

ADVANCED INSIGHTS PROFILE

John Barker

February 11, 2020

This Innermetrix ADVanced Insights Profile combines the best of three world-class profiles, authored by the Founder and CEO of Innermetrix, Jay Niblick.

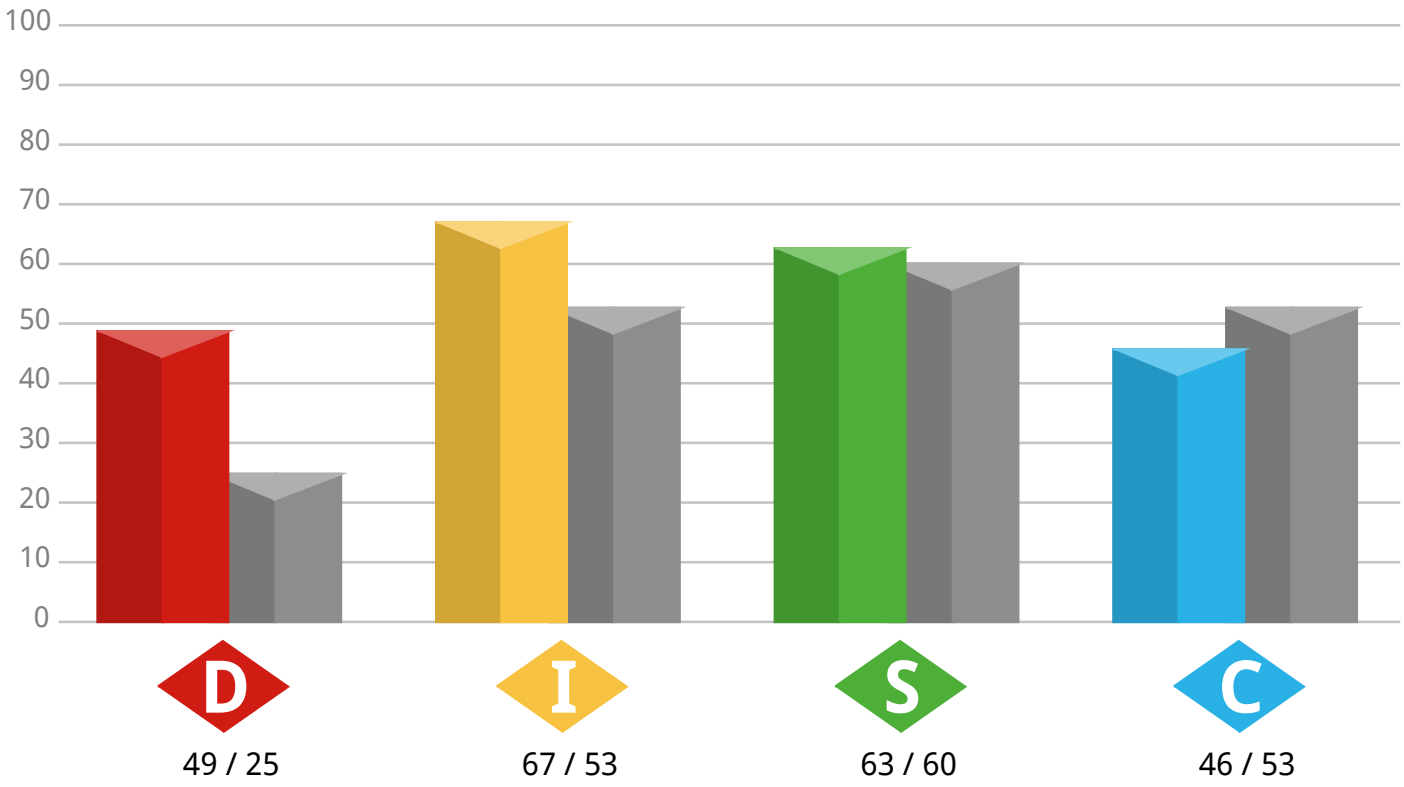
The Attribute Index measures how you think and make decisions. The Values Index measures your motivational style and drivers and the DISC Index measures your preferred Behavioral style. Together they create WHAT, WHY and HOW (i.e., What natural talents do you have, Why are you motivated to use them and How do you prefer to use them.)

This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.

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Natural and Adaptive Styles Comparison



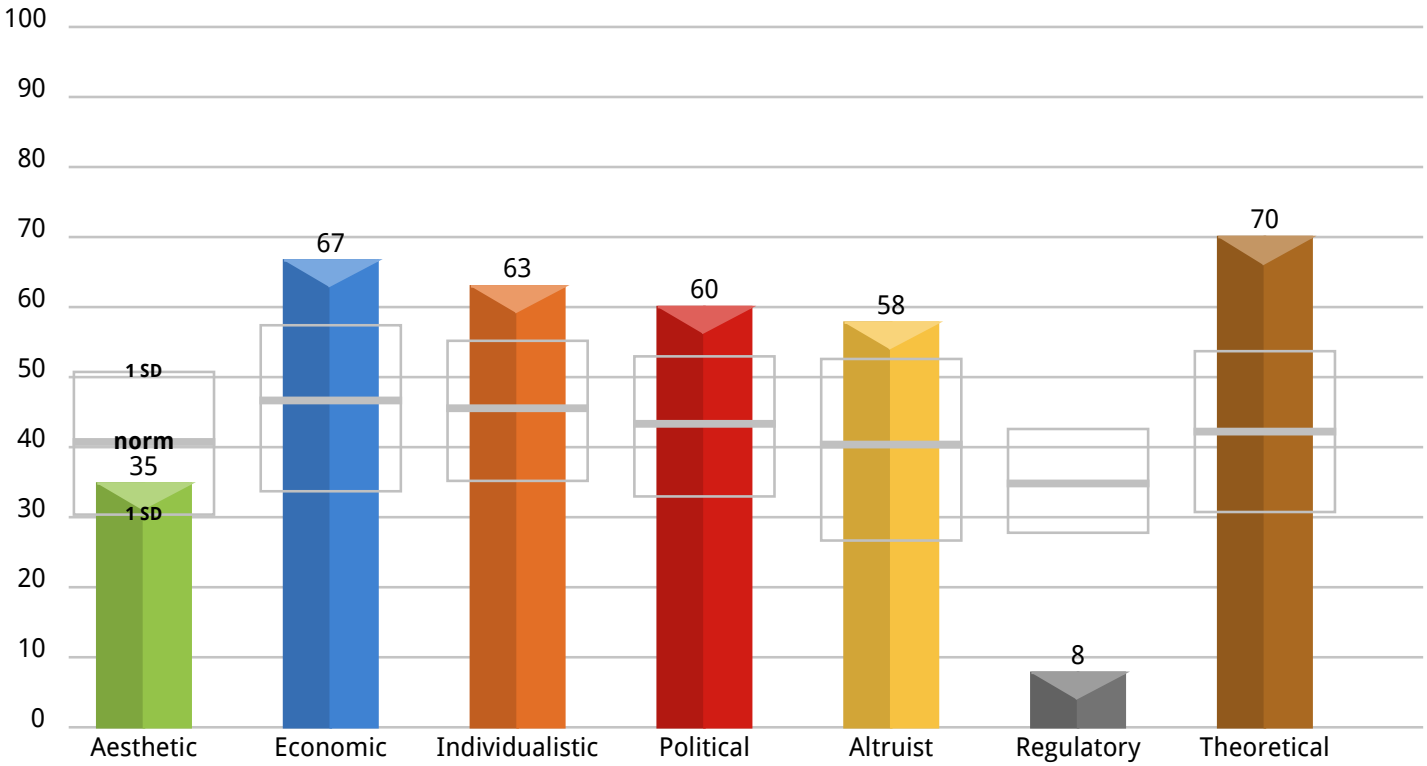
Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress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

John Barker

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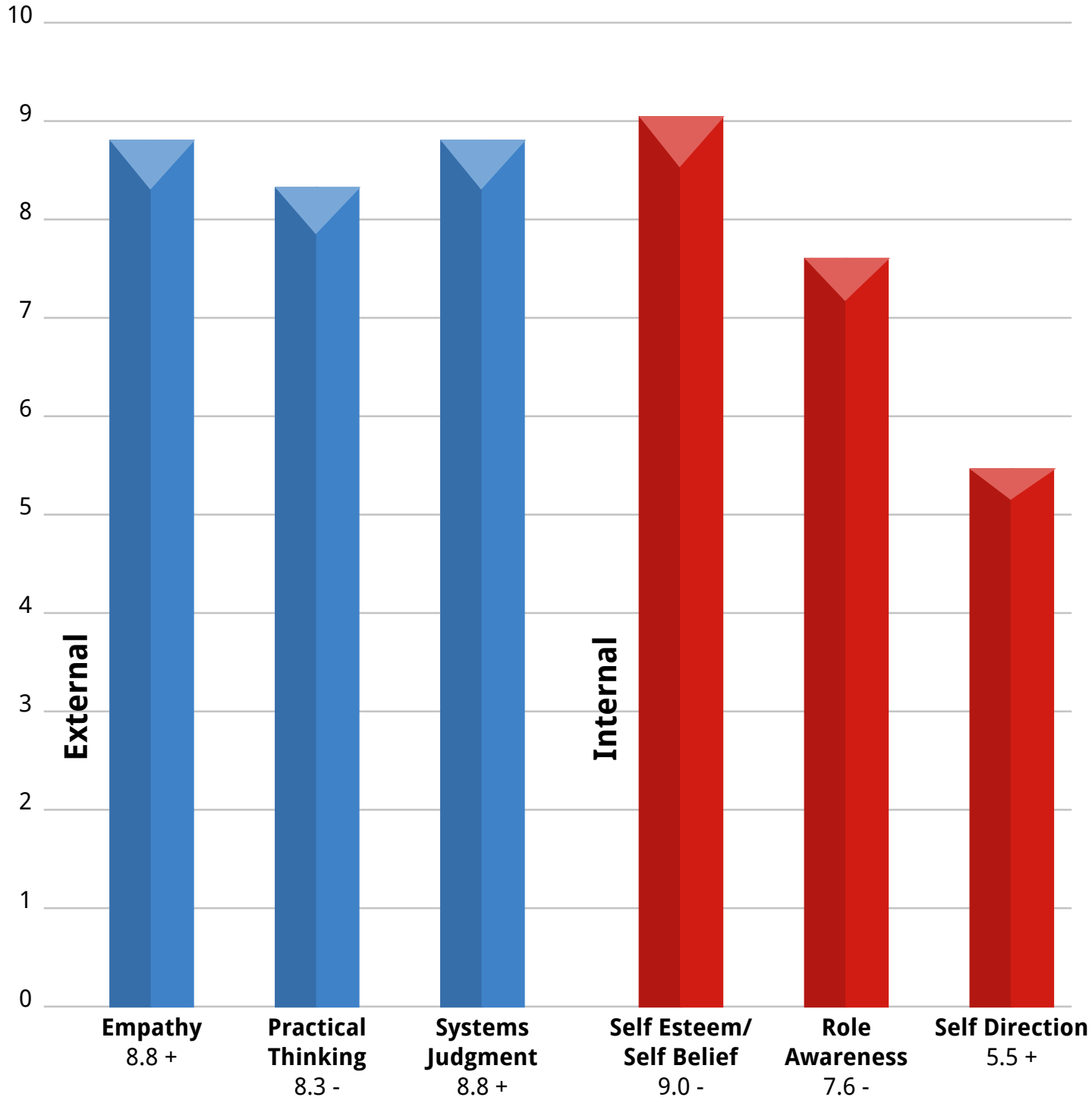
Executive Summary of John 's Values



Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
High Altruist	You have a high desire to help others learn, grow, and develop.
Very Low Regulatory	You are an independent and autonomous agent, very flexible problem-solver, and able to craft a variety of solutions.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

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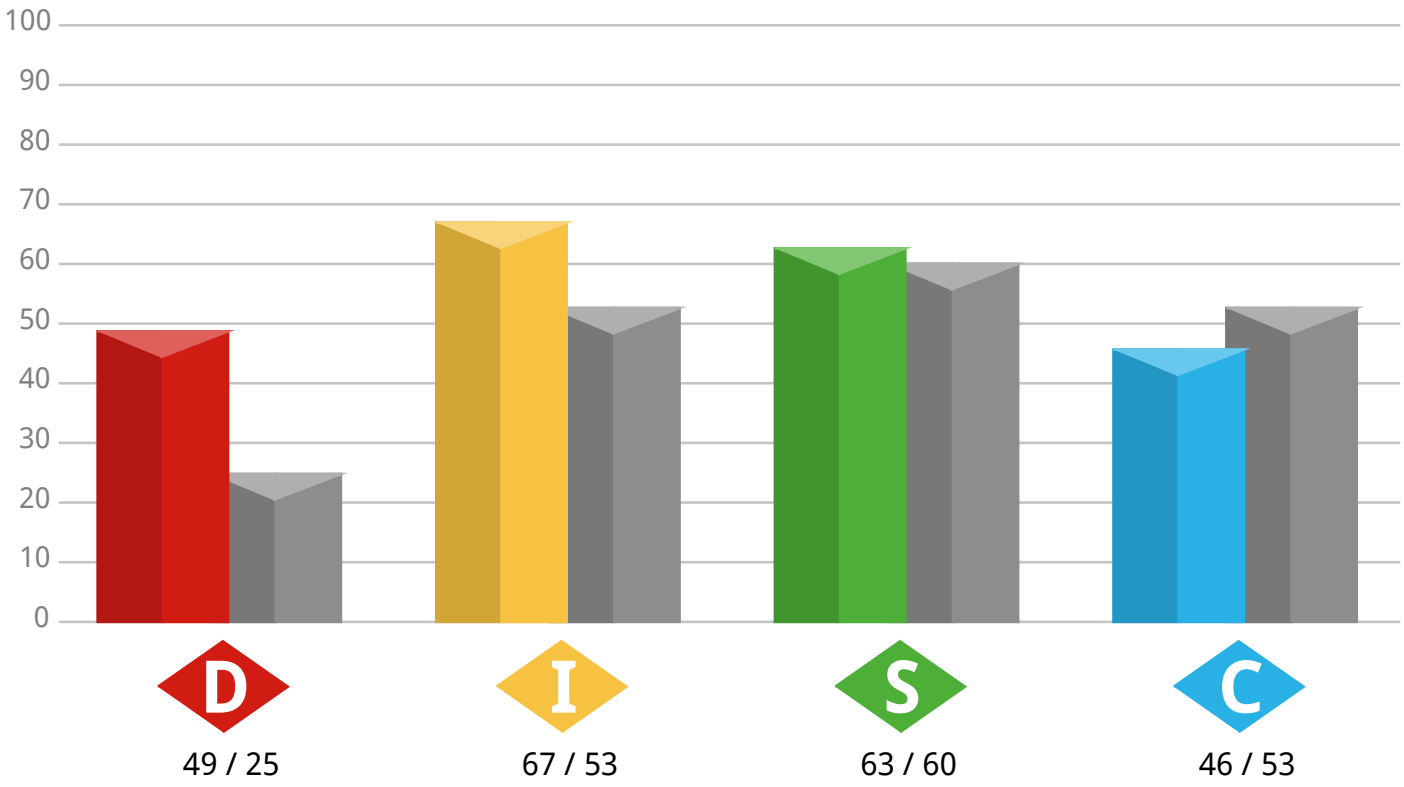


The DISC Index

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

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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:

- **D**ecisive — your preference for problem solving and getting results
- **I**nteractive — your preference for interacting with others and showing emotion
- **S**tability — your preference for pacing, persistence and steadiness
- **C**autious — 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

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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.

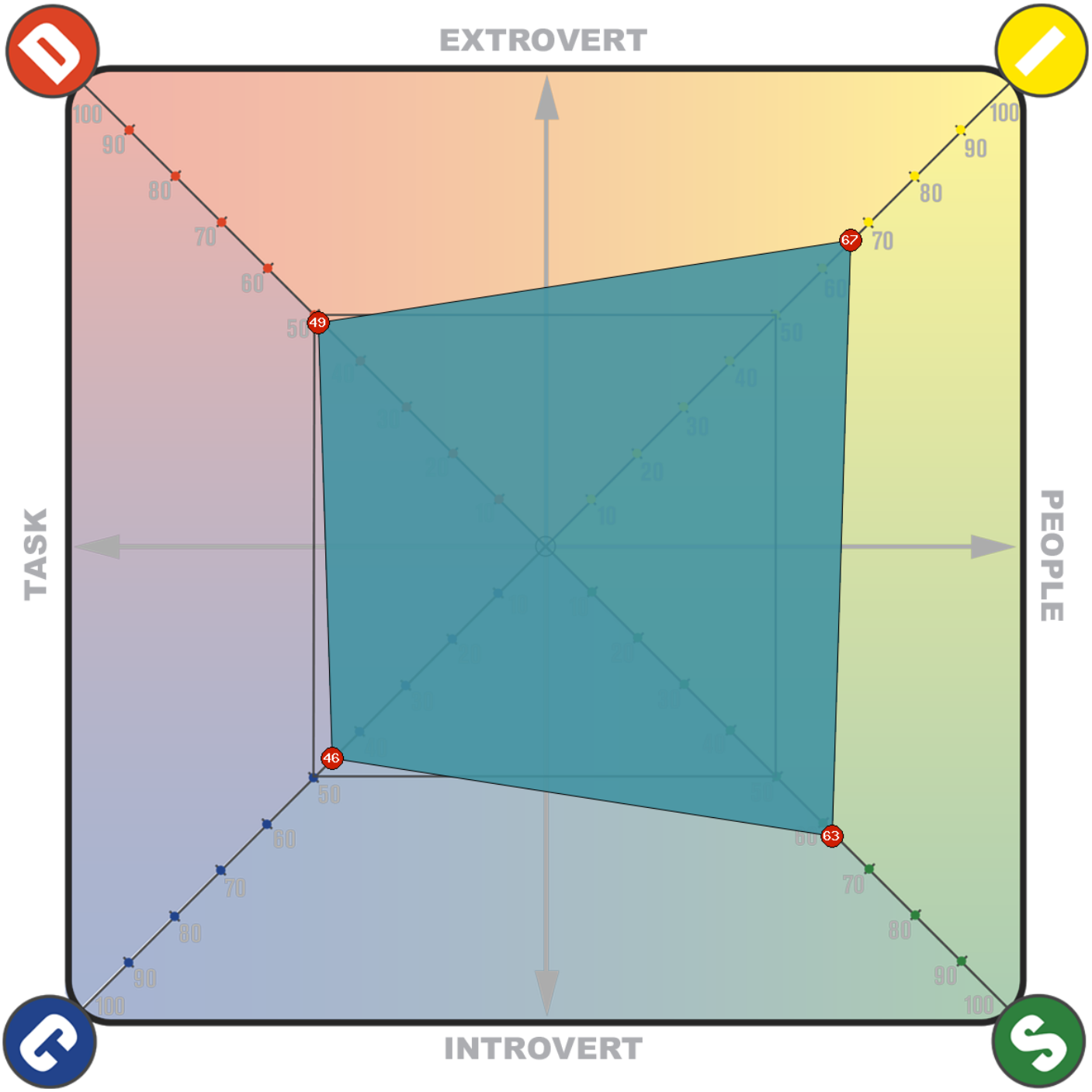
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A closer look at the four components of your behavioral style

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	**Gregarious**	**Patient**	**Cautious**
Driving	Persuasive	Predictable	Perfectionist
Forceful	Inspiring	Passive	Systematic
Daring	Enthusiastic	Complacent	Careful
Determined	Sociable	Stable	Analytical
Competitive	Poised	Consistent	Orderly
Responsible	Charming	Steady	Neat
Inquisitive	Convincing	Outgoing	Balanced
Conservative	Reflective	Restless	Independent
Mild	Matter-of-fact	Active	Rebellious
Agreeable	Reserved	Chaotic	Careless
Deliberate	**Introspective**	**Spontaneous**	**Challenging**
Low D	**Low I**	**Low S**	**Low C**

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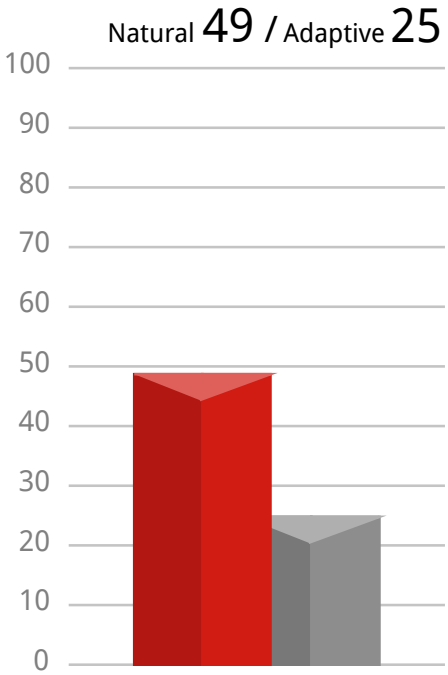
Decisive

Your approach to problem-solving and obtaining results

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

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

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



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

- You may be hesitant to share your opinion with others if the topic is divisive or hotly contested.
- You think it is important to have some time to evaluate options before acting.
- You are quite self-critical of yourself and demand a lot out of yourself.
- You prefer a work environment that is not too pressured or filled with constant change.
- You can be very modest in dealing with others.
- You are open to deferring to others for decisions when they have voiced a stronger opinion.

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Interactive

Your approach to interacting with people and display of emotions

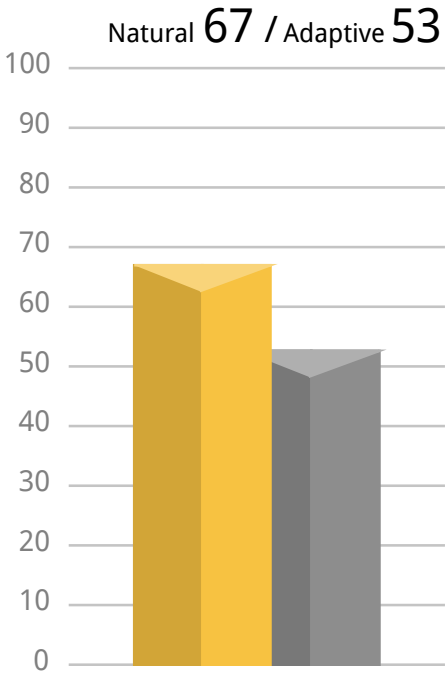
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

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

Lower I —

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



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

- You can be pretty disorganized and lack great attention to detail.
- You are talkative and express your opinions freely.
- You prefer to deal with people and get results with and through them rather than by yourself.
- You tend to be always ready to converse with a group, even with people you've just met.
- You prefer an environment with plenty of people contact.
- Sometimes you can express your opinion too much.

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Stabilizing

Your approach to the pace of the work environment

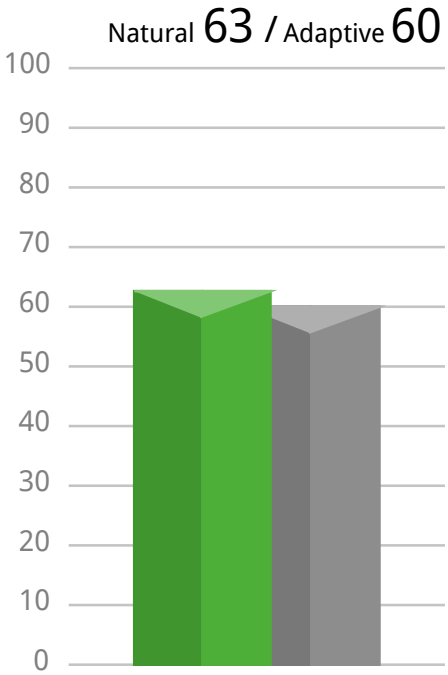
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

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

Lower S —

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



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

- You can accept change, but you require a good argument for it first.
- You are generally known as steadfast and dependable.
- If insufficient structure and order exist, you will create it.
- When you need to, you can be flexible to change or new ideas.
- You think it is important to follow established procedures and processes.
- You don't like rocking the boat unless you absolutely have to.

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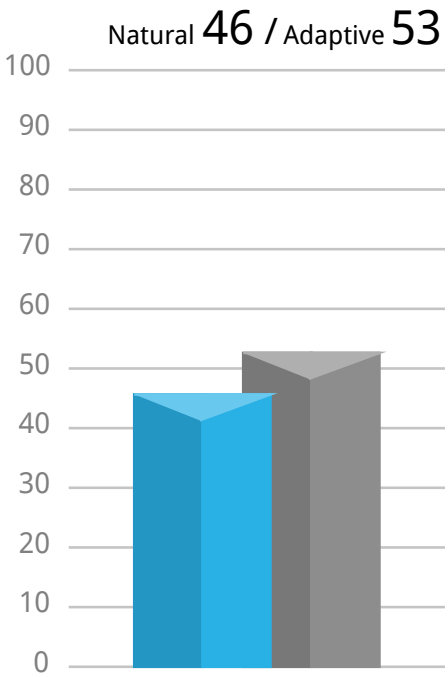
Cautious

Your approach to standards, procedures, and expectations

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

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

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



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

- You like taking your own way to the results.
- While you appreciate a need for procedures and protocol, you also understand they must be practical and directly support results.
- You might be perceived as a bit of a rule-bender by some on the team.
- You are persistent in trying to get a message across, even in the midst of resistance.
- You can easily work independently when it comes to completing tasks and assignments.
- To you, the end usually justifies the means.

John Barker

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Natural Style Pattern:

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

- Tends not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- Socially poised without being an extremist.
- Tends to be an excellent 'teacher' to peers on the team, at any level of the organization.
- Tends to be like those who are unselfish people and who are ready to assist in helping others.
- Able to get along with a wide variety of others.
- Listens carefully to alternatives before making a judgment.
- Shows the rare ability to be a calming influence on angry people, because of active listening and high degree of patience and optimism.
- Able to meet new people easily and in a sincere and confident manner.

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Adaptive Style Pattern:

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

- You tend to be optimistic and demonstrate high personal standards and set high goals for yourself.
- In the work environment, you score like those who are verbal and articulate about many different topics and issues.
- You tend to persuade others in the organization by demonstrating personal competence and encouraging others with a sense of optimism.
- You have a large knowledge-base and an appetite to learn more.
- On the job, you tend to be rather friendly and easy-going in interacting with others on the team.
- You have the ability to handle people with patience, and demonstrate high technical competence in your area of expertise.
- On the job, you demonstrate a high degree of competence in your area of expertise.
- You score like those who desire to become the best they can, or an expert, in a specific area.

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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:

- Delegating better.
- Ensuring that socializing doesn't interfere with getting work completed.
- Working on a team.
- By getting better control of files and record keeping.
- Having an increased urgency in decision-making... the project clock is ticking.
- Working in an environment with little hostility and conflict.
- Working in a favorable climate without high pressure or chaos.
- Having a greater sense of urgency to get more done in less time.

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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:

- Security in knowing that the products and services are of highest quality.
- Assignments that allow for a variety of people contacts.
- Quality control standards that are adhered to by all members of the organization, not just by a few people.
- Acceptance as an important member of a group or team.
- A system of support to assist with the details and follow-through.
- Complete explanations of systems and processes that impact your work environment.
- Awards to confirm ability, skill, or achievements.
- A democratic environment with a free exchange of ideas.

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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:

- Able to negotiate conflicts into win-win situations.
- Demonstrates a high degree of patience in working with others.
- Able to reach goals by working with and supporting the efforts of others on the team.
- Excellent empathic listening style, a model for others to observe and follow.
- Brings a high 'sincerity-factor' to the team climate.
- Demonstrates an appropriate combination of people-orientation plus listening ability and may serve as a sought-after coach or counselor to peers within the organization.
- Works hard for the team objectives and goals.
- Able to build positive relationships with internal and external stakeholders.

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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:

- Complete explanations of areas of responsibility and control.
- A work environment that sincerely cares for the people in it.
- Highly specialized assignments and technical areas of responsibility.
- Clear areas of responsibility with minimal ambiguities.
- Identification with the team or greater organization.
- An environment that supports your critical thinking skills.
- Freedom of speech and expression.
- Variety in the work tasks and multiple projects.

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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:

- Lack a high sense of urgency, especially when under pressure.
- Be too indirect in providing instructions, not wanting to impose your will on others.
- Be slow to make decisions due to a need to consider the people-side of all issues.
- Show less emphasis on productivity and more emphasis on the people-side of a project.
- Need some coaching in time management and in setting deadlines that are more ambitious.
- Hold a bit of a grudge toward those who offer criticism.
- Be overly tolerant with individuals who are unproductive.
- Hesitate to correct or discipline those who need it for fear of offending someone.

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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:

- Wants to know performance outcomes, objectives, etc. and communicates these to the participants.
- Leads the group by persuading, energizing them with optimism and encouraging cooperation.
- Models own teaching/facilitating on those held in respect and esteem.
- Enriches the content with stories and experiences.
- Balances individual and group work for the participants.
- Shows authority by demonstrating trust and participation with the group.
- Structures events to inspire participants to act on their ideas and visions.

How you prefer to receive knowledge or learn:

- Prefers explicit instructions and measurement criteria.
- Integrates experiences with practical applications and ideas.
- Wants to know performance outcomes, objectives, etc.
- Seeks inspiration and excitement in the learning process.
- Likes self-discovery and trial and error methods occasionally.
- Looks for meaning and clear integration of the learning activities.
- Prefers learning in groups.

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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 John :

- Present your ideas and opinions in a non-threatening way.
- Ask for input regarding people and specific assignments.
- Be certain that individual responsibilities are clear and there are no ambiguities.
- Be certain to emphasize next action-steps.
- Free-up enough to be engaging and optimistic in your conversations.
- Be casual and informal with gestures and body language.
- Plan some extra time in your schedule for talking, relating, and socializing.

Things to avoid to effectively communicate with John :

- Don't manipulate or bully into agreeing.
- Avoid being overly task-oriented.
- Don't be vague or ambiguous.
- Don't talk down to anyone.
- Don't stick too rigidly to the agenda.
- Don't be rude, abrupt in your delivery.
- Don't be short-tempered, cold, or tight-lipped.

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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?

_____

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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?

_____

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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)

_____

_____

_____

_____

_____

_____

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_____

Limiting Success:

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

_____

_____

_____

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The Values Index

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

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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 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.

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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.

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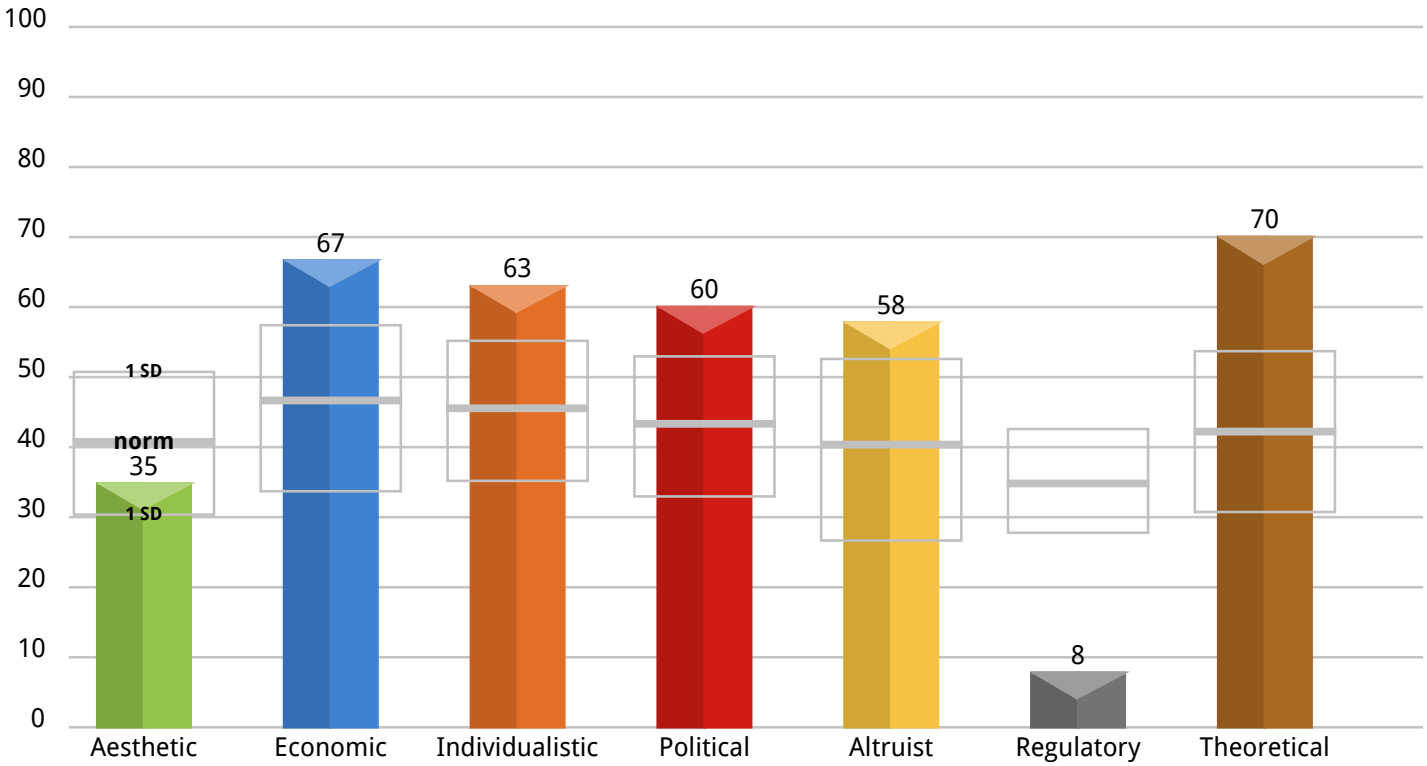
A closer look at the seven dimensions

Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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

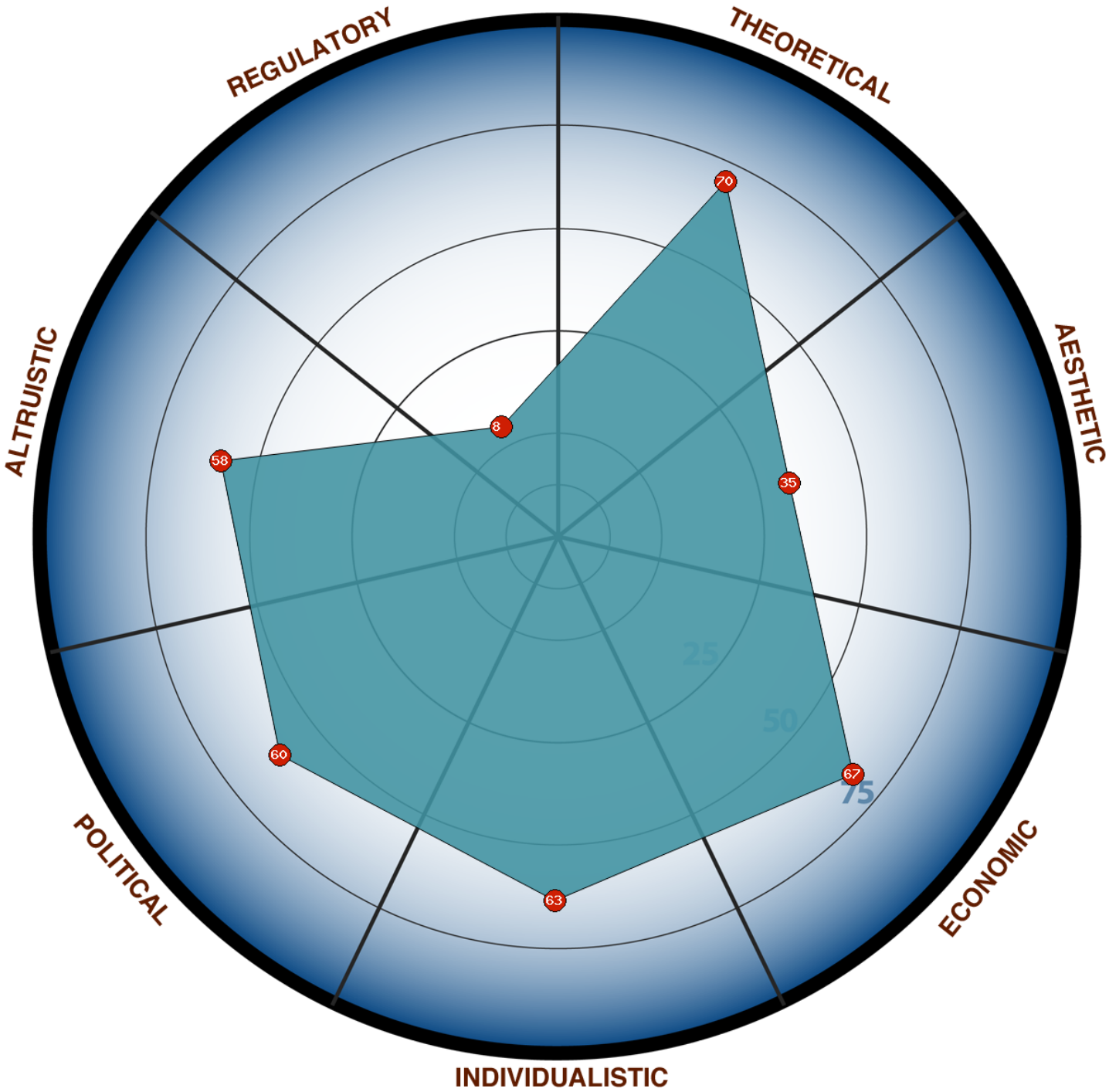
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Executive Summary of John 's Values



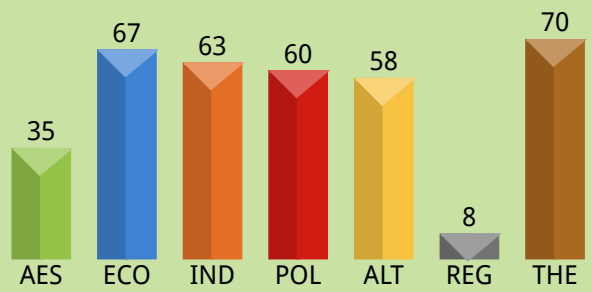
Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
High Altruist	You have a high desire to help others learn, grow, and develop.
Very Low Regulatory	You are an independent and autonomous agent, very flexible problem-solver, and able to craft a variety of solutions.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

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John Barker

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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.

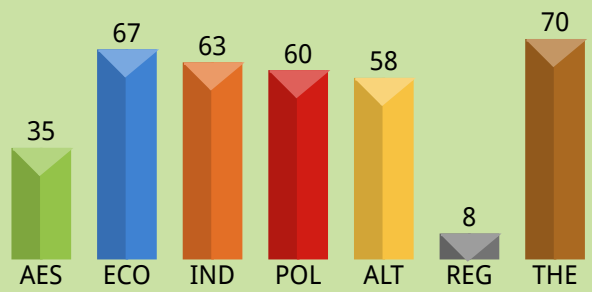
General Traits:

- You work equally well with the artistic and non-artistic types.
- You respect others' needs to express their creativity.
- You help keep overly emotional or creative types grounded.
- You can work well with others to create and innovate.
- You possess a healthy balance between form and function.

Key Strengths:

- You appreciate a sense of balance between work and life, but are not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.

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The Aesthetic Dimension:

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

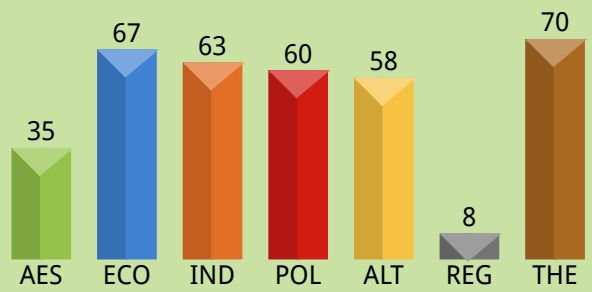
Motivational Insights:

- You appreciate the need for conservation efforts and preserving balance and harmony in the surroundings.
- You believe that art and form can be uplifting and positive, even for those with no artistic ability.
- You balance team efforts between doing it right and doing it enjoyably.
- You possess a level of artistic interest or appreciation that is right at the national mean.
- To you, balance between work and life is important.

Training/Learning Insights for John :

- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.

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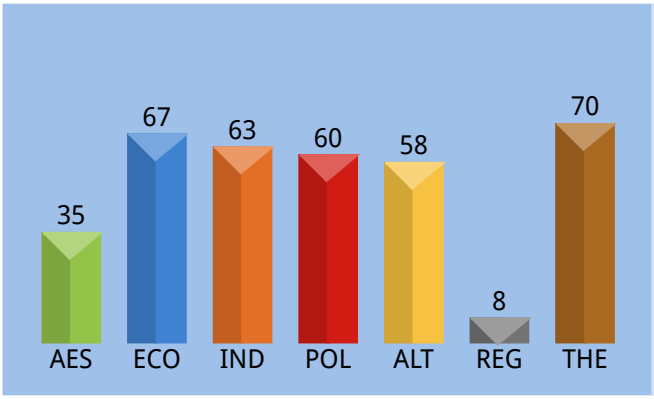
The Aesthetic Dimension:

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

Continual Improvement Insights:

- Since your score is at the national mean, it is important to review other Values drives for a more complete look at areas for quality improvement.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- Remember that it is OK that some don't appreciate artistry, balance or harmony and you can serve as a bridge between those who do and don't see value in such things.

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The Economic Dimension:

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

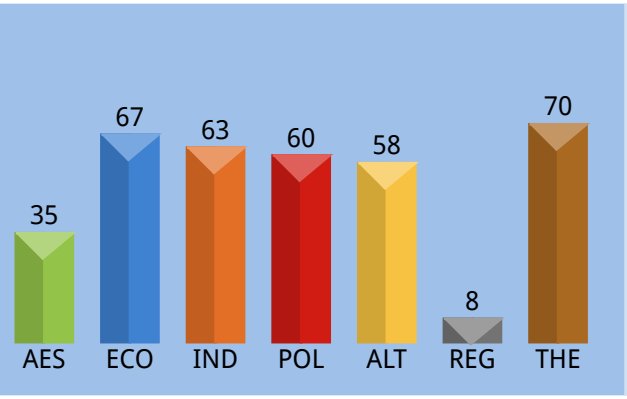
General Traits:

- You are interested in what is practical and useful in achieving your vision of success.
- To you, knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy, and creativity.
- You may fit the stereotype of the typical businessperson, interested in economic incentives.
- People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.
- People who score like you tend to be hard working, competitive, and motivated by financial rewards and challenging compensation plans.

Key Strengths:

- You keep an ear to the revenue-clock, your own and the organization's.
- You make a decision with practicality and bottom-line dollars in mind.
- You pay attention to return on investment in business or team activity.
- You are driven and motivated to achieve and win in a variety of areas.
- You are highly productive.

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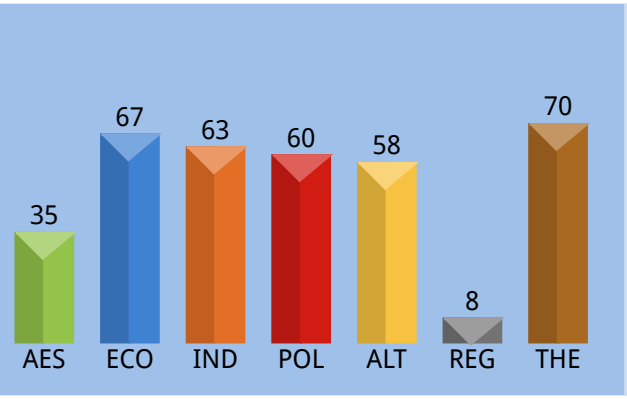
Motivational Insights:

- You should find a link between whatever training you do with potential gains in business share or future income.
- You should be recognized and rewarded (e.g., bonuses) as soon as possible, not just at the end of the year. Shorter-term rewards programs work better for you.
- You need opportunities for financial rewards for excellent performance.
- You should remember that you have an ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.
- You should be rewarded for high performance in tangible and monetary ways with individual and team recognition.

Training/Learning Insights for John :

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

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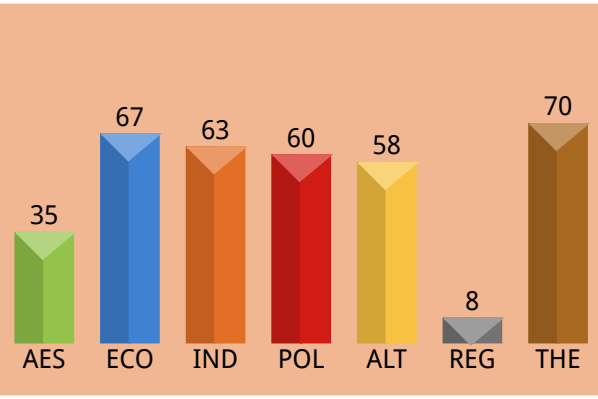
The Economic Dimension:

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 to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this high Economic drive.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, client or others on the team.
- You may judge the efforts of others on the team by an economic scale only.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- While this high economic drive may be a significant motivating factor in your achieving goals, it may also become a visible "economic factor" especially in sales people, and others sharing this very economic drive.

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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.

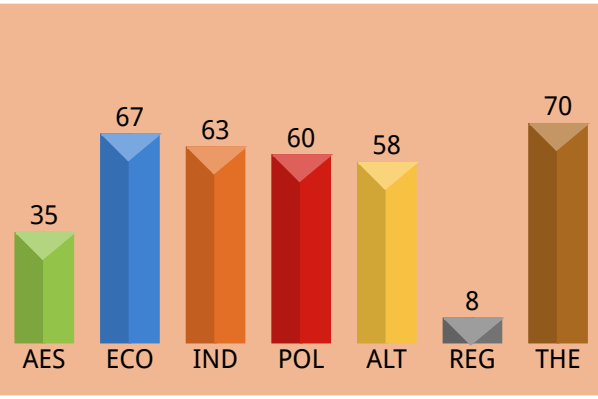
General Traits:

- You bring a lot of energy that needs to be put to good use.
- You experience a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.
- You like to have your own niche; the place where you can excel.
- You enjoy working in your own way and own methods.
- You thrive in a team environment.

Key Strengths:

- You realize that we are all individuals and have ideas to offer.
- You bring creative ideas.
- You enjoy making presentations to small or large groups and are generally perceived as an engaging presenter by your audiences.
- You are not afraid to take calculated risks.
- You desire to be an individual and to celebrate differences.

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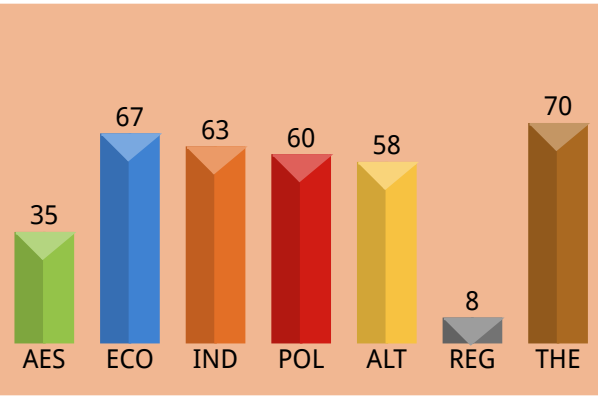
Motivational Insights:

- Many people who score like you enjoy making presentations to small or large groups. Explore this possibility.
- You should work with an idea, develop it, and run with it for a while before making a judgment.
- You will appreciate 'air-time' at meetings to share ideas with others on the team.
- You should create an environment that provides security while it encourages taking appropriate risks.
- You should remember to find continuous opportunities to learn and progress.

Training/Learning Insights for John :

- 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 some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

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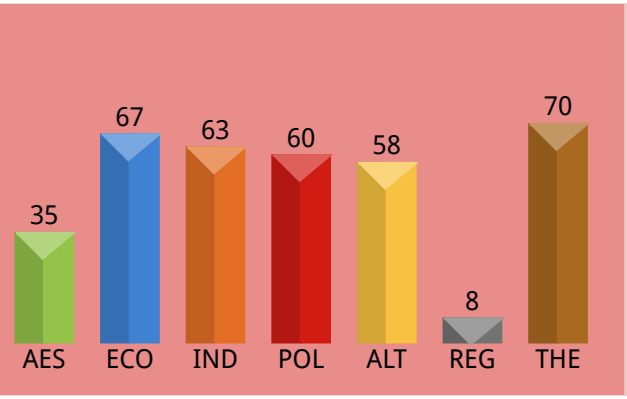
The Individualistic Dimension:

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.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- 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.

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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.

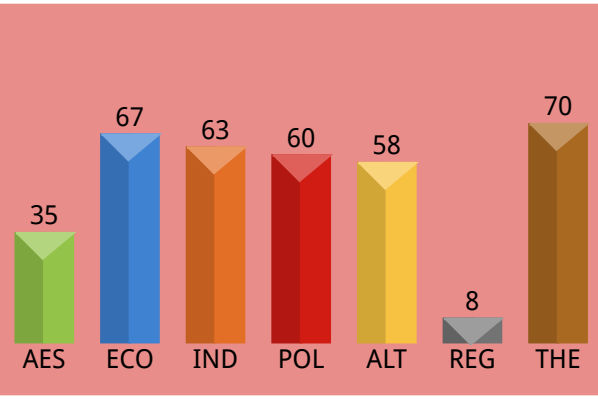
General Traits:

- You like to be your own boss and to have control over time and resources to accomplish goals.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.
- You seek competition.
- You use power and control effectively to keep projects moving.
- You show a very high energy level in working toward goals and ambitions.

Key Strengths:

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

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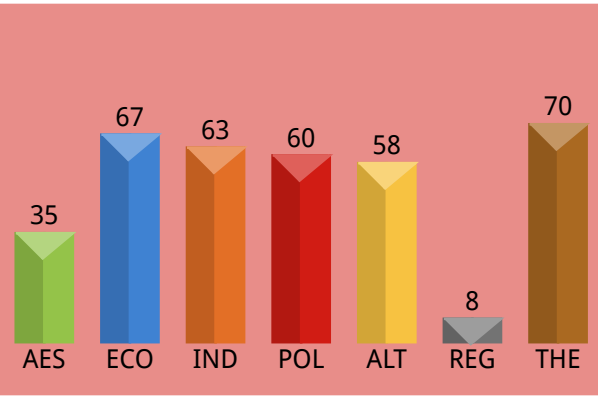
Motivational Insights:

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

Training/Learning Insights for John :

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

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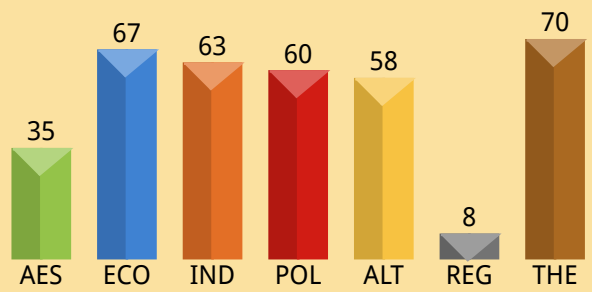
The Political Dimension:

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

Continual Improvement Insights:

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

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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.

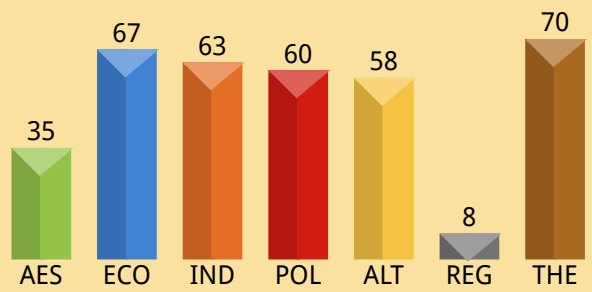
General Traits:

- You openly share Altruistic love or appreciation for others.
- Your high sincerity-factor may be exhibited in your tone of voice in communicating with others.
- You like helping, teaching, and coaching others.
- You freely give time, talent and energy without being asked.
- You find value in work, beyond just a paycheck, especially when it aids others.

Key Strengths:

- You are likely to go beyond the call to support or service others.
- You have an empathetic attitude towards others.
- You are always willing to share time, talent, and energy to help the organization or the cause.
- You are a social person more than solitary, and like networking.
- You are often very aware of what others need, even when not stated by them.

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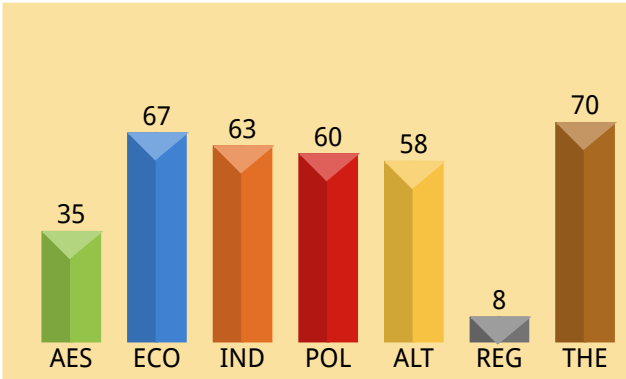
Motivational Insights:

- You support the innate willingness to share time and talent with others in the organization.
- You could be more easily taken advantage of by others because of your sincerity and desire to be helpful.
- You allow ample personal time for whatever giving activities exist outside of work.
- You should provide flexibility to allow for helping others on the team.
- You should treat yourself with the same level of sincere concern and interest that you give others.

Training/Learning Insights for John :

- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.

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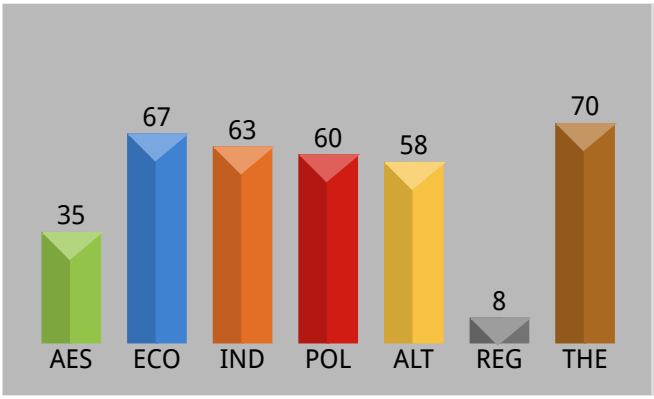
The Altruistic Dimension:

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

Continual Improvement Insights:

- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You may need to say "no" more often.
- You need to watch to ensure that your giving nature is not abused or taken advantage of.
- You can lose focus on personal work in favor of helping others with theirs.
- You can give away too much time, talent and energy.

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The Regulatory Dimension:

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

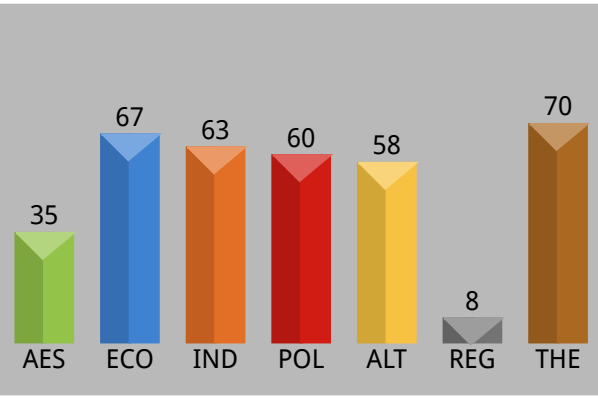
General Traits:

- You are very self-guided and able to self-manage activity to get results.
- You are very likely seen as someone who will "adapt" rules to fit the situation.
- You dislike allowing existing rules to get in the way of effective solutions to problems.
- You have a very strong belief that the individual can sometimes supersede the group in importance.
- You are very open to changing the role in order to better fit yourself.

Key Strengths:

- You are very open and receptive to new ways of thinking, new methods, new direction.
- You very much like new ideas and offer them frequently.
- You are a very rapid problem solver.
- You approach solving problems from a very creative direction.
- You are not afraid to make mistakes in trying new things or approaches and develops creative strategies as a result.

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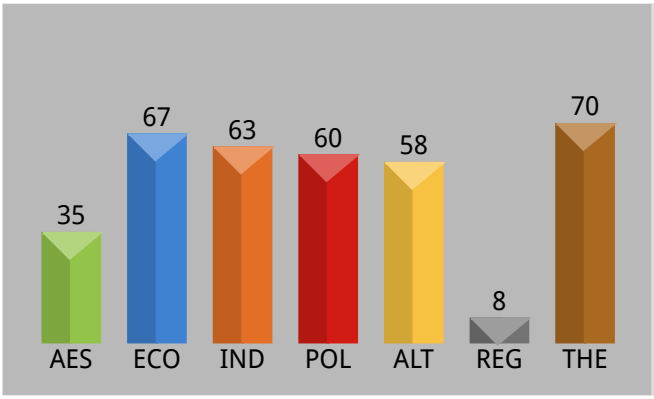
Motivational Insights:

- Play to your flexibility and adaptability strengths.
- You need as specific instructions as possible to routine tasks.
- Get very involved in establishing new policies, regulations, rules, etc.
- You desire a work culture that is very varied and dynamic.
- You prefer set objectives, but want lots of flexibility in how they are achieved.

Training/Learning Insights for John :

- You prefer very spontaneous, flexible and independent learning environments.
- You very much prefer multiple learning modalities instead of just one.
- You are very likely to learn new things in your own way, at your own pace and style.

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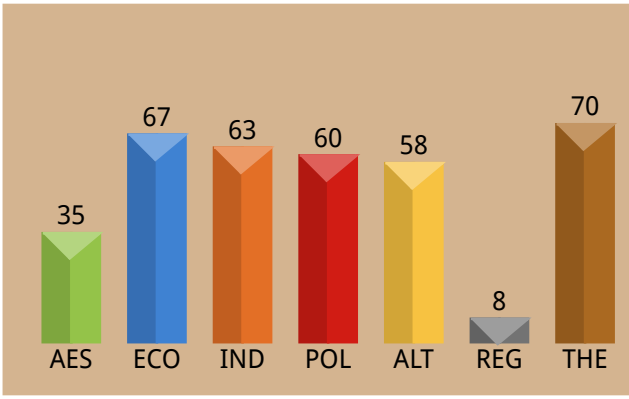
The Regulatory Dimension:

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

Continual Improvement Insights:

- You should remember that sometimes rules or procedures exist for good reasons.
- You should remember to be patient with others who are not as flexible or are more rules-oriented.
- Be sure to respect those who prefer to comply with all rules, they balance the equation many times.
- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts).
- You should stick to the important details primarily, avoid the minor bits.

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The Theoretical Dimension:

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

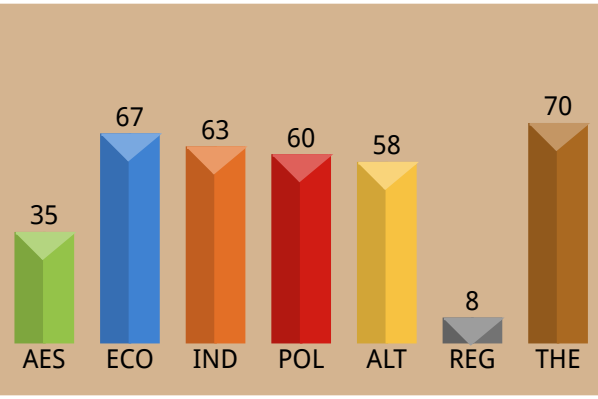
General Traits:

- You like to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- You may be attracted to new and cutting-edge ideas and concepts.
- You are willing to take risks to learn something new.
- You like visiting bookstores and may make some unexpected purchases.
- You stay mentally alert and like mental challenges.

Key Strengths:

- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- You have a stable, knowledge-driven ethic.
- You know a little about most everything and are conversant about it.
- At a team meeting you will come prepared, with pre-work completed.
- You gather the maximum amount of information on an issue because you ask the necessary questions.

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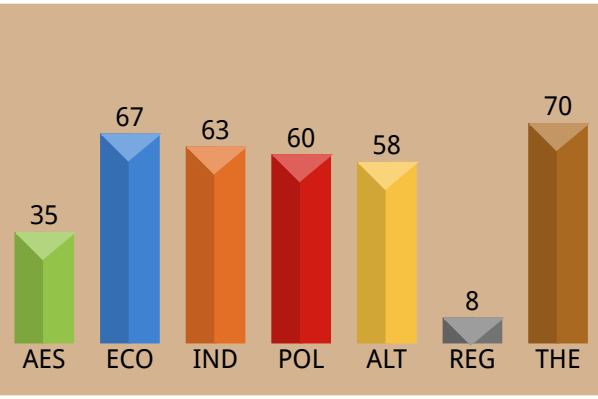
Motivational Insights:

- Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.
- You will provide technical credibility when dealing with customers or internal stakeholders who need detailed information for decision-making.

Training/Learning Insights for John :

- 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.

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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 score like some who need coaching on time management.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You don't rush from one learning experience to another. You make certain there are some practical applications.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.

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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
- 4-5 = Below Average
- 6-7 = Average
- 8-9 = Excellent
- 10 = Genius

Tally your score here:

☐

John Barker

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?

_____

_____

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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):

_____

_____

_____

_____

_____

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Attribute Index

WHAT natural talents do you have based on how you think and make decisions?

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Over fifty years of scientific research has revealed that there are three distinct styles of decision-making. Each of us can make decisions in these three ways, but we tend to develop a preference for one more than the other two. This preference becomes a subconscious force, affecting the decisions we make on a daily basis and shaping how we perceive the world around us and ourselves.

The three decisional styles are the personal, the practical, and the analytical. These dimensions can be examined in the form of patterns based on two distinct factors unique to axiology.

The Personal Style: People with a preference for this style of making decisions tend to see the world from a personal point of view, or with concern for the individuals involved. They see people in a unique, individual light and are more concerned about others than the results and theory. This involves a personal involvement with, concentration on, or investment in people. To this style, the world is filled with people needing to be understood.

The Practical Style: People with a preference for this style of making decisions tend to see things in very practical, no nonsense, real-world, task oriented manner. They are more concerned with results than others and theory. They see people in comparative ways as they relate to others. To this style, the world is an objective waiting to be achieved.

The Analytical Style: People with a preference for this style of making decisions tend to see the world from a theoretical perspective, more in an abstract way than a concrete one. They see people as part of a system and tend to think in very black and white terms. They are more concerned with thinking about things, and analysis than actual results or personal concerns of others. To this style, the world is a problem to be explored and solved.

To some extent we are all capable of making all three kinds of decisions, but our preference tends to be for one more than the other two. Here's a simple example of the three in contrast to each other. One of each style are sitting around a table trying to figure out what to do. While the Personal style is focused on the needs of the workers involved and how best to utilize their talents, the Practical doesn't really care as much about the personal needs, or if it is done right, he just wants to get it done. Finally there is the Analytical who sees no reason to worry about the people involved or even getting it done if it isn't going to be done correctly.

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We all have different balances of these three styles; that's what makes our decisions and actions different from each other's. These ways of making decisions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses. In the following pages you will find a list of capacities which are the result of your unique combination of these three decisional styles. It is this understanding of your individual strengths and weaknesses that will enable you to affect change in your life and achieve greater personal success. It is only by first understanding something that we are then able to change it.

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External Decision Making Pattern Summary

You are very well developed in all three dimensions of thought (People, Tasks and Systems) and with equal proportion. You can be very competent in all three dimensions of value from schematic thinking, to practicality to valuing others. You appreciate and possess equal strengths in: systems, rules, structure, concrete organization, detailed planning, and people skills.

You are a versatile, quick learner in all of these areas. This can also lead to your becoming easily bored or anxious in positions that require excessive over or under focus on any one dimension of thought by itself, to the exclusion of the others (e.g., door to door sales actually requires less than excellent empathy).

Overall development levels in all three dimensions are equal and all are highly developed. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

Versatility in dealing with people, performance or systems equally
Quick learning ability in a wide variety of business areas
Stability, dependability
Over-all very good to excellent business and people management potential
Understanding and communicating with others
Planning and organizing
Schematic thinking

Minimizers

Gets easily bored with limited tasks and responsibilities
May become anxious if all three areas (people, performance and Systems) aren't utilized.
May have too much ability for certain jobs that don't require all three areas of thought.
Can get easily bored or feel unchallenged if all three areas are not capitalized

Motivators

Decision-making freedom
Multi-faceted challenges
Independence
Personal relationships
Status and recognition
Sense of belonging

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Needs for Growth

Personal identification with personal needs, desires and systems. Understanding how balanced high scores may impact roles, duties and objective success of a given position.

Targets for Reinforcement (R) and Development (D)

Empathetic Outlook (R)
Practical Thinking (R)
Systems Judgment (R)

Preferred Environment

An atmosphere where there is an open exchange of ideas with readily available feedback; the sharing of responsibilities and decisions. A role which allows the most complete usage of all three external dimensions of thought.

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Internal Decision Making Pattern Summary

You have a very good self-esteem. This is primarily how you value your own self worth. However, you are less confident about your role and even less clear on how you want to achieve it (self direction). Your job and how well you do it is not the sole basis for how much you like yourself. This provides you with an internal strength that will outlast any role or series of successes or failures in a specific role. You may be questioning who you want to become, or what you want to do in the future at this time in your life. You are seeking some direction. You see the people dimension better than any other and your level of development in this dimension is high. You value the tasks dimension second most of the three and your level of development here is moderate. Finally for you there is the Systems dimension, which guides your specific actions in your roles. This is the dimension in which you are unclear and may have many questions about. Level of development speaks to your ability to see a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

Self esteem
Internal strength
Resistant to stress

Minimizers

Self direction
Self discipline to technical aspects of how to do her job
Lack of an internal mission statement

Motivators

Personal challenge
Risk
Personal improvement

Needs for Growth

Clarification of your own short/long range plans for the future.

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Targets for Reinforcement (R) and Development (D)

Self direction (D)

Project/goal focus (D)

Role awareness (D)

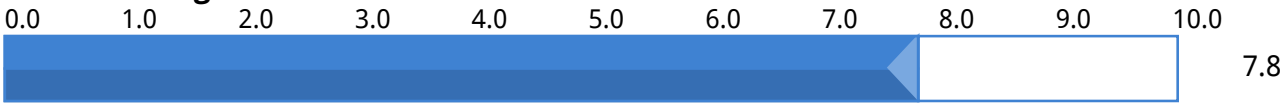
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This graph summarizes the 7 Categories that comprise this Talent Profile. A description and mean score for each category is on the following page.

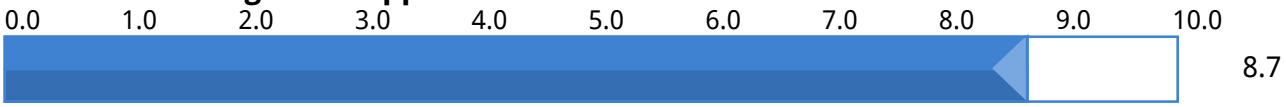
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Report Component Graphs

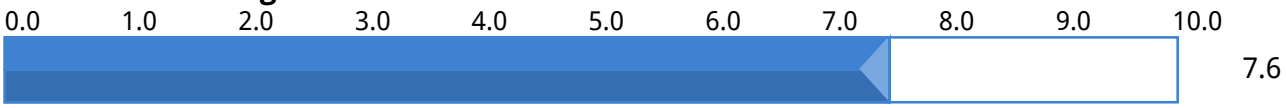
1. Envisioning an Outcome



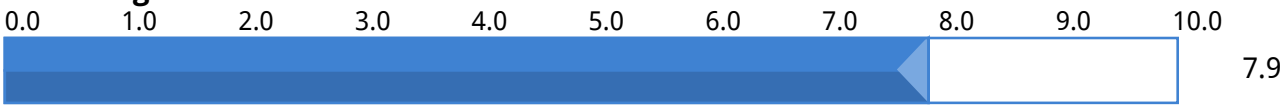
2. Understanding Your Supporters



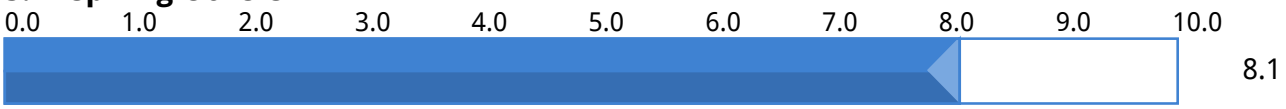
3. Communicating Your Vision



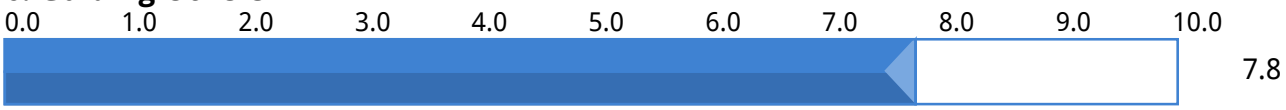
4. Serving Others



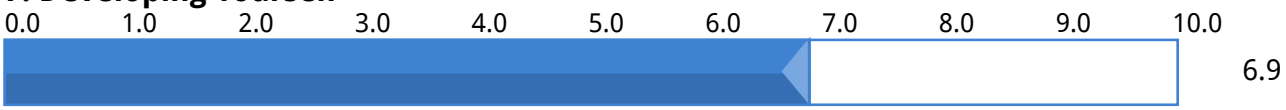
5. Inspiring Others



6. Guiding Others



7. Developing Yourself



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1. Envisioning an Outcome (7.8)

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Stephen Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

2. Understanding Your Supporters (8.7)

Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

3. Communicating Your Vision (7.6)

In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

4. Serving Others (7.9)

People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.

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5. Inspiring Others (8.1)

Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from the individual. Therefore, leading others for the long term requires that you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

6. Guiding Others (7.8)

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

7. Developing Yourself (6.9)

In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.

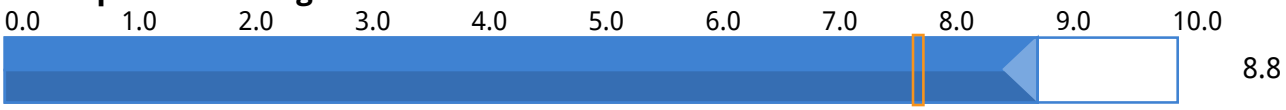
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Category Description

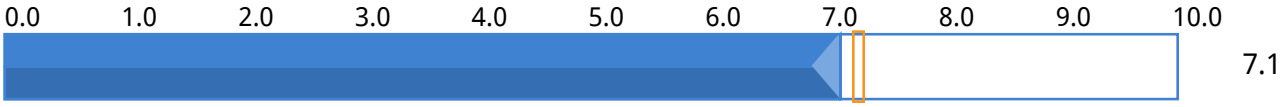
Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Stephen Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

Category Component Graphs

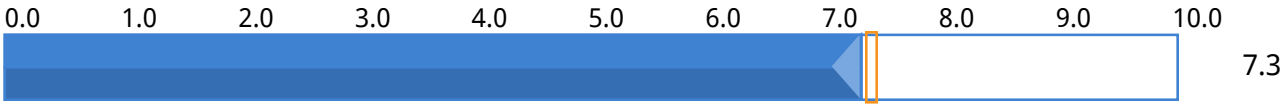
Conceptual Thinking



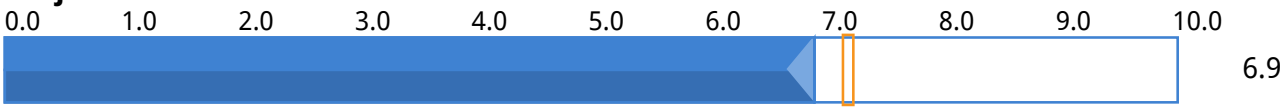
Initiative



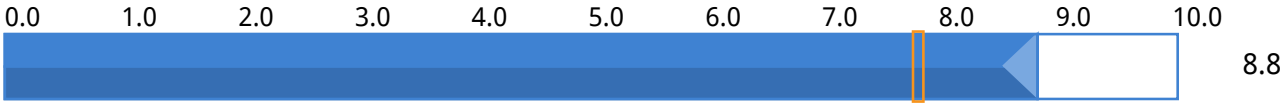
Persistence



Project and Goal Focus



Results Orientation



Category Component Descriptions

Conceptual Thinking (8.8)
evaluates John 's ability to see the big picture and then to determine which direction to take, and how resources should be used to attain future goals.

Initiative (7.1)
evaluates John 's ability to direct his energy toward the completion of a goal without an external catalyst.

Persistence (7.3)
evaluates John 's ability to stay on course in times of difficulty.

Project and Goal Focus (6.9)
evaluates John 's ability to stay on target regardless of circumstances.

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Results Orientation (8.8)
evaluates John 's ability to identify the actions necessary to complete tasks and to obtain results.

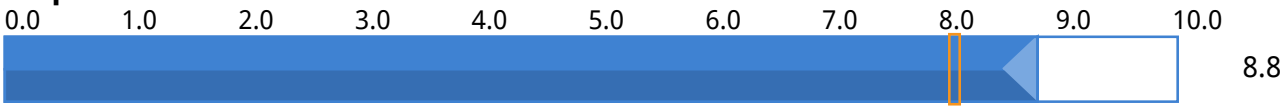
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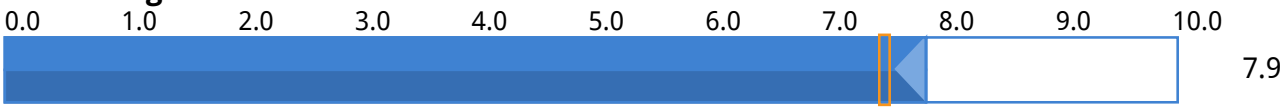
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Category Component Graphs

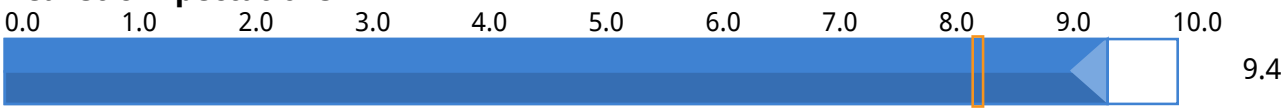
Empathetic Outlook



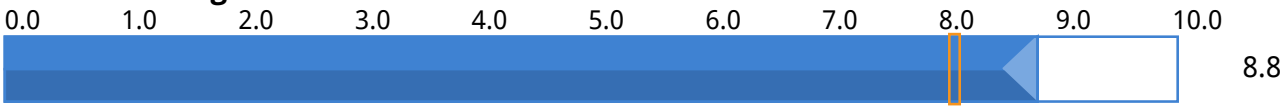
Evaluating What Is Said



Realistic Expectations



Understanding Attitude



Category Component Descriptions

Empathetic Outlook (8.8)
evaluates John 's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Evaluating What Is Said (7.9)
evaluates John 's openness toward other people and his willingness to hear what others are saying, rather than what he thinks they should say or they are going to say.

Realistic Expectations (9.4)
evaluates whether John 's expectations (in either quality of production or quality of performance) of others can realistically be met.

Understanding Attitude (8.8)
evaluates John 's ability to read between the lines and to understand body language, reticence, stress, and emotions.

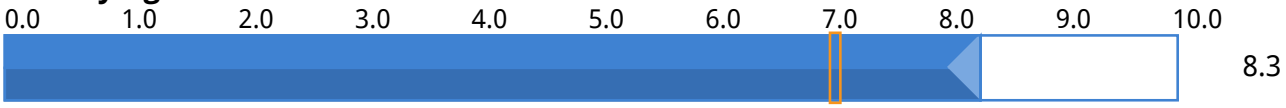
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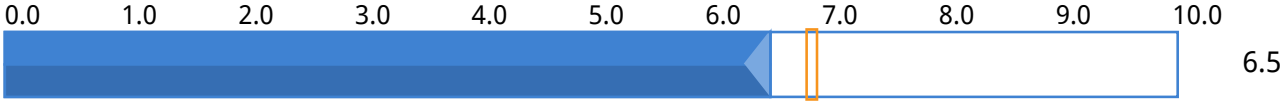
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Category Component Graphs

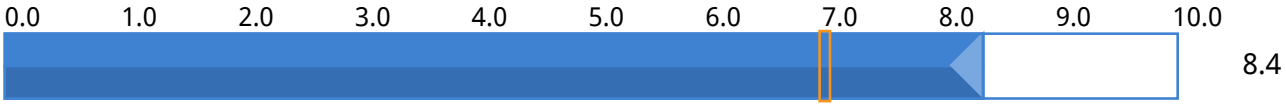
Conveying Role Value



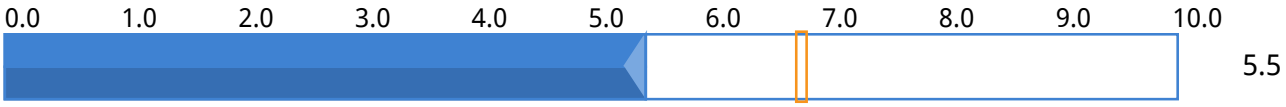
Personal Commitment



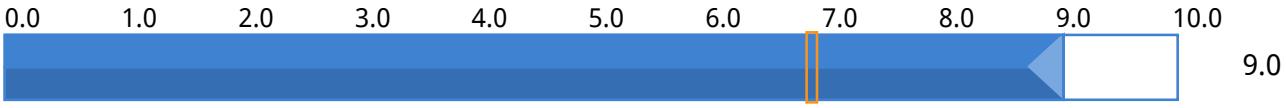
Self Confidence



Self Direction



Self Esteem



Category Component Descriptions

Conveying Role Value (8.3)
evaluates John 's ability to use his own capacities (for empathy, interpersonal relationships, and leadership) to instill, in an employee, a sense of value for the task at hand.

Personal Commitment (6.5)
evaluates John 's ability to focus and to stay committed to a task: a measure of his internal, personal commitment.

Self Confidence (8.4)
evaluates John 's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

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Self Direction (5.5)
evaluates John 's internal drive to excel in and believe in his chosen career path.

Self Esteem (9.0)
evaluates John 's ability to realize and appreciate his own unique self worth.

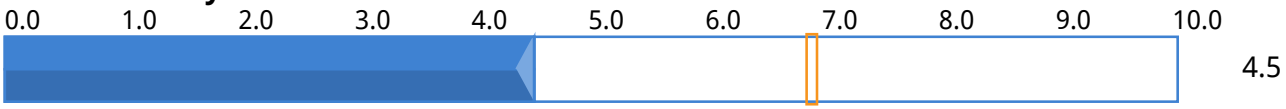
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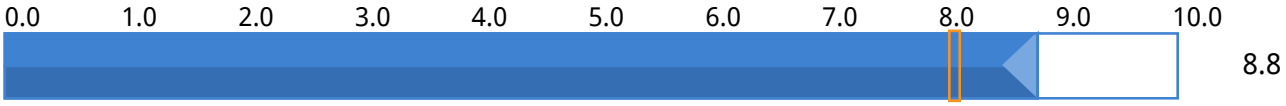
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Category Component Graphs

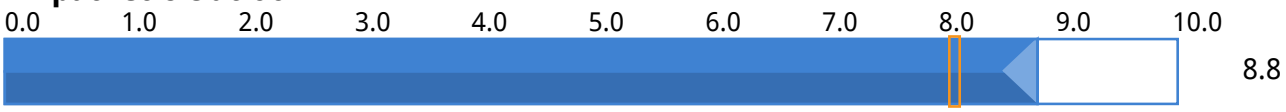
Accountability For Others



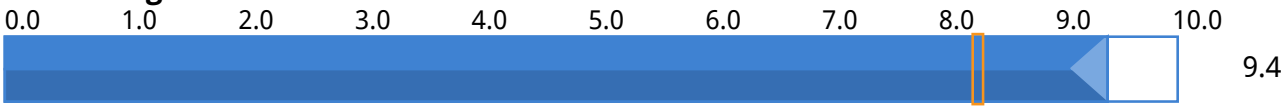
Attitude Toward Others



Empathetic Outlook



Evaluating Others



Category Component Descriptions

Accountability For Others (4.5)
evaluates John 's ability to be responsible for the consequences of the actions of those whom he manages.

Attitude Toward Others (8.8)
evaluates John 's ability to maintain a positive, open and objective attitude towards others.

Empathetic Outlook (8.8)
evaluates John 's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Evaluating Others (9.4)
evaluates John 's ability to make realistic and accurate judgments about another, to evaluate his strengths and weaknesses, and to understand his manner of thinking, acting, and behaving.

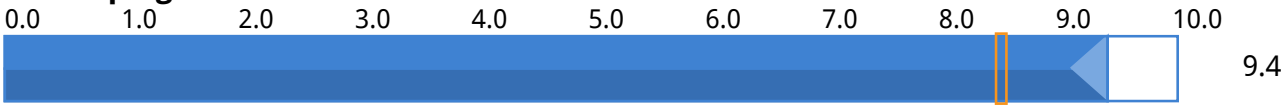
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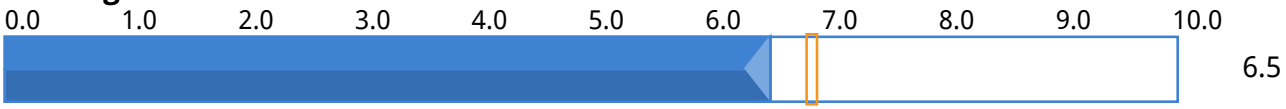
Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from the individual. Therefore, leading others for the long term requires that you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

Category Component Graphs

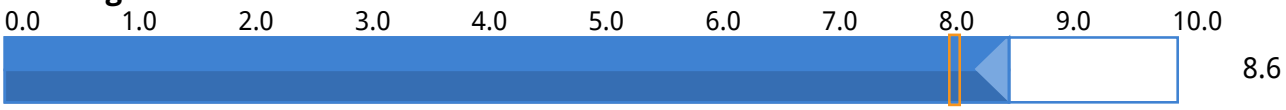
Developing Others



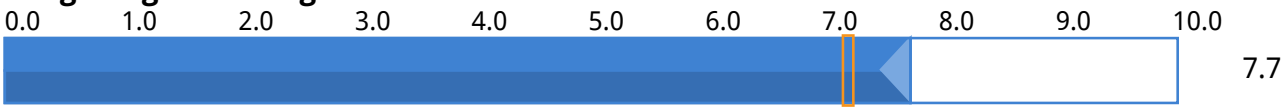
Gaining Commitment



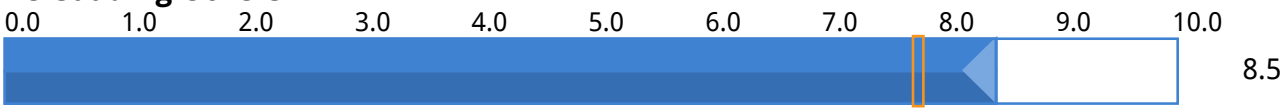
Leading Others



Long Range Planning



Persuading Others



Category Component Descriptions

Developing Others (9.4)
evaluates John 's ability to understand the needs, interests, strengths and weaknesses of others, and to use effectively this information for the purposes of developing others.

Gaining Commitment (6.5)
evaluates John 's ability to develop and invoke a self motivating attitude in his employees or coworkers in their pursuit of their goals.

Leading Others (8.6)
evaluates John 's ability to organize and to motivate people into getting things accomplished in a way that makes everyone feel a sense of order and direction.

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Long Range Planning (7.7)
evaluates John 's ability to identify and to evaluate resources and to plan for their utilization throughout the execution of comprehensive, long-range projects.

Persuading Others (8.5)
evaluates John 's ability to present his viewpoint in such a way that it is accepted by others.

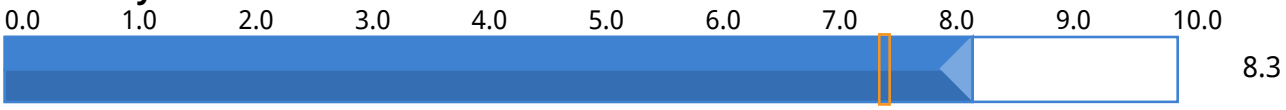
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Category Description

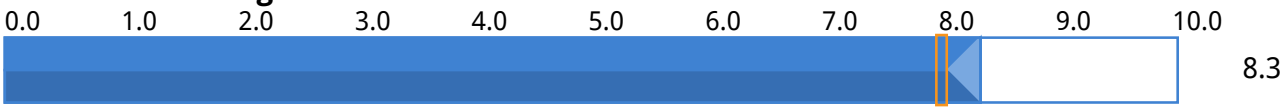
In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

Category Component Graphs

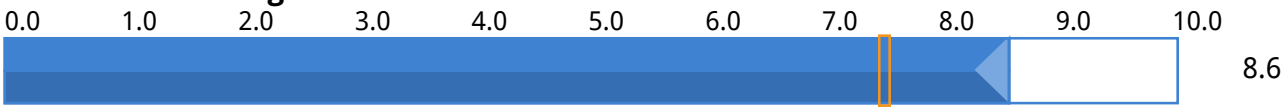
Flexibility



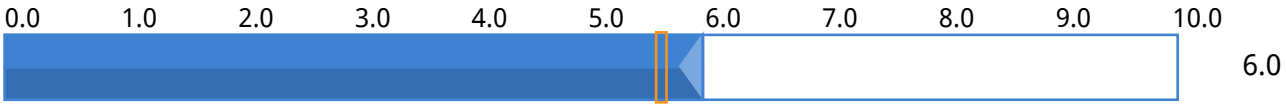
Practical Thinking



Proactive Thinking



Self Control



Category Component Descriptions

Flexibility (8.3)
evaluates John 's ability to readily integrate, modify, and respond to changes with minimal personal resistance.

Practical Thinking (8.3)
evaluates John 's ability to realistically identify problems and solutions in practical terms, rather than in theoretical or conceptual terms.

Proactive Thinking (8.6)
evaluates John 's ability to determine the future implications of current decisions and actions.

Self Control (6.0)
evaluates John 's ability to remain calm, rational and objective internally when faced with an external stressful and emotional situation.

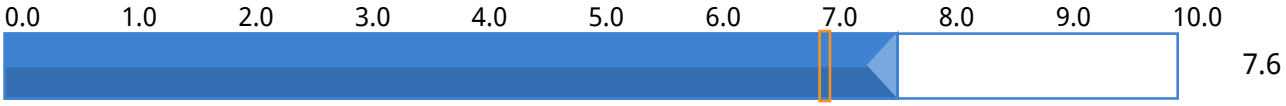
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Category Description

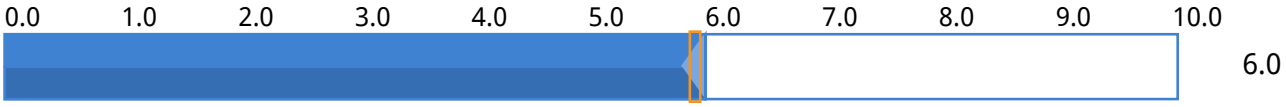
In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.

Category Component Graphs

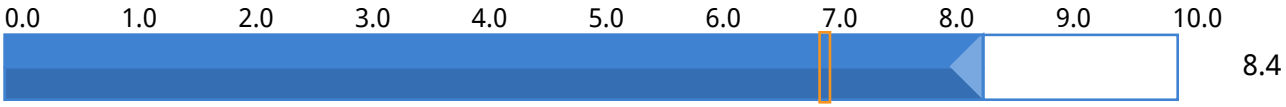
Role Awareness



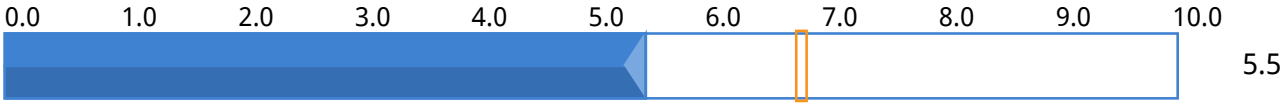
Self Assessment



Self Confidence



Self Direction



Category Component Descriptions

Role Awareness (7.6)
evaluates John 's ability to be aware of his role in the world or within a given environment as well as understanding expectations and how those expectations are to be met.

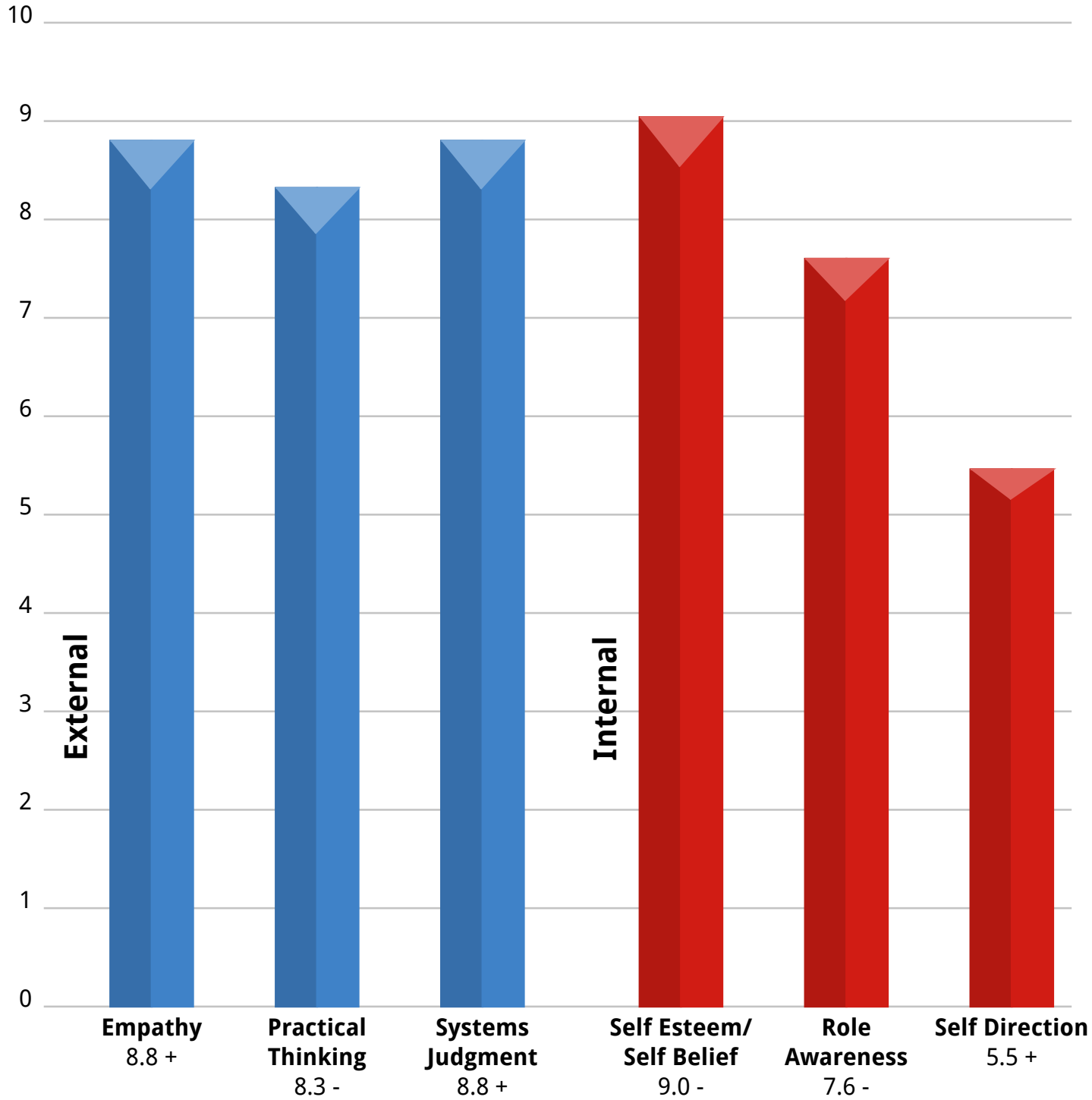
Self Assessment (6.0)
evaluates John 's ability to identify his personal management strengths and weaknesses practically and objectively.

Self Confidence (8.4)
evaluates John 's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

Self Direction (5.5)
evaluates John 's internal drive to excel in and believe in his chosen career path.

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0.96 / 0.86



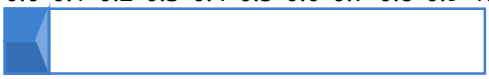
John Barker

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External

Empathy Over Valuation

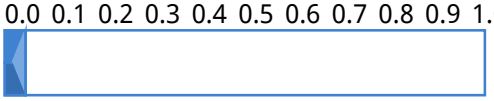
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Empathy Under Valuation

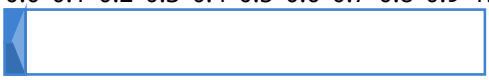
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Practical Thinking Over Valuation

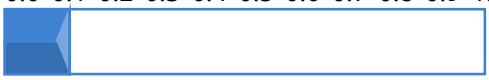
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Practical Thinking Under Valuation

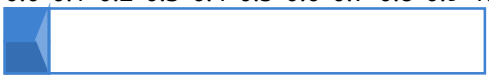
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0.1

Systems Judgment Over Valuation

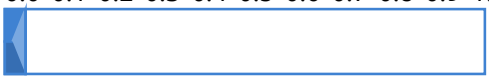
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Systems Judgment Under Valuation

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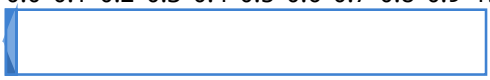


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Internal

Self Esteem Over Valuation

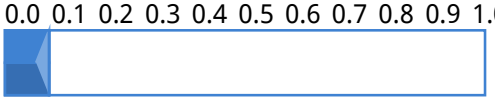
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Self Esteem Under Valuation

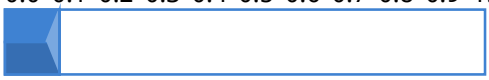
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0.1

Role Awareness Over Valuation

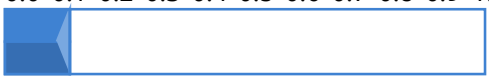
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Role Awareness Under Valuation

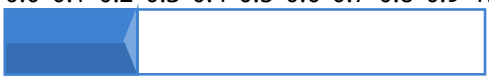
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0.1

Self Direction Over Valuation

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0.3

Self Direction Under Valuation

0.0 0.1 0.2 0.3 0.4 0.5 0.6 0.7 0.8 0.9 1.0



0.2

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Following Directions (10.0)
Realistic Goal Setting For Others (10.0)
Seeing Potential Problems (10.0)
Problem and Situation Analysis (9.9)
Correcting Others (9.6)
Developing Others (9.4)
Evaluating Others (9.4)
Freedom From Prejudices (9.4)
Realistic Expectations (9.4)
Sensitivity To Others (9.4)
Understanding Motivational Needs (9.4)
Problem Solving (9.3)
Handling Stress (9.0)
Self Esteem (9.0)
Self Improvement (9.0)
Using Common Sense (9.0)
Integrative Ability (9.0)
Theoretical Problem Solving (9.0)
Creativity (8.9)
Intuitive Decision Making (8.9)
Surrendering Control (8.9)
Handling Rejection (8.9)
Emotional Control (8.8)
Realistic Personal Goal Setting (8.8)
Attitude Toward Others (8.8)
Conceptual Thinking (8.8)
Empathetic Outlook (8.8)
Human Awareness (8.8)
Monitoring Others (8.8)
Personal Relationships (8.8)
Relating To Others (8.8)
Respect For Policies (8.8)
Results Orientation (8.8)
Sense of Belonging (8.8)
Systems Judgment (8.8)
Understanding Attitude (8.8)
Attention To Detail (8.6)
Leading Others (8.6)
Quality Orientation (8.6)
Proactive Thinking (8.6)
Persuading Others (8.5)
Problem Management (8.4)
Self Confidence (8.4)
Concrete Organization (8.3)
Practical Thinking (8.3)
Respect For Property (8.3)
Status and Recognition (8.3)
Conveying Role Value (8.3)
Enjoyment Of The Job (8.3)
Role Confidence (8.3)
Flexibility (8.3)
Sense of Timing (8.3)
Consistency and Reliability (8.0)
Diplomacy (7.9)
Evaluating What Is Said (7.9)
Long Range Planning (7.7)
Material Possessions (7.6)
Project Scheduling (7.6)
Role Awareness (7.6)
Self Starting Ability (7.4)
Persistence (7.3)
Attitude Toward Honesty (7.3)
Initiative (7.1)
Job Ethic (7.1)
Personal Drive (7.1)
Project and Goal Focus (6.9)
Balanced Decision Making (6.6)
Self Management (6.6)
Gaining Commitment (6.5)
Meeting Standards (6.5)
Personal Commitment (6.5)
Self Assessment (6.0)
Self Control (6.0)
Self Direction (5.5)
Self Discipline and Sense of Duty (5.5)
Sense of Mission (5.5)
Accountability For Others (4.5)
Personal Accountability (4.4)

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