



Jay Mark Lee

October 20, 2017

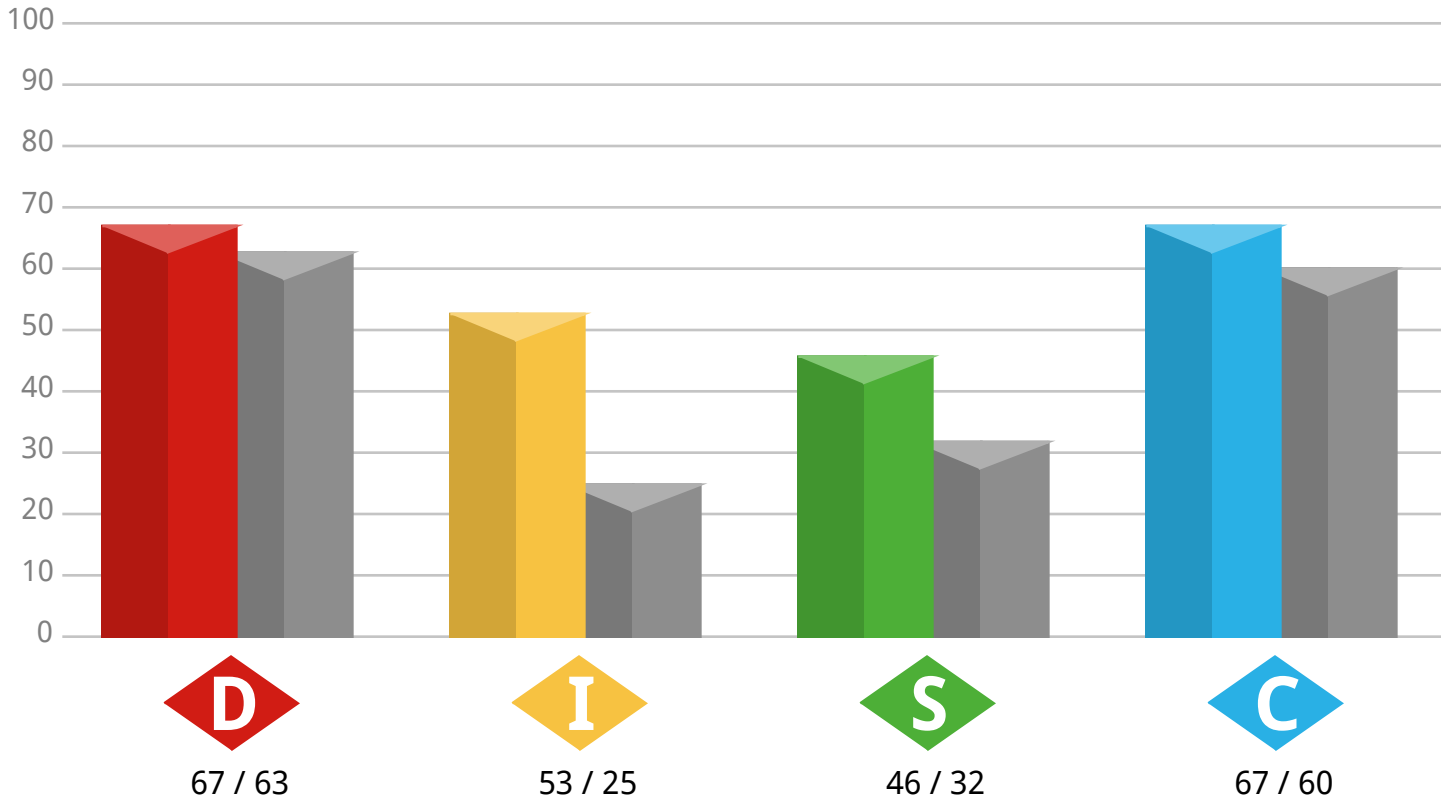
This Innermetrix DISC Plus Profile combines the best of two world class profiles. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand HOW you prefer to get things done, and WHY you're motivated to do them. This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.



Anthony Robbins Coaching
www.tonyrobbins.com



Natural and Adaptive Styles Comparison



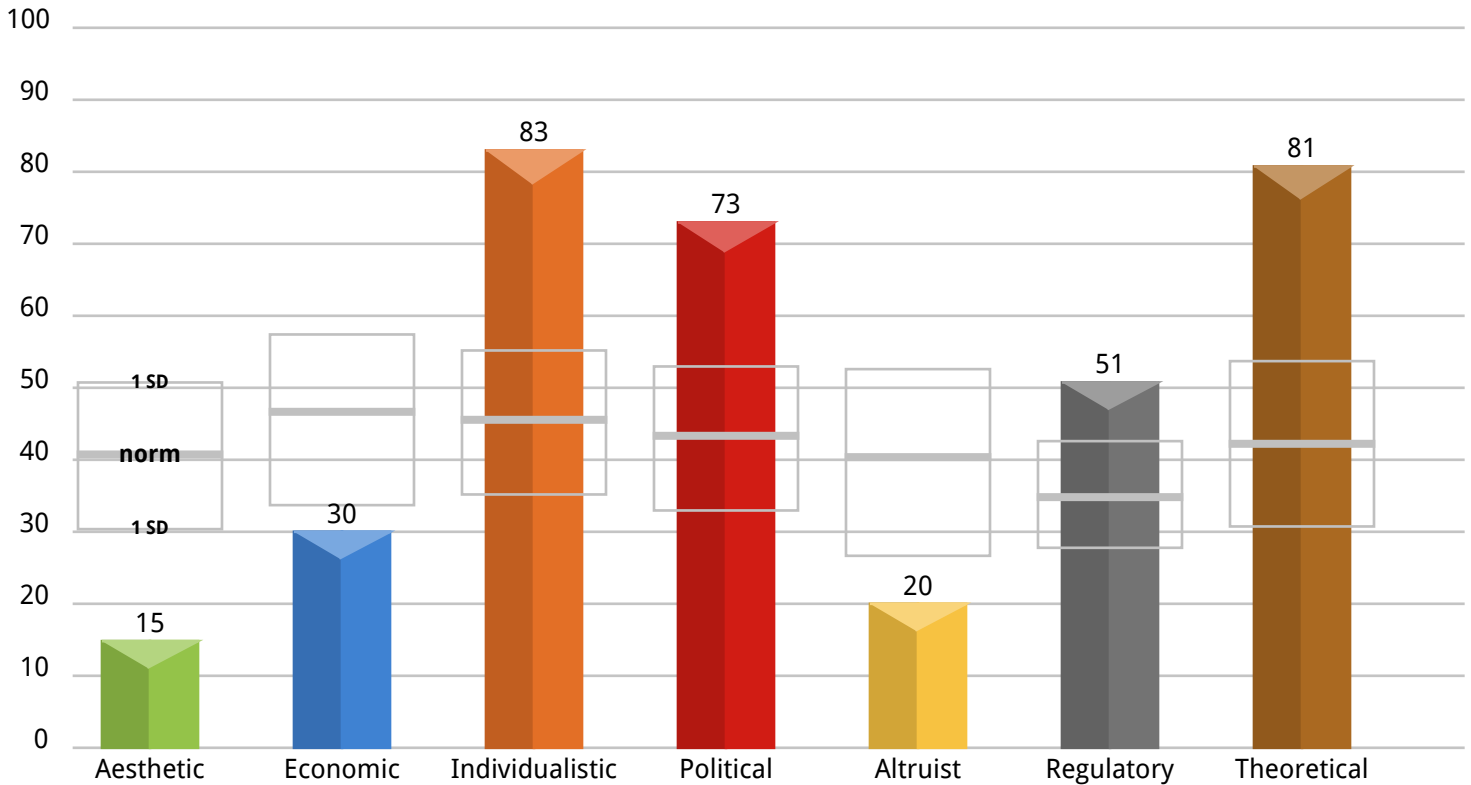
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Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure.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

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



Executive Summary of Jay Mark's Values



Jay Mark Lee

Very Low Aesthetic	You are not into artistic expression, or achieving balance and harmony in life. You are all about the utilitarian, bottom-line results.
Low Economic	You are a team player and may put others' needs before self.
Very High Individualistic	You demonstrate high independence and project self-confidence.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Low Altruist	You won't be taken advantage of and protect your own turf and that of the team or organization.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.

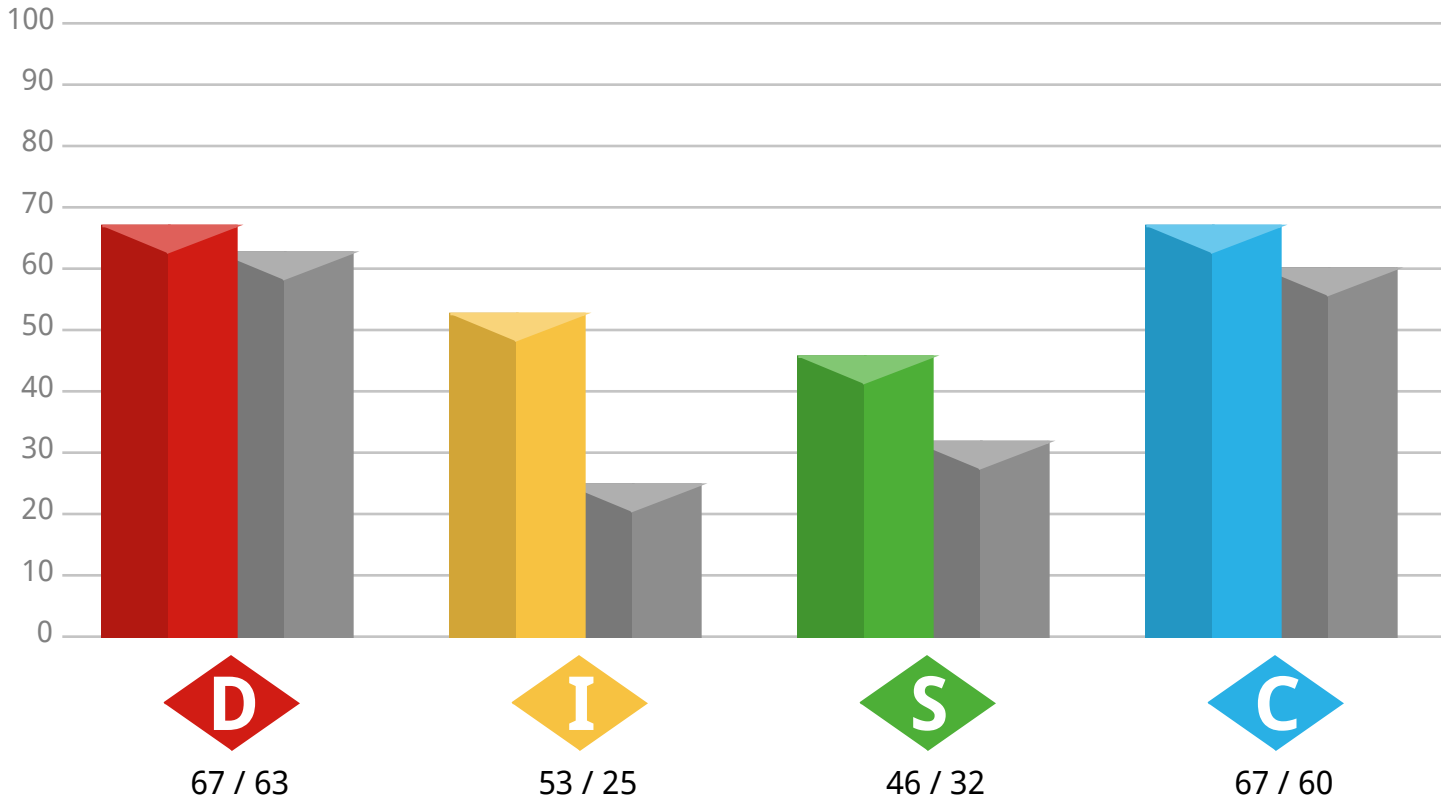


The DISC Index

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



Natural and Adaptive Styles Comparison



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About This Report

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

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

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

This report includes:

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



The Elements of the DISC-Index

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

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

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

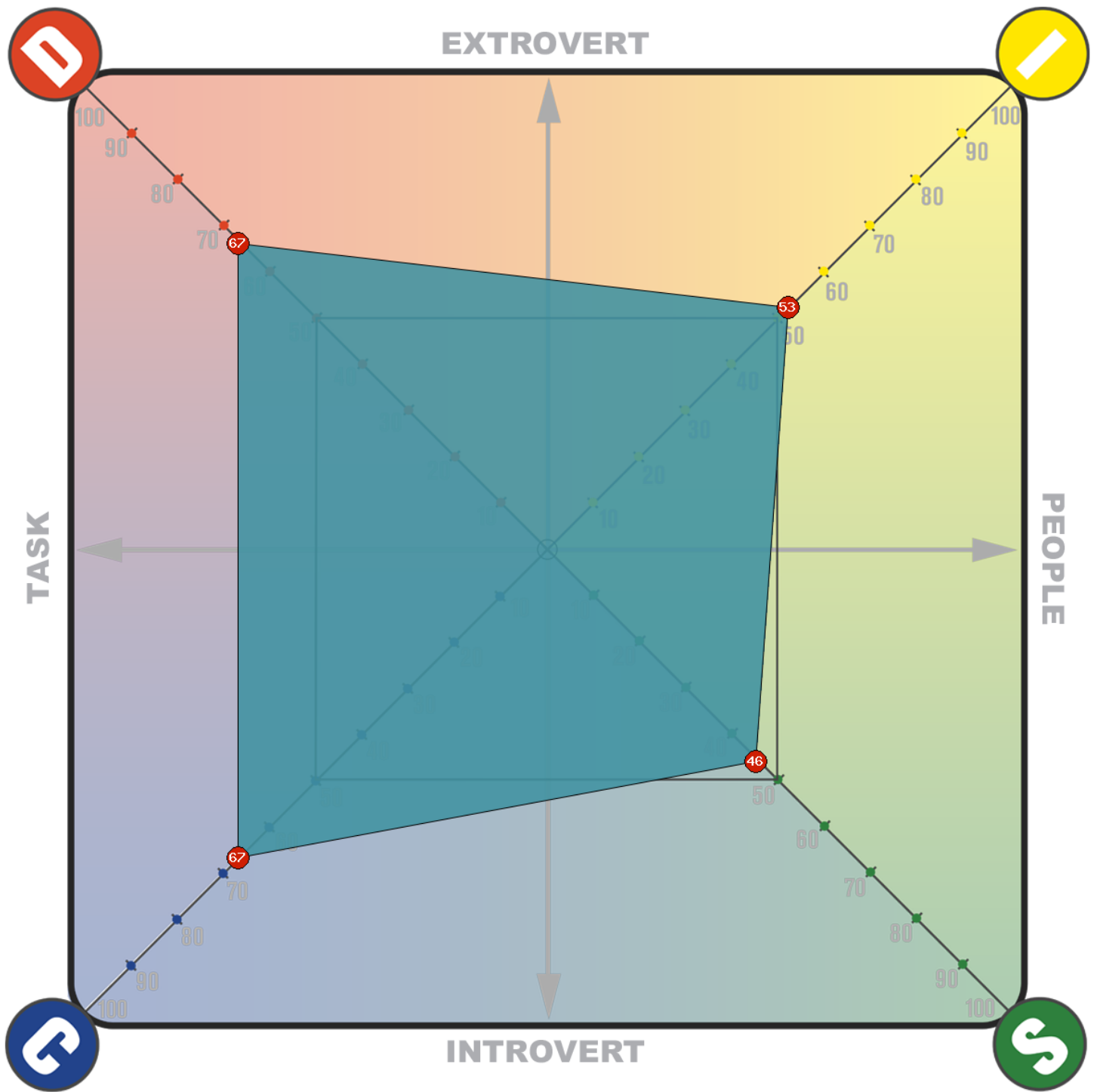
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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



A closer look at the four components of your behavioral style

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

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Decisive

Your approach to problem-solving and obtaining results

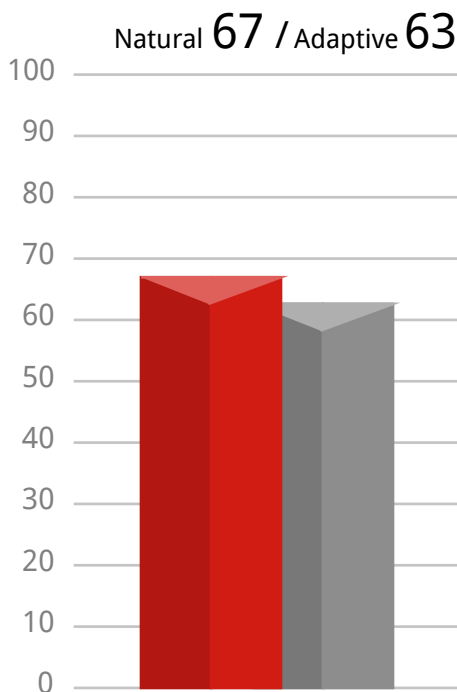
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

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

Lower D —

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



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

- When confronted with dissenting opinions, you can alienate others who don't agree with you.
- You are very resourceful and can adapt quickly and easily.
- The higher the stress, the less you are likely to hear and the more you are likely to act or command.
- You have no problem accepting the credit or taking the blame for results (e.g., "The buck stops here.")
- You are adventuresome in trying new ideas and innovations.
- You would rather focus on the big picture, not the details which you can view as minutia.



Interactive

Your approach to interacting with people and display of emotions.

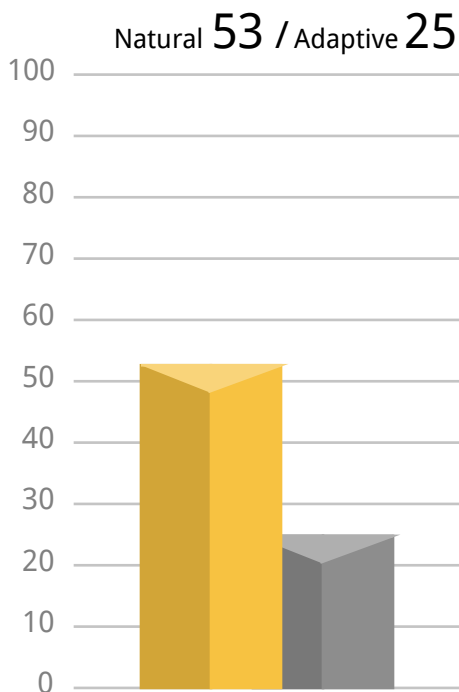
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

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

Lower I —

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



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

- You may sometimes promise a bit more than you can deliver because of your natural optimism.
- You prefer an environment with ample people contact.
- You work best when you are able to interact with others.
- You prefer working in a social environment rather than one that is remote or isolated.
- You tend to meet new people in a confident and appropriate manner.
- You can be an effective coach or counselor for others.



Stabilizing

Your approach to the pace of the work environment

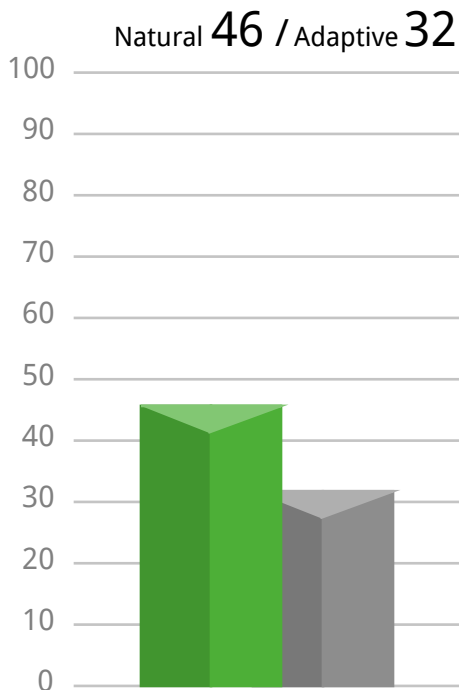
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

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

Lower S —

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



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

- You work well in a variety of environments and on a wide selection or projects or tasks.
- You like being mobile and on the go, but you like a home base to return to from time to time.
- You prefer a moderately structured environment, not too much - not too little.
- You appreciate the need of others to have more freedom and less structure.
- You respect the established ways, but are open to change when it is deemed necessary.
- You are comfortable acting alone to determine the best course of action.



Cautious

Your approach to standards, procedures, and expectations.

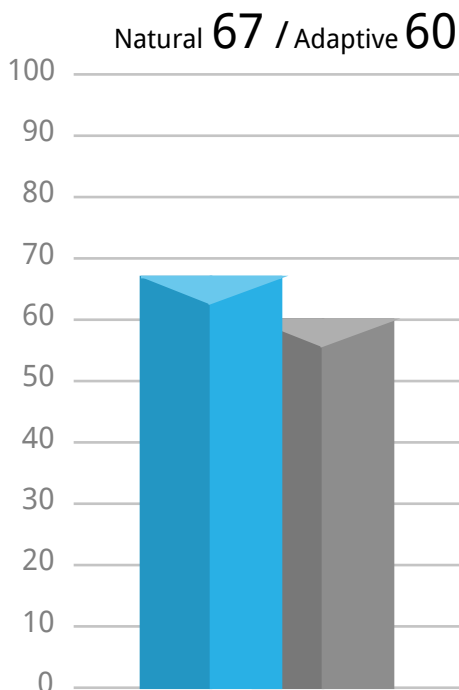
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

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

Lower C —

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



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

- You like to work in an environment that is very precise and more structured.
- You desire a great deal of explanation before beginning new tasks.
- You may be perceived as somewhat resistant to change.
- You possess excellent critical thinking and problem solving ability.
- You believe in maintaining high standards of quality control.
- You believe that if it's worth doing, it's worth doing correctly the first time.



Natural Style Pattern:

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

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

- Tends to be assertive and at the vanguard of leadership in new, creative ideas and solutions.
- Can handle assertive and aggressive people with a manner of blunt or critical response.
- Develops new systems and procedures to increase efficiency or quality control.
- Motivates others with a sense of competition and urgency.
- A drive toward aggression and assertiveness is softened a bit by an internal sensitivity. Decisiveness, quick thinking, and rapid reaction time are met with some hesitation due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. This emerges from the High D and C combination, plus the Lower I and S combinations.
- Enjoys developing unusual responses or new ideas or solutions to existing problems.
- Persuades others by being a pace-setter in finding solutions to problems.
- Becomes bored with routine work and seeks new problems to solve.



Adaptive Style Pattern:

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

- Wants to be seen as assertive and at the vanguard of leadership in new, creative ideas and solutions.
- Day-to-day operations decisions are made very quickly and easily. There is substantially more time, effort, and caution put into larger decisions.
- Develops new systems and procedures to increase efficiency or quality control.
- Evaluates others by their ability to bring about change and accomplish a task quickly and with high-quality control.
- Motivated by having authority equal to responsibility.
- Shows dominance in many new situations and an ability to quickly analyze the facts.
- Motivates others on the team with a sense of competition and urgency.
- Motivated to be creative, becomes bored with routine work and seeks new problems to solve.



Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- In an environment with minimum of oversight, interference, and organizational politics getting in your way.
- Verbalize your thoughts more and include others in the decision-making process more.
- Realizing that your desire for constant high quality work may slow your high-pressure decision-making time.
- Showing a bit more warmth and sincerity towards others.
- Resisting the need for total perfection every time, squeezing the trigger faster.
- Time where you can work uninterrupted when necessary.
- Cooperating more with others on a team rather than conducting more solitary work.
- Ask for more input from others.



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

- Things to be done correctly the first time, so that later corrections aren't necessary.
- New experiences and new challenges to meet.
- Efficient methods to get things done in less time, but not sacrificing quality.
- Time to analyze facts and data prior to making a final decision.
- To get an internal sense of motivation when given authority equal to the assigned responsibility.
- Time to react to sudden changes and to analyze the impact it has on overall quality.
- Freedom from control and close scrutiny of operations, as it implies lower trust of quality standards.
- High quality standards that all members of the team honor and support.



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

- Brings a sense of rapid solutions and high quality control to the organization.
- A very creative thinker and innovator.
- Provides hard work and heavy mind-share into creating the best possible answers to questions or problems.
- Able to consider many alternatives, theories, and possibilities as you approach new problems to solve.
- Strong agent of change.
- Able to use imagination and calculated risk-taking in ways to create new solutions to problems, or new systems for success.
- Explores all possible solutions to problems before making a decision. (As a result, this may sometimes cause delays in the decision-making process.)
- Maintains a high sense of urgency: The clock is ticking.



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

- Specialized and challenging assignments.
- Opportunity for advancement to positions allowing for creativity.
- Security and confidence in quality control measures.
- Freedom to create in new and different ways.
- Power and authority to make decisions and create change.
- Time to react to alternatives, but also supportive of the fact that the clock is ticking.
- Supportive of some occasional vacillation in decisions or ideas.
- Procedures done correctly the first time.



Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems.

Due to your behavioral style, you may tend to:

- Appear somewhat abrupt and blunt toward others without being aware of it.
- Be somewhat cool and aloof at times.
- Vacillate too much between decisions due to the need to re-examine evidence, or even the chance that new evidence may come in.
- Have a high need for perfection that may hamper your satisfaction until it is reached.
- Not share your ideas with others on the team enough.
- Work in a rapid burst for a while, followed by periods of re-examination or quiet reflection, which can cause delays.
- Place "all" items on the to-do list as priority number one.
- Get stuck in a loop between wanting to get it done quickly, but also perfectly.



Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

How you prefer to share knowledge or teach:

- Appreciates intellectual recognition.
- Shows authority by using rewards and punishments.
- Leads through factual persuasion.
- Very accurate in presenting information.
- Leads group by inspiring each to be the best.
- Comes to the training very well prepared, and ready to get to business.
- Very precise in evaluations or grading of training participants.

How you prefer to receive knowledge or learn:

- Wants to know how the learning will apply in real-time situations.
- More interested in ideas and content than in people.
- Develops own learning strategies.
- Seeks practicality and results.
- Will structure own activities only with explicit goals and outcomes established.
- Individualized, independent self-study.
- Structures own learning.



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

Things to do to effectively communicate with Jay Mark:

- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Offer specific evidence about the probability of success or effectiveness of some of the options.
- Make assurances that there won't be surprises.
- Use a thoughtful and logical approach to discussing ideas and options.
- Be clear in your explanations.
- Prepare your case in advance; don't 'wing-it' using charm alone.
- List pros and cons to suggestions you make.

Things to avoid to effectively communicate with Jay Mark:

- Don't use someone else's opinions as evidence, provide only hard facts and data.
- Don't make decisions for others.
- Don't whine about all of the work you have to do.
- Don't be vague about what's expected of either of you.
- Don't forget or lose things necessary for the meeting or project.
- Don't be disorganized or confused.
- Don't fail to follow through. If you say you're going to do something, do it.



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

Decisiveness:

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

Interacting:

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

Stabilizing:

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

Cautiousness:

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

Overall Natural Style:

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

Overall Adaptive Style:

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

Strength-based insights:

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



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

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

Motivation:

How can you stay more motivated?

Improvement:

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

Training/Learning:

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



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

Supporting Success:

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

Limiting Success:

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



The Values Index

WHY are you motivated to use your talents based on your drivers of engagement?



About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.



The Elements of the Values Index

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.



A closer look at the seven dimensions

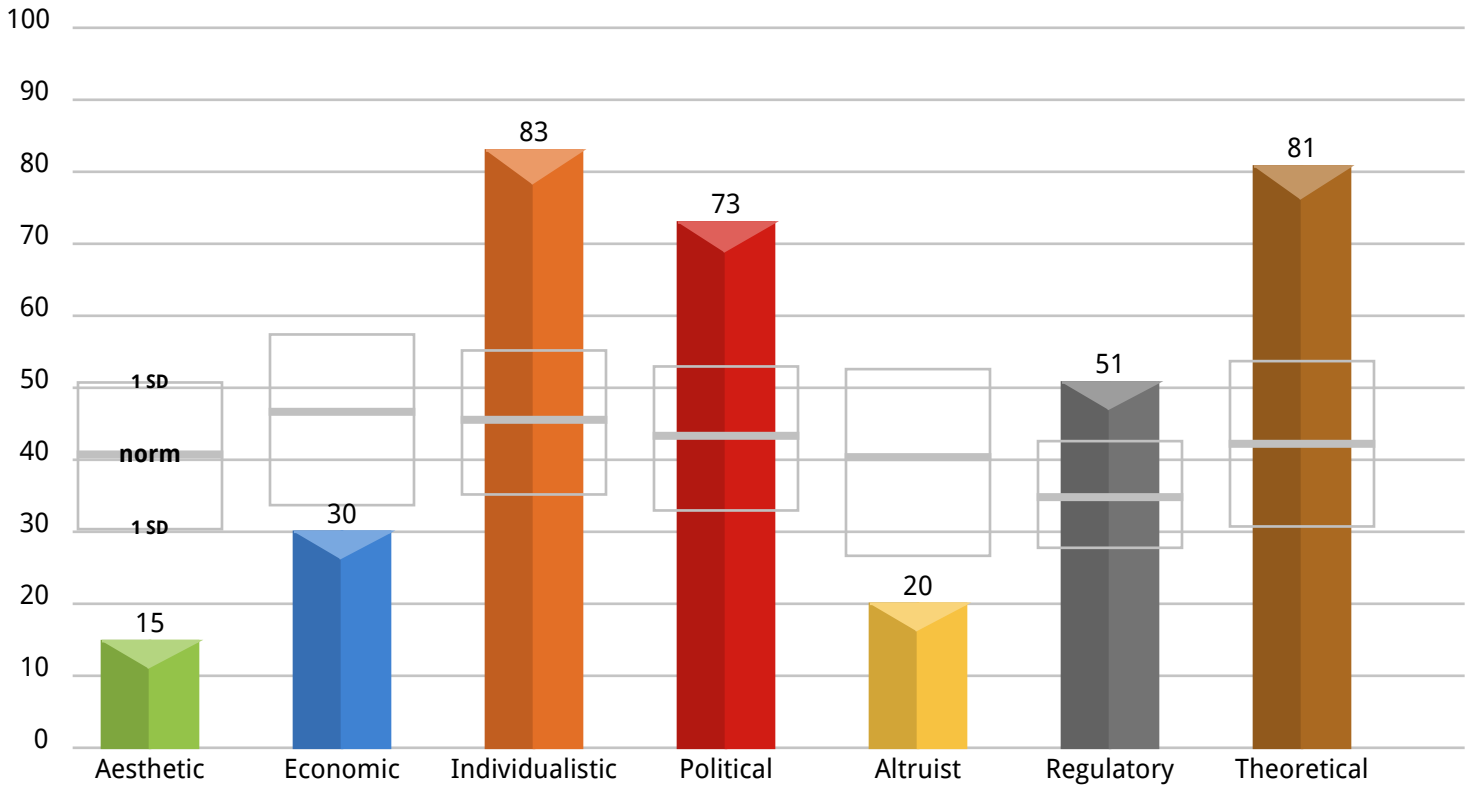
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

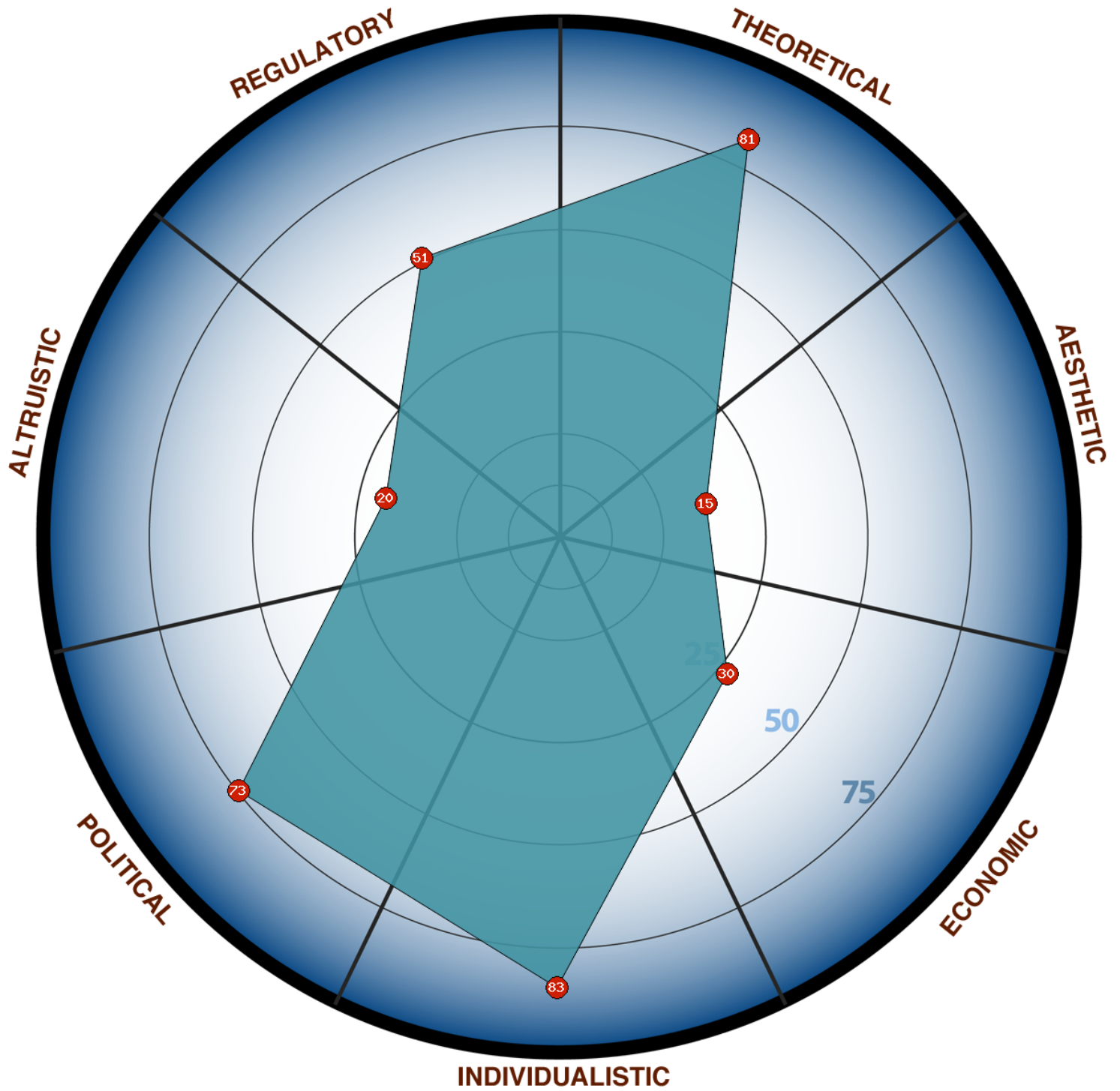


Executive Summary of Jay Mark's Values

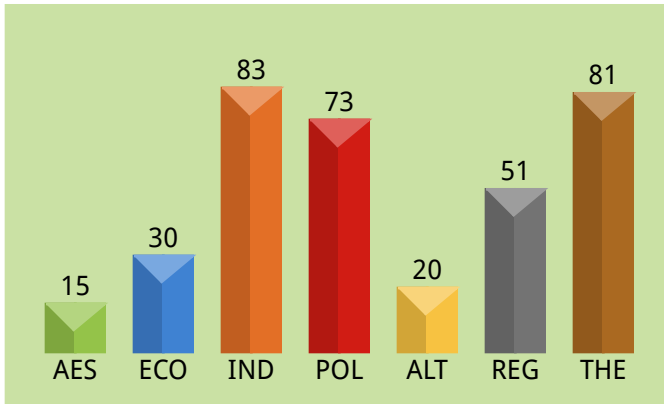


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Low Economic	You are a team player and may put others' needs before self.
Very High Individualistic	You demonstrate high independence and project self-confidence.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Low Altruist	You won't be taken advantage of and protect your own turf and that of the team or organization.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.



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The Aesthetic Dimension:

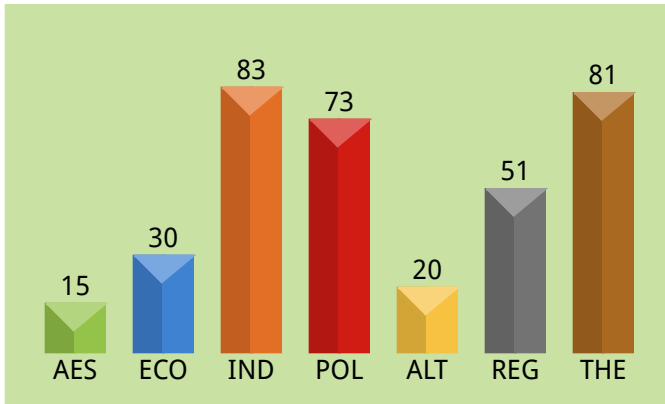
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You are not negatively effected by unaesthetic work environments.
- You are not driven to express creativity or artistry and defer to others on the team with higher interest.
- Unaesthetic surroundings won't stifle your creativity. You may be able to work in almost any conditions.
- You are not passionate about harmony, balance, or aesthetics.
- You are very practical when it comes to aesthetics or decoration of the environment; it must make business sense.

Key Strengths:

- You have a solid business sense. Business over beauty.
- You tend to take a strong bottom-line approach to business transactions.
- You prefer not to share emotions and feelings and may like to work independently at times.
- You believe achieving results may take precedence over balance and peace in life.
- You can be a strong survivor even in heavy competition.



The Aesthetic Dimension:

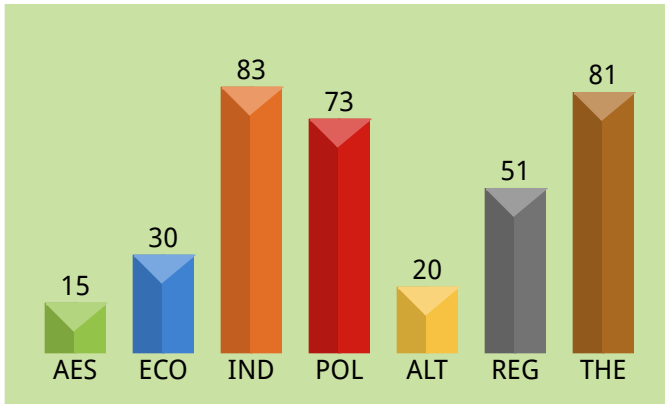
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- To you, more team involvement would benefit from pointing out the practical reasons for the changes.
- You should appeal to the practical aspects of a situation.
- You should connect motivation to other Values drivers since this one is very low.
- You're probably not going to be highly motivated purely by aesthetic reasons, or for doing something because it helps achieve harmony or balance.
- To you, rational goals are the primary motivator.

Training/Learning Insights:

- You teach/learn in a very practical way, nothing fancy.
- You make sure to connect training benefits to business opportunities.
- You can be flexible about the surroundings in which you learn.
- You are not emotionally driven, stick to practical motivations.
- You avoid lots of team interaction just for the sake of interaction; be certain there is a business reason.

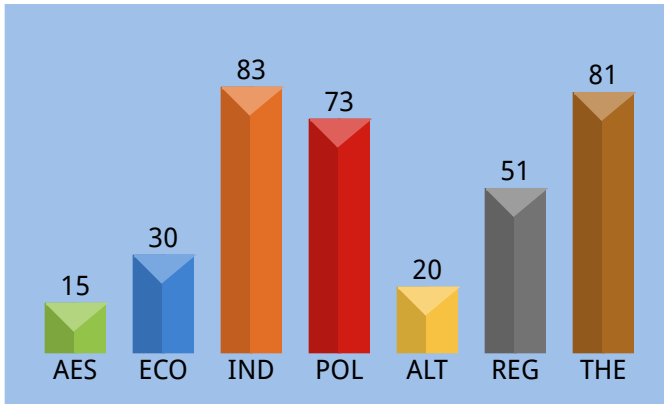


The Aesthetic Dimension:

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

Continual Improvement Insights:

- Some might consider you uncaring about aesthetics, artistic beauty or harmony.
- You may be seen as overly businesslike.
- You should try to appreciate the value others have for artistic things, or trying to increase workplace aesthetics.
- You should remember to respect the creativity of others.



The Economic Dimension:

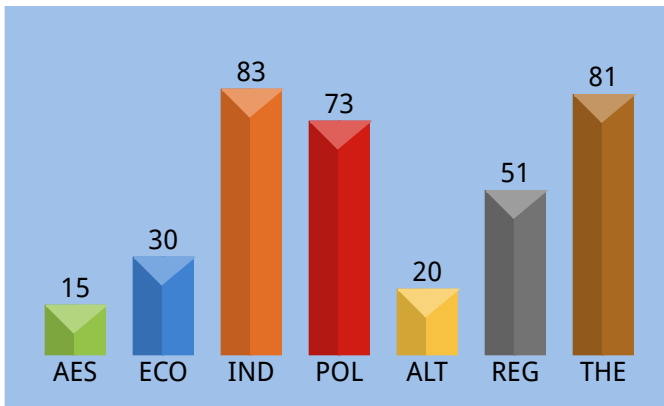
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- Using money or materials as a yardstick to measure or impress others is not important to you.
- Since this values area may help to determine your money-motivation, the results indicate that you may be motivated more by things other than a high paycheck (although that may still be important).
- You are motivated by money to have needs met, but money itself is not a primary driving factor.
- You score in a range that indicates a lower interest in materialistic, or that you have already achieved a level of material security.
- The lower Economic drive here may also indicate that you may not be solely motivated by competitive financial incentives such as accelerated commissions in the compensation plan.

Key Strengths:

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



The Economic Dimension:

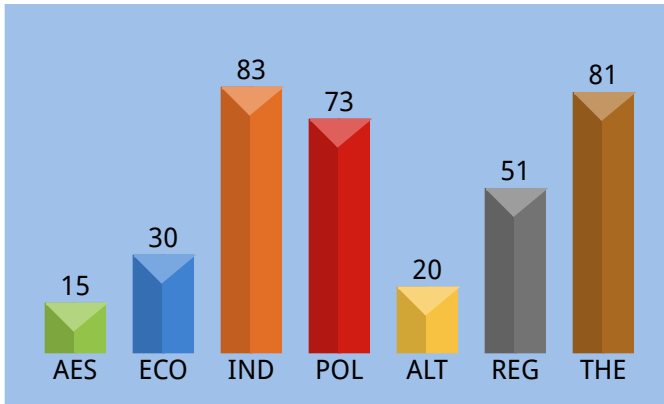
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should provide options for taking on tough challenges.
- You should structure job enrichment strategies into the reward system, not just economic rewards.
- You should consider the strengths of the "total person" when considering rewards and incentives. Perhaps consider non-tangible or environmental rewards.
- You should avoid mundane tasks.
- You prefer praise for continued contributions to the job, sometimes even without highly visible recognition.

Training/Learning Insights:

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

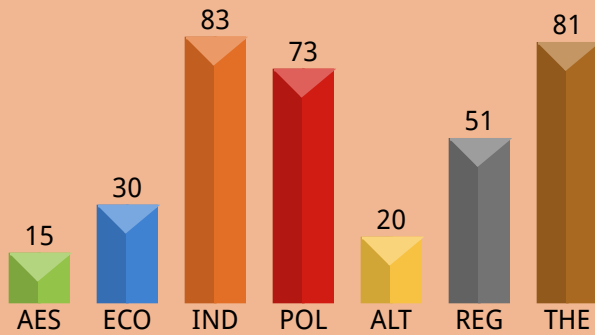


The Economic Dimension:

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

Continual Improvement Insights:

- You may need coaching to increase revenue awareness or profit motivation.
- You should avoid spreading yourself too thin by taking on responsibilities that could be delegated to others.
- You need to be aware of others who may have a stronger Economic drive and respect the differences.
- You may avoid making tough decisions that may negatively impact others on the team.
- You may need to learn to say "no" more often.



The Individualistic Dimension:

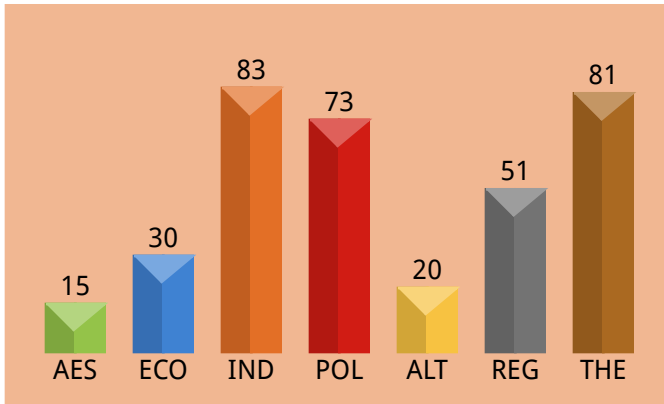
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You are independent.
- You can sometimes surprise others with spontaneous ideas or responses.
- You may enjoy maintaining the image of being a maverick at times.
- You enjoy work and assignments, which give you standing in the eyes of others and evokes respect.
- Your high individualism may be demonstrated in creative problem solving and a higher risk-taking attitude.

Key Strengths:

- You bring a variety of different and energetic ideas to the workplace.
- You have the ability to take a strong stand, and not be afraid to be different in either ideas or approaches to problem solving.
- You enjoy making presentations to small or large groups, and are generally perceived as an engaging presenter by your audiences.
- You desire to be an individual and to celebrate differences.
- You bring creative ideas.



The Individualistic Dimension:

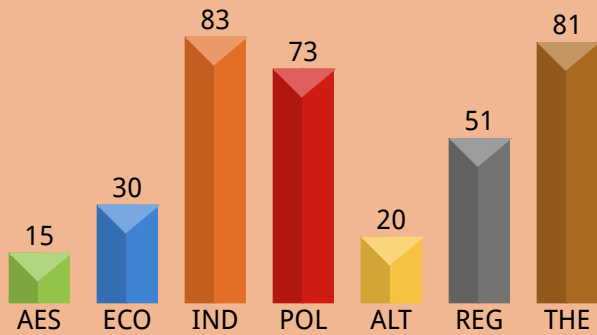
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- Many people who score like you enjoy making presentations to small or large groups. Explore this possibility.
- You may like to work apart from the team and independently at times.
- You should remember that even as attention from others is important, you may also desire some independence from team organization and protocol at times.
- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You work with an idea, develop it, and run with it for a while before making a judgment.

Training/Learning Insights:

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link the benefits of learning new things to a personal ability to enhance your performance.

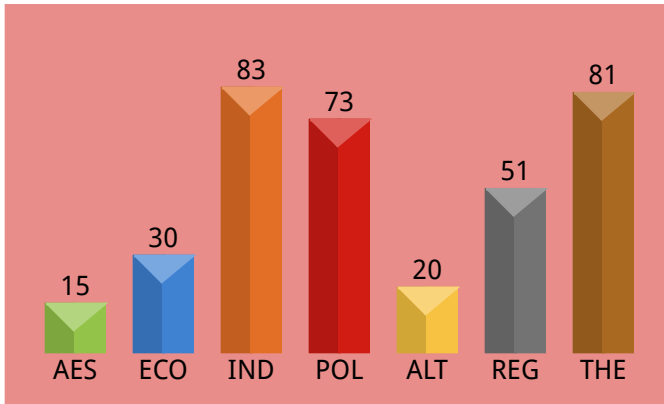


The Individualistic Dimension:

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

Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.



The Political Dimension:

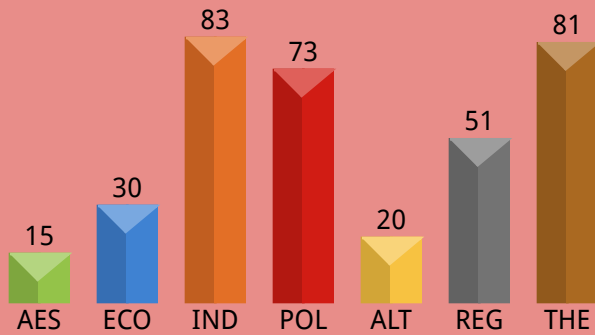
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You enjoy a feeling of accomplishment in getting a difficult job done on your own.
- You are a very active agent in tough decision-making roles.
- You enjoy winning.
- You have a bottom-line approach to getting things done.
- You use power and control readily and effectively to keep projects moving.

Key Strengths:

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



The Political Dimension:

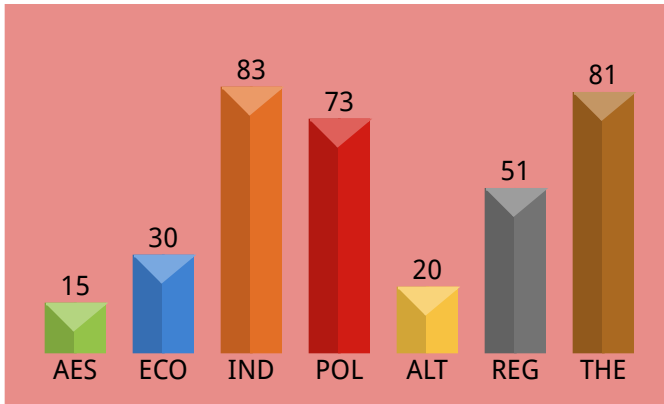
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You may like to be seen as a catalyst for change.
- You appreciate public recognition and praise for successes.
- You enjoy status and esteem in the eyes of others.
- You score like others who may feel stifled if surrounded by many constraints.
- You may need to be more willing to share the attention and successes for wins.

Training/Learning Insights:

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

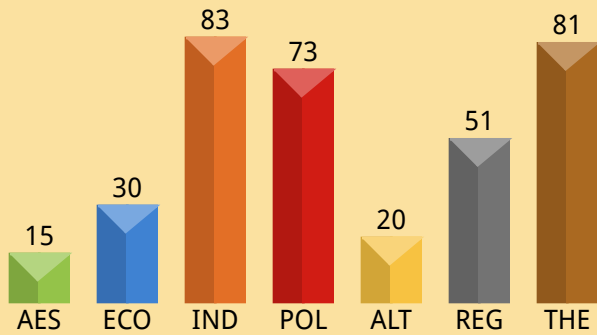


The Political Dimension:

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

Continual Improvement Insights:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority at times.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.



The Altruistic Dimension:

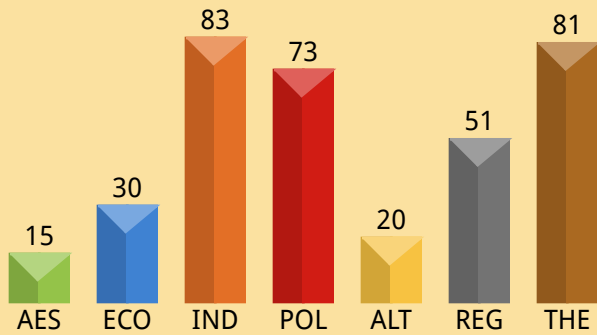
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You might become a little more concerned with personal interests than those of others.
- You prefer to see the bottom line when helping others. Mutual reward is a plus.
- You are not driven by a strong desire to be Altruistic.
- You expect a strong work ethic from others, because you demonstrate that yourself.
- Your Altruistic score is a moderately low priority for you and other Values take a greater importance in your business activity.

Key Strengths:

- You are more pragmatic and prefer a bottom-line approach rather than a selfless and servicing approach.
- You can weather storms well and survive well in competitive situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have rational-steady business focus.



The Altruistic Dimension:

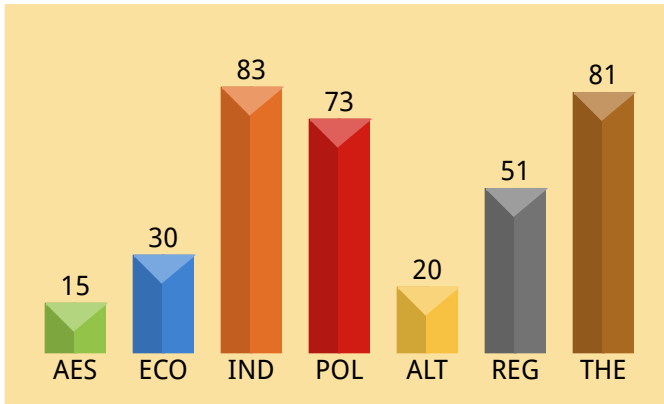
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You stick to the bottom line and avoid emotional appeals and rhetoric.
- You can work fine alone and may prefer less involvement with a team in order to maximize personal efficiency.
- You should stay unemotional when trying to convince, and appeal to 'business-sense.'
- You are motivated more by goals and objectives than by supporting others strictly for support's sake.
- You should try not to place too much burden for coaching or counseling duties.

Training/Learning Insights:

- You should connect your arguments to the business need, not the human need.
- You should demonstrate the practical benefits of any training or learning.
- You should connect all training or learning to the bottom-line business needs and how it will return personal results.

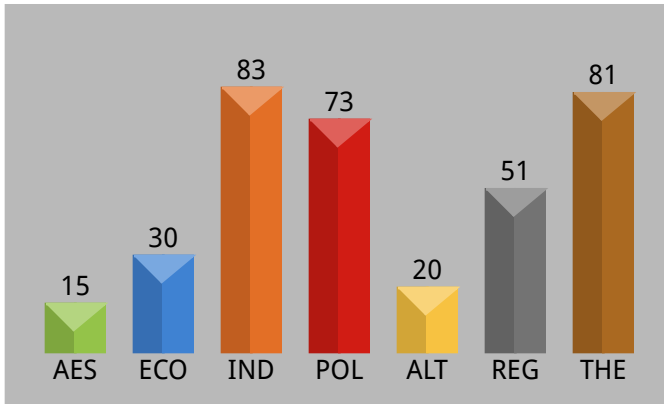


The Altruistic Dimension:

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

Continual Improvement Insights:

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



The Regulatory Dimension:

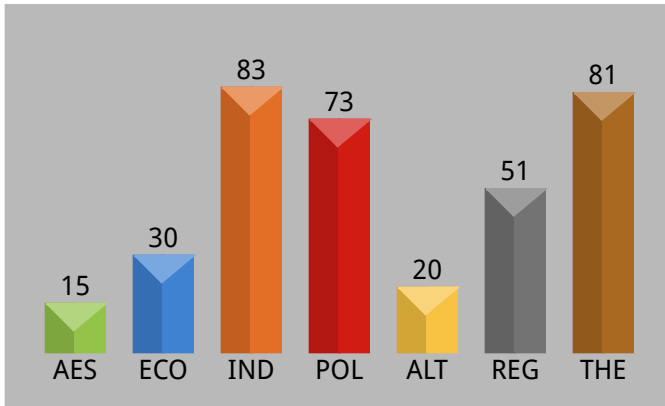
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You believe in preparing properly before taking action.
- You tend to be highly organized.
- You find security and certainty in structure and order.
- You are accurate, detailed and follow procedures.
- You are accepting of established rules and policies.

Key Strengths:

- You maintain timelines and meet deadlines.
- You are reliable and dependable.
- You take pride in things that support tradition like national history, honor, duty.
- You provide a sound stabilizing base for dynamic situations.
- You have high attention to details.



The Regulatory Dimension:

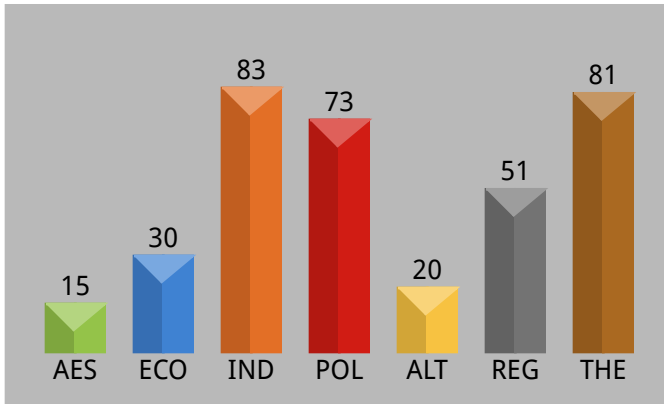
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- You should make sure the reasons behind instructions are clearly demonstrated.
- Be patient when introducing new concepts or procedures. Give ample to adapt.
- Ensure adequate information, resources and time to complete tasks.
- You prefer detailed, written and specific guidelines to follow.

Training/Learning Insights:

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

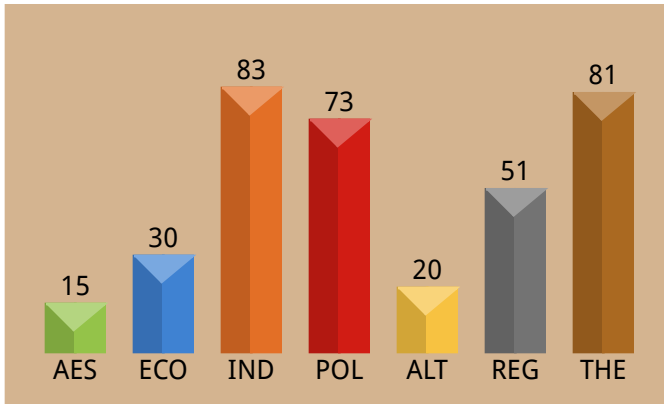


The Regulatory Dimension:

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

Continual Improvement Insights:

- It might not hurt to let go sometimes and have no prescribed path to follow.
- You should try being a little more flexible.
- When in a high change environment, remember to be flexible.
- You should realize that change can be good, productive and needed.
- You should put things in writing.



The Theoretical Dimension:

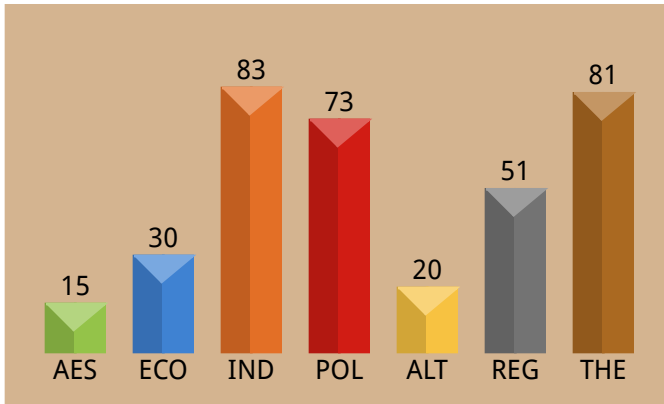
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- Others may consider you a strong intellectual.
- You have a very high knowledge-base and credibility-base.
- You like to go to trade shows and conventions in your area of interest and expertise to find new ideas and tools for the team and organization at large.
- You have a strong personal belief in life-long learning.
- You enjoy learning for learning's sake.

Key Strengths:

- You can usually answer new questions that hit the team or knows where to find answers.
- Others may seek out you to answer their questions because they know of your strong knowledge base.
- You have an open-minded approach that comes from broad-based research.
- You demonstrate logic in approach to problems and patience to analyze an array of solutions.
- You do the prep-work and homework and come to the meeting or event well-prepared.



The Theoretical Dimension:

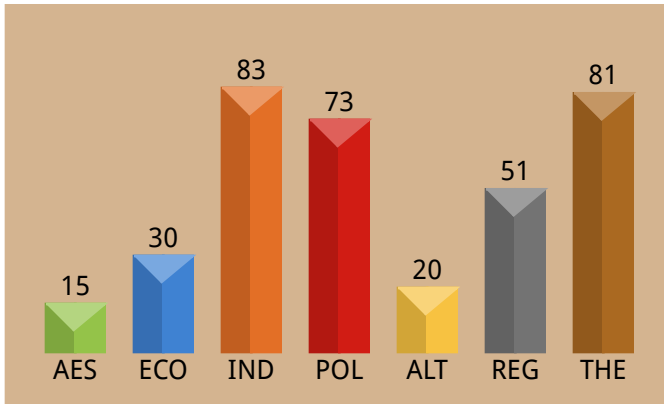
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- Call upon your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- Look for opportunities to teach as well as to learn.
- You will provide a high degree of technical credibility when dealing with customers or internal stakeholders who need very detailed information for decision-making.
- You prefer to be involved in future development projects that draw on your expertise.

Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake, and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.



The Theoretical Dimension:

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

Continual Improvement Insights:

- You need to bring a balance at times between the strong desires to acquire new knowledge base, and the reality of the practical applications, if any.
- You may sometimes be selfish in sharing ideas with others, until your technical credibility has been established.
- You shouldn't rush from one learning experience to another. Make certain there are some practical applications.
- Your sense of urgency may vacillate depending on the level of mind-share you are willing to invest.
- You may sometimes bog down in details and minutia when needing to see the big picture.



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

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

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

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

Tally your score here:

Jay Mark Lee

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: What aspects of your company or role can you get involved in that would satisfy this motivator?

Motivator #2: What aspects of your company or role can you get involved in that would satisfy this motivator?



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

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):
