



HireSense™

Select. Develop. Retain.

Report For: **Ana Sample**

Date: **9/24/2022**

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Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed a **significant majority of assessments available today were absent the studies & reporting to confirm their accuracy**. Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry's most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we've taken to safeguard the scientific accuracy of this assessment.

HireSense Summary

Just like an Executive Summary for a business plan provides a thorough, concise overview of the project and its purpose, this report is designed to combine and connect the results of the behavioral, motivational, and thinking style assessments (DISC, Motivators, & Critical Thinking) in one simple, practical, and applicable tool. This report offers insight into: 1) the individual's behavioral and communication tendencies, 2) what can drive action toward, away, or against others based on values, and 3) how an individual's processing ability affects the decisions they make and their ability to think critically.

The goal of this report is **not** to be a comprehensive look at each of the full assessment results. Instead, this multi-tool summary report seeks to provide a quick, but detailed overview of some of the most practical, relevant information from each assessment. You are encouraged to purchase the inclusive, full-length reports if you wish to dive further into each of the assessment results.

Remember, DISC is all about emotion expressed through our behaviors. Motivators is all about your driving values and passions that are carried out through your behavior. Critical Thinking is all about our processing ability and potential biases and blind spots. Each of these impacts and influences the others in ways that can be vital to understand.

How to Use This Report

The report is divided into 4 parts:

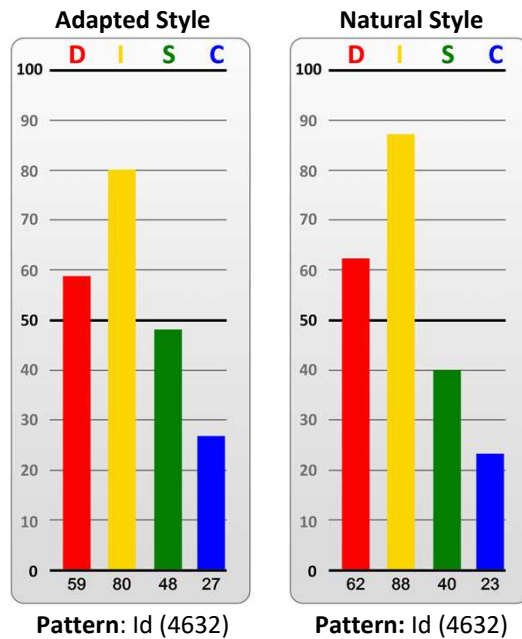
- **Executive Summary Overview:** A visual summary of highlights from each of the comprehensive reports to allow at-a-glance interpretation and engagement, including overviews of each model for building a foundation of understanding
- **DISC Behavioral Style:** Highlights from the DISC assessment to develop and provide additional detail into the emotional and behavioral tendencies of this individual, in both Natural and Adapted styles
- **Motivators Style:** Highlights from the Motivators assessment to provide more understanding and depth into the core values that drive the behavioral tendencies, based on what's most important to this individual now
- **Critical Thinking Style:** Highlights from the Critical Thinking Style assessment to provide awareness of the complex, sub-conscious thinking patterns and biases that create or prevent balanced judgment

Two Viewpoints: Hiring & Selection and Development

This report is an inclusive resource designed to help select, develop, and retain the right person, for the right job, the first time. While this tool is designed initially as a tool for hiring and selection, once that step is complete, this information can be instrumental in building development plans with the employee.

- **Hiring & Selection:** This comprehensive report highlights the most relevant aspects of behavior, motivation, and critical thinking that impact how an individual will likely be successful or struggle in a particular role. You'll see recommendations and considerations throughout that will be beneficial in helping you choose the best candidate.
- **Development:** Share the report with the employee. Many of the pages are personalized and set up to provide a useful guide to help your people grow. Because the brain is emotional and logical, this summary is essential to encourage greater self-awareness, and to discover ways to build strengths and minimize limitations.

Executive Summary - DISC Behaviors



Dominance: *Focus on Problems/Challenges*

N: Assertive, Competitive, Determined, Self-Reliant

A: Assertive, Competitive, Determined, Self-Reliant

Steadiness: *Focus on Pace/Consistency*

N: Alert, Eager, Flexible, Agile

A: Alert, Eager, Flexible, Agile

Observable Behavior & Emotions:

Dominance - Direct, Guarded, Fast Pace, Task Focus, Anger Emotion

Influence - Direct, Open, Fast Pace, People Focus, Optimism & Trust Emotions

Steadiness - Indirect, Open, Slow Pace, People Focus, Patient & Non-Expressive Emotions

Conscientious - Indirect, Guarded, Slow Pace, Task Focus, Fear Emotion

Influence: *Focus on People/Contacts*

N: Enthusiastic, Gregarious, Impulsive, Optimistic

A: Enthusiastic, Gregarious, Impulsive, Optimistic

Conscientious: *Focus on Procedures/Constraints*

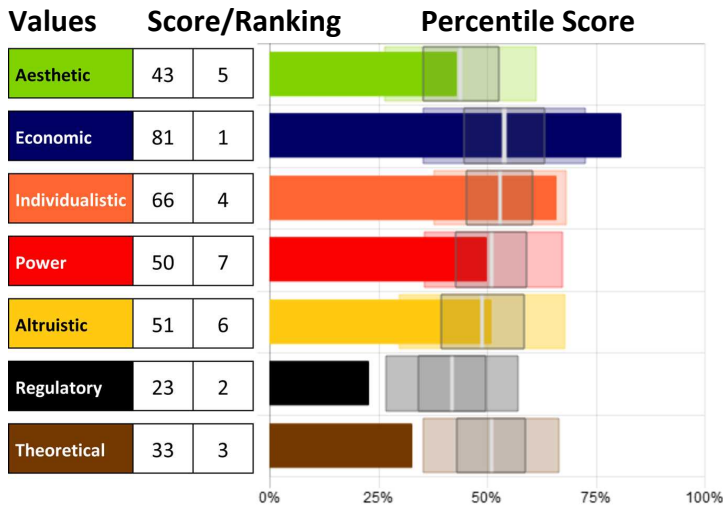
N: Autonomous, Independent, Firm, Stubborn

A: Autonomous, Independent, Firm, Stubborn

Your DISC Style: Influencer

Influencers enjoy working with others. They are viewed as friendly, even as they seek to accomplish their personal goals. They often gain the respect and support of others. They aspire to positions of authority and it is important that they "look good to others." They like variety in their day. They can be too optimistic about others and tend to believe they can influence others more than they likely can. Influencers often need analytical support to offset their tendency to proceed without all the facts.

Executive Summary - Motivators



A Drive For:

Aesthetic - Balance, harmony, form

Economic - Return on investment

Individualistic - Independence & uniqueness

Power - Control & influence

Altruistic - Helping others at expense of self

Regulatory - Order, routine, structure

Theoretical - Knowledge, learn, understand

Aesthetic - Average

You will balance yourself between creative alternatives and practical approaches without being extreme in either dimension.

Economic - Very High

You will appreciate bottom-line results and will likely have a strong competitive “me first” mindset.

Individualistic - High

You won't mind the spotlight, will desire to bring independent ideas to bear, and may excel in front of others.

Power - Average

You can mediate all available ideas without an excessive need to control outcomes.

Altruistic - Average

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

Regulatory - Very Low

You may subvert or break the rules you feel don't apply and will attempt multithreaded approaches to solving problems.

Theoretical - Very Low

You will tend to skip over information you consider unnecessary and will rely solely on what you already know.

Your Motivators Style: The Freedom Seeker

This style's desire is to find alternative “out-of-the-box” approaches to creating the life they want as well as opportunities to present their self-directed ideas to the world. They will see unusual approaches to tasks as worthy and acceptable regardless of others opinions to the contrary.

Executive Summary - Critical Thinking



The ability to see, understand and appreciate:

Intuitive Thinking

- Uniqueness in others
- Uniqueness in situations, instincts

Practical thinking

- Comparative problem solving
- Functional worth, short-term outcomes

Systems/conceptual thinking

- Order, structure, standards
- Big-picture thinking, ability to generalize

Overall Critical Thinking Score: Good

- Intuitive Thinking** - You are very strong in this capacity and should utilize your intuition about people and situations when you have that gut feeling about the solution. If needed, you can find ways to ground the gut instincts with past experience.
- Practical Thinking** - You have good practical thinking and can utilize your ability to readily solve any problem in a practical and timely manner.
- Systems Thinking** - You are good at strategic thinking and can utilize your ability to see the big picture in most situations.

Your Critical Thinking Style: Facilitator (Tactful Arbitrator)

They are good at developing intuitive feelings about the outcomes that need to take place to solve a problem. When working with others they need to make sure to keep an open mind and not prejudge people and potential solutions before they have been thought out completely. In applying a solution to a problem, they need to be flexible in case the potential solution is not working. They can get stuck on their own ideas and not ask others for their opinion.

Executive Summary- Critical Thinking (continued)

Minimal Risk: The individual has the ability to make sound judgments and has balance in decision-making abilities. The potential for making errors is greatly reduced.

Moderate Risk: There is potential for the individual's judgment capacity to be reduced and the possibility of making a mistake is increased in some circumstances. Explore what situations may lead the individual to become uncertain or unclear and examine what additional support may be needed to ensure effectiveness.

Significant Risk: 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 with them through the interview to examine how those risks may impact effectiveness.

****Note: Not all risks equate to "do not hire." 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 your environment specifically, and be sure to consider Behavioral style and Motivational style influences.***

Overall Risk Assessment:

X	Potential Retention Risk (Minimal Risk) - consider how to keep this highly-capable person engaged and satisfied
	Minimal Risk – explore compatibility with position
	Moderate Risk – decide if risk area affects position
	Significant Risk – suggest clear understanding of the risk areas and how they affect job, management and culture

Core

X	Minimal Risk
	Moderate Risk
	Significant Risk

People Skills

X	Minimal Risk
	Moderate Risk
	Significant Risk

Problem Solving Skills

X	Minimal Risk
	Moderate Risk
	Significant Risk

Performance Qualities

	Minimal Risk
X	Moderate Risk
	Significant Risk

Approach to Work

X	Minimal Risk
	Moderate Risk
	Significant Risk

Review your *Personal Descriptor*, *Clarity and Attention*, and *Judgment Quality* in the **World View**, **Work - Life View**, and **Personal - Life View**. The colors indicate your unique approach to thinking in each area. Remember, these may influence one another to create overall Critical Thinking effectiveness.

World

Intuitive/People	Practical/Tactical	Systemic/Conceptual
Blind Faith	Impulsive	Obsessive
Compassionate	Driven	Logical
Empathetic	Reactive	Ordered
Considerate	Present	Open
Professional	Observant	Creative
Cautious	Ambivalent	Innovative
Suspicious	Vacillating	Disruptive
CLARITY/ATTENTION Clear/Balanced	CLARITY/ATTENTION Crystal Clear/Cautious	CLARITY/ATTENTION Clear/Balanced
JUDGEMENT QUALITY Very Good	JUDGEMENT QUALITY Excellent	JUDGEMENT QUALITY Very Good

Personal - Life

Intuitive/People	Practical/Tactical	Systemic/Conceptual
Assured	Image-Driven	Driven
Secure	Self-Assured	Persistent
Mindful	Experienced	Committed
Modest	Competent	Content
Unassuming	Inconsistent	Conflicted
Imperfect	Uncertain	Lost
Perfectionist	Disengaged	Hopeless
CLARITY/ATTENTION Clear/Cautious	CLARITY/ATTENTION Clear/Cautious	CLARITY/ATTENTION Crystal Clear/Over Attentive
JUDGEMENT QUALITY Very Good	JUDGEMENT QUALITY Very Good	JUDGEMENT QUALITY Excellent

Work - Life

Intuitive/People	Practical/Tactical	Systemic/Conceptual
Assured	Image-Driven	Driven
Secure	Self-Assured	Persistent
Mindful	Experienced	Committed
Modest	Competent	Content
Unassuming	Inconsistent	Conflicted
Imperfect	Uncertain	Lost
Perfectionist	Disengaged	Hopeless
CLARITY/ATTENTION Clear/Cautious	CLARITY/ATTENTION Good/Cautious	CLARITY/ATTENTION Good/Over Attentive
JUDGEMENT QUALITY Very Good	JUDGEMENT QUALITY Good	JUDGEMENT QUALITY Good

DISC Behavioral Style



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:

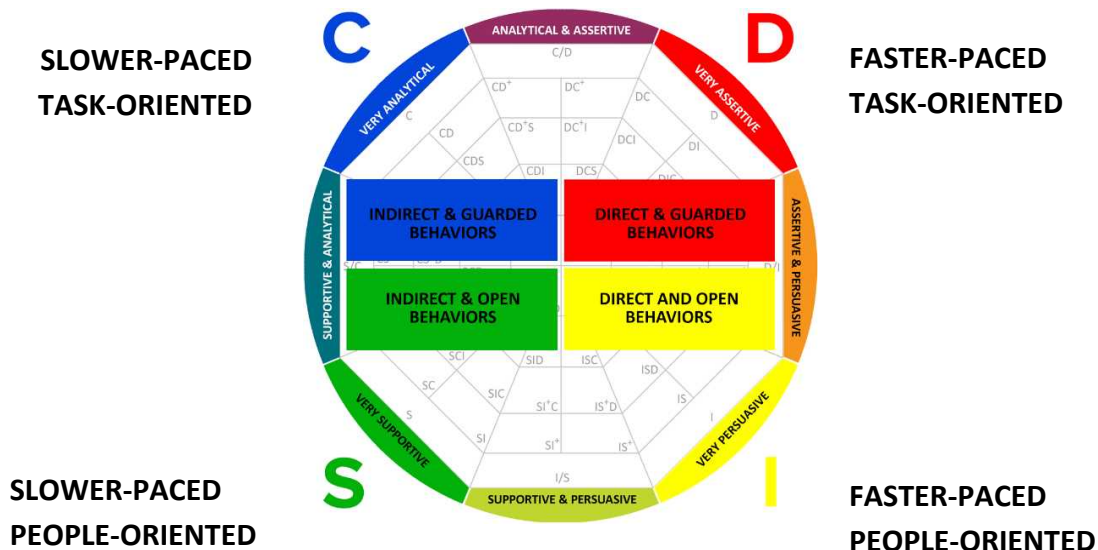
Dominance, **Influence**, **Steadiness**, and **Conscientious**.

Directness & Openness

- 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**

Pace & Priority

- D** **Fast**-paced and **task**-oriented
- I** **Fast**-paced and **people**-oriented
- S** **Slow**-paced and **people**-oriented
- C** **Slow**-paced and **task**-oriented



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 (DISC) 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).

C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints



DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies as a framework for understanding and reflecting on your DISC results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal effectiveness.

You convey a high level of trust when working with others. This is a strength. People will trust you because they get the sense that you trust them. That's good; however, you will experience situations in which you may get "burned" by trusting someone, when that trust is betrayed. Typically, those who score like you tend not to let those events get them down. They simply become more cautious around certain people. By continuing to set the example of trusting others, you help to establish a positive climate of trust.

You score like those who seek assignments with frequent interpersonal contact that allow them to maintain an image of authority. Your responses indicate that you have natural "people skills" and enthusiasm. Combined with a moderate-to-high sense of urgency, you tend to thrive in an environment that provides you an audience (large or small) with whom to share your ideas and enthusiasm. People who score like you will always choose assignments involving people over assignments involving solitary work.

With fluent verbal skills, you are able to gain the support of various kinds of people. Those who score like you are prepared at a moment's notice to speak at length on almost any topic (even a topic that they know very little about). Your sense of confidence makes others confident. Your sense of urgency helps others get into gear. Your sense of humor is able to break some tension with the twist of a word or a quip, and get people back on board.

Ana, your response pattern to the instrument shows that you tend to seek freedom from routine, control, and minutiae. That is, you prefer a change-oriented environment in which you are empowered to make your own decisions. Your work may suffer on projects with a lot of controls and paperwork, or even mundane things like expense forms.

Ana, you appreciate flexibility and spontaneity in others, and also may fear limitations on your own flexibility or spontaneity. People who score like you say that their creativity comes alive when they are given freedom to perform a task in creative ways. Conversely, their creativity goes into hibernation when they are presented with rules, regulations, forms, and requests for justification on each phase of a project. We suggest seeking assignments that have few strings attached, in order to keep your internal motivation at the highest level.

You are able to persuade others with a personal and friendly approach. This is a great strength because others are more likely to follow your lead when they don't feel pressured into a situation. They sense that your enthusiasm and your interest in them are genuine. You sell people on ideas (and usually manage to get them on board) because of your confidence, your flexibility, your sense of urgency, and your friendly approach.

Ana, you score like some people who, when pressured, may become more easily persuaded and less firm in their opinions. This comes from wanting to please people, while also having a sense of urgency to get things done. That means you are more willing to yield your own position in favor of completing a project. This is a valuable strength, as it indicates that you can be a team player and shift gears when necessary.

You score like those who tend to evaluate others by their ability to express themselves verbally. You evaluate others using the same yardstick with which you measure yourself. You may find yourself bored at a conference session where the presenter reads a speech to the audience. In the next session, you may become actively engaged when the presenter speaks with the audience in an extemporaneous way, since that's the way you may prefer to do it yourself. Just remember that people who may not be as fluent or verbally skilled as you may still have ideas that are of value to the team.

WORD SKETCH – Adapted and Natural

This chart shows your ADAPTED & NATURAL DISC Graph as a “Word Sketch” to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS.

- **Natural Style** is a reflection of your instinctual, “real you” behaviors. This is how you would choose to behave when you are most able to be yourself with no additional influences on your behavior. This also show up in stressful situations and stays fairly consistent over time.
- **Adapted Style** is a reflection of how you respond to the environment, situation or relationship based on what you think will be effective in your area of focus. This can change moment to moment.

				
DISC Focus	Problems/Tasks	People	Pace or Environment	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Fears	Being taken advantage of/loss of control	Being left out, loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern

Adapted

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 discriminating 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

Natural

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
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Communication Tips for Others

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

When Communicating with Ana, *DO*:

- Plan some extra time in your schedule for talking, relating, and socializing.
- Be clear in your explanations.
- Be specific about what's needed, and who is going to do it.
- Provide immediate incentives for Ana's willingness to help on the project.
- Use Ana's own words to direct things back to the topic or issue at hand.
- Offer specific evidence about the probability of success or effectiveness of some of the options.
- Offer input on how to make ideas become reality.

When Communicating with Ana, *DON'T*:

- Get bogged down in facts, figures, or abstractions.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Speculate wildly without factual support.
- Be overly task-oriented.
- Make guarantees and assurances when there is a risk in meeting them.
- Ask rhetorical or useless questions.
- Make decisions for Ana.

What You Bring to the Organization

This page provides useful insights as you work together with others on a team (work, family, sports, etc.). You are likely to consistently display your Strengths. For the most part, these qualities enhance your effectiveness everywhere, including within your organization. Work Style Tendencies provide useful insights specific to how you will approach the work that needs to be done. These are likely the talents and tendencies you are bringing now and have often contributed to your success thus far. When in environments where you are most effective, you are likely to be self-motivated. It is possible that you may not always be in an environment that allows you to be your best, but you may be able to incorporate these ideas into your current situation to help maintain your motivation.

Strengths:

- You are an excellent team player, very effective at training or developing others.
- You are able to react and adapt quickly to change in projects or activities.
- You score like those known to be "movers and shakers" in the workplace.
- You are very much at ease in making presentations to both large or small groups.
- You have a strong sense of urgency to get things done expediently.
- You can handle objections, questions, and pressure, with poise and confidence.
- You understand people very well and rely on that understanding to lead, persuade, and motivate.

Work Style Tendencies:

- You can work with a variety of people and get things done through mutual cooperation.
- When pressured on the job, you may become more persuadable and less firm in your opinions.
- You are able to maintain a positive public image through a variety of assignments.
- You seek freedom from routine, control, and minutiae.
- You appreciate others who show a similar degree of flexibility and spontaneity with organizational projects.
- You approach projects and express ideas with enthusiasm.
- On the job, you seek assignments requiring your specific knowledge or authority.

You Tend to Be Most Effective in Environments That Provide:

- Authority equal to your responsibility.
- New and varied activities; a change-oriented workplace culture.
- Opportunities to try new ideas.
- Freedom from controls, details, and minutiae.
- A wide scope of involvement with a variety of people.
- Encouragement to talk about projects and issues openly with peers and managers.
- Public recognition of your accomplishments.

12 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. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.

Behaviors	Natural	Adapted
Expressing Openness <i>How this individual is most comfortable expressing themselves.</i>	Social (I)	Social (I)
Customer & Team Interaction <i>How this individual engages with customers and stakeholders, internal and external.</i>	Engaging (I)	Engaging (I)
Providing Instruction <i>How this individual dictates directions and expectations.</i>	Directive & Compulsive (D)	Directive & Compulsive (D)
Building Rapport <i>How this individual focuses when interacting with others.</i>	Relationships-Focused (I)	Relationships-Focused (I)
Personal Drive <i>How this individual's own goals move things forward.</i>	Self-Driven (D)	Situational
Work Process Alignment <i>How this individual focuses on process to follow through on work.</i>	Situational	Consistency (S)
Accuracy <i>How this individual focuses on correctness and exactness.</i>	Situational	Predictability (S)
Change Resistance <i>How this individual resists engaging with change.</i>	Drives Change (D)	Situational
Self-Reliance <i>How this individual works within a team.</i>	Collaborative (I)	Collaborative (I)
Prioritizing <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Results (D)	Results (D)
Careful Decision Making <i>How this individual approaches decisions and actions.</i>	Impulsive (I)	Impulsive (I)
Reasoning <i>How this individual uses evidence to think through and solve problems.</i>	Intuition-based (I)	Intuition-based (I)

12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement for your Natural and Adapted style. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

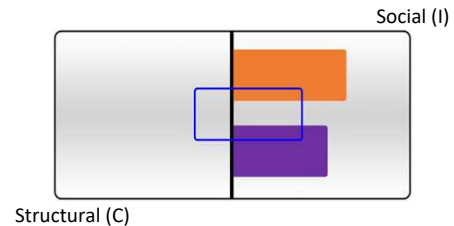
Interpretation Notes:

1. **Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
 - **HI** – Clearly observed in most situations, seen more often
 - **HM** – Frequently observed in many situations
 - **MOD** – May or may not be observed depending on the situation
 - **LM** – Sometimes observed in some situations
 - **LOW** – Absence of the behavior in most situations
2. **Direction of your score** – As the graph **moves to the right or left**, it shows how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
3. **General Population Comparison** – The **blue box** represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

Expressing Openness

Natural (HI): You are very comfortable when interacting with others, quick paced and focused on personal connections, and may tend to embellish to capture attention. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.

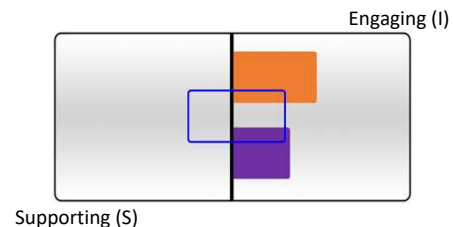
Adapted (HM): You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.



Customer & Team Interaction

Natural (HM): 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.

Adapted (HM): Consistent with natural style



Providing Instruction

Natural (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.

Adapted (HM): Consistent with natural style

Building Rapport

Natural (HM): You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.

Adapted (HM): Consistent with natural style

Personal Drive

Natural (HM): 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.

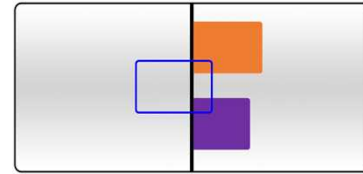
Adapted (MOD): Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.

Work Process Alignment

Natural (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.

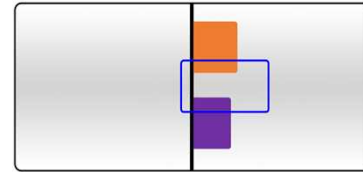
Adapted (HM): Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.

Directive & Compulsive (D)



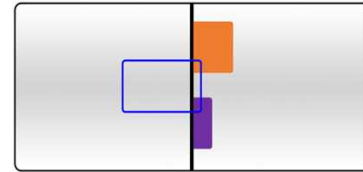
Reserved & Detailed (C)

Relationships-Focused (I)



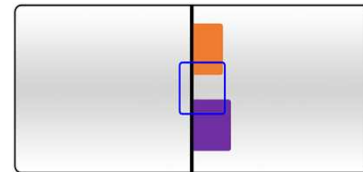
Results-Focused (D)

Self-Driven (D)



Others-driven (S)

Consistency (S)

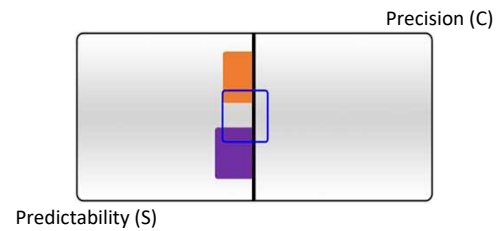


Accuracy (C)

Accuracy

Natural (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.

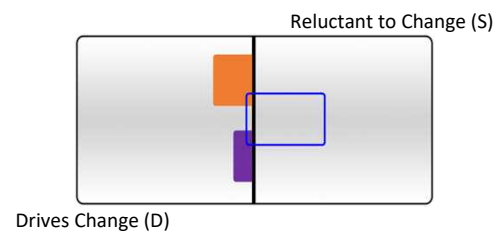
Adapted (LM): Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.



Change Resistance

Natural (LM): 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.

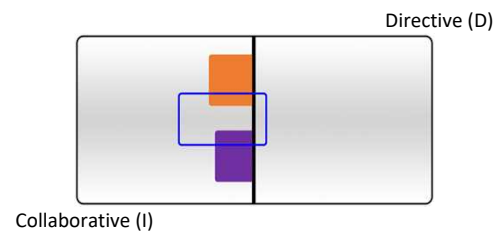
Adapted (MOD): You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.



Self-Reliance

Natural (LM): You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.

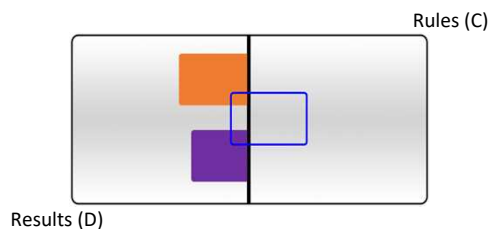
Adapted (LM): Consistent with natural style



Prioritizing

Natural (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.

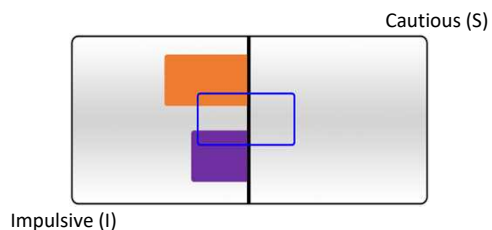
Adapted (LM): Consistent with natural style



Careful Decision Making

Natural (LM): 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.

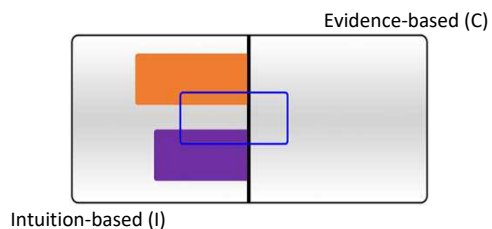
Adapted (LM): Consistent with natural style



Reasoning

Natural (LOW): You frequently rely on your intuition and interactions with others to make decisions, and value external validation and social acceptance. You are likely to think things through based on emotions over logic and trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.

Adapted (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.



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.

The Motivational Dimensions

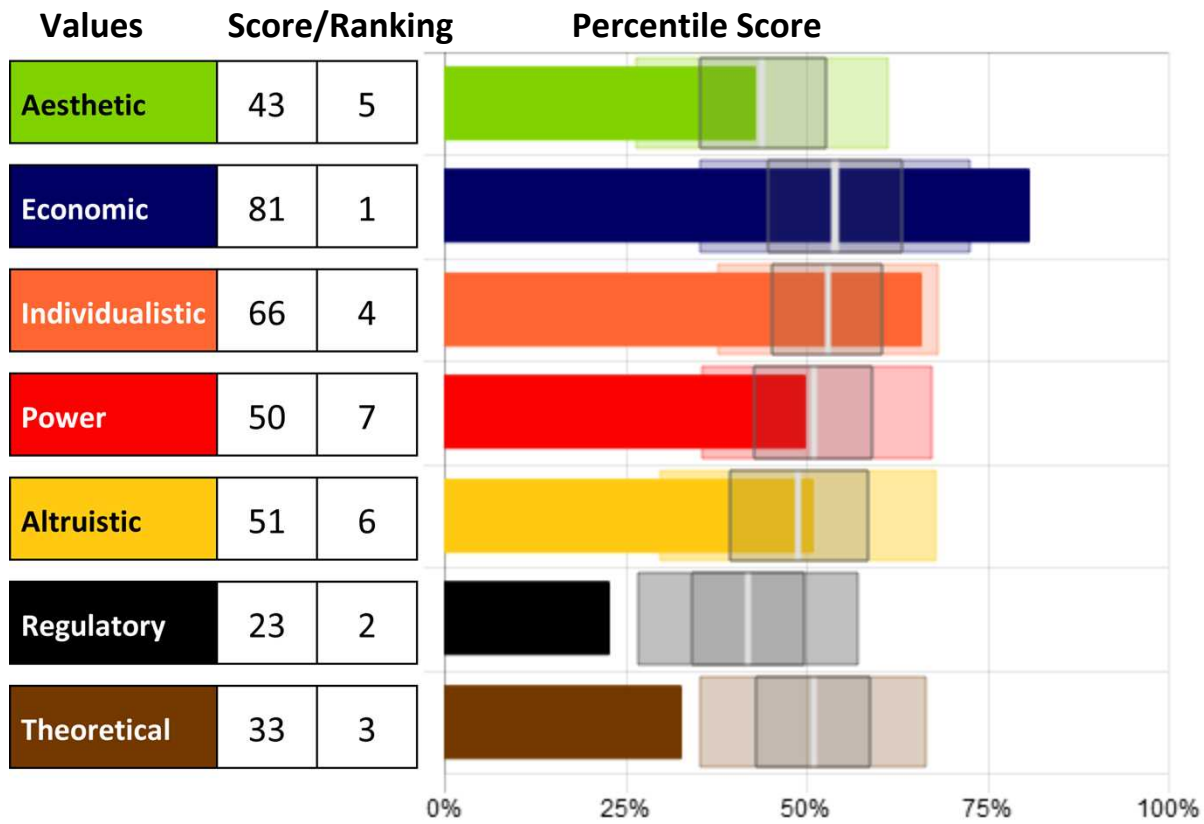
This Motivation Index is unique in that it examines seven independent aspects of motivation and many others only look at six. Remember as you learn more about these dimensions, the definitions are neutral. You can have a drive that is high, average, or low in any of these seven areas and they will influence your behavior and choices respectively.

The Seven Dimensions of Motivation

This report measures the drive for/to:

Aesthetic	Balance, harmony and form
Economic	Return on investment
Individualistic	Stand out as independent and unique
Power	Be in control or have influence
Altruistic	Help others at the expense of self
Regulatory	Establish order, routine and structure
Theoretical	Knowledge, learning and understanding

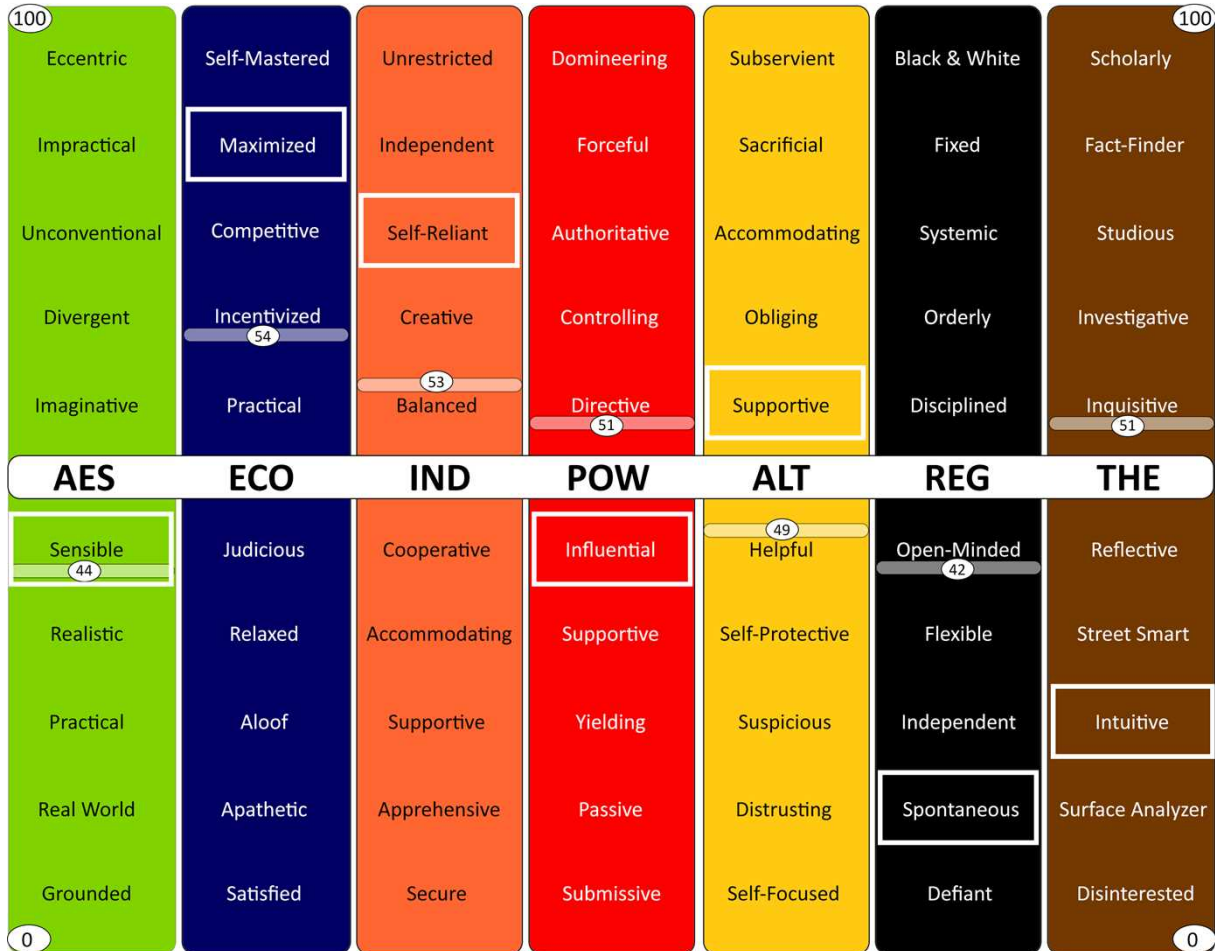
Summary of Ana's Motivation



1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 0 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?
2. The **white, vertical line in the center of the lightly colored, shaded (majority) area** represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.
3. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.
4. The **colored bar is aligned to your score from 1-100**. These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**. The number also reveals placement in **Very Low, Low, Average, High and Very High**. The people who score within each group share common traits and descriptions (i.e. those who have Very Low scores will share common values with one another).
5. Your **ranking** reveals **how influential the Motivators are to your behavior and decisions in order from 1-7**. Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful. Rankings are determined by each score's distance from 50. The farther away from 50, whether high or low, the more impact that Motivator will have.

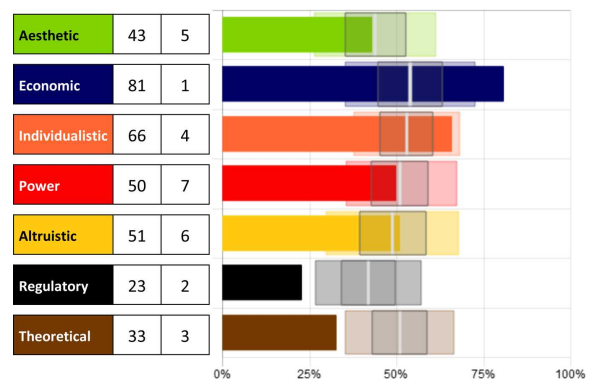
Ana's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor in each dimension, and highlights each word relative to other descriptors. By labeling your numeric score, you can better identify, understand, and describe your motivator orientation.

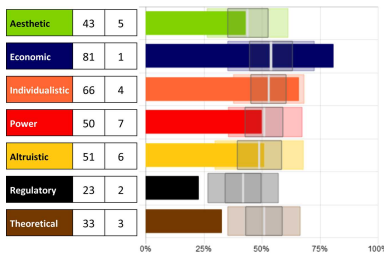


Important Details:

- Motivators are scored from 0-100, shown in **small circles** at the edges of the Matrix: **0 is very low, 100 is very high**.
- The **shaded line** highlights the **median score** for each Motivator based on the population.
- The highlighted Motivator **descriptor** is representative of **your score** in each Motivator.
- Your score and ranking are **not** noted on the Matrix. Refer to your graph for your specific information.



Your Aesthetic Motivator - Average



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:

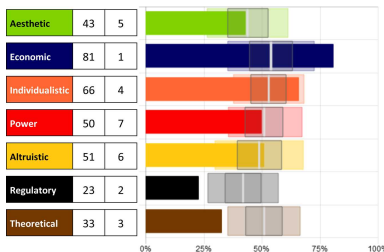
- You can work well with others to create and transform.
- You can appreciate others' needs to express their creativity.
- You work equally well with practical and imaginative, self-expressive types.
- You possess a healthy balance between style, purpose, and function.



Learning Paths:

- You appreciate developing your soft skills and will care about emotional health.
- You can develop both your soft skills and hard skills.
- Your development should be equal parts method and meaning, not just a job.
- You will participate in a variety of training and professional development efforts.

Your Economic Motivator - Very High



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:

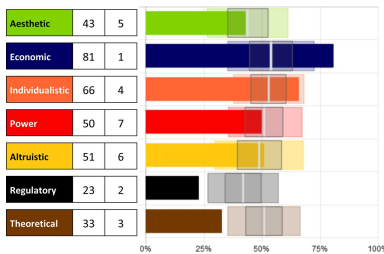
- You may want to surpass others in material and monetary rewards.
- People who score like you not only compete with others; they compete with themselves.
- You are typically interested in what makes logical sense and gives a greater return for your efforts.
- You like rewards based on the results you achieve rather than on the method used to obtain them.



Learning Paths:

- You should work with those who desire to increase their financial standing.
- Remember, everything is not a competition.
- You should link learning outcomes to the ability to become more effective in increasing earnings.
- You would be suited for creating competitive activities between team members.

Your Individualistic Motivator - High



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:

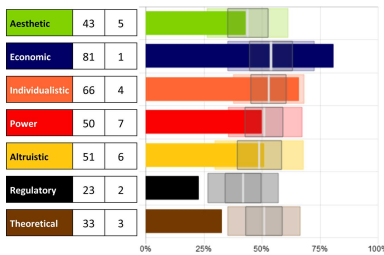
- You bring interesting and independent ideas.
- You won't mind the spotlight and may excel when in front of others.
- You'll appreciate freedom and autonomy and not being nailed down.
- You'll enjoy your own special niche as opposed to being part of a whole group.



Learning Paths:

- You prefer exciting approaches to boring and predictable lessons.
- It's important that you're allowed to think outside the box and apply some of what you learn.
- You'll appreciate the opportunity to test and experiment with new concepts.
- When learning new things, you'll prefer fun and challenging concepts.

Your Power Motivator - Average



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:

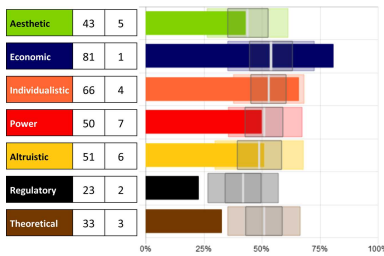
- You're a stabilizing force in normal team operations and will lead if necessary, but you don't need to.
- You are able to understand both aggressive and passive leaders.
- You can be both cooperative and competitive depending on the situation at hand.
- You will likely be on board with leaders who are competent, but may struggle with leaders who seem unskilled.



Learning Paths:

- You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- You will likely present yourself as a neutral player as opposed to the owner of the team.
- 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 on a team-oriented or an individualistic and independent learning activity.

Your Altruistic Motivator - Average



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:

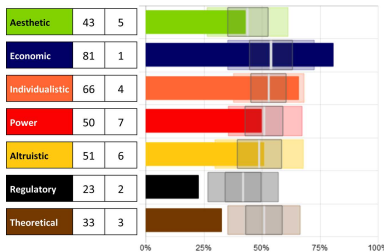
- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal needs.
- You are able to understand both the poor and the affluent equally without harsh judgment of either one.
- You're a stabilizing force between givers and takers and have no extreme 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 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.
- You're flexible and will know when to say no and when to say yes during training and developmental programs.
- You can be a neutral player and will support others, not having to be the owner of the team and agenda.

Your Regulatory Motivator - Very Low



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:

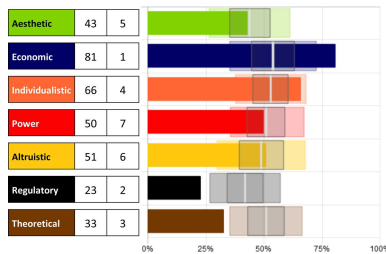
- You will feel bogged down when forced to do things a "certain" way.
- You'll likely do things "by the book," but it's your book.
- You have no problem making things up as you go along.
- You have many questions and will do whatever it takes to figure things out.



Learning Paths:

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

Your Theoretical Motivator - Very Low



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 will only learn what you have to and will likely skip the rest.
- You simply don't have a strong need to know what you don't know.
- You likely have a very pragmatic or creative approach to discovery.
- You may have a visual learning style that relies on past experience and intuitions.



Learning Paths:

- You should link training and professional development to other areas of the values graph where you sit outside the national norm.
- You should hit only those essential items that relate to increased success or efficiency on projects.
- The trainer or presenter may need to force-feed you some important details, especially if they are perceived as unimportant or a waste of your time.
- You should avoid getting bogged down in the hypothetical and theoretical.

Critical Thinking Style



Your thinking ability is reflected in how you access your talents, skills, and attitudes across the core thinking style dimensions. Your overall thinking style is based on the world-renowned Hartman Value Profile (HVP), measuring how you think and make judgments. Not everyone processes equally across all three dimensions, so your critical thinking style is made up of your individual combination.

Important Note:

Typically, judgment is measured by both our external world view and our internal self view. In this report, ***we focus specifically on the WORLD view with three dimensions of thinking. While we do not cover the details of self-view directly,*** it is influential in our processing and considered in your results.

Intuitive Thinking (People) - *The ability to see, understand, and appreciate the uniqueness in others and in situations; having an intuitive, gut instinct.*

How well do you pick up on cues, regularities, or irregularities in situations and people to get a clear gut instinct (good or bad) of predictable outcomes regarding others? How important are others' reactions when you make decisions?

Practical Thinking (Tasks) - *The ability to see, understand, and compare the functional worth of things and the short-term outcomes of a situation or event.*

How efficiently can you sort through information to find what is relevant and important to the problem at hand to effectively produce results in a timely manner? How important is it to you to get the intended results?

Systems/Conceptual Thinking (Systems) - *The ability to see, understand, and appreciate the need for order, structure, standards, and big-picture thinking.*

How well can you grasp the rules that govern a situation and see the big picture? Can you generalize from the abstract and break things down into component parts? How important to you is the journey (process) versus the destination (outcome)?

Critical Thinking Score Key

Excellent: Very strong in the capacity and will utilize it when placed in any critical thinking situation.

Good: Good grasp of the capacity, but may have some situations where it may not be consistently utilized.

Focused: May focus on some aspects in this capacity and not others and be inconsistent in utilizing it across all situations.

Transitional: In a state of transition affecting the consistency of processing, and is not likely to engage in critical thinking.

Your Overall Critical Thinking Score is **Good**

Problem Solving

You are good at developing intuitive feelings about the outcomes that need to take place to solve a problem. When working with others you need to make sure to keep an open mind and not prejudge people and potential solutions before they have been thought out completely. In applying a solution to a problem, you need to be flexible in case the potential solution is not working. You can get stuck on your own ideas, so be sure to solicit next steps from others to get more ideas about how to make a solution a reality.

How You Take in Information

You learn better when you can grasp the big picture and understand how all of the parts fit together. This often works best by helping you see the big picture and work backwards to know what steps are most important. You need to connect new information with your past experience and understanding of concepts. You will put into action anything new that helps you reach your goals for the future. You do better when there are limited options and feel comfortable asking questions. Take time to reflect. You work best with practical people.

How You Sort Information

- Ability to project commitment to, belief in, and have enthusiasm for what you know to be true
- Can build trust and respect of others with your inner confidence
- Can show concern and anticipate other's questions, needs, potential objections
- Ability to keep a conversation focused on relevant issues and see the big picture
- Will be thorough in developing a presentation

Key Area	Rating	Comments
Intuitive Thinking	Excellent	You are very strong in this capacity and should utilize your intuition about people and situations when you have that gut feeling about the solution. If needed, you can find ways to ground the gut instincts with past experience.
Practical Thinking	Good	You have good practical thinking and can utilize your ability to readily solve any problem in a practical and timely manner.
Systems Thinking	Good	You are good at strategic thinking and can utilize your ability to see the big picture in most situations.

Intuitive Thinking - Rating Level: Excellent

- You have a very realistic view of people and situations. You enjoy being with others and can see and feel things from their perspective.
- You will have a cautious approach towards new people and new situations, but may show more respect than emotional concern. Your caution may also cause you to be too critical of others at times.
- When you anticipate potential problems and limits, you will find potential problems and limits. Keep your cautious approach in check so that you can remain open-minded and be more objective in a critical thinking situation, especially if it involves other people or situations you have not had a good experience with.

Suggestions for Improvement

Be sure to ground your intuitive ability with outside perspectives, to ensure you are reading both the strengths and limits in the people or situations. While your ability to keep a professional distance can be a great asset, be sure you work hard not to let your first impressions stick in long-term relationships.

Practical Thinking - Rating Level: Good

- You are innovative in how you size up situations. You have a unique way of observing, comparing, contrasting, and classifying what you see.
- You have a good sense of timing but may delay decision and action until you have a full understanding of the situation and can think of creative ways to work things out.
- If you doubt something too much you may focus more on the negative instead of figuring out how to make it work.
- Many people do not think out of the box like you and may take your creative delays to act as being indecisive and negatively focused. You may have difficulty dealing with situations that do not allow you to produce the creative results the way you would like.

Suggestions for Improvement

Be sure to focalize the positives you see in any situation and set guidelines for yourself, so that you learn to act quicker to reach goals and take advantage of opportunities in the present. You will need to spell out how you arrived at your conclusions to others, as they may not follow your line of thinking. While you feel it is important to be creative in how to prevent a fire, sometimes you have to just put the fire out first.

Systems Thinking - Rating Level: Good

- You are innovative in your conceptual planning and thinking which helps you to think outside of the box and formulate ideas, strategies, and plans that others may not think of.
- You may spend more time attempting to be creative and unique than on being organized and well-planned out.
- You may have difficulty in strict work environments that prevent you from being creative and inventive. You can become frustrated when people do not appreciate or understand your ideas.

Suggestions for Improvement

It may be good to slow down when presenting your ideas to others and attempt to relate them to concepts and ideas that they are familiar with.

Summary of Critical Thinking



Strength & Minimal Risk



Possible Development & Moderate Risk



Areas for Growth & Potential Significant Risk



Core Skills

Positive Attitude Toward Work	
Commitment to Personal Standards	
Adherence to Company Policy	
Ownership of Problems	
Care for Company Assets	

Approach to Work

Pride in Work Quality	
Determination	
Acceptance of Leadership & Rules	
Goal Setting Skills	

People Skills

Assessment of People	
Sensitivity To Others	
Interpersonal Potential	
Self-Control	

Problem Solving Skills

Integrated Judgment Capacity	
Practical Thinking	
Strategic Planning Ability	
Overall Problem Solving	

Performance Qualities

Outcome Orientation	
Trainability	
Focus	
Self-Confidence	

Core Skills



Positive Attitude Toward Work

Positive Statement: An individual that is strong in this category has the ability to maintain a positive and dynamic attitude towards work and the things going on around them including relationships with others. They also have a greater ability to maintain a positive outlook towards work, events, and relationships, despite potential stressful situations that might arise.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-



Commitment to Personal Standards

Positive Statement: An individual who values themselves clearly, and what they do realistically, frequently has high personal standards and often makes better moral choices. People with good scores in this area can still make bad choices, but often feel a high level of guilt if and when they do, while people with high-risk scores may not see what they did as bad.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-



Adherence to Company Policy

Positive Statement: An individual who can see standards without personal bias is more likely to adhere to and value the same rules, order, and standards as others. People with good scores in this area understand, and have a conventional view of, the importance of rules and policies and are more willing to follow them.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-



Ownership of Problems

Positive Statement: An individual strong in this capacity has the ability to see their own strengths and limits and is able to realistically step back to solve problems as they relate to themselves. They are more likely to own up to their responsibility for a problem when it arises at work.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the

way that is beneficial to your position or company.



Care of Company Assets

Positive Statement: An individual that is strong in this capacity has the ability to be very organized and self-disciplined. People who tend to organize themselves are also aware of their surroundings and the importance of what they work with. They like to keep things in good working order.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-

Approach to Work



Pride in Work Quality

Positive Statement: An individual that is strong in this capacity can understand the role they fulfill at work and what they need to do to be successful. They can size up what needs to be done on the job and make it happen. They feel connected to what they do and will take pride in their work.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-



Determination

Positive Statement: An individual that is strong in this capacity will be able to maintain a push toward resolving personal issues that may get in the way of reaching goals. They have the ability to concentrate and maintain drive despite setbacks they face.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-



Acceptance of Leadership and Rules

Positive Statement: An individual that is strong in this capacity has the ability to see and accept the rules and regulations imposed by the leadership above them. They are accustomed to having rules and a sense of order for how to get things done.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-



Goal Setting Skills

Positive Statement: An individual that is strong in this capacity will not only organize and discipline themselves to reach goals, but also will have the capacity to set realistic goals for self-development.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-

People Skills



Assessment of People

Positive Statement: An individual that is strong in this capacity has the ability to work well with others and realistically see both the good and bad qualities in others. They can feel comfortable working with many different kinds of people.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-



Sensitivity to Others

Positive Statement: An individual that is strong in this skill has the ability to balance the need for sensitivity without losing the ability to make objective decisions with regard to people. They tend to be more realistic in their evaluation of others and, while they can show care and compassion, they also know where to draw the line and when to hold others accountable.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-



Interpersonal Potential

Positive Statement: An individual that is strong in this dimension is very effective in solving personal relationship issues and making decisions about people. They can see what is important and know what to focus on to keep a relationship problem free.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-

**Self-Control**

Positive Statement: An individual strong in this capacity has the ability to control their emotional reactions when confronting problems in the work place and within themselves. They can organize their thoughts, feelings and emotions in a way that helps contain them in an appropriate manner.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-

Problem Solving Skills

**Integrated Judgment Capacity**

Positive Statement: An individual that is strong in this capacity has the ability to solve complex problems. They have good judgment when it comes to dealing with people, situations, and complex order. They can readily pick up on and evaluate information on many levels without personal bias and come to a sound decision.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-

**Practical Thinking**

Positive Statement: An individual that is strong in this capacity has the ability to be very perceptive and has the capacity to pick up on what is needed to make practical decisions and correct a situation that did not turn out well.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-

**Strategic Planning Ability**

Positive Statement: An individual that is strong in this capacity has the ability to think strategically and make long-term plans. They can pick up on relevant information that helps them prioritize and set realistic goals to reach the desired outcome. They understand the importance of priorities and realistic timing.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.



Overall Problem-Solving Ability

Positive Statement: An individual that is strong in this capacity has the ability to solve problems and make objective decisions regardless of the level of people involvement, task requirement, or complexity of the problem. They can see what is relevant in a complex situation and make the right decision.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Performance Qualities



Outcome Orientation

Positive Statement: An individual that is strong in this capacity has the ability to focus on making things happen and obtaining results. They have the ability and desire to push themselves to accomplish goals.

(For individual) Development Area: You have a strong desire to understand everything before taking action. This can lead to delays in decision making and potential analysis paralysis as you gather information and wait for things to be perfect. You may need help setting short-term deadlines to ensure that you stay on task and not miss important timelines in the present.

(For you) Interview Questions: This individual may be at risk because they are too slow in making decisions. They either have such a strong desire to wait until all things are perfect or they want to make sure they have explored all other options first. They can get stuck in analysis paralysis, overthinking their decisions and take too long to decide.

- Have they ever been pressured to make a quick decision and felt uncomfortable? What type of decision was it? What was the timeline and why was it difficult to make this type of decision quickly?
- You will want to find out, from their prior positions, how quickly they have had to make decisions and how close they came to meeting deadlines. Be sure you get practical examples of the types of decisions they have had to make, the complexity of the decisions, and the timelines they were under.



Trainability

Positive Statement: An individual that is strong in this capacity understands how things work around them and the relationship between things. They have the ability to pick up on things quickly as they can relate what needs to be learned with what they already know.

(For individual) Development Area: You are a highly innovative person in how you connect with information presented to you. You may not connect with new information and ideas if it is not presented in a way that will allow you to understand expected outcomes or performance measures. You attempt to adapt what you need to know in unique and unconventional ways.

(For you) Interview Questions: This individual is highly innovative with how they connect with information around them. They

may not connect new information they need to learn in a way that will lead to standard expected outcomes or performance. They may attempt to adapt what they need to know in unique and unconventional ways.

- Find out what type of training they received in the past that relates to the position they are applying for. What was the subject and objective of the training and how did it impact their ability to perform their duties more effectively? Did they elect to attend it or was it required? How did they attempt to remember the new information?
- You will want to find out how open they are to new ideas. When was the last training they participated in? Did they elect to attend it or was it required?



Focus

Positive Statement: An individual that is strong in this capacity can concentrate on what matters most to solve a problem despite potential distractions in the surrounding environment.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.



Self-Confidence

Positive Statement: An individual that is strong in this capacity has the ability to understand and be positive towards their own inner worth and individuality. They can realistically see their strengths and limits, and are more likely to put themselves in situations where they will be successful.

(For individual) Development Area: You may have self-confidence issues because you lack the ability to equally process information about a situation from all sides or size up the reality of what is taking place. As a result, you may second guess yourself about what you feel is happening, or what you feel may need to be done, which can translate into the potential hesitation to act which may cause others to perceive that you lack confidence.

(For you) Interview Questions: Be sure to ask them about situations from their past when they were put on the spot to make a decision about something they were unclear about. Find out what they did to improve their clarity about the situation. Ask about a time that they just had to act, had to take action and things did not go as expected, what did they do to improve their potential understanding of the situation so they could resolve similar situations with more confidence in the future?

- Be sure to ask them about situations from their past when they were put on the spot to make a decision about something they were unclear about. Find out what they did to improve their clarity about the situation.
- Ask about a time that they just had to act, had to take action and things did not go as expected, what did they do to improve their potential understanding of the situation so they could resolve similar situations with more confidence in the future?

Behavioral and Motivational Style Interview Questions

- Tell me about a time when a customer could not comprehend what you were trying to tell them. How did it work out?
- Describe a work experience where you strongly disagreed with your manager/co-worker. What was the outcome?
- Describe a time when you over-promised or overextended yourself to resolve a problem (for a customer or internally) and it was not in accordance with company policy. What happened?
- Please tell me about a time when your manager gave you negative feedback and how you dealt with the criticism.
- Describe the most monotonous/repetitious part of your current or past job. How do you manage these?
- Describe a situation that took focused concentration for an extended period of time. How did you adapt and how did you feel about that situation?
- How have you handled close supervision in the past?
- When was the last time you strongly disagreed with the rules, procedures, or directives of the company? How did you handle that?
- Do you find that you are more practical or more eccentric in problem solving? Give an example.
- What do you consider a reasonable return on investment?
- What does freedom and autonomy at work mean to you? Give an example.
- How would you motivate others to take action? Give an example.
- What do you consider a reasonable amount of time, resources or help for others? Give an example.
- When you solve problems, are you flexible and open to options? Give an example.
- What do you love/hate about learning new things? Tell me about a time when you learned something new.



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

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



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

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

(continued from page 2)

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.

Issue date: January 1, 2020. Renewal date: January 1, 2025.