



## **STM Behaviors & Motivators™**

### Sample Report

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## Your Behavioral Report

You are a unique individual and part of what makes up your personality is your behavioral style. There is no right or wrong style. This is simply how you tend to behave and communicate with others.

Most misunderstandings between people are due to different behavioral styles not understanding **HOW** to communicate with each other. Learning how to recognize the style of others, and adapt your method of communication and interaction, will make you a better communicator.



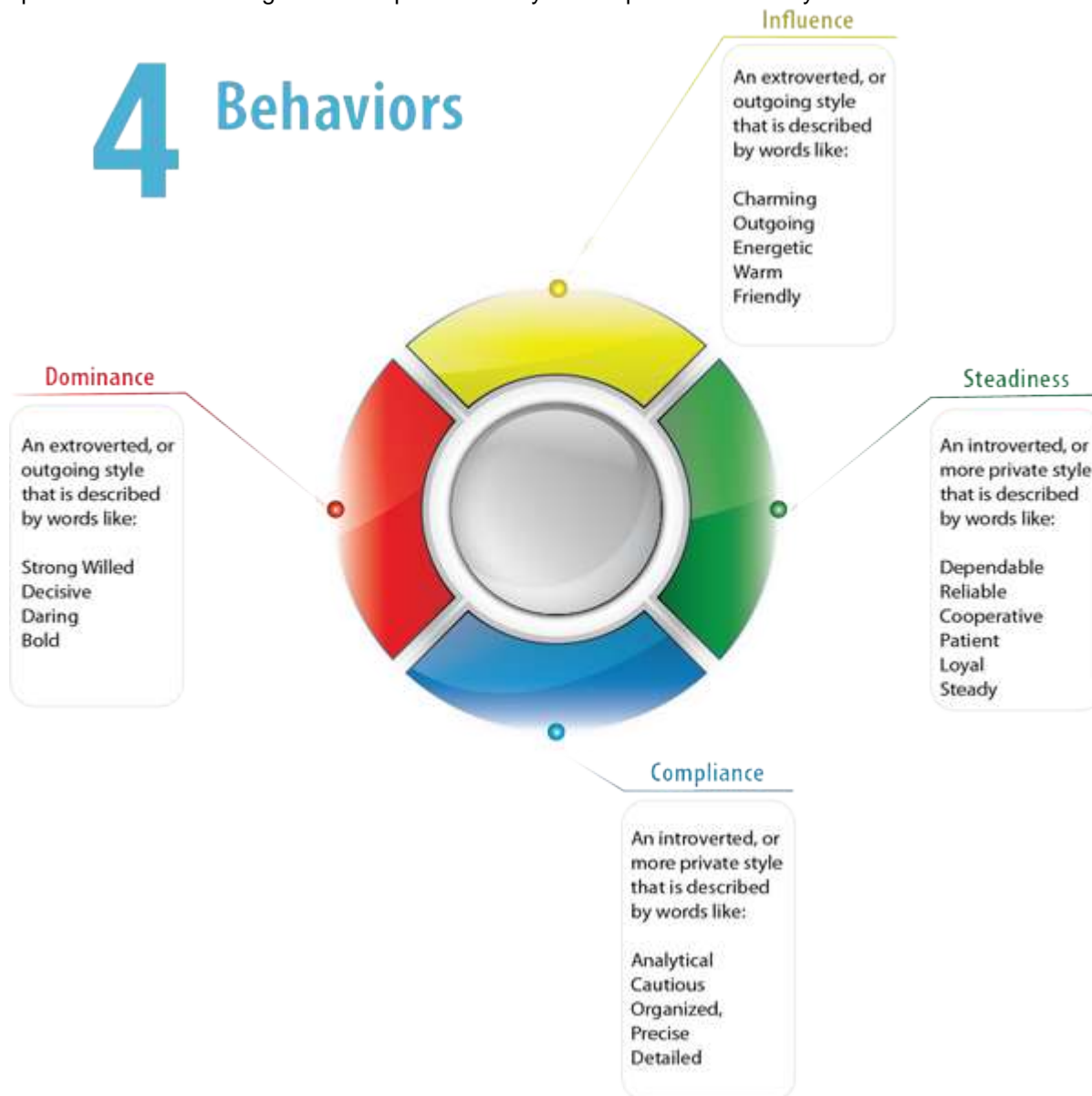
Before you can understand how to interact with other people better, you first must understand your own behaviors. In your behavioral style report you will do just that.

You may be wondering why there were 2 sets of questions for this assessment. This is because you may behave differently naturally (when you are at home or in a safe relaxed environment where you let your guard down) than you do at work. So we measure **Natural and Work behaviors** and then look at the difference to see where you tend to adapt (change) your behavior.

Any big shifts from your natural behavior that are required by your job may cause you stress. However, many people know what is required by their job and can successfully adapt without stress. The ability to handle adapting your behavior depends on you. Understanding yourself is the key to managing the change with as little stress as possible, or finding a job that fits you better and complements your natural preferences.

## Four Core Styles

Behaviors are divided into four core styles, each having a distinct difference. Rest assured that we are not saying there are only four types of people. Your style is made up of a combination of the four styles, and your report is based on your specific combination to give an interpretation for your unique behavioral style.



## Your report is divided into 3 sections

**YOUR STYLES COMPARED:** Your **Natural Style** compared to your **Work Style** which allows you to see where you are adapting, and the amount of that shift.

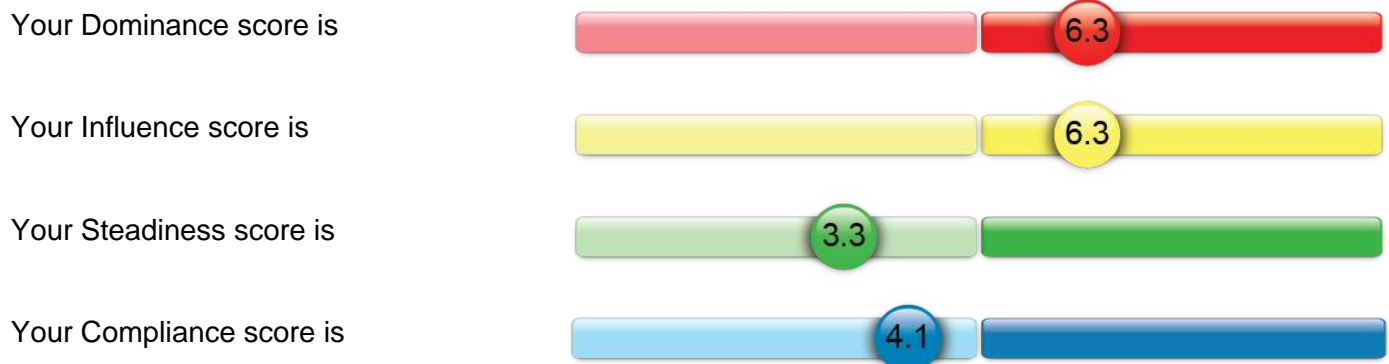
**YOUR NATURAL STYLE:** Detailed information about your **Natural Style**.

**YOUR WORK STYLE:** Detailed information about your **Work Style**.

## Your Styles Compared

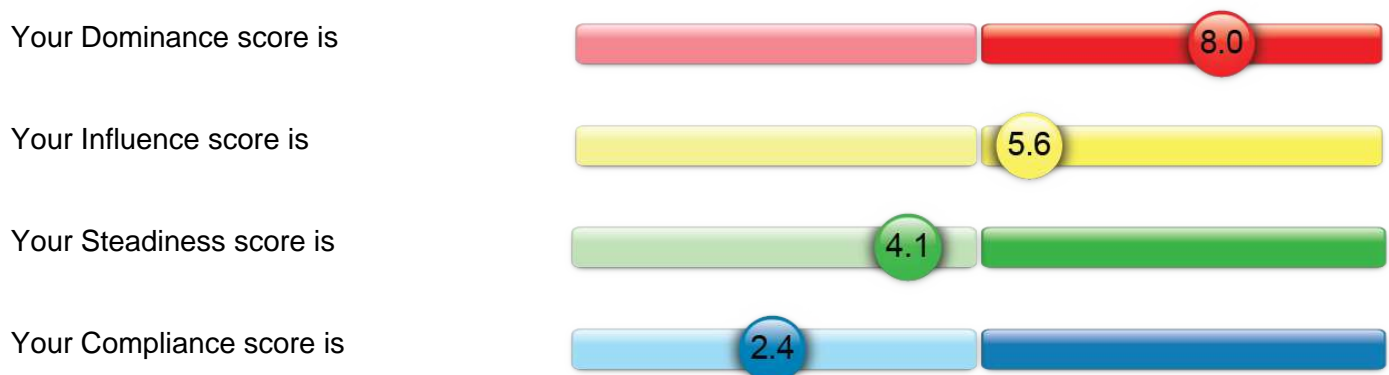
### Your Natural Style

This is how you prefer to behave or communicate when you are in your natural surroundings (at home, with family or friends). That does not mean that you do not experience stress and react to it, it means this is how you normally behave when not required to act a different way (by your boss, because of rules....).



### Your Work Style

This is how you behave or communicate when you are at work. Your job may require you to just behave and communicate the same as your natural style, which may put less stress on you, or your job may require you to behave in a much different way (focus on tasks or project completion, be organized, talk a lot with people in an enthusiastic manner) and this may, or may not, cause you stress as you adapt to this style of behavior.



This page provides you with the degree of your behavioral adaptation Up or Down from your Natural style to your Work style. Adapting either UP or Down in order to achieve expected results takes energy and focus.

<b>CORE Behavioral Attribute</b>	<b>Natural</b>	<b>Work</b>	<b>Adaptation</b>
Dominance	6.3	8.0	1.7 UP
Compliance	4.1	2.4	1.7 DOWN
Steadiness	3.3	4.1	0.8 UP
Influence	6.3	5.6	0.7 DOWN

<b>Behavioral Attribute</b>	<b>Natural</b>	<b>Work</b>	<b>Adaptation</b>
Detailed Analysis:	3.0	1.0	2.0 DOWN
Time Management:	5.3	3.4	1.9 DOWN
Flexibility:	7.0	5.5	1.5 DOWN
Organized Space:	3.3	1.9	1.4 DOWN
Project Completion:	2.4	3.7	1.3 UP
Interacting with People:	8.5	7.5	1.0 DOWN
Competitive:	8.5	9.0	0.5 UP
Collaborative Team Player:	2.6	3.0	0.4 UP
Focused on People's Needs:	6.8	6.8	0.0 NONE
Multitasking:	6.8	6.8	0.0 NONE
Sense of Urgency:	7.0	7.0	0.0 NONE

## Your Natural Style

This is how you prefer to behave or communicate when you are in your natural surroundings (at home, with family or friends).



### Natural Style

These are your natural style characteristics based on your blend of each of the 4 behaviors.

- You do not mind constantly changing goals and objectives.
- You tend to make new friends easily and are comfortable starting, and engaging in conversations with strangers.
- You like your information to be direct, forthright and to the point without too many details.
- You have a general sense of urgency to get things done.
- You are comfortable delegating to others.
- While you like to interact with people, you may come across as demanding and argumentative at times.
- You enjoy a good debate and can keep it friendly.
- At times you may have difficulty finishing a project before moving on to the next.
- You are a problem solver who tends to utilize people to get things done.
- You are somewhat outgoing or extroverted, and enjoy interacting with others.
- You do not mind taking on more than one project at a time or multitasking.
- You may at times be decisive and make a decision without all of the facts, details, or examining the possible negative outcomes.

## Your Style Strengths

What are some success key words that best describe your style?

- Optimistic
- Friendly
- Decisive
- Leading others
- Competitive
- Problem-solving
- Enthusiastic
- Persuasive
- Fast-paced performer
- Trusting

## Potential Pitfalls of Overextension

A strength can become a weakness if overused. Here are some areas that you should be aware of.

- Your quick decision making makes you very action oriented, but if you do not take the time to analyze the facts, you may make poor decisions. Slow down on critical decisions and take the time necessary to weigh your options and decide on the best plan of action.
- You are able to multitask well. However, if you take on too many tasks or projects you may not get anything ever completed. Prioritize your work so you are focused on completing the most important things first, and learn to say “no” or “my plate is full.”

### **Potential Fears**

What are some things that can cause you concern?

- Losing influence over others
- Losing control of situations
- Being defeated in a competition

### **Your Preferred Environment**

What type of environment(s) would suit your behavioral style best?

- Where there is open communication and trust
- Where friendly competition is encouraged and rewarded
- Where you can influence others to get things done
- Where there is a lot of personal contact with others
- Where you can make your own decisions
- Where imagination and innovation are rewarded
- Where there is an opportunity to lead others

### **Behavioral Motivators**

What are some things based on your behavioral style that you enjoy?

- The opportunity to compete and win
- Being given challenges
- Being in control and a decision-maker
- Being rewarded for results
- The opportunity to interact with other people frequently
- Being given recognition by peers



## How You Would Like Others to Communicate with You

How do you respond best when interacting with others?

- Be direct and to the point
- Give you only the most relevant facts and data
- Allow you plenty of time to talk and express your feelings and opinions
- Listen to what you are saying before they start to speak
- Talk in a friendly tone
- Focus on people, not just the tasks at hand
- Be considerate of your time (Do not waste it)
- Allow time in a conversation, or meeting, for socializing or off-topic discussions
- Ask personal questions and take the time to get to know you
- Give you options and let you choose what to do

## How Others Should NOT Communicate with You

These are ways that you do not appreciate being interacted with.

- Do not cut you off while you are talking, or talk over you
- Do not just focus on the task to be done, while ignoring you as a person
- Do not turn away or ignore you when they are done with a conversation
- Do not act aggressive or hostile toward you
- Do not give you ultimatums
- Do not talk down to you or with an air of superiority
- Do not give you too many details beyond what is needed

### **Under Stress You May Appear to Others as**

Even though it may not be your intention, under stress or pressure you may be perceived by others this way.

- Completely disorganized
- Argumentative
- Overly competitive
- Overly talkative and loud
- Overly emotional
- Panicked
- Demanding
- Overly reactive
- Running around trying to do a multitude of things at once

### **What You Can Do to Improve Your Interactions with Others by Adapting to Their Style**

By adapting to others when communicating you can have more success.

- (High C) Give details to support decisions
- (High C) Make sure you are organized and check your facts.
- (High C) Respect their personal space
- (All Styles) Listen to their point of view before making a decision
- (High S) Give extra time to adapt to changing priorities and tasks
- (High D) Stick to the business at hand and do not get too personal or go off on tangents
- (High S) Do not interrupt them or talk over them. Listen to what they have to say
- (High I) Make small talk to make a more personal connection

## Core Natural Behaviors

In this section you can read the details of what your Core natural behavioral scores mean in detail.

### Dominance

Are you strong-willed, confident, demanding or even aggressive?

Your Dominance score is



Dominance contributes confidence and drive to behavior. It is an extroverted style that can add the determination to win to your character.

A **high-moderate score** indicates you have some dominance in your natural behavioral style. You feel driven or determined at times. You tend to make quick decisions and other times you may take longer. Your higher behavioral styles will be influenced somewhat by your dominance, but it may not be apparent to others except when you are under stress or pressure.

### Influence

Are you optimistic, out-going and able to inspire others?

Your Influence score is



An influencer communicates in a warm and charming way. People want to do things for them and enjoy being around them. They tend to be optimistic and fun-loving.

A **high-moderate score** indicates you exhibit some degree of warmth, optimism and energy in your natural behavior. At times you enjoy talking with others, expressing yourself verbally and are focusing on people. Your influencing behavior may be masked by other behavioral traits like dominance, steadiness or compliance.

## Steadiness

Do you like to follow an established routine?

Your Steadiness score is



This measures your preference toward being consistent in how you do things, being reluctant to change without “good” cause, and wanting to finish what you started before starting something else.

A **moderate-low score** indicates you are willing to change and do not mind dropping what you are working on to focus on something else. You may have less patience and may rush through things to get them done.

## Compliance

Do you like to focus on the facts and follow the rules?

Your Compliance score is



This measures your preference for being analytical, compliant with rules and laws, and cautious when performing tasks so you do them correctly and safely.

A **moderate-low score** indicates that you are not typically focused on details, do not want to read a lot of facts and data, and do not mind going with your gut when making decisions. You may be focused on getting things done now rather than taking extra time to look for possible errors or gather more data. You may be seen by others as being disorganized or a rule bender.

## Behavioral Attributes Related to Your Natural Style

In this section you can read the details for your behavioral attributes as they relate to your natural style.

### Collaborative Team Player:

Are you focused on being a supportive team member?



This measures your preference toward working within a team as a dependable, supportive team player. As well as, working in a collaborative way and encouraging and helping the team members to maintain a cooperative relationship.

A **low score** indicates you are not a collaborative team player. You may have your own agenda on the team. To lead it or to play devil's advocate by throwing in lots of facts or counter opinions to what other team members say. You may be seen as disruptive or aggressive by your other team members and they may not enjoy being on a team with you.

### Competitive:

Are you driven to win?



This measures your need to compete in life. A competitive person sees the chance to win at everything they do. They are driven by the sense of accomplishment and being the best.

A **high score** indicates you are very competitive in your actions. You strive to do better than others and be the "winner" even in the most routine things. You get a rush out of beating others, as well as outdoing your own past performances. For those other competitors who interact with you, it may be fun and challenging, or it could lead to some fighting. For those who are not competitive, they may get tired of you always turning everything into a challenge and needing to "win".

### Detailed Analysis:

Do you enjoy looking at the data and facts before making decisions?



This measures your preference toward looking at data or crunching numbers to support your ideas, arguments, or decisions.

A **low score** indicates you do not analyze data and facts in detail. You skim over it or ask someone else to just give you the highlights, then you make your decision. You are not detail focused and may rely on others to crunch the numbers, or you may go with your “gut” on things. You may be seen by others as not focusing enough on the details, your judgment or decisions may be called into question, and you may not have sufficient information and facts to support them.

### Flexibility:

Are you able to adapt quickly to the demands in life while maintaining a positive attitude?



This measures your versatility and ability to be flexible as your life requires. When new tasks or projects arise can you drop what you are doing and switch gears while keeping a positive attitude.

A **moderate score** indicates you can be versatile and flexible when needed, but do enjoy working on a project until it is completed. Being asked to change gears may cause you some stress, especially if it happens a lot.

### Focused on People's Needs:

Are you focused on the needs of others?



This measures your ability to focus on what other people want or need. This may be family, friends or other people you meet in your life outside of work.

A **moderate score** indicates you are often able to listen to others and focus on their needs, communicate well with them, and support them effectively. However, when your schedule is overwhelming, or you are under pressure or stress, you may be short with them, fail to listen effectively, or do not provide the full level of support they need. This may make you appear cold and disconnected to them.

### Interacting with People:

Do you prefer to talk and engage actively with others frequently?



This measures your preference toward frequent communication and interaction with others. On the phone, in person, text messaging or through email.

A **high score** indicates you prefer to interact and communicate with others often. Your conversations or interactions tend to be long and you may at times go off on many different tangents as you enjoy the person you are interacting with.

### Multitasking:

Do you enjoy taking on many tasks at once and frequent changes?



This measures your preference for doing many different tasks or activities throughout the day. You may be wearing a lot of different hats in life (roles), or may be required to change what you are working to work on a more pressing or urgent task.

A **moderate score** indicates you are able to multitask when needed, but it is not how you prefer to work. If you are asked to multitask too often you will start questioning the reason why and may get to a point where you feel "enough is enough".

### Organized Space:

Do you tend to keep your home and living spaces clean and organized?



This measures your preference towards keeping your home and other living spaces (including your computer desktop), clean and organized. Keeping things in their proper place so that they are easy to find, and putting them away when you are done using them.

A **moderate score** indicates you feel there are times for sorting through things, but you may find it hard to find the time when you are busy. You may let things pile up or get disorganized and then periodically go through and clean and put things away. Others will notice when you have got through a cleaning mode, and when you are really busy and have not reached your threshold for clutter yet.

### Project Completion:

Do you like to finish projects before you start new ones?



This measures your preference for working on a project from start to finish.

A **low score** indicates you are not project oriented. You prefer to do different things throughout the day and are happy to leave unfinished projects to work on other things. You may not get back to completing these projects as your focus keeps changing, or you may leave them for someone else to finish.

### Sense of Urgency:

Are you driven to get things done quickly?



This measures your ability to focus on what needs to be done and get it done fast.

A **moderate score** indicates you can get things done urgently when you see the need, but you do not always see the need. You may pause to analyze more data, you may want other opinions (taking time to gather them), or you may just want to reflect on possible outcomes.



## Time Management:

Do you focus on managing your time?



This measures your natural ability to manage your time.

A **moderate score** indicates you like to be on time and use your time effectively, but that does not always happen. There are times when it just gets away from you or when you do not mind spending a little time doing something you enjoy.

## Your Work Style



This is how you behave or communicate when you are at work. Your job may require you to just behave and communicate the same as your natural style, which may put less stress on you. If your natural style and work style are very different, it may cause you stress on the job.

### Work Style

These are your work style characteristics based on your blend of each of the 4 behaviors.

- You do not mind constantly changing goals and objectives, and probably enjoy the challenge.
- You might have difficulty finishing a project before moving to the next.
- You have a great sense of urgency to get things done.
- You are competitive and like a good challenge.
- You do not mind taking on many projects or multitasking.
- You tend to be a risk taker.
- You are comfortable delegating to others.
- You tend to make new friends easily and are comfortable starting, and engaging in conversations with strangers.
- You are demanding of others, and expect your directives to be done.
- You like your information to be direct, forthright and to the point without too many details.
- You are a problem solver who tends to utilize people to get things done.
- You are very decisive, which at times may cause you to make a decision without all of the facts, details or examining the possible negative outcomes.
- You do not mind confrontation or a good debate.
- You may come across as impatient with others.

## Core Work Behaviors

In this section you can read the details of what your Core work behavioral scores mean in detail.

### Dominance

Are you strong-willed and confident on the job?

Your Dominance score is



Dominance contributes confidence and drive to your work behavior. It is an extroverted style that can add the determination to win to your character. It can also help you in driving others to achieve desired goals.

A **high score** indicates you exhibit dominance in your behavioral style on the job. You have drive, determination and a strong will. You may be assertive and quick to make decisions. Under stress you may be seen as argumentative or too aggressive. You will try to take the lead and push others to get things done your way. You prefer to only focus on the essential details necessary to make decisions quickly.

### Influence

Are you optimistic and out-going at work?

Your Influence score is



An influencer communicates in a warm and charming way. People want to do things for them and enjoy being around them. They tend to be optimistic, social and persuasive on the job. They can change directions quickly and can inspire a team.

A **high-moderate score** indicates you exhibit some degree of warmth, optimism and energy in your work behavior. At times you enjoy talking with others, expressing yourself verbally and are focusing on people. Your influencing behavior may be masked by other behavioral traits like dominance, steadiness or compliance.

## Steadiness

Do you like to follow established routines at work?

Your Steadiness score is



This measures your preference toward being consistent in how you do things at work, being reluctant to change without “good” cause, and wanting to finish what you started before moving on to something else.

A **moderate-low score** indicates you are willing to change and do not mind dropping what you are working on to focus on something else. You may have less patience and may rush through things to get them done.

## Compliance

Do you like to focus on the facts and follow the work rules?

Your Compliance score is



This measures your preference for being analytical, compliant with rules and laws, and cautious when performing work tasks so you do them correctly.

A **low score** indicates you are not detailed focused, do not want to see all of the data, and do not mind going with your gut sometimes when making decisions on the job. You may be focused on getting things done fast rather than doing them perfectly. You may be seen by others as being disorganized or a rule bender.

## Behavioral Attributes Related to Your Work Style

In this section you can read the details for your behavioral attributes as they relate to your work style.

### Collaborative Team Player:

Do you like to work as a supportive member of a team at work?



This measures your preference toward working within a team as a dependable, supportive team player, as well as, working in a collaborative way and encouraging and helping the team members to maintain a cooperative relationship.

A **low score** indicates you are not a collaborative team player. You may have your own agenda on the team and want to lead it, or to play devil's advocate by throwing in lots of facts or counter opinions to what other team members say. You may be seen as disruptive or aggressive by others and they may not enjoy being on a team with you.

### Competitive:

Are you a competitive person on the job?



This measures your need to compete at work. A competitive person sees the chance to win at everything they do. They are driven by the sense of accomplishment and being the best.

A **high score** indicates you are very competitive in your actions. You strive to do better than others and be the "winner" even in the most routine things. You get a rush out of beating others, as well as, outdoing your own past performances. For those other competitors who interact with you, it may be fun and challenging, or it could lead to some fighting. For those who are not competitive, they may get tired of you always turning everything into a challenge and needing to "win".

### Detailed Analysis:

Do you enjoy looking at data and facts before making decisions or to increase your knowledge?



This measures your preference toward looking at data or crunching numbers to support your ideas, arguments, or decisions on the job.

A **low score** indicates you do not analyze data and facts in detail. You skim over it or ask someone else to give you the highlights, then make your decision. You are not detail focused and may rely on others to crunch the numbers, or you might just go with your “gut”. Many may see you as not focused enough on the details and your judgment or decisions may be called into question. Oftentimes, you do not have sufficient information and facts to support them.

### Flexibility:

Are you able to adapt quickly to the changing demands of your job while maintaining a positive attitude?



This measures your versatility and ability to be flexible as your job requires. When given new tasks or projects can you drop what you are doing and switch gears while keeping a positive attitude?

A **moderate score** indicates you can be versatile and flexible when needed, but do enjoy working on a project until it is completed. Being asked to change gears may cause you some stress, especially if it happens a lot.

### Focused on Customer's Needs:

Are you focused on your customer's needs and actively listening to them?



This measures your ability to focus on the customer. This may be an internal customer (other departments or co-workers you support) or your external customers.

A **moderate score** indicates you are often able to listen to your customer's needs, communicate well with them, and support them effectively. However, when your workload is overwhelming, or you are under pressure or stress, you may be short with them, fail to listen effectively, or do not provide the full level of support they need. This may make you appear cold and disconnected to them.

### Interacting with People:

Do you prefer to talk and communicate with co-workers and customers frequently?



This measures your preference toward frequent communication with co-workers and customers. On the phone, in person, text messaging or through email.

A **high score** indicates you prefer to interact and communicate with co-workers and customers often. Your conversations or communications tend to be long and you may, at times, go off on topics other than work as you enjoy the person you are interacting with.

### Multitasking:

Do you enjoy taking on many work tasks at once and frequent changes?



This measures your preference for doing many different tasks or activities throughout the day. You may be required to wear many different hats, or to change what you are working on to focus on a more pressing or urgent task.

A **moderate score** indicates you are able to multitask when needed, but it is not how you prefer to work. If you are asked to multitask too often you will start questioning the reason why and may get to a point where you feel "enough is enough".

### Organized Work Space:

Do you tend to keep your work space clean and organized?



This measures your preference towards keeping your work area (including your computer desktop), clean and organized. Keeping things in their proper place so that they are easy to find, and putting them away when you are done using them.

A **low score** indicates you do not keep your work space organized. You may feel you have too much to do to spend the time on cleaning, and you may feel that if you put something away you are just going to have to get it out again when you need it. You probably tell others that you can find anything you need in your seemingly random piles of stuff, but they will just see clutter and chaos.

### Project Completion:

Do you like to start a project and see it through to completion before starting a new one?



This measures your preference for working on a project from start to finish.

A **moderate score** indicates you like to complete projects before you start new ones, but also understand that as priorities shift, you will need to be able to shift as well and work on something else. You are able to do this as the need arises.

### Sense of Urgency:

Are you driven to get things done quickly on the job?



This measures your ability to focus on what work needs to be done and get it done fast.

A **moderate score** indicates you can get things done urgently when you see the need, but you do not always see the need. You may pause to analyze more data, you may want other opinions (taking the time to gather them), or you may just want to reflect on possible outcomes.



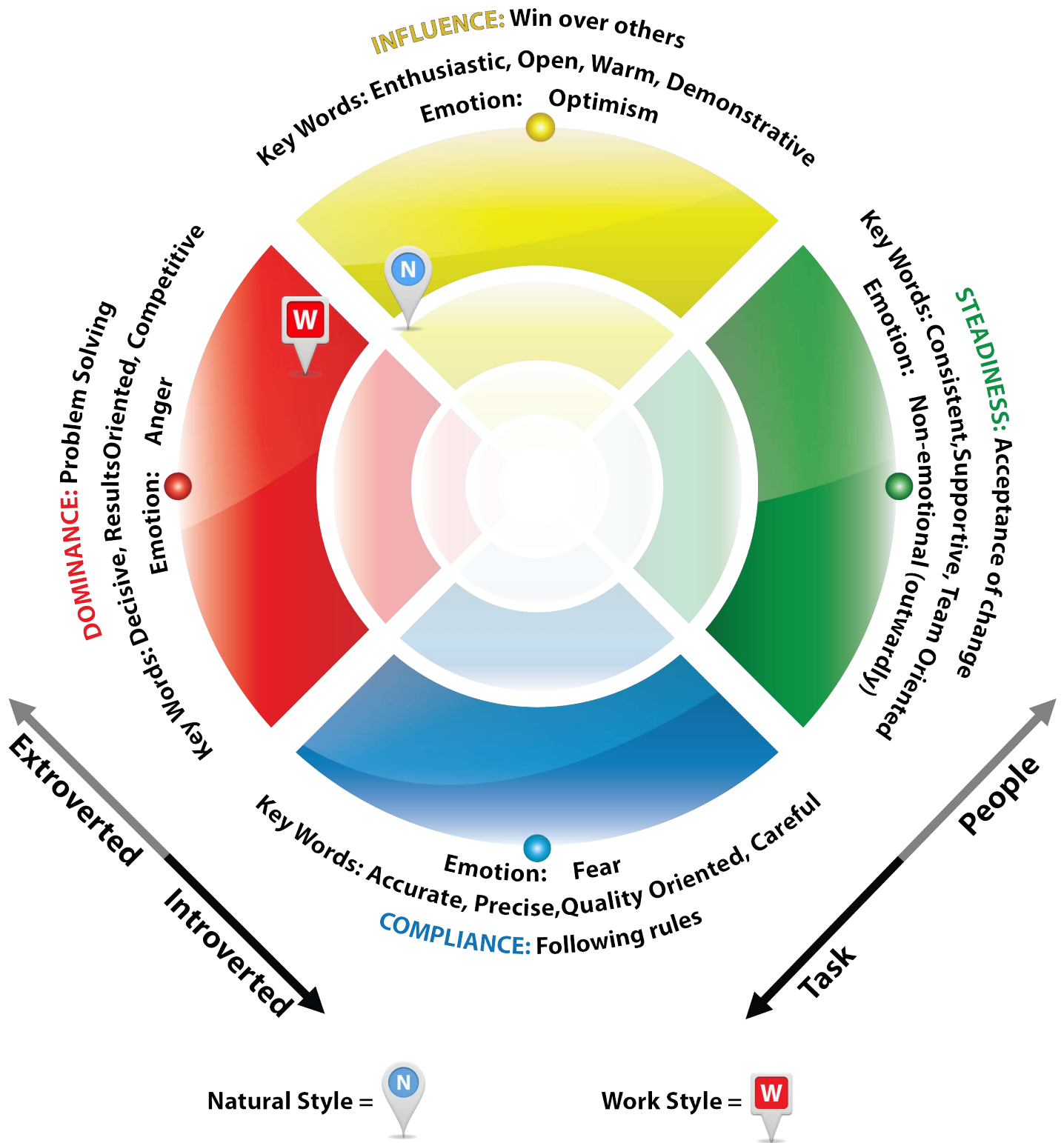
## Time Management:

Do you focus on managing your time at work?



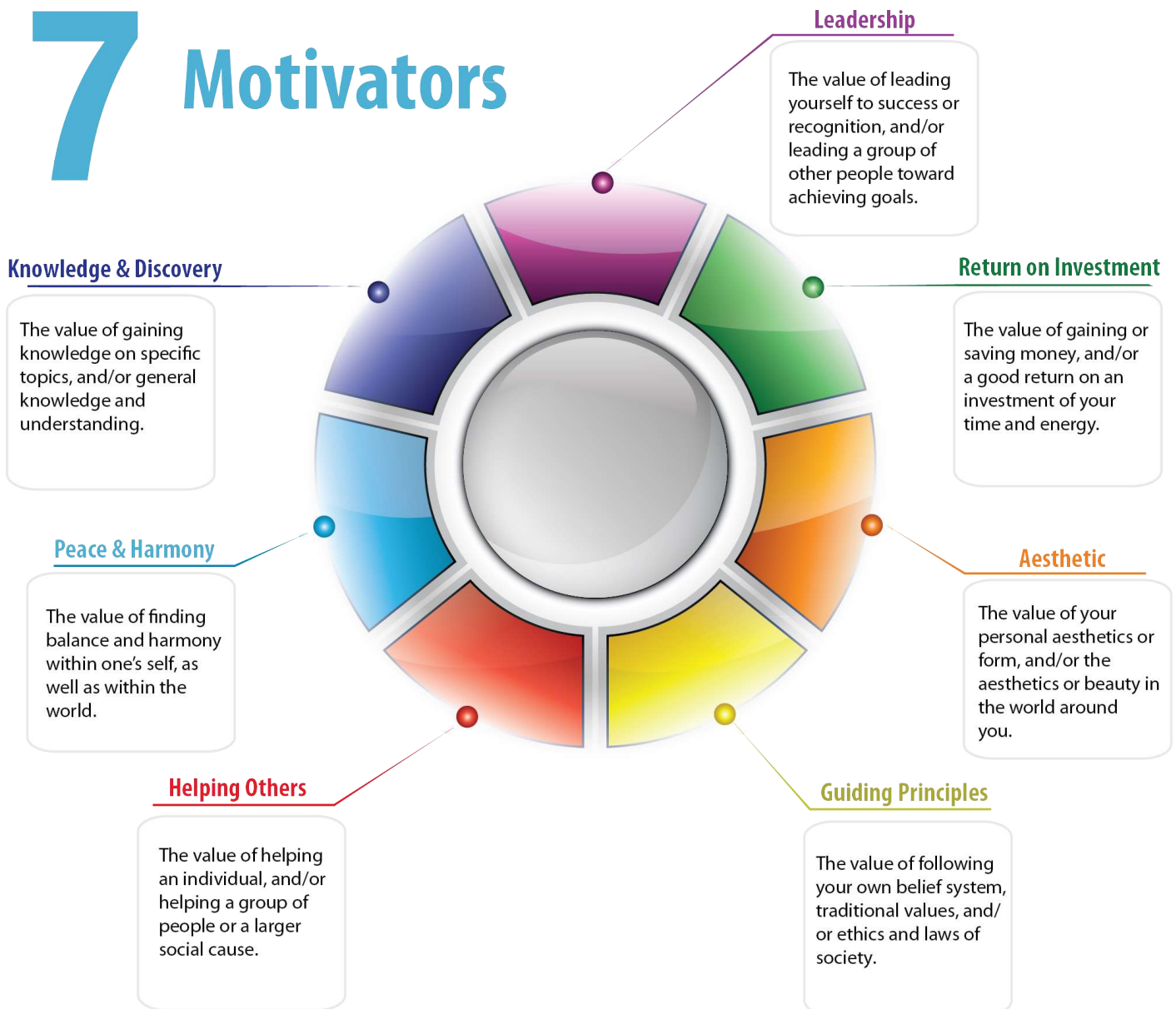
This measures your ability to manage your time at work.

A **moderate score** indicates you try to be on time for meetings/deadlines, and try to use your time effectively, but that does not always happen. There are times when you may be less efficient in time management, or spend more time on the relationship aspects of working with others which can lead to getting behind.





# 7 Motivators



**Your report is divided into 2 sections:**

**Section 1:** Shows your value of all seven preferred values (motivating factors) graphically.

**Section 2:** Gives you specific information about how you value each of the seven motivators.

## Your Motivators Compared

### Motivating Factors

The following is a list comparing your motivating factors. Look for your highest 2 or 3 scores. These are your top drivers and have the most influence on your actions. You will strive to find things in your life that will satisfy your desires and needs in these areas. These may be met by your job, or you may seek to satisfy them in some other aspect of your life.

#### Your Aesthetics score is



Your Preference: Personal aesthetics

#### Your Guiding Principles score is



Your Preference: My personal belief system (philosophical, religious, spiritual)

#### Your Helping Others score is



Your Preference: Helping many people through large causes

#### Your Knowledge and Discovery score is



Your Preference: General knowledge in many different areas

#### Your Leadership score is



Your Preference: Leading myself to be the best

#### Your Peace and Harmony score is



Your Preference: Having or creating peace and harmony within myself

#### Your Return on Investment score is



Your Preference: Getting a good return on my investment of time or energy

## Motivating Factors



The following provides detailed information about each of the motivating factors. Each of these drivers has two different aspects, and you may be drawn toward one or both in your life. In addition, motivators that are not of value to you may be the strongest drivers for others. By understanding their point of view in relation to yours, you will be able to better relate to one another.

### Aesthetics:

Are you motivated by physical aesthetics in yourself, others, art or nature?



Aesthetics can come from the desire and appreciation of one's own looks and physical form, and/or the appreciation of beauty in the world around you. This could be the enjoyment of fine arts, craftsmanship, music, dance, the human form, or beauty in nature.

You have a **moderate score** on aesthetics that comes primarily from your value of personal looks. You may like to wear nice clothes, you may exercise to make your body look fit, and you may spend a lot of time grooming or getting ready. There may be times when you are less concerned with your own looks, or may want to take a break from all the work needed to maintain your appearance.

### Strengths

- Well-dressed and groomed
- A keen sense of style
- An eye for the visual aspects of marketing
- Appreciation of beauty
- An eye for design

### Potential Fears

- Loss of vitality and looks
- Getting old
- Loss of appeal
- Working in a bland environment, devoid of beauty

### Preferred Work Environment

- Where looking your best counts and you're rewarded for personal appearance

- Where creativity and an aesthetic eye is appreciated and even rewarded
- Where people listen to your thoughts and opinions on design, color, and form
- Where your surroundings are beautiful and you're allowed to add your own decorative flair to your work space

### **Motivation and Rewards**

- Being given the opportunity to utilize their aesthetic value on the job
- Being rewarded with a paid gym membership or spa treatment
- Being allowed flexibility and self-expression on work output
- Being recognized for looking sharp and professional

### **Potential Pitfall of an Overextension**

- It is possible to be so consumed with physical appearance that you come across to others as conceited or "high maintenance" and this could affect your interpersonal relations.

### **Value to a Team**

- Focuses on marketability and aesthetic values rather than just functionality and practicality
- Able to present fresh perspectives because you utilize the right side of your brain to tap into your aesthetic creativity

### **Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)**

- During the development process, give plenty of opportunities to be creative and self expressive.
  - Add graphics and an aesthetic user interface in your training and development materials. It will be appreciated.
-

## Guiding Principles:

Do you follow a system of living which includes ethical principles and beliefs?



Guiding principles can come from a strong personal belief system which could be founded in spiritual or philosophical beliefs, and/or a strong set of principles such as ethics, integrity, and obeying the laws of society.

You have a **moderate score** on guiding principles. This primarily comes from your own personal belief system that may be grounded in religious, spiritual, or philosophical beliefs. This is a system of living that you believe very strongly in and follow in your daily life. This may not be your highest motivators, but it is important to your life.

### Strengths

- Principled
- Strong moral values
- Disciplined
- Ethical
- Maintains integrity and adheres to beliefs and values
- Follows a system of living

### Potential Fears

- Having your beliefs questioned
- Being asked to do something unethical
- Being surrounded by unethical or immoral people

### Preferred Work Environment

- Where ethics and integrity are rewarded and highly valued
- Where the majority share the same code of conduct and principles
- One that is free from prejudice and supports a person's right to their own beliefs

### Motivation and Rewards

- Give recognition for adhering to a high level of standards
- Give incentives and rewards for maintaining an attention to detail and following rules and procedures

### Potential Pitfall of an Overextension

- While you feel that your code of conduct and beliefs are how one should live their life, it



is important to respect other people's right to follow their own belief system and you should not impose or preach your system of living to others unless they directly ask you to do so.

### **Value to a Team**

- A high level of ethical and moral principles ensure integrity and compliance
- An eye for quality control and adherence to high standards
- Focuses on complying with rules, regulations as well as maintaining ethical standards

### **Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)**

- When possible tie learning objectives and outcomes back to this person's personal philosophies and values.
  - Give detailed written plans of goals and objectives and give them time to read and approve of the process and methodology.
-

## Helping Others:

Do you like to take up a cause and make a difference by helping other people?



Helping others can come from your desire to help individuals in need on a personal basis and/or groups through a larger social cause. You may choose to do this through financial means, direct actions, or assisting a larger organization's efforts.

You have a **moderate score** on helping others. This primarily comes from your enjoyment of helping larger groups of people, like feeding the hungry, helping the homeless, helping abused women, or other forms of caring. You may help through donating money, your time, or your knowledge and insight into the situation and possible solutions. This may not be your main focus, or motivator, but it is something that is important to you.

### Strengths

- Supportive
- Empathetic
- Socially motivated
- Altruistic
- Caring

### Potential Fears

- Letting someone down
- Not making a difference
- Being surrounded by others who don't care

### Preferred Work Environment

- Where there are rewards for making a difference in other people's lives
- Where there is a culture of caring
- Where the organization is socially active and supports the community

### Motivation and Rewards

- Support outside activities, such as sponsorship or personal time to allow for supporting outside social causes
- Give the opportunity to become a trainer or coach to others

### Potential Pitfall of an Overextension

- It is possible to focus so heavily on helping others that a person fails to focus on their own key accountabilities and their own performance may suffer as a result.

- While helping others can create a great sense of accomplishment, if that help is unwanted or unappreciated then it can result in an energy drain which can affect a person's morale, as well as their mental and physical health.

### **Value to a Team**

- Focuses on the need for training and development
- Supportive team member
- Focuses on the social responsibilities of the company, and its products and services

### **Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)**

- Offer train the trainer development opportunities.
  - Relate professional development and training towards the application of helping others on and off the job.
-

## Knowledge and Discovery:

Are you driven to learn and understand the world around you or specific areas that interest you?



Knowledge and discovery can come from the desire to understand the world in general and how it works and/or to learn and understand specific topics you enjoy. You may read the newspaper, watch the news, or search the Internet to grasp in general what is going on in the world or you may spend hours researching the latest information in an area you are most passionate about.

You have a **moderate score** on knowledge and discovery. This indicates you enjoy learning and understanding about the world around you. You may not focus on any specific area as you like knowledge in general. You may enjoy having a little knowledge about everything rather than needing to be a master of any one area. This may not be your main focus or motivator, but learning and understanding are still very important to your life.

### Strengths

- Logical thinker
- Theoretical
- Wants to know how and understand why
- Continuous learner
- Focused on data and facts
- Fact checker

### Potential Fears

- Being given wrong information
- Not having access to information
- Not being given time to learn or understand
- Having to act or make decisions without understanding the relevant facts

### Preferred Work Environment

- Where there is open communication and a flow of information
- Where knowledge and innovation is rewarded
- Where opportunities for continuous learning are provided
- Where time is given to study data and relevant facts before making decisions

### Motivation and Rewards

- Opportunities to be the go to person, expert or guru
- Recognition and rewards based on knowledge, understanding and innovation
- Continuous learning opportunities, including tuition reimbursement

### **Potential Pitfall of an Overextension**

- If you continually correct others and point out their mistakes, especially if it is not your job to do so, it may affect your personal and work relationships.
- By continuously studying a topic without ever taking action because you are always looking for additional viewpoints or information rather than making a decision and moving forward.

### **Value to a Team**

- Focuses on accuracy and fact checking
- Follows a logical thought process
- Innovative and knowledgeable
- Will study the market, competition, historical data and methodologies and offer insights
- Analyzes data to offer decision options and risk analysis

### **Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)**

- Provide detailed information as well as background and theories that pertain to development and on-the-job education.
  - Recommend additional online resources and books for additional study
  - Be logical in structuring development programs and training courses
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## Leadership:

Do you want to lead others or yourself to success?



Leadership can come from a desire to be in control, have personal success, and/or to lead a group to success for the good of the group. When combined with your other top values, it means you want to be the best in that area. You may want to be a top business leader, a knowledge leader, or a guru.

You have a **moderate score** on leadership. This primarily comes from your motivation to be successful. You will tend to make choices that advance you to the status of the top leader or expert in your areas of interest. This could be in business, your profession, and your personal life. When you are forced to decide between your own personal success and the success of others, you will choose you. Leadership may not be your main focus or motivator, but it is important to you.

### Strengths

- Self-starter
- Independent
- Being able to lead yourself to be the best
- Personal accountability
- Desire for power and control
- Take charge
- Strategic

### Potential Fears

- Losing control
- Lack of authority
- Failure
- Loss of power
- Not achieving status, recognition or respect

### Preferred Work Environment

- Where there are rewards and recognition for a job well done
- Where there are many opportunities for advancement
- Where there are rewards for being the go to person
- Where you are free to make your own decisions

### Motivation and Rewards

- Reward for creativity and independence
- Being promoted, given a higher title, and publicly recognized for a job well done
- Where you are free to make your own decisions

### **Potential Pitfall of an Overextension**

- It is possible when being highly focused on leading yourself to be the best to have a personal agenda when involved in team efforts or to even be tempted to take credit for other people's work.
- Having power, influence and authority can lead to an abuse of that power. It requires restraint and self-control to ensure that does not happen.

### **Value to a Team**

- Will want to be a "go to" person and subject matter expert on the team
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- Thinks strategically and sees the "big picture"
- Provides leadership to a team to keep everyone moving in the same direction
- Focuses on the strategic goals and objectives of the organization

### **Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)**

- Give general objectives and allow the opportunity to interpret assignments and projects independently as well as use creativity and resourcefulness in completing goals and objectives.
  - Allow flexibility and experimentation during the training and development process.
  - Identify career development paths and advancement opportunities
  - Allow plenty of time for you to voice your opinions in the decision-making process.
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## Peace and Harmony:

Are you motivated to maintain or find peace and harmony in yourself and/or the world around you?



Peace and harmony can come from either a desire to find inner peace and/or peace and harmony in the outside world. You may do this through self-reflection, meditation, projecting a positive attitude, or direct interaction and communications.

You have a **moderate score** on peace and harmony. This primarily comes from your drive to find or maintain peace and harmony within yourself. You may practice meditation, yoga, mantras or other methods to help you find on inner peace and balance in your life. This may not be your main focus or motivator, but it does have importance in your life.

### Strengths

- Inner harmony
- Maintaining self-control and composure
- Calm and even-tempered
- Keeping the peace
- Maintaining a balance between work and personal life
- Creating win-win scenarios

### Potential Fears

- Loss of internal balance
- Imbalance between work life and personal life
- A hostile work environment
- Confrontation and aggression

### Preferred Work Environment

- Where there is a respect and encouragement for maintaining a balance between work life and personal life
- Where there is a culture of open communication and working in harmony
- Where there is little stress or conflict

### Motivation and Rewards

- Being rewarded with additional paid time off or personal time
- Access to free counseling or life coaching
- Being trained and certified as a life coach, career coach



### **Potential Pitfall of an Overextension**

- It is important to have a balance between your work life and your personal life however there are times when there are deadlines or goals and objectives that require the sacrifice of some of your personal time. Refusing to put in the extra hours can negatively impact your ability to meet your key performance criteria and ultimately affect your career.

### **Value to a Team**

- Able to maintain emotional control and composure even under stressful situations
- Able to calm down others and reduce stress levels
- Creates win-win solutions
- Open-minded and an objective listener

### **Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)**

- Make sure that development and training not only focuses on work life, but also emphasizes how the knowledge can carry over into one's personal life.
  - Coach and mentor the person as a life coach and help them find harmony and balance between their role as an employee and their other life roles (spouse, parent, friend, etc).
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## Return on Investment:

Are you motivated to gain a return on your investment of time or efforts or are you driven by financial returns?



Return on investment can come from the desire to make/save money and/ or it can be the desire to receive your interpretation of a “good” return on the investment of your time and efforts.

You have a **moderate score** in return on investment. This primarily comes from your drive to receive a return on your investment of time and energy spent with people or on projects. This could be something as simple as helping a neighbor to move because you know you will need their help in the future. You will tend not to invest your time in endeavors where you see no value coming back to you. This may not be your main focus or motivator, but it is still important to you and you will weigh your options.

### Strengths

- Utilitarian focused
- Understanding budgets and monetary value
- Optimizing time and energy
- Goal achievement oriented
- Practical
- Avoids going over on time and budgets on projects
- Entrepreneurial

### Potential Fears

- Not getting a good return on investment
- Wasting time and money
- Not achieving goals

### Preferred Work Environment

- Where there are rewards for the amount of energy and effort you put into your work
- Where the focus is on the bottom line (high utilitarianism)
- Where there is a focus on being practical
- Where being a high performer is rewarded

### Motivation and Rewards

- Recognition and advancement based on effort not seniority
- Creating competitive challenges with valuable rewards

### **Potential Pitfall of an Overextension**

- Only focusing your time and efforts on people, tasks or projects that give a good return on investment may result in you alienating some people and missing out on good opportunities for experiences even though from a practical sense they have little monetary or ROI value.
- You may feel the ends justify the means, this is not always the case.
- If you do not maintain a balanced work life then it may affect your stress level, personal life, relationships and health.

### **Value to a Team**

- Focused on the “bottom line” of the business
- A practical thinker
- Focused on sales, expenditures, time and ROI
- Will optimize the time of the group and make sure to keep the team on task
- Focused on function and practicality rather than looks or getting bogged down in details

### **Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)**

- Take a practical approach and clearly define the incentives and rewards that will be obtained as a result of completing the development or coaching program.
  - Provide training and development that will result in higher income and advancement.
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