DISC Map™
Your Energy Index
Navigating Performance, Getting Results.

Report For:
Sally Sample
New Frontier Services Inc
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As human beings travel through life, they all have an internal compass that either consciously or subconsciously guides their actions based upon their unique behavioral style. The DISC Map™ is designed to assist individuals in navigating the peaks and valleys of their own decisions, feelings, and interactions with others. Research shows that highly successful people tend to have a higher level of self-awareness; with higher self-awareness, people tend to feel a greater sense of control over their lives. Self-awareness can also drive an interest in understanding others, especially people who are different from themselves. Through self-knowledge, people can engage in actions that will usually lead to more positive outcomes. Some of the questions The DISC Map™ will address are:

- From a behavioral viewpoint, how far do you usually travel between your natural and work tendencies?
- What are situations that can cause you stress or conflict?
- If you experience stress, what can you do to recharge your batteries?
- How can you more effectively interact with your co-workers, family, and/or friends?

The DISC Map™ is a representation of the research of Dr. William Moulton Marston. In 1928, Dr. Marston, a Harvard Professor, validated individual differences among people and created the concept of Dominance, Inducement, Submission, and Compliance. Each of these was tied to one of the four uniquely distinct human emotions. Subsequently, his research was presented in his book, *The Emotions of Normal People*. This internationally recognized work has served as the basis for 95% of all four-factor, behavioral model assessments in the marketplace today.

For the purposes of increased clarity of these four distinct behaviors, we have defined them as:

- **DOMINANCE**: How a person handles problems and challenges.
- **INFLUENCE**: How a person handles interaction with people.
- **STEADINESS**: How a person handles the pace of the environment and change.
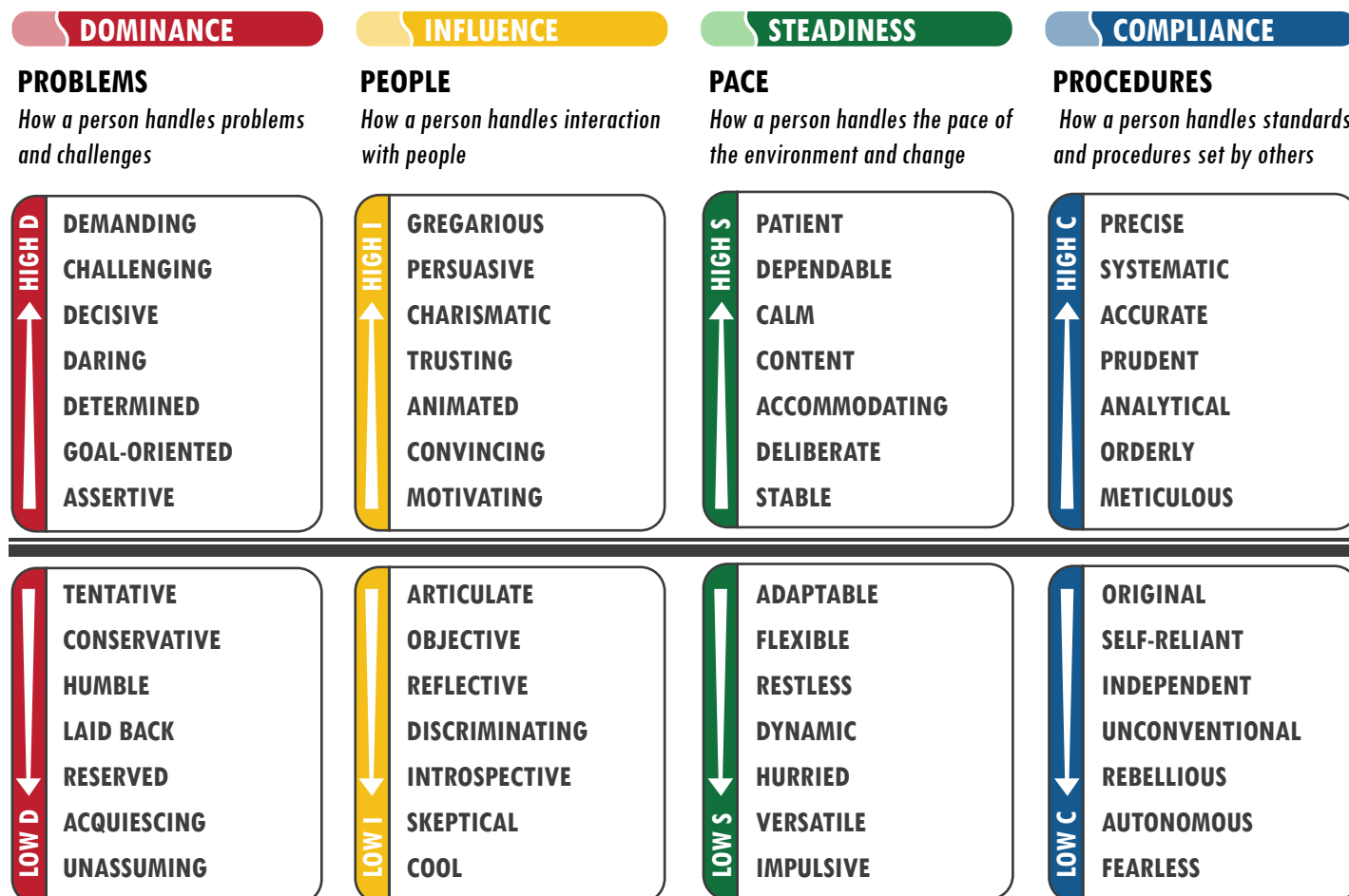- **COMPLIANCE**: How a person handles standards and procedures set by others.

These factors can range in intensity and work independently or in tandem with the other behavioral factors. No DISC behavioral characteristic is better than another. Determining which behavioral characteristic will be most effective depends on a given situation.

As you read this report, you may find that some statements appear to be contradictory. You cannot look at only one primary behavioral indicator in determining a person's style. You must look at all four behavioral tendencies when trying to better understand a person. Also, a person's behavioral style can be modified through conscious behavior to deal with any given situation. However, doing this does require energy and cannot be sustained for extended periods of time. One can demonstrate a particular behavior in order to be more effective, even if that is not a primary tendency. This is why it is important to fully understand this model and why it is not considered a personality assessment. An individual's personality is more complex and comprised of several components, of which behavior is only one.

This DISC Map™ is very accurate in calibrating your self-reported behaviors. However, you are the final expert on your behaviors. When you read through this report, you may want to:

- Cross out those words or sentences that you feel do not describe your behavior.
- Underline or highlight those words or sentences that best describe your behavioral strengths.
- Remember that any item that you indicate as a strength can be a limitation if it is overextended.
- Think through any contradictory text and determine how these contradictions may play out in your behavior.

The chart below provides adjectives that describe intensity for each Behavioral Factor. The midline indicates the distinction of high and low tendencies for each. As you review your report, you will learn your unique behavioral style, which is a combination of all four behaviors. There are no good or bad behaviors, only effective or ineffective, depending on the situation.

DOMINANCE

PROBLEMS

How a person handles problems and challenges

HIGH D

- DEMANDING
- CHALLENGING
- DECISIVE
- DARING
- DETERMINED
- GOAL-ORIENTED
- ASSERTIVE

LOW D

- TENTATIVE
- CONSERVATIVE
- HUMBLE
- LAID BACK
- RESERVED
- ACQUIESCING
- UNASSUMING

INFLUENCE

PEOPLE

How a person handles interaction with people

HIGH I

- GREGARIOUS
- PERSUASIVE
- CHARISMATIC
- TRUSTING
- ANIMATED
- CONVINCING
- MOTIVATING

LOW I

- ARTICULATE
- OBJECTIVE
- REFLECTIVE
- DISCRIMINATING
- INTROSPECTIVE
- SKEPTICAL
- COOL

STEADINESS

PACE

How a person handles the pace of the environment and change

HIGH S

- PATIENT
- DEPENDABLE
- CALM
- CONTENT
- ACCOMMODATING
- DELIBERATE
- STABLE

LOW S

- ADAPTABLE
- FLEXIBLE
- RESTLESS
- DYNAMIC
- HURRIED
- VERSATILE
- IMPULSIVE

COMPLIANCE

PROCEDURES

How a person handles standards and procedures set by others

HIGH C

- PRECISE
- SYSTEMATIC
- ACCURATE
- PRUDENT
- ANALYTICAL
- ORDERLY
- METICULOUS

LOW C

- ORIGINAL
- SELF-RELIANT
- INDEPENDENT
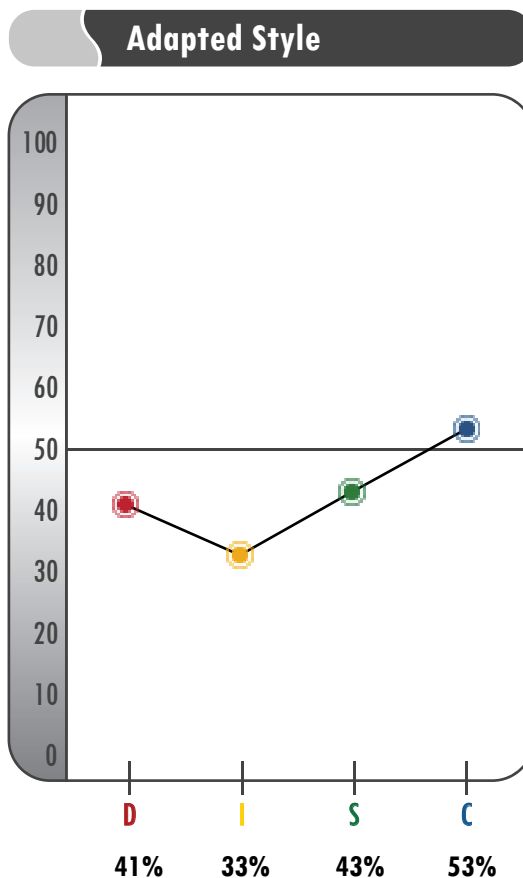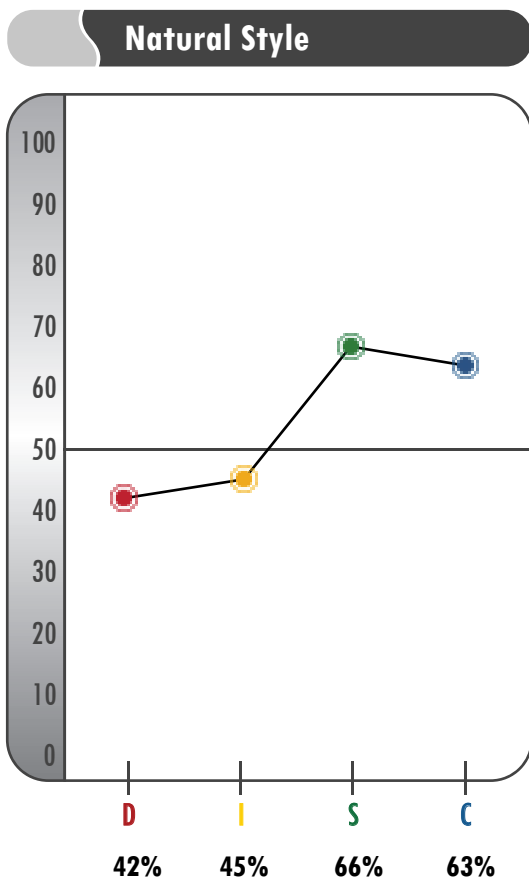- UNCONVENTIONAL
- REBELLIOUS
- AUTONOMOUS
- FEARLESS

We all use behaviors to get our needs met. A behavior is an action, conduct, or demeanor. A style is a distinct pattern or manner of behaving. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most natural.

Natural

Your Natural Style is made up of the behaviors that you have an innate tendency to use. These are the behaviors that are most comfortable and spontaneous to you. Under pressure or stress, you will revert to this inherent style of behavior. Because your Natural Style takes less effort, behaving in this manner can recharge your energy and reduce your tension. Understanding your Natural Style can help you be more effective in your work and home life. Natural Style is the behavioral response most reflective of the "real person." Over time, the Natural Style is usually very consistent and will not change significantly. Here you should also note that the behavior that is highest for you is called your core behavior. The needs of your core behavior must be met on a daily basis.

Adapted

Your Adapted Style is your behavioral response to your work environment. Adapting or "flexing" means modifying your style for a specific situation. Adapted behaviors often include the learned behaviors that you find are appropriate to accomplish your work responsibilities. To be effective, everyone needs to learn some adapting or behavioral flexibility. It is important to recognize that using behaviors that are not your most comfortable behaviors may tire you out and drain your energy. The Adapted Style graph represents the behaviors that you are using most of the time at work, which may or may not be similar to your Natural Style. This graph will help you understand any adjustments that you may perceive that you need to make in order to be successful in your work environment.

Natural Style			
D	I	S	C
42%	45%	66%	63%

Adapted Style			
D	I	S	C
41%	33%	43%	53%

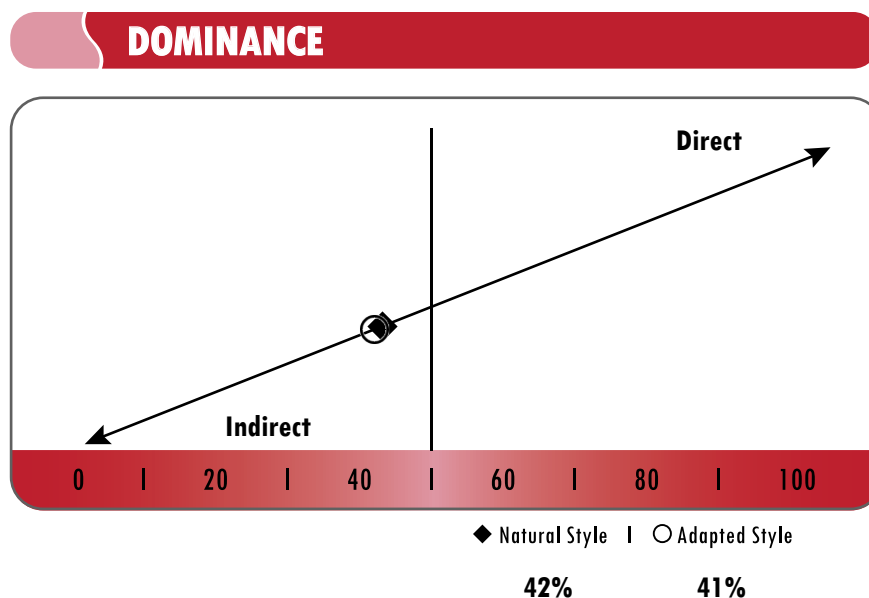## How a person handles problems and challenges.

At the bottom of the page, you will see a graph representing the amount of Dominance behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

Higher Dominance (51-100%)

People who score higher on the **D** behavioral characteristic tend to be decisive and act boldly. They are assertive and like to be involved in new and unusual situations. They are results-oriented and pursue competitive activities that demonstrate their ability to overcome obstacles. They are direct in their approach to dealing with problems. Those with a higher **D** are willing to make quick decisions, even with limited data. They are willing to take risks and live with the consequences of their actions.

Lower Dominance (0-49%)

People who score lower on the **D** behavioral characteristic tend to make decisions with a more deliberate and thoughtful approach, especially in new or unusual situations. When a problem is identified, they do not rush to an immediate solution. Instead, they may research the best options, put together a pro and con list, and/or ask another person for advice. With anything unknown, they tend to carefully weigh both the risks and the potential consequences before taking action.

DOMINANCE

Direct

Indirect

| 0 | | 20 | | 40 | | 60 | | 80 | | 100 |

◆ Natural Style | ○ Adapted Style

42%   **41%**

Sally's Natural Style

She tends to work closely with decision-makers to improve her opportunity for success, while tolerating their divergent opinions. When others challenge her conclusions she may often agree with their position. She prefers others to provide the direction or guidance for a project or program. She prefers to operate within a set of proven guidelines, established rules, and procedures. Sally wants to evaluate her options before attempting to solve a problem. She prefers to take calculated risks in her approach to the job, problem, or project. Sally is quite conservative in projecting goals and objectives. She does not want to make any decision that may take her away from her core of experience.

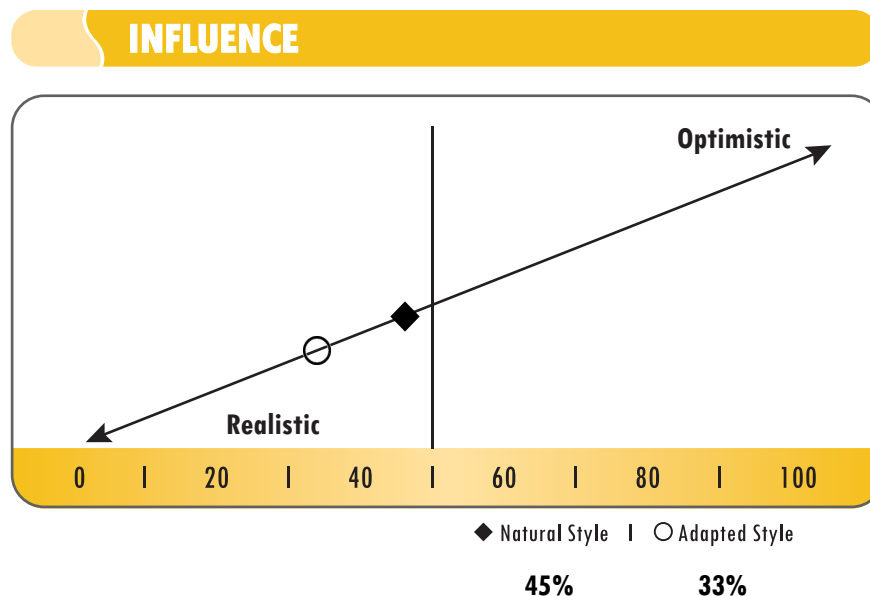## How a person handles interaction with people.

At the bottom of the page, you will see a graph representing the amount of Influence behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

Higher Influence (51-100%)
People who score higher on the **I** behavioral characteristic tend to be extroverted, talkative, and socially confident individuals. They like to meet new people and often initiate conversations. They tend to be optimistic, animated, and open, even with strangers. Higher **I** individuals are often trusting of others and look to have fun in most situations. They are usually good at convincing others to do what they want. Many may be seen as upbeat and excitable.

Lower Influence (0-49%)
People who score lower on the **I** behavioral characteristic tend to prefer less chit-chat and minimal interactions with others. They prefer to meet people on a more limited basis or for a defined purpose. They interact with friends and close associates with ease, but may appear more reticent with strangers or new people. The lower the Influence, the less trusting they will be of others and the more likely they will be to take a more serious approach. Those with a lower **I** may be seen as more reflective and less excitable.

INFLUENCE

Optimistic

Realistic

| 0 | | 20 | | 40 | | 60 | | 80 | | 100 |

◆ Natural Style   I   ○ Adapted Style

45%   **33%**

Sally's Natural Style

She finds it quite easy to give others direct feedback regarding their performance. She often challenges those who seek to limit her freedom of speech. Sally prefers to be direct when communicating with others. She often challenges those who attempt to limit her freedom of speech. She wants communication within her team to be clearly defined and understood. Winning the support of others is important to Sally and she uses sincerity to accomplish this goal. When addressing challenging problems or issues, Sally finds it important to have time alone to think matters through and reach a solution. Sally's analytical style challenges others to prove what they say is true. She does not necessarily want to destroy other people's ideas; but wants to be certain their theories and ideas are valid. Sally is usually objective and unbiased. She prefers to operate in a world based on data, because it is value free and has no agenda. She peels back the layers of information until the real cause of the problem is revealed.

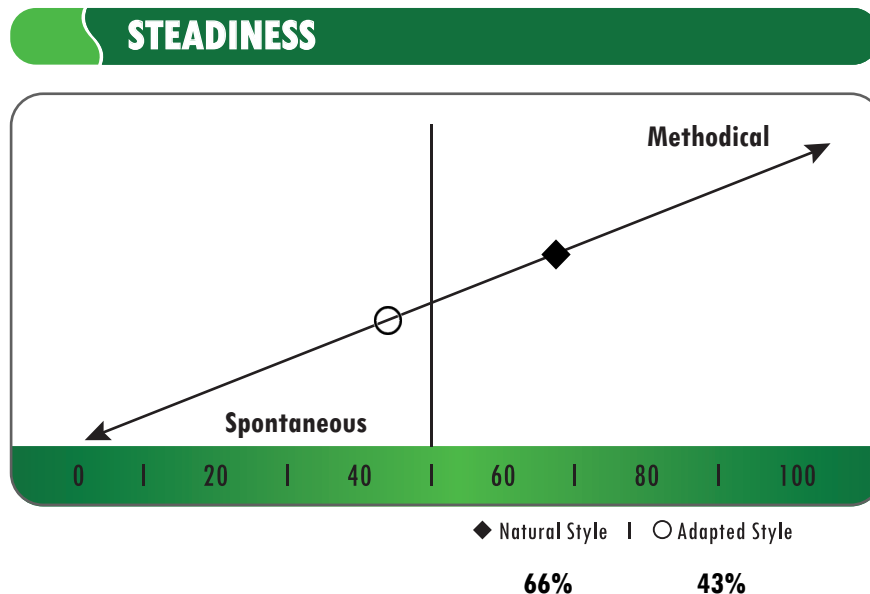## How a person handles the pace of the environment and change.

At the bottom of the page, you will see a graph representing the amount of Steadiness behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

Higher Steadiness (51-100%)
People who score higher on the **S** behavioral characteristic prefer to work at a manageable pace with an easygoing approach. They tend to work well in a team setting because they prefer to be in the company of others and contribute their efforts to an organization as a whole. They may have a long tenure at a position or with a company. They prefer to have time to adjust to change. Many prefer routines that provide a sense of security. They are often seen as patient, good listeners, organized, and valuable mentors.

Lower Steadiness (0-49%)
People who score lower on the **S** behavioral characteristic tend to prefer varied, non-routine activities. They tend to become bored and restless with repetitive work. They enjoy a fast-paced environment where they can multi-task, easily move from one project to another, and plan as they go. They embrace change and respond quickly to situations. The lower the **S**, the more emotion they will demonstrate. People with a lower **S** may be seen as active, impulsive, and hyper.

STEADINESS

Methodical

Spontaneous

| 0 | | 20 | | 40 | | 60 | | 80 | | 100 |

◆ Natural Style | ○ Adapted Style

66%   43%

Sally's Natural Style

A major strength is her ability to remain calm in difficult situations. She wants a level of comfort with other members of the work group or team, and she seeks ways to become part of the team effort. When others suggest or implement change that requires a personal effort by Sally, they will often find themselves questioned whether the change is necessary. Her approach to solving problems is practical and reliable. Sally is most often an easy-going and relaxed person, who is willing to accommodate her schedule or actions to meet the demands of others. She often spends time looking back on a situation or problem and pondering how it could have happened, rather than considering what action to take from here. Sally has a nostalgic admiration for the past and thoughtful apprehension for the present. She can develop strong loyalties if she feels she is being dealt with fairly. Sally is most times willing and ready to follow capable leadership. She is seen as a good team member who is always willing to help those she considers friends. Sally wants to have a close relationship with a small group of intimate associates.

How a person handles standards and procedures set by others.
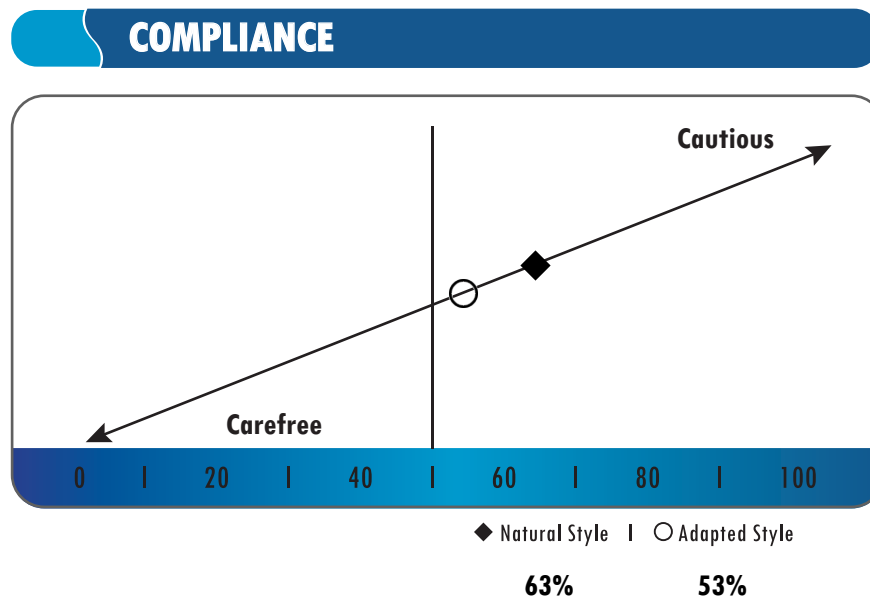
At the bottom of the page, you will see a graph representing the amount of Compliance behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

Higher Compliance (51-100%)
People who score higher on the **C** behavioral characteristic tend to be concerned about doing tasks and projects correctly. They focus on using established standards and procedures. They tend to plan ahead, know the rules, and minimize potential errors. They prefer to have time to think before taking action. They tend to be careful of key details and may ask probing questions. Most respect quality control measures and expect others to do the same. Many may be seen by others as discerning or critical.

Lower Compliance (0-49%)
People who score lower on the **C** behavioral characteristic tend to work in a more unrestricted manner without regard to standard operating procedures or protocol. They tend to look at the end results and use rules as guidelines that can be altered to fit their needs. They may not be energized by dealing with details or analyzing data. Those with the lower **C** usually are arbitrary in their approach to dealing with tasks. Many are seen by others as being self-reliant or unconventional.

COMPLIANCE

Cautious

Carefree

| 0 | | 20 | | 40 | | 60 | | 80 | | 100 |

◆ Natural Style I ○ Adapted Style

63%   53%

Sally's Natural Style

Results are important to Sally, and she sets high goals to be achieved. To ensure the quality of a job or project, she focuses on the details and the "little things" that may impact producing good work. Sally most times places adherence to rules and procedures over the needs of people. She has a strong work ethic, and she can make less ambitious people uncomfortable. She is usually composed and adapts himself/herself to a situation to avoid ill will. She thinks more of cooperation than disagreement. She can upset others when she keeps important information to herself. Sally thinks that the best method to solve problems includes the use of reason to analyze the problem, along with a logical process to evaluate the possible outcomes. She has been known to withhold her support for an idea she thinks is ill-advised.

An important part of every organization is its ability to use the inherent behavioral strengths of each member of the team. The DISC Map™ highlights the potential behavioral traits and aptitudes that Sally brings to the work environment.This information will help her and the organization better understand and maximize her behavioral strengths.

Sally's style:
- Contributes ideas that are well thought out.
- Keeps accurate records.
- Meets rigid specifications.
- Maintains stability within the team and organization.
- Works well with team members.
- Honestly interested in what others say.
- Is a good listener.
- Is practical in her approach to solving problems and issues.
- Calculates risk to avoid problems.
- Brings careful judgment to the team.
- Has wit and humor that can be dry and cutting.
- Prefers technical systems and processes.

Based on the information above, please list your top three strengths in the space below.

In various environments, people must have the ability to be flexible and adjust their behavior in order to be effective. Sally should understand the work environment in which she feels most comfortable. It is an environment in which she can produce her best results and stay highly energized. Below is a list of items that Sally needs in her preferred work environment.

A work environment:
- That permits her to work on the details of a project or program.
- With the opportunity to do it right the first time.
- Where she can use facts, figures and data to make the decision.
- That is relaxed and comfortable.
- With sensible and realistic work processes.
- Where she can work with others with whom she has an established relationship.
- With time to think before having to take action.
- Where she can be a team member, rather than the leader.
- With guidance and directions in prioritizing the action to be taken on projects.
- With quiet and/or solitary time to investigate all aspects of a problem or project.
- Where she can see progress toward solving issues, problems, or projects.
- Where she can re-examine or retest her findings and those of others.

Please list any additional work environment needs you may have that would maximize your strengths.

This section of The DISC Map™ provides a list of strengths that Sally contributes to a team and organization. Recognizing these attributes will enable Sally to capitalize on her talents in the workplace.

Sally:
- Sets a good example for team members by the quality of her work.
- Thinks more of cooperation than of competition.
- Is careful in her thoughts or actions as a member of the team.
- Encourages team-building efforts.
- Develops successful teams that excel through mutual support.
- Develops strong camaraderie among team members.
- Accepts the input and direction of other team members.
- Cooperates well with other team members.
- Has respect for the team leader.
- Keeps the team focused on the problem and solutions.
- Communicates her thoughts in a concise manner.
- Is as critical of her performance as she is of the performance of others.

Please indicate below how the team or organization can better capitalize on your talents in the workplace.

Each behavioral style is driven by different needs and desires. Performance improves and is sustainable when individuals are energized by their responsibilities. While some of the Performance Energizers listed below are possibly being met in the work environment, there are others that may not be. It will be helpful for Sally to identify which of these energizers are not utilized in her role.

Sally prefers:

- Step by step instructions and procedures for the job or project.
- To be a member of a quality-oriented group.
- Precision work to perform.
- To be given plenty of lead time to adjust to change.
- An environment where loyalty and cooperation are recognized and rewarded.
- Identification with a small work group or team.
- A conservative approach in projecting goals.
- A work environment free of conflict and confrontation.
- A work environment with trusted support and back-up.
- A work environment free of emotional outbursts.
- Sufficient facts and information to make a logical decision.
- An unemotional approach to problem solving.

In the space below, please note any items that are important to you that are not presently incorporated into your daily activities.

Each of us prefers to see ourselves in a positive way. While Sally has many outstanding strengths, there can be areas of her behavior which could impede her success. This section of The DISC Map™ contains suggestions to consider which relate to the behavioral tendencies that may slow or hinder her achievement of desired performance goals.

Sally may:

- Be overly concerned with following the rules and procedures.
- Want all situations to be overly structured, especially new projects or programs.
- Require more information than is necessary before making a decision.
- Take criticism of work personally, and productivity may suffer as a result.
- Have trouble saying "no", even when overloaded with projects.
- Go along to get along, agreeing with the decision, but not doing what she agreed to do.
- Avoid new methods of solving problems.
- Have ideas for change but hesitate to suggest or implement them.
- Want time to consider alternatives, that can result in hesitating before deciding on a course of action.
- Guard personal emotions making it difficult for others to know what she is feeling.
- Oversell facts and supporting information, while not using enough emotion in her communication or presentation.
- Prefer to work with things, rather than people.

Based on this information, please list some areas that you would like to improve on in the space below.

This section of The DISC Map™ outlines suggestions on how Sally can improve her performance in the workplace. She should review these items with her supervisor/manager to determine how they can be incorporated into a personal development plan that will lead to increased productivity.

Sally may need:
- To review her process of getting a job done. There may be ways that are faster, easier ways of getting the job accomplished.
- To understand that making decisions involves risk.
- To learn to modify her criticism of others.
- Time to adapt to new ideas and methods.
- To be more open and share information more readily.
- To adapt to change more quickly.
- Assignments with clear and detailed instructions.
- Support from her boss or the rules.
- Techniques to communicate "No" to others.
- To learn to communicate with others in a less direct, straightforward manner.
- People to provide her with logical questions, answers, and solutions.
- To increase her awareness concerning the feelings of others.

In the space below, please list some ideas on how you can increase your productivity.

Each behavioral style has different preferred management expectations. This section of The DISC Map™ suggests how a manager/supervisor can be most effective when working with him. Use these suggestions to manage, motivate, and communicate with Sally in order to have a productive working relationship.

Suggestions for managing Sally:

- Know she tends to be good technically and will often use facts, details and statistics to do her talking.
- Provide her with all the necessary details and information to make an informed decision.
- Avoid taking advantage of her desire to comply.
- Stress the importance of loyalty in your relationship.
- Provide the opportunity for her to work in an environment that allows the ability to set her own pace in a secure environment.
- Understand her approach and need to complete a task before taking on additional projects.
- Know that she will often yield her position to maintain harmony and unity among team members.
- Know that she will often vacillate in her thinking.
- Keep in mind that she will prefer others to make the decision or the first move.
- Appreciate she will want to make decisions using facts and logical thinking.
- Know that she will often prefer to work by himself/herself.
- Show her a positive solution, as she has a tendency to see only the negative consequences.

Each behavioral style approaches change differently. The manager/supervisor should consider the following to more effectively implement change with Sally.

Suggestions for implementing change with Sally:

- Assure her of your personal support when changes are being implemented.
- Give her the opportunity to organize the change.
- Involve her in a conversation to discover her true feelings concerning the projected change.
- Avoid rushing or pushing her to take action quickly.
- Expect changes in plans, methods and equipment to bother her more than others.
- Confirm with her the team supports the recommended change.
- Be aware that she may worry silently about how the change will affect her.
- Look for signs that may indicate she is questioning her own abilities to handle the change.
- Keep in mind she will look to others for support and want them to make the first move in implementing change.
- Explain in detail why the change needs to be implemented.
- Recognize that feelings or emotions will play only a small part of her buying into the change.
- Be aware that she may take too long in deciding on the methods of implementing the change, especially if the alternatives are complex.

Communication is the cornerstone of building relationships. Communicating with Sally will be accomplished best by incorporating the recommendations outlined on this page. Using these recommendations with him will provide an opportunity to improve interactions, reinforce relationships, promote credibility, and gain increased productivity.

When communicating with Sally:

- Make changes in the plan sparingly.
- Provide accurate and factual evidence.
- Appreciate her skepticism as constructive feedback, rather than a road block.
- Relate facts and details to processes and successful outcomes.
- Provide evidence from experts.
- Express sincere appreciation for her contributions.
- Give her time to think before deciding.
- Make certain you have a commitment.
- Reassure her that it is a team effort.
- Provide details and directions in writing.
- Support recommendations with logic and accurate data.
- Keep your emotions in check.

It is also important to recognize those things that can close the door of communication. When communicating with Sally, make an effort to reduce or eliminate the barriers listed below to minimize the stress and frustration often created when communicating with a person of her behavioral style.

When communicating with Sally, don't:

- Be impatient with your questions.
- Forget to follow-up as promised.
- Keep pushing for results without explanations.
- Finish her sentences.
- Forget to consult her on matters pertaining to her personally.
- Forget to find numerous ways to say, "Thank you."
- Overwhelm her with complicated details or information.
- Accept that she has automatically understood you.
- Emphasize the negative.
- End your meeting or phone call without asking if she has any questions.
- Show anger or emotion when attempting to make your point.
- Try to oversell her, even if you have the data.

Experiencing differences in communication styles may sometimes make you feel like you're playing a game of tug of war. This struggle stems from the dichotomy between how you perceive your behavior and how it is perceived by someone with a different behavioral style. You may not think about how your actions are interpreted by others because you know the intentions behind them. However, if someone doesn't know your intentions, this may lead to misunderstanding and conflict. Harnessing the power of The DISC Map™ helps you realize the effect you have on others, and how you may be seen by someone with a different style.
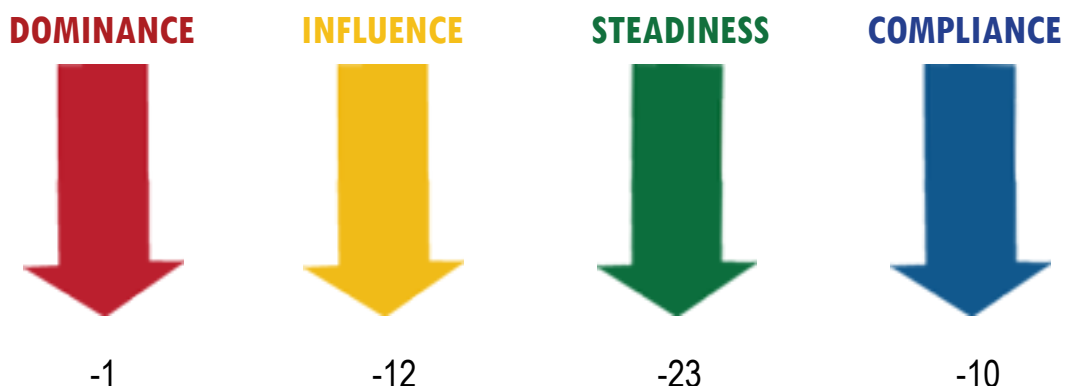
As a Lower Dominance, your self-perception is:		Whereas a person with a different style may see you as:	
Laid-back	Modest	Too Hesitant	Inefficient/Ineffective
Calm	Conservative	Slow to Act	Timid/Meek
Cooperative	Cautious	Indecisive	Complacent
Humble	Agreeable	Wishy-washy	Passive

As a Lower Influence, your self-perception is:		Whereas a person with a different style may see you as:	
Realistic	Objective	Pessimistic	Boring
Factual	Controlled	Negative	Passive
Concise	Candid	Suspicious	Cold
Focused	Private/Guarded	Skeptical	Withdrawn

As a Higher Steadiness, your self-perception is:		Whereas a person with a different style may see you as:	
Thorough	Calm	Stuck in a Rut	Slow
Planning-oriented	Patient	Stubborn/Tenacious	Deliberate
Dependable/Reliable	Loyal	Meek	Stoic
Systematic	Proactive	Possessive	Passionless

As a Higher Compliance, your self-perception is:		Whereas a person with a different style may see you as:	
Prudent	Analytical	Critical	Worried
Careful	Organized	Hard to Please	Nervous
Accurate	Procedural	Strict/Rigid	Stickler for Details
Precise	Correct	Unapproachable	Overly Analytical

This section of The DISC Map™ demonstrates how Sally adjusts her Natural Behavioral Style to meet these requirements.The more this section is different from her Natural Behaviors, the more she may feel the need to adjust her behavior to meet the real or perceived demands of her work environment. Small adjustments generally indicate that she has found a comfort zone in her work environment. As Sally establishes or changes workplace roles or goals, she will move in and out of her work environment comfort zone.

DOMINANCE	INFLUENCE	STEADINESS	COMPLIANCE
↓	↓	↓	↓
-1	-12	-23	-10

If any behavior changes by 30 points or more, the person feels she needs to turn off or turn on a behavior in order to function in the current work environment. Sustaining this level of adaptation over a long period of time can cause stress and should be examined. If you are adapting your Natural Behavioral Style, please use the space below to identify strategies or changes that you think need to occur to minimize any negative impact on you.

Stress is an often misunderstood and overlooked reality of life, yet studies have shown that it clearly affects our health. The more negative energy one experiences at work or home, the less healthy and happy a person becomes. Stressed-out team members can result in lowered productivity, increased absenteeism and tardiness, high employee turnover, and a disengaged work environment. Identifying what causes stress for you and knowing how to relieve those stressors is extremely important. Since some stress cannot be avoided, it is also important for a person to know how to recharge their emotional battery. If people do not recharge their batteries, they will usually start to experience health-related issues. The DISC Map™ helps explain what stresses you, how you react to stress, and what specific things you can do to deal with the stress.

Handling Change and Energy Drains (S)
With your Core or Primary Steadiness Behavior, you need time to adjust to change.

Stress inducers for the Core S include:
- Being forced to make unexpected changes
- Inability to complete tasks once started
- Chaos or discord within the workplace or at home
- No time to plan
- Having your personal space invaded
- Loss of security or stability
- Too much multi-tasking
- Unsafe environment
- Too many interruptions
- Unclear expectations

Your response to these stress inducers can include:
- Being non-demonstrative
- Becoming quiet
- Hesitance
- Stubbornness
- Being non-emotional
- Becoming possessive
- Resistance to change
- Holding a grudge
- Tolerating situations too long (to your own detriment)
- Difficulty establishing priorities

After a stressful experience, a Core **S** should recharge their battery with "down" time to slow the world down. Activities should include gardening, resting, taking a hot bath, watching TV, reading a book, etc.

Understanding your DISC behavioral style can help you maximize YOUR personal effectiveness, but someone with a different behavioral style may not do things the same way that you do. There are some things YOU can do to increase YOUR effectiveness with OTHERS.

As a Core S

How to Communicate or Interact with:
A person who talks loudly and quickly, is extroverted and task-focused, and asks "WHAT" questions, like the High D. Here is how you can flex your style:

- Be confident; don't be intimidated
- Disagree with facts, not the person
- Do not be overpowered by them
- Let them win or feel in control

- Project a high sense of urgency
- Raise the volume of your voice
- Be brief and to the point
- Remember to ask for the final decision

A person who chit-chats more than listens is extroverted, people-focused, and asks "WHO" questions, like the High I. Here is how you can flex your style:

- Establish rapport first
- Stay focused
- Put key details in writing
- Provide follow-up

- Show sincere interest and give recognition
- Listen to their stories
- Have fun with them/show enthusiasm
- Keep the interaction fast-paced and light-hearted

A person who is soft-spoken and reserved, is introverted and people-focused, and asks "HOW" questions, like the High S. Here is how you can flex your style:

- Give them the facts
- Provide the assurances that you would want
- Be yourself
- Assure them that it's the right decision

- Don't interrupt them
- Frequently follow up
- Don't be overly patient; keep the process moving
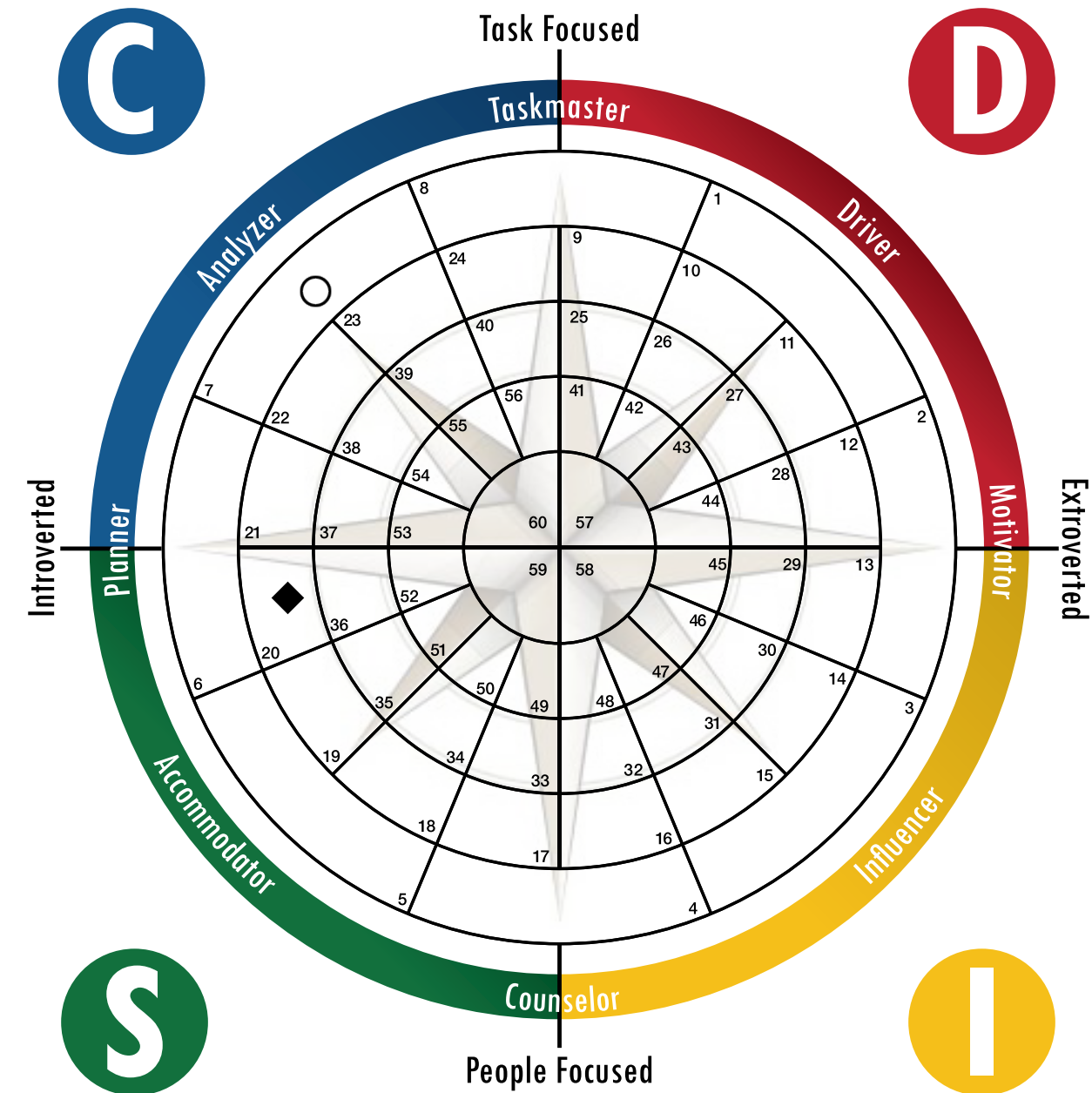- Make them feel like part of the team

A person who speaks in a monotone and deliberate way, is introverted and task-focused, and asks "WHY" questions, like the High C. Here is how you can flex your style:

- Be prepared to answer questions with facts
- Focus on the main points
- Do not be too personal
- Give them their space

- Be more task-focused
- Expect questions and skepticism
- Follow through on details in writing
- Don't waste their time

Sally Sample
New Frontier Services Inc
6/12/2025

How far do you travel?

Task Focused

C

D

Taskmaster

Analyzer

Driver

8

1

9

24

10

25

40

11

23

26

39

27

2

7

56

41

42

22

55

12

Introverted

38

43

Motivator

Extroverted

Planner

54

28

21   37   53

60   57

44

59   58

45   29   13

52

36

46

20

51

30

35

50

47

14

6

49   48

31

3

19

34

33   32

15

Accommodator

18

16

Influencer

17

5

4

Counselor

People Focused

S

I

◆ Natural Style   ○ Adapted Style

20   **7**

Motivators Map™

Your Engagement Index

Navigating Performance, Getting Results.

Report For:
Sally Sample
New Frontier Services Inc
Completed: 6/12/2025

PARAGON
— RESOURCES —

Motivators are considered the drivers behind an individual's behavior. They are sometimes referred to as a person's values or interests. They are often hidden deeply inside and are defined by life experiences. This report is based upon the research conducted by Dr. Eduard Spranger and presented in his 1928 book, **Types of Men**. Other researchers who have contributed to the understanding of this model were Gordon W. Allport, Phillip E. Vernon, and Gardner Lindzey. All of these researchers identified six motivators that have been cross-culturally validated to exist in varying degrees of intensity in all people. The Motivators Map™ acts as a travel guide that will give you a glimpse into WHY you and others act the way that you do. Motivators add depth and dimension to our actions.

In this report, you will see that the motivators are displayed in a hierarchical manner with the three highest ranked being what you believe are the most important to you at this time in your life. Fulfilling these highest priority items is what gives us a sense of satisfaction and accomplishment. As individuals interact with other people, they may find themselves seeing people with motivators similar to their own in a more positive light. Also, they may see those with motivators opposite to theirs in a more indifferent or negative light.

The Motivators Map™ provides individuals with a language they can use when communicating with others as they travel through life and try to fulfill their desires or purpose. Individuals and corporations use motivators for goal setting, management development, team building, decision making, and other important areas throughout an organization. The closer an individual's motivators are to the norm of an organization or to another person, the easier it becomes for that individual to feel engaged. The further apart people are with their motivators, the more energy it will take to develop mutually satisfying relationships. When building a high-performance team, appreciating people with different motivators allows team leaders to capitalize on the diversity within the team. As significant, emotional life events occur, the priorities of our motivators can change.

The six universal motivators are defined as:
- ECONOMIC – a need for a return on an investment in time, energy, resources, and money.
- CONCEPTUAL – a thirst for continuous learning and understanding.
- POWER – a drive to achieve a position of control or influence.
- AESTHETIC – a desire for balance, harmony, and to realize personal growth.
- REGULATORY – a pledge to a defined belief system that provides order, structure, and rules to live by.
- HUMANITARIAN – a passion to help others reach their full potential and a need to help others.

This report will help you understand the values that influence you and learn how to maximize your performance by achieving better alignment of your motivators and your actions. This Motivators Map™ is a well-researched and highly validated instrument to accurately report on your engagement indicators. However, you are the final expert on your motivators. When you read through this report, you may want to:

- Cross out those words or sentences that you feel do not describe you.
- Underline or highlight those words or sentences that best describe you.
- Remember that any item that you indicate as a strength can become a limitation if it is overextended or misapplied in an environment.
- Think through any contradictory text and determine how these contradictions may challenge you in feeling fulfilled in your life.

Motivators help influence actions and can be considered hidden drivers to a person's behavior because they are not readily observable. Understanding this driving force can tell you why you prefer to do what you do and what you need for career satisfaction. This level of awareness inspires you, reduces fatigue or burn-out, and leads to superior performance.

The Motivators Map™ provides an overview of our points of view or attitudes in life. Our attitudes affect what we think, do, or feel. They represent the degree to which an individual likes or dislikes something or someone. No matter what situation you are in, you always have a certain thought or mindset about it. You also have an emotional response to it, and you behave in a certain way concerning it. Most attitudes are the result of direct experiences or observational learning from an environment. Attitudes are a collective reflection of a person's family values, cultural values, religious values, and societal values. They are basically a reflection of the values and norms that a person abides by. These values and norms, in turn, are shaped by society and the culture in which a person lives.

Key Characteristics of the Universal Motivators

ECONOMIC	CONCEPTUAL	POWER	AESTHETIC	REGULATORY	HUMANITARIAN
Utility	*Knowledge*	*Authority*	*Harmony*	*Principle*	*Altruism*
Practical	New ideas	Competitive	Balance	Structured	Compassion
Efficiency	Exploring	Strategic	Creative	Orderly	Helping
Capitalism	Objectivity	Status	Beauty	Beliefs	Generous
Productive	Discovery	Self-reliant	Experience	Disciplined	Caring
Results	Rational	Control	Self-fulfillment	Systems	Charitable
Monetary	Fact-based	Alliances	Artistic	Code of Conduct	Giving
Preserver	Clarifying	Advancement	Nature	Standards	Other-focused
ROI	Questioning	Goal-oriented	Self-improvement	Traditional	Community
Savings	Inquisitive	Autonomous	Subjective	Devotion	Selfless
Hard worker	Theoretical	Individualistic	Form	Commitment	Volunteering

⟵ Individually Oriented   Group Oriented ⟶

Understanding the Individually-Oriented Motivators (Economic, Conceptual, and Power)
People motivated by these drivers focus on achieving their own objectives and sometimes resist sharing resources that could contribute to an overall group or team. They prefer individual goals that they can accomplish with little assistance or influence from others. When working with others, they individually assess each person's contributions to the organization.

Understanding the Group-Oriented Motivators (Aesthetic, Regulatory, and Humanitarian)
People motivated by these drivers prefer to work with a team or a group of people to accomplish goals and objectives. These teams or work groups may have trouble holding individual team members accountable because of their belief of "all for one and one for all." When working with others, they will focus on how each person's contributions are needed to achieve the organization's results.

A person can have both individual and group-oriented drivers as a higher priority, which can sometimes create intrapersonal conflict when making decisions. Becoming keenly aware of your own personal drivers and priorities can be quite helpful in reducing any potential confusion or stress.

The visual below provides your Engagement Index. Your personal attitudes or motivators are ranked in order of importance to you so that you can better understand the areas that you place an emphasis on for fulfillment.

	ECONOMIC	CONCEPTUAL	POWER	AESTHETIC	REGULATORY	HUMANITARIAN	
INDIVIDUALLY ORIENTED	*Utility*	*Knowledge*	*Authority*	*Harmony*	*Principle*	*Altruism*	GROUP ORIENTED
	3rd	4th	1st	6th	2nd	5th	

Higher Priority (1ˢᵗ, 2ⁿᵈ, & 3ʳᵈ)
Your first, second, and third ranked motivators are those that you consider to be higher in priority at this point in your life. Be sure to consider these areas of interest when seeking roles and responsibilities. You must satisfy these motivators for you to be engaged in an environment and feel a sense of fulfillment in life.

Lower Priority (4th, 5th, & 6th)
Your fourth, fifth, and sixth ranked motivators are those that you consider to be lower in priority at this point in your life. These areas of interest are ones that you may judge, look negatively or indifferently at, and you may tend to avoid them or find that they exhaust your energy. If these motivators are emphasized in the workplace, you will be more inclined to disengage from the environment and feel unfulfilled by your position.

In order to effectively work with others and achieve common objectives, it is important to appreciate the different contributions and perspectives that people can provide. When interacting with those who are different than you, this may be especially challenging to understand.

3rd Priority

Defining Economic:

Goal: The drive for a return on their investment in time, energy, resources, and money.

Needs: Working towards quantifiable goals, bottom-line results, and practicality.

Higher Priority
Individuals who place a higher priority on this motivator have a desire for a return on their investment in time, energy, resources, and money. They are interested in the production, marketing, and consumption of goods, and generating a profit in business. These individuals like to focus on efficiencies; they search for a better and faster way to do things. Individuals who place a high priority on this area map their lives by setting goals, travel by identifying the quickest routes, and prefer common sense solutions.

"A penny saved is a penny gained." - Scottish Proverb

Lower Priority
Individuals who place a lower priority on this factor are usually not motivated by money or material things. Other interests, such as family and friends, or time to enjoy life, may be more important to them and define their success in life. Practical use of resources is not their highest concern, so some may see them as wasteful. Bonuses or commission-only pay structures generally do not appeal to them and will not impact their level of performance.

"Money is the means, not the end." - American Proverb

Sally's Personal Results - 3rd Priority MODERATE
Sally is flexible when faced with specific economic circumstances. An important aspect of her decision-making process is to work long hours or take on additional projects to earn extra income. Even if Sally feels that other motivators are more important, she adjusts her work habits or intensity level to meet her or her organization's present economic challenges. When she perceives the situation as no longer critical, she may feel it is not worth changing her lifestyle to work more hours for the organization or to personally accumulate more material things.

• She balances the need for money and economic well-being with the lifestyle of her choice.
• She weighs the benefits of a program or project against financial gains.
• She exercises care as to the amount of risk she takes to achieve financial success.
• She wants to evaluate others for more than their economic potential.

4th Priority

Defining Conceptual:

Goal: The drive to understand and gain knowledge or discover the "truth."

Needs: Logical processing of data, solving problems, and opportunities to become an expert.

Higher Priority
Individuals who place a higher priority on this motivator can be identified as those who are in search of facts and reality. They are objective and critical, and seek to separate fact from opinion. They are interested in the logical progression of reasoning. These individuals attempt to order and classify knowledge through investigation and validation. They often prefer ideas, concepts, or things to people's feelings. They seek information through reading non-fiction, watching documentaries, asking questions, and research.

"Learning is a treasure that will follow its owner everywhere." - Chinese Proverb

Lower Priority
Individuals who place a lower priority on this motivator tend to form opinions rather than use facts. They prefer to trust their instincts and do not feel the need for excessive study or investigation into a subject matter. They will often accept the conclusions of others at face value. They feel more comfortable dealing with the emotions of people rather than the science of factual investigation. These people usually prefer to only learn what they need to for a particular job or situation.

"A single conversation with a wiseman is better than ten years of study." - Chinese Proverb

Sally's Personal Results - 4th Priority MODERATE
Sally's score indicates that her need for knowledge is applied on a project-by-project basis. When she is interested in a specific area and research is required for success, she attempts to know as much as possible about that area. When knowledge of a specific area is not of interest or required for success, Sally tends to rely on her intuitive or practical experiences. She will often want to rely on information that is available from readily accessible resources.

• Her presentation of information will be uncomplicated and easy to interpret.
• She combines investigative abilities, intuitiveness, and personal experience to solve problems.
• She reviews general information from various sources before making a decision.
• She uses her practical business experience to resolve issues and problems.

1st Priority

Defining Power:

Goal: The drive to be in control of one's destiny and the destiny of others.

Needs: Prestige, a position of authority, and to be seen as superior in an organization or group.

Higher Priority

Individuals who place a higher priority on this motivator enjoy being influential and being in commanding positions. These individuals are willing to take the risks involved in accepting a leadership role. They want the authority to be in charge and to exercise management functions and responsibilities. They display the need for material possessions that demonstrate success and accomplishment. These individuals respect both competitiveness and those who are first or most respected in business, sports, organizations, etc.

"Better one day as a lion than one day as a sheep." - Italian Proverb

Lower Priority

Individuals who place a lower priority on this motivator feel that having power and authority is not worth the adversities one must face to gain them. They are aware of the risks involved in leadership roles, and prefer to play a more supportive role in contributing to the organization's success. Someone's title will not automatically earn their respect. They usually do not seek positions that would give them significant public recognition for their work and accomplishments.

"At a round table there is no dispute about place." - Italian Proverb

Sally's Personal Results - 1st Priority HIGH

Sally is at ease in the role of leading others. A leadership role provides satisfaction and fulfillment for her. She is willing to put forth great effort to achieve recognition from her manager and others she holds in high regard. She is happy to be in the spotlight and enjoys the material things that accomplishment can bring. In business, she is energized by the competition to be first or the most respected. She invests her time and energy to deliver results from externally established goals and objectives. She prefers to have full control of her situation and people in daily business activities. Sally is independent, not needing the encouragement or support of others to voice her opinions or ideas.

• She projects self-confidence, authority and enthusiasm.
• She establishes goals, objectives and plans of action necessary to produce results.
• She readily accepts leadership roles.
• She is willing to make difficult and unpopular decisions.

6th Priority

Defining Aesthetic:

Goal: The drive to find work-life balance, harmony, and beauty.

Needs: Personal expression, creativity, and self-fulfillment in all aspects of life.

Higher Priority
Individuals who place a higher priority on the Aesthetic motivator have a heightened awareness of their environment. They have a strong sense of color, form, beauty, and symmetry. These individuals have intuition and enhanced senses that guide their emotions and decisions. They may be artistic, enjoy nature, and/or seek opportunities for self-awareness of the mind, body, and soul. Those with the Aesthetic motivator as a higher priority have a strong picture of their life that they seek to fulfill through experiences.

"Everything has beauty, but not everyone sees it." - Chinese Proverb

Lower Priority
People who place a lower priority on this motivator tend to be more practical and objective in their decision making. They can work in almost any environment, no matter how pleasing their surroundings are. They believe an object's function is more important than its form or beauty. They may appreciate cultural arts but do not need an outlet to express the particular art form.

"Even the colors of a chameleon are for survival not beauty." - African Proverb

Sally's Personal Results - 6th Priority MODERATE
Sally appreciates the need for a product to have form and function, but that need is balanced by the desire to produce successful results. She wants to work in a business environment that is both realistic and practical. Sally may have a specific area that can fuel her passion for harmony and beauty. This is determined on an individual basis and is not be universally applied to the world in general. For example, she may concentrate her aesthetic passions on the beauty of the outdoors. She may be very concerned about having harmonious relationships within a specific group, but not as concerned with the depth of her relationships with others. Sally may have a desire to have the finer things in life, but she balances that desire with the economic realities of her financial situation. She may at times make decisions based upon the expediency of the situation and not on the aesthetic value of the product or relationship.

• Sally can balance the need for form and function with the usefulness required of products and projects.
• She can reach a compromise in evaluating the aesthetic value of a product vs. production and cost constraints.
• She uses intuition and information to make a decision.
• Sally may balance two opposing factions, fostering harmonious relationships to accomplish tasks.

2nd Priority

Defining Regulatory:

Goal: The drive to commit to and uphold a guiding belief system.

Needs: Unity, order, traditions, and protocols in life.

Higher Priority
Individuals who place a higher priority on this motivator have a strong belief system structured around family, religion, and/or politics. They see things from a moral and philosophical point of view. They seek to conduct their lives and business activities within a system of accepted principles and standards. They are generally seen as traditionalists who are self-disciplined and purpose-driven. They seek companies or organizations with strong mission statements that are consistent with their own personal needs.

"He who has nothing to die for has nothing to live for." - Moroccan Proverb

Lower Priority
Individuals who place a lower priority on this motivator tend to be independent thinkers and non-traditionalists. They feel comfortable making decisions apart from established codes, standards, or customs. They prefer to be seen as non-conformists who do not try to impose their moral standards and principles on others. They are accepting of multiple belief systems and can often see the points of view of others.

"The broad-minded see the truth in different religions; the narrow-minded see only the differences." - Chinese Proverb

Sally's Personal Results - 2nd Priority MODERATE
Before deciding to follow an established code of ethics or guidelines, Sally attempts to determine their worth and limitations before making a decision. She finds it difficult to commit to any one approach or method and can find her taking a wait and see attitude. She wants to take the viewpoints of others into consideration without letting her personal biases interfere. Sally can be aware of the strengths and weaknesses of traditional approaches within her organization. She feels that one must be flexible in her way of thinking about business to achieve success. She often views rules, regulations, and procedures as gray areas and she uses and applies them to fit the situation.

• She can display considerable flexibility in working with established customs, guidelines and procedures.
• She considers various options in resolving issues and problems.
• She attempts to determine what is right in regard to business tradition and customs and then decides on her best course of action.
• She can be respectful of an organization's culture and tradition.

5th Priority

Defining Humanitarian:

Goal: The drive to help others achieve their full potential.

Needs: To eliminate hate, conflict, and injustice in their environment or the world.

Higher Priority
Individuals who place a higher priority on this motivator exhibit a genuine concern for others' needs. They feel that giving equal opportunities to people enhances the overall organization and that all people have inherent value. These individuals have a strong sense of social responsibility, and prefer to be recognized for their efforts in helping those seen as less fortunate. They are empathetic, self-sacrificing, and generous with their time.

"True happiness lies in giving it to others." - Indian Proverb

Lower Priority
Individuals who place a lower priority on this motivator tend to be more restrained in their concern for the welfare of others. They feel an organization should not have an obligation to provide others with an advantage. They believe everyone should get what he or she works for or deserves. These individuals generally think that extra effort and hard work leads to success. They will selectively help others as they deem appropriate.

"No one is either rich or poor who has not helped himself to be so." - German Proverb

Sally's Personal Results - 5th Priority MODERATE
Sally has an average need and desire to focus on organizational issues involving people. She is not necessarily motivated to be out front pushing for initiatives like diversity, corporate culture programs, or programs that may give one group an advantage over another. Then again, she does not strongly oppose those same initiatives that involve providing assistance to others. It could be said that she is tolerant of reasonable initiatives in the support of the corporate well-being of her co-workers. She often suggests that common sense is her guide concerning these types of initiatives. She does care about others, but she exercises caution in deciding whom to contribute to financially or with her personal time and effort.

• She works to avoid personal involvement in potentially volatile organizational issues.
• Sally practices the use of common sense.
• She can balance the people vs. performance issues.
• She is careful with the allocation of her time.

By examining the hierarchy of motivators, below are some of the activities to help you increase your engagement and level of personal satisfaction. Using these examples, highlight those activities that you know will intensify your sense of fulfillment in life and in your career.

Activities to Increase Your Engagement Based on Your Primary Driver

POWER

- Competitive Events
- Career Advancement
- Positions of Influence/Authority
- Creating Strategic Alliances
- Title/Material Possessions Representing High Status
- Respecting Others Who Have Overcome Adversity
- Acknowledgement for Organizational Achievement
- Directing New Initiative Projects
- Independent Decision Making
- Set Goals to Achieve Personal Success and to Win

Additional Activities to Increase Your Engagement Based on Your Second Driver

REGULATORY

- Balance Family Obligations with Workplace Responsibilities
- Set Goals to Uphold the Organization's Mission, Vision, and Values
- Defending Organizational Traditions for Long-term Existence
- Working for an Organization with Beliefs Congruent to Your Own
- Structured Work Environment and Expectations
- Establishing Agreed-upon Protocols for Communication and Workplace Conduct
- Faith-based Decision Making
- Respecting the Hierarchical Structure
- Rewards Based on Loyalty and Tenure
- Encourage Workforce Connectivity

Additional Activities That Could Increase Your Engagement Based on Your Third Driver

ECONOMIC

- Business/Entrepreneurial Opportunities
- Efficiency Improvement
- Collecting Items That Will Increase in Value
- Set Goals to Increase Wealth
- Resource Utilization
- Time Management
- Reduction of Waste
- Profit-oriented Decision Making
- Investment/Growth Strategies
- Asset Preservation/Savings Strategies

Based on what you have learned about your motivators, please list specific activities that will intensify your fulfillment in your work and life.

It is easy for people to see the merit in their own motivators; it is more challenging to see and appreciate those individuals with different viewpoints. However, all motivators, both high and low, have value. Below are some of the key qualities of each motivator that can be appreciated.

Appreciating the Low Economic

- Does not use cost or price as the primary reason to purchase a product or service.
- Values other factors in life besides accumulating money, assets, or material possessions.
- Is able to savor and enjoy life's priceless moments without focusing on financial gain or loss.

Appreciating the High Conceptual

- Initiates research and/or analysis to stay informed about a wide range of topics.
- Actively seeks continuing education and training opportunities within their professional field.
- Enjoys exchanging thoughts, ideas, and concepts on a variety of subjects.

Appreciating the Low Power

- Prefers to play their own role in the team's success but does not aspire to lead or direct the efforts of others.
- Actively supports other team members without a need for a professional title or public recognition.
- Sees the value in contributions made by all people on a team, no matter what authority each person has.

Appreciating the High Aesthetic

- Values the subjective beauty in all things without the conditions of practicality, purpose, or function.
- Strives to achieve a work-life balance that promotes personal harmony and emotional enjoyment.
- Relies on feelings, intuition, and their heightened sensory awareness to guide their decision making.

Appreciating the Low Regulatory

- Values philosophical exploration above adherence to any one particular established ideology.
- Prefers acceptance of many contrasting viewpoints rather than judging one against the others.
- Questions the accepted standards of belief systems rather than willfully submitting to them.

Appreciating the High Humanitarian

- Offers their personal resources for the benefit of others without expecting reciprocation from them.
- Is driven to provide comfort to those in need.
- Enjoys giving others the opportunities to achieve their potential despite their circumstances.

Now that you have a better understanding of the six universal motivators and which ones are of importance to you, we offer you the following suggestions on being more effective with others who may be different than you. Here are some items you can focus on to increase your effectiveness when working with others.

When interacting with someone who has a High Economic Driver, focus on:

- Practicality or utility of your product or services
- Return on investment and profitability
- Reduction of waste and inefficiencies
- How they can save time, energy, and resources
- Productivity and reward systems

When interacting with someone who has a High Conceptual Driver, focus on:

- Learning opportunities, such as seminars, professional designations, and certifications
- Your organization's commitment to research and development
- Your knowledge of products and of the industry
- Objectivity and "cold, hard facts"
- Historical events leading to decision making

When interacting with someone who has a High Power Driver, focus on:

- Power and influence
- The leadership of your organization
- Goal-setting and recognition opportunities
- Strategic alliances or participation in advisory groups
- Suggestions on self-advancement

When interacting with someone who has a High Aesthetic Driver, focus on:

- Environmental responsibility
- Beautification and creativity projects
- Freedom of expression
- How products or services are presented
- New experiences offered

When interacting with someone who has a High Regulatory Driver, focus on:

- Your organization's code of ethics and moral standards
- Position or role expectations
- Commitment to promises or "walking the talk"
- Rewards offered for long-term loyalty
- Your organization's ability to demonstrate its mission and values

When interacting with someone who has a High Humanitarian Driver, focus on:

- Your organization's commitment to its people
- Diversity and appreciating everyone's contributions
- Initiatives or customer service training offered
- Generosity to charitable causes
- Onboarding plans that encourage getting to know people

The table below indicates the national norm for each motivator, as well as your personal level of intensity in that factor. The median line indicates the national average of each motivator in the United States and the diamond represents your score. Understanding how your results may be different from the results of others in the general population can assist you in being more effective when interacting with people and dealing with any potential conflicts that you may have.

If any of your scores fall in the gray shaded area, this indicates that you are consistent with the general population and are considered moderate in this driver. Most people will share views similar to yours in this subject area. You will want to pay particular attention to any of your scores that fall outside of the gray shaded area. This would indicate a degree of intensity in a particular motivator that is either negatively or positively concentrated outside of the perspectives of most people. How you display any intensity of a motivator depends on your behavioral style.

If you scored high or very high on a motivator, your passion for that driver will be quite noticeable to others through your conversations and actions. You will strive to fulfill that motivator in all that you do. If you scored low or very low on any factor, you may feel indifferent or have a negative opinion on that subject and will generally have difficulty understanding individuals who are motivated by this driver. It is important to remember to respect other people's points of view.

Finally, this report can change throughout your life. If you experience a significant emotional event in your life, or if you fulfill a value to the extent that it becomes less important to you, you might begin to put more emphasis on one of the other motivators. Because your drivers can shift over time, it is highly suggested that you regularly revisit or retake this report for its current relevance. This can be extremely helpful when an individual is feeling unfulfilled in their life or career. One or both of your top two motivators must be acknowledged and satisfied to experience fulfillment.

Hierarchy of Motivators

ECONOMIC	#3 - MODERATE	
CONCEPTUAL	#4 - MODERATE	
POWER	#1 - HIGH	
AESTHETIC	#6 - MODERATE	
REGULATORY	#2 - MODERATE	
HUMANITARIAN	#5 - MODERATE	

❚ = National Norm   ◆ = Your Score

VERY LOW	LOW	MODERATE	HIGH	VERY HIGH
3 standard deviations 2% of population	2 standard deviations 14% of population	1 standard deviation 68% of population	2 standard deviations 14% of population	3 standard deviations 2% of population