



Fred Wu

April 25, 2018

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



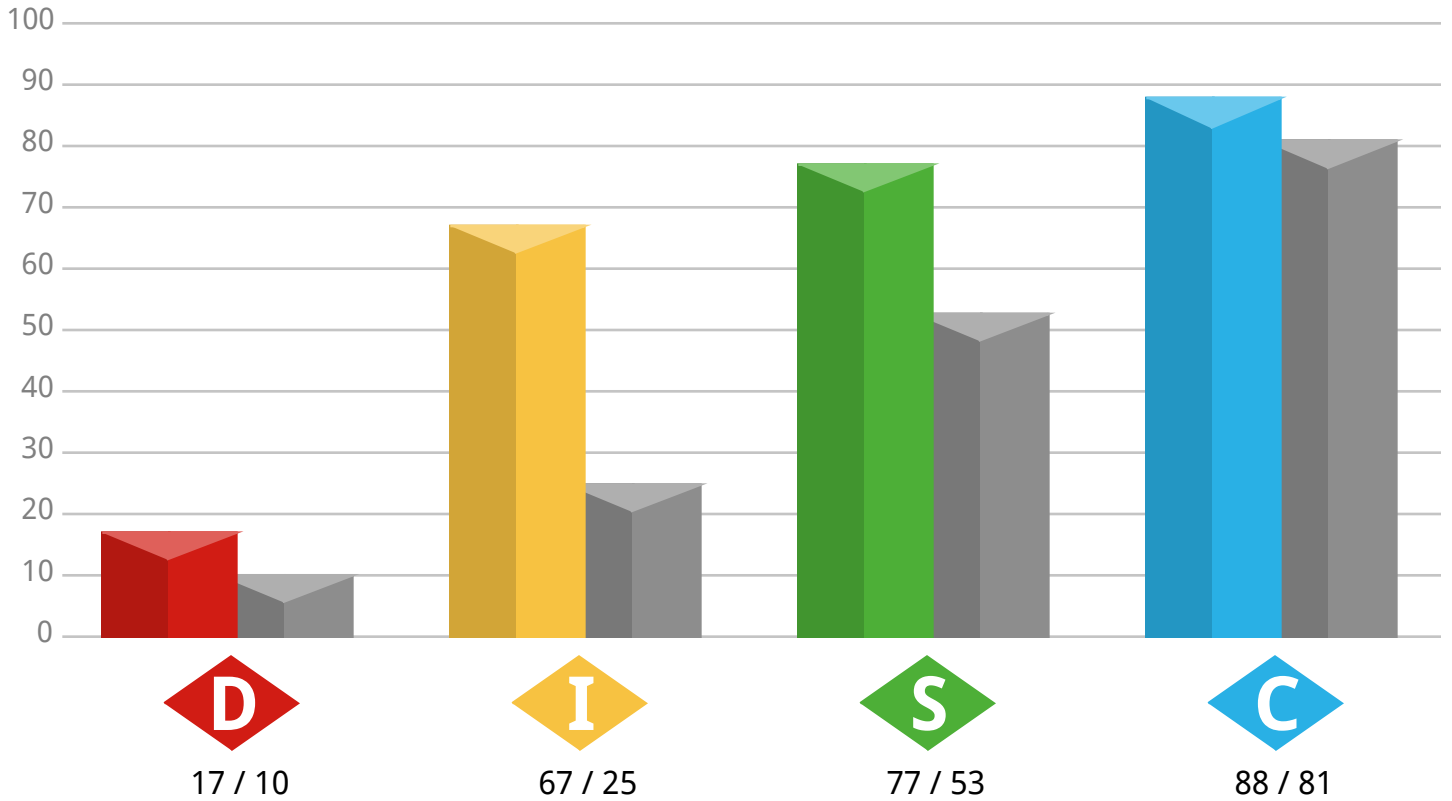
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Natural and Adaptive Styles Comparison



Fred Wu

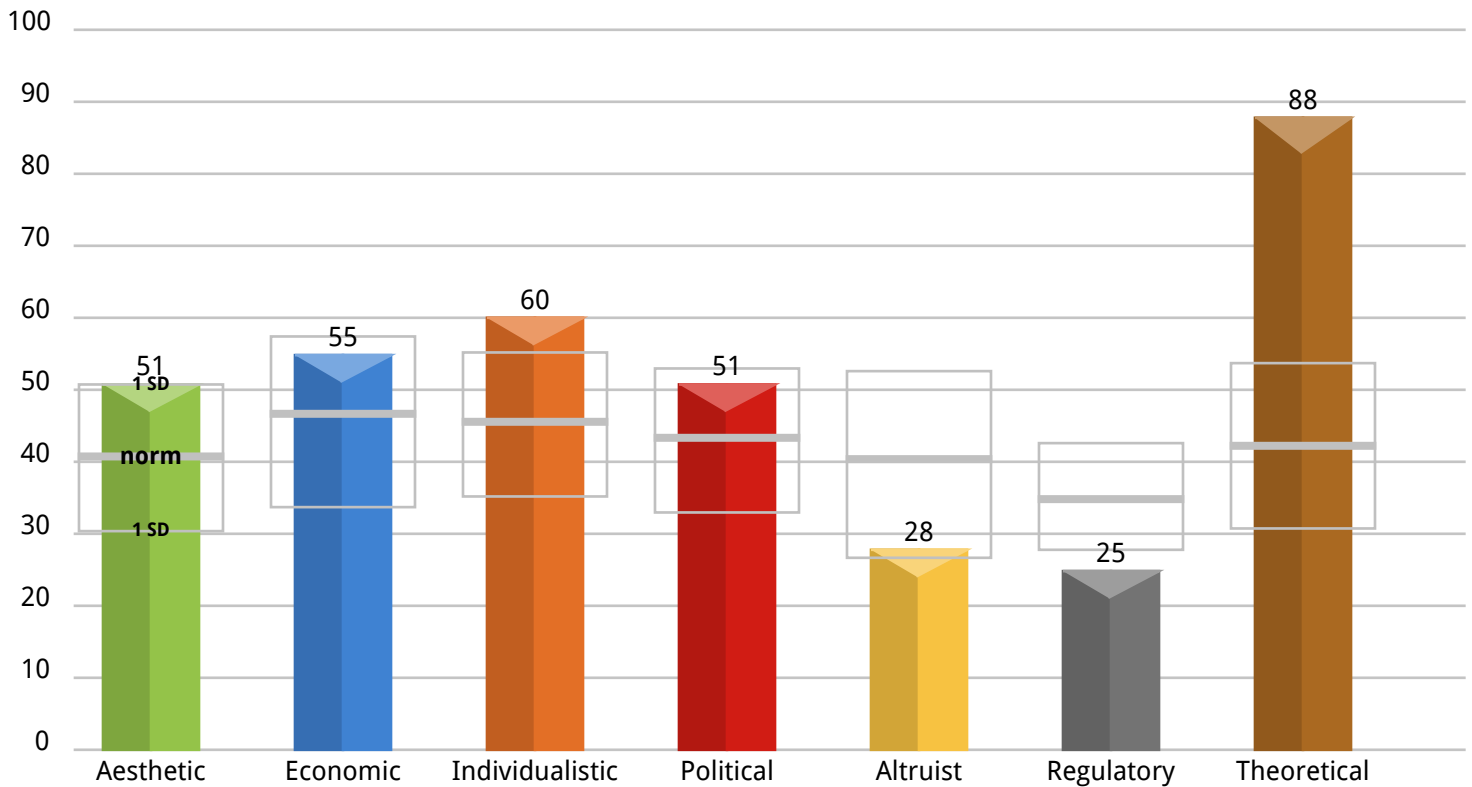
Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress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



Fred Wu

High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
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.
Low Regulatory	You are able to be a multi-threaded problem solver, able to shift gears and projects in a flexible way.
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.

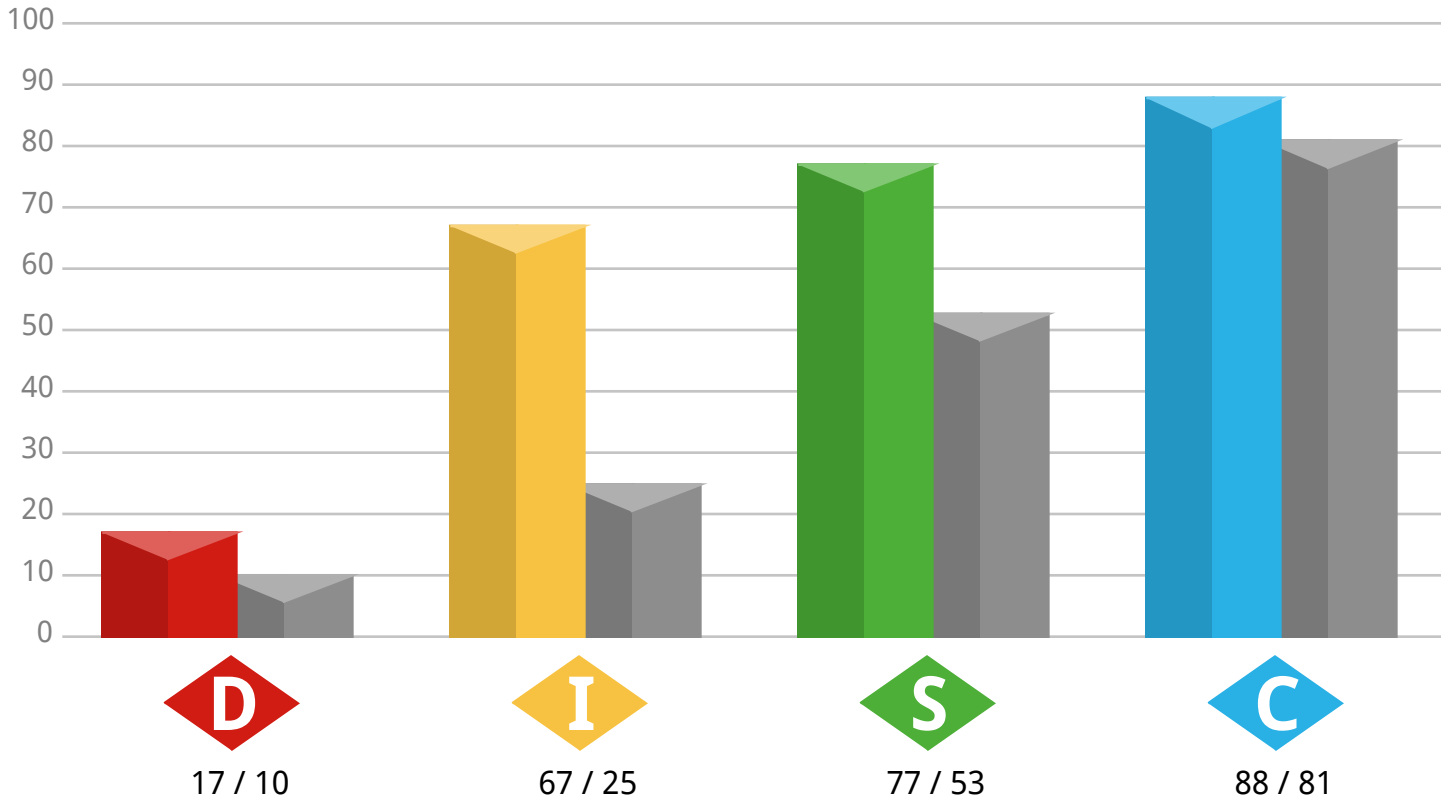


The DISC Index

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



Natural and Adaptive Styles Comparison



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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.



About This Report

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

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

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

This report includes:

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



The Elements of the DISC-Index

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

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

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

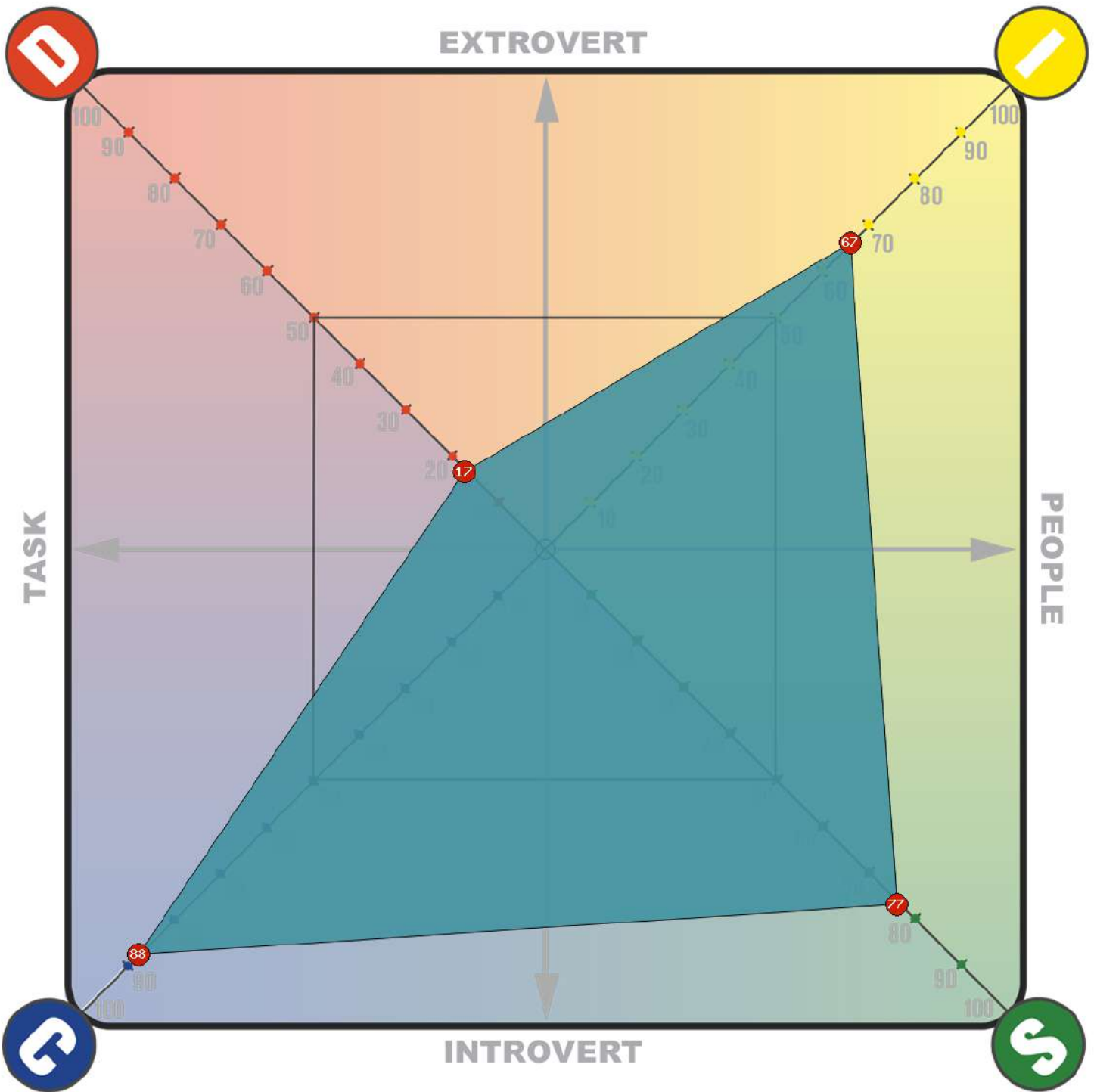
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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



A closer look at the four components of your behavioral style

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

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Decisive

Your approach to problem-solving and obtaining results

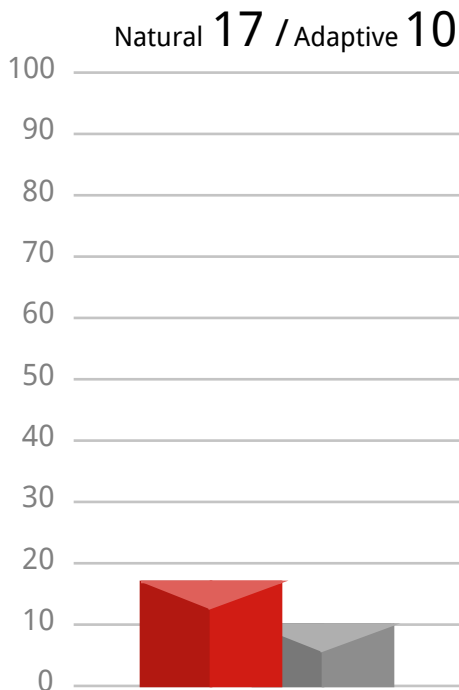
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

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

Lower D —

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



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

- You avoid confrontations, preferring instead to work with others to resolve issues.
- You tend to be peaceful and avoid confrontation whenever possible.
- You prefer to withhold your decision until you have enough information.
- You can depend heavily on others to help make decisions.
- You like taking a slower, more methodical approach to making decisions.
- You can be considered "quiet" in team settings or when in the midst of heated debates.



Interactive

Your approach to interacting with people and display of emotions

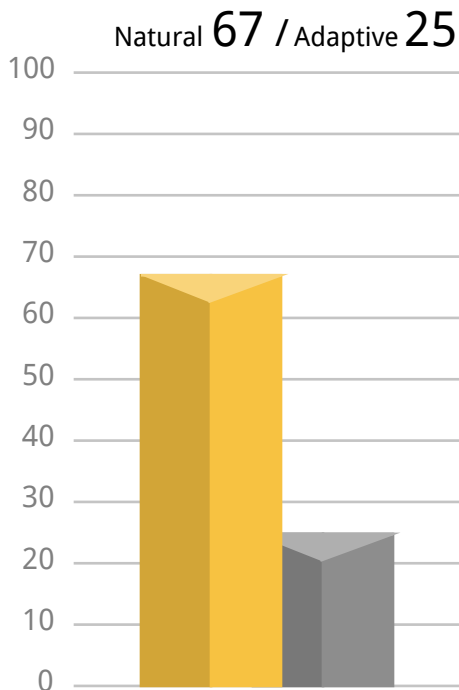
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

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

Lower I —

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



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

- You tend to be always ready to converse with a group, even with people you've just met.
- You tend to naturally trust others and their ideas.
- You are sociable and outgoing with others.
- You are talkative and express your opinions freely.
- You bring a definite optimistic attitude to projects and tasks.
- You are affable and friendly when meeting new people.



Stabilizing

Your approach to the pace of the work environment

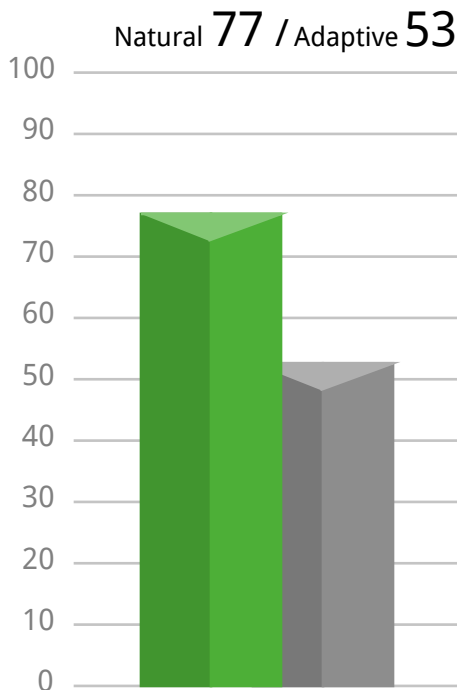
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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 always present a more relaxed and open approach to your work and how fast you must get it done.
- You can be an excellent calming influence on people who are upset.
- You're a very good team player.
- You can be fairly resistant to change.
- You blend well with others and get along with a wide variety of others.
- You bring a high sense of loyalty to the rules and regulations that govern projects, people, and processes.



Cautious

Your approach to standards, procedures, and expectations

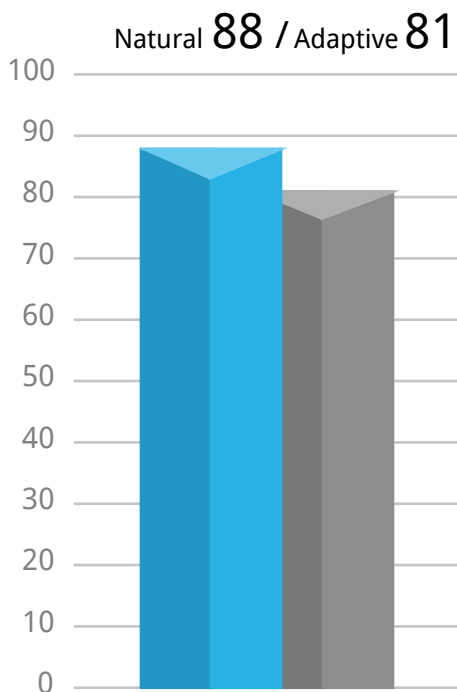
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are known as an accurate fact-finder by others.
- You like things to be done the "right" way according to standard operating procedure.
- "Rules are made to be followed."
- You can be seen as something of a perfectionist by others, especially in what you expect of yourself.
- You are most likely seen as being more resistant to change than others.
- You are a bottom-line oriented person who dislikes fluff and just wants the facts and data.



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:

- Tend to be rather friendly and easy-going in interacting with others.
- You have the ability to self-manage much of your own organizational activity and workload.
- You score like those who desire to become the best they can, or an expert, in a specific area.
- You tend to be verbal and articulate about many different topics and issues.
- Tend to be more modest than egocentric, but you also have the ability to become assertive when necessary for emphasis or communication.
- Will be verbal if workload or areas of responsibility need partial delegation to other professionals on the team, otherwise, tendency may be to stay focused on the tasks at hand.
- You have the ability to focus on building your own skills and talents while also assisting others on the team in building their own skills.
- You have a large knowledge-base and a continuing appetite to learn more.



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:

- Others on the project team may seek you to answer a complex procedural question, because you know the answer, or know where to find it.
- Sets an example for others in being systematic and logical in developing procedures.
- In the workplace, you prefer order over chaos, and will work to create and preserve order.
- You demonstrate excellent critical thinking ability.
- May be one of the rare members of the project team who has read all of the 'fine print' in policies or procedures.
- Motivated to maintain emotions in a cool, calm, collected, and controlled manner. This is contributed by the High C and Low I preferences.
- Likes to do things correctly the first time, so additional time may be needed in the short run, to prevent mistakes in the long run.
- In work situations you are somewhat conventional, and a bit cautious about sudden decisions that impact quality or policy.



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 the option to change certain methods or procedures in order to increase efficiency.
- A greater emphasis on tasks, organizational work, business, or profits.
- Associating with friendly, active people.
- Learning to say "no" more often to requests from others, to prevent spreading yourself too thin.
- Job description presented clearly and with no ambiguities.
- A democratic environment in which you can influence and offer direction.
- Sufficient time for effective planning.
- An increased sense of urgency to get things done... now.



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:

- A work environment with minimal hostility and pressure that sometimes reduce quality and effectiveness.
- Security in knowing that the products and services are of highest quality.
- Sufficient time to consider all options before making a final decision.
- Detailed examples and specific information about suggested changes to be made in processes that may have an impact on quality.
- Changes should be controlled changes, and made only when proven to be necessary changes.
- Standard operating procedures that can support a quality initiative without being changed dramatically.
- Tasks completed the 'right' way the first time, so that errors don't have to be corrected later.
- Quality control standard that are adhered to by all members of the organization, not just by a few people.



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:

- Patient in working with others on the team.
- Brings enthusiasm and optimism to team projects.
- Builds confidence in others needing a boost.
- Can be seen as the hub of the wheel with many activities occurring simultaneously.
- If given the responsibility to maintain high standards, those standards will be guarded and maintained.
- Excellent team player.
- Approach to the job role is systematic, deliberate, and persistent in developing processes or finding solutions.
- Able to get along with a variety of other styles.



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:

- Quality standards in which to support and maintain.
- Standard, accepted operating procedures that support the more complex processes.
- Complete information, details, and examples with no gaps or surprises.
- Freedom from intense time-pressured decisions.
- A work environment with a predictable pattern of activity so as to monitor quality processes.
- Time to reflect and think about the pros and cons of solutions.
- An environment that supports your critical thinking skills.
- Complete explanations of areas of responsibility and control.



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:

- React on impulse rather than thinking things through before responding.
- Become overly aggressive when the climate becomes unfavorable.
- Be overly optimistic in ability to persuade or manage others.
- Promise a bit more than you can deliver, bite off more than you can chew.
- Get overly bogged down in details, especially when the climate becomes pressured.
- Trust people a bit too much, and may get burned in the process.
- Resist changes and have a lower sense of urgency.
- Oversell your own ideas too strongly.



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:

- Sincere participation with others as a co-learner or co-facilitator.
- Evaluations are made based on maximizing the individual's growth more than comparatively.
- Likes to have an active learning environment.
- Balances individual and group work for the participants.
- Presents detailed information in a logical and sequential manner.
- Enriches the content with stories and experiences.
- Very accurate in presenting information.

How you prefer to receive knowledge or learn:

- As a participant, prefers a balance between individual and group work.
- Emphasizes cognitive activity and theoretical perspectives.
- Needs details and time to reflect on learning.
- Prefers traditional learning structure and activities.
- Responds actively to others, and tends to take calculated learning risks.
- Wants to know what the experts think about the topic area or subject.
- Looks for meaning and clear integration of the learning activities.



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 Fred:

- Be certain that individual responsibilities are clear, and there are no ambiguities.
- Ask for input regarding people and specific assignments.
- Use the conversation to direct you back to the topic or issue at hand.
- Break the ice with a brief personal comment.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Be certain to emphasize next action-steps.
- Be certain that the information you have is credible.

Things to avoid to effectively communicate with Fred:

- Don't push too hard.
- Don't be vague about what's expected.
- Don't use unreliable evidence or testimonials.
- Don't use someone else's opinions as evidence.
- Avoid being overly task-oriented.
- Don't leave things up in the air, or to work out by chance.
- Don't manipulate or bully others into agreeing.



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

Decisiveness:

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

Interacting:

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

Stabilizing:

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

Cautiousness:

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

Overall Natural Style:

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

Overall Adaptive Style:

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

Strength-based insights:

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



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

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

Motivation:

How can you stay more motivated?

Improvement:

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

Training/Learning:

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



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

Supporting Success:

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

Limiting Success:

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



The Values Index

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



About This Report

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

This report measures seven dimensions of motivation. They are:

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



The Elements of the Values Index

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

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

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



A closer look at the seven dimensions

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

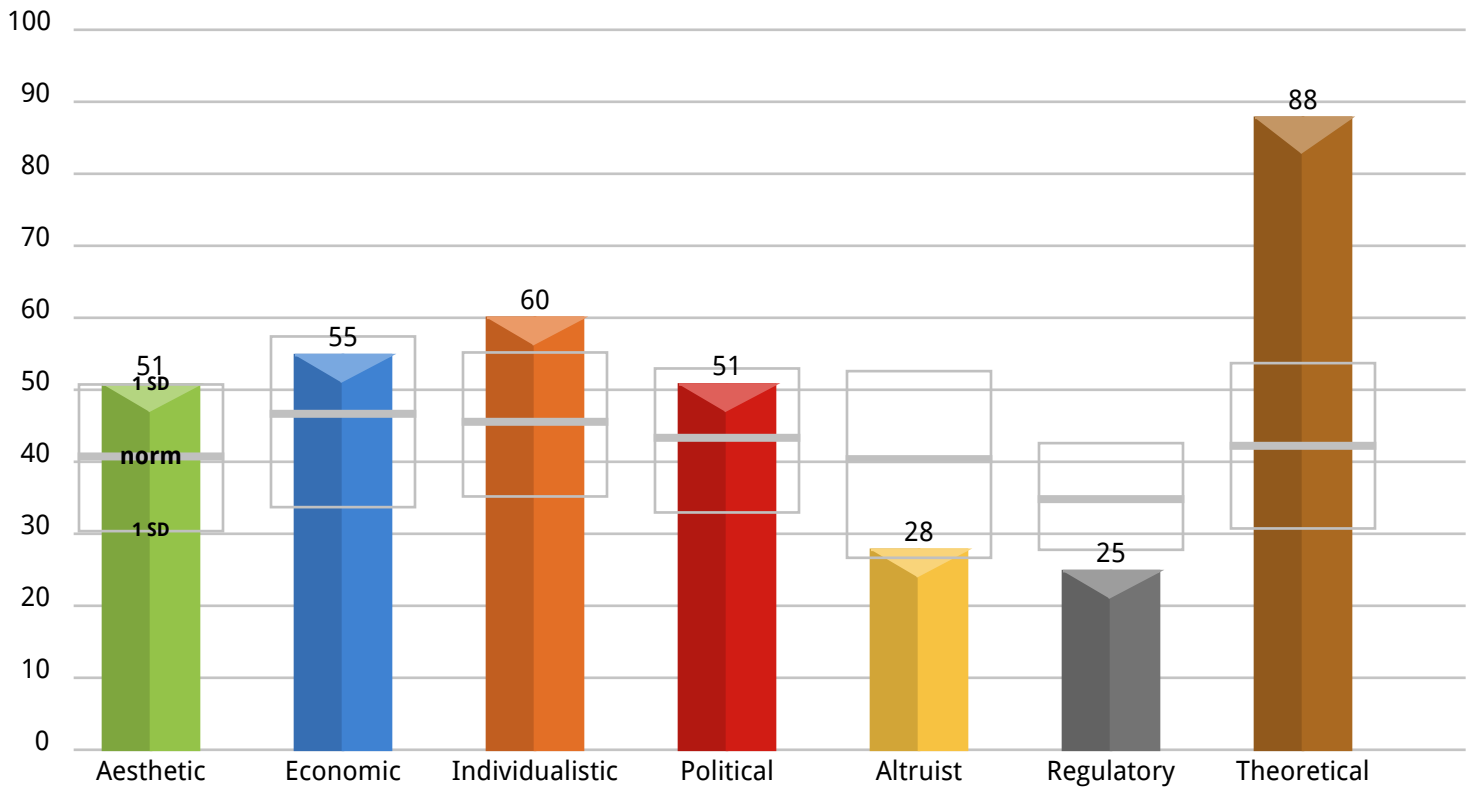
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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

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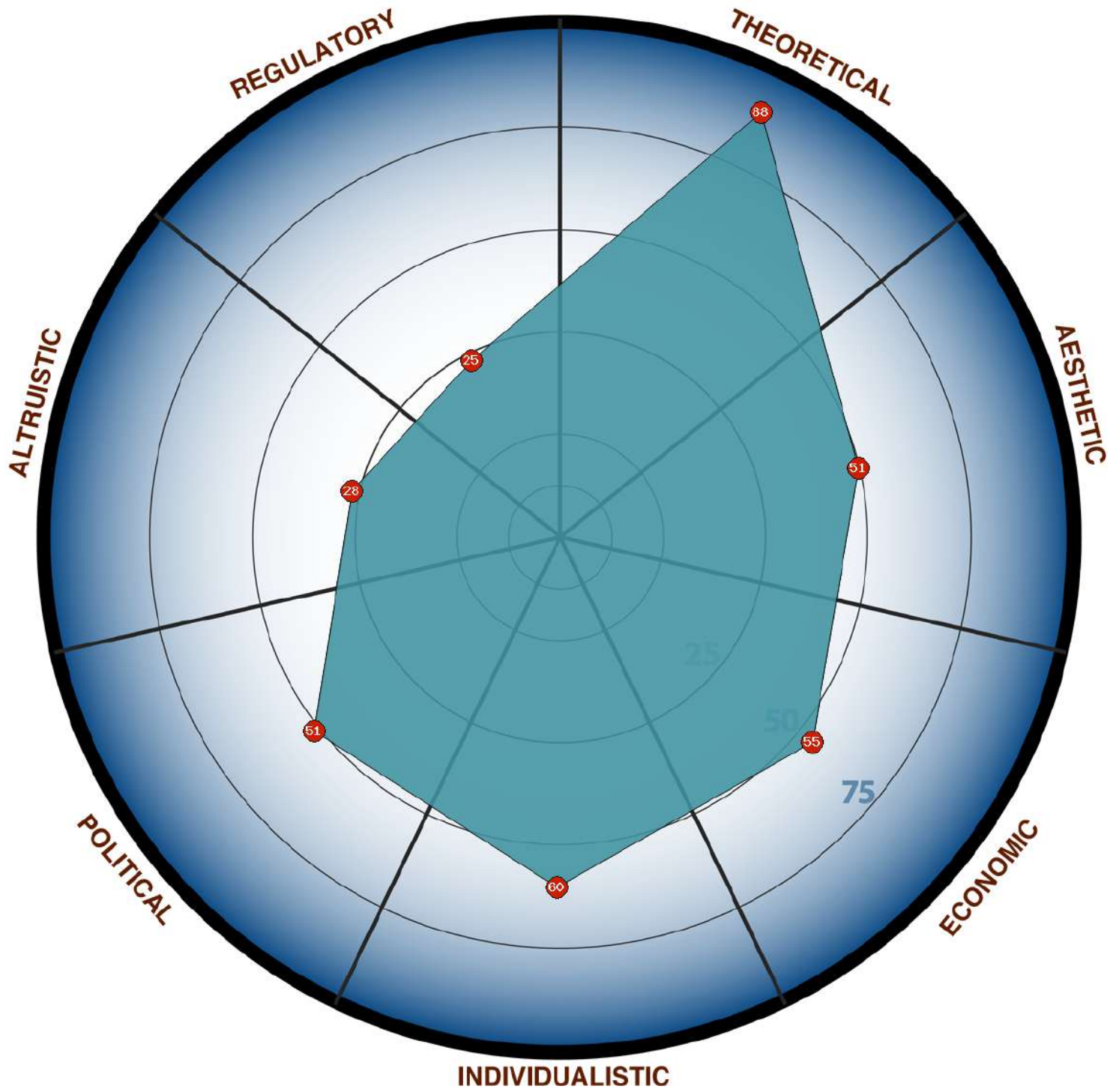


Executive Summary of Fred's Values

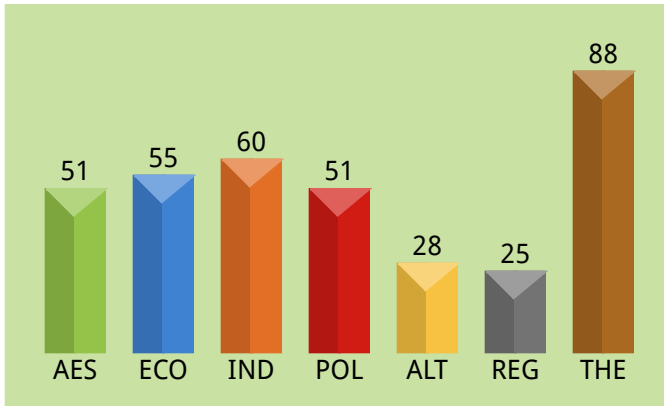


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High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
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.
Low Regulatory	You are able to be a multi-threaded problem solver, able to shift gears and projects in a flexible way.
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.



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The Aesthetic Dimension:

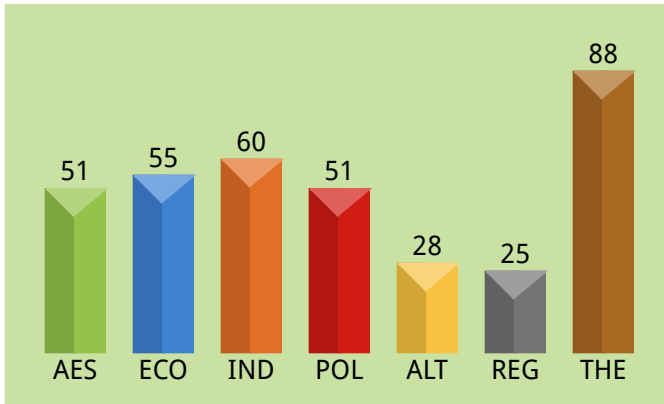
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You enjoy helping, teaching, and coaching others, especially in areas of creative expression.
- You are more sensitive to issues of balance and harmony than others.
- You like to express yourself in artistic or creative ways.
- You have a strong desire for harmony, balance and beauty in life.
- You may like rewards that are not always attached to economic rewards, and may include other types of appreciation.

Key Strengths:

- You will bring a creative outside view to discussions.
- You take strong interest in how an objective or work can help support the environment or balance in life.
- You will enthusiastically get involved in supporting artistic, or environmental initiatives in the workplace.
- You demonstrate high personal and professional regard for others on the team.
- You enjoy bringing people together who share common interests.



The Aesthetic Dimension:

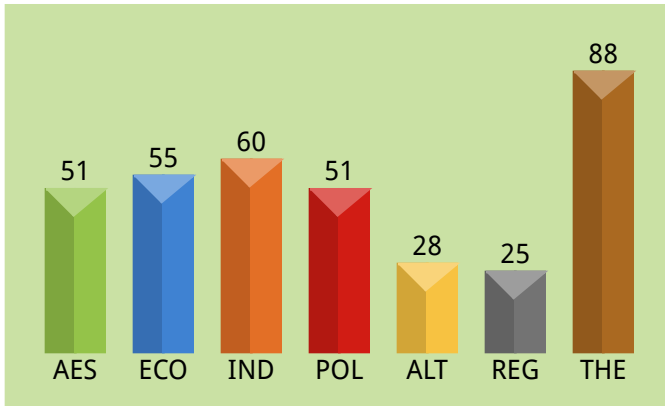
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

Motivational Insights:

- You explore potential of more involvement with environmental or "green" initiatives.
- You will be highly motivated by aesthetically pleasing activities (e.g., creativity, beautification, more balanced, green initiatives, etc.)
- You limit constraints on creativity or flexibility and allow freedom of expression.
- You make sure the environment allows for creative expression.
- You don't allow others to over-use or abuse your creative nature.

Training/Learning Insights:

- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.

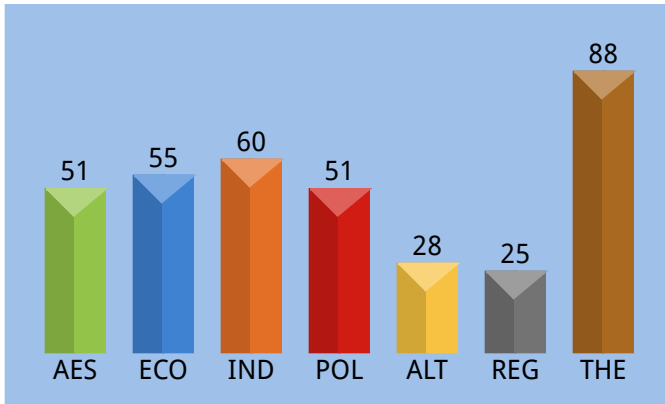


The Aesthetic Dimension:

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:

- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- You may need to focus on the practical or economic side of an issue more frequently.
- You could benefit from being a little more pragmatic.



The Economic Dimension:

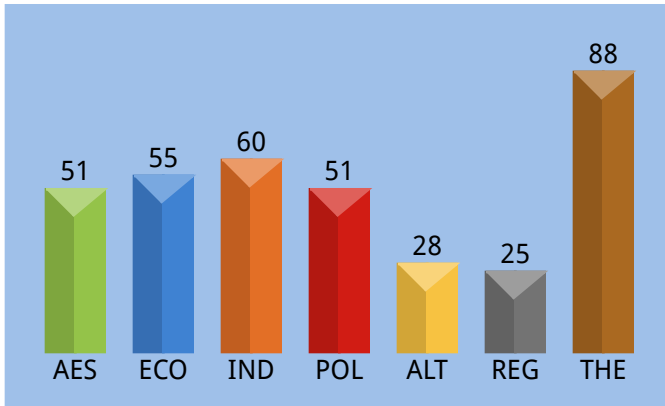
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- You have the ability to identify with and understand other individuals who have both a lower or higher Economic drive than your own.
- Regarding the Economic score, you would be considered rather practical and realistic about money.
- The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.
- The drive and motivational factors which tend to lead people who score like you should be measured against other peaks on the Values graph.

Key Strengths:

- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.
- You tend to be a good team player especially because you do not try to compete to the extent of creating dissension within the group, team or office.



The Economic Dimension:

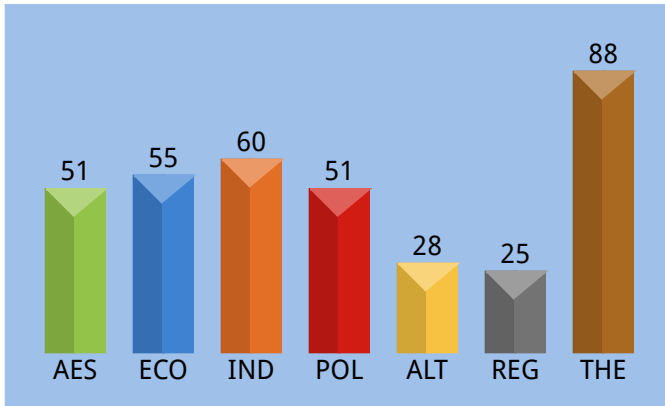
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.

Training/Learning Insights:

- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferring both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Your score is like those who engage in training and development activities in a supportive manner.

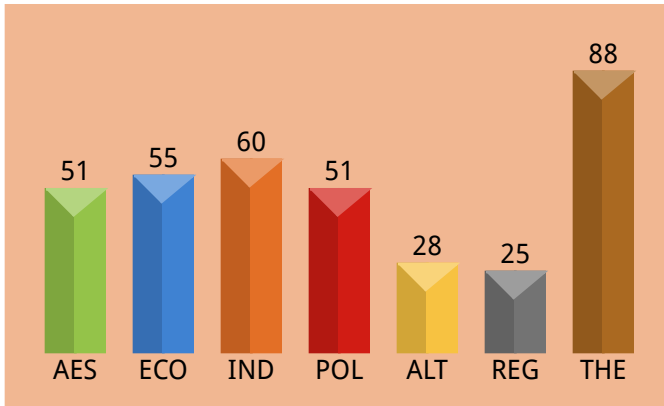


The Economic Dimension:

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 should assist in those areas or projects where there may be greater financial reward.
- You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.



The Individualistic Dimension:

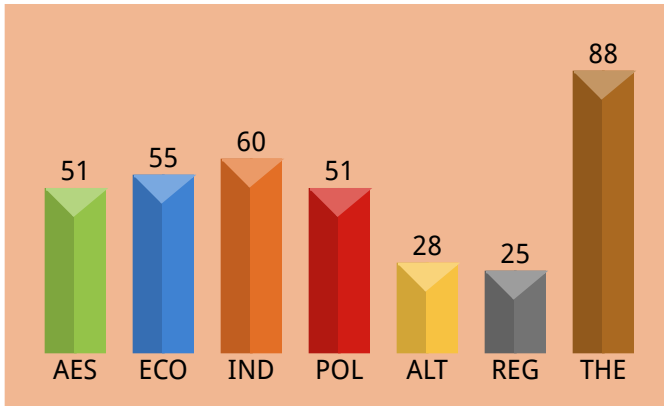
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You are Independent.
- You bring a lot of energy that needs to be put to good use.
- Your high individualism may be demonstrated in creative problem solving and a higher risk-taking attitude.
- Your pattern of responses indicates that you have a strong desire to be your own person.
- You experience a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.

Key Strengths:

- You bring a variety of different and energetic ideas to the workplace.
- You realize that we are all individuals and have ideas to offer.
- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You bring creative ideas.
- You are not afraid to take calculated risks.



The Individualistic Dimension:

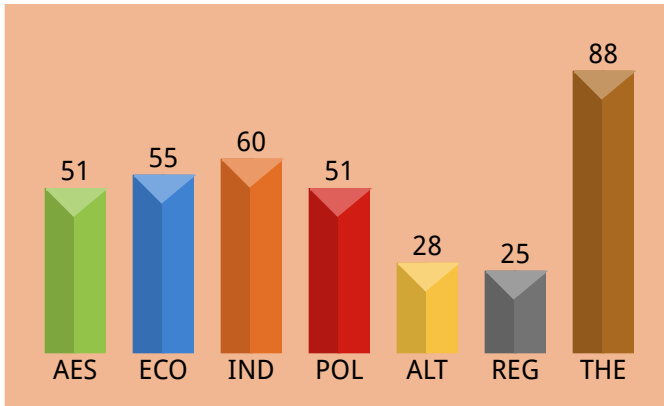
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- Many people who score like you enjoy making presentations to small or large groups. Explore this possibility.
- You may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.
- You may like to work apart from the team and independently at times.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You should create an environment that provides security while it encourages taking appropriate risks.

Training/Learning Insights:

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

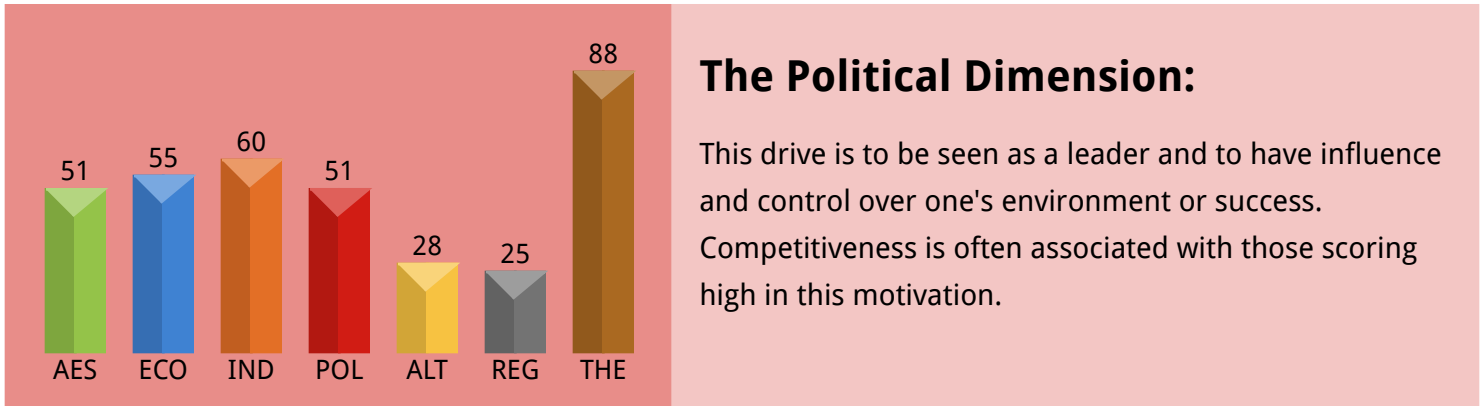


The Individualistic Dimension:

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

Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.



The Political Dimension:

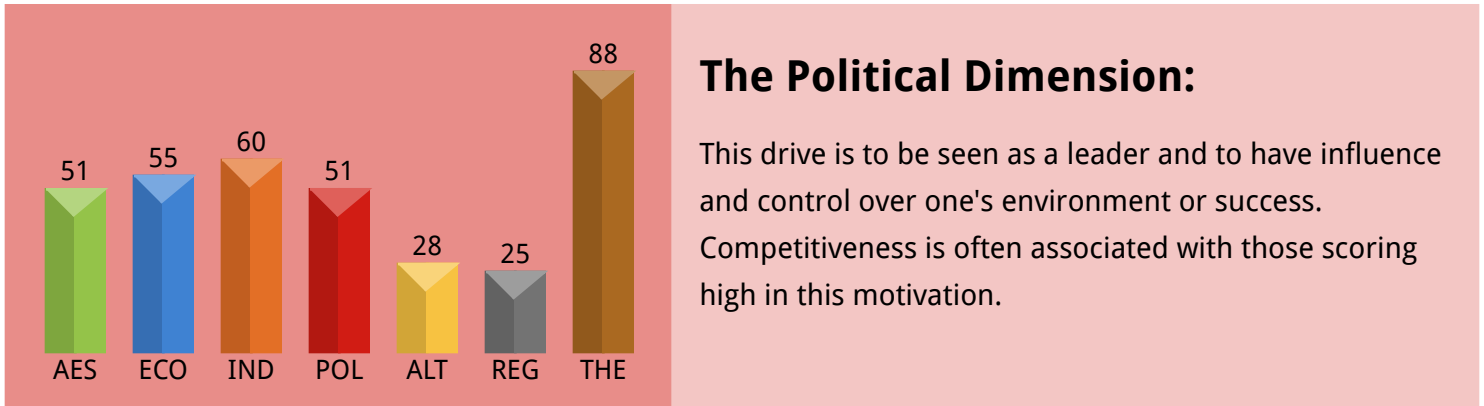
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.
- You have the ability to take or leave the control-factors of group leadership roles.
- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.

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:

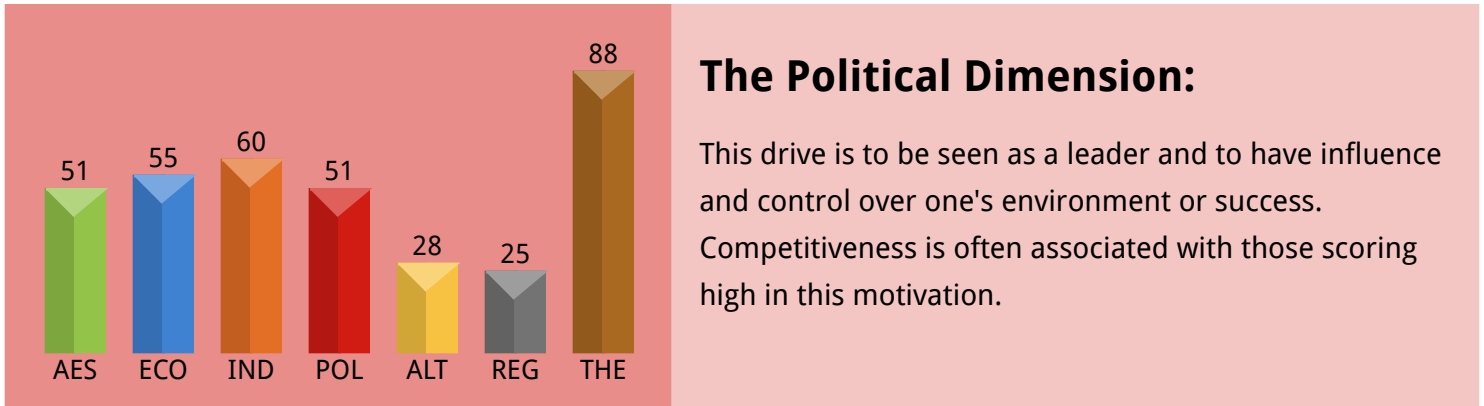
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

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:

- 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.

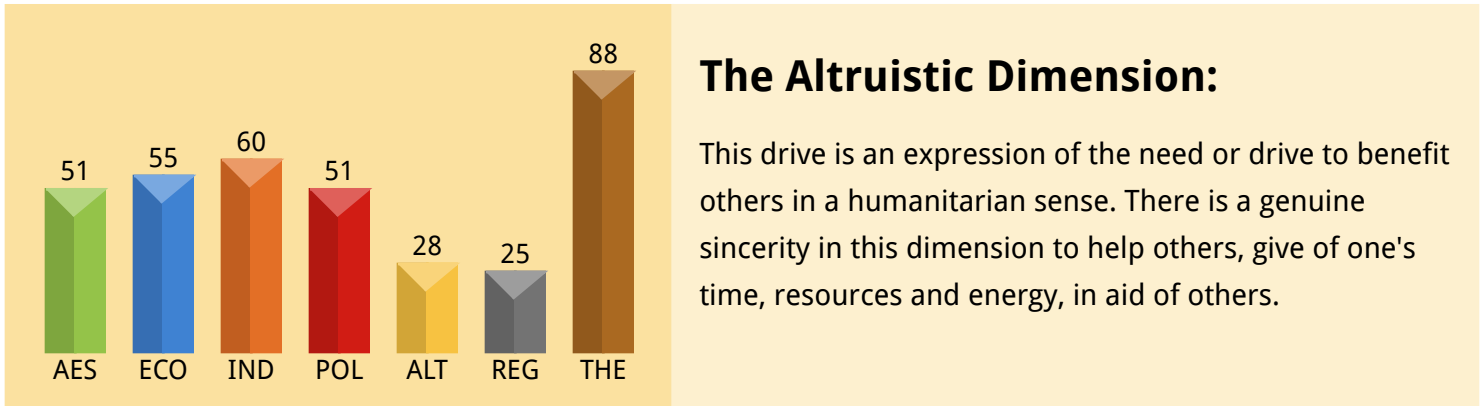


The Political Dimension:

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:

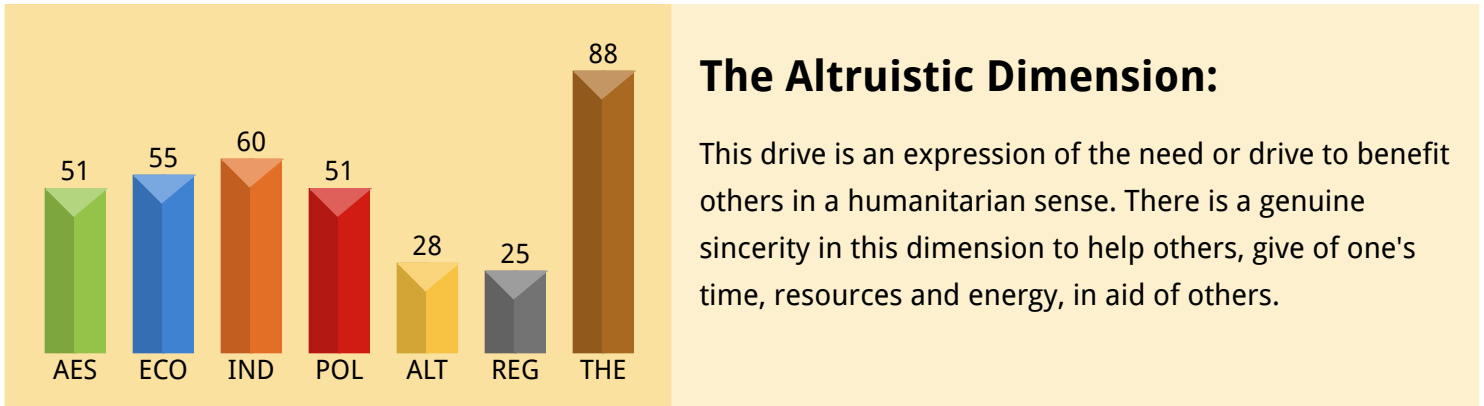
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You 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.
- You balance helping others with personal concerns very effectively.
- You have a good sense for when to freely help others and when to say "No."
- You will not create an imbalance between your own needs and those of others.

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:

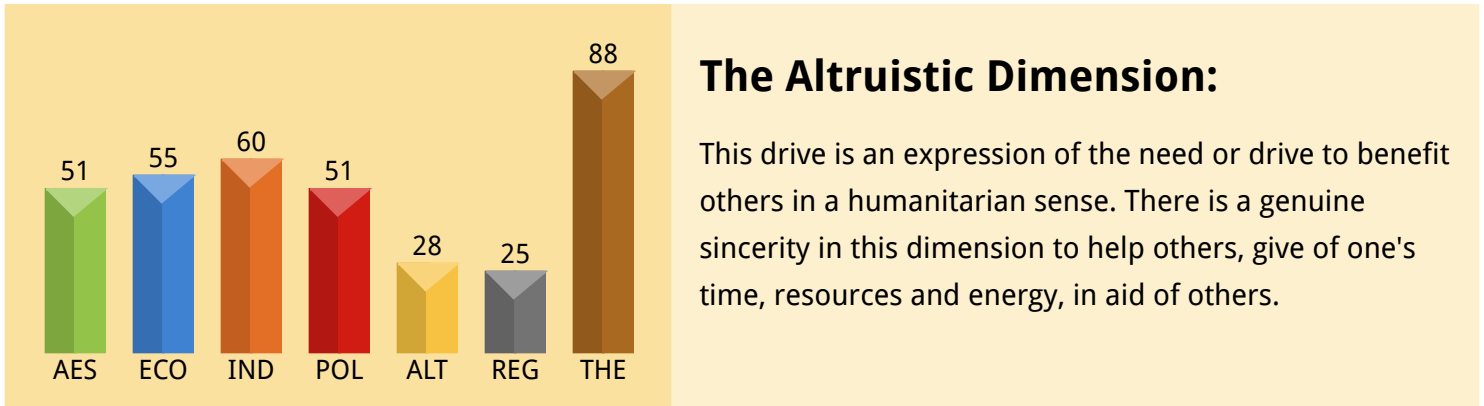
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

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:

- 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.

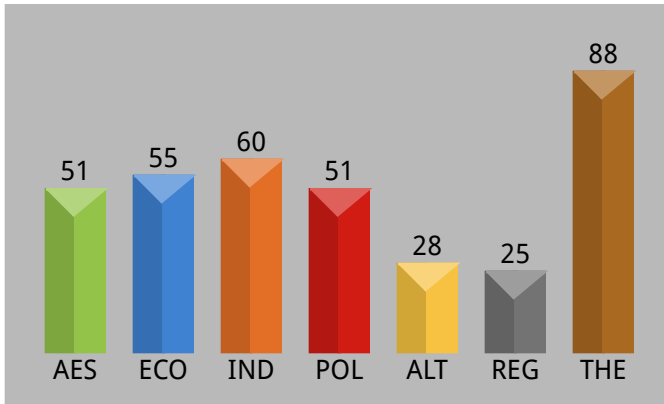


The Altruistic Dimension:

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:

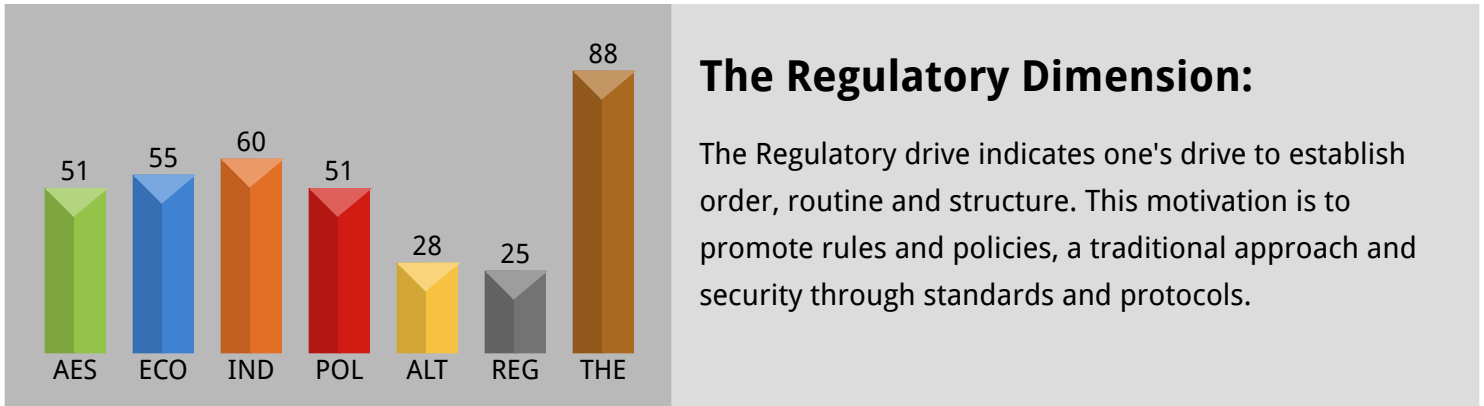
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You dislike overly dogmatic or rigid rules or regulations.
- You are flexible and adjust well to new directions or change.
- When necessary, you are able to be creative in decision making.
- You have a somewhat informal attitude towards policies, rules and regulations.
- You can, at times, be seen as someone who will "adapt" rules to fit the situation.

Key Strengths:

- You are open and receptive to new ways of thinking, new methods, new direction.
- You like to solve problems quickly.
- You like finding new, more efficient, solutions.
- Your decisions will tend to be faster and without too much emotional involvement.
- You tend to approach solving problems from a more creative direction.



The Regulatory Dimension:

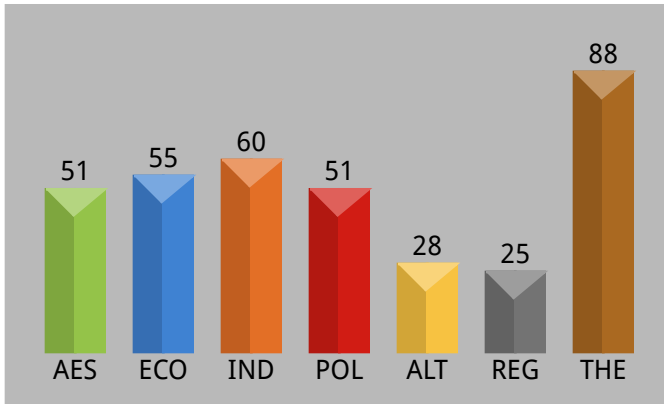
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- Don't impede your flexibility or block your creativity in approaching tasks or solving problems.
- You should play to your flexibility and adaptability strengths.
- You work better when "convinced", rather than "instructed".
- You like open, honest and constructive feedback.
- You prefer set objectives, but with more flexible approaches to how they are achieved.

Training/Learning Insights:

- You prefer multiple learning modalities instead of just one.
- You may tend to learn new things in your own way, at your own pace and style.
- You stick to the important details primarily, avoid the minor bits.

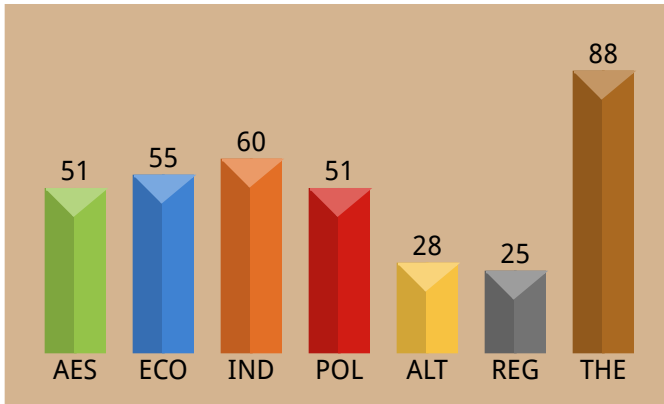


The Regulatory Dimension:

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

Continual Improvement Insights:

- You should remember to be patient with others who are not as flexible or are more rules-oriented.
- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts).
- You should consider resisting the urge to push the envelope just for the sake of pushing the envelope alone.
- You should remember that sometimes rules or procedures exist for good reasons.
- You should be sure to respect those who prefer to comply with all rules, they balance the equation many times.



The Theoretical Dimension:

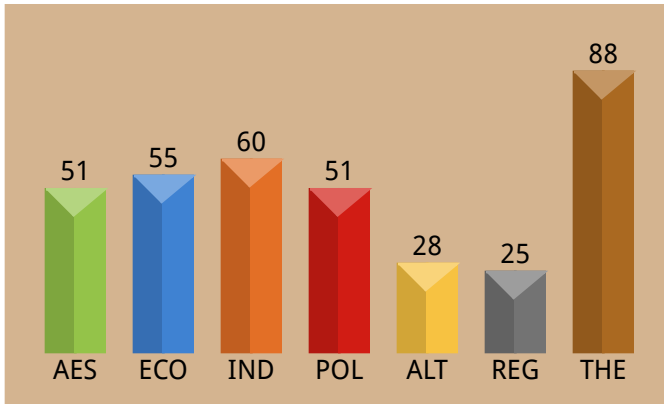
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- Others may consider you a strong intellectual.
- 'How do you do that? Can I do it too?'
- You enjoy learning for learning's sake.
- You show a very strong trend toward a pursuit of knowledge even for its own sake.
- You may be attracted to new and cutting-edge ideas and projects.

Key Strengths:

- You can usually answer new questions that hit the team or knows where to find answers.
- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- You do the prep-work and homework and come to the meeting or event well-prepared.
- You score as a very active problem-solver.
- You will work long, hard hours on the resolution to a problem, being actively engaged in problem-solving and strategic solutions.



The Theoretical Dimension:

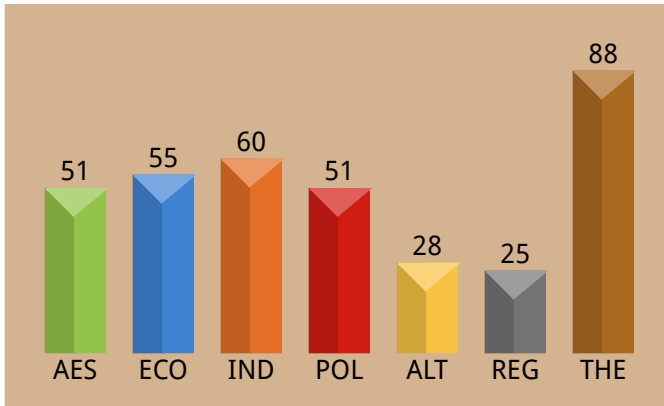
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- Classes, courses, conferences: Go and Learn.
- Call upon your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- You prefer knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.

Training/Learning Insights:

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



The Theoretical Dimension:

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

Continual Improvement Insights:

- You need to bring a balance at times between the strong desires to acquire new knowledge base, and the reality of the practical applications, if any.
- You score like some who need coaching on time management.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You may sometimes be selfish in sharing ideas with others, until your technical credibility has been established.
- You may demonstrate some aloofness especially to those not as intellectually driven.



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

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

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

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

Tally your score here:

Fred Wu

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

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

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



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

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

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