i>

**Note:** The colors of the titles correspond to the bar graphs you will see on the graph pages. They have no relevance to scoring; they are simply to make it easier to identify which graph measures is aligned with which dimension.



## Each of the six (6) views is measured in two ways:

- **PERSONAL BIAS, ATTENTION or IMPORTANCE** – the importance assigned to the expected consequences
- **CLARITY or UNDERSTANDING** – how clearly you understand the consequences of your decisions

## Personal Bias, Attention or Importance

Personal Bias or Attention is a measure of the importance you currently assign or the amount you pay attention to certain types of specific information as you make your decisions. Like clarity, our personal biases (Attentive or Inattentive) can be a strength or a limitation depending on the demands of the environment and degree of balance with the other dimensions.

**Personal Bias, Attention, or Importance intensities are classified into 4 categories:**

1. **Over Attentive:** Having a personal bias toward the dimension and a tendency to place a great deal of importance on the dimension.
2. **Attentive:** Having a balanced and generally positive view of the dimension and the ability to pay attention to the dimension without losing perspective of other dimensions.
3. **Cautious:** Exhibiting caution and skepticism regarding the importance of dimension. Tending not to focus or rely too much on the dimension to make decisions and examining more closely before taking action.
4. **Inattentive:** Filtering out the dimension or not seeing the importance of it. Tending to be very cautious, critical, and undervalue the dimension. (Note: Stronger clarity may reduce some effects of inattentiveness.)

## Clarity or Understanding

Clarity is a measure of your natural ability to see and understand each value dimension. The greater your clarity the more accuracy and precision you have in the judgments that are made in that dimension. Each level of clarity has its own strengths and limitations.

It is classified into 5 categories:

**Crystal Clear:** The ability to be very insightful, to distinguish differences, both good and bad, and to be sensitive to all aspects of the dimension.

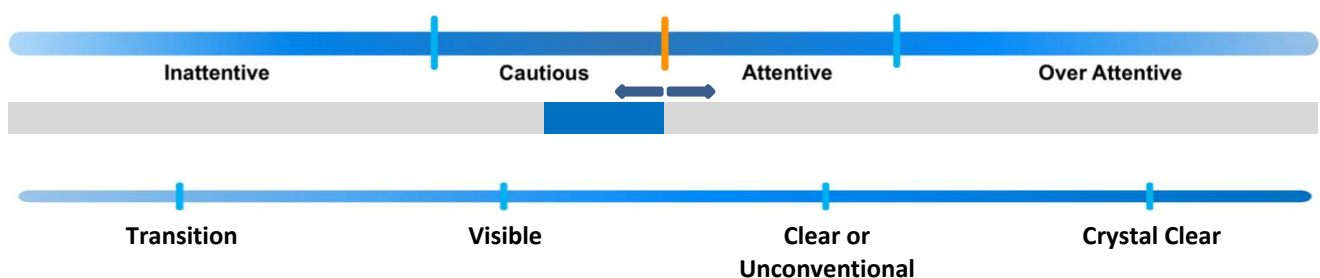
**Clear:** The ability to be in touch with key aspects of the dimension but to overlook some aspects due to allowing some information in and filtering other information out.

**Unconventional (World Dimension Only):** Represents 'out-of-the-box' thinking or mindset and indicates a natural ability to see things and respond to them in ways which others overlook because you think differently and focus on the creative and unique more than most others.

**Visible:** The ability to be in touch with and distinguish some specific aspects of a dimension clearly, but overlook or not see other aspects due to selective filtering, which results in errors when anticipating consequences.

**Transition:** Indicates a likelihood that thinking in this area will result in inaccurate or inconsistent decision making that typically leads to mistakes in judgment and action.

The following two pages show your Attention and Clarity scores for the six (6) dimensions on bar graphs. The statements under each set indicate your general strengths and limitations for that dimension. Note that for the **Attention** bar, the **direction** of the bar indicates the Importance/Personal Bias (left means less important, right means more important). The **length** of the bar indicates the **intensity** of that Importance (high or low intensity). The longer the bar, in either direction, the more intensity aligned with that direction. A very short bar near the center reflects balanced attention to this dimension.



# Your Critical Thinking Style: External/World/Workplace Dimensions

## Empathy – Other People

How you understand and value the impact your decisions will have on other people, and the importance you assign to other people’s acceptance of your decisions.

### Personal Bias, Attention or Importance



### Clarity or Understanding



You are a very skeptical, critical person who tends to underestimate the positive potential of others and over emphasize the negative potential. You have the ability to evaluate the character flaws and shortcomings of others, but are likely to be too critical of, extremely impatient with, and suspicious of others, especially when they do not measure up.

You score with Moderate or Average Clarity and Understanding for how your choices will impact others, filtered by somewhat cautious (-70%) personal bias (or assigned importance). This bias tends to pursue primarily result-focused choices, with some consideration for gaining the acceptance and support of others.

## Practical Judgment – Results

How you understand and value the results and outcomes, and the importance you assign to results and outcomes as you make decisions.

### Personal Bias, Attention or Importance



### Clarity or Understanding



You are a very unconventional, non-conformist thinker who tends to see practical, concrete values in patterns which others, because of a more traditional way of thinking, are likely to miss. You tend to be somewhat skeptical and hesitant in your thinking about practical matters and can develop a 'chip on the shoulder' attitude when things do not work out as planned.

You score with Near Borderline or Unclear Clarity and Understanding for how your choices will deliver targeted results, filtered by a somewhat cautious (-62%) negative personal bias (or assigned importance). This results bias assigns significant concern to the potential negative consequences while pursuing results. It will likely assume a somewhat defensive position that says, “Make sure you’re right, before you go ahead.”

## Systems Judgment - Rules

How you understand and value the order, structure, process, and rules, and the importance you assign to them as you make decisions.

### Personal Bias, Attention or Importance



### Clarity or Understanding



You are a structured, perfectionistic individual who measures what is happening around you against what you expect. You have the ability to be a proactive thinker. Your expectation that things be done right can serve as a source of strength but can also lead to a stubborn insistence that your way is right regardless of circumstances.

You score with Moderate or Average Clarity and Understanding for how your decisions will operate within the rules, filtered by a somewhat positive (+75%) personal bias (or assigned importance). This rules bias focuses on making choices that will follow the rules, with less support for pursuing results that deviate from the rules, or for choices designed simply to gain others' support.

## Your Critical Thinking Style: Self Dimensions

### Self Esteem – How You Value Yourself

How you currently understand and value yourself, and the importance you place on yourself as you make decisions.

### Personal Bias, Attention or Importance



### Clarity or Understanding



You do not currently have a clear sense of inner self worth and are depreciating your self worth generating feelings of inner self doubt, inner self insecurity, guilt and inadequacy especially when you do not measure up to your idealistic and perfectionistic expectations or to the expectations of others. You are likely to blow up your own imperfections and to become sensitive to what others think or say about you.

You score with Moderate or Average Clarity and Understanding for how you place value and assign importance on yourself, filtered by a (-55%) slightly negative self-valuation. This bias indicates a nearly balanced self-valuation with a working emphasis on the need for self-improvement and growth.

## Role Awareness – Current Role Awareness & Satisfaction

How you understand and value your current role(s) in life, and the importance you place on those roles as you make your way through day-to-day circumstances.

### Personal Bias, Attention or Importance



### Clarity or Understanding



You have the ability to understand your social/role image but are currently in social/role transition feeling doubts and questions about your social/role image or role performance. You are uncertain about what type of image or role can or will meet your expectations and, as a consequence, can feel frustration and dissatisfaction. Your actions may shift from confidence to a lack of confidence in your current situation.

You score with Clear or Good Clarity and Understanding of the value for your current role, filtered by a (-100%) higher level of role dissatisfaction that is likely not fulfilling your needs. This bias typically manifests with many questions, causes indecision, and can foster considerations for making a role transition.

## Self-Direction – Your View of the Future & Confidence in Your Future Vision

How you understand and value your direction and your future, and the importance you place on your view for how that future ought to be.

### Personal Bias, Attention or Importance



### Clarity or Understanding



You are an extremely goal directed person who has a strong sense of commitment to inner ideals and principles, to what you think is right. You are a very persistent person who is likely to remain on target regardless of circumstances; however, this persistence can turn into insistence that your way is right regardless of circumstances and into a compulsive need to push ahead.

You score with Clear or Good Clarity and Understanding of your future vision for yourself, filtered by a more positive (+75%) Self-Direction/Future view. This bias tends toward a belief in a satisfying and rewarding future, along with an understanding of how your current circumstances can lead you there.



## Your Thinking Style in a Few Words

The following page(s) provide a general overview of your thinking style.



### Problem Solving

You will be inventive and creative when generating ideas, but may have difficulty converting the ideas into solutions and deciding which direction will be best. Take time to evaluate pros and cons equally for all possible solutions, but be careful not to delay making decisions if no timelines exist. You can be rigid and narrow in your thinking and stubbornly insist your way is right, regardless of the circumstances. You may either withdraw or aggressively challenge others that disagree with you.



### Strengths

- Will search for original, inventive ways to express ideas to others
- Can translate inventive ideas into concrete, common-sense expressions that others can understand and act upon
- Have a commitment to making sure that things are done right
- Will use logic and clarity as well as inventiveness to validate ideas
- Will be proactive in thinking and planning which generates patience for others' concerns, questions, ideas, or objections
- Can be open with others even when you feel there are risks or concerns



### Areas for Development

- Can be impatient and critical of others when others cannot see your point of view
- Overuse of logic, preset strategies, and plans can make you appear unresponsive to others' needs or interests
- May try to control risk of exposure by becoming critical and skeptical of the intentions of others who do not agree with your ideas
- May view conversation as a competition and attempt to defend your ideas and alternatives, insisting on your way
- Can discount or avoid personal issues which seem illogical, confusing, and unnecessary
- Can come across as skeptical, critical, and judgmental
- May develop a sense of superiority, which may lead to imposing what you think is best on others



### Suggestions for Improvement

- Practice being a more patient and responsive listener by addressing others' needs, interests, and concerns without becoming competitive
- Learn to accept different viewpoints with an open mind
- Be more attentive and responsive to others' non-verbal communication
- Pay more attention to immediate issues, questions, and problems, not just long-term situations
- Moderate the tendency toward a perfectionistic, all-or-nothing attitude
- More readily gauge the effect of your responses on others



## Your Prioritized Strengths

The following two pages contain descriptions of your specific strengths based on your unique thinking style pattern. Your top strengths are listed in order with your greatest strength first.

**Strength Scoring Legend:** (*Risk is the probability of judgmental errors*)

- Low Risk = A Level
- Situation Risk = B Level
- Conditional Risk = C Level
- Real Risk = D Level

### 1 Persistence: (Getting Things Done) - Low Risk

Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.

### 2 Goal Directedness: (Getting Things Done) - Situational Risk

Driven by a need to fulfill goals and plans generated both by personal ideals and ambitions and external goals.

### 3 Ambition: (Getting Things Done) - Situational Risk

Driven by a compulsive need to attain personal goals and ambitions.

### 4 Flexibility/Adaptability: (Managing Self) - Situational Risk

Strong personal commitment to what they believe is right combined with the ability to redirect energy when necessary.

### 5 Self Confidence: (Getting Things Done) - Situational Risk

Awareness of social and role image combined with anxiety and uncertainty about which role is best.

### 6 Self Control: (Managing Self) - Situational Risk

The ability to maintain composure in difficult prospecting, interview, or closing situations.

### 7 Consistency: (Getting Things Done) - Conditional Risk

The ability to consistently stay focused even though there is some uncertainty about which role is best.



## Your Prioritized Development

This section contains descriptions of your potential limitations based on your unique thinking style pattern. Your top limitations are listed in order with your most significant limitation first.

**Blocker Strength Scoring Legend:** (*Risk is the probability of Judgmental Errors*)

- Real Risk = D Level
- Conditional Risk = C Level
- Situational Risk = B Level
- Low Risk = A Level

### 1 Seeing Potential Problems: (Managing Problems) – Real Risk/PRF-16

Lack of balance or focus in their thinking can lead them to overlook crucial issues.

### 2 Evaluating What To Do: (Managing Problems) – Real Risk/PRF-13

Uncertainty and lack of clarity in their thinking can restrict their ability to see what needs to be done.

### 3 Meeting Schedules & Deadlines: (Managing Activities) – Real Risk/PRF-10A

Perfectionistic, black and white thinking leads them to set unrealistic schedules and time tables.

### 4 Attention To Concrete Detail: (Managing Activities) – Real Risk/PRF-12C

Lack of attention to immediate circumstances, bumps into the world, susceptible to sloppiness, messiness.

### 5 Short Range Planning: (Planning And Organizing) – Real Risk/PRF-19G

Perfectionism and dogmatic thinking can cause you to set unrealistic, inflexible and unresponsive short-term goals.

### 6 Listening To Others: (Managing Others) – Real Risk/PRF-5C

Tend to listen, measure and critique everything that is said against a preset, rigid standard.

### 7 Results Oriented: (Getting Things Done) – Real Risk/PRF-26C

Unconventional, cautious thinking can create an inconsistent focus on results and immediate circumstances.

Everyone has blockers. They are the factors that can interfere with one's ability to optimize their strengths. Each blocker has a reference number shown in parenthesis. Use that number to gain powerful insights into each blocker by referencing our online materials to help you develop!

1. Go to the online resource page: <http://www.axiometrics.us>
2. Enter the following – Log In: **UNDERSTANDING** Password: **BLOCKERS**
3. Select the content Tab from the top of the page: **Management/Professional Reference Manual (MGT/PRF)**
4. Select the corresponding blocker number – i.e.: MGT-5A

*Please Note: PRF and MGT codes are interchangeable, so PRF-9D is the same as MGT-9D.*

These will provide you with relevant information about the blocker, how it will likely impact the individual, and specific questions and tactics to explore the blocker. These insights can be very helpful for selection or as a foundation for development and training.

## Your Workplace Competency Scores

Below are the scores of 35 Workplace Competencies that will direct, guide, and focus Sample toward successful results. The definitions are provided in the Appendix at the end of this report.

**Strong access to this strength**

**Good access to this strength**

**Average access to this strength**

**Capacity to develop**

**Strong access to this strength:** The individual has the ability to make sound judgments and has balance in decision-making abilities. The potential for making errors is greatly reduced.

**Good access to this strength:** The individual's ability to make balanced judgments can sometimes be impaired, however, it is still good overall. Explore the specific situations that may lead the individual to become uncertain and discuss what additional support may be needed to ensure effectiveness.

**Average access to this strength:** The individual's ability to make judgments varies according to the circumstances, however, it remains within the average range for most individuals. Review with the individual the situations that may lead to errors in judgment, discuss what support can be provided, and create a plan to proactively develop this competency.

**Capacity to develop:** This person likely has reduced understanding, blind spots, or biases (positive or negative) that create potential issues in making sound judgments and likely result in errors. Explore this area in greater detail to examine how those risks may impact effectiveness and determine how to manage and lessen the risk potential.

**\*Note: Not all risks equate to poor performance, a challenge, or a concern. The skills and judgment areas in question may not be a requirement of the role or company. Remember to thoroughly explore the relevancies of this information in the specific environment and consider behavioral style and motivational style influences as well.**

Workplace Competencies				
<b>Working With Others</b>				
Insight Into Others				✓
Attitude Toward Others			✓	
Prejudice/Bias Index				✓
Sensitivity to Others				✓
Listening to Others				✓
Talking At the Right Time			✓	
<b>Managing Activities</b>				
Meeting Established Standards				✓
Doing Things Right			✓	
Attention to Policies/Procedures				✓
Meeting Schedules & Deadlines				✓
Attitude Toward Authority				✓
Attention to Concrete Detail				✓

Workplace Competencies				
<b>Problem Solving</b>				
Evaluating What to Do				✓
Using Common Sense				✓
Intuitive Insight			✓	
Seeing Potential Problems				✓
Proactive Conceptual Thinking			✓	
<b>Planning &amp; Organizing</b>				
Realistic Goal Setting			✓	
Short Range Planning				✓
Long Range Planning				✓
Concrete Organization				✓
Conceptual Organization				✓
Realistic Goal Setting			✓	
<b>Getting Things Done</b>				
Self Confidence		✓		
Goal Directedness		✓		
Results Oriented				✓
Ambition		✓		
Persistence	✓			
Consistency			✓	
<b>Managing Self</b>				
Self Esteem				✓
Self-Assessment			✓	
Self-Control		✓		
Role Satisfaction				✓
Flexibility and Adaptability		✓		
Health Tension Index*				✓

*\*Note: The health tension index is a powerful measure that calculates the degree of frustration, disappointment, and even anger that a person will feel when their ideas, recommendations, and beliefs are not accepted by others. It is also a measure of the willingness to consider and accept alternative ideas and beliefs that differ from our own.*

**For more information on the 35 Workplace Competencies, please refer to the Appendix at the end of the report.**



## Your Overall Summary

### Your Primary Communication Strengths:

- You remain objective, even in emotional situations.
- You are technically skilled and highly proficient in your area of specialty.
- You provide significant input to projects and processes, and are alert to potential problems and controls necessary.
- You have a keen awareness of the broad impact of important decisions.
- You make decisions based on factual data.
- Others on the team may seek you out to answer detailed or process-oriented questions.
- You have a knack for logically negotiating cooperation from others, rather than demanding it.

### Your Performance Overview and Recommendations

#### General Performance: Ability to Perform Within the Areas of Expertise

Relying upon the areas of expertise and qualifications, you can call upon cautionary (D level) critical thinking to resolve the core administrative problems, challenges and opportunities they encounter. Your internal motivator hierarchy will filter/influence your choices and drive action steps that are based upon achieving a strong ROI via highly effective tactics, a willingness to challenge the status quo, an acceptable ratio for the "work-life balance", providing a stabilizing force for teaming efforts, making low-risk choices supported by past successes, contributing team support in group efforts and a focus on business, finance, and economic efforts. You deliver the motivated critical thinking pattern in an overall Patient and Task Oriented manner. Be aware that the following attitudes will typically be reflected in your decisions: Stubborn, dogmatic attitude, Cautious attitude toward the world, Cautious, hesitant attitude about themselves, Skeptical, resentful attitude toward others and Skeptical, doubting attitude toward getting things done.

#### Ability to Perform in a Specific Management Role

As you consider the impact that the three areas summarized above will have on Sample's credentials, we would view Sample as an individual with a cautionary potential for making balanced decisions, requiring a careful review of credentials and past performance, who will potentially deliver problematic results in this role unless it requires their specific knowledge and industry experience and is supported by a well-documented track record of past successes.. Based upon the results, Sample believes that their innate natural talents and abilities are a workable fit, but out of sync for their current role. It may be useful to factor in this current role satisfaction as you consider new, expanded, or alternative assignments for this individual.

#### Training & Development: Areas Where Sample May Need Support:

- You may be overly defensive about your position, especially when faced with change or threats.
- You may tend to hesitate under intense pressure to make a proper decision.
- You may tend to withdraw ideas in order to avoid controversy.
- When forming teams, you may tend to select people who are similar to you.
- You may need to assert yourself more in team meetings, so that others can take your opinions into consideration.
- You may require a complete explanation of details before making a decision.
- You may allow yourself to get bogged down in the details, especially when the climate becomes pressured.

#### Teamwork: Sample Should Thrive in Teaming Opportunities that Provide:

- A work group which provides close relationships with a small group of associates, rather than superficial relationships with a larger group of people.
- Standard, accepted operating procedures that sometimes support complex processes.
- Highly specialized assignments and technical areas of responsibility.
- Time to reflect and think about pros and cons to solutions.
- A work environment with a predictable pattern of activity, so as to monitor quality processes.
- Support of your critical thinking skills.
- Encouragement to make decisions by logic, rather than emotion.



1. Based on your assessment results, what new insights do you have in regard to your Behavioral, Motivational, & Critical Thinking Styles?

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2. What do you feel are your greatest strengths related to your Behavioral, Motivational, & Critical Thinking Styles?

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3. What potential limitations, risks, and biases have you identified in relation to your Behavioral, Motivational, & Critical Thinking Styles?

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4. Based on what you have learned about your Behavioral, Motivational, & Critical Thinking Styles, what things are you going to Start, Stop, and Continue to optimize your performance in the future?

Start	Stop	Continue



## Appendix: Workplace Top Performer Competencies Defined

Six Categories with 35 Key Competencies that Empower Top Performers

### Working Effectively with Others

*NOTE: This measures the ability to see and appreciate the needs and interests of others and the ability to deal with others in a concerned but objective manner.*

#### Insight into Others

This is a measure of the ability to employ one's "gut instincts" effectively. It is both the intuitive evaluation and application of that evaluation. It is the capacity to enrich one's experience and tactics by virtue of this intuitive component that comes from the ability to understand others and apply that understanding in an effective way.

#### Attitude toward Others

This is a measure of the ability to see and appreciate the unique value and contribution that others are able to provide. It includes the capacity to interact with others without becoming personally involved in their issues to the point that the interaction clouds decisions. It reflects an objective balanced perspective.

#### Prejudice Bias Index

This measures the ability to manage without fear of negative feedback from others who do not like the management decision(s) one makes. It calculates the need to be liked and viewed as a strong leader without over promising or ignoring one's duties and responsibilities.

#### Sensitivity to Others

This measures the capacity to balance one's compassion for others and the desire to trust others with an objective ability to realistically see strengths and weaknesses and to not be blind to another's character flaws or to be unrealistically accountable for the effect one's actions or decisions will have on others.

#### Listening to Others

This measures the ability to retain a high expectation for other people's performance while avoiding the tendency to shift from being open and available to becoming overly critical and demanding when others do not deliver those high expectations. It is also a measure of the ability to listen to other's input while retaining an objective management style that balances optimistic expectations with realistic allowances for human error and avoidance of preset views that shut out viewpoints that differ from your own.

#### Talking at the Right Time

This measures the capacity to avoid overconfidence and over estimation of the value of one's own view on things and to be open to consideration of other people's concepts, ideas, and solutions. It is the ability to consider alternatives and avoid the "I always know the best solution" mentality.



## Managing Activities

NOTE: This measures the ability to see what is needed to get things done in a timely manner that resolves problems without creating new ones.

### Meeting Established Standards

This measures the ability to see what needs to be done; to identify both problems and potential workable solutions to those problems within the constraints and structure of the organization and available resources. It measures the willingness to respect and operate within the established guidelines without trying to overtly or covertly do things in one's own way while subordinating established standards.

### Doing Things Right

This measures the capacity to balance one's need to get results against the tendency to ignore established rules and impose one's personal sense of what is right, wrong and the correct action on virtually every situation. This capacity also measures the ability to "let go" of one's individualistic beliefs when faced with circumstances, evidence and reason that suggest the current view is incorrect.

### Attention to Policies and Procedures

This measures the capacity to balance a creative, inventive solution without disregarding, ignoring, or disrespecting established policies and procedures that might be viewed as limiting. It is the ability to balance one's NOW focus against a longer ranged strategic thinking that considers and factors the consequences of devaluing established procedures.

### Meeting Schedules and Deadlines

This measures the capacity to infuse what one thinks is right and is the correct action with the practical need to "get things done" on time and to specification. This competency balances "decision rigidity" with avoidance of analysis paralysis that happens when the path to decision and implementation is clouded by unreasonable perfectionistic thinking that sees only one way to do things.

### Attitude Toward Authority

This capacity measures the willingness to set aside one's own priorities and beliefs and to fit in and conform to accepted and established norms, protocols and rules. It measures the strength of the need to challenge the rules vs. a willingness to follow established procedures because they are requested by the organization.

### Attention to Concrete Detail

This capacity measures the ability to see and evaluate what is happening in the external workplace world. It is the capability to value the standards, values, ideas, and ways of doing things that generate results in a balanced and functional way. It is a measure of the ability to comingle one's personal beliefs and preferences with the needs of the organization.



## Problem Solving

NOTE: This measures the ability to identify potential problems before they morph into a crisis, and the capacity to generate effective solutions within the guidelines and resources of the current organization.

### Evaluating What to Do

This capacity measures the ability to clearly see what is happening around them. It is both the capacity to understand the current problem, challenge, or opportunity, and the ability to view the relative importance of that issue in a balanced manner that is neither too optimistic nor pessimistic.

### Using Common Sense

This capacity measures practical problem solving that incorporates balancing the need to achieve a result without an over reliance on “gut feeling” or preset models to solve problems. It incorporates one’s sense of timing for when, where, and how to take action in order to accomplish objectives.

### Intuitive Insight

This is a measure of one’s ability to rely upon their intuitive insight about what is the right or wrong tactic as a key factor when trying to solve the problems they face. When someone can meld this powerful “gut feeling component” with effective and logical practical thinking, good decisions will be the likely result.

### Seeing Potential Problems

This is a measure of the capacity to see problems, challenges, and opportunities from multiple perspectives. Every situation has structural, comparative, and unique components; this score measures the ability to view those issues in a balanced way.

### Proactive, Conceptual Thinking

This capacity measures the ability to balance one’s need to take an action and achieve a result without subordinating the importance of considering the consequences of that action or result. It measures the willingness to tie up loose ends and to make certain that one’s actions achieve an overall balanced and positive result.



## Planning & Organizing

NOTE: This measures the ability to set realistic goals, build plans to reach those goals, and turn those plans into concrete steps that generate the desired results.

### Realistic Goal Setting

This capacity measures the ability to view objectives and goals in an evaluative and wide focused manner. It scores the capacity to avoid strict black and white, narrowly focused, or preset thinking and scores the ability to avoid compulsive and non-yielding beliefs that would tend to ignore evidence and circumstances that would suggest an alternate solution or course of action.

### Short Range Planning

This measures the capacity to balance 3 factors in the realm of immediate or short-term planning. First, the ability to coordinate one's view for how an action ought to be done with a logical, practical, and viable alternative action plan; Second, it measures the ability to AVOID overlooking ideas, attitudes and ways of doing things simply because they do not offer an immediate benefit; and third, the ability to balance the inclination to hesitate due to a pursuit of perfection with the need to achieve a practical common-sense solution.

### Long Range Planning

This capacity measures one's ability to value the need for longer range planning due to an appreciation for the power of structure and organization and a freedom from confusion as circumstances create a degree of chaos that can shift one's focus from a longer-range plan and organization to immediate issues. It is the ability to see that future planning can often eliminate a number of the current fire drills that keep happening over and over again due to a lack of future planning.

### Concrete Organization

This is a measure of the capacity to pay attention to immediate, practical matters and to view those issues from a balanced manner that is devoid of rigid, preset thinking that comes from a repetitive "one size fits all solution perspective." It is also a measure of the ability to resist focusing primarily on what is wrong with a situation and to avoid the tendency to pursue wild "out of the box" solutions that may not connect to the issue at hand.

### Conceptual Organization

This is a measure of the ability to balance a strong analytical, logical, clear, and conforming analysis and planning while achieving an actual result. Without the result component, this could easily become "analysis paralysis." As is so often the case, it is a measure of the ability to balance two counter forces- strong reliance upon logic and analysis with bottom line results.

### Attention to Planning

This measures the capacity to see the need for following a plan and to be able to recognize the related series of events that support or deviate from that plan. It is the ability to follow a plan and to exercise a reasonable degree of conformity and uniformity toward the plan as time goes by. It is the practice of using reliable foresight to accomplish results rather than hindsight as justification for the problems created due to a failure to follow a plan.

## Getting Things Done

NOTE: This measures the ability to focus energy on assigned tasks and follow them through to completion while managing stress levels without losing the freedom of action and creativity that drives superior results.

### Self Confidence

This is a measure of the individual's view of their overall ability to succeed in their current situation or circumstance. It also measures their view of their ability to perform to their potential in their current role(s) It measures one's capacity to be comfortable with their own identity without the need for others to provide them with direction and leadership and it measures the intensity of one's feeling of frustration, anxiety, and indecision in the current role.

### Goal Directedness

This capacity measures one's clarity of direction for their future endeavors. It calculates the ability to accurately see the probable "next steps" in light of both a degree of understanding of and adherence to how things OUGHT to unfold and how willing the person is to exert the effort to get there. As we have seen so often, it calculates the ability to balance one's future path with their ability to see how that path will provide them with an acceptable level of internal satisfaction.

### Results Oriented

This capacity measures one's ability to focus on results from a practical thinking, practical consequence of action and strategies perspective. It is also the ability to balance the need for concrete immediate NOW RESULTS without sacrificing quality control and prudent "plan b" back up planning. It calculates the ability to avoid feeling so compelled to act that one takes the shortest path to solutions without mastering the steps required for sustainable solutions that provide long term benefit.

### Ambition

This capacity measures one's clarity of their sense of overall direction in the workplace and life. It calculates an understanding of the rewards provided by specific goals and the value of commitment to achieving them. It views one's ability to know what is right for them and the strength of pursuit so that their actions square with their personal guide or code of conduct and personal ideals.

### Persistence

This measures the commitment and dedication to the fulfillment of one's goals, ideas, projects and commitments. It is the ability to marshal the vitality and energy to stay on track and on target but without becoming so stubborn from a perfectionistic focus that one cannot or will not see when a change of direction is called for and that a change is the correct action for the given situation.

### Consistency

This measures the capacity to push forward in a way that supports one's current role with a clear understanding of what they can do, will enjoy doing and will stay committed to doing. It measures the ability to avoid the tendency to be susceptible to new and interesting situations that may appear interesting but do not support one's primary responsibilities and commitments. It also measures the capacity to set achievable and realistic goals that are also challenging and rewarding.

## Managing Self

NOTE: This measures the ability to see, understand, and be sensitive to one's own personal competence and uniqueness, confidence level, alignment of personal and company goals, time management, and personal organizational skills.

### Self Esteem

This measures the capacity to see the value that you bring to the job and to the world without allowing that understanding to become toxic arrogance. It is a measure of the ability to understand your strengths and to acknowledge them in a positive way that enables an effective manager to say no when appropriate, make realistic commitments, avoid becoming overly sensitive to what others think or say, avoid self-deprecation, accept praise, and avoid a fear of success.

### Self-Assessment

This measures one's ability to realistically see both their own strengths and blockers. They would avoid overvaluation or undervaluation of their abilities and they would not be riddled with guilt and/or feelings of inadequacy if they make a mistake or do not exceed the expectation of others. Finally, this measures the ability to have an internal beacon that directs and guides one's actions as they interact with others.

### Self-Control

This measures the capacity to see and realistically appreciate one's abilities and how they can translate into a positive and useful contribution to society. This self-knowing engenders a background of confidence that enables one to function without strong reactions to the inevitable push and pull of life's circumstances or the need to treat every issue as a crisis or respond to objections or criticisms in an emotional and impulsive way. This also measures the capacity to avoid distractions that sap energy, cause fatigue and prevent one from their day-to-day schedule and activities.

### Role Satisfaction

This measures the capacity to see and appreciate one's place and function in the world. It indicates the individual is aware of the aspects of their role(s) that give them a feeling of contribution and fulfillment. They will likely feel they are performing at an acceptable level of potential and will be reasonably free from anxiety and frustration. It should be noted that someone seeking a new employment connection may be temporarily negatively impacted by a lower score for this factor due to their current employment circumstances.

### Flexibility and Adaptability

This capacity measures the ability to objectively evaluate situations, consider alternatives, and take actions that are based upon a balance of logical and emotional perspectives that consider, but are not trapped by, established protocols and a sense of duty and unwavering loyalty.

### Health Tension Index

This capacity measures the freedom from frustration and anxiety that can happen when one's manager, peers, or direct reports do not accept and/or embrace an idea, suggestion, or recommendation. No one gets it right all the time, but a poor score here suggests the individual would be negatively impacted by that rejection.



## How to Assure Assessment Accuracy?

### Independent & Qualified Testing at Standards Set by the APA and EEOC

***"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace." "...we applaud your efforts at making Motivators reliable and valid..."***

*- Assessment Standards Institute*

### The Assessment Industry's Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of "global cottage industry" with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this "global cottage industry," which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

### The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the **American Psychological Association (APA)** and the **Equal Employment Opportunity Commission (EEOC)**. This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment's professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

#### Construct Validity (APA Standards) [DISC & Motivators]

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

#### Reliability - Cronbach's alpha (APA Standards) [DISC]

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

#### External Data Reliability (APA Standards) [Motivators]

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

#### Disparate Impact (EEOC Guidelines) [DISC & Motivators]

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.