



Stephen Kiener

July 14, 2021

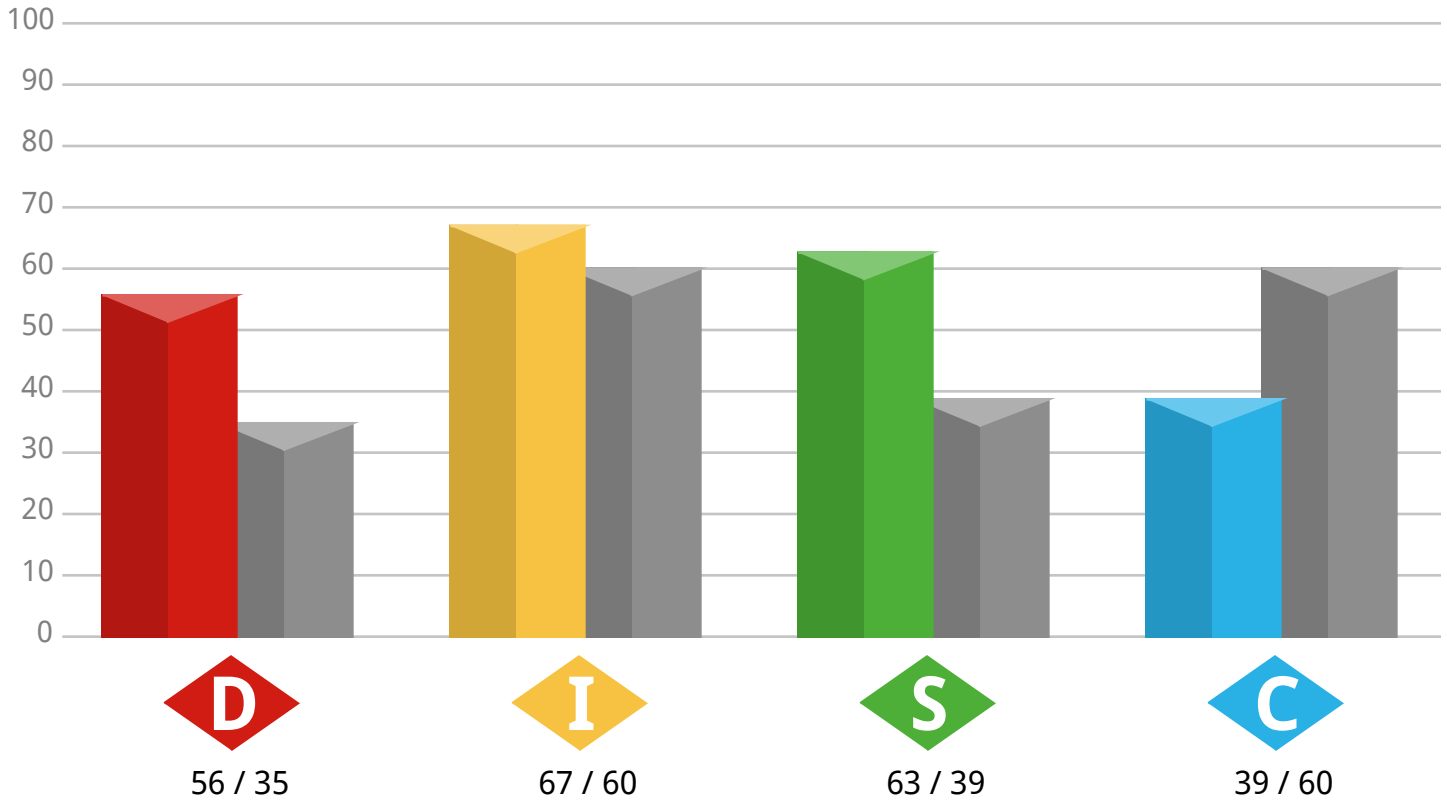
This Innermetrix DISC Plus Profile combines the best of two world-class profiles authored by the Founder and CEO of Innermetrix, Jay Niblick. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand 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.



Jason Drees Coaching



Natural and Adaptive Styles Comparison



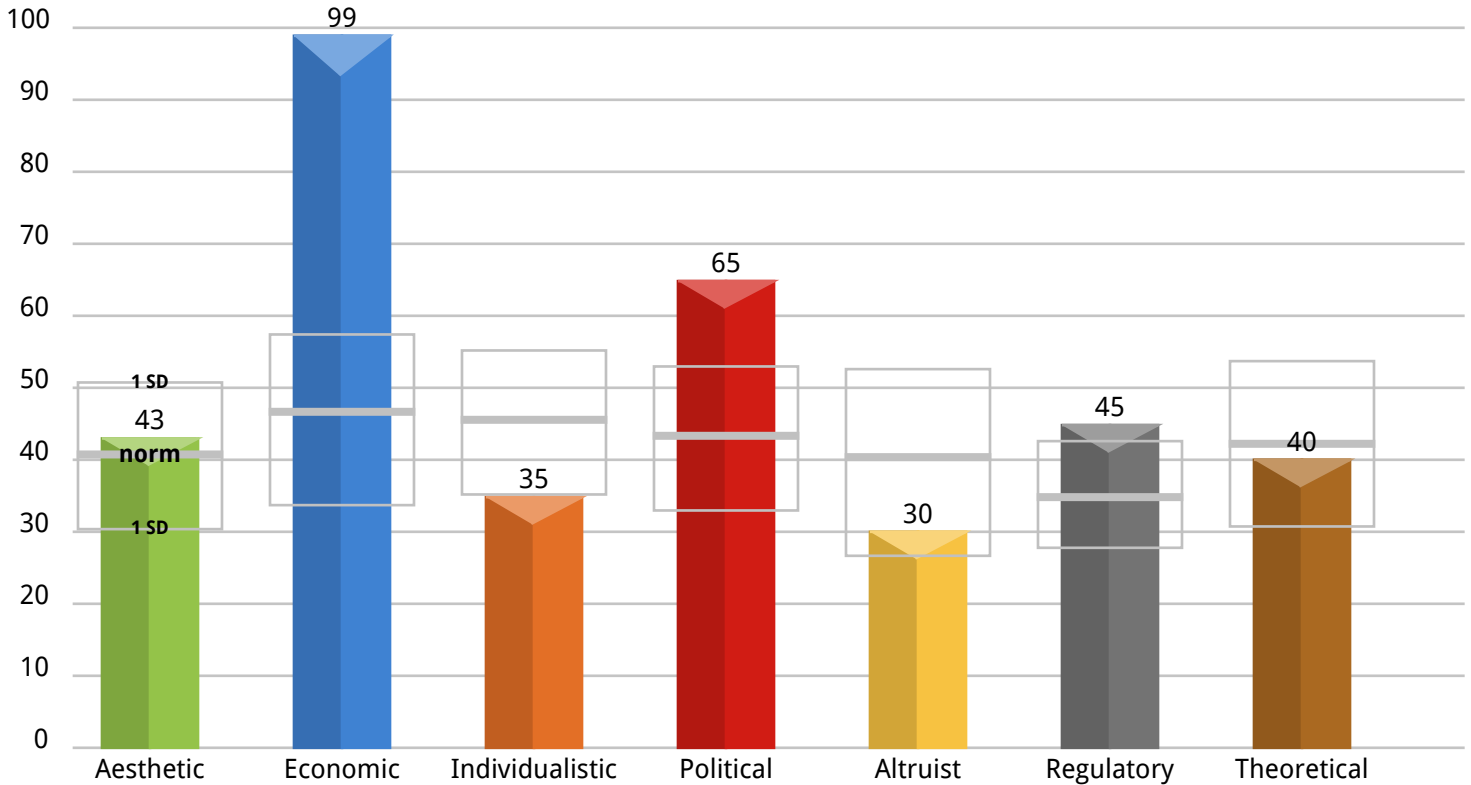
Stephen Kiener

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 Stephen's Values



Stephen Kiener

Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
Very High Economic	You are very competitive and bottom-line oriented.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
Average Theoretical	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

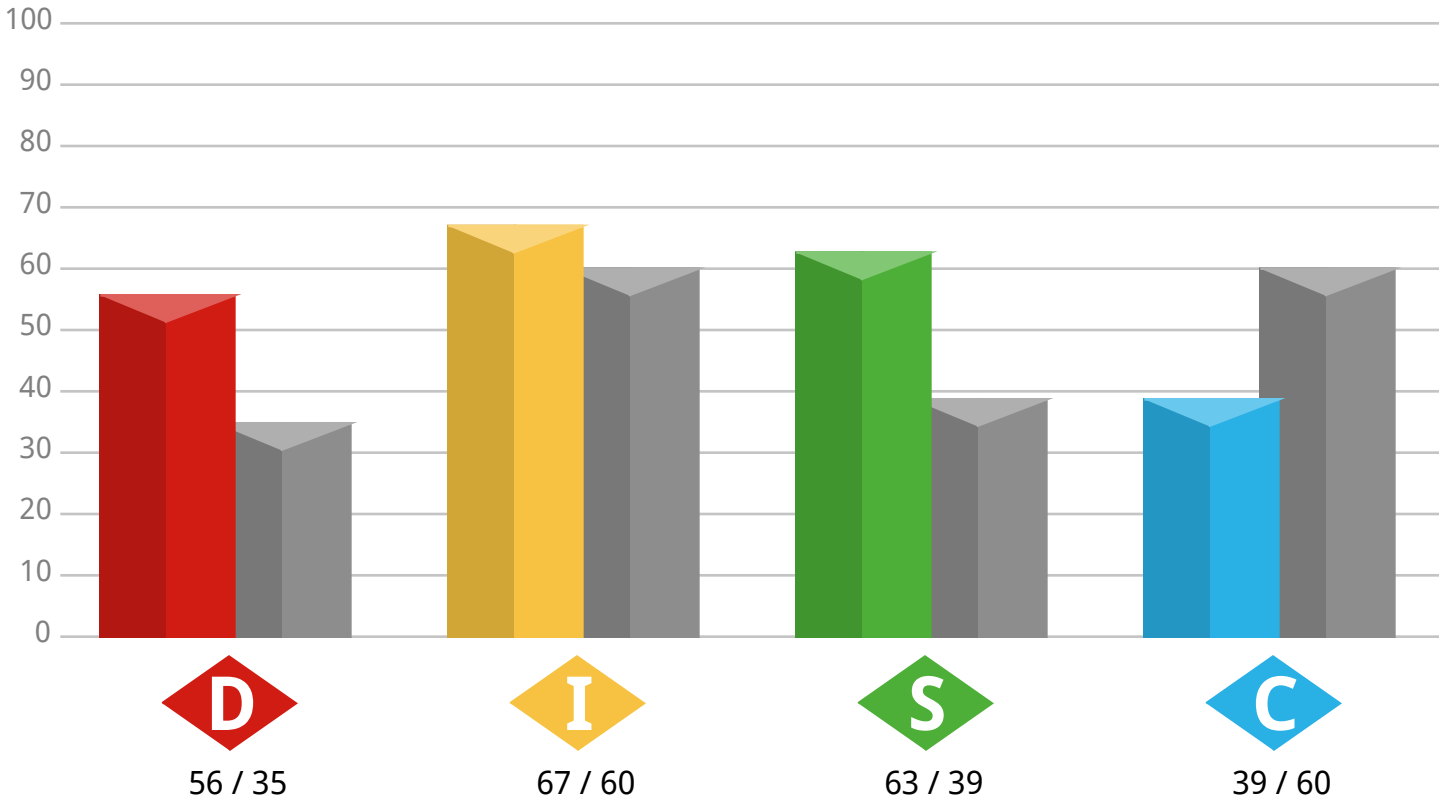


The DISC Index

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



Natural and Adaptive Styles Comparison



Stephen Kiener

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.



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.

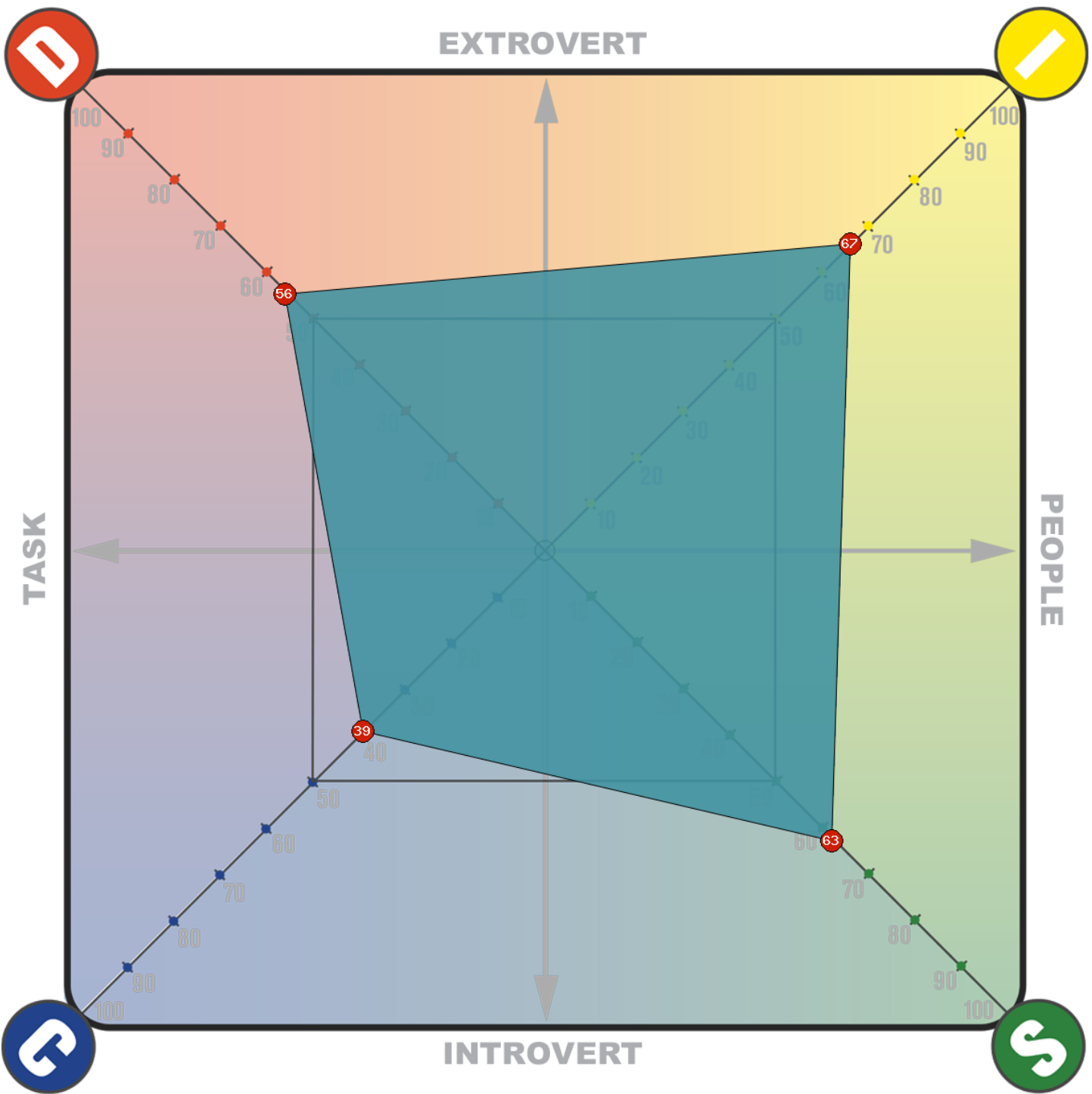
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we 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 Deliberate	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Reserved Introspective	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Chaotic Spontaneous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Challenging
Low D	Low I	Low S	Low C

Stephen Kiener



Stephen Kiener



Decisive

Your approach to problem-solving and obtaining results

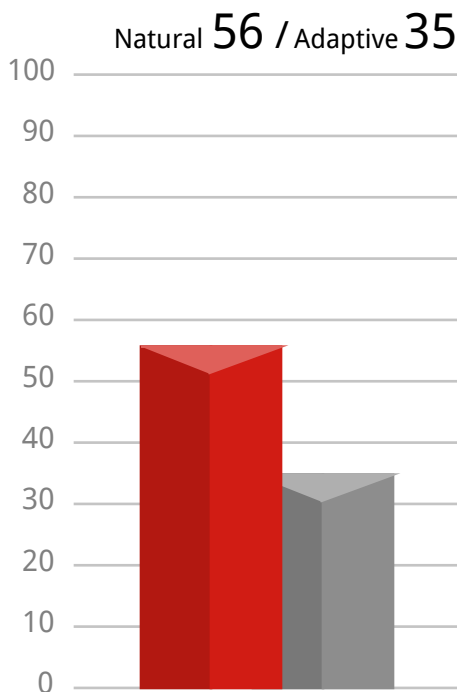
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are likely the one to initiate action before others.
- You're moderately self-reliant in determining new directions or deciding on change.
- You are comfortable pushing the envelope when it comes to what authority you do possess if it gets results.
- You are pretty competitive in the things you do on both the personal and professional side.
- You can become critical of others who don't measure up to your standards.
- You prefer a minimum of direct supervision or control over your actions.

Stephen Kiener



Interactive

Your approach to interacting with people and display of emotions

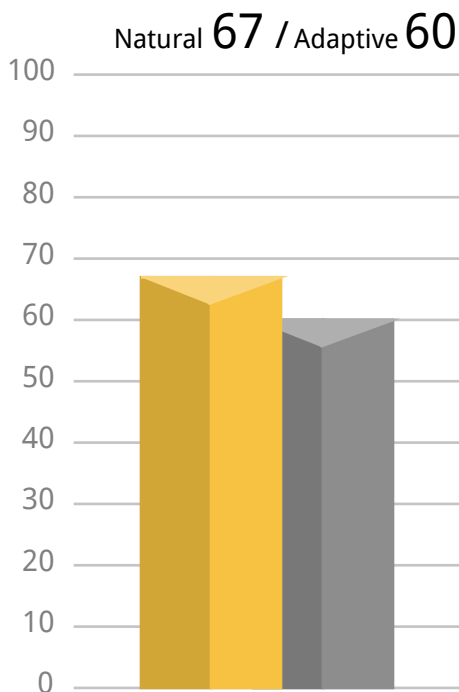
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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 make an effective coach or counselor for others on the team.
- You are sociable and outgoing with others.
- Sometimes you can express your opinion too much.
- You tend to naturally trust others and their ideas.
- You prefer to deal with people and get results with and through them rather than by yourself.
- You strongly prefer a democratic and not dictatorial professional environment or relationships.

Stephen Kiener



Stabilizing

Your approach to the pace of the work environment

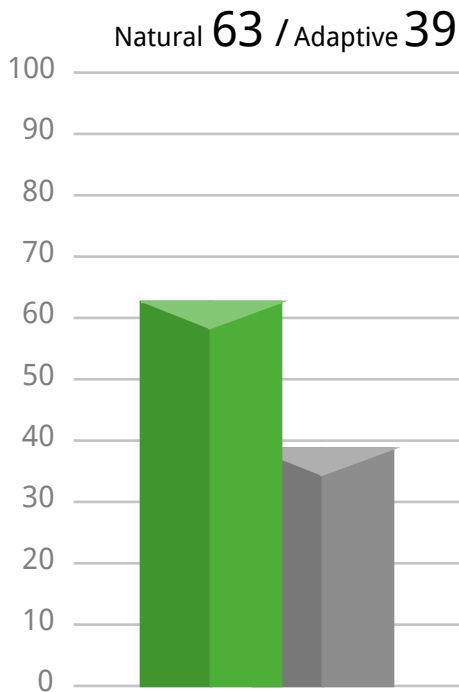
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You bring a high degree of self-control to work. You steadily move towards the completion of a task.
- You are generally known as steadfast and dependable.
- You don't like rocking the boat unless you absolutely have to.
- You serve to stabilize others on a team who are perhaps too maverick.
- If insufficient structure and order exist, you will create it.
- You prefer to have sufficient clarification of policy or tasks before proceeding, so as to avoid mistakes.

Stephen Kiener



Cautious

Your approach to standards, procedures, and expectations

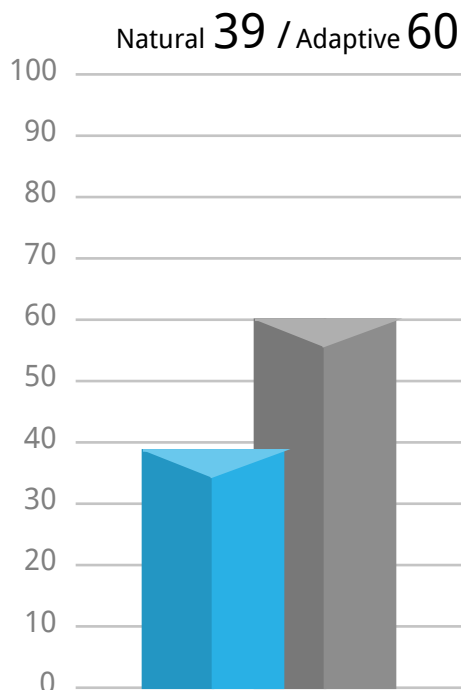
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are practical and realistic.
- You may be perceived as being non-committal by some when it comes to deciding on how to proceed.
- You might be perceived as a bit of a rule-bender by some on the team.
- You prefer to act as your "own person" rather than follow the norm.
- You like taking your own way to the results.
- You are fine with change when it is clear how it will improve efficiency.

Stephen Kiener



Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress.

The following statements are true to just your unique natural style:

- Persuades others not with hype, but rather with warmth, sincerity, and understanding.
- Prefers networking by face with internal and external stakeholders rather than working in solitary conditions.
- Listens carefully to alternatives before making a judgment.
- Excellent team player because of the high optimism and the ability to defer ego to others who may prefer more attention or control of the situation.
- Tends to be an excellent 'teacher' to peers on the team, at any level of the organization.
- High degree of persistence in working on specialized projects, especially over the long haul.
- Tends to say 'yes' more than 'no' when asked to help out with a colleague's project or problem.
- Excellent coach or counselor with others on the team.



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:

- Job related decisions are made by gathering facts and considering the needs of the people involved.
- May fear losing on a project or proposal.
- Shows the rare ability to handle both the people-side and the detail-side of a project with equal poise and confidence.
- May overuse position power or detail orientation to get own way.
- Shows a high degree of conscientiousness and thoroughness in handling any project.
- Maintains high quality control standards while also being sensitive to the needs of others on the team.
- When offering individual or team criticism, will usually do this in a positive and constructive manner, so that no one loses self-esteem.
- Shows a special characteristic of being able to help others on the team to visualize the activities necessary to lead to success in a complex project or design.



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:

- Being more direct when communicating.
- Being more efficient.
- Working in an environment with little hostility and conflict.
- Setting more ambitious deadlines, pushing the limits a little more.
- Working on a team.
- Learning to say "no" more often to avoid spreading yourself too thin.
- Avoiding heavy detail work.
- Having an increased urgency in decision-making... the project clock is ticking.



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:

- Interesting activities outside of the work environment. Some peers with similar scores may like to be involved in volunteer and community activities.
- Quality control standards that are adhered to by all members of the organization, not just by a few people.
- Public recognition of accomplishments and meeting of goals.
- Information about suggested changes to be made in processes that may have an impact on quality.
- Assignments that allow for a variety of people contacts.
- Supportive and encouraging working environment.
- A system of support to assist with the details and follow-through.
- Awards to confirm ability, competence, or achievements.



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:

- The high optimism helps motivate the team toward its goals.
- Excellent empathic listening style, a model for others to observe and follow.
- Able to reach goals by working with and supporting the efforts of others on the team.
- Able to build positive relationships with internal and external stakeholders.
- Able to negotiate conflicts into win-win situations.
- Very people oriented. Able to talk with new people very easily in small groups or in large audiences.
- Demonstrates an appropriate combination of people-orientation plus listening ability and may serve as a sought-after coach or counselor to peers within the organization.
- Brings a high 'sincerity-factor' to the team climate.



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:

- Time to reflect and think about pros and cons to solutions.
- Projects needing you to motivate and persuade people.
- Highly specialized assignments and technical areas of responsibility.
- Activities with many opportunities for interaction with people.
- Projects completed the 'right way' the first time to avoid problems later on.
- Operating procedures that support sometimes complex processes.
- Activities that can be monitored from beginning to end.
- Activities to get and maintain the attention of others.



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:

- Take constructive criticism too personally.
- Be too indirect in providing instructions, not wanting to impose your will on others.
- Be slow to make decisions due to a need to consider the people-side of all issues.
- Hesitate to correct or discipline those who need it for fear of offending someone.
- Hold a bit of a grudge toward those who offer criticism.
- Need some coaching in time management and in setting deadlines that are more ambitious.
- Lack a high sense of urgency, especially when under pressure.
- Show less emphasis on productivity and more emphasis on the people-side of a project.



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:

- Prefers explicit instructions and measurement criteria to be established with the participants.
- Leads the group by persuading, energizing them with optimism and encouraging cooperation.
- Shows authority by demonstrating trust and participation with the group.
- Evaluations based on maximizing the participants' process and success.
- Models own teaching/facilitating on those held in respect and esteem.
- Sincere participation with others as a co-learner or co-facilitator.
- Brings imagination and ideas to the training event.

How you prefer to receive knowledge or learn:

- Shows patience with tedious, technical, and specialty tasks. Does independent practice as well as working with others.
- Needs "what to do and when to do it" for optimal time and process management.
- Wants to know performance outcomes, objectives, etc.
- Responds to extrinsic motivation such as praise and encouragement.
- Looks for meaning and clear integration of the learning activities.
- As a participant, prefers a balance between individual and group work.
- Shows commitment, and wants to be personally involved in learning.



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 Stephen:

- Find some areas of common interest and involvement.
- Be certain to conclude the communication with some modes of action and specific next-steps for all involved.
- Be casual and informal with gestures and body language.
- Join in with some name-dropping, talk positively about people and their goals.
- Be certain that individual responsibilities are clear and there are no ambiguities.
- Use the conversation to direct you back to the topic or issue at hand... don't get too far off track.
- Provide clear, specific solutions, and support your position.

Things to avoid to effectively communicate with Stephen:

- Don't be domineering or demanding.
- Avoid being impersonal or judgmental.
- Don't be rude, abrupt in your delivery.
- Don't leave decisions hanging in the air.
- Don't be vague or ambiguous.
- Don't stick coldly to the business agenda.
- Don't leave the idea or plan without backup support.



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.

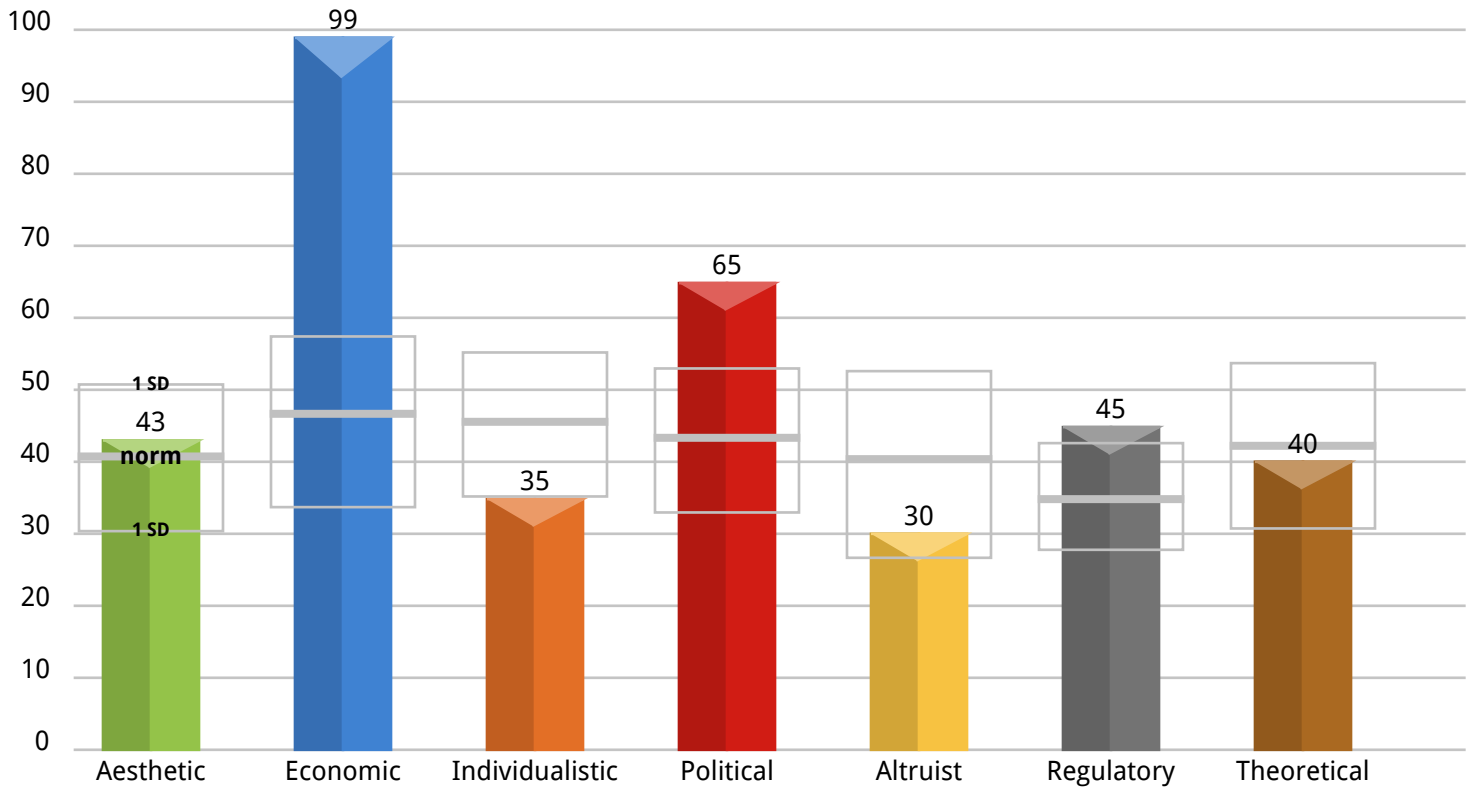
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

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

Stephen Kiener

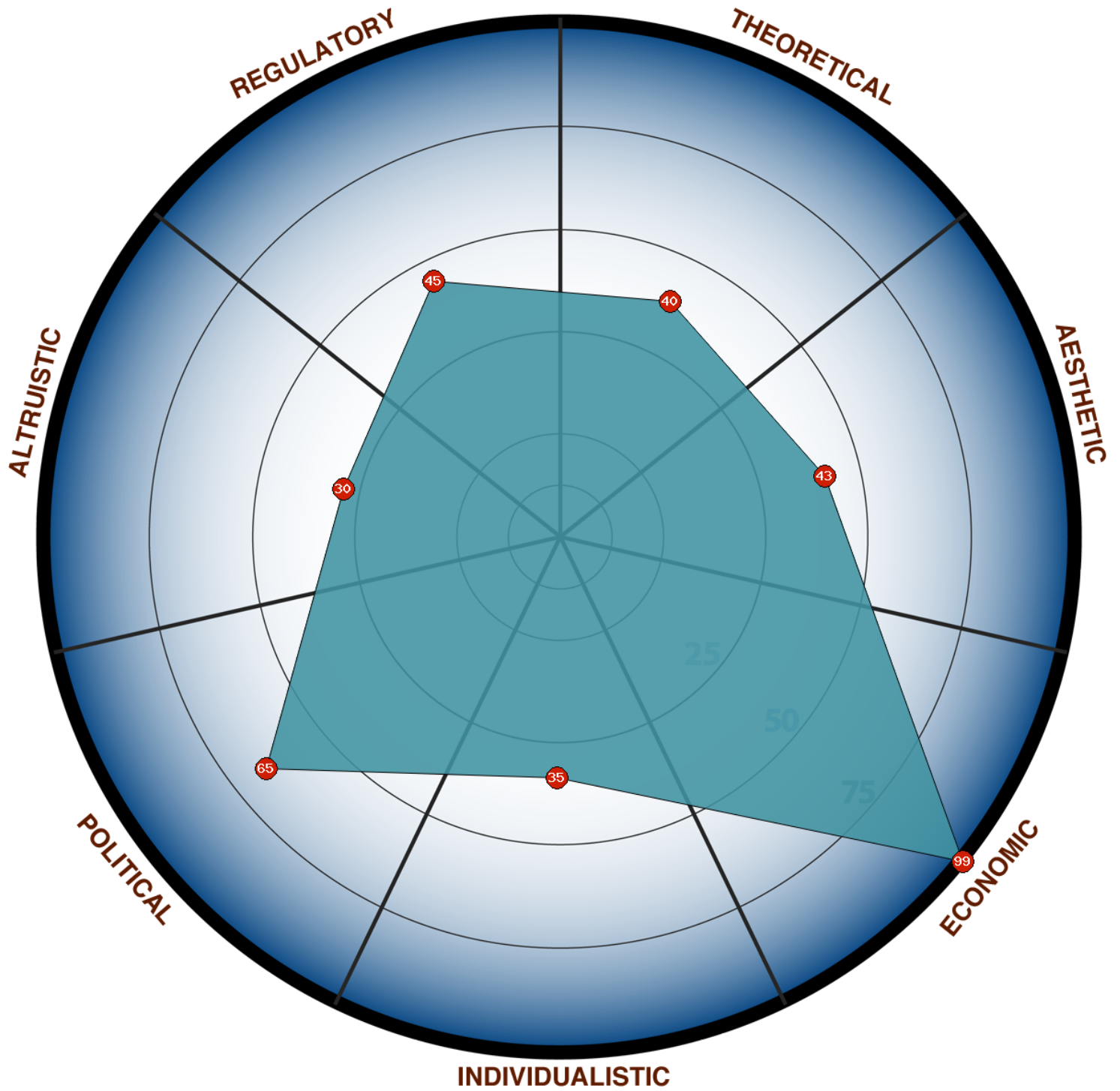


Executive Summary of Stephen's Values

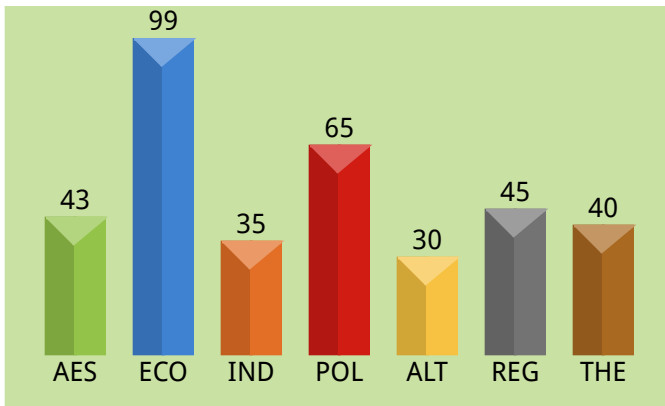


Stephen Kiener

Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
Very High Economic	You are very competitive and bottom-line oriented.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
High Political	You are able to accept the credit or take the blame with a 'the buck stops here' attitude.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
Average Theoretical	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.



Stephen Kiener



The Aesthetic Dimension:

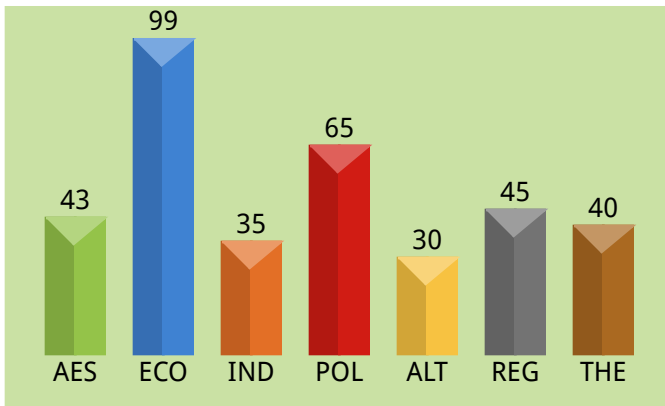
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You possess the average level of aesthetic appreciation, near the national mean.
- You respect others' needs to express their creativity.
- You help keep overly emotional or creative types grounded.
- You possess a healthy balance between form and function.
- You work equally well with the artistic and non-artistic types.

Key Strengths:

- You appreciate a sense of balance between work and life, but are not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.



The Aesthetic Dimension:

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

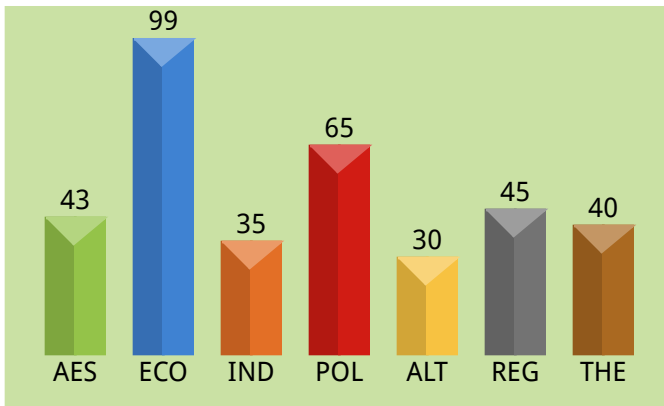
Motivational Insights:

- You appreciate the need for conservation efforts and preserving balance and harmony in the surroundings.
- You believe that art and form can be uplifting and positive, even for those with no artistic ability.
- You balance team efforts between doing it right and doing it enjoyably.
- You possess a level of artistic interest or appreciation that is right at the national mean.
- To you, balance between work and life is important.

Training/Learning Insights for Stephen:

- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.

Stephen Kiener

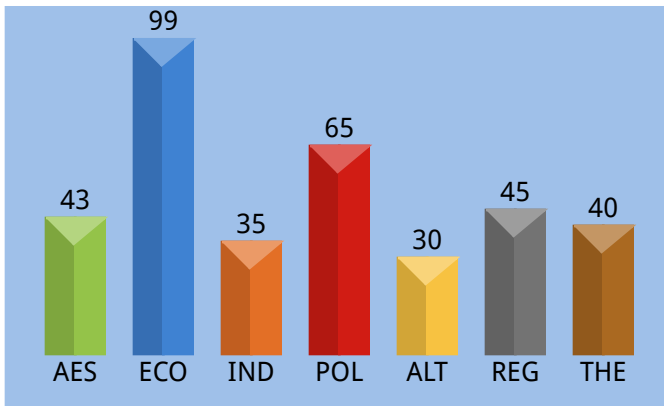


The Aesthetic Dimension:

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

Continual Improvement Insights:

- Since your score is at the national mean, it is important to review other Values drives for a more complete look at areas for quality improvement.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- Remember that it is OK that some don't appreciate artistry, balance or harmony and you can serve as a bridge between those who do and don't see value in such things.



The Economic Dimension:

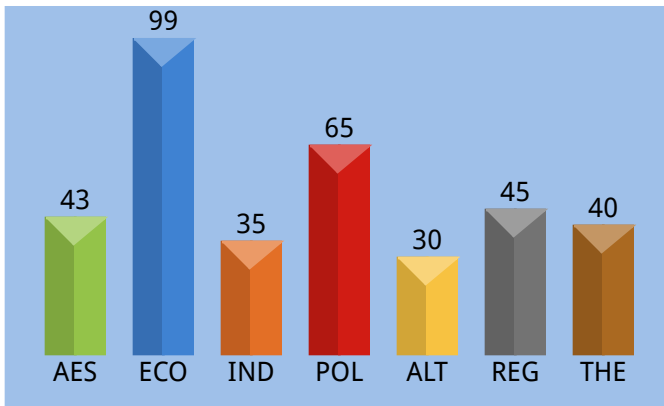
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You may want to surpass others in wealth or materials.
- You may view knowledge for the sake of knowledge as a waste of time, talent, energy, and creativity.
- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of your participation.
- You are goal driven, especially financial goals.
- You need for education and training to be practical and useful, with a profit or economic motive.

Key Strengths:

- You have high motivation to achieve and win in a variety of areas.
- You are profit driven and bottom-line oriented.
- You are highly productive.
- You will protect organizational or team finances, as well as your own.
- You show a keen ear to the revenue-clock, your own and the organization's.



The Economic Dimension:

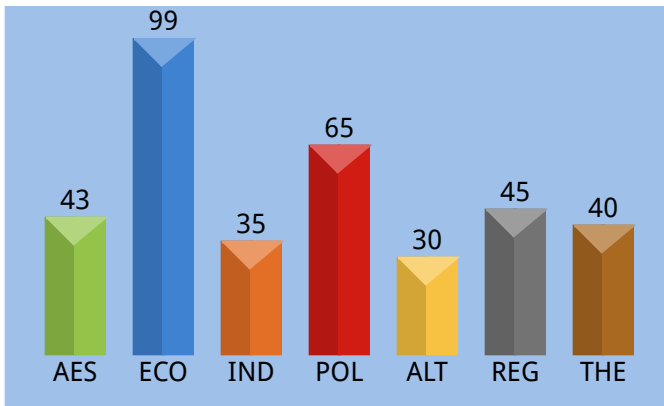
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- Remember that you have a keen ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.
- You link training and meeting events to potential gains in business share or future income.
- You would appreciate recognition and rewards (e.g., bonuses) as soon as possible, not just farther out as in at the end of the quarter or year.
- You make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- Be certain you are balancing your professional and personal life.

Training/Learning Insights for Stephen:

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

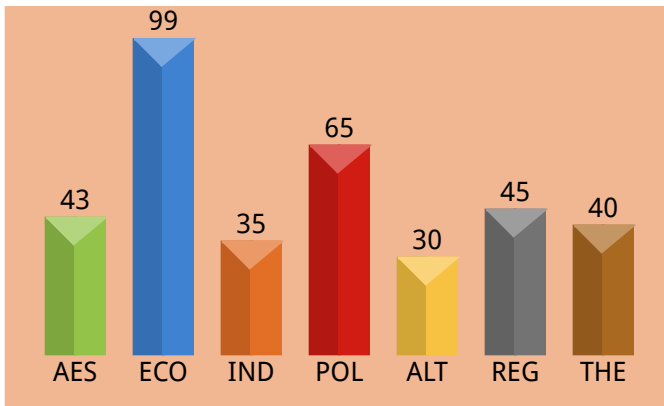


The Economic Dimension:

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

Continual Improvement Insights:

- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- You may judge efforts of others by an economic scale only.
- While this very high economic drive may be a significant motivating factor in achieving your goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.



The Individualistic Dimension:

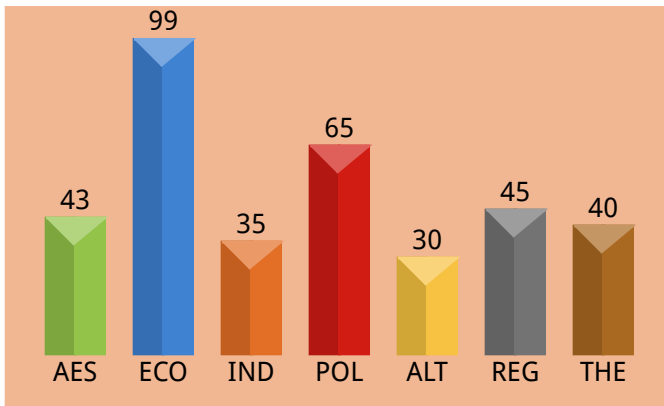
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

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

Key Strengths:

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



The Individualistic Dimension:

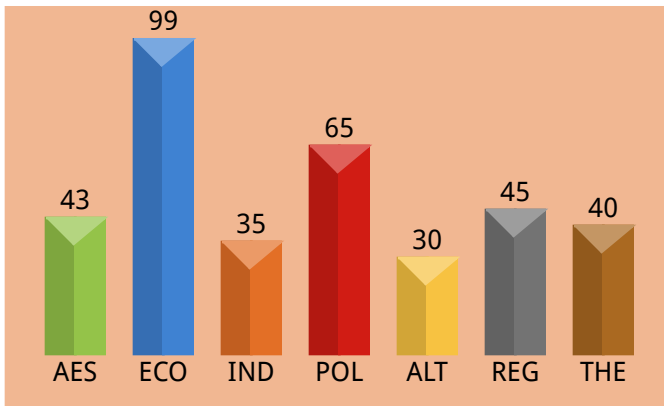
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

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

Training/Learning Insights for Stephen:

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

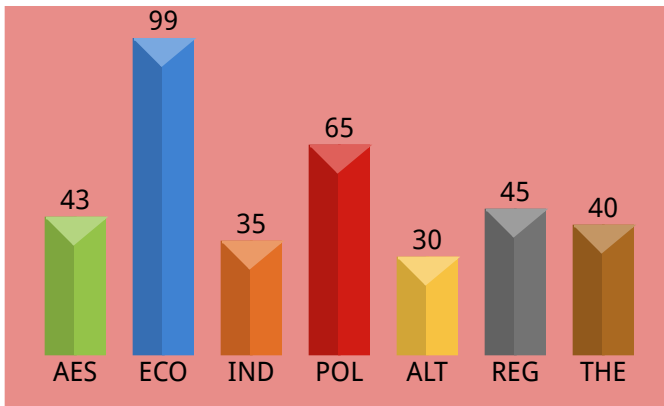


The Individualistic Dimension:

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

Continual Improvement Insights:

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



The Political Dimension:

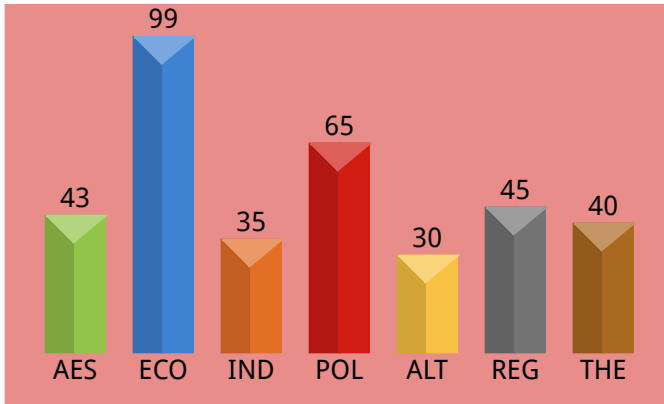
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You enjoy a feeling of accomplishment in getting a difficult job done on your own.
- You use power and control effectively to keep projects moving.
- You seek competition.
- You are an active agent in tough decision-making roles.
- You like to be your own boss and to have control over time and resources to accomplish goals.

Key Strengths:

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



The Political Dimension:

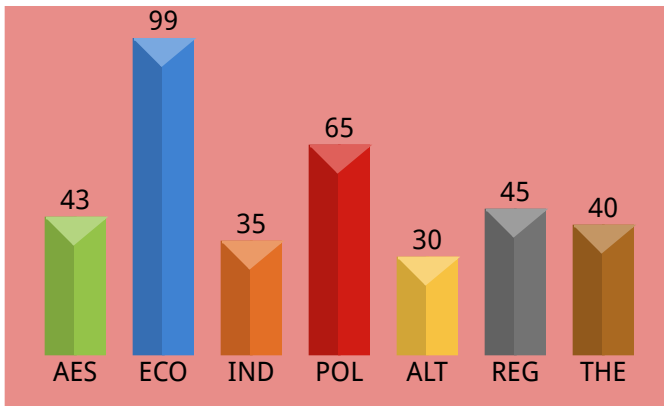
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You may like to be seen as a catalyst for change.
- You may need to be more willing to share the attention and successes for wins.
- You enjoy status and esteem in the eyes of others.
- You appreciate occasional public recognition and praise for successes.
- You prefer freedom to take risks, but also need the boundaries and limits to the risk-taking freedom.

Training/Learning Insights for Stephen:

- You provide for individual recognition for exceptional performance.
- You provide for a variety of learning and professional development options.
- You score like those who frequently show an interest in leading some training or professional development activities.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- If group activities are involved, attempt to build in some competition and group leadership events.

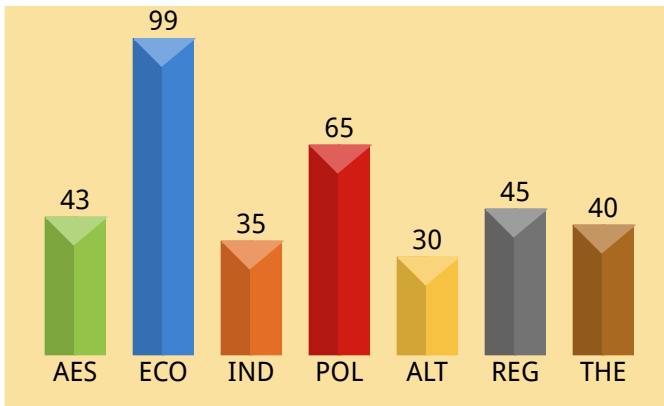


The Political Dimension:

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

Continual Improvement Insights:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority without cause.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.



The Altruistic Dimension:

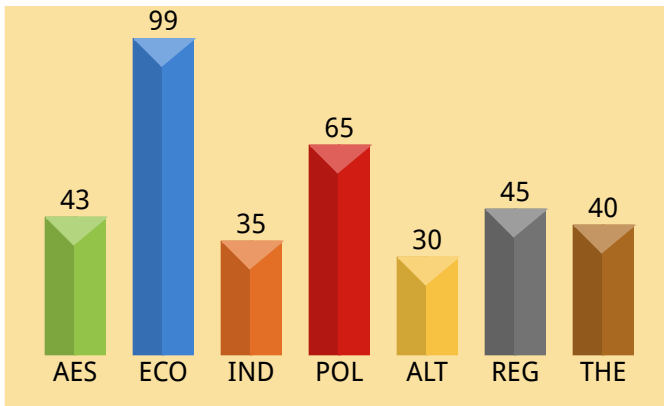
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

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

Key Strengths:

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



The Altruistic Dimension:

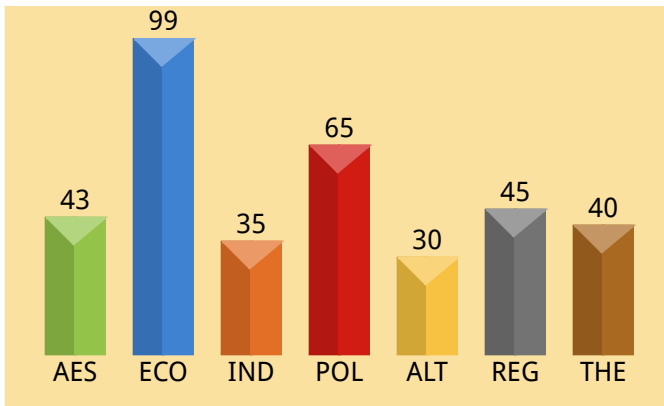
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

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

Training/Learning Insights for Stephen:

- 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.

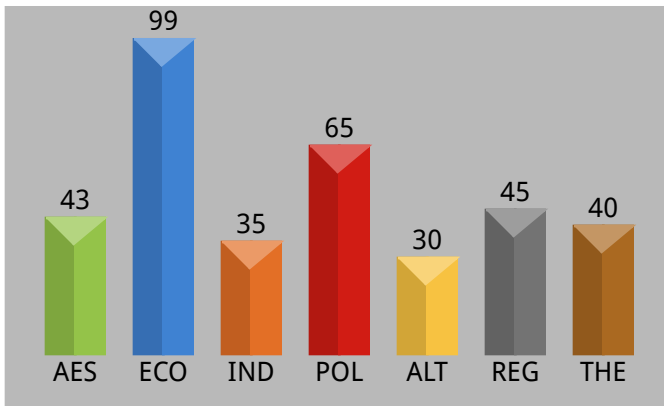


The Altruistic Dimension:

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:

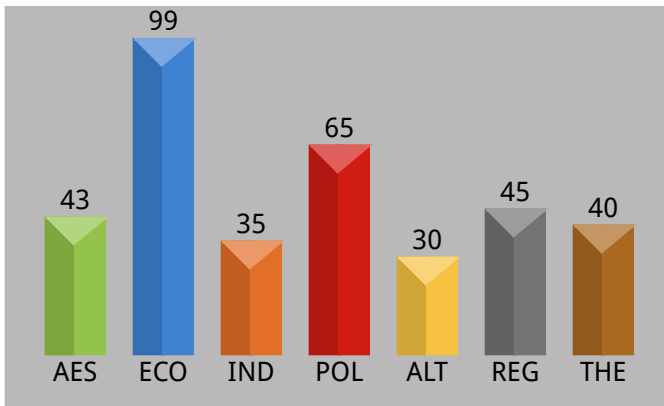
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You believe in preparing properly before taking action.
- You take personal responsibilities very seriously.
- You believe quality control is a vital part of accurate work.
- You tend to be highly organized.
- You subscribe to a "Rules are made to be followed" mentality.

Key Strengths:

- You produce detailed and accurate work.
- You maintain focus throughout projects.
- You achieve a sense of accomplishment based on the quality of the work.
- You are reliable and dependable.
- You take pride in things that support tradition like national history, honor, duty.



The Regulatory Dimension:

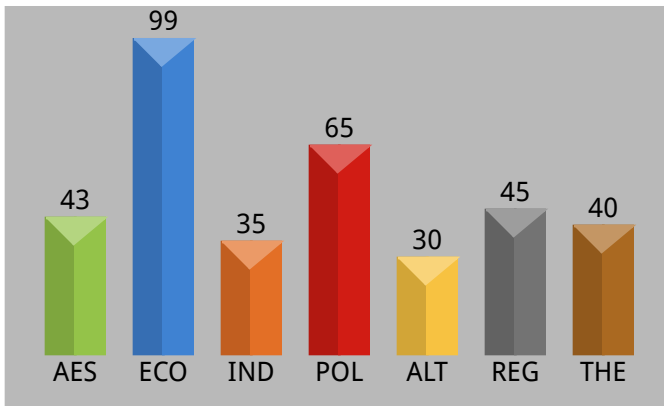
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- In order to change the established way of doing things, it has to be justified by a significant need.
- You should avoid disrupting your schedules and flow unnecessarily.
- You prefer to receive personal criticism in a constructive manner and in private.
- You should make sure the reasons behind instructions are clearly understood.
- Be patient when trying new concepts or procedures. Ensure ample to adapt.

Training/Learning Insights for Stephen:

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

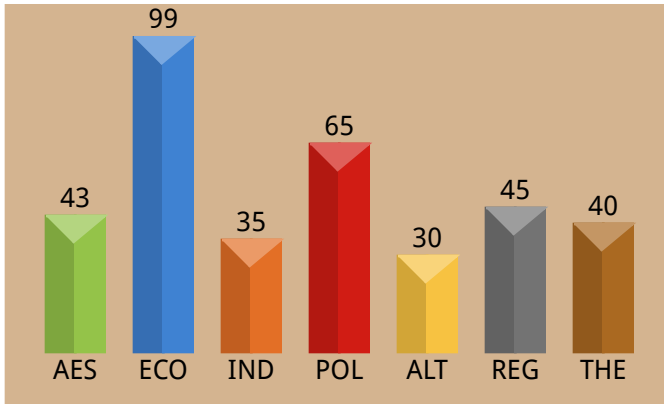


The Regulatory Dimension:

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

Continual Improvement Insights:

- It might not hurt to let go sometimes and have no prescribed path to follow.
- You shouldn't get too hung up on the rules.
- You could possibly be perceived by some to be too structured or rigid on certain issues.
- You should try being a little more flexible.
- When in a high change environment, remember to be flexible.



The Theoretical Dimension:

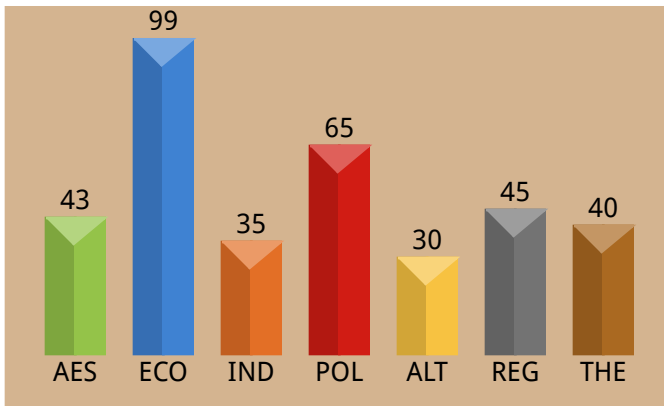
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You bring a sense of balance and stability to a variety of technical issues and features impacting the team.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- Your score in this range is near the typical businessperson's score.
- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.

Key Strengths:

- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.



The Theoretical Dimension:

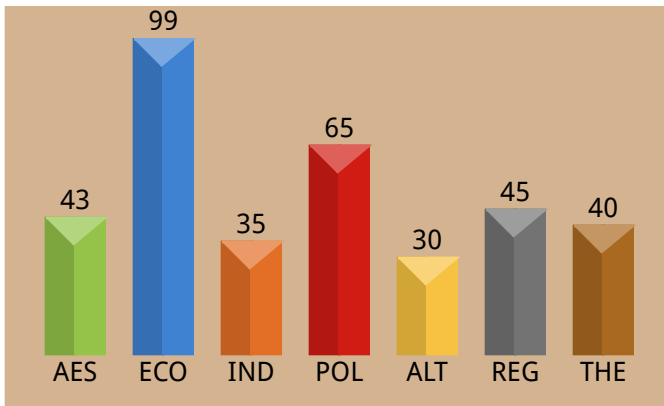
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.

Training/Learning Insights for Stephen:

- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.



The Theoretical Dimension:

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

Continual Improvement Insights:

- You may need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.



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:

Stephen Kiener

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):
