



Marlon Bernardes

February 5, 2018

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



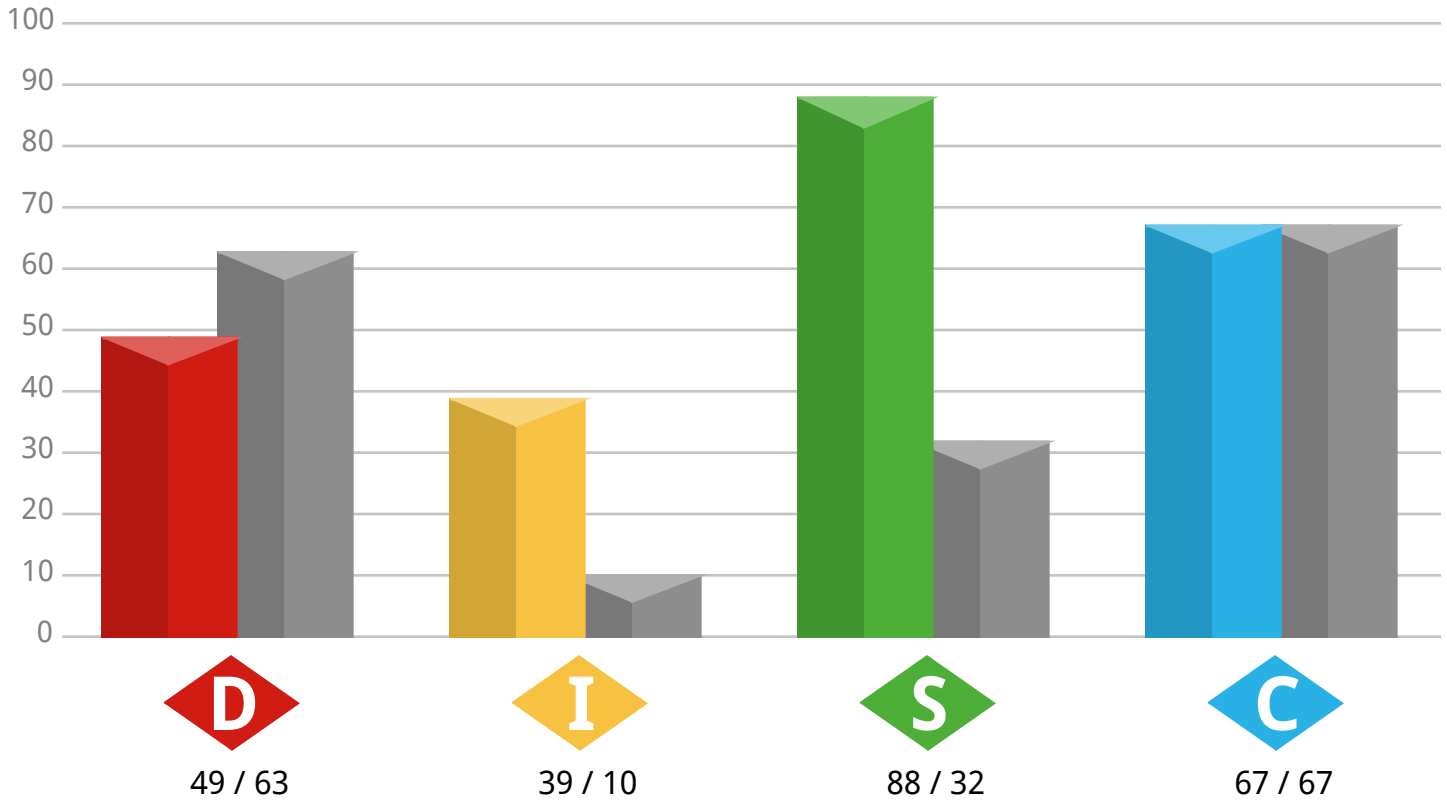
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Natural and Adaptive Styles Comparison



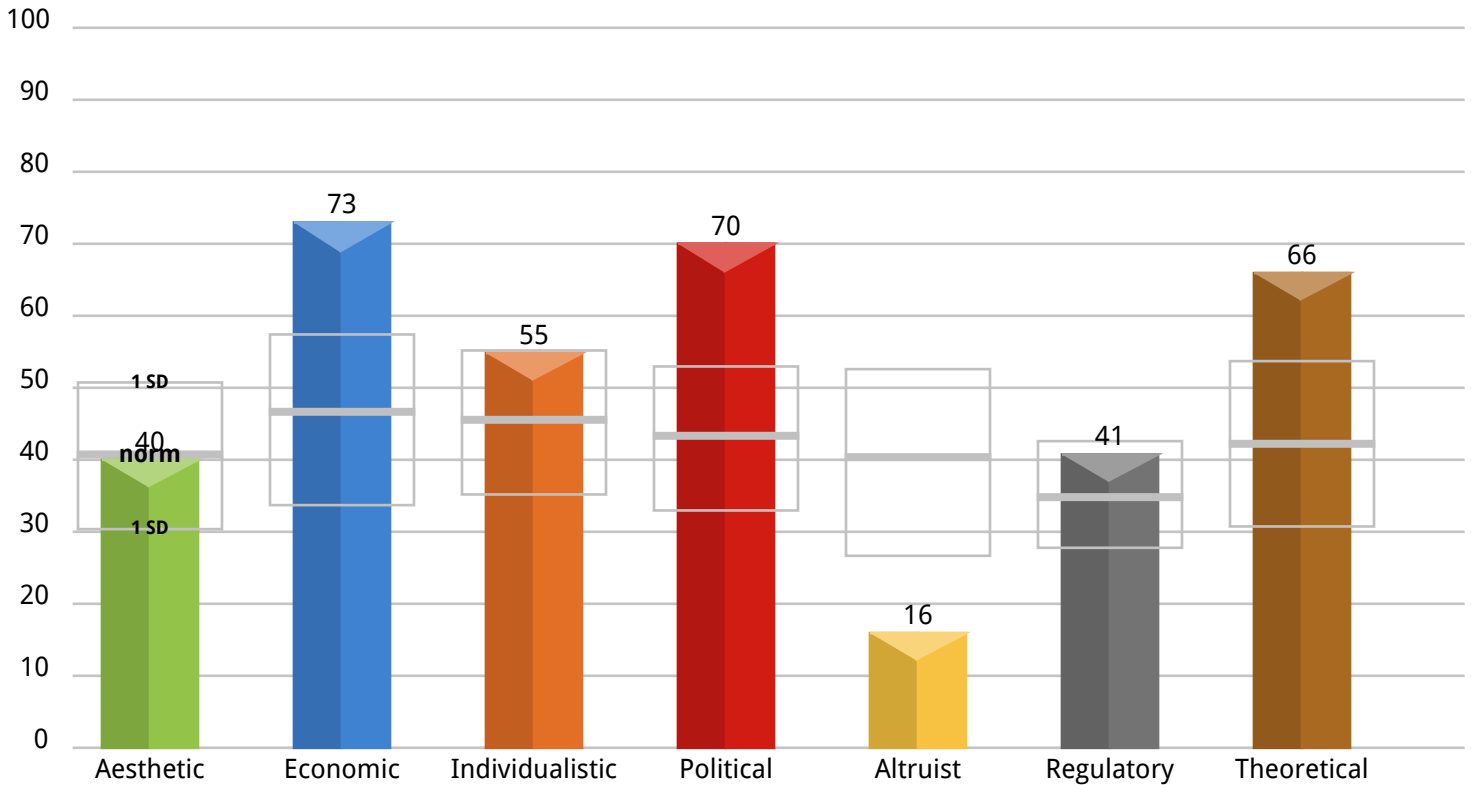
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Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure.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

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



Executive Summary of Marlon's Values



Marlon Bernades

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.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Low Altruist	You won't be taken advantage of and protect your own turf and that of the team or organization.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

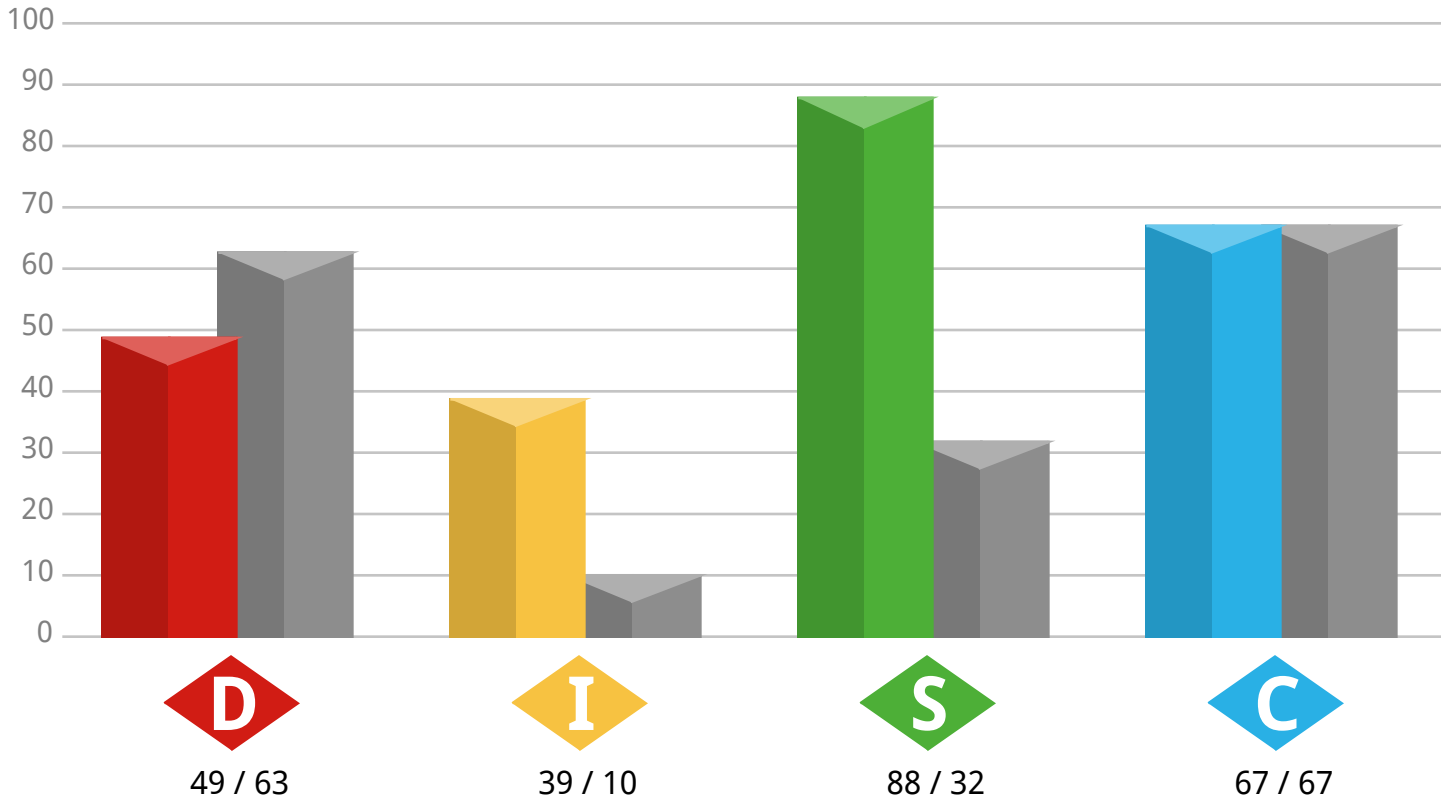


The DISC Index

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



Natural and Adaptive Styles Comparison



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About This Report

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

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

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

This report includes:

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



The Elements of the DISC-Index

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

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

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

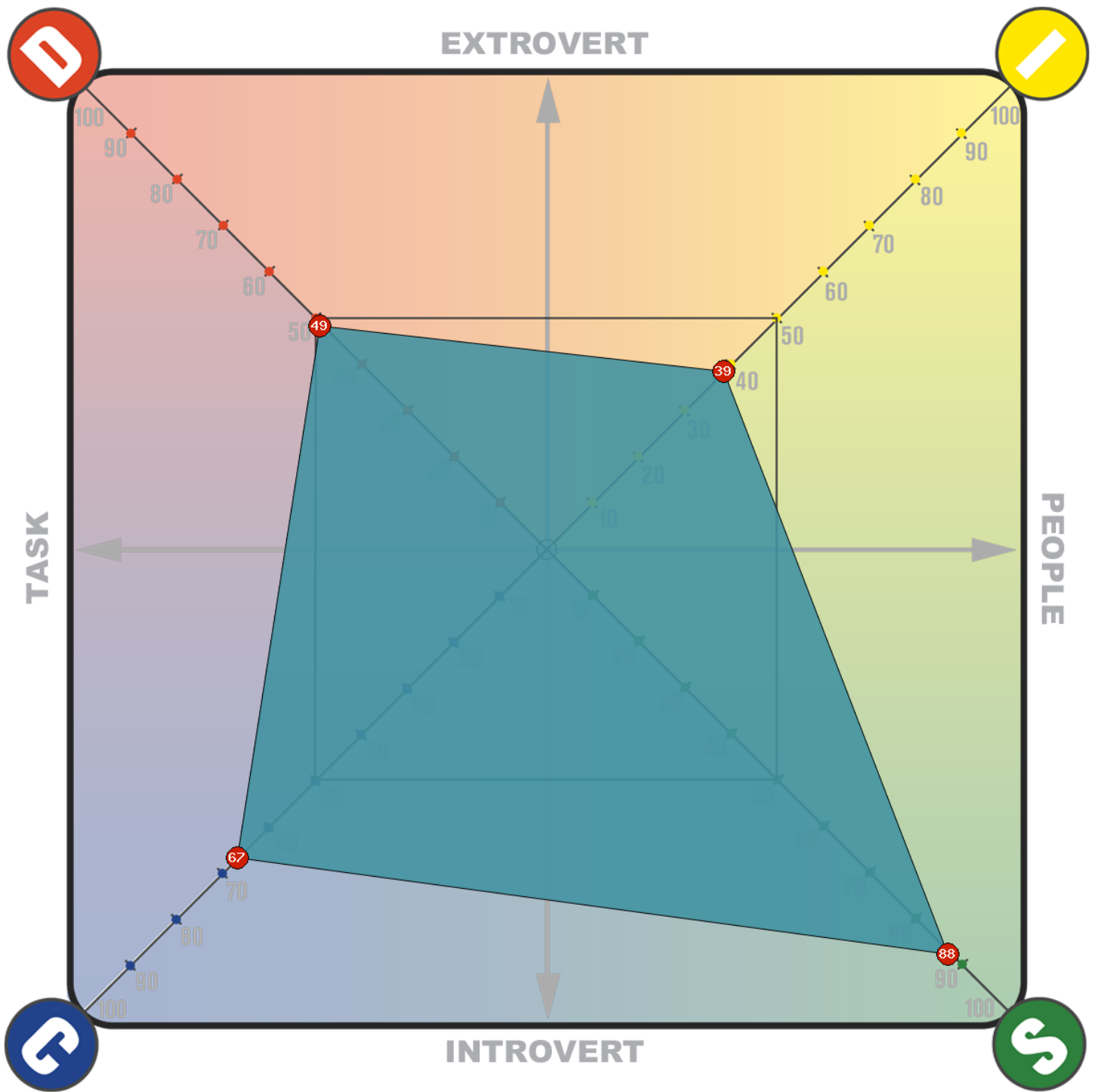
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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



A closer look at the four components of your behavioral style

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

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Decisive

Your approach to problem-solving and obtaining results

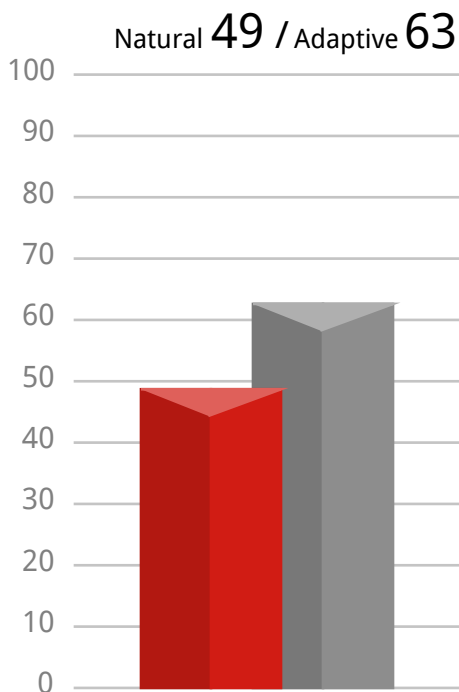
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

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

Lower D —

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



Your score shows a 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 are usually very supportive of decisions made by others on the team.
- You can be very modest in dealing with others.
- You prefer a work environment that is not too pressured or filled with constant change.
- Sometimes you demand too much of yourself.
- You think it is important to have some time to evaluate options before acting.



Interactive

Your approach to interacting with people and display of emotions

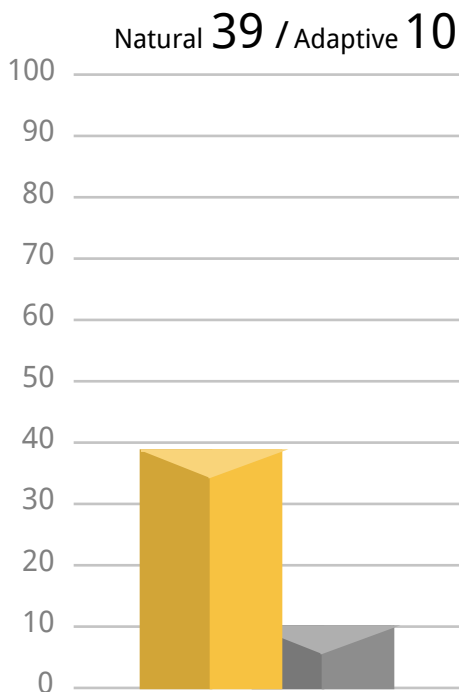
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- Your amicable approach means you may be hard to really "read."
- You are able to persuade others in a convincing manner when necessary.
- You like a balance of working alone and working with a team.
- You tend to be a stabilizing force when emotional issues hit the team.
- Make sure to encourage others in a more vocal or open way.
- You are able to balance working alone and working in a group very easily.



Stabilizing

Your approach to the pace of the work environment

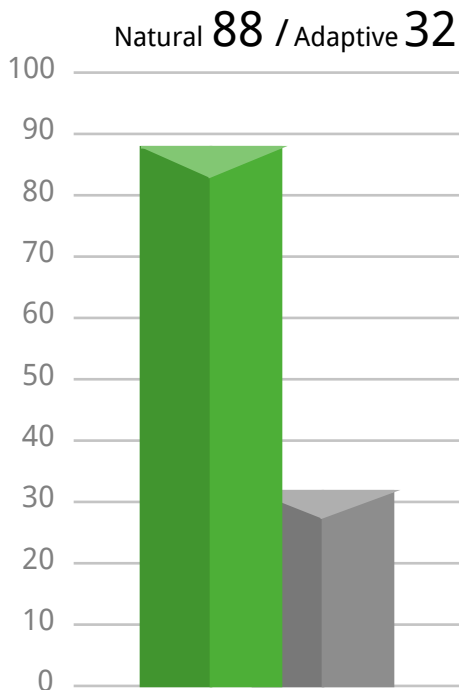
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You like having a strong identification or connection with the group, organization, or mission.
- You are an excellent team player.
- You desire a high level of structure and order.
- You're always willing to help out in a pressure situation, even if you don't really want to.
- You are always seen as cool, calm, and collected on the outside (whether that is true on the inside or not).
- You are very predictable, in a good way. You're always there, ready to pitch in, and complete the assignment.



Cautious

Your approach to standards, procedures, and expectations

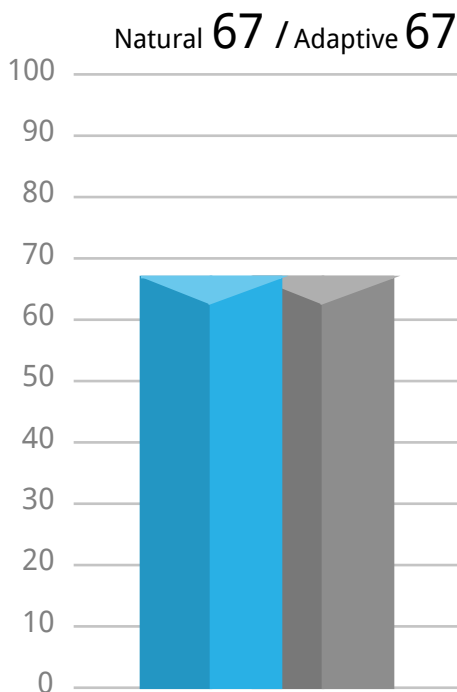
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

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

Lower C —

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



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

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



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:

- Persuades others on the team by careful attention to detail, and through facts, data, and logic, not emotion.
- You have a need for specific details related to your area of authority and responsibility.
- May tend to get bogged down in details during some decision-making processes. The reason is that you may keep the data-gate open too long. There may be more information forthcoming that might impact the direction of the decision.
- You tend to judge others by objective standards, and want to be evaluated yourself by specific criteria that is provided, preferably in writing.
- There is a right way and a wrong way to complete all projects. Let's complete it the right way the first time.
- Decisions are made after careful consideration of all variables and inputs. This process may take a bit more time in the view of some others on the team, but the decision will be a quality outcome.
- Evaluates others by their own use of procedures, standards, and quality action.
- Others on the team may seek you out to answer a detailed question for them. (The word about your high competence and knowledge-base gets around the organization quickly.)



Adaptive Style Pattern:

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

- Motivated to be an initiator of creative new ideas and seen as an agent of change within an organization.
- Decisiveness, quick thinking, and rapid reaction time are met with some hesitation due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. The Higher D and C traits, along with the Lower I traits bring this pattern.
- On a job-related problem, when in high thought-processing mode, may be somewhat restrained in sharing ideas or expressing feelings. This comes from the combination of the Higher D and Lower I traits.
- Able to look at a project from both a big-picture perspective and the details and minutia that contribute to each step. The High D and C traits help bring this perspective.
- Wants to be seen as assertive and at the vanguard of leadership in new, creative ideas and solutions.
- Handles assertive and aggressive people with a manner of blunt or critical response. The Higher D and Lower I traits bring this response.
- Develops new systems and procedures to increase efficiency or quality control.
- Motivated by having authority equal to responsibility.



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:

- An environment with minimal sudden changes and crises.
- Having an increased sense of urgency in making decisions. To be able to shut the data-gate and make a decision based on the information currently available.
- Complete explanations of the nature of a process, and the systems used for completion.
- Work that involves you in the big picture.
- An environment with high quality control systems and processes.
- Work assignments of high precision and accuracy to capitalize on your high detail orientation.
- Options for making your own changes to certain methods or procedures to increase efficiency.
- Greater participation in team efforts and activities.



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:

- Freedom from control and close scrutiny of operations, as it implies lower trust of quality standards.
- Direct, factual answers to questions, supported by accurate data.
- Time to react to sudden changes and to analyze the impact it has on overall quality.
- New experiences and new challenges to meet.
- High quality standards that all members of the team honor and support.
- An environment where it's acceptable to focus maximum effort on the job tasks, and to not be concerned with social protocol at the expense of productivity.
- Efficient methods to get things done in less time, but not sacrificing quality.
- To get an internal sense of motivation when given authority equal to the assigned responsibility.



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:

- Excellent, considerate, and analytic listening style.
- May be sought after by other members of the team because of your high knowledge-base of processes and procedures.
- Not an extremist, and will be supportive of team efforts.
- Patient in working with others on the team, and demonstrating appropriate methods for completing a project with attention to details.
- High degree of technical specialty and skill in your area of expertise.
- Tactful in explaining ideas that may impact others on the team.
- Provides a heavy mind-share on projects and ideas. Considers possible areas of trouble that others on the team may have overlooked.
- High degree of accuracy while keeping an ear to the project-clock and time-line.



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

- Freedom from external pressure; but allowing for self-imposed pressure and urgency.
- Direct but detailed answers to questions.
- Time to react to alternatives, but also supportive of the fact that the clock is ticking.
- Opportunity for advancement to positions allowing for creativity.
- Procedures done correctly the first time.
- Facts and examples, with no emotions attached to the information.
- Security and confidence in quality control measures.
- Challenging assignments, having both wide scope and details.



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:

- Could warm up a bit more when meeting new people or talking with those not intimately involved in your immediate work.
- May sometimes be overly dependent on a very few people who share a similar quality control focus, to the exclusion of others on the team who may also provide valuable input and ideas.
- May be perceived by some as slow to make decisions, and tentative about making changes.
- May be too tightly linked to established procedures and tradition, even when more efficient and effective methods become available.
- Could demonstrate more openness to new ideas and innovations.
- May be perceived by others as very private, guarded, shy, and undemonstrative.
- Could use involvement and interaction with a wider variety of people, not just those like yourself.
- May sometimes oversell on standard operating procedure, rules, or regulations.



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 through factual persuasion.
- Presents detailed information in a logical and sequential manner.
- Helps group create new concepts and models of ideas.
- Brings imagination and ideas to the training event.
- Appreciates intellectual recognition.
- Prefers explicit instructions and measurement criteria to be established with the participants.

How you prefer to receive knowledge or learn:

- Needs details and time to reflect on learning.
- Excellent note-taking, record-keeping, and journaling.
- Can balance both individual work and group interaction.
- Wants to know performance outcomes, objectives up front.
- High perseverance in learning mode, and will re-analyze facts until clarity emerges.
- Looks for meaning and clear integration of the learning activities.
- Learns by considering possibilities and thinking through ideas.



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 Marlon:

- Provide a specific, step-by-step timetable with names and responsibilities.
- Be certain that individual responsibilities are clear, and there are no ambiguities.
- Prepare your case in advance; don't 'wing-it' using charm alone.
- Provide clear, specific solutions, and support your position.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Be certain to follow through on your part of the project.
- Assure others that there won't be unexpected surprises.

Things to avoid to effectively communicate with Marlon:

- Don't be vague or ambiguous.
- Don't whine about all of the work you have to do.
- Don't push too hard.
- Don't use unreliable evidence or testimonials.
- Don't make decisions for others.
- Don't use quick manipulations of ideas.
- Don't be rude, abrupt, or too fast-paced in your delivery.



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

Decisiveness:

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

Interacting:

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

Stabilizing:

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

Cautiousness:

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

Overall Natural Style:

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

Overall Adaptive Style:

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

Strength-based insights:

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



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

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

Motivation:

How can you stay more motivated?

Improvement:

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

Training/Learning:

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



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

Supporting Success:

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

Limiting Success:

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



The Values Index

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



About This Report

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

This report measures seven dimensions of motivation. They are:

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



The Elements of the Values Index

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

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

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



A closer look at the seven dimensions

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

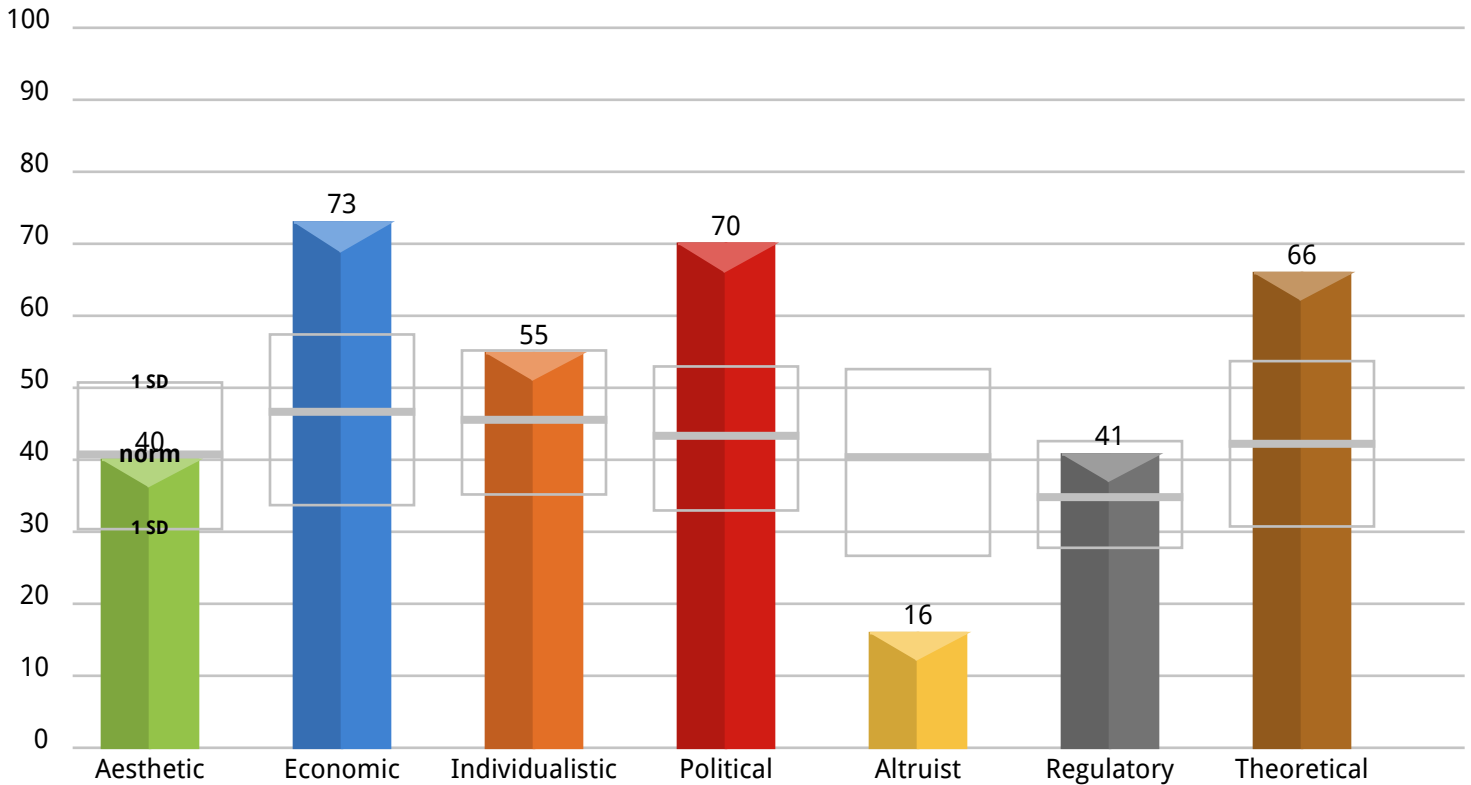
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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

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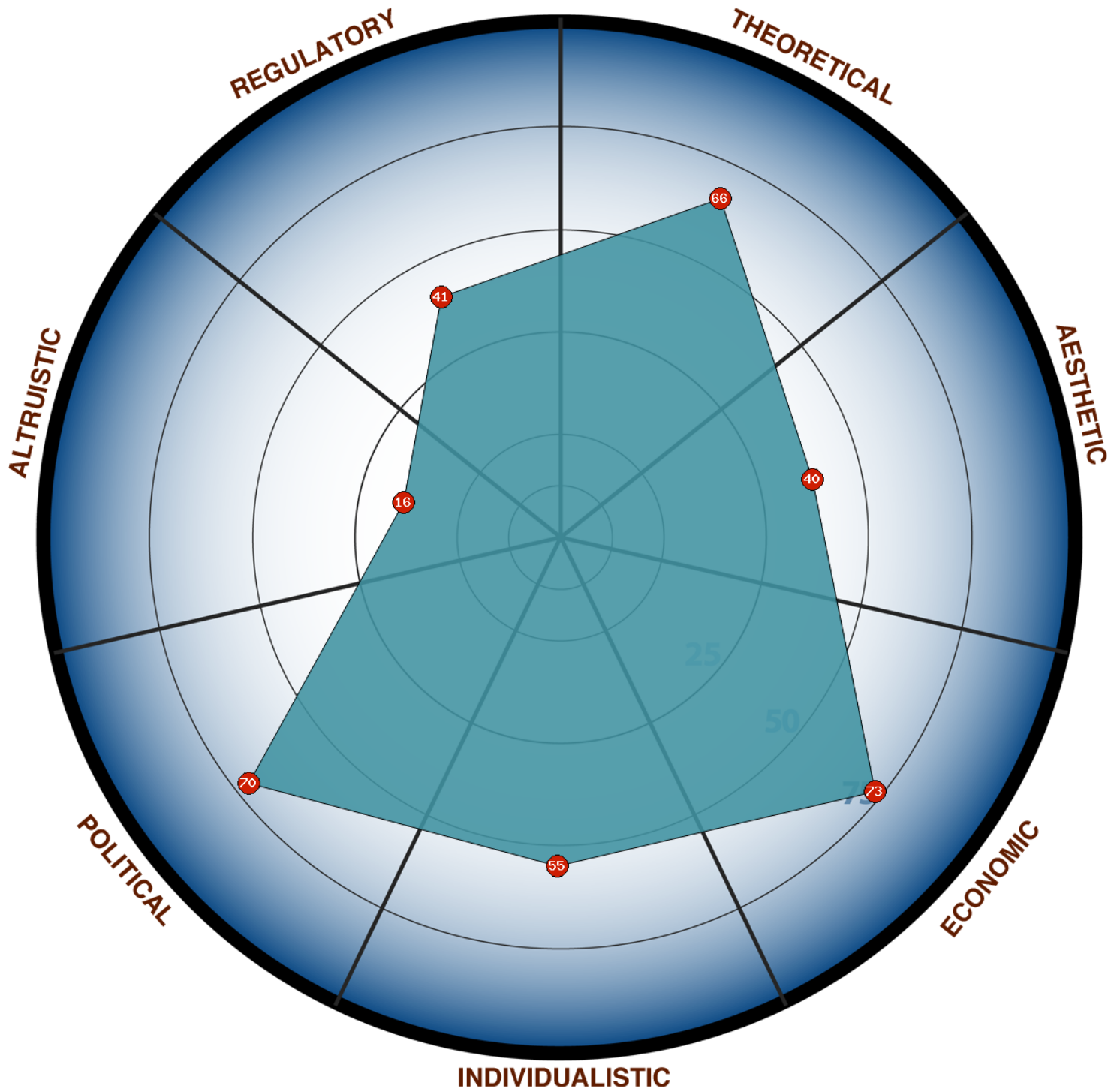


Executive Summary of Marlon's Values

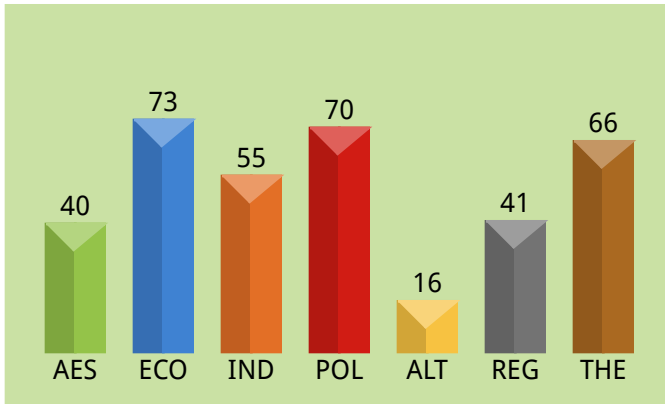


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High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
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Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Low Altruist	You won't be taken advantage of and protect your own turf and that of the team or organization.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.



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The Aesthetic Dimension:

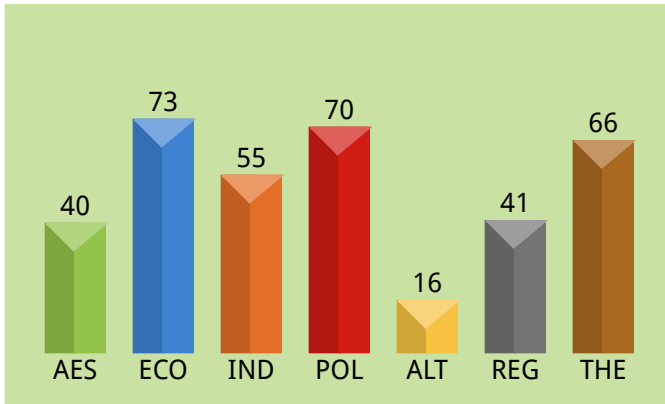
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You work equally well with the artistic and non-artistic types.
- You possess a healthy balance between form and function.
- You can work well with others to create and innovate.
- You respect others' needs to express their creativity.
- You possess the average level of aesthetic appreciation, near the national mean.

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.



The Aesthetic Dimension:

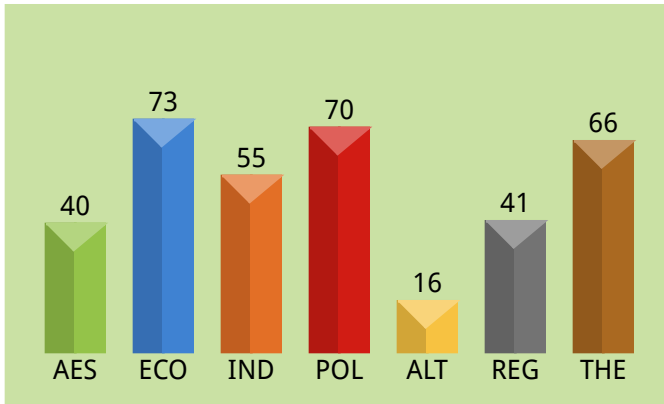
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

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:

- 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.

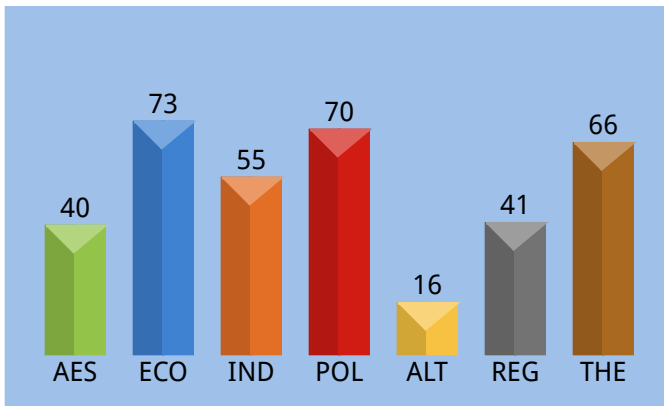


The Aesthetic Dimension:

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.



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.
- You respond best when education and training are useful, with a profit or economic objective that is clearly attached to the training.
- People who score like you tend to be hard working, competitive, and motivated by financial rewards and challenging compensation plans.
- You are interested in what is useful and practical in meeting goals (usually economic ones).
- 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.

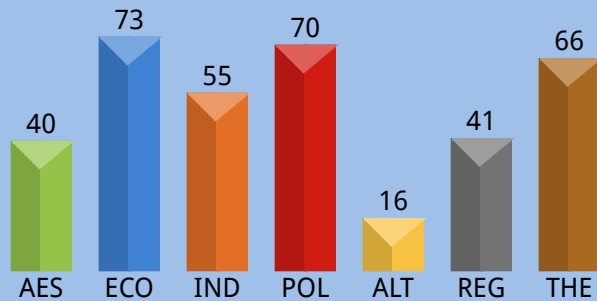
Key Strengths:

- You keep an ear to the revenue-clock, your own and the organization's.
- You are driven by competition, challenges, and economic incentives.
- You are highly productive.
- You are profit driven and bottom-line oriented.
- You are driven and motivated to achieve and win in a variety of areas.



The Economic Dimension:

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



Motivational Insights:

- You should provide coaching to help reduce the potential visible "greed-factor" which may appear.
- You should realize that it's not just money that motivates, but also personal fulfillment in the job.
- You should reward high performance in tangible and monetary ways with individual and team recognition.
- You should be certain to reward performance, and encourage participation as an important member of the team.
- 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.

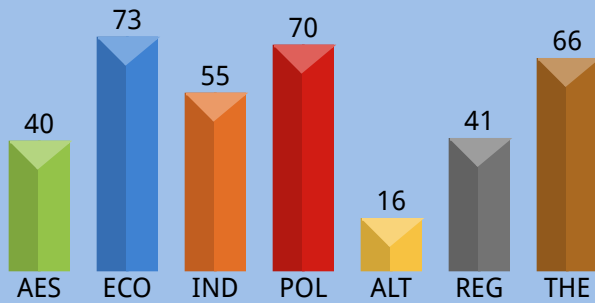
Training/Learning Insights:

- 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.



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.



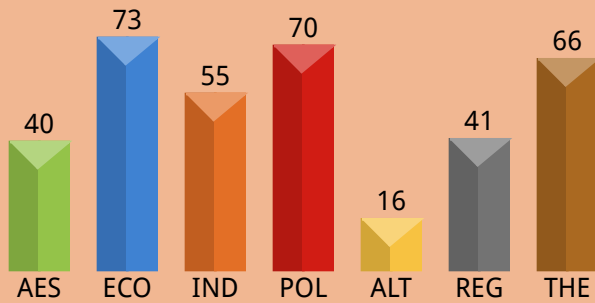
Continual Improvement Insights:

- 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.
- 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.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, client or others on the team.
- You may need to develop an increased sensitivity to the needs of others and less demonstration of potential selfishness.



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.

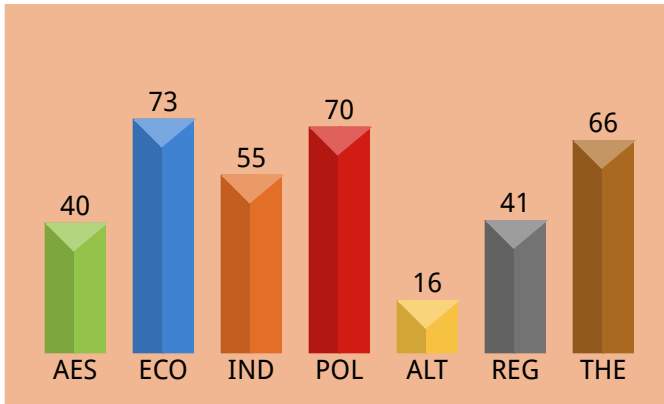


General Traits:

- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You have the ability to take or leave the limelight and attention given for special contributions.

Key Strengths:

- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You may be seen as a stabilizing force in organizational operations and transactions.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You may be considered flexible and versatile without being an extremist.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.



The Individualistic Dimension:

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

Motivational Insights:

- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.
- You can provide input to gain a center-lane perspective on an organizational issue related to this Values scale.

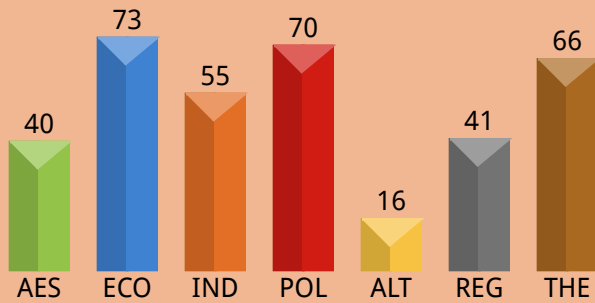
Training/Learning Insights:

- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.



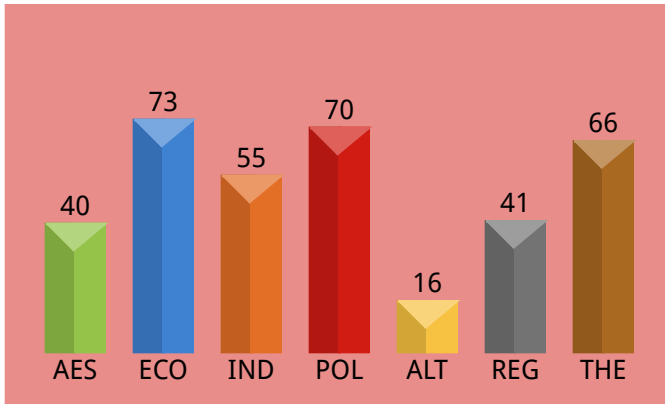
The Individualistic Dimension:

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



Continual Improvement Insights:

- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



The Political Dimension:

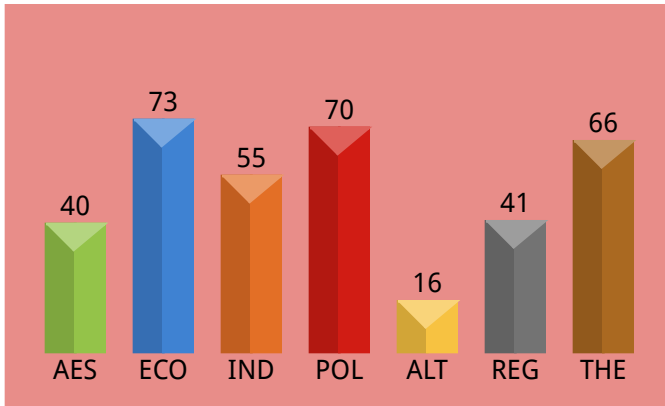
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You like to be your own boss, and to have control over time and resources to accomplish goals.
- You are a very active agent in tough decision-making roles.
- You show a very high energy level in working toward goals and ambitions.
- You are very comfortable being in a leadership position and seek those roles.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.

Key Strengths:

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



The Political Dimension:

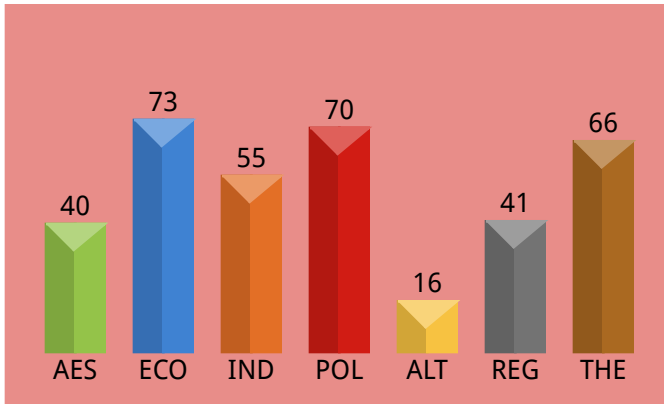
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You should provide freedom to take risks, but also indicate 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 score like others who may feel stifled if surrounded by many constraints.
- You appreciate public recognition and praise for successes.
- You should provide an environment with minimal involvement with routine, detail, and paperwork.

Training/Learning Insights:

- If group activities are involved, you attempt to build in some competition and group leadership events.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- Many who score like you, may prefer independent study instead of group or team activities.
- You provide for a variety of learning and personal development options.
- You provide for individual recognition for exceptional performance.

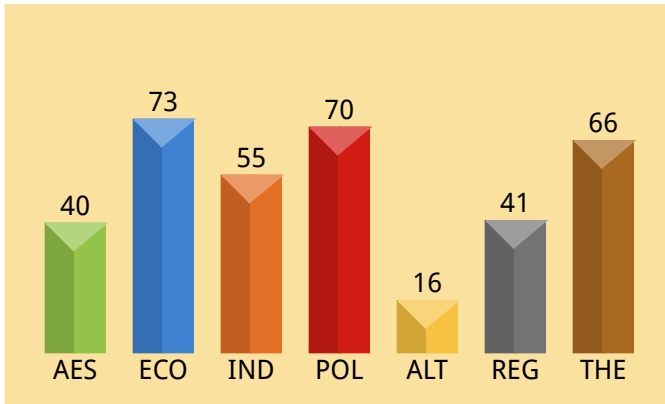


The Political Dimension:

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

Continual Improvement Insights:

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



The Altruistic Dimension:

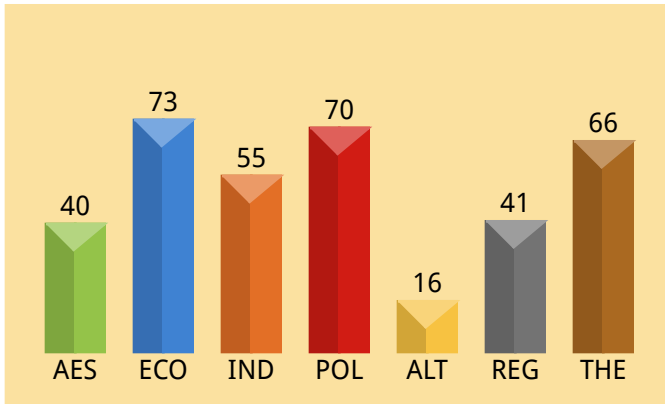
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You view it as risky to openly trust others too much.
- You prefer to see the bottom line when helping others. Mutual reward is a plus.
- You expect a strong work ethic from others, because you demonstrate that yourself.
- Your Altruistic score is a moderately low priority for you and other Values take a greater importance in your business activity.
- You are interested more about business and function than nurture and support.

Key Strengths:

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



The Altruistic Dimension:

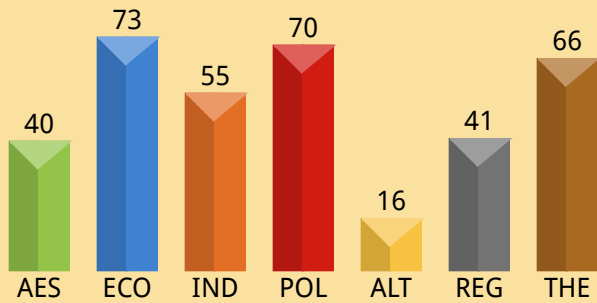
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You should include personal benefit when attempting to persuade.
- You should try not to place too much burden for coaching or counseling duties.
- You are motivated more by goals and objectives than by supporting others strictly for support's sake.
- You can work fine alone and may prefer less involvement with a team in order to maximize personal efficiency.
- You should make sure to appeal to with practical arguments rather than emotional ones.

Training/Learning Insights:

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

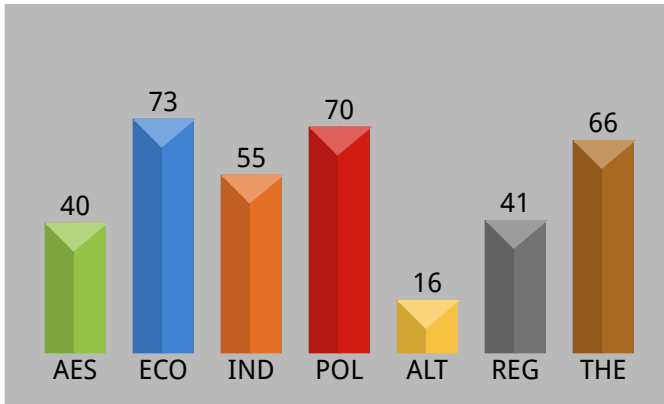


The Altruistic Dimension:

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

Continual Improvement Insights:

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



The Regulatory Dimension:

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

General Traits:

- You move freely and effectively between the rebels and the rule-followers in a group.
- You understand both sides of the argument for more and less rules and policies.
- You can challenge the rules as long as it is done carefully and logically.
- You appreciate some structure, but not too much.
- You are accepting of authority, but not bound by it blindly.

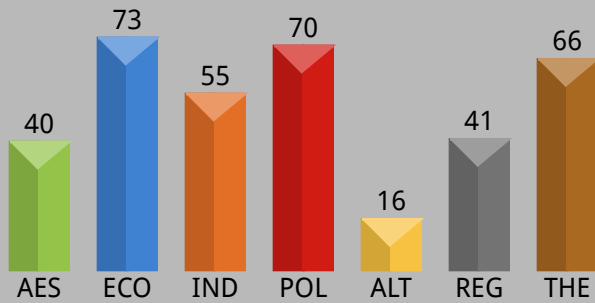
Key Strengths:

- You are not overly rigid in the need for order and structure.
- You are very flexible when it comes to dealing with very little or too much structure.
- You act to stabilize those on a team.
- You can challenge protocol and be creative if the situation demands it enough.
- You are situationally aware of when rules must be followed and when they should not be.



The Regulatory Dimension:

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

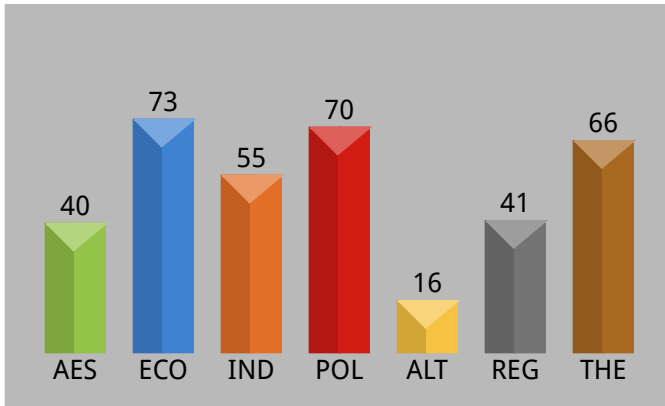


Motivational Insights:

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

Training/Learning Insights:

- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.

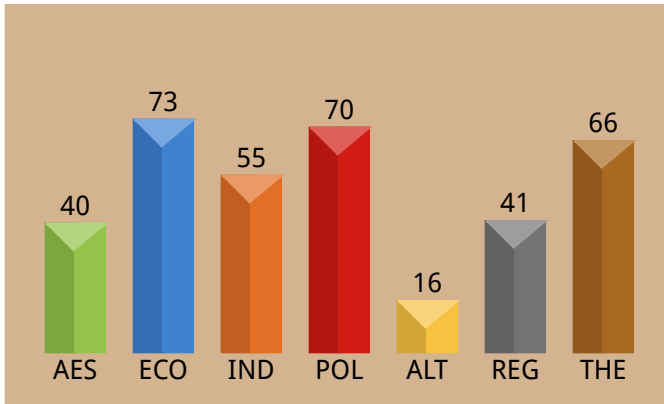


The Regulatory Dimension:

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

Continual Improvement Insights:

- You might benefit from exerting opinions freely in discussions of direction and planning.
- You could take a firmer stand on team issues involving dissenting opinions.



The Theoretical Dimension:

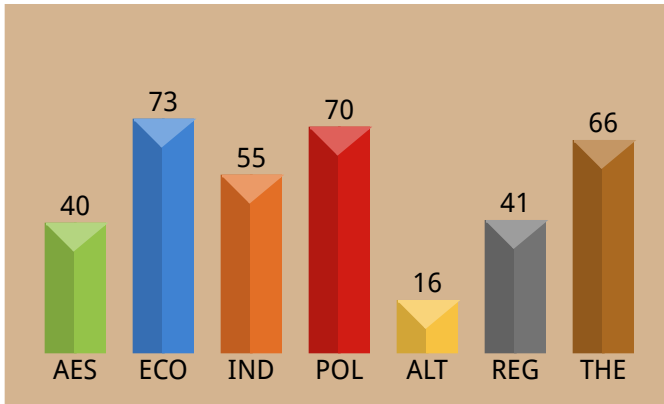
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You like to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- Others on the team may seek you to help answer questions about projects or procedures.
- You stay mentally alert and like mental challenges.
- You may enjoy learning even for its own sake.
- You may prefer learning-based events or conferences over a small economic incentive.

Key Strengths:

- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- You will work long, hard hours on the complex solution to a problem.
- You gather the maximum amount of information on an issue because you ask the necessary questions.
- You bring a strong knowledge-driven ethic.
- You have a stable, knowledge-driven ethic.



The Theoretical Dimension:

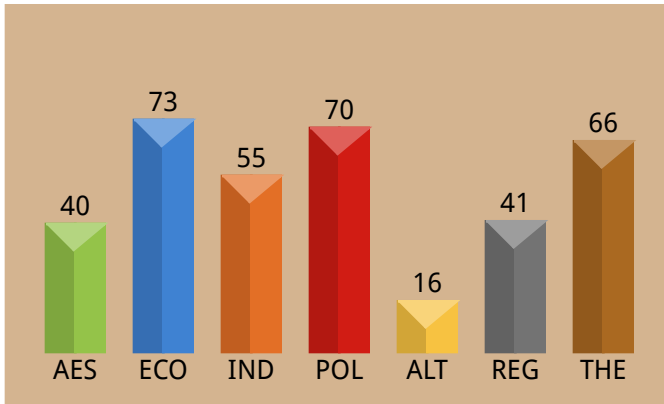
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin.
- You prefer to be included in future development projects and draw on your expertise.
- You will provide technical credibility when dealing with customers or internal stakeholders who need detailed information for decision-making.
- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- 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.

Training/Learning Insights:

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



The Theoretical Dimension:

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

Continual Improvement Insights:

- You score like some who need coaching on time management.
- 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.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You may have a tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.



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

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

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

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

Tally your score here:

Marlon Bernardes

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

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

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



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

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

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