



The DISC Map™

Your Energy Index

Navigating Performance, Getting Results.

Report For:

Jack Sanborn

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INTRODUCTION to the DISC Model

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.

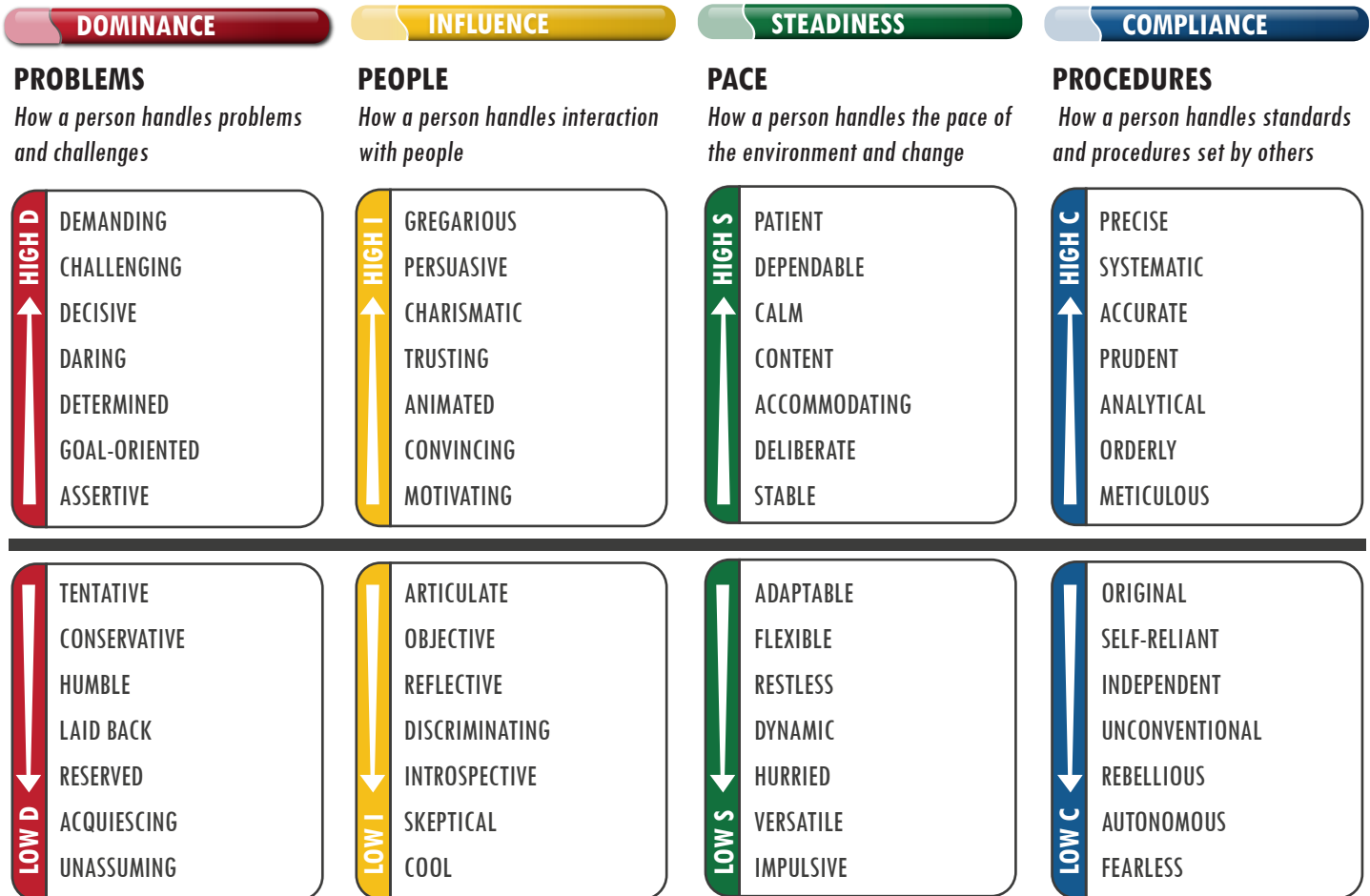
As you read this report, you may find that some statements appear to be contradictory. You cannot look at only one primary behavioral indicator in determining a person's style. You must look at all four behavioral tendencies when trying to better understand a person. Also, a person's behavioral style 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.

DISC Dimensions

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.



Your Natural and Adapted DISC Graphs

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.

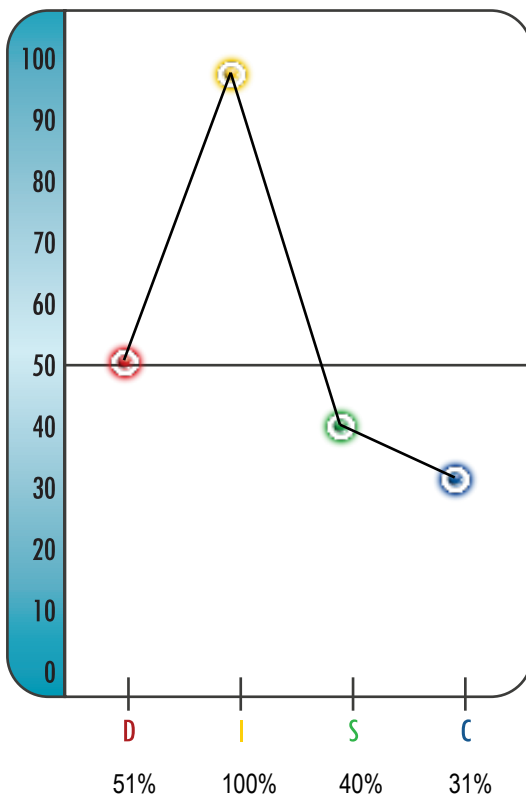
Natural

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.

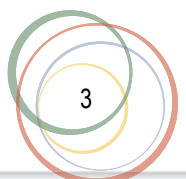
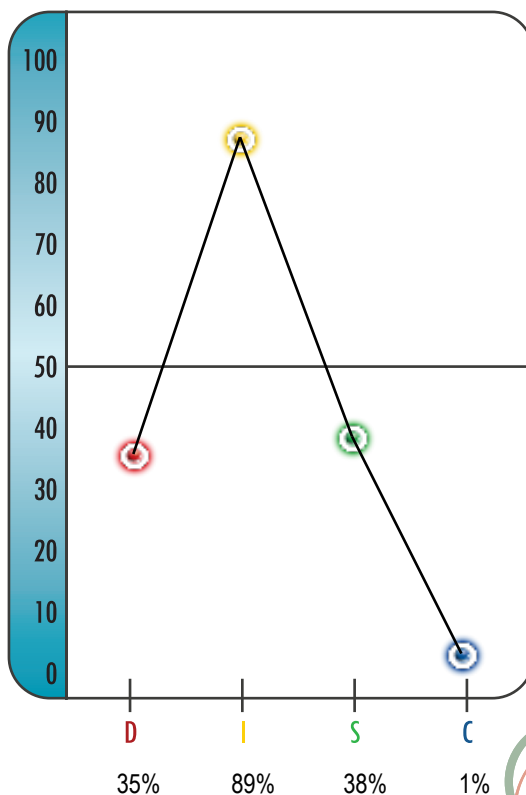
Adapted

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



Adapted Style



D = Dominance**How a person handles problems and challenges.**

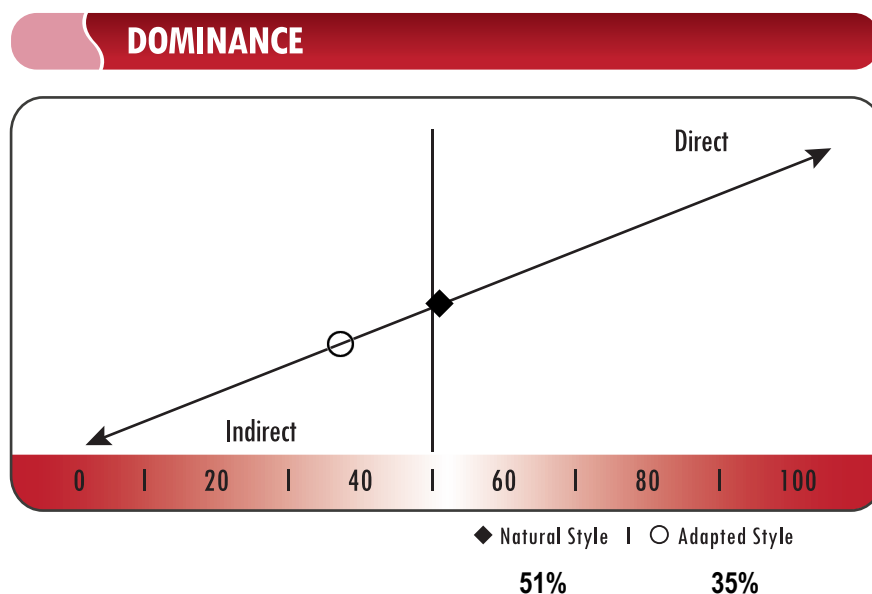
At the bottom of the page, you will see a graph representing the amount of Dominance behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics 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.



D = Dominance**Jack's Natural Style**

Jack wants to work with a leader whom he respects and sees as bold and willing to take risks. Jack is careful to use his personal power wisely. He prefers personal power to position power. Jack wants to use available resources as he searches for practical solutions to problems. He uses his decision-making process to help others improve their problem-solving skills. He makes a concerted effort to involve others in his approach to discovering solutions to problems or issues. Jack approaches problem solving with a single-minded intensity, focusing on the immediate problem at hand. Jack can handle most situations with an easy-going approach, but when confronted, he is very capable of "standing his ground."

I = Influence

How a person handles interaction with people.

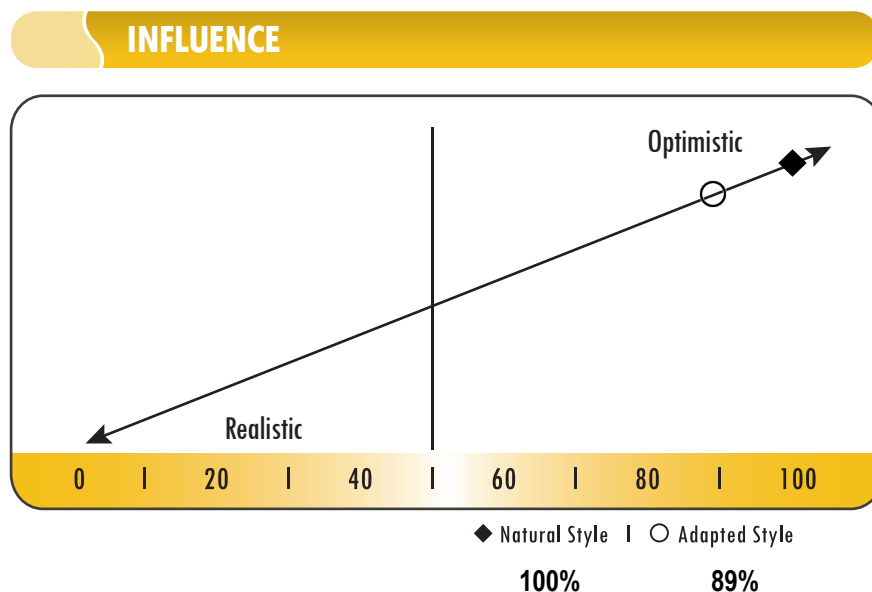
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Higher Influence (51-100%)

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.



I = Influence**Jack's Natural Style**

When Jack makes a presentation, you can expect it to be an emotional, compelling call to action. Being people oriented, he eventually gets to the purpose of the meeting, but wants to have time to talk about other exciting non-business interests. He attempts to stand out in some way, so that others will recognize him as unique. He likes to be seen as charismatic and influential when working with others. He uses his popularity and charm to stimulate and motivate others to take action. People with Jack's style can be impulsive, leading to acting first and thinking about the outcome later. He often must fix a problem that he actually created. When attending long meetings, he can seem bored by it all. This is obvious by his constant movement in his chair, playing with a pencil or gazing at the ceiling. Individuals with Jack's style are easy to read because he can be seen changing facial expressions and body language often. Jack can often be heard saying, "All work and no play makes a dull day" or "If it isn't fun, why are we doing it?" Jack likes to be with friends and wants them to support him and his goals rather than competing with him. Solitary tasks, projects or jobs are put off by Jack until the last minute. He often has trouble establishing a routine or working on projects he feels are boring. He attempts to assemble or use a product without reading the instructions. If he can't get it assembled, rather than reading the instructions, he asks someone to show him how to assemble or use it properly. Others could take advantage of him because of his high level of trust. He often starts talking or taking action before thinking things through carefully. Jack finds it easy to meet others. To him, a stranger is just a friend he hasn't met yet.

S = Steadiness

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

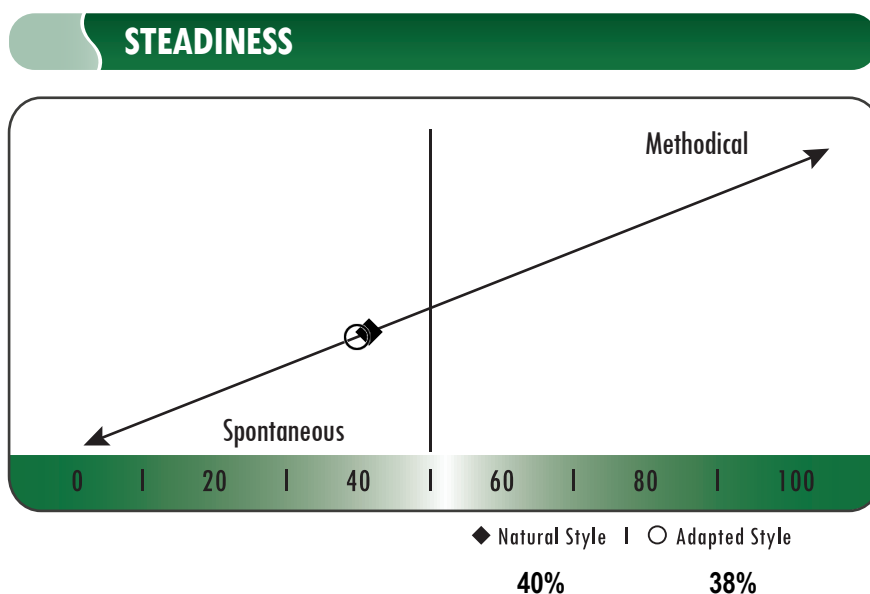
At the bottom of the page, you will see a graph representing the amount of Steadiness behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics 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.

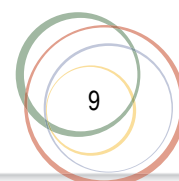
Lower Steadiness (0-49%)

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.



S = Steadiness**Jack's Natural Style**

Jack expects members of his team to have comparable skills when filling in for each other. When searching for solutions to problems, Jack wants to double-check the opinion of others, and he compliments them when their conclusions are verified. He can display "righteous" anger when he feels that others aren't working as hard as he or may have already given up. Jack's flexibility lends itself to excitement because his approach is often unique. The dust barely settles on one idea or project before he is contemplating the next. New projects are started and dropped as he pursues the latest great idea. Jack sees variety as the spice of life. He wants to be on the move, with the ability to shake things up. He likes to have a lot of activity with multiple projects going on at the same time. Jack can often be heard saying, "Make something happen." He can become upset when he must come to a standstill and let others catch-up. Jack makes an effort to let others be aware of his need to express his personal freedom. His point of view is that each person is responsible for finding and expressing his idea of personal freedom.



C = Compliance

How a person handles standards and procedures set by others.

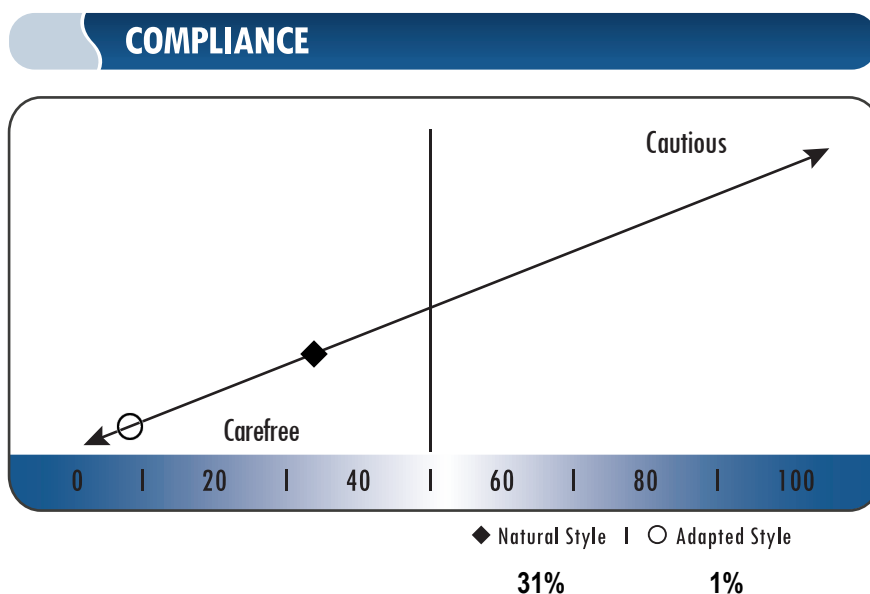
At the bottom of the page, you will see a graph representing the amount of Compliance behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics 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.



C = Compliance**Jack's Natural Style**

People who are slow to adapt to new ideas, and procedures are often challenged and criticized by Jack. He often has to justify his chosen course of action. Jack is an advocate of individualism and investigates any potential opportunity or possibility. He often feels that rules or procedures do not consider his need for a more unstructured environment. Jack prefers an environment that allows him the opportunity to think "outside the box." Jack does not hesitate to let others know what must be done or how they should do it. He is not be afraid to make decisions that are without precedent and assumes authority when he feels it is necessary. He often states, "Don't judge me on how I got the job done, but look at the results I delivered." He is not hampered by traditional methods, standard operating procedures, or regulations in his quest for carrying out his assignment. He is often fearless in his desire to try the untried, to test the untested. Jack's philosophy may well be, "If it has not been tried yet, now is the time."

Your Behavioral Strengths

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 Jack brings to the work environment. This information will help him and the organization better understand and maximize his behavioral strengths.

Jack's style:

- Explores new paths, procedures, and approaches.
- Seeks new ideas and approaches.
- Is willing to take risks.
- Displays an enthusiastic spirit.
- Cooperative in sharing information.
- Has the ability to give verbal praise.
- Likes unusual and challenging assignments.
- Will challenge or advocate new ideas, thoughts, or issues.
- Displays self-reliance.
- Has the capacity to keep many projects active at the same time.
- Likes new and different assignments.
- Displays energy and vitality in performing daily responsibilities.

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

Your Preferred Work Environment

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

A work environment:

- That allows him to be seen as a leader with responsibility for getting things done.
- That allows him to do things his way.
- Where he can try new and different ways to solve problems and issues.
- Where he can involve others to deliver results.
- With an opportunity to interact with others.
- That allows him to be in on the decision-making process.
- With an opportunity to experiment and try the unconventional.
- Where he can take unpopular positions and respond to management without fear of retaliation.
- Where he has the opportunity for success as an individual.
- Where he can easily move from one activity to another.
- That will allow him to work with new ideas, projects, and issues.
- Where he can work long hours with a support team to complete the project successfully.

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

Your Strengths to the Team and Organization

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

Jack:

- Conveys optimism, while bringing a forward-thinking and progressive feeling to the team.
- Prefers to meet difficulties head-on, rather than avoiding the problem or issue.
- Is spontaneous in his approach to problems or issues.
- Prefers working with others on problems or projects, rather than working alone.
- Breaks up the monotony of teamwork or meetings.
- Resolves team conflicts with finesse.
- Let's other team members know his true feelings on problems or issues.
- Expresses his prejudices and biases readily to the team.
- Argues for or against an issue or problem to get other team members involved in a meaningful discussion.
- Prefers to have many varied and complex problems to solve.
- Has the ability to work with team members regardless of their style.
- When he abandons his worker role, he can become very entertaining to the team.

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

Your Performance Energizers

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 Jack to identify which of these energizers are not utilized in his role.

Jack prefers:

- The authority to get the job done.
- The ability to give advice, and expect others to follow it.
- To be constantly challenged with new ideas, problems and issues to solve.
- Democratic relationships with peers, staff, and leaders.
- To have the opportunity to organize events.
- The ability to participate in new experiences.
- The freedom to work on challenging projects and new frontiers.
- Freedom from having to report to superiors on a regular basis.
- The chance to solve problems or issues without outside interference.
- A work environment with the opportunity to work with different people in various locations.
- Involvement in activities outside the workplace to reduce the potential of becoming bored with work.
- Strong team support systems to ensure details are completed in an accurate and timely manner.

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

Personal Growth Barriers

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

Jack may:

- Set goals and objectives that may be unattainable.
- Feel slighted when he is not in the spotlight.
- Dislikes a predictable and methodical environment.
- Make decisions based on emotion, rather than information.
- Work in spurts, which may not be permitted by the job.
- Give praise to others in a way that could be seen as superficial.
- Unconcerned how results were produced, but that they were delivered.
- Let preconceptions and biases show while arguing his point.
- Only follow the rules, regulations, and procedures he feels are warranted.
- Be difficult to locate, as he is often involved in many projects.
- Lose focus if not constantly challenged.
- Be prone to injuries or accidents due to his impulsiveness.

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

Your Performance Improvement Suggestions

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

Jack may need:

- A course or seminar to learn how to moderate his assertiveness.
- To examine his reasons for saying, "I can do it better myself."
- To make certain the controls he put in place are there for the right purpose.
- To make an effort to inspect what he was told he could expect.
- To pay more attention to delivering results, not just looking good.
- To set specific performance goals and objectives.
- To take time to think about what he says to avoid creating unnecessary conflict or confrontation.
- To be aware of the consequences of the risks he may take.
- Performance expectations in writing to keep him on task.
- To be tolerant of people who do not approach work with his zeal.
- To prioritize work in terms of what needs to be done and the order in which it should be completed.
- To manage his efforts and energy to be certain the project gets the same attention at the end as it did in the beginning.

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

Your Management Expectations

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 Jack in order to have a productive working relationship.

Suggestions for managing Jack:

- Treat him as a “top performer”, including offering praise for his ability to achieve desired results.
- Offer him the opportunity to explore new paths, procedures and approaches.
- Make certain he has heard what you said.
- Communicate with him on an emotional level.
- Understand he prefers to work for a manager who will allow people to do their own thing.
- Understand he may want to abdicate responsibility when it comes to personnel problems and difficult people situations.
- Remind him of the consequences of not following policy and procedures.
- Be prepared to manage and supervise him as an individual, rather than just another employee.
- Consider he is most times inner-directed rather than tradition directed.
- Understand that he believes adaptable and imaginative people should be free from boring activities.
- Will often anticipate the effects of actions on others.
- Give specific deadlines for completion of the project or program.

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

Suggestions for implementing change with Jack:

- Make a concerted effort to explain a change of strategy or direction.
- Stick to basics, over explaining can be a waste of time.
- Provide him the opportunity to use his innovative ideas and plans.
- Be aware that he may over delegate the change process to others without the necessary follow-up and follow through.
- Keep him from becoming too emotionally involved in the change.
- Be aware that he may talk more about implementing the change, than actually making the change.
- Inform him that he will be evaluated more on the results he got from the change, rather than how the change was implemented.
- Remember he may see change as requiring a trial and error approach.
- Take the necessary time to explain to him the consequences of not implementing the change as planned.
- Take time to explain all the necessary details involved in the change and that he understands them.
- Keep in mind he can become impatient with others who do not have the same sense of urgency in adapting to the change.
- He may attempt to delegate the unpleasant tasks involved in the change to others.

Communication Builders and Barriers

Communication is the cornerstone of building relationships. Communicating with Jack 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 Jack:

- Negotiate commitment on a person-to-person basis.
- Present the plan as a personal challenge.
- Conclude all visits by reinforcing his personal goals.
- Be warm and friendly.
- Change your body language when talking with him.
- Acknowledge his personal feelings.
- Pick up the pace of your communication.
- Be prepared to ask and answer questions.
- Conclude all meetings with optimism.
- Be aware he may not be listening all the time.
- Confirm that your message was understood.
- Provide actual priorities for him.

It is also important to recognize those things that can close the door of communication. When communicating with Jack, 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 his behavioral style.

When communicating with Jack, don't:

- Distract him from getting the job done.
- Dwell on the theoretical or historical aspects of a problem.
- Have the decision already made.
- Be put off by his flair for the dramatic or occasional exaggeration.
- Let his lack of focus affect other team members.
- Dream with him; remain practical.
- Expect him to be intimidated by your authority.
- Get upset when he pushes his personal agenda.
- Be put off by his lack of diplomacy and tact.
- Spend so much time with the details that you don't get your ideas across.
- Allow him to lose focus when talking about a particular issue.
- Forget to follow-up with him.

Perceptions

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 Higher Dominance, your self-perception is:		Whereas a person with a different style may see you as:	
Self-starter	Results-driven	Argumentative/Explosive	Risky
Quick Worker/Enthusiastic	Problem Solver	Controlling	Impatient
In Charge	Assertive/Self-confident	Demanding	Opinionated
Tenacious	Competitive	Ego-driven	Rude

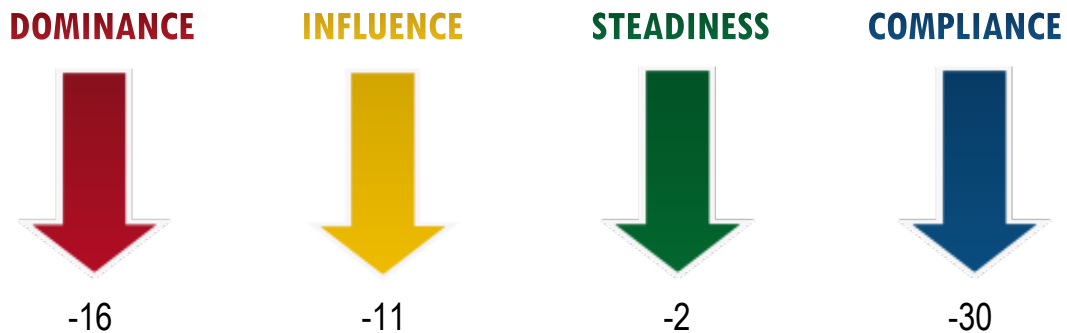
As a Higher Influence, your self-perception is:		Whereas a person with a different style may see you as:	
Optimistic	Excited/Energetic	Unrealistic	Overly Enthusiastic
Positive	Charismatic/Charming	Flighty	Slick
Enthusiastic	Socially Skilled	Chatty	Disingenuous
Inspiring	Persuasive/Convincing	Hasty	Too Self-confident

As a Lower Steadiness, your self-perception is:		Whereas a person with a different style may see you as:	
Adaptable	Unrestricted	Spontaneous/Reactive	Unstructured
Flexible	Multi-tasking	Impulsive	Impatient
Responsive	Active	Inconsistent/Erratic	Restless
Unattached	Busy	Unpredictable	Hyper

As a Lower Compliance, your self-perception is:		Whereas a person with a different style may see you as:	
Open-minded	Enterprising	Rebellious	Imprecise
Resourceful	Big-picture Thinker	Uninhibited	Scattered
Innovative	Independent/Autonomous	Carefree	Disorganized
Entrepreneurial	Original	Reckless/Inconsiderate	Unruly

Perception of Adjustments Needed for Work Environment

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



If any behavior changes by 30 points or more, the person feels he 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.

Handling Change and Energy Drains

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 (I)

With your Core or Primary Influence Behavior, you may not recognize that a change is occurring.

Stress inducers for the Core I include:

- Routine, regimental schedule
- Too much task-oriented work
- No one to talk to
- No fun or humor
- Suppressed spontaneity
- Being ignored
- Conflict or negativity occurring in the environment
- Social rejection
- Loss of approval/acceptance
- Public reprimands

Your response to these stress inducers can include:

- Disorganization
- Self-promotion
- Excessive talking without purpose
- Being late to meetings or not meeting deadlines
- Being overly optimistic, taking on too much
- Trying to convince others to like you
- Being impulsive
- Fleeing a negative situation
- Poor listening
- Trusting others who may not have earned it

After a stressful experience, a Core I should recharge their battery with “social” time. Activities should include having fun with others, talking with friends, going out to lunch, shopping, not taking life so seriously, etc.

Flexing Your Style for Effectiveness

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 I

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:

- Do not get into their personal space
- Stay business-like
- Be direct and to the point
- Do not over-promise
- Do not joke if in a business setting
- Let them win when you can
- Do not let them overpower you
- Provide options

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

- Have fun/use humor
- Don't waste too much time talking
- Give them recognition
- Let them talk more than you
- Be energetic
- Don't give away too much
- Be generous in compliments
- Don't publicly criticize the person

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; do not overwhelm them
- Slow down
- Be friendly and personal
- Earn their trust
- Provide assurances and testimonials
- Encourage them to make gradual commitments
- Ask questions so that they can talk
- Follow up after meetings

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:

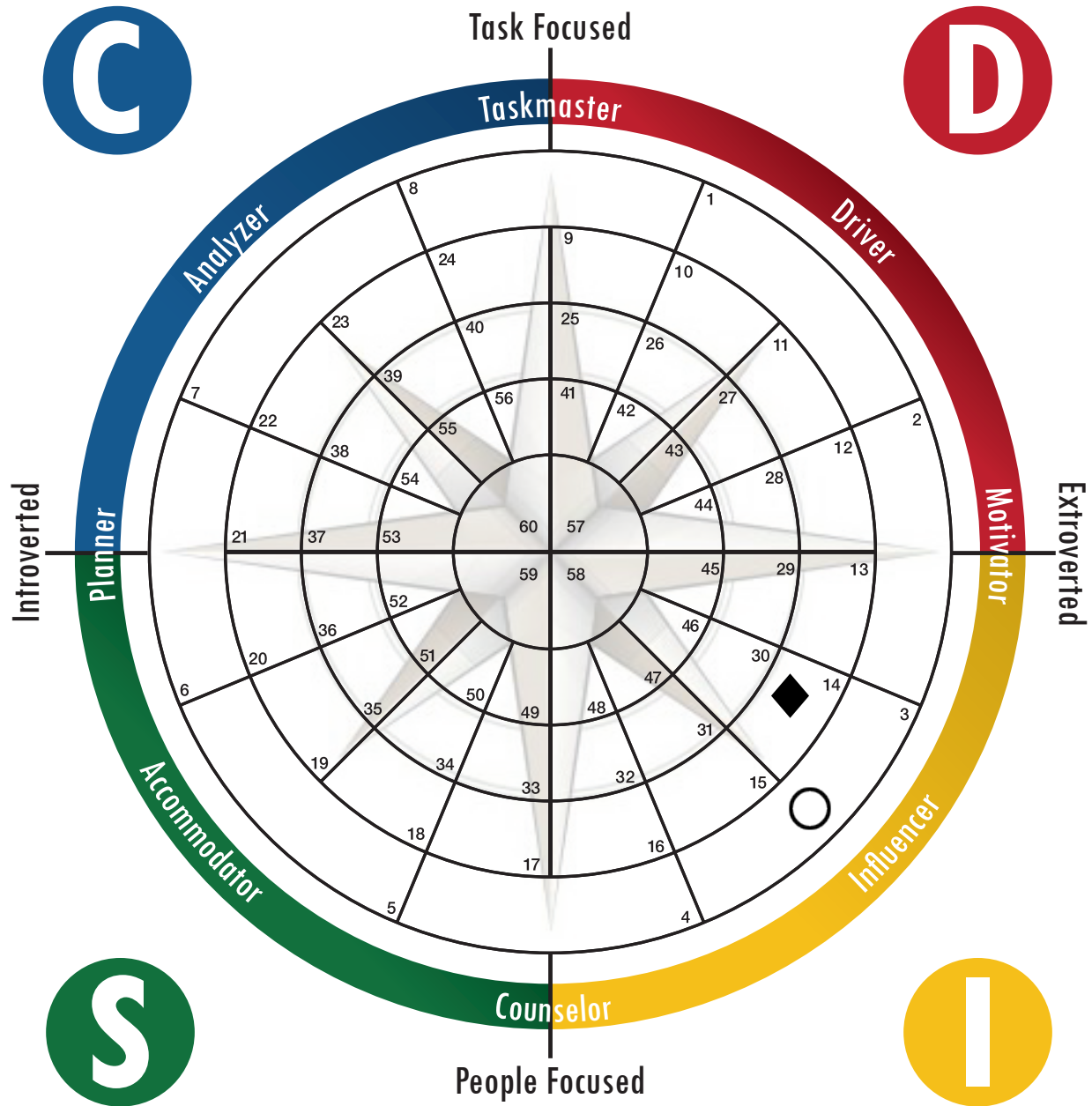
- Keep your distance/do not touch them
- Monitor your natural enthusiasm
- Give them the facts and proof
- Do not waste their time
- Do not ask personal questions
- Come prepared and organized
- Always proofread any written correspondence
- Be concerned with details



Jack Sanborn

12/25/2014

How far do you travel?



◆ Natural Style ○ Adapted Style
 14 3



The Motivators Map™

Your Engagement Index

Navigating Performance, Getting Results.

Report For:

[Jack Sanborn](#)

Completed: 12/25/2014



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INTRODUCTION to the Motivators Model

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 help you 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.

The Dimensions of Motivation

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
<i>Utility</i>	<i>Knowledge</i>	<i>Authority</i>	<i>Harmony</i>	<i>Principle</i>	<i>Altruism</i>
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



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.

Your Drivers to Behavior

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.

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

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.

Your Economic Interests

1st 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

Jack's Personal Results - 1st Priority HIGH

Jack is internally motivated by the need to have economic rewards in terms of money that will allow him to achieve economic security and financial freedom. He is willing to pay a price to go beyond the basics of surviving financially and allowing himself to achieve financial goals and rewards. Accumulation of physical wealth by itself is not his goal. Jack uses financial accomplishments as a means of security and respect. He evaluates business opportunities, projects, and processes in terms of their required investment of time, effort, and energy v.s bottom-line results and the potential for profit. His goal is to obtain better financial results for himself and the organization through the effective management of expenses and resources.

- Jack evaluates business opportunities in terms of their usefulness and economic return.
- He works to protect his and the organization's present and future assets to insure economic security.
- Jack works to reduce waste, limit expenses, save time and money to provide a larger financial return for him and his organization.
- He is willing to work long hours on projects that have the potential to provide financial rewards.

Your Conceptual Interests

2nd 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

Jack's Personal Results - 2nd Priority HIGH

This indicates that Jack will seek knowledge for knowledge's sake. He is usually intellectually curious. He likes to search for additional information about a specific topic or project. He performs best in an environment that encourages open questioning and discussion, to gain additional information. He can be disciplined in his approach to study and research. This personal discipline can be coupled with an ability to take a strategy and put it into real-world application. Jack's need for knowledge is for personal satisfaction and he does not normally use his knowledge to gain an advantage in a particular situation. Jack is comfortable around people who share his interest for knowledge and especially those with similar convictions.

- He is good at integrating knowledge to solve problems.
- He has data, facts and information to support his convictions.
- He talks with experts to gain further knowledge.
- He focuses his research in the development of new opportunities.

Your Power Interests

3rd 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

Jack's Personal Results - 3rd Priority MODERATE

Jack is not driven to seek out roles or positions of leadership. He does, however, want to be in control of his own destiny. Jack understands the logic to exercise control over others, and at the same time, the need to delegate without close supervision. He wants to achieve a balance between giving orders to others and allowing them to do things on their own. When a particular project is important to him, he wants to take charge and be in control. He is willing to listen to the ideas of others and encourages them to make decisions based upon their own conclusions. Jack understands that not everyone wants to be a leader. When others exhibit the desire or potential for leadership, he coaches and mentors them in mastering the skills and abilities required to become an effective leader.

- Jack has a balanced understanding of the role of leadership.
- He coaches and mentors others to help them achieve leadership positions.
- Jack is open to sharing authority and delegate to others.
- He leads others with his personal and position power.

Your Aesthetic Interests

4th 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

Jack's Personal Results - 4th Priority MODERATE

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

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

Your Regulatory Interests

6th 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

Jack's Personal Results - 6th Priority LOW

Jack is not driven by tradition or traditional approaches. He looks for ways to evaluate standards within his organization to determine which of them may need to be changed. He searches for and attempts to validate his behavior in relationship to traditional vs. nontraditional codes of conduct and business ethics. The way business has always been done is not necessarily pushed aside, but he constantly wants to explore new ideas and methods. He is open-minded when evaluating new business philosophies and ideas. He can be effective because he displays fresh insights, thinking, and flexibility in his approach to issues and problems. He often has original ideas, while suggesting optional solutions and new courses of action.

- He evaluates a problem without looking for a traditional solution.
- He challenges the techniques and practices of conducting business as usual.
- Jack wants to develop new perspectives and creative approaches.
- Jack can see the advantage in listening to different points of view.

Your Humanitarian Interests

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

Jack's Personal Results - 5th Priority LOW

Jack most often feels that individuals are responsible for their own personal growth and well-being. He generally opposes initiatives he becomes aware of that promote the interests, benefits, and welfare of one group over another. He thinks that success on the job should not depend on organizational directives or mandates to level the playing field. Jack feels that mandated programs often result in a surface only solution, not real problems resolved. He does not see the need to give others a job, pay increase, or a promotion just because he is different in some manner. Jack feels individuals should be rewarded based on their performance. Jack is careful in deciding what, if any, community projects or charities he supports financially or by volunteering his time and effort. Most times he is only willing to help those who absolutely cannot help themselves.

- He makes a strong personal commitment to his own success.
- He encourages others to take responsibility for their personal success.
- He is able to give direction to and discipline others.
- He rewards others for their hard work.

Activities to Foster Engagement

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

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

Additional Activities to Increase Your Engagement Based on Your Second Driver

CONCEPTUAL

- Learning Opportunities/Training Events
- Research and Development
- Studying Historical Events
- Set Goals to Attain Professional Designations/Certification
- Solving Mysteries/Complicated Problems
- Learning About Others' Life Experiences
- Non-fiction Reading/Fact-based Investigation
- Abstract Thinking
- Objective Decision Making
- Innovative Curiosity

Additional Activities That Could Increase Your Engagement Based on Your Third 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

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

Appreciating Others' Motivators

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 Low Conceptual

- Relies on their own subjective, firsthand knowledge rather than external independent research.
- Values practical "real world" experience above institutional higher learning.
- Only learns specific information when they see an immediate practical application for it.

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 High Regulatory

- Relies on their personal beliefs and philosophies to guide their actions and decision making.
- Seeks opportunities to support the purpose-driven missions of those who share their moral views.
- Strives to fulfill their principled duty or obligation to serve on the behalf of others.

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.

Being More Effective with Others in the Workplace

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 R&D
- 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

Executive Summary of Jack's Motivators

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

█ = National Norm ◆ = Your Score

