



Personal Insights Profile

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Behavior

Motivation

Discernment

Introduction

The Personal Insights Profile combines three world-class assessments. It is these three dimensions which help to determine what makes you unique as a person. The DISC Assessment measures your behavioral style and tendencies, the Values Assessment measures what motivates and drives you, and the Discernment Assessment measures how you think and reason.

Extensive research by Innermetrix has shown that highly successful people share two traits. One is their high level of self awareness which means that they understand who they are as a person and what their natural talents or strengths are. The other is that they put themselves in positions to take advantage of those capabilities. This report is designed to help you develop these two traits.

The assessments are independent of each other and measure different things about you. While we sometimes see trends and relationships between some of the factors in the assessments, they are not predictable or universal. This means that the results of one assessment cannot be used to predict the results of the other assessments.

Because the three assessments look at you from totally different perspectives, you may see what appears to be conflicting statements between assessments. These are not really conflicts, but rather different perspectives on the same factor or parameter. The introduction to each assessment will help you to better understand exactly what we are measuring with that assessment.

The instruments and scoring used to produce this report have been developed and validated by Innermetrix, a world-wide leader in psychometric assessment development. The assessments have been subjected to rigorous third party studies to confirm validity and predictability.

About This Assessment

The DISC Assessment is a four factor behavioral model based on the theory developed by William Moulton Marston in his 1928 book *The Emotions of Normal People*. The first DISC assessment tool was developed in the 1950's and it is the most widely used behavioral model in the world today.

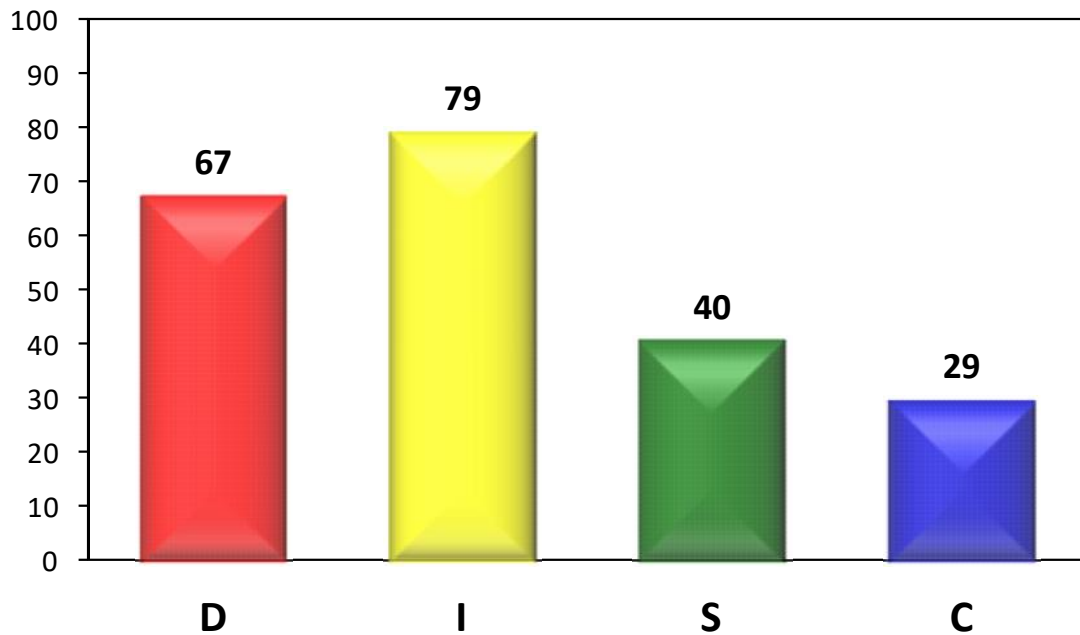
DISC measures four dimensions of your behavioral style. They are:

- Decisiveness or Dominance — your preference for problem solving, getting results, and exercising power
- Interactive or Influencing — your preference for interacting with others, showing emotion, and influencing others to your point of view
- Stability or Steadiness — your preference for pacing, persistence, steadiness, and predictability
- Cautiousness or Compliance — your preference for procedures, standards and protocols set by others

Behaviors are a unique part of who we are, and they are:

- **Observable:** Behaviors are something you see or observe on the surface actions of another.
- **Silent:** Behaviors are not communicated through words directly rather through how we speak, whom we speak to, or what we speak about.
- **Universal:** Behavioral theory is universal in that it can be applied to all people in all locations.

DISC Graph



Behaviors Summary

Moderately High	
Decisiveness	Action oriented and takes responsibility
High	
Influencing	Persuasive and optimistic
Low	
Steadiness	Impatient and impulsive
Low	
Cautiousness	Arbitrary and opinionated

DISC Description

You are comfortable challenging existing ways of doing things if you think that there is a better way. You are results-oriented. You respect established ways of doing things, but are open to change when necessary. You challenge the status quo and are not afraid to try new ways that you feel could be better. You tend to be a self-starter and active agent in all you do. You like to be in charge and direct others. Change is fine with you as long as you think it is needed.

You have drive and ambition. You can work independently to accomplish tasks and assignments. While you appreciate the need for rules and policies, you expect them to be practical and support results. You tend to be practical and realistic when it comes to orderliness and standards. You tend to make most decisions quickly and intuitively. Having to work on multiple tasks simultaneously doesn't overwhelm you. You have a high sense of urgency to get things done now. You are usually direct in your communications with others.

You are able to deal with ambiguity in tasks and assignments. You are demanding of others. You are usually not afraid to take risks. You have a high sense of urgency to get things done now. You tend to not shy away from conflict and deal with it head on. You may overstep your authority at times. You have the flexibility to work in unstructured or undisciplined environments. You like competition and have a desire to win.

DISC Description

You want to be evaluated mostly on the results that you achieve not necessarily how you got them. You like to have some independence from direct control of your work. You prefer some structure and stability in your environment, but not too much. You thrive on challenging assignments. You prefer an environment where things move quickly, but not to the point where it is frantic and chaotic. You like to have some non-routine work with challenges and opportunities. You welcome some variety and unexpected events in your work environment. You prefer variety in your activities. You want freedom from what you view as excessive controls, supervision, and details.

The Values Assessment

About This Assessment

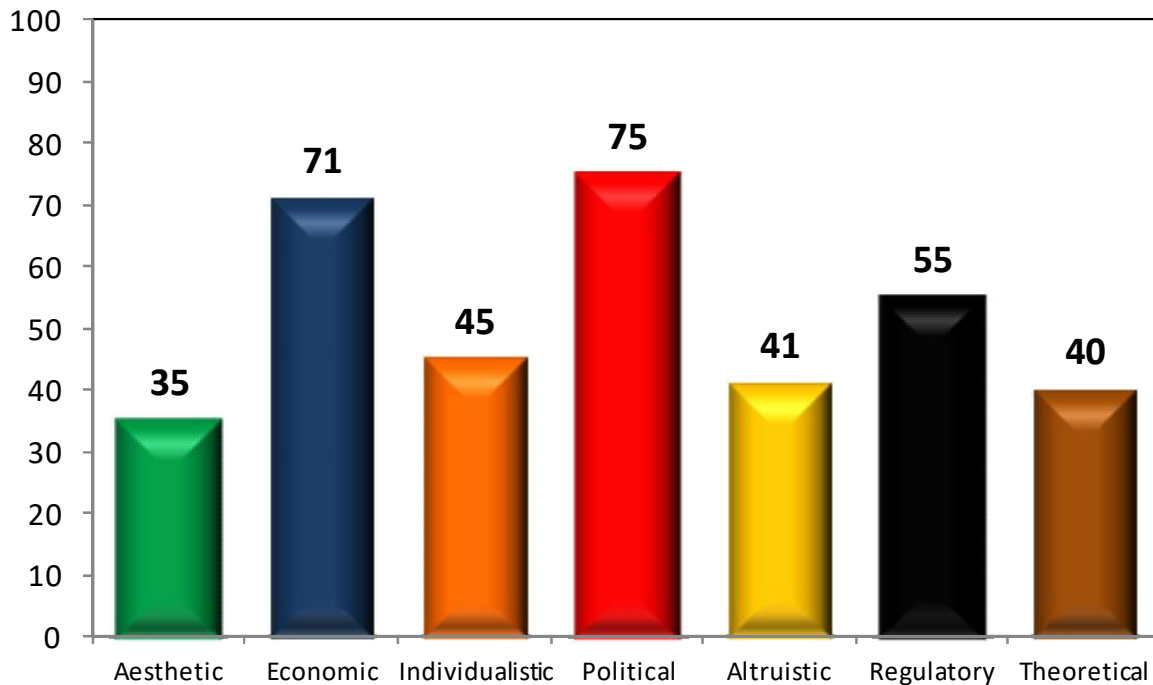
The Values Assessment measures your drive and motivation for seven factors based on the work of Drs. Eduard Spranger and Gordon Allport. Allport and his associates created the first values assessment instrument in the 1950's. The Values Assessment helps you to understand your own unique values hierarchy that determines what motivates you, what activities you are drawn to, and what creates passion.

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.

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.
- **Altruistic** - 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.

Values Graph



Values Summary

Average Aesthetic	Able to see the need for balance and harmony tempered with a need for practicality.
High Economic	High drive for economic gain and practicality.
Average Individualistic	Able to balance personal needs with the needs of others.
Very High Political	Likes to take and maintain control in most situations.
Average Altruistic	Concern for others without giving everything away.
High Regulatory	Strong preference for working in a structured and organized environment.
Average Theoretical	Balances the quest for understanding with the practical needs of a situation.

Values Description

Political

The Political dimension is the drive for influence and control.

You are passionate about the Political driver. You are highly motivated by situations that give you power and control. You are a very active agent in tough decision-making roles. You are very comfortable being in a leadership position and seek those roles. You like to be your own boss, and to have control over time and resources to accomplish goals. You use power and control readily and effectively to keep projects moving. You desire leadership and are ready for the accountability that comes with it. You enjoy a feeling of accomplishment in getting a difficult job done on your own. You enjoy winning. You take pride in having a bottom-line approach to getting things done.

Economic

The Economic dimension is the drive for economic gain, bottom-line results, and practical returns for results achieved.

You have a high interest in the Economic driver. Seeing practical returns for the effort you expend motivates you very much. You respond best when education and training are useful, with a profit or economic objective that is clearly attached to the training. You are goal driven, especially financial goals. You are motivated by high pay, and attach importance to high earnings. You may want to surpass others in wealth or materials. People who score like you tend to be hard working, competitive, and

Values Description

motivated by financial rewards and compensation plans that reward your performance. You are interested in what is practical and useful in achieving your vision of success. People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.

Regulatory

The Regulatory dimension is the drive to establish order, routine, and structure.

You have interest in the Regulatory driver, but it is not one of your top motivational factors. The presence of a lot of rules, policies, or structure is neither highly motivating nor de-motivating to you. You are accepting of established rules and policies. You like things that are structured, orderly and concise. You subscribe to a 'Rules are made to be followed' mentality. You think everything has a 'right way' and a 'wrong way'. You see rules as a key to results. You think promises are extremely important to keep. You find security and certainty in structure and order. You prefer routine and order. You respect tradition a lot. You think flexibility and creativity are good as long as they are not out of control. You believe in sticking to what works.

Individualistic

The Individualistic dimension is the drive to be unique, independent, and to stand apart from the crowd.

Values Description

You have interest in the Individualistic driver but it is not your strongest motivator. You would probably not be considered controversial in your workplace ideas or transactions. You are generally not considered an extremist on ideas, methods, or issues in the workplace. You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity. You have the ability to take or leave the limelight and attention given for special contributions. 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.

Altruistic

The Altruistic dimension is the drive to help or benefit others in a humanitarian sense.

You have interest in the Altruistic driver. You balance the need to help others with the other motivational factors. You balance helping others with personal concerns very effectively. You can be a good mediator between those who give too much and those who don't give enough. You will not create an imbalance between your own needs and those of others. You have a good sense for when to freely help others and when to say 'No.'

Theoretical

Values Description

The Theoretical dimension is the drive to understand, learn, and to be challenged mentally.

Even though you have interest in the Theoretical driver, it is not as important as other motivational factors. You can be motivated by opportunities to learn and use your mental capability as long as it is consistent with your more important motivators. You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side. You bring a sense of balance and stability to a variety of technical issues and features impacting the team.

Aesthetic

The Aesthetic dimension is the drive to achieve balance, harmony and find form or beauty.

You have some interest in the Aesthetic driver, but compared to the other motivational factors, it is not a primary driver for you. You like to work with others to create and innovate. You help keep overly emotional or creative types grounded. You possess a balanced attitude toward form and function. You respect others' needs to express their creativity. You work equally well with the artistic and non-artistic types.

About This Assessment

The Discernment (Thinking and Reasoning) Assessment is based solely on the Nobel Prize nominated work of Dr. Robert S. Hartman. Hartman developed the science of value called formal axiology. He applied mathematical principles to the development of the Hartman Value Profile (HVP) which is the basis of this assessment. The first widely available assessment based on the HVP was introduced by Innermetrix in 2004. Although Hartman's theories were formalized in the 1960's, recent research has confirmed some of the basis for his structure of value. Brain science has confirmed that different parts of the brain process the different dimensions of value.

The root of Hartman's discovery was his identification of three distinct dimensions of value (different ways of judging or valuing). He called these dimensions of value intrinsic, extrinsic, and systemic. As with our senses, each person has different strengths and weaknesses in how they apply these different dimensions when they make decisions. All are used to some degree in making a decision, but some are more highly valued than others and it is this combination of perceptual dimensions (over 50 million possible combinations) that defines how a person thinks and reasons.

The instrument used to create the assessment consisted of two list of 18 phrases that you were asked to place in order. Each phrase is a proxy statement for Hartman's dimensions of value. Your forced ranking covertly measures the focus and clarity in which you exercise each dimension of thought. One set of statements assesses your dimensions of thought as they relate to the world around you while the other assesses how you think about yourself.

Because the intentions of the instrument are hidden from you, this assessment has a high level of validity because a respondent cannot skew the results based on

what they think they should say. As a result, we are accurately measuring your real subconscious patterns of thinking and reasoning.

There are two sections in the report. One measures your world view and the other measures your self view. Hartman's dimensions of thought applied to the world around you are:

People (Intrinsic) – this is the ability to perceive and understand the emotions and feelings of others. It is the ability to be conscious of how one's actions affects others.

Tasks (Extrinsic) – this is the ability to make practical, common sense decisions and to see what is happening in a practical, common sense way. It is the ability to identify problems and solutions in practical terms, rather than conceptual or theoretical terms.

Structure (Systemic) – this is the ability to see things from a schematic and theoretical standpoint. It is the ability to get things accomplished within the framework of established norms and practices. It is the dimension of orderliness.

The dimensions of thought applied to your self are:

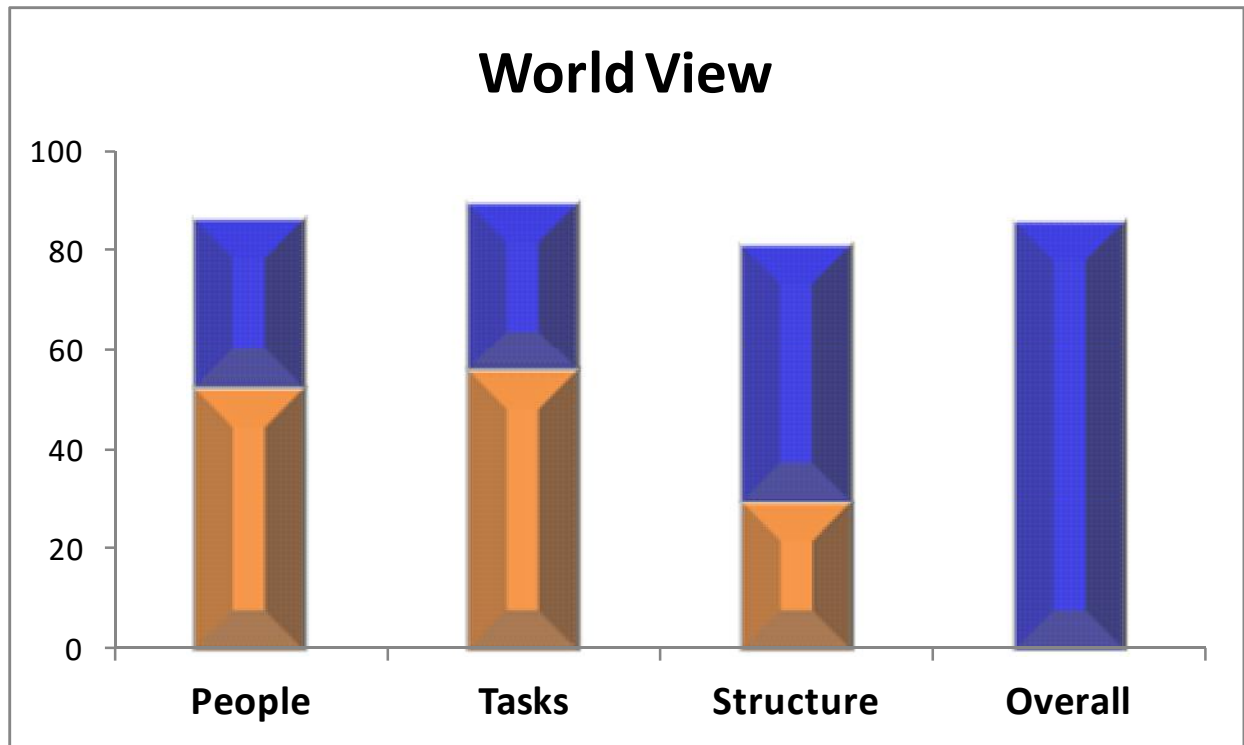
Image (Intrinsic) – this is the ability to appreciate your own self worth based on internal factors and not external ones. It is the ability to appreciate yourself for who you are and not what you do or what you have accomplished.

Role (Extrinsic) – this is the ability to be aware and attuned to your roles in life. It is the ability to understand the expectations of those roles and your confidence in being able to meet those expectations.

Direction (Systemic) – this is the ability of a person to have an inner drive to excel along a chosen path. It reflects how clearly a person sees the path and their confidence in being able to achieve.

The charts show a score for each dimension of thought. This score is the clarity which you see that dimension in its proper context compared to the other dimensions. There are two parts to each bar. The clarity score can be caused by either overvaluing or undervaluing a particular dimension. The blue section indicates how much of a tendency you have to overvalue the dimension and the gold bar indicates your tendency for undervaluing that dimension. The narrative discussion that follows the charts will interpret this for you.

World View Graph



World View Summary

Very Good Empathy	Very good and balanced understanding of people
Very Good Practical Thinking	Very good at taking a balanced and realistic view of tasks to be accomplished
Good Systems Thinking	Good, balanced perspective on the need for structure and systems

World View Description

Overall Clarity

Your overall external clarity score is 85 which is good. The overall external clarity score is an indicator of a person's overall thinking and reasoning ability as it relates to the world around them. The higher the score, the more potential a person has to be an outstanding performer in many different roles that match their interests and abilities. Lower scores do not necessarily indicate low potential, but rather that a person has less versatility in the types of roles in which they have the potential to be successful. People with lower scores should seek out roles that best match their inherent talents and abilities.

Balance

You have a very balanced perspective of the world. Balance is the ability to use and apply all three dimensions of thought - people, tasks, and structure - equally when making decisions. People with balanced perspectives tend to be more flexible and adaptable to different situations. People with unbalanced perspectives tend to prefer or overuse some of the dimensions, while somewhat neglecting or under using the others in their decision making.

Distortion

You show no distortion in your ability to see the world around you. When there is no distortion, a person is able to differentiate good from bad. The presence of distortion means that there is something in a person's subconscious thinking and reasoning that

World View Description

prevents them from clearly seeing the difference. The greater the distortion, the more difficult it is for a person to make common sense decisions in pressure situations. In rare cases, high distortion can be the result of someone not understanding or following the directions for the questionnaire.

People

You have a very good capacity to sense and understand the feelings and attitudes of others. You are good listener and communicator. You tend to treat each individual as unique and special. You are able to objectively and accurately judge the strengths and weaknesses of others. You adapt well to different types of people. You are good at balancing praise and criticism. You build and maintain loyal social, business, and personal relationships.

Task

You have a very good capacity to see and understand the practical aspects of things, tasks, events, and processes. You are able to focus on what tasks need to be done. You are able to not let interruptions and distractions impact your ability to get work done most of the time. You tend to be resourceful and creative in overcoming most obstacles that stand in the way of achieving goals and results. You tend to be persistent. You should be good at communicating step-by-step processes to others. You are good at seeing how the details fit in with the big picture or overall plan. You can objectively associate work processes with results. You are good at turning concepts into

World View Description

action. You are excellent at evaluating pros and cons of options and to come up with what is best from a practical standpoint. You are focused on results, but not obsessed with them.

Structure

You have a good capacity to be sensitive to the need for systems, organization, and authority. You want to generally follow rules and meet standards, but may have a little confusion as to what they are. You enforce your own authority in a balanced and objective way. You are good at getting things done on schedule and according to the plan. You keep your eye on the big picture and long range implications of what you do. You are able to objectively evaluate plans, policies, and ideas. You have an objective attitude toward authority figures, but may have difficulty relating to certain people because of their style or approach. You may have some difficulty handling sudden changes to established systems and order or authority.

Self View Graph



Self View Summary

Fair Self Image	Lacking some inner peace because of too much focus on weaknesses and shortcomings
Good Role Awareness	Engaged in current role, but some role confusion and uncertainty
Fair Self Direction	Optimistic about the future so tends to just go with the flow rather than worry about personal goal setting

Self View Description

Overall Clarity

Your overall internal clarity score is 78 which is fair. The overall internal clarity score is an indication of the self-appreciation and self-value that a person has developed about themselves. The higher the score, the better a person feels about his or her self and the more self-actualization that they have achieved. The internal scores tend to be the most fluid of the parameters that we measure in our assessments and can be strongly influenced by recent events in a person's life. Low scores are often directly attributable to recent emotional events that a person has experienced.

Balance

You have a very balanced perspective of yourself. Balance is the ability to appreciate the three perspectives of self-appreciation - who you are, what you do, and where you are going - in a relatively equal manner. People with balanced perspectives tend to be able to be more adaptable to circumstances that arise in their life and are more open to change and discovery. People with unbalanced perspectives tend to connect too much of their self image with some of the dimensions, while neglecting or depreciating the others.

Distortion

You show no distortion in your ability to see the world around you. When there is no distortion, a person sees the good things about themselves as being better than bad things about themselves. The greater the distortion, the more difficult it is for a person to

Self View Description

achieve a sense of fulfillment in their lives. A large amount of distortion can be indicative of someone going through a significant emotional crisis in their life.

Image

Your capacity to value yourself for who you are as a unique person is somewhat weak. You lack a sense of inner peace and harmony at this point in your life. You may lack a sense of security because of an uncertain self identity. You may lack some inner peace and harmony about your life at this time. You tend to discount or undervalue your strengths while being overly critical or sensitive to your weaknesses. You tend to be overly hard on yourself for mistakes and errors that you make.

Role

You have a good capacity to be aware of, involved in, and committed to your primary roles in life. You are fairly confident in your ability to fulfill your roles and responsibilities even though there may be some slight doubt in certain areas. You have the capability to be a doer and achiever. You have a good identification with your roles. You get a some sense of personal satisfaction and fulfillment from what you do but may wish that there was more. You have an objective view of your job but may not see all the benefits and drawbacks clearly.

Self View Description

Direction

Your capacity to see where you are headed in the future and to be aware of and committed to your own standards for living is somewhat limited. Your picture of your own success is somewhat fuzzy at this time. You have not crystallized a set of guiding principles and standards to guide you in your life journey. Without better clarity for your goals, you may lack the drive and ambition to achieve them. Because you are optimistic about the future and believe that everything will work out, you don't place much emphasis on personal goal setting.