



**John Lark**

April 5, 2020

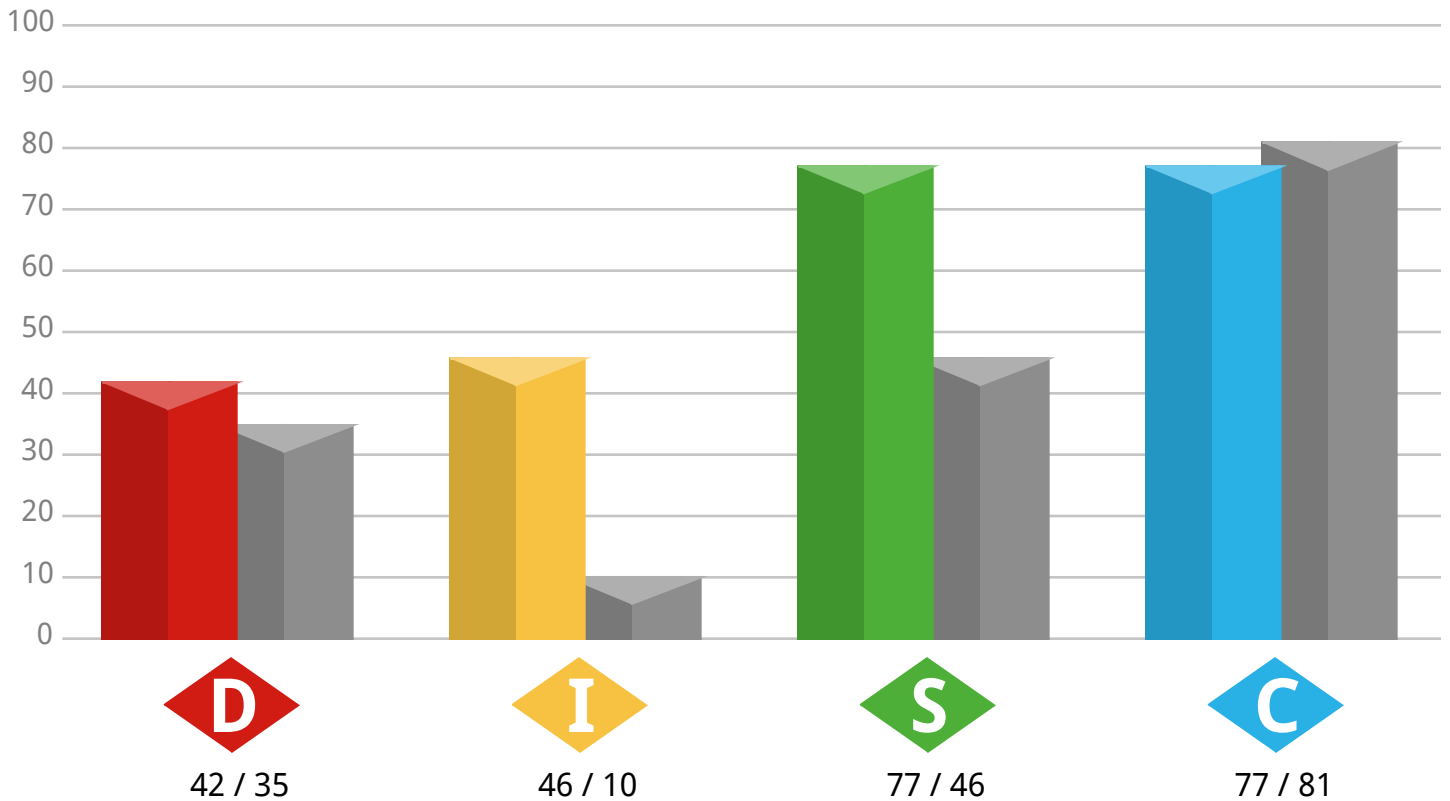
**This Innermetrix ADVanced Insights Profile combines the best of three world-class profiles, authored by the Founder and CEO of Innermetrix, Jay Niblick.**

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

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



## Natural and Adaptive Styles Comparison



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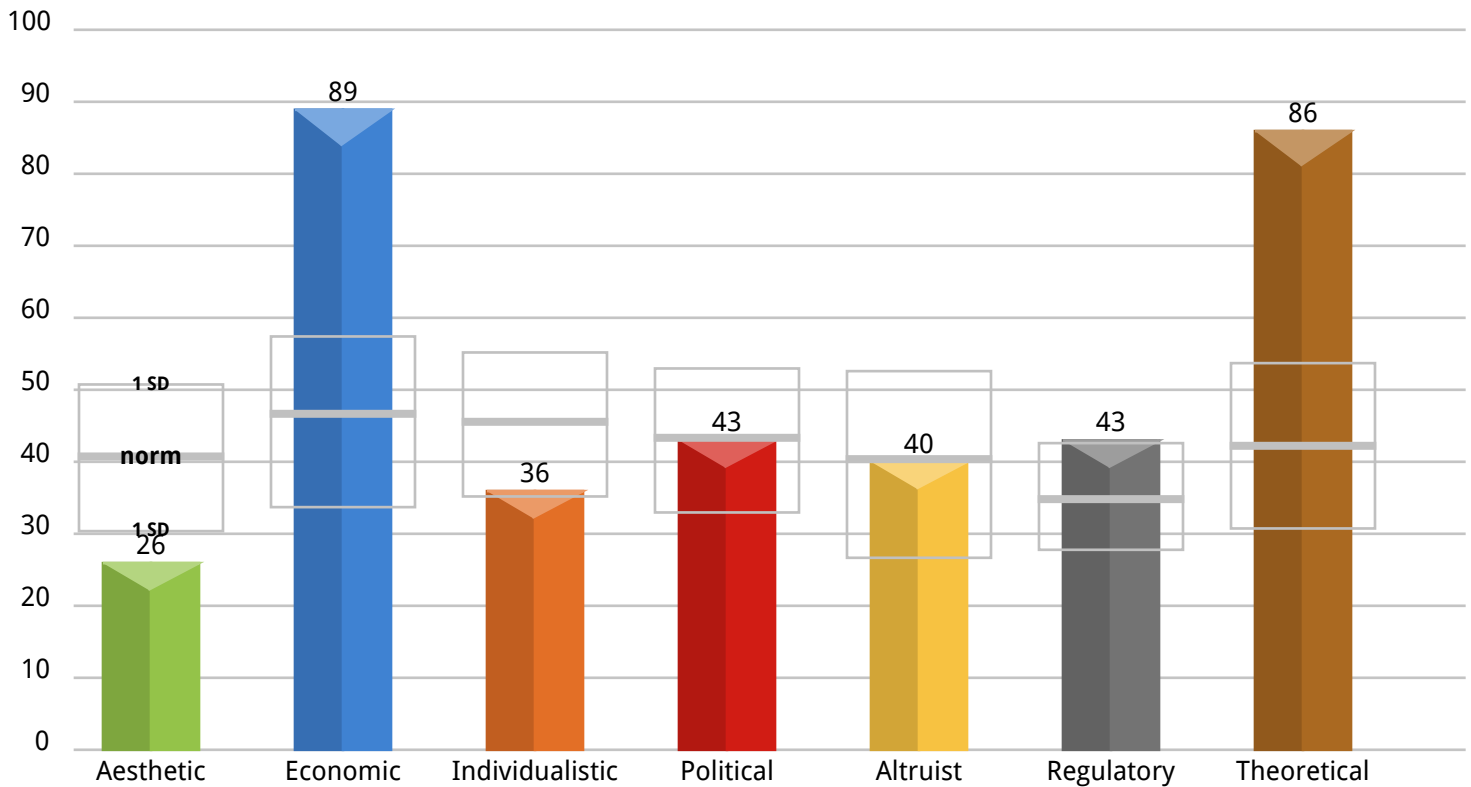
**Natural Style:** The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your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

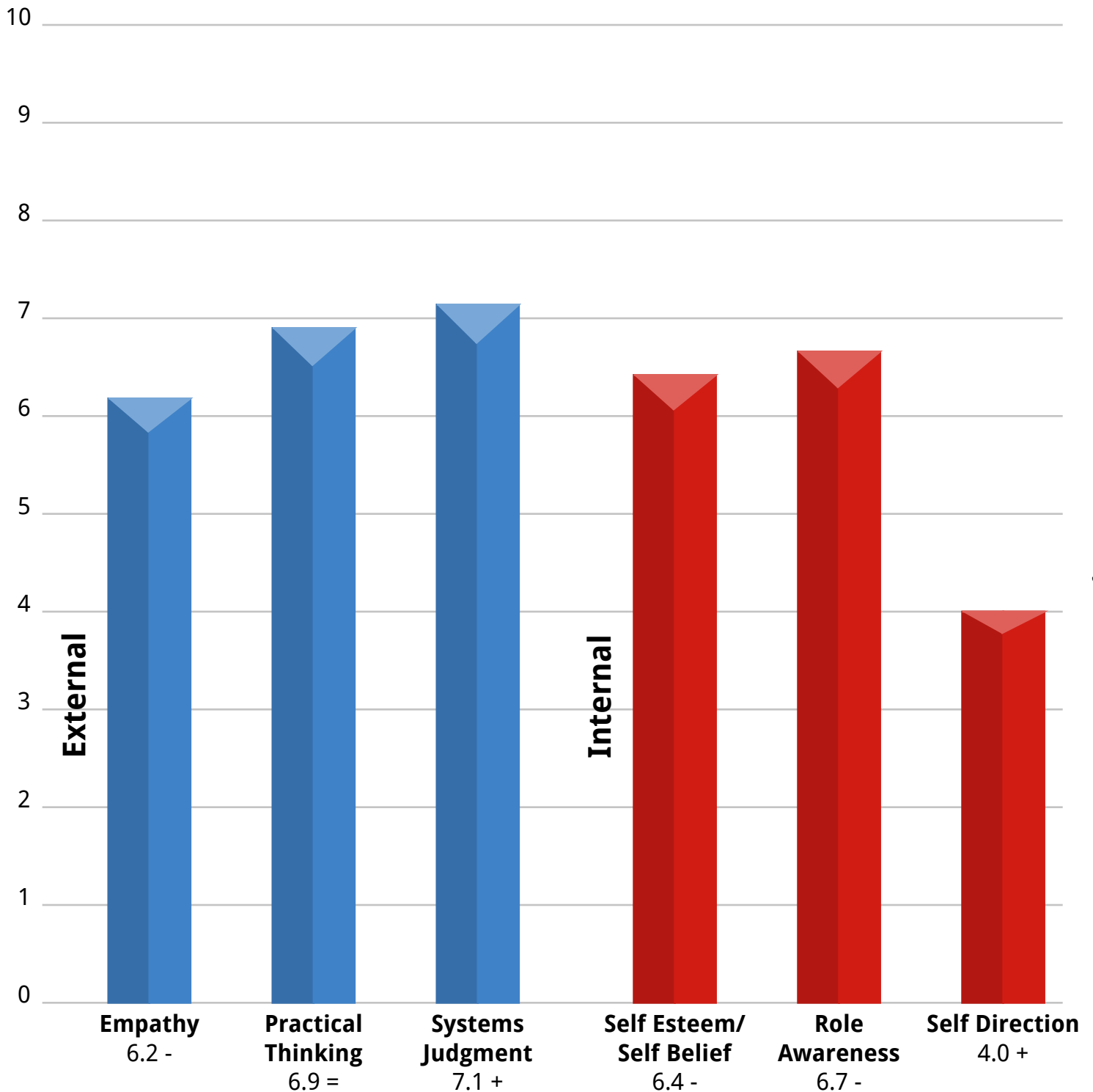


John Lark

Low Aesthetic	You have a bottom-line approach focusing on functionality over form or aesthetics.
Very High Economic	You are very competitive and bottom-line oriented.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.



0.81 / 0.73



John Lark

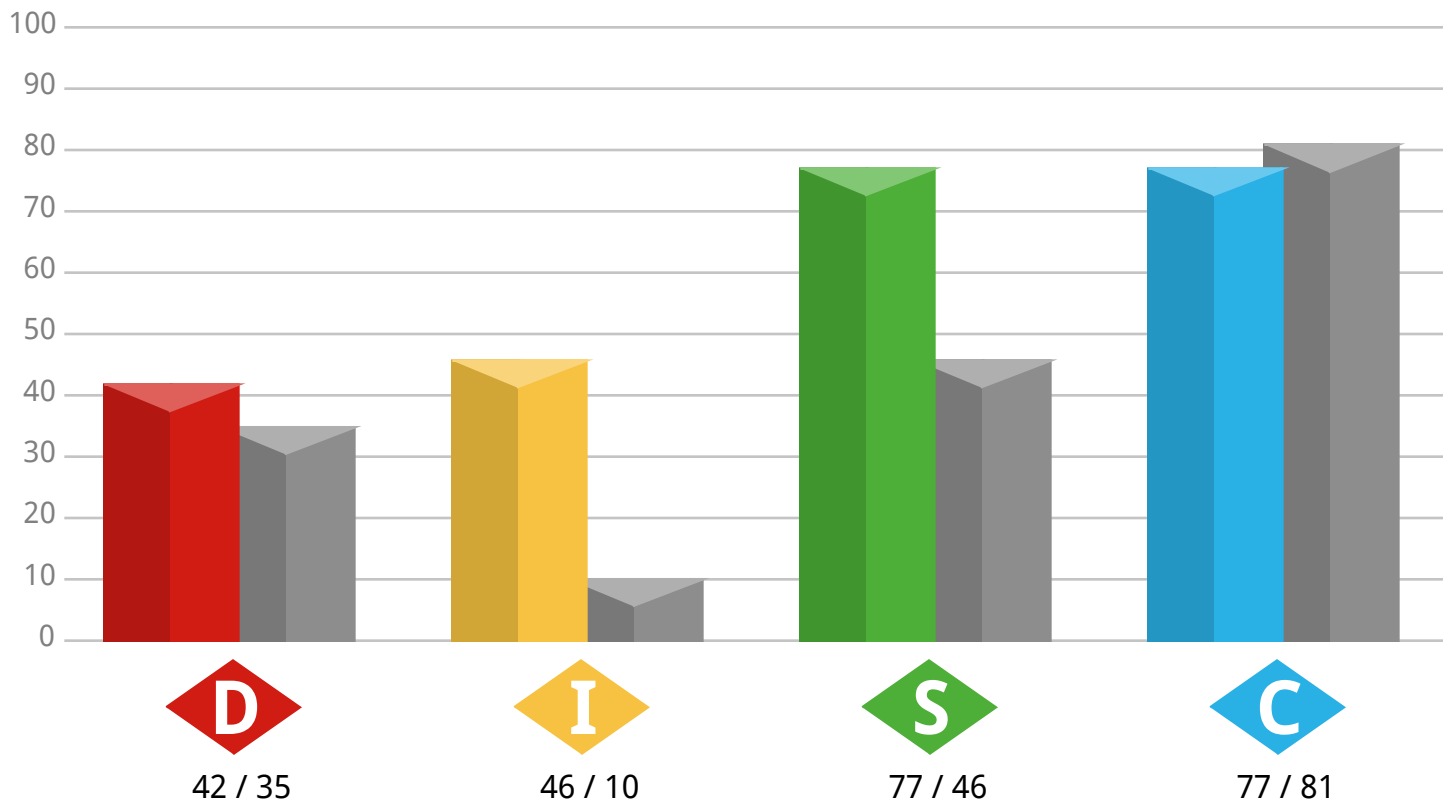


# The DISC Index

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



## Natural and Adaptive Styles Comparison



John Lark

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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.

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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.

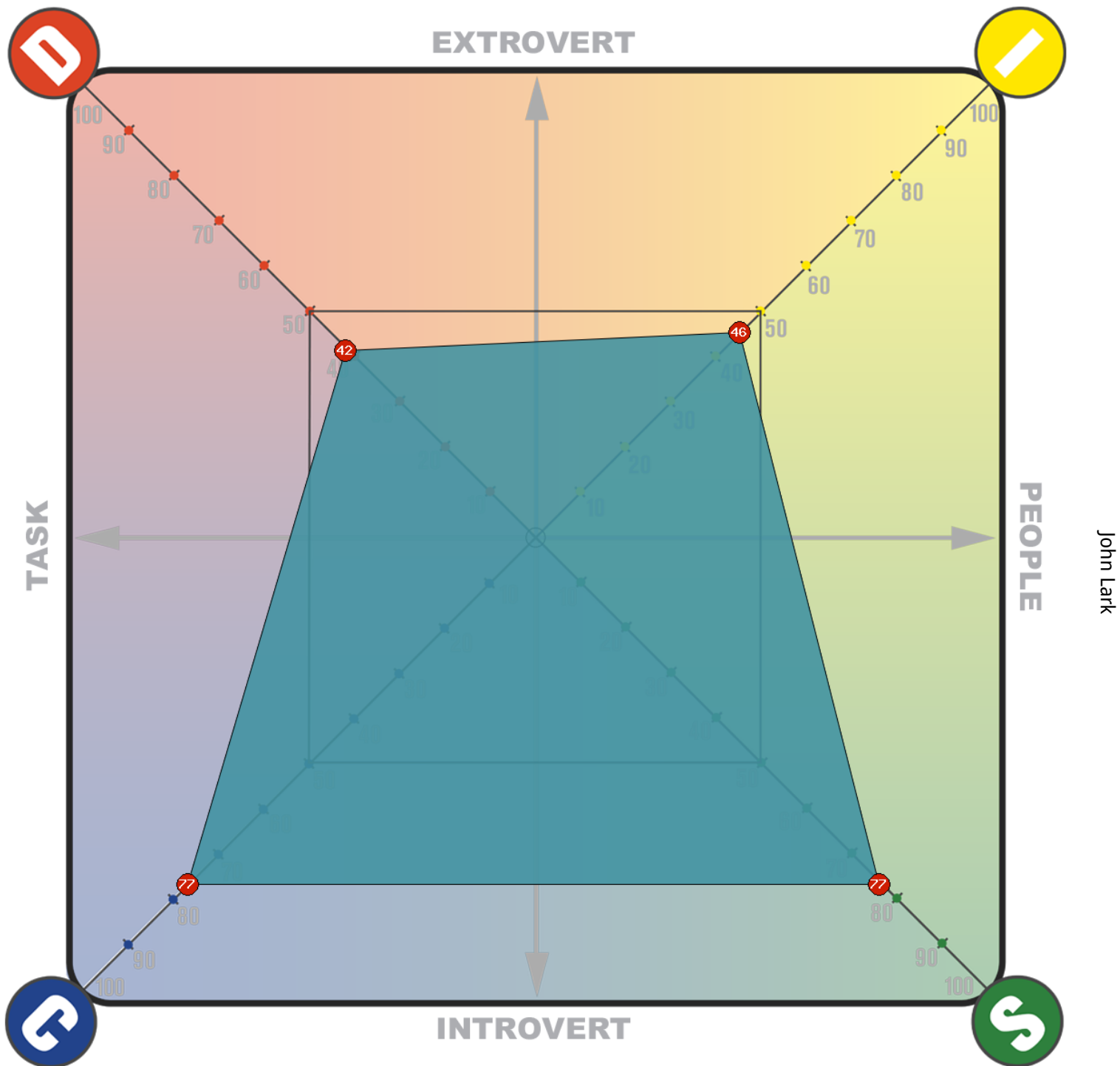




## A closer look at the four components of your behavioral style

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

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## Decisive

### Your approach to problem-solving and obtaining results

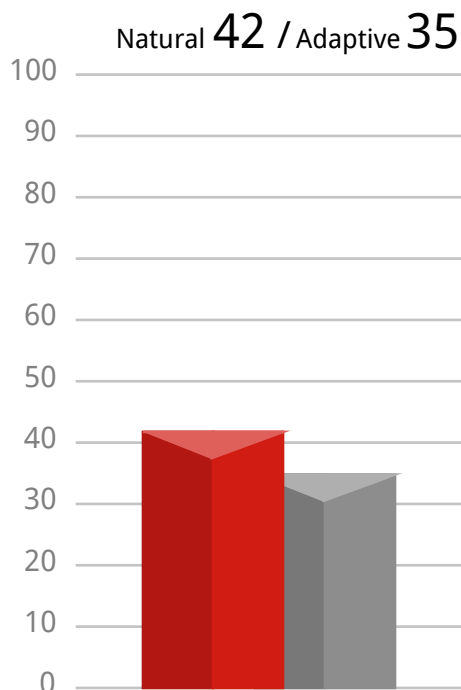
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### 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 are usually very supportive of decisions made by others on the team.
- You are quite self-critical of yourself and demand a lot out of yourself.
- You prefer a work environment that is not too pressured or filled with constant change.
- Sometimes you demand too much of yourself.
- You prefer a culture that allows ample time for analysis of new ideas before implementation takes place.
- You may be hesitant to share your opinion with others if the topic is divisive or hotly contested.

John Lark



## Interactive

### Your approach to interacting with people and display of emotions

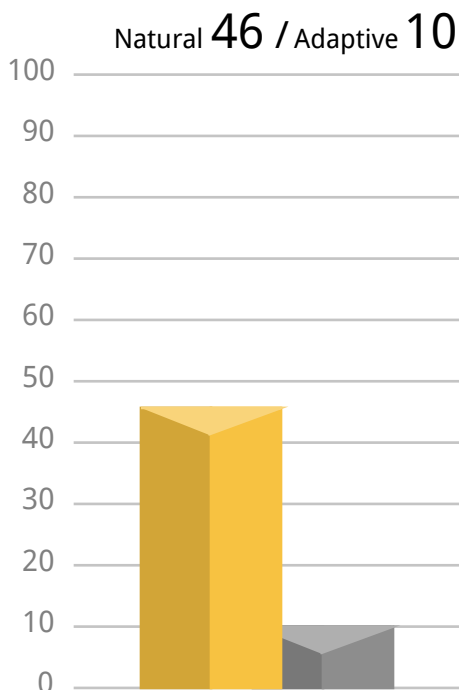
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### 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.

- You are able to persuade others in a convincing manner when necessary.
- Expressing more enthusiasm might help you connect with others more.
- 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.
- While you consider other's emotions, you do not let them fog the bigger issues.
- Your amicable approach means you may be hard to really "read."

John Lark



## Stabilizing

### Your approach to the pace of the work environment

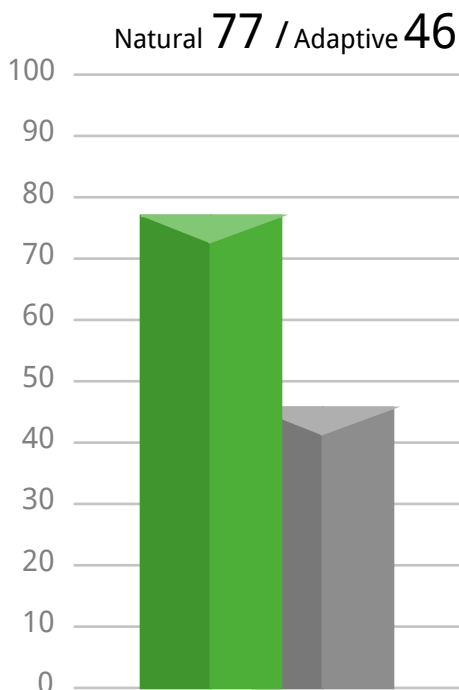
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You're a very good team player.
- You are typically very cool, calm, and collected on the job.
- You always present a more relaxed and open approach to your work and how fast you must get it done.
- You blend well with others and get along with a wide variety of others.
- You tend to resist confronting or rebelling against the established norm.
- Increasing your sense of urgency could benefit your performance in many instances.



### Cautious

#### Your approach to standards, procedures, and expectations

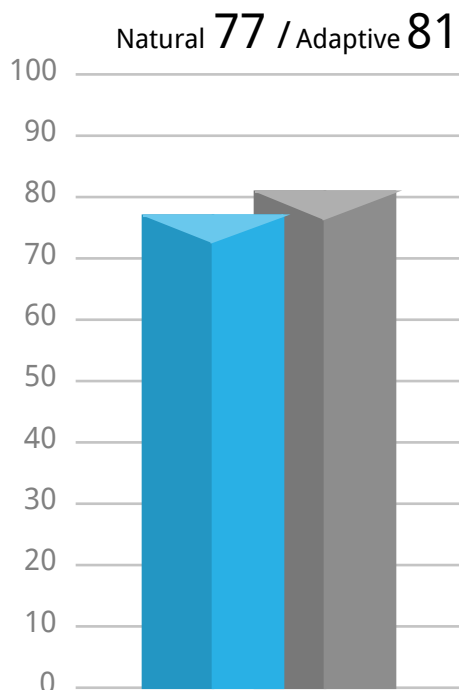
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

#### Higher C —

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

#### Lower C —

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



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

- You like to use a lot of detail when explaining processes and tasks to others.
- You like to work in an environment that is very precise and more structured.
- You are excellent at gathering detailed information and examples.
- You prefer a neat and clean work environment.
- You think it is important to adhere to specific and detailed instructions or procedures.
- When you disagree, you may express your resistance in a passive-aggressive manner.

John Lark



### 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:

- You have a need for specific details related to your area of authority and responsibility.
- Has a high sense of 'neatness' in the organizational workspace and at home. Everything in its place is preferred over clutter of some other style preferences.
- 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.
- When taking risks, you score like those who take calculated, educated risks only after a thoughtful analysis of the facts and data, and have analyzed options and potential outcomes.
- You set high performance standards for yourself and others, and expects all to meet those standards.
- Evaluates others by their own use of procedures, standards, and quality action.
- 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.



### **Adaptive Style Pattern:**

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

- You demonstrate excellent critical thinking ability.
- Sees the need to move quickly, but also the importance of analyzing facts and data before deciding.
- Highly aware of the dangers of making mistakes through hasty decisions.
- May be one of the rare members of the project team who has read all of the 'fine print' in policies or procedures.
- May show a lower trust level with newer people in the organization until they have established their credibility.
- May be skeptical of making changes just for the sake of change, especially when the alternative is unfamiliar, new or unproven.
- May not verbalize criticism unless asked, at which point you may become a wealth of practical information and ideas.
- You show an excellent questioning style in order to get into the details of an issue.





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:

- 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.
- An environment with minimal sudden changes and crises.
- Work that involves you in the big picture.
- An environment with high quality control systems and processes.
- Complete explanations of the nature of a process, and the systems used for completion.
- Getting more comfortable meeting new groups of people, or business associations.
- Sufficient time to consider alternatives prior to making changes.
- Being more confident in your own decision-making ability.



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:

- Sufficient time to consider all options before making a final decision.
- To be included as a part of the work group in social functions.
- A work environment with minimal hostility and pressure that sometimes reduce quality and effectiveness.
- Changes should be controlled changes, and made only when proven to be necessary changes.
- Quality control standard that are adhered to by all members of the organization, not just by a few people.
- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.
- Tasks completed the 'right' way the first time, so that errors don't have to be corrected later.
- Standard operating procedures that can support a quality initiative without being changed dramatically.



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:

- Very high degree of quality control and detail orientation.
- Provides an objective reality-focused view of systems, procedures, and organizational operations.
- Tactful in explaining ideas that may impact others on the team.
- High degree of technical specialty and skill in your area of expertise.
- Not an extremist, and will be supportive of team efforts.
- Excellent, considerate, and analytic listening style.
- Provides a heavy mind-share on projects and ideas. Considers possible areas of trouble that others on the team may have overlooked.
- May be sought after by other members of the team because of your high knowledge-base of processes and procedures.

John Lark



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

- Complete information, details, and examples with no gaps or surprises.
- A work group providing close relationships with a small group of associates, rather than superficial relationships with a large group of people.
- Quality standards in which to support and maintain.
- A work environment with a predictable pattern of activity so as to monitor quality processes.
- Projects completed the 'right way' the first time, to avoid problems later on.
- An environment that supports decisions by logic, not emotion.
- Activities that can be monitored from beginning to end.
- Freedom from intense time-pressured decisions.



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 benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities in a tighter timeline.
- Could demonstrate a bit more spontaneity, and take yourself a bit less seriously.
- May be perceived by others as very private, guarded, shy, and undemonstrative.
- Could demonstrate more openness to new ideas and innovations.
- May be perceived by some as slow to make decisions, and tentative about making changes.
- Could warm up a bit more when meeting new people or talking with those not intimately involved in your immediate work.
- Could use involvement and interaction with a wider variety of people, not just those like yourself.
- 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.

John Lark



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:**

- Leads through factual persuasion.
- Shows authority by demonstrating trust and participation with the group.
- Helps group create new concepts and models of ideas.
- Brings imagination and ideas to the training event.
- Balances individual and group work for the participants.
- Leads the group by encouraging cooperation.
- Prefers explicit instructions and measurement criteria to be established with the participants.

### **How you prefer to receive knowledge or learn:**

- Prefers explicit instructions and measurement criteria.
- Prefers traditional learning structure and activities.
- Looks for meaning and clear integration of the learning activities.
- High perseverance in learning mode, and will re-analyze facts until clarity emerges.
- Can balance both individual work and group interaction.
- Collects data and analyzes information.
- 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 John:**

- Be certain that individual responsibilities are clear, and there are no ambiguities.
- If you agree with the outcome, follow through and do what you say you will do.
- If you say you're going to do something, do it.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Approach issues in a straightforward, direct and factual way.
- Provide time to verify the issues and potential outcomes.
- Provide a specific, step-by-step timetable with names and responsibilities.

### **Things to avoid to effectively communicate with John:**

- Don't whine about all of the work you have to do.
- Don't offer assurances and guarantees you can't fulfill.
- Don't use someone else's opinions as evidence.
- Don't leave the idea or plan without backup support.
- Don't push too hard.
- Don't make decisions for others.
- 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?

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**Interacting:**

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

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**Stabilizing:**

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

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**Cautiousness:**

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

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**Overall Natural Style:**

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

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**Overall Adaptive Style:**

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

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**Strength-based insights:**

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

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**Communication Dos and Don'ts:**

What did you learn from understanding your preferred communication style?

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**Ideal Job Climate:**

How well does your current climate fit your behavioral style?

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**Effectiveness:**

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

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**Motivation:**

How can you stay more motivated?

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**Improvement:**

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

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**Training/Learning:**

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

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

**Supporting Success:**

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

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**Limiting Success:**

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

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# The Values Index

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



### 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.

John Lark



## A closer look at the seven dimensions

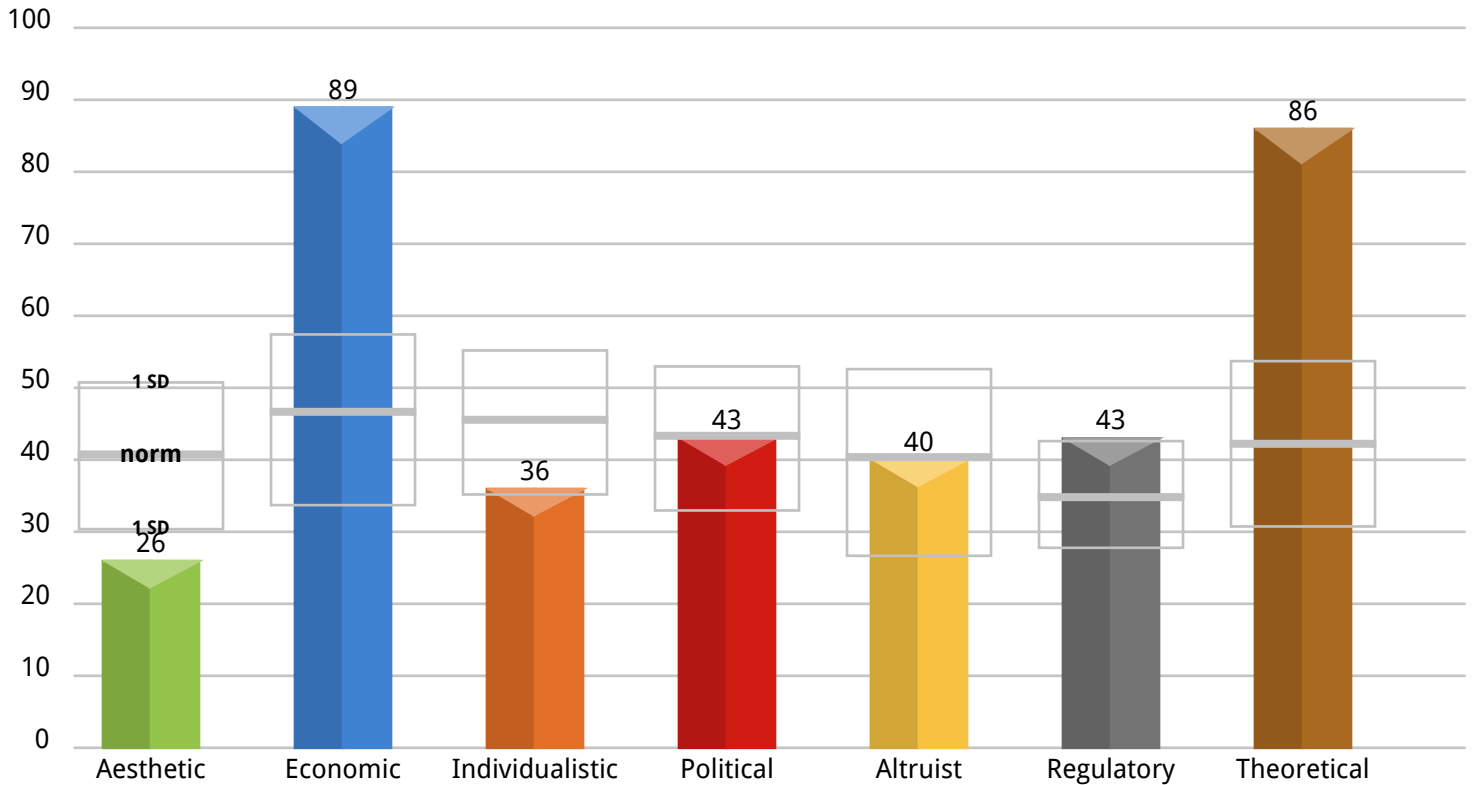
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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
<b>Aesthetic</b>	Form, Harmony, Beauty, Balance
<b>Economic</b>	Money, Practical results, Return
<b>Individualistic</b>	Independence, Uniqueness
<b>Political</b>	Control, Power, Influence
<b>Altruistic</b>	Altruism, Service, Helping others
<b>Regulatory</b>	Structure, Order, Routine
<b>Theoretical</b>	Knowledge, Understanding

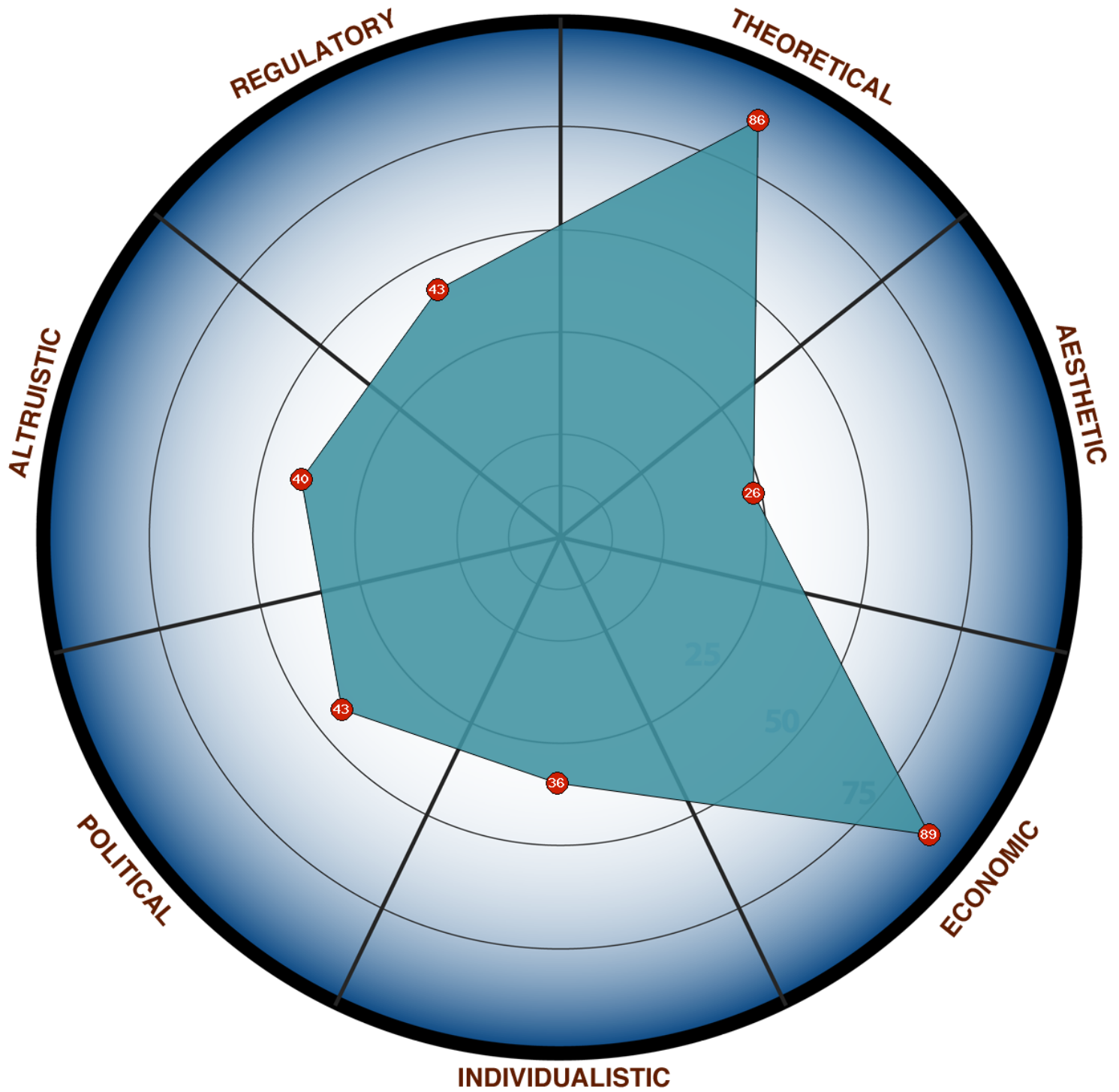


## Executive Summary of John's Values



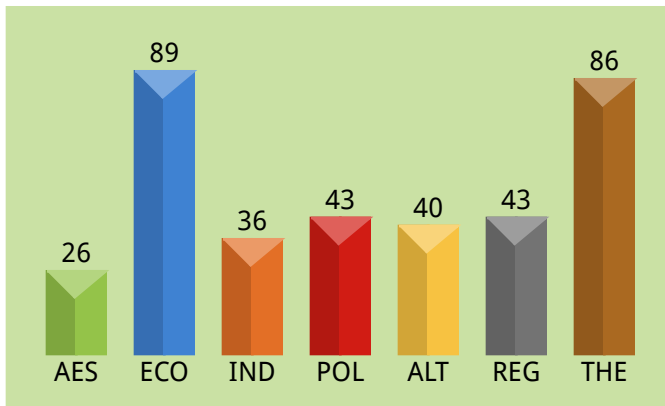
John Lark

<b>Low Aesthetic</b>	You have a bottom-line approach focusing on functionality over form or aesthetics.
<b>Very High Economic</b>	You are very competitive and bottom-line oriented.
<b>Average Individualistic</b>	You are not an extremist and able to balance the needs of both others and self.
<b>Average Political</b>	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
<b>Average Altruist</b>	You are concerned for others without giving everything away; a stabilizer.
<b>High Regulatory</b>	You have a strong preference for following established systems or creating them if none present.
<b>Very High Theoretical</b>	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.



John Lark





### The Aesthetic Dimension:

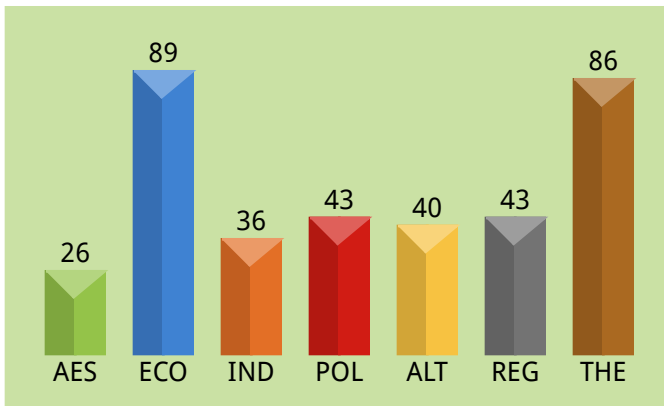
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### General Traits:

- You show some preference for functionality over beauty.
- You are not likely to emotionally connect with artistic form and harmonic balance.
- You believe having something look good is not as important as how effectively and efficiently it works.
- You tend to take a practical approach to workplace aesthetics and appearance and surroundings.
- You can live with lesser emphasis on harmony, balance, or aesthetics.

### Key Strengths:

- You tend to take more of a bottom-line approach.
- You are a strong survivor even in heavy competition.
- To you, achieving balance and peace in life may take a back seat to results.
- You are less emotional than many and prefer practical transactions.



### The Aesthetic Dimension:

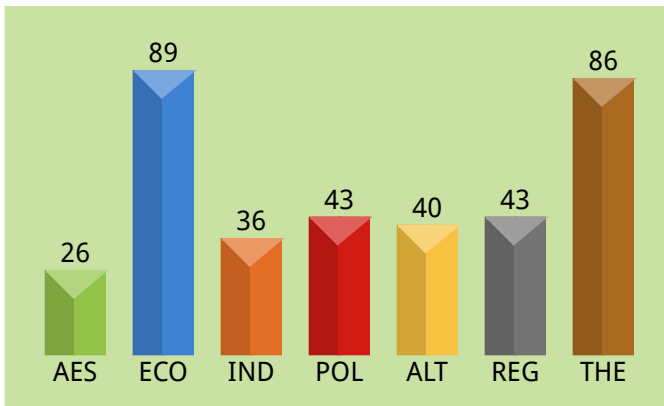
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### Motivational Insights:

- You can keep motivation high by appealing to the practical side of projects.
- You connect topics to improvements in function, not things like harmony or beauty.
- To you, rational goals are the primary motivator.
- You stick to the bottom-line issues.
- You appeal to the practical aspects of a situation.

### Training/Learning Insights for John:

- You teach/learn in a very practical way, nothing fancy.
- You will be flexible about the surroundings in which you learn.
- You should avoid lots of team interaction just for the sake of interaction; be certain there is a business reason.
- You will make sure to connect training benefits to business opportunities.
- You believe more team involvement would benefit from pointing out the practical reasons.

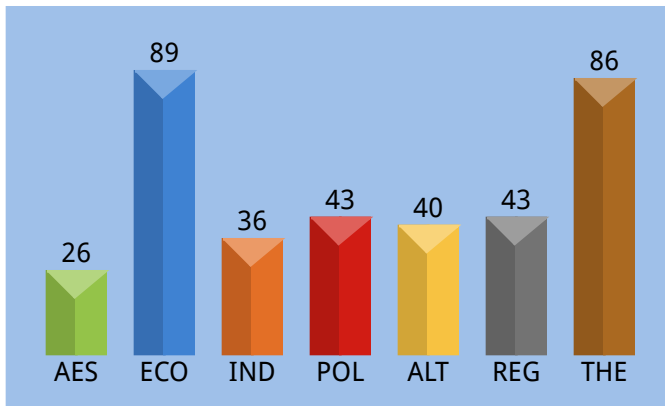


### The Aesthetic Dimension:

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

### Continual Improvement Insights:

- Some might consider you somewhat unconcerned about aesthetics, artistic beauty or harmony.
- You may be seen as a bit overly businesslike.
- You should try to appreciate the value others have for artistic things, or trying to increase workplace aesthetics.
- Remember to respect the creativity of others.
- You need to remember that others have different levels of of aesthetic values, and their opinions need to be respected.



### The Economic Dimension:

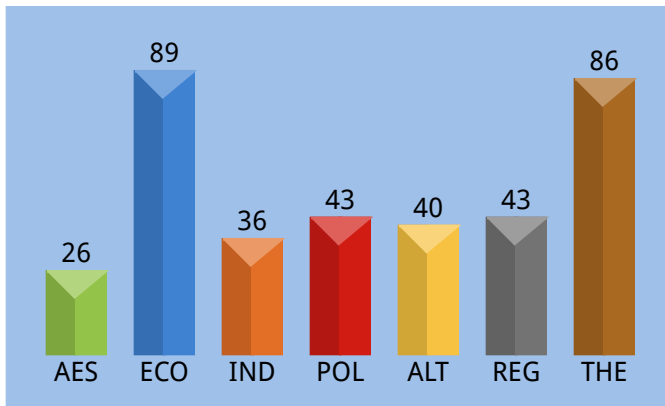
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

#### General Traits:

- You may view knowledge for the sake of knowledge as a waste of time, talent, energy, and creativity.
- You need for education and training to be practical and useful, with a profit or economic motive.
- You are motivated by money and bonuses as recognition for a job well done.
- People who score like you tend to be hard working, competitive, and motivated most by financial rewards and challenging compensation plans.
- You are motivated by high pay, and attaches importance to high earnings.

#### Key Strengths:

- You are profit driven and bottom-line oriented.
- You are highly productive.
- You are highly driven by competition, challenges, and economic incentives.
- You show a keen ear to the revenue-clock, your own and the organization's.
- Your decisions are made with practicality and bottom-line dollars in mind.



### The Economic Dimension:

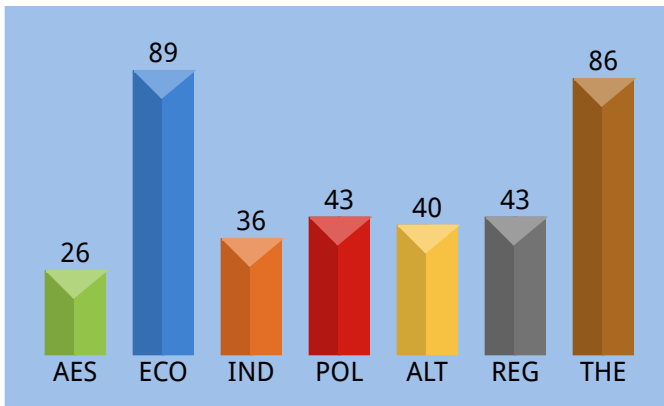
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### Motivational Insights:

- You link training and meeting events to potential gains in business share or future income.
- You would appreciate recognition and rewards (e.g., bonuses) as soon as possible, not just farther out as in at the end of the quarter or year.
- You are certain to reward performance, and encourage participation as an important member of the team.
- Be certain you are balancing your professional and personal life.
- You provide substantial room for financial rewards for excellent performance.

### Training/Learning Insights for John:

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

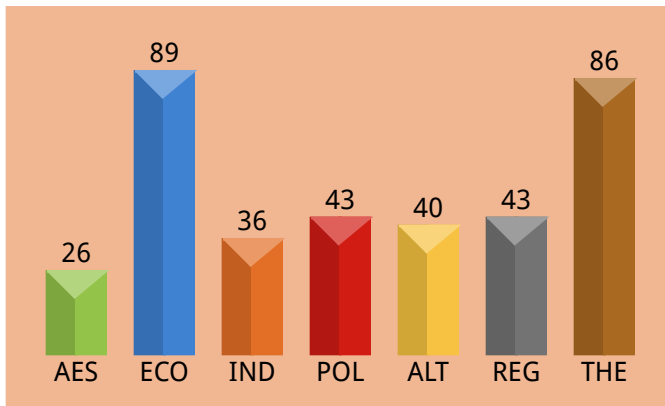


### The Economic Dimension:

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 learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- You may judge efforts of others by an economic scale only.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.



### The Individualistic Dimension:

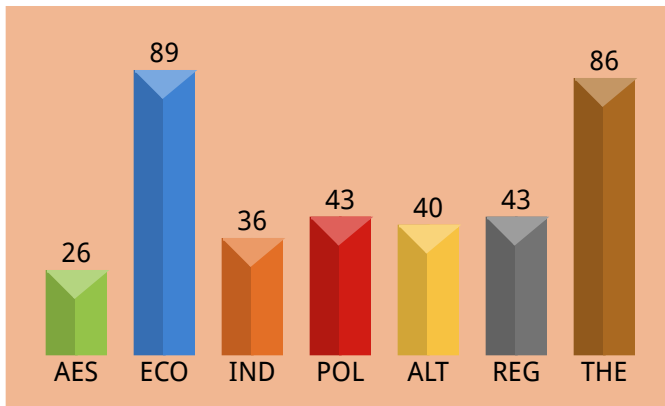
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

#### General Traits:

- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- 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 show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You have the ability to take or leave the limelight and attention given for special contributions.

#### Key Strengths:

- You may be considered flexible and versatile without being an extremist.
- You are able to follow or lead as asked.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- 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.

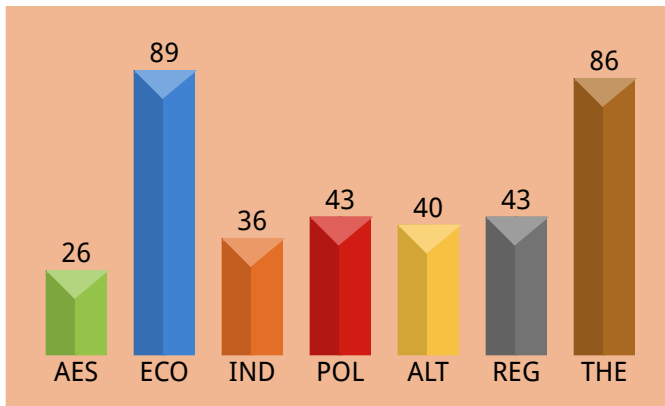
### Motivational Insights:

- 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 for John:

- 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.



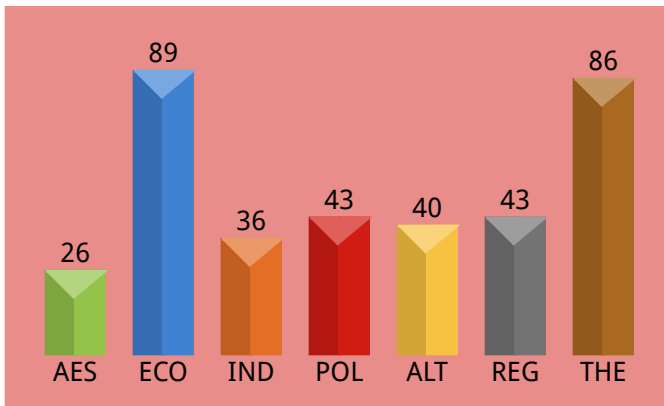


### The Individualistic Dimension:

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:

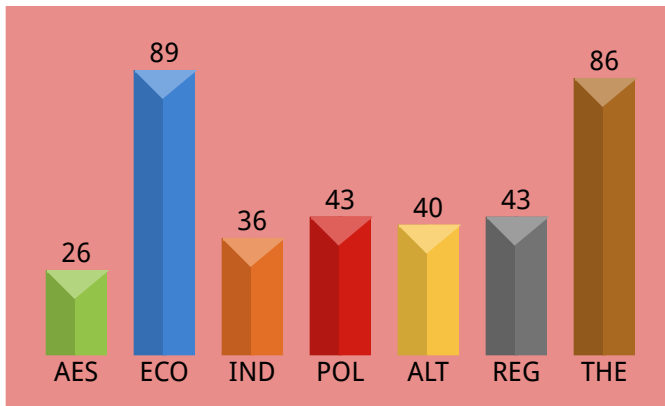
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

#### General Traits:

- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You have the ability to take or leave the control-factors of group leadership roles.
- You bring a sense of balance to some power-issues that may emerge occasionally.
- You may be seen as a stabilizing force in day-to-day team operations.
- Your score in this range is near the typical business professional's score.

#### Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.



### 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.

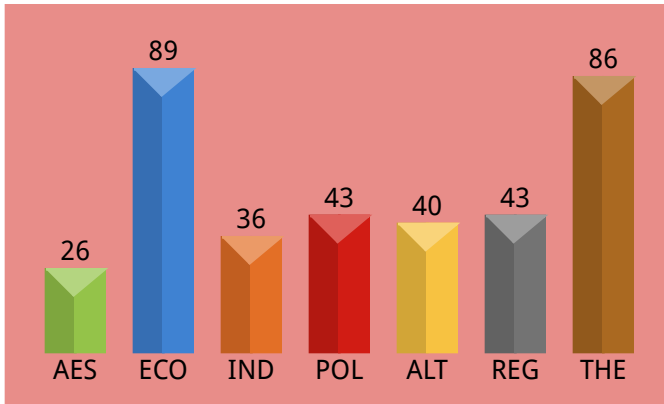
### Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.

### Training/Learning Insights for John:

- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.

John Lark

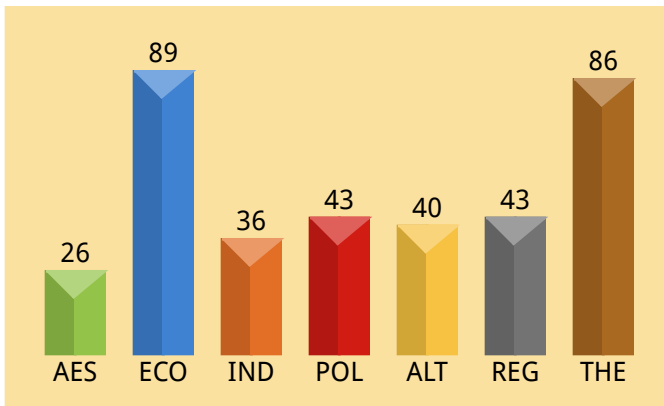


### The Political Dimension:

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 shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



### The Altruistic Dimension:

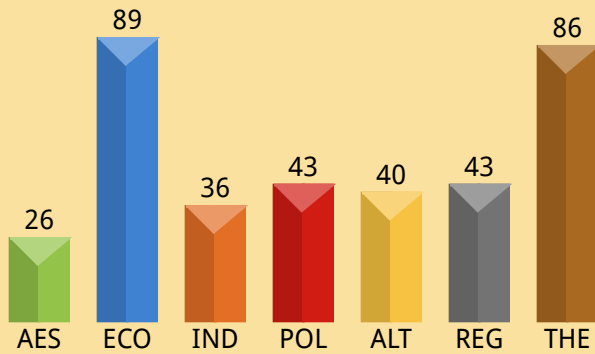
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

#### General Traits:

- You have a good sense for when to freely help others and when to say "No."
- You can be a good mediator between those who give too much and those who don't give enough.
- You will not create an imbalance between your own needs and those of others.
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You are very much in line with the average level of altruism seen in business environments.

#### Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value in others through personal actions with them.



### 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.

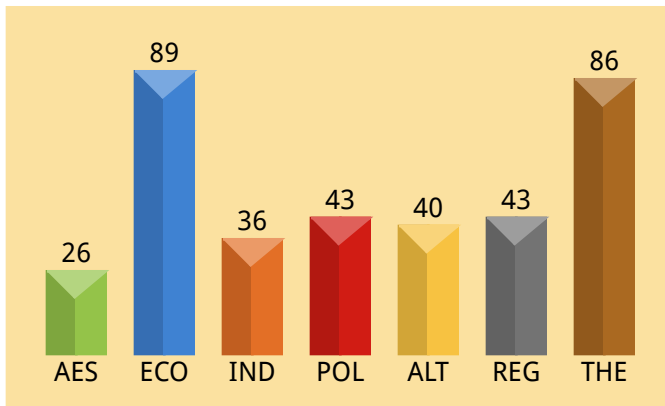
### Motivational Insights:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be a good judge of how much to involve others versus making the command decision.

### Training/Learning Insights for John:

- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.

John Lark

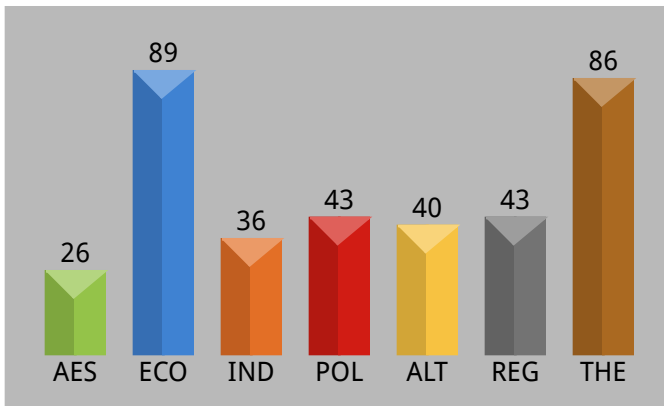


### The Altruistic Dimension:

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

### Continual Improvement Insights:

- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



### 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.

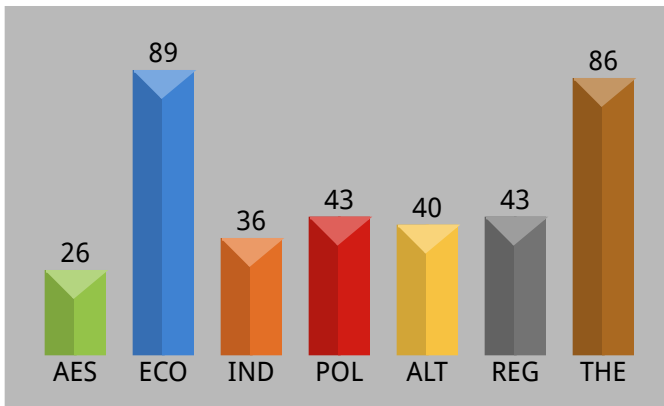
#### General Traits:

- You take personal responsibilities very seriously.
- You subscribe to a "Rules are made to be followed" mentality.
- You think everything has a "right way" and a "wrong way".
- You find security and certainty in structure and order.
- You are accurate, detailed and follow procedures.

#### Key Strengths:

- You maintain focus throughout projects.
- You achieve a sense of accomplishment based on the quality of the work.
- You are efficient and effective in organizing tasks and most work.
- You take pride in things that support tradition like national history, honor, duty.
- You provide a sound stabilizing base for dynamic situations.





### The Regulatory Dimension:

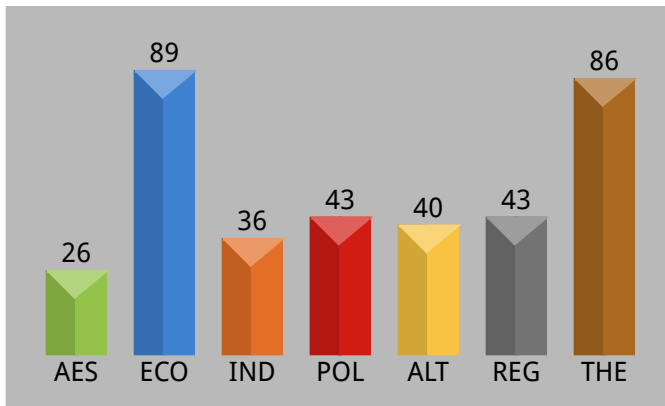
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

### Motivational Insights:

- You should avoid disrupting your schedules and flow unnecessarily.
- You prefer to receive personal criticism in a constructive manner and in private.
- You prefer a structured and routine environment to work in.
- Be patient when trying new concepts or procedures. Ensure ample time to adapt.
- Ensure adequate information, resources and time to complete tasks.

### Training/Learning Insights for John:

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

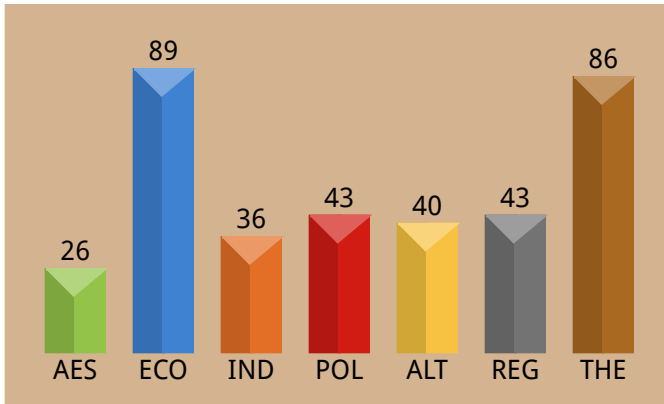


### The Regulatory Dimension:

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

### Continual Improvement Insights:

- You shouldn't get too hung up on the rules.
- You could possibly be perceived by some to be too structured or rigid on certain issues.
- You should realize that others have their own way of doing things too and be open to that.
- When in a high change environment, remember to be flexible.
- You should be consistent in enforcing rules for everyone.



### The Theoretical Dimension:

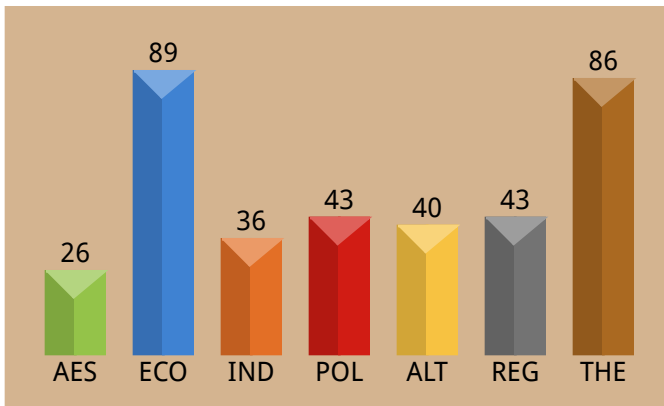
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

### General Traits:

- You provide a very high interest level for new initiatives.
- You believe that continuous learning is healthy for the mind and body.
- You may prefer learning-based events or conferences over a small economic incentive.
- You like to go to trade shows and conventions in your area of interest and expertise to find new ideas and tools for the team and organization at large.
- You have a strong personal belief in life-long learning.

### Key Strengths:

- You have a strong knowledge-driven ethic.
- You know a little about most everything, and are conversant about it.
- You ask many of the necessary questions in order to gain the maximum amount of information.
- You have an open-minded approach that comes from broad-based research.
- You have a very high interest level, always questioning, and always learning more.



### The Theoretical Dimension:

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

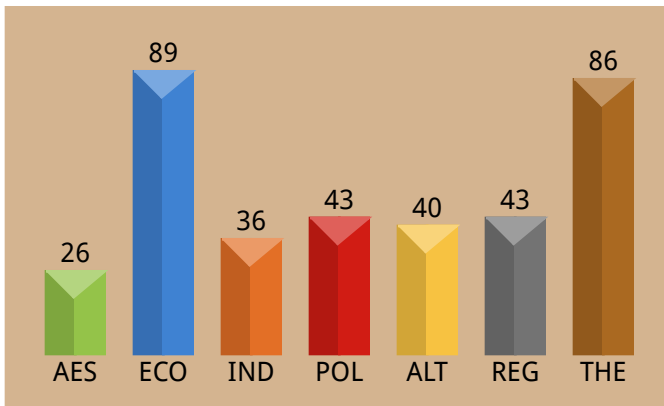
### Motivational Insights:

- You prefer to be involved in future development projects that draw on your expertise.
- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.
- Look for opportunities to teach as well as to learn.
- Realize that as much as you have learned, you still want to learn more.

### Training/Learning Insights for John:

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

John Lark



### 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 may sometimes be selfish in sharing ideas with others, until your technical credibility has been established.
- You score like some who need coaching on time management.
- Your sense of urgency may vacillate depending on the level of mind-share you are willing to invest.
- You shouldn't rush from one learning experience to another. Make certain there are some practical applications.
- You may prefer to wait on a project, believing that helpful information may be forthcoming if more time is allowed.



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

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

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

**Legend:**

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

**Tally your score here:**

John Lark

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?

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

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

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

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

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# Attribute Index

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





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

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

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

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

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

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



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



### External Decision Making Pattern Summary

You are well developed in all three dimensions of thought (People, Tasks and Systems) and with equal proportion. You can be competent in all three dimensions of value from schematic thinking, to practicality to valuing others. You appreciate and possess equal strengths in: systems, rules, structure, concrete organization, detailed planning, and people skills. You are versatile and good at learning in all of these areas. This can also lead to your becoming easily bored or anxious in positions that require excessive over or under focus on any one dimension of thought by itself, to the exclusion of the others (e.g., door to door sales requires less than excellent empathy). Overall development levels in all three dimensions are equal and all are moderately developed. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

### Maximizers

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

### Minimizers

Gets easily bored with limited tasks and responsibilities  
May become anxious if all three areas (people, performance and Systems) aren't utilized.  
Can get easily bored or feel unchallenged if all three areas are not capitalized

### Motivators

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



### Needs for Growth

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

### Targets for Reinforcement (R) and Development (D)

Human awareness (D)

Practical Thinking (D)

Systems Judgment (D)

### Preferred Environment

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



### Internal Decision Making Pattern Summary

You define yourself according to present work or primary social role and identify this with the perception of your true strengths and weaknesses. Your self-image is more flexible and malleable according to the demands of your primary social role or work. Your self image is a little low and you are a little unsure about one of your major life roles as well (e.g., husband, manager, mother, etc). You are even less confident about the best way to proceed in one of those roles. This can be caused by changes in the "way" you fulfill a role. New technology at work, changing relationships, new responsibilities. These would all be examples of changes in your life that could cause you to change how you fulfill your many roles. You see the People and Tasks dimensions clearly and have good levels of development in both. You see the Systems dimension least clearly of the three with low development. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

### Maximizers

- Role awareness
- Self acceptance
- Persistence

### Minimizers

- Self direction
- Project goal focus
- Internal mission statement

### Motivators

- Self improvement
- Material Possessions
- Professional/social role involvement
- Responsibilities

### Needs for Growth

To develop a clearer sense of direction that guides your actions based on your own internal understanding of how you should be doing things, rather than how you feel others expect you to do things.



**Targets for Reinforcement (R) and Development (D)**

Self direction (D)

Sense of mission (D)

Self awareness (D)



This graph summarizes the 6 Categories that comprise this Talent Profile. A description and mean score for each category is on the following page.

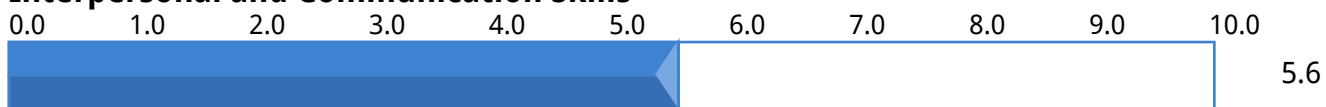
This profile presents a summary of the 6 Categories that make up this Student Innermetrix Profile. A description and an average score for each category can be found on the next page.

At the end of their high school education students must have developed essential values and skills that will contribute to his personal progress. They must demonstrate good study methods, good communication management, and a positive attitude towards educational challenges that allow development

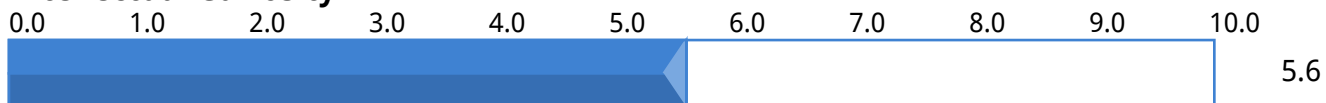
of entrepreneurial spirit with ethical and human values. This Profile, specially designed for high school students, allows us to know the skills that the student has developed during their education and which will help guide academic or professional development.

### Report Component Graphs

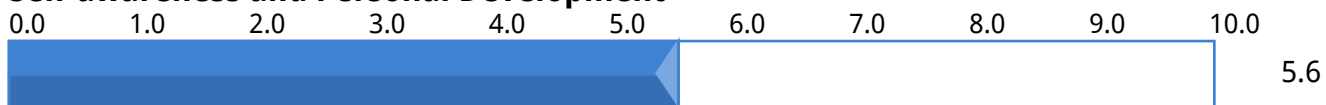
#### Interpersonal and Communication Skills



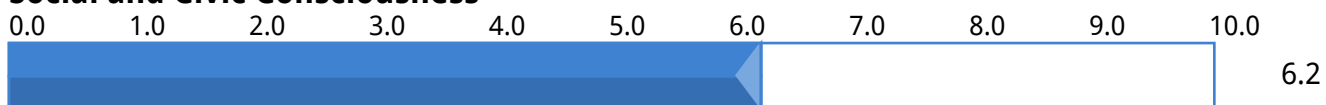
#### Intellectual Curiosity



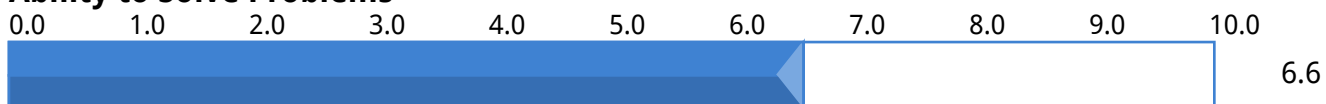
#### Self-awareness and Personal Development



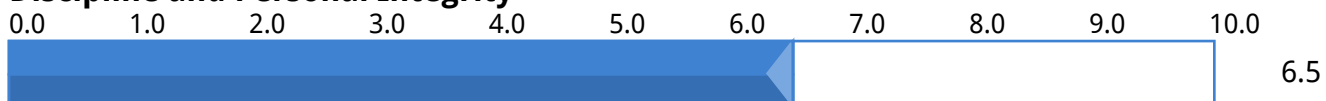
#### Social and Civic Consciousness



#### Ability to Solve Problems



#### Discipline and Personal Integrity



John Lark



**Interpersonal and Communication Skills (5.6)**

**Intellectual Curiosity (5.6)**

**Self-awareness and Personal Development (5.6)**

**Social and Civic Consciousness (6.2)**

**Ability to Solve Problems (6.6)**

**Discipline and Personal Integrity (6.5)**





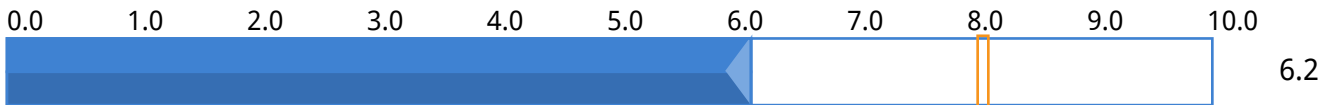
## Category Description

### Category Component Graphs

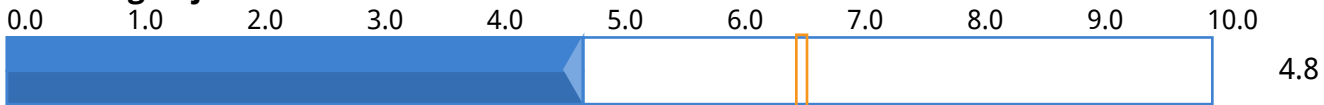
#### Personal Relationships



#### Attitude Toward Others



#### Handling Rejection



#### Diplomacy



#### Emotional Control



John Lark

### Category Component Descriptions

#### Personal Relationships (6.2)

evaluates how motivated John is in forming personal relationships with the people with whom he works.

#### Attitude Toward Others (6.2)

evaluates John's ability to maintain a positive, open and objective attitude towards others.

#### Handling Rejection (4.8)

evaluates John's ability to avoid taking rejection or criticism in an overly personal manner.

#### Diplomacy (5.4)

evaluates John's ability to balance personal emotions with the needs of the situation.

#### Emotional Control (5.3)

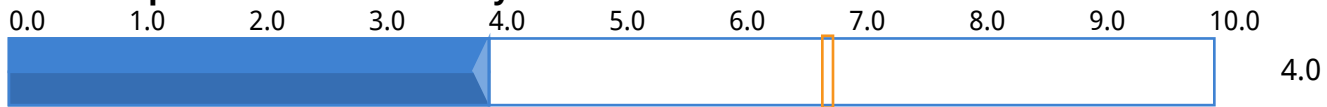
evaluates John's ability to exhibit an externally rational and objective demeanor even while internally stressed or emotional.



## Category Description

### Category Component Graphs

#### Self Discipline and Sense of Duty



#### Enjoyment Of The Job



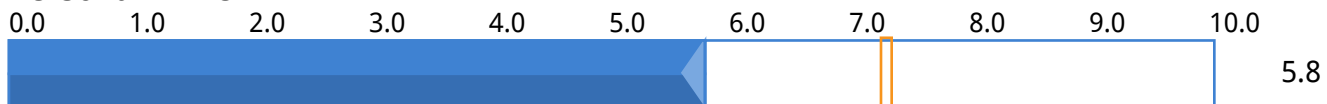
#### Personal Commitment



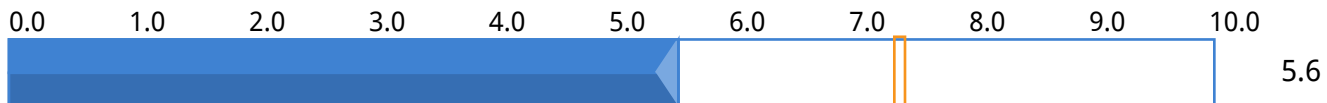
#### Proactive Thinking



#### Personal Drive



#### Persistence



John Lark

### Category Component Descriptions

#### Self Discipline and Sense of Duty (4.0)

evaluates how strongly John feels the need to be consistent and true to himself in his actions.

#### Enjoyment Of The Job (6.5)

evaluates the degree to which John feels that his job is fulfilling, rewarding, and results in a positive and useful benefit.

#### Personal Commitment (5.2)

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

#### Proactive Thinking (6.6)

evaluates John's ability to determine the future implications of current decisions and actions.



### Personal Drive (5.8)

evaluates how strongly John feels the need to achieve, to accomplish, or to complete his work.

### Persistence (5.6)

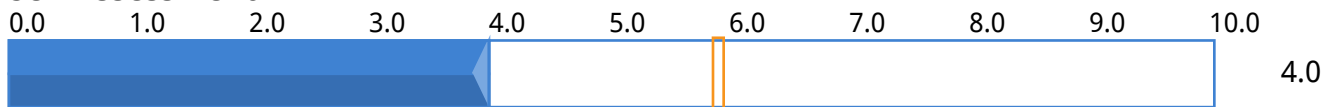
evaluates John's ability to stay on course in times of difficulty.



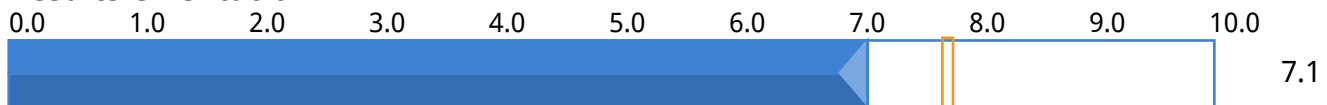
## Category Description

### Category Component Graphs

#### Self Assessment



#### Results Orientation



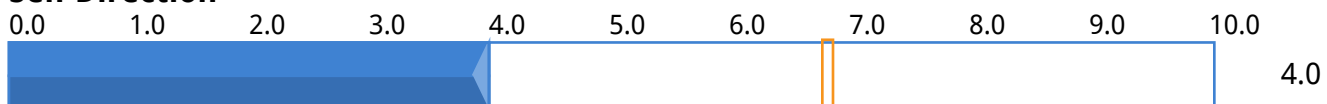
#### Self Improvement



#### Self Confidence



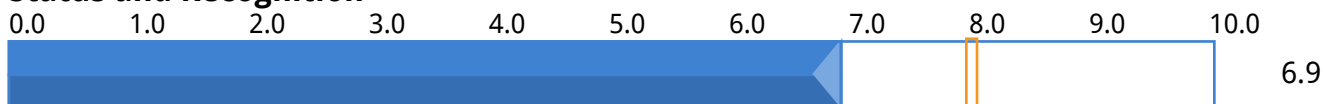
#### Self Direction



#### Realistic Personal Goal Setting



#### Status and Recognition



John Lark

### Category Component Descriptions

#### Self Assessment (4.0)

evaluates John's ability to identify his personal management strengths and weaknesses practically and objectively.

#### Results Orientation (7.1)

evaluates John's ability to identify the actions necessary to complete tasks and to obtain results.

#### Self Improvement (6.4)

evaluates John's motivation to improve himself.



### Self Confidence (5.2)

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

### Self Direction (4.0)

evaluates John's internal drive to excel in and believe in his chosen career path.

### Realistic Personal Goal Setting (5.2)

evaluates John's ability to set goals for himself that can be achieved using available resources and operating within a projected timeframe.

### Status and Recognition (6.9)

evaluates the importance for John of social status and recognition.



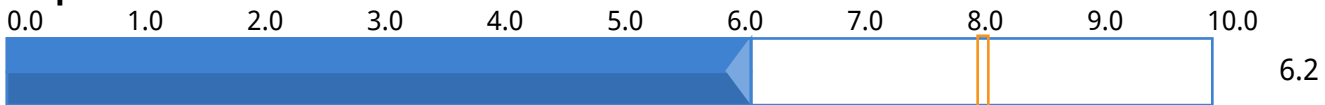
## Category Description

### Category Component Graphs

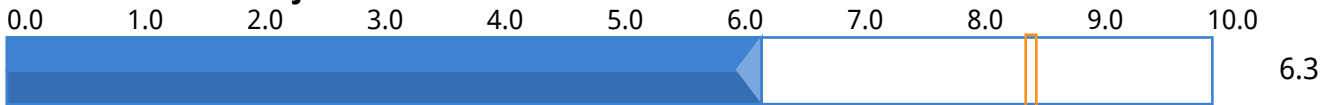
#### Sensitivity To Others



#### Empathetic Outlook



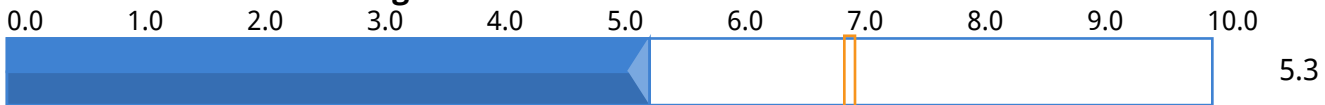
#### Freedom From Prejudices



#### Sense of Belonging



#### Balanced Decision Making



#### Human Awareness



John Lark

### Category Component Descriptions

#### Sensitivity To Others (6.3)

evaluates John's ability to be sensitive and aware of the feelings of others but not to allow this awareness to get in his way when faced with making objective decisions.

#### Empathetic Outlook (6.2)

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

#### Freedom From Prejudices (6.3)

evaluates John's ability to prevent prejudices from entering into and affecting an interpersonal relationship.

#### Sense of Belonging (7.1)

evaluates the importance of feeling like part of a team or a member of a group for John's motivation.



### Balanced Decision Making (5.3)

evaluates John's ability to be objective and to evaluate fairly the different aspects (people and other) of a situation; and his ability to make an ethical decision that takes into account all aspects and components.

### Human Awareness (6.2)

evaluates John's ability to be conscious of the feelings and opinions of others; and to value others as people instead of just as their organizational role or value.



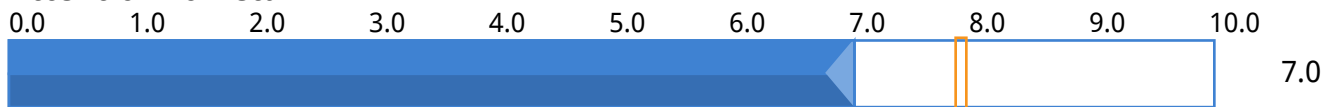
## Category Description

### Category Component Graphs

#### Creativity



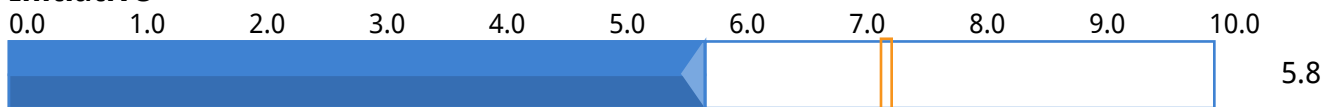
#### Attention To Detail



#### Problem and Situation Analysis



#### Initiative



#### Theoretical Problem Solving



#### Conceptual Thinking



#### Concrete Organization



John Lark

### Category Component Descriptions

#### Creativity (6.3)

evaluates John as an innovative thinker whose views of himself and the world allow him to think outside the box.

#### Attention To Detail (7.0)

evaluates John's ability to see and to pay attention to details.

#### Problem and Situation Analysis (6.4)

evaluates John's ability to identify the elements of a problematic situation and to understand which components are critical.





### Initiative (5.8)

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

### Theoretical Problem Solving (6.7)

evaluates John's ability to envision a situation and to then apply his Problem Solving Ability.

### Conceptual Thinking (7.1)

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

### Concrete Organization (6.9)

evaluates John's understanding of the immediate, concrete needs of a situation and to establish an effective plan of action for meeting those needs.



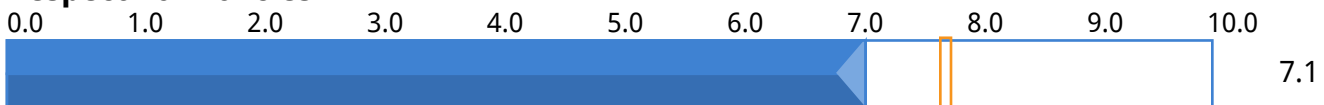
## Category Description

### Category Component Graphs

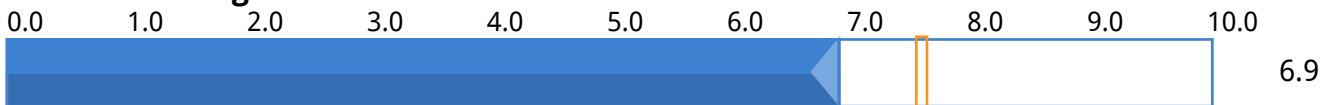
#### Meeting Standards



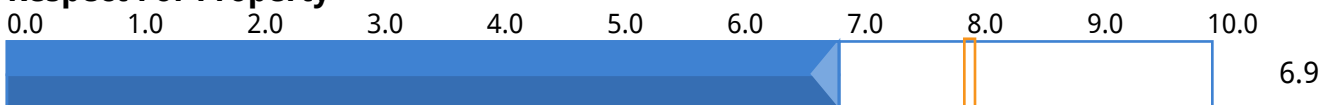
#### Respect For Policies



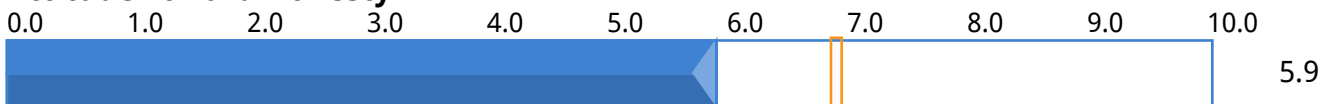
#### Sense of Timing



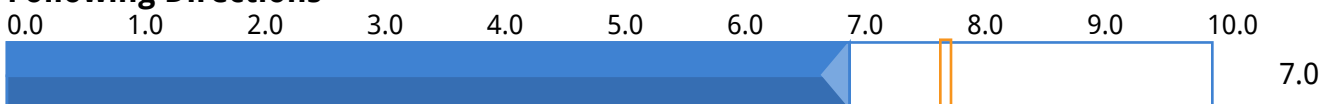
#### Respect For Property



#### Attitude Toward Honesty



#### Following Directions



John Lark

### Category Component Descriptions

#### Meeting Standards (5.2)

evaluates John's ability to see and to understand the standard requirements established for a job and evaluates his commitment to meeting them.

#### Respect For Policies (7.1)

evaluates John's appreciation for the value of conducting business affairs according to the intent of company policies and standards.

#### Sense of Timing (6.9)

evaluates John's ability to evaluate a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely.

#### Respect For Property (6.9)

evaluates John's ability to see and appreciate the value of protecting and using company property correctly.



### Attitude Toward Honesty (5.9)

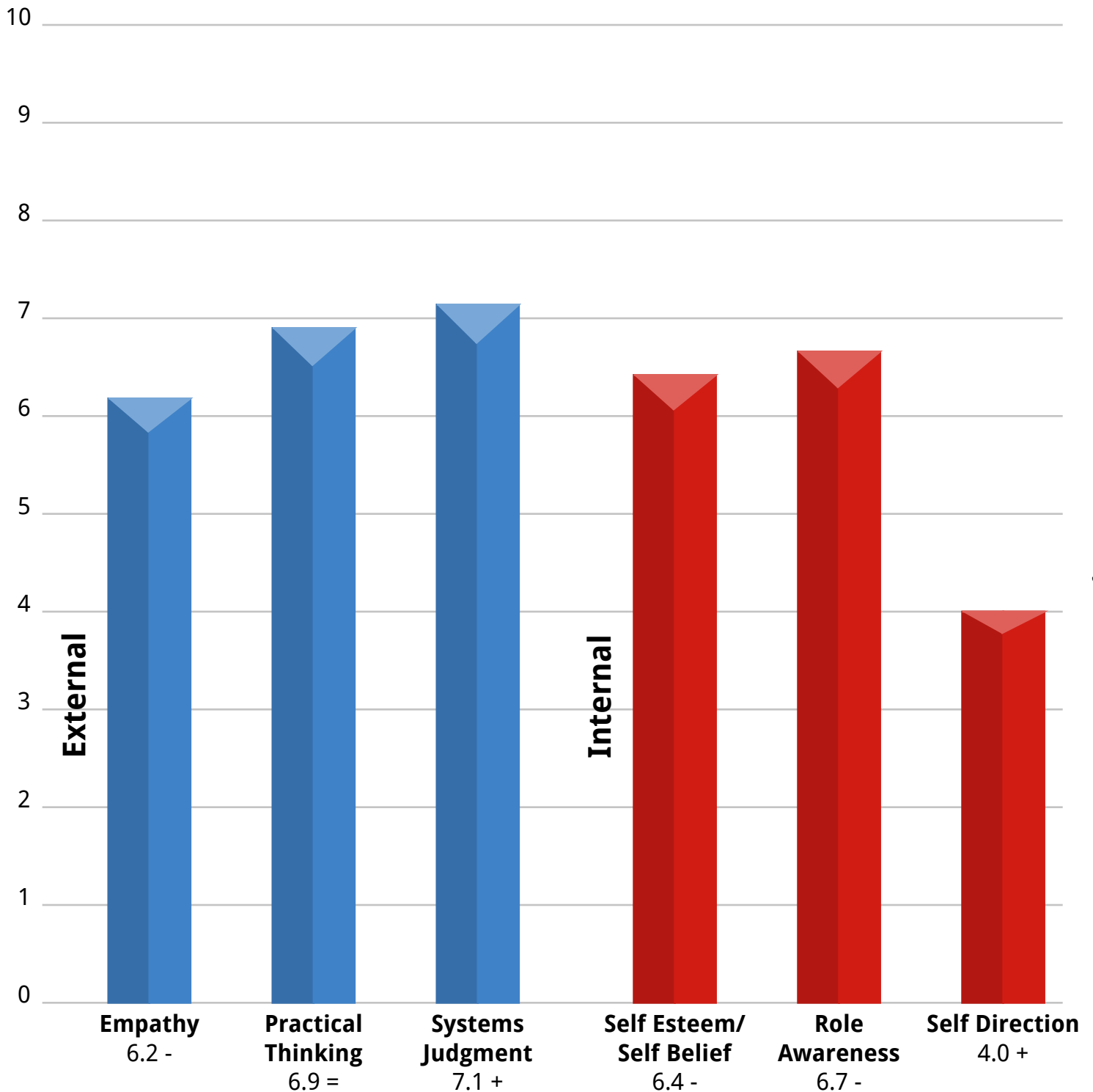
evaluates John's openness to being honest even when it involves reporting his own lack of results, or the dishonesty of others.

### Following Directions (7.0)

evaluates John's ability to hear, understand, and follow directions or instructions effectively. This is his willingness to postpone making personal decisions, or taking action, until he has listened to what he is being asked to do.



0.81 / 0.73



John Lark



Conceptual Thinking (7.1)  
Respect For Policies (7.1)  
Results Orientation (7.1)  
Sense of Belonging (7.1)  
Systems Judgment (7.1)  
Attention To Detail (7.0)  
Quality Orientation (7.0)  
Following Directions (7.0)  
Sense of Timing (6.9)  
Concrete Organization (6.9)  
Practical Thinking (6.9)  
Respect For Property (6.9)  
Status and Recognition (6.9)  
Consistency and Reliability (6.8)  
Integrative Ability (6.7)  
Seeing Potential Problems (6.7)  
Theoretical Problem Solving (6.7)  
Material Possessions (6.7)  
Project Scheduling (6.7)  
Role Awareness (6.7)  
Self Starting Ability (6.6)  
Problem Management (6.6)  
Proactive Thinking (6.6)  
Conveying Role Value (6.5)  
Enjoyment Of The Job (6.5)  
Job Ethic (6.5)  
Leading Others (6.5)  
Persuading Others (6.5)  
Role Confidence (6.5)  
Project and Goal Focus (6.5)  
Handling Stress (6.4)  
Problem Solving (6.4)  
Self Esteem (6.4)  
Self Improvement (6.4)  
Using Common Sense (6.4)  
Realistic Goal Setting For Others (6.4)  
Problem and Situation Analysis (6.4)  
Correcting Others (6.3)  
Creativity (6.3)

Evaluating Others (6.3)  
Intuitive Decision Making (6.3)  
Realistic Expectations (6.3)  
Sensitivity To Others (6.3)  
Surrendering Control (6.3)  
Developing Others (6.3)  
Freedom From Prejudices (6.3)  
Understanding Motivational Needs (6.3)  
Attitude Toward Others (6.2)  
Empathetic Outlook (6.2)  
Human Awareness (6.2)  
Monitoring Others (6.2)  
Personal Relationships (6.2)  
Relating To Others (6.2)  
Understanding Attitude (6.2)  
Long Range Planning (6.0)  
Flexibility (6.0)  
Attitude Toward Honesty (5.9)  
Initiative (5.8)  
Personal Drive (5.8)  
Persistence (5.6)  
Diplomacy (5.4)  
Balanced Decision Making (5.3)  
Emotional Control (5.3)  
Gaining Commitment (5.2)  
Meeting Standards (5.2)  
Personal Commitment (5.2)  
Realistic Personal Goal Setting (5.2)  
Self Confidence (5.2)  
Accountability For Others (5.1)  
Self Management (5.1)  
Evaluating What Is Said (5.0)  
Personal Accountability (5.0)  
Handling Rejection (4.8)  
Self Control (4.6)  
Self Assessment (4.0)  
Self Direction (4.0)  
Self Discipline and Sense of Duty (4.0)  
Sense of Mission (4.0)