



LeaderSense

Realize. Develop. Lead.

Report For: **Sample Report**

Date: **1/25/2023**



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Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed a **significant majority of assessments available today were absent the studies & reporting to confirm their accuracy.** Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry’s most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we’ve taken to safeguard the scientific accuracy of this assessment.

LeaderSense

Just like an Executive Summary for a business plan provides a thorough, concise overview of the project and its purpose, this report is designed to combine and connect the results of the behavioral, motivational, and thinking style assessments (DISC, Motivators, & Critical Thinking) in one simple, practical, and applicable tool. This report offers insight into: 1) the individual's behavioral and communication tendencies, 2) what can drive action toward, away, or against others based on values, and 3) how an individual's processing ability affects the decisions they make and their ability to think critically.

The goal of this report is **not** to be a comprehensive look at each of the full assessment results. Instead, this multi-tool summary report seeks to provide a quick, but detailed overview of some of the most practical, relevant information from each assessment. You are encouraged to purchase the inclusive, full-length reports if you wish to dive further into each of the assessment results.

Remember, DISC is all about emotion expressed through our behaviors. Motivators is all about your driving values and passions that are carried out through your behavior. Critical Thinking is all about our processing ability and potential biases and blind spots. Each of these impacts and influences the others in ways that can be vital to understand.

How to Use This Report

The report is divided into 4 parts:

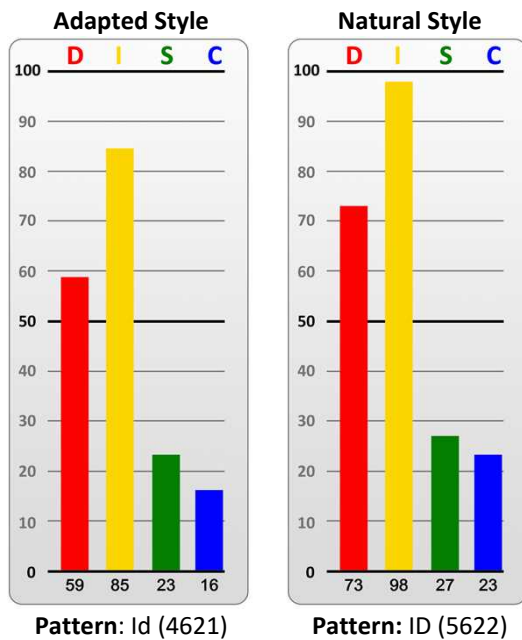
- **Executive Summary Overview:** A visual summary of highlights from each of the comprehensive reports to allow at-a-glance interpretation and engagement, including overviews of each model for building a foundation of understanding
- **DISC Behavioral Style:** Highlights from the DISC assessment to develop and provide additional detail into the emotional and behavioral tendencies of this individual, in both Natural and Adapted styles
- **Motivators Style:** Highlights from the Motivators assessment to provide more understanding and depth into the core values that drive the behavioral tendencies, based on what's most important to this individual now
- **Critical Thinking Style:** Highlights from the Critical Thinking Style assessment to provide awareness of the complex, sub-conscious thinking patterns and biases that create or prevent balanced judgment

Building Awareness & Developing as a Leader

This report is an inclusive resource designed to help you become aware of your own behavior, motivation and thinking patterns designed to:

- **Bring Awareness:** You'll learn more about your own patterns and preferences and receive insight on how those styles blend to either support your goals and actions, or to create potential tension and challenges.
- **Develop your skills as a Leader:** You'll see areas of opportunity and growth highlighted to help you take the next steps in your own development as a leader.
- **Lead others as effectively as possible:** You'll see suggestions and additional insight to guide you in getting the best from your relationships with others, not only by recognizing their styles and needs, but also by examining how to build mutually beneficial outcomes.

Executive Summary- DISC Behaviors



Observable Behavior & Emotions:

Dominance - Direct, Guarded, Fast Pace, Task Focus, Anger Emotion

Influence - Direct, Open, Fast Pace, People Focus, Optimism & Trust Emotions

Steadiness - Indirect, Open, Slow Pace, People Focus, Patient & Non-Expressive Emotions

Conscientious - Indirect, Guarded, Slow Pace, Task Focus, Fear Emotion

Dominance: Focus on Problems/Challenges

- N: Adventurous, Risk-taker, Direct, Forceful
- A: Assertive, Competitive, Determined, Self-Reliant

Steadiness: Focus on Pace/Consistency

- N: Discontented, Energetic, Fidgety, Impulsive
- A: Discontented, Energetic, Fidgety, Impulsive

Influence: Focus on People/Contacts

- N: Enthusiastic, Gregarious, Impulsive, Optimistic
- A: Enthusiastic, Gregarious, Impulsive, Optimistic

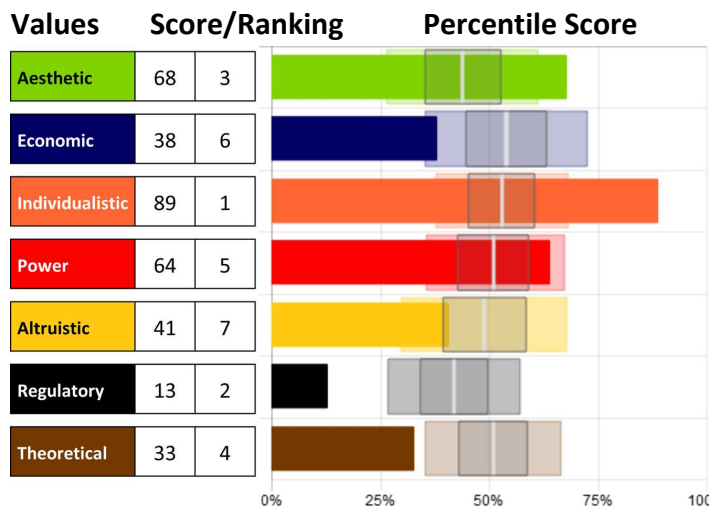
Conscientious: Focus on Procedures/Constraints

- N: Autonomous, Independent, Firm, Stubborn
- A: Defiant, Fearless, Rebellious, Determined

Your DISC Style: Influencer

Influencers show poise and confidence, and they enjoy working with a diverse group of people. They bring a sense of urgency to get things started and keep things moving. The spontaneity that Influencers bring allows for variety in their environment. They embrace positions of authority, and appreciate when others handle some of the details and logistics. Their optimism may overextend the reality at times, and they may need a governing view of the end goals.

Executive Summary- Motivators



A Drive For:

- Aesthetic** - Balance, harmony, form
- Economic** - Return on investment
- Individualistic** - Independence & uniqueness
- Power** - Control & influence
- Altruistic** - Helping others at expense of self
- Regulatory** - Order, routine, structure
- Theoretical** - Knowledge, learn, understand

Aesthetic - Very High

You tend to think “alternatively” and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.

Economic - Low

You are not driven by monetary rewards or being “first” and may lack the emotional initiative necessary to compete with those around you.

Individualistic - Very High

You will seek independence, freedom, and positions of autonomy where you can freely express and display your intuitive ideas.

Power - High

You will endeavor to own the roles and responsibilities under your leadership and control.

Altruistic - Average

You are able to balance your own needs and the needs of others on the team.

Regulatory - Very Low

You may subvert or break the rules you feel don’t apply and will attempt multithreaded approaches to solving problems.

Theoretical - Very Low

You will tend to skip over information you consider unnecessary and will rely solely on what you already know.

Your Motivators Style: The Freedom Seeker

This style's desire is to find alternative “out-of-the-box” approaches to creating the life they want as well as opportunities to present their self-directed ideas to the world. They will see unusual approaches to tasks as worthy and acceptable regardless of others opinions to the contrary.

Executive Summary- Critical Thinking



The ability to see, understand and appreciate:

Intuitive Thinking

- Uniqueness in others
- Uniqueness in situations, instincts

Practical thinking

- Comparative problem solving
- Functional worth, short-term outcomes

Systems/conceptual thinking

- Order, structure, standards
- Big-picture thinking, ability to generalize

Overall Critical Thinking Score: Good

- Intuitive Thinking** - You have good intuitive feelings about people and situations and should follow your instincts, but should also ground them to past experience so you know where your feelings are coming from.
- Practical Thinking** - You have good practical thinking and can utilize your ability to readily solve any problem in a practical and timely manner.
- Systems Thinking** - You are very strong in this capacity and will utilize your strategic ability to see the big picture in any critical thinking situation.

Your Critical Thinking Style: Director (Meticulous Overseer)

They are excellent at breaking down problems and following a set sequence of logical steps for the long term solution. They like to take time to create strategic action plans, but may get stubborn about following them even when circumstances may change. They like to work in situations that give them the time to plan and to follow through on the plan. However, their need to do things the “right” way may make it difficult for them when the decision is also time sensitive.

Executive Summary- Critical Thinking (continued)

Minimal Risk: The individual has the ability to make sound judgments and has balance in decision-making abilities. The potential for making errors is greatly reduced.

Moderate Risk: There is potential for the individual’s judgment capacity to be reduced and the possibility of making a mistake is increased in some circumstances. Explore what situations may lead the individual to become uncertain or unclear and examine what additional support may be needed to ensure effectiveness.

Significant Risk: This person likely has reduced understanding, blind spots or biases (positive or negative) that create potential issues in making sound judgments and likely result in errors. Explore this area in greater detail with them through the interview to examine how those risks may impact effectiveness.

**Note: Not all risks equate to “do not hire.” The skills and judgment areas in question may not be a requirement of the role or company. Remember to thoroughly explore the relevancies of this information in your environment specifically, and be sure to consider Behavioral style and Motivational style influences.*

Overall Risk Assessment:

	Potential Retention Risk (Minimal Risk) - consider how to keep this highly-capable person engaged and satisfied
	Minimal Risk – explore compatibility with position
X	Moderate Risk – decide if risk area affects position
	Significant Risk – suggest clear understanding of the risk areas and how they affect job, management and culture

Core

X	Minimal Risk
	Moderate Risk
	Significant Risk

People Skills

X	Minimal Risk
	Moderate Risk
	Significant Risk

Problem Solving Skills

	Minimal Risk
X	Moderate Risk
	Significant Risk

Performance Qualities

	Minimal Risk
X	Moderate Risk
	Significant Risk

Approach to Work

	Minimal Risk
	Moderate Risk
X	Significant Risk

DISC Behavioral Style



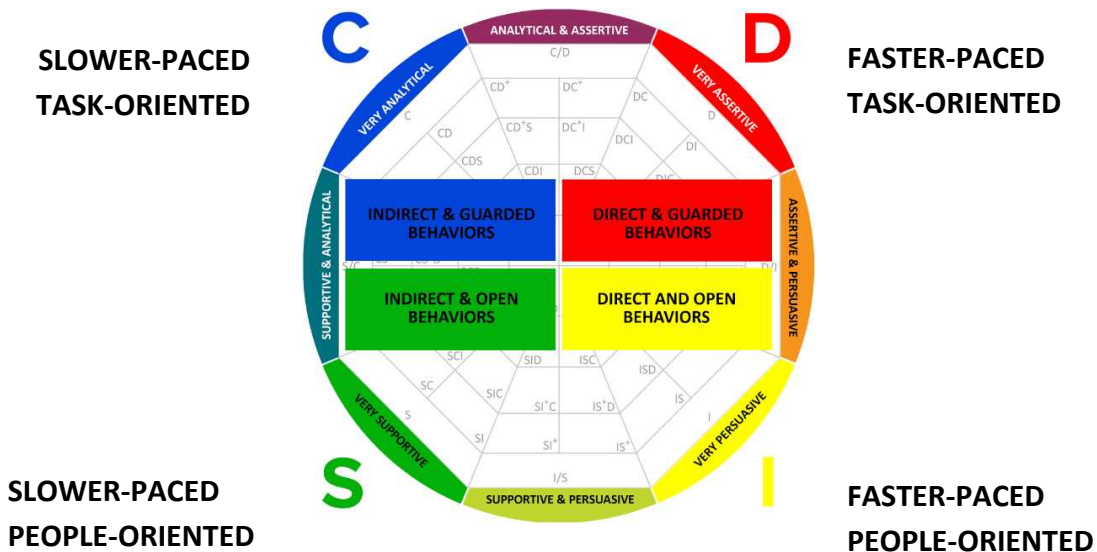
DISC focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

Dominance, Influence, Steadiness, and Conscientious.

Directness & Openness

Pace & Priority

- D** Tends to be **direct** and **guarded** **Fast**-paced and **task**-oriented
- I** Tends to be **direct** and **open** **Fast**-paced and **people**-oriented
- S** Tends to be **indirect** and **open** **Slow**-paced and **people**-oriented
- C** Tends to be **indirect** and **guarded** **Slow**-paced and **task**-oriented



Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

THE SCORING LEGEND

D = Dominance: How you deal with Problems and Challenges

I = Influence: How you deal with People and Contacts

S = Steadiness: How you deal with Pace and Consistency

C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints

Efficient, Analytical, Organized, Factual,
Aware of the Consequences of their Actions,
Practical and Innovative.

Data, Fact & Analysis Based. Precise & Accurate
Trusts in the Value of Structure, Standards & Order. Sees the value of "Rules."

Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

Balances & Values Data & Diplomacy, Mindful of the "Rules." Will be Goal Focused, Dislikes Confusion and Ambiguity.

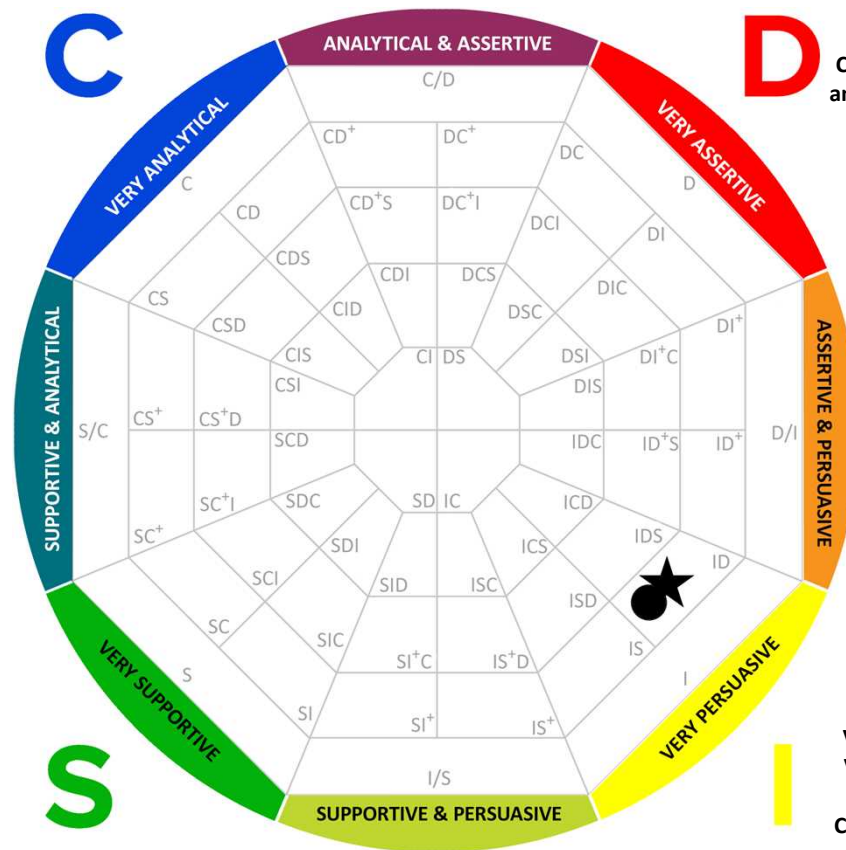
Both Assertive and Persuasive, Likely to embrace New Concepts, Often a Mover and a Shaker, Can be very outgoing with High Energy and Engaging Effort.

Very Patient & Favors Stability and Structure. Not a Risk Taker, Likes to operate at a Steady, Even Pace.

Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day.

Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good Customer Service.

- = Natural Behavioral Style
- ★ = Adapted Behavioral Style



DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies as a framework for understanding and reflecting on your DISC results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal effectiveness.

Sample, you score like some people who, when pressured, may become more easily persuaded and less firm in their opinions. This comes from wanting to please people, while also having a sense of urgency to get things done. That means you are more willing to yield your own position in favor of completing a project. This is a valuable strength, as it indicates that you can be a team player and shift gears when necessary.

Your enthusiasm and openness to alternatives allow you to influence others. You score like those who come to a project with some ideas of their own, but also keep an open mind to listen to the ideas of others. When a solution is decided upon, you have the skills to enlist others in an enthusiastic manner and get them on board. Your flexibility to adapt to new approaches, or to unexpected changes, is an asset to the team, as others will look to you for leadership.

Sample, you appreciate flexibility and spontaneity in others, and also may fear limitations on your own flexibility or spontaneity. People who score like you say that their creativity comes alive when they are given freedom to perform a task in creative ways. Conversely, their creativity goes into hibernation when they are presented with rules, regulations, forms, and requests for justification on each phase of a project. We suggest seeking assignments that have few strings attached, in order to keep your internal motivation at the highest level.

With fluent verbal skills, you are able to gain the support of various kinds of people. Those who score like you are prepared at a moment's notice to speak at length on almost any topic (even a topic that they know very little about). Your sense of confidence makes others confident. Your sense of urgency helps others get into gear. Your sense of humor is able to break some tension with the twist of a word or a quip, and get people back on board.

You make friends easily and show a strong interest in working with others. You are perceived as an easy person to talk with, and people respond to both of these traits in an open and positive way. Some who score like you say that they are never lonely. If standing in a line, for instance, they'll begin talking to people and enjoy the time waiting because they're learning about others. On the job, you have the ability to enlist a wide variety of people to work on projects, even some who may not ordinarily choose to work with each other.

You score like those who tend to evaluate others by their ability to express themselves verbally. You evaluate others using the same yardstick with which you measure yourself. You may find yourself bored at a conference session where the presenter reads a speech to the audience. In the next session, you may become actively engaged when the presenter speaks with the audience in an extemporaneous way, since that's the way you may prefer to do it yourself. Just remember that people who may not be as fluent or verbally skilled as you may still have ideas that are of value to the team.

You are able to persuade others with a personal and friendly approach. This is a great strength because others are more likely to follow your lead when they don't feel pressured into a situation. They sense that your enthusiasm and your interest in them are genuine. You sell people on ideas (and usually manage to get them on board) because of your confidence, your flexibility, your sense of urgency, and your friendly approach.

You convey a high level of trust when working with others. This is a strength. People will trust you because they get the sense that you trust them. That's good; however, you will experience situations in which you may get "burned" by trusting someone, when that trust is betrayed. Typically, those who score like you tend not to let those events get them down. They simply become more cautious around certain people. By continuing to set the example of trusting others, you help to establish a positive climate of trust.

WORD SKETCH – Adapted and Natural

This chart shows your ADAPTED & NATURAL DISC Graph as a “Word Sketch” to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS.

- **Natural Style** is a reflection of your instinctual, “real you” behaviors. This is how you would choose to behave when you are most able to be yourself with no additional influences on your behavior. This also show up in stressful situations and stays fairly consistent over time.
- **Adapted Style** is a reflection of how you respond to the environment, situation or relationship based on what you think will be effective in your area of focus. This can change moment to moment.



DISC Focus	Problems/Tasks	People	Pace or Environment	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Fears	Being taken advantage of/loss of control	Being left out, loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern

Adapted

Natural

6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

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Communication Tips for Others

The following suggestions can help others who interact with you understand your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

When Communicating with Sample, DO:

- Be certain to specify steps for continuing action.
- Be clear in your explanations.
- Provide testimonials from people Sample sees as important and prominent.
- Give Sample the opportunity to express opinions and make some of the decisions.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Use Sample's own words to direct things back to the topic or issue at hand.

When Communicating with Sample, DON'T:

- Be overly task-oriented.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Speculate wildly without factual support.
- Get bogged down in facts, figures, or abstractions.
- Let the discussion with Sample get caught in dreams too much, otherwise you'll lose time.
- Confuse or distract Sample from the business issues at hand.
- Make guarantees and assurances when there is a risk in meeting them.

What You Bring to the Organization

This page provides useful insights as you work together with others on a team (work, family, sports, etc.). You are likely to consistently display your Strengths. For the most part, these qualities enhance your effectiveness everywhere, including within your organization. Work Style Tendencies provide useful insights specific to how you will approach the work that needs to be done. These are likely the talents and tendencies you are bringing now and have often contributed to your success thus far. When in environments where you are most effective, you are likely to be self-motivated. It is possible that you may not always be in an environment that allows you to be your best, but you may be able to incorporate these ideas into your current situation to help maintain your motivation.

Strengths:

- You are an excellent team player, very effective at training or developing others.
- You can handle objections, questions, and pressure, with poise and confidence.
- You are able to react and adapt quickly to change in projects or activities.
- You understand people very well and rely on that understanding to lead, persuade, and motivate.
- You're able to sell others on a variety of ideas and concepts.
- You have the potential to be an engaging presenter.
- You have a strong sense of urgency to get things done expediently.

Work Style Tendencies:

- You approach projects and express ideas with enthusiasm.
- You enjoy working with others and tend to make friends easily on and off the job.
- On the job, you seek assignments requiring your specific knowledge or authority.
- You appreciate others who show a similar degree of flexibility and spontaneity with organizational projects.
- You can work with a variety of people and get things done through mutual cooperation.
- You seek freedom from routine, control, and minutiae.
- When pressured on the job, you may become more persuadable and less firm in your opinions.

You Tend to Be Most Effective in Environments That Provide:

- Authority equal to your responsibility.
- New and varied activities; a change-oriented workplace culture.
- A wide scope of involvement with a variety of people.
- A freedom to travel around the organization or around the country.
- Challenging assignments.
- Opportunities to try new ideas.
- Encouragement to talk about projects and issues openly with peers and managers.

12 Behavioral Tendencies - Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.

Behaviors	Natural	Adapted
Expressing Openness <i>How this individual is most comfortable expressing themselves.</i>	Social (I)	Social (I)
Customer & Team Interaction <i>How this individual engages with customers and stakeholders, internal and external.</i>	Engaging (I)	Engaging (I)
Providing Instruction <i>How this individual dictates directions and expectations.</i>	Directive & Compulsive (D)	Directive & Compulsive (D)
Personal Drive <i>How this individual's own goals move things forward.</i>	Self-Driven (D)	Self-Driven (D)
Building Rapport <i>How this individual focuses when interacting with others.</i>	Relationships-Focused (I)	Relationships-Focused (I)
Work Process Alignment <i>How this individual focuses on process to follow through on work.</i>	Situational	Situational
Accuracy <i>How this individual focuses on correctness and exactness.</i>	Situational	Situational
Self-Reliance <i>How this individual works within a team.</i>	Collaborative (I)	Collaborative (I)
Change Resistance <i>How this individual resists engaging with change.</i>	Drives Change (D)	Drives Change (D)
Prioritizing <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Results (D)	Results (D)
Careful Decision Making <i>How this individual approaches decisions and actions.</i>	Impulsive (I)	Impulsive (I)
Reasoning <i>How this individual uses evidence to think through and solve problems.</i>	Intuition-based (I)	Intuition-based (I)

12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement for your Natural and Adapted style. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

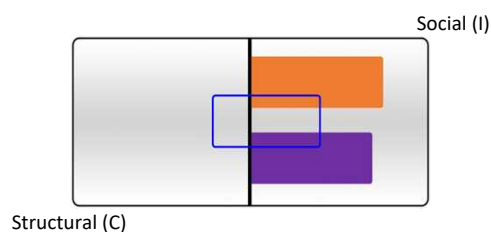
Interpretation Notes:

- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
 - HI** – Clearly observed in most situations, seen more often
 - HM** – Frequently observed in many situations
 - MOD** – May or may not be observed depending on the situation
 - LM** – Sometimes observed in some situations
 - LOW** – Absence of the behavior in most situations
- Direction of your score** – As the graph moves to the right or left, it shows how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
- General Population Comparison** – The blue box represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

Expressing Openness

Natural (HI): You are very comfortable when interacting with others, quick paced and focused on personal connections, and may tend to embellish to capture attention. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.

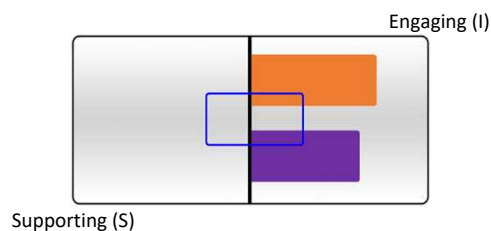
Adapted (HI): Consistent with natural style



Customer & Team Interaction

Natural (HI): You are quite engaging, charming, persuasive, and influential, frequently connecting with others a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.

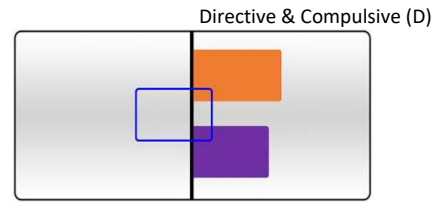
Adapted (HI): Consistent with natural style



Providing Instruction

Natural (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.

Adapted (HM): Consistent with natural style

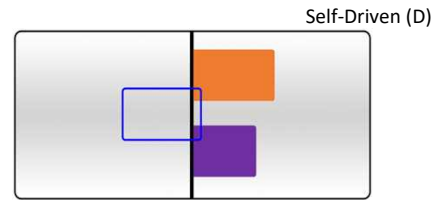


Reserved & Detailed (C)

Personal Drive

Natural (HM): You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.

Adapted (HM): Consistent with natural style

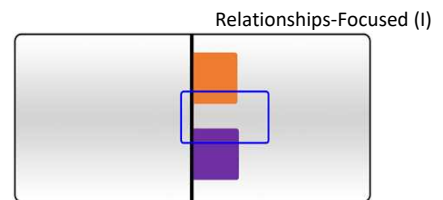


Others-driven (S)

Building Rapport

Natural (HM): You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.

Adapted (HM): Consistent with natural style

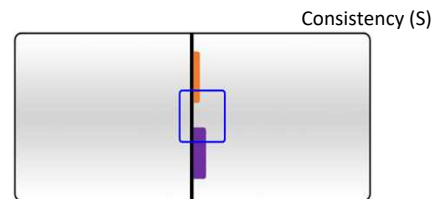


Results-Focused (D)

Work Process Alignment

Natural (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.

Adapted (MOD): Consistent with natural style

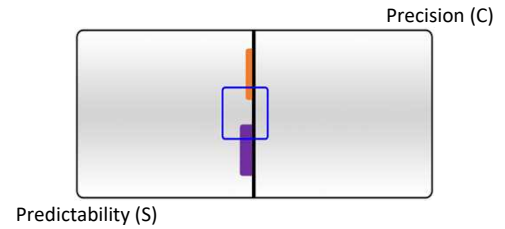


Accuracy (C)

Accuracy

Natural (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.

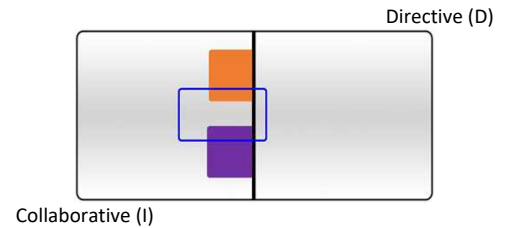
Adapted (MOD): Consistent with natural style



Self-Reliance

Natural (LM): You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.

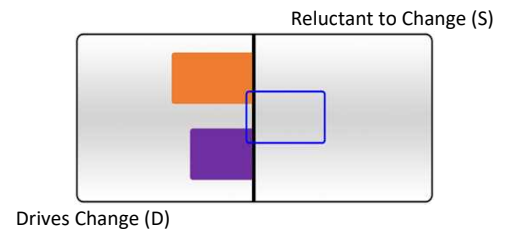
Adapted (LM): Consistent with natural style



Change Resistance

Natural (LM): You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.

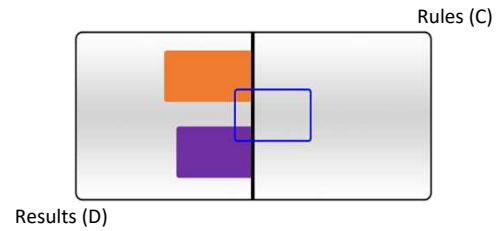
Adapted (LM): Consistent with natural style



Prioritizing

Natural (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.

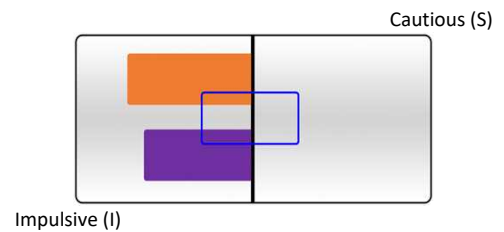
Adapted (LM): Consistent with natural style



Careful Decision Making

Natural (LOW): You act more impulsively based on intuition and feelings rather than taking the time to carefully consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.

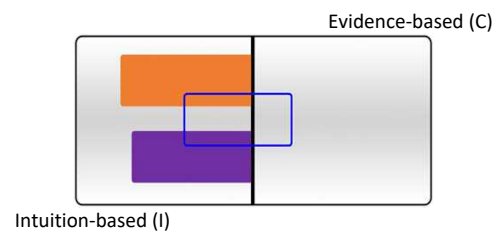
Adapted (LOW): Consistent with natural style



Reasoning

Natural (LOW): You frequently rely on your intuition and interactions with others to make decisions, and value external validation and social acceptance. You are likely to think things through based on emotions over logic and trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.

Adapted (LOW): Consistent with natural style



Motivators Style



Individuals who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire. Once you have a clear understanding of what drives your behavior it is easier **to find ways of achieving objectives that resonate and align with your motivations.**

Motivation helps influence behavior and action. It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

The Motivational Dimensions

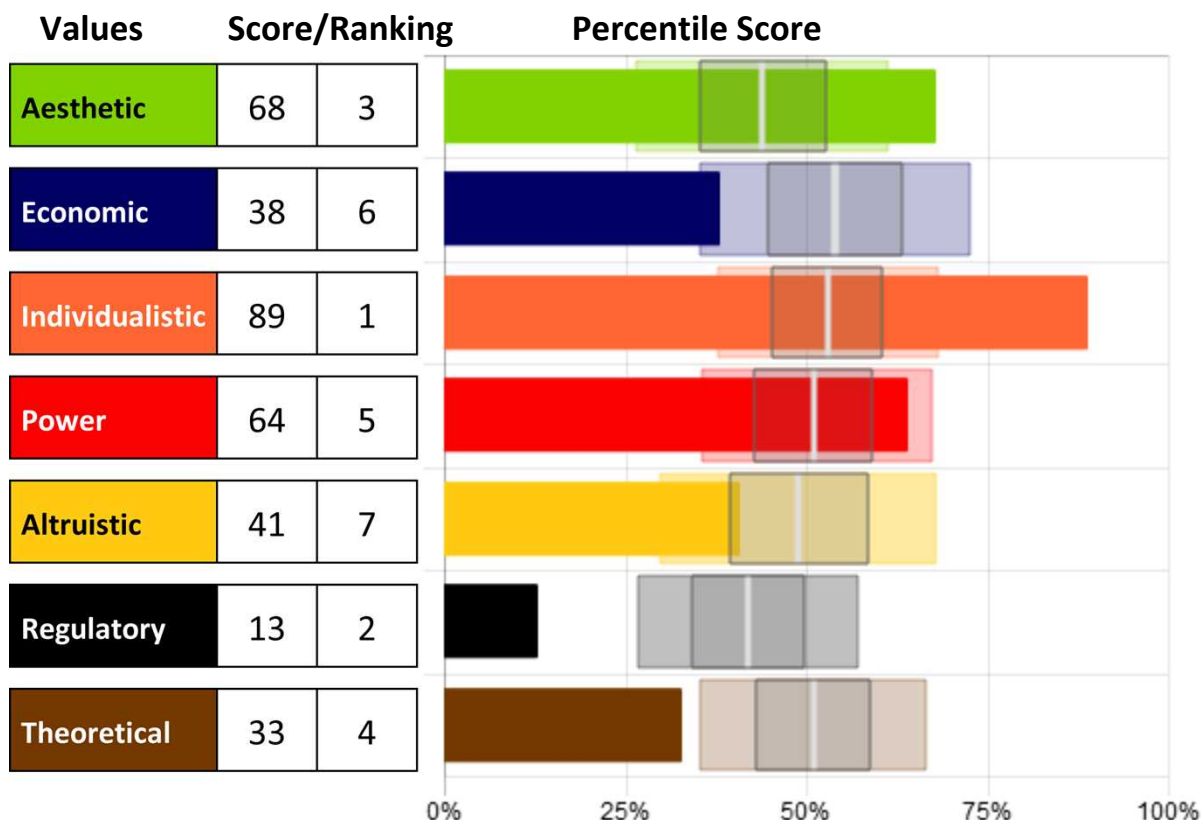
This Motivation Index is unique in that it examines seven independent aspects of motivation and many others only look at six. Remember as you learn more about these dimensions, the definitions are neutral. You can have a drive that is high, average, or low in any of these seven areas and they will influence your behavior and choices respectively.

The Seven Dimensions of Motivation

This report measures the drive for/to:

Aesthetic	Balance, harmony and form
Economic	Return on investment
Individualistic	Stand out as independent and unique
Power	Be in control or have influence
Altruistic	Help others at the expense of self
Regulatory	Establish order, routine and structure
Theoretical	Knowledge, learning and understanding

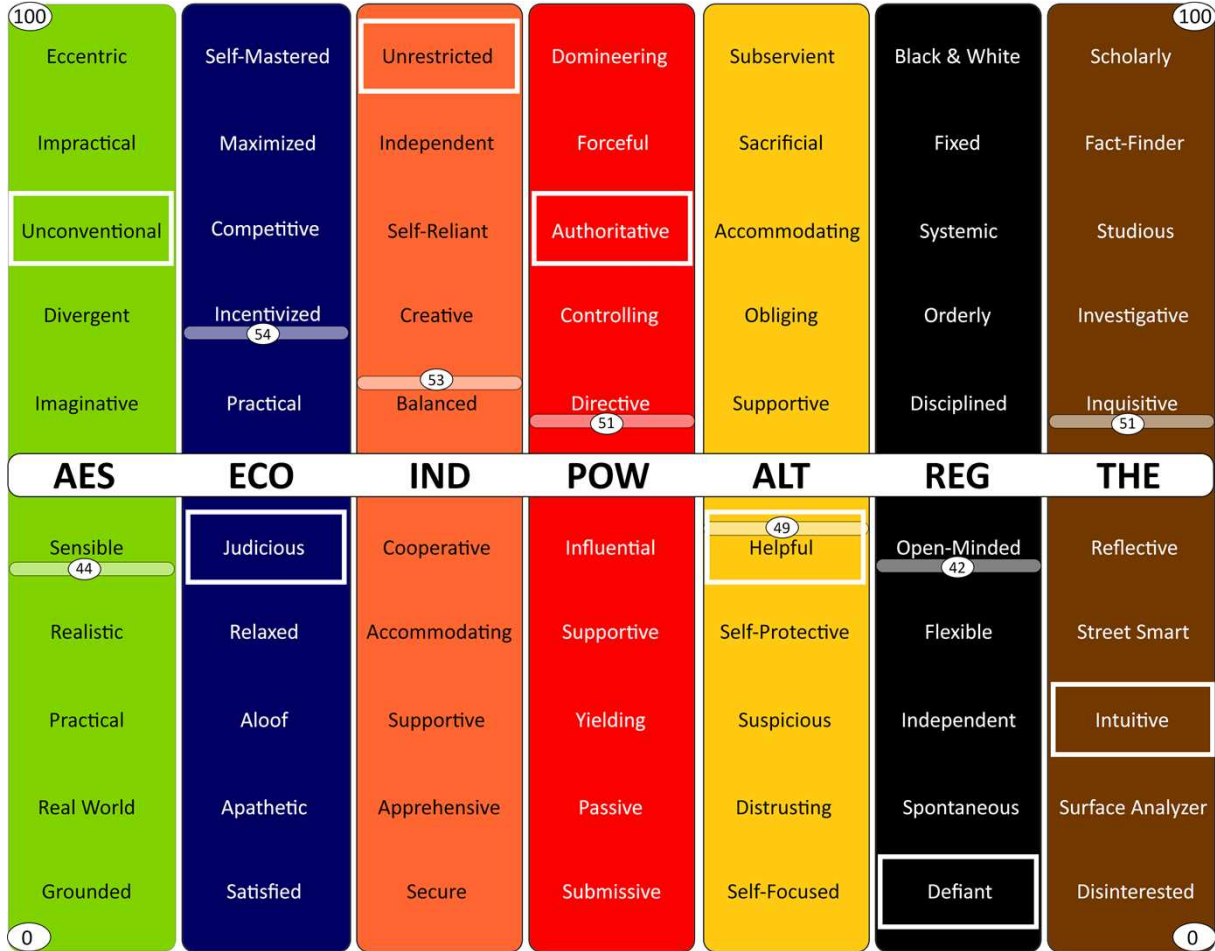
Summary of Sample's Motivation



1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 0 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?
2. The **white, vertical line in the center of the lightly colored, shaded (majority) area** represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.
3. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.
4. The **colored bar is aligned to your score from 1-100**. These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**. The number also reveals placement in **Very Low, Low, Average, High and Very High**. The people who score within each group share common traits and descriptions (i.e. those who have Very Low scores will share common values with one another).
5. Your **ranking reveals how influential the Motivators are to your behavior and decisions in order from 1-7**. Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful. Rankings are determined by each score's distance from 50. The farther away from 50, whether high or low, the more impact that Motivator will have.

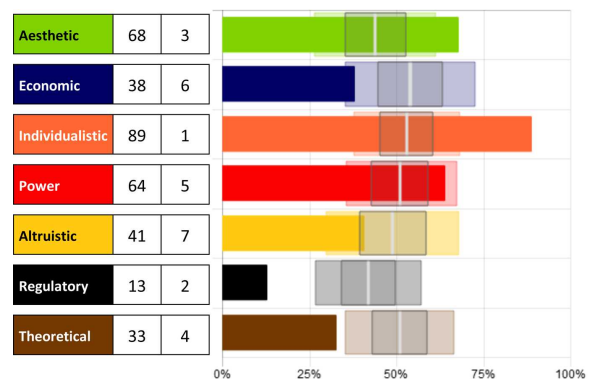
Sample's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor in each dimension, and highlights each word relative to other descriptors. By labeling your numeric score, you can better identify, understand, and describe your motivator orientation.

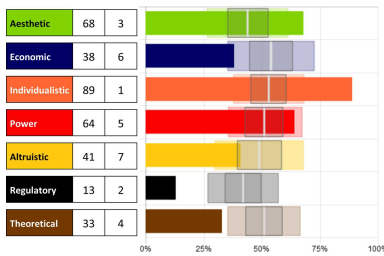


Important Details:

- Motivators are scored from 0-100, shown in **small circles** at the edges of the Matrix: **0 is very low, 100 is very high.**
- The **shaded line** highlights the **median score** for each Motivator based on the population.
- The highlighted Motivator **descriptor** is representative of **your score** in each Motivator.
- Your score and ranking are **not** noted on the Matrix. Refer to your graph for your specific information.



Your Aesthetic Motivator - Very High



The Aesthetic Motivator: The drive for balance, harmony, and form. Creative, imaginative, artsy, mystical, and expressive, this style may redefine or resist real world approaches to current challenges.



Universal Assets:

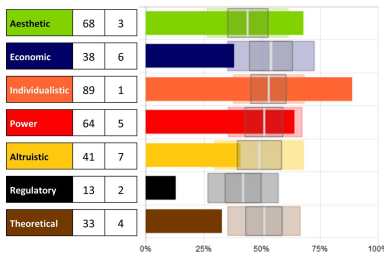
- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- You show a very strong desire for expressing your talents and fulfilling your dreams.
- You may feel as though you were born at the wrong time and might feel misunderstood by most.
- You will have a hyper awareness of your surroundings and they will need to "feel" right.



Learning Paths:

- You have the ability to act as a go-between and integrate people's imaginations with certain tasks.
- You can assist team members in accessing their creative side.
- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.
- To increase the meaning of people's lives you could act as a facilitator between people's gifts and talents and meaningful jobs that might require them.

Your Economic Motivator - Low



The Economic Motivator: The drive for a return on investment. Derives security from self-interest and achieving returns on personal ventures, resources, and focused energy. This can be both personal and professional, with a focus on ultimate outcomes.



Universal Assets:

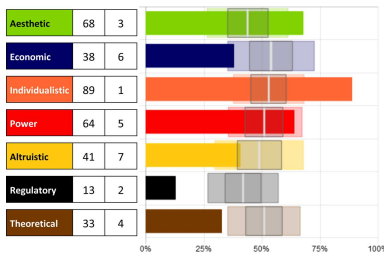
- You score in a range that indicates a lower interest in gaining material wealth.
- You are not driven by monetary rewards and competitive frameworks.
- You may believe money is for spending on things you want.
- You may be sensitive to inequities and injustices and will not want to be a victim to others demands.



Learning Paths:

- You may prefer team-oriented activities as opposed to the lone wolf approach.
- You score like those who appreciate cooperation over competition.
- You come to a training or development function typically without a 'What's in it for me?' attitude.
- You may prefer just hanging out and enjoying others rather than having to compete with them.

Your Individualistic Motivator - Very High



The Individualistic Motivator: The drive to stand out as independent and unique. Desires to be seen as autonomous, special, and to stand apart from the crowd with an opportunity for freedom of personal expression.



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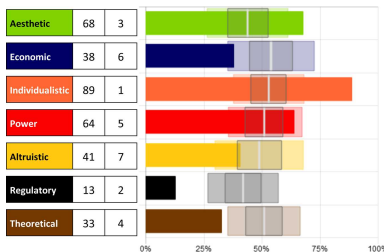
- You may be very different, but not always valuable when it comes to creative ideas.
- You will likely have out-of-the-box ideas and want to share them.
- If you were a penny in a jar of 500 pennies, you'd need to be the red one.
- You will seek your own personal niche where you can be seen as unbelievable.



Learning Paths:

- You need hyper flexibility and freedom to create when learning new things.
- You'll need a large amount of creative space when working with teams.
- You must link the benefits of learning new things to your personal ability to recreate new ways of doing things.
- You'll create an environment that encourages organic thinking.

Your Power Motivator - High



The Power Motivator: The drive to be in control or have influence. Often being seen as a leader, this motivation values control over one's environment and success and is often associated with competitiveness and power.



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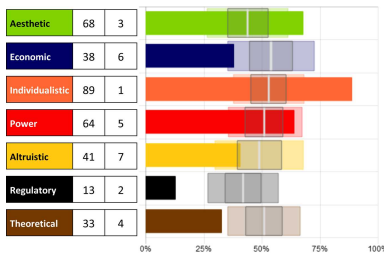
- Winning might be everything: there's likely no Plan B in your mind.
- You enjoy making your own decisions or calling your own shots.
- You may find it difficult to listen in order to understand where others are coming from especially if you disagree.
- When you have a challenge to overcome, you will feel better about the environment.



Learning Paths:

- You'll sometimes desire more of your own space when working with groups of people.
- You like to think for yourself when learning new things.
- Some will see you as someone they may want to follow; step up when this happens.
- You can appreciate a variety of options when making decisions with others.

Your Altruistic Motivator - Average



The Altruistic Motivator: The drive to help others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always; it may also be a reflection of low self-esteem.



Universal Assets:

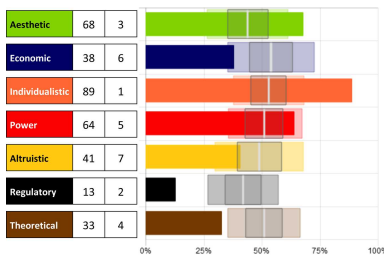
- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal needs.
- You're a stabilizing force between givers and takers and have no extreme view.
- You are able to understand both the poor and the affluent equally without harsh judgment of either one.
- You can both help and hold back. You are able to discern between real needs and when people simply have complaints.



Learning Paths:

- You can be a neutral player and will support others, not having to be the owner of the team and agenda.
- You're flexible and will know when to say no and when to say yes during training and developmental programs.
- You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- Your ability to be supportive of others as opposed to always having to control the show will benefit you when involved with team dynamics.

Your Regulatory Motivator - Very Low



The Regulatory Motivator: The drive to create order, routine, and structure. This motivation promotes a black and white mindset and traditional approach to challenges through established standards, rules, and protocols.



Universal Assets:

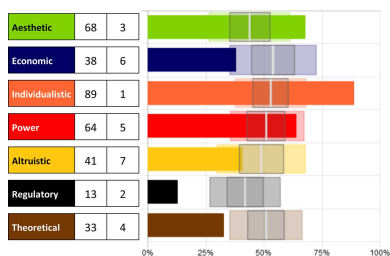
- You're looking for the freedom and autonomy to think your own thoughts.
- You believe nothing is set in stone and therefore will not appreciate rigidity.
- You have many questions and will do whatever it takes to figure things out.
- You need freedom from rules and regulations that stifle your creative flow.



Learning Paths:

- You prefer spontaneous and independent work environments where you can be more flexible.
- You work independently even when you are on a team.
- You listen to instruction while at the same time tweaking it.
- You can be a part of something without being controlled by it.

Your Theoretical Motivator - Very Low



The Theoretical Motivator: The drive for knowledge, learning, and understanding. The desire to uncover, discover, and recover the "truth." The need to gain knowledge for knowledge's sake.



Universal Assets:

- You are likely a "trial & error" learner and may find things out the hard way.
- You will only learn what you have to and will likely skip the rest.
- You probably look for the road of least resistance.
- You may find learning easier when you love the subject matter and may rebuff everything else.



Learning Paths:

- You should hit only those essential items that relate to increased success or efficiency on projects.
- You should make training and development activities as hands-on as possible.
- The trainer or presenter may need to force-feed you some important details, especially if they are perceived as unimportant or a waste of your time.
- You should link training and professional development to other areas of the values graph where you sit outside the national norm.

Critical Thinking Style



Your thinking ability is reflected in how you access your talents, skills, and attitudes across the core thinking style dimensions. Your overall thinking style is based on the world-renowned Hartman Value Profile (HVP), measuring how you think and make judgments. Not everyone processes equally across all three dimensions, so your critical thinking style is made up of your individual combination.

Important Note:

Typically, judgment is measured by both our external world view and our internal self view. In this Summary report, **we only discuss the WORLD view with three dimensions of thinking. While we do not cover the self-view details**, it is influential in our thinking and processing. To learn more about your self-view, including personal strengths, objective ability, and execution ability, refer to the full-length Critical Thinking Report.

Intuitive Thinking (People) - *The ability to see, understand, and appreciate the uniqueness in others and in situations; having an intuitive, gut instinct.*

How well do you pick up on cues, regularities, or irregularities in situations and people to get a clear gut instinct (good or bad) of predictable outcomes regarding others? How important are others' reactions when you make decisions?

Practical Thinking (Tasks) - *The ability to see, understand, and compare the functional worth of things and the short-term outcomes of a situation or event.*

How efficiently can you sort through information to find what is relevant and important to the problem at hand to effectively produce results in a timely manner? How important is it to you to get the intended results?

Systems/Conceptual Thinking (Systems) - *The ability to see, understand, and appreciate the need for order, structure, standards, and big-picture thinking.*

How well can you grasp the rules that govern a situation and see the big picture? Can you generalize from the abstract and break things down into component parts? How important to you is the journey (process) versus the destination (outcome)?

Critical Thinking Score Key

Excellent: Very strong in the capacity and will utilize it when placed in any critical thinking situation.

Good: Good grasp of the capacity, but may have some situations where it may not be consistently utilized.

Focused: May focus on some aspects in this capacity and not others and be inconsistent in utilizing it across all situations.

Transitional: In a state of transition affecting the consistency of processing, and is not likely to engage in critical thinking.

Your Overall Critical Thinking Score is **Good**

Problem Solving

You are excellent at breaking down problems and following a set sequence of logical steps for the long term solution. You like to take time to create strategic action plans, but may get stubborn about following them even when circumstances may change. You like to work in situations that give you the time to plan and to follow through on the plan. However, your need to do things the “right” way may make it difficult for you when the decision is also time sensitive.

How You Take in Information

You are focused on results and how they are going to be reached. You want to understand and buy into the complete strategy that will lead to the desired outcome. You do better when you build on past experience and know you have what it takes to get the job done. You also do better when the end result justifies the means for getting it done. You need to be careful to think things through completely before becoming critical. You work best with people who are intuitive and practical as it helps to keep you grounded.

How You Sort Information

- You are very consistent, logical and clear in your communication with others
- You can listen to different points of view, even when they are not your own and provide constructive feedback and organized and logical responses to objections
- You are a big-picture thinker and can see and understand how all the parts fit together
- You are concerned about the consequences of actions
- You can project confidence when communicating with others about topics of interest

Key Area	Rating	Comments
Intuitive Thinking	Good	You have good intuitive feelings about people and situations and should follow your instincts, but should also ground them to past experience so you know where your feelings are coming from.
Practical Thinking	Good	You have good practical thinking and can utilize your ability to readily solve any problem in a practical and timely manner.
Systems Thinking	Excellent	You are very strong in this capacity and will utilize your strategic ability to see the big picture in any critical thinking situation.

Intuitive Thinking - Rating Level: Good

- You have a realistic, but also cautious view of people and situations. You can be with others and see and hear things from their perspective.
- You often show more respect than emotional concern. Your caution may also cause you to be too critical of others at times, which can create self-fulfilling expectations, that is, if you anticipate potential problems and limits, you will find potential problems and limits.

Suggestions for Improvement

Keep your cautious approach in check so that you can remain open minded and be more objective in a critical thinking situation, especially if it involves other people or situations you have not had a good experience with. While your ability to keep a professional distance can be an asset, be sure you work hard not to let your first impressions stick in long-term relationships, especially if they are overly cautious or negative.

Practical Thinking - Rating Level: Good

- You are good at thinking on your feet, picking up on what is going on around you and sizing up a situation. You can provide an evaluative critique of what you observe by comparing, contrasting, and classifying what you see.
- You have a good sense of timing, but may delay decisions and actions until you have a full understanding of the situation and eliminate what might not work.
- When you doubt something too much, you may focus on the negative instead of figuring out how to make it work. Many people do not think like you and may take your hesitancy to act as being indecisive or too negatively focused.
- You may have difficulty dealing with situations that do not produce the results you expected.

Suggestions for Improvement

Be sure to focus on the positives you see in any situation and set guidelines for yourself, so that you learn to act quicker to reach goals and take advantage of opportunities in the present.

While it is important to think about how to prevent a fire, sometimes you have to just put the fire out first.

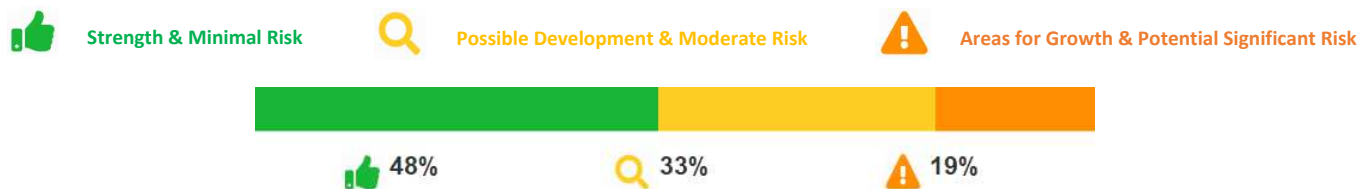
Systems Thinking - Rating Level: Excellent

- You are good at planning, analytical thinking, and creating a frame of reference between the past, present, and future.
- You like to follow established patterns, rules, and authority. You can pick out inconsistencies in potential problems and solutions.
- You may see the world as black and white at times. You may find it difficult when implementing your ideas if people or situations do not meet your expectations.

Suggestions for Improvement

Take time to reflect on your expectations and how realistic they may be. What types of situations, topics, or people tend to set you off when they do not meet your expectations? Find ways to set more realistic expectations by talking with others and getting feedback that may help you prepare for the worst case scenario.

Summary of Critical Thinking



Core Skills

Positive Attitude Toward Work	
Commitment to Personal Standards	
Adherence to Company Policy	
Ownership of Problems	
Care for Company Assets	

Approach to Work

Pride in Work Quality	
Determination	
Acceptance of Leadership & Rules	
Goal Setting Skills	

People Skills

Assessment of People	
Sensitivity To Others	
Interpersonal Potential	
Self-Control	

Problem Solving Skills

Integrated Judgment Capacity	
Practical Thinking	
Strategic Planning Ability	
Overall Problem Solving	

Performance Qualities

Outcome Orientation	
Trainability	
Focus	
Self-Confidence	

Core Skills

Positive Attitude Toward Work

Positive Statement: An individual that is strong in this category has the ability to maintain a positive and dynamic attitude towards work and the things going on around them including relationships with others. They also have a greater ability to maintain a positive outlook towards work, events, and relationships, despite potential stressful situations that might arise.

Development Area: This is an area of strength for you.

Commitment to Personal Standards

Positive Statement: An individual who values themselves clearly, and what they do realistically, frequently has high personal standards and often makes better moral choices. People with good scores in this area can still make bad choices, but often feel a high level of guilt if and when they do, while people with high-risk scores may not see what they did as bad.

Development Area: This is an area of strength for you.

Adherence to Company Policy

Positive Statement: An individual who can see standards without personal bias is more likely to adhere to and value the same rules, order, and standards as others. People with good scores in this area understand, and have a conventional view of, the importance of rules and policies and are more willing to follow them.

Development Area: This is an area of strength for you.

Ownership of Problems

Positive Statement: An individual strong in this capacity has the ability to see their own strengths and limits and is able to realistically step back to solve problems as they relate to themselves. They are more likely to own up to their responsibility for a problem when it arises at work.

Development Area: This is an area of strength for you.

Care of Company Assets

Positive Statement: An individual that is strong in this capacity has the ability to be very organized and self-disciplined. People who tend to organize themselves are also aware of their surroundings and the importance of what they work with. They like to keep things in good working order.

Development Area: You may be too busy or lack focus at this time. This may lead you to be disorganized as you may not be paying attention to the important things going on around you, especially in a busy work environment. You may not take the time to do preventive maintenance or maintain things in ready time, hoping you can get to them at another time.

Approach to Work

Pride in Work Quality

Positive Statement: An individual that is strong in this capacity can understand the role they fulfill at work and what they need to do to be successful. They can size up what needs to be done on the job and make it happen. They feel connected to what they do and will take pride in their work.

Development Area: You may be experiencing rapid changes in your present role or position that make it difficult to size up what is important or what needs to be done first. The lack of understanding of what success looks like or the inability to buy into the picture of success at present, can result in an inconsistent push to make things happen. You may push ahead in one direction and then change your mind and try something new or different in your next attempt. This inconsistency in your approach towards work can appear to others as poor work quality, especially when you don't know the standards by which you will be measured.

Determination

Positive Statement: An individual that is strong in this capacity will be able to maintain a push toward resolving personal issues that may get in the way of reaching goals. They have the ability to concentrate and maintain drive despite setbacks they face.

Development Area: You may have difficulty resolving personal problems that help you maintain the drive to push toward goals. You may feel that some of the setbacks you have recently experienced are too difficult to get past and you may have lost some of your drive to push ahead to accomplish your goals.

Acceptance of Leadership and Rules

Positive Statement: An individual that is strong in this capacity has the ability to see and accept the rules and regulations imposed by the leadership above them. They are accustomed to having rules and a sense of order for how to get things done.

Development Area: Your strong need for perfection makes it difficult for others to live up to your expectations. If you are not in agreement with the rules, or feel that the rules are not strict enough, you will have difficulty not wanting to raise the standards or question those in authority over you with your alternative ways of thinking. Your innovative thinking can make it difficult for you to accept "by-the-book" leadership styles or rules that are imposed.

Goal Setting Skills

Positive Statement: An individual that is strong in this capacity will not only organize and discipline themselves to reach goals, but also will have the capacity to set realistic goals for self-development.

Development Area: You may be going through a transition period and have difficulty setting goals that are realistic, attainable and rewarding. You may have become locked in on one idea and are attempting to follow it even though the present circumstance dictates otherwise.

People Skills

Assessment of People

Positive Statement: An individual that is strong in this capacity has the ability to work well with others and realistically see both the good and bad qualities in others. They can feel comfortable working with many different kinds of people.

Development Area: This is an area of strength for you.

Sensitivity to Others

Positive Statement: An individual that is strong in this skill has the ability to balance the need for sensitivity without losing the ability to make objective decisions with regard to people. They tend to be more realistic in their evaluation of others and, while they can show care and compassion, they also know where to draw the line and when to hold others accountable.

Development Area: This is an area of strength for you.

Interpersonal Potential

Positive Statement: An individual that is strong in this dimension is very effective in solving personal relationship issues and making decisions about people. They can see what is important and know what to focus on to keep a relationship problem free.

Development Area: This is an area of strength for you.

Self-Control

Positive Statement: An individual strong in this capacity has the ability to control their emotional reactions when confronting problems in the work place and within themselves. They can organize their thoughts, feelings and emotions in a way that helps contain them in an appropriate manner.

Development Area: You may be at risk in this capacity because you have an emotional trigger or bias towards people, tasks, or processes that can derail your ability to maintain control of your emotions in some situations.

Problem Solving Skills

Integrated Judgment Capacity

Positive Statement: An individual that is strong in this capacity has the ability to solve complex problems. They have good judgment when it comes to dealing with people, situations, and complex order. They can readily pick up on and evaluate information on many levels without personal bias and come to a sound decision.

Development Area: You may have difficulty dealing with complex problems and situations as you are naturally drawn to look more at one side of the problem than another. You may focus on the people, the complexity of the problem, or the abstractness of the situation, and, as a result, you may neglect picking up on valuable information that could lead to making a more balanced and sound decision.

Practical Thinking

Positive Statement: An individual that is strong in this capacity has the ability to be very perceptive and has the capacity to pick up on what is needed to make practical decisions and correct a situation that did not turn out well.

Development Area: This is an area of strength for you.

Strategic Planning Ability

Positive Statement: An individual that is strong in this capacity has the ability to think strategically and make long-term plans. They can pick up on relevant information that helps them prioritize and set realistic goals to reach the desired outcome. They understand the importance of priorities and realistic timing.

Development Area: This is an area of strength for you.

Overall Problem-Solving Ability

Positive Statement: An individual that is strong in this capacity has the ability to solve problems and make objective decisions regardless of the level of people involvement, task requirement, or complexity of the problem. They can see what is relevant in a complex situation and make the right decision.

Development Area: You may have difficulty solving problems because you have a bias towards the people involved, the important requirements of the task, or what information is most important. You may have too much going on right now and, as a result, you are susceptible to fuzzy or clouded thinking.

Performance Qualities

Outcome Orientation

Positive Statement: An individual that is strong in this capacity has the ability to focus on making things happen and obtaining results. They have the ability and desire to push themselves to accomplish goals.

Development Area: You have a strong desire to understand everything before taking action. This can lead to delays in decision making and potential analysis paralysis as you gather information and wait for things to be perfect. You may need help setting short-term deadlines to ensure that you stay on task and not miss important timelines in the present. At present, you may lack the desire to press on to accomplish goals and finish what you started.

Trainability

Positive Statement: An individual that is strong in this capacity understands how things work around them and the relationship between things. They have the ability to pick up on things quickly as they can relate what needs to be learned with what they already know.

Development Area: This is an area of strength for you.

Focus

Positive Statement: An individual that is strong in this capacity can concentrate on what matters most to solve a problem despite potential distractions in the surrounding environment.

Development Area: This is an area of strength for you.

Self-Confidence

Positive Statement: An individual that is strong in this capacity has the ability to understand and be positive towards their own inner worth and individuality. They can realistically see their strengths and limits, and are more likely to put themselves in situations where they will be successful.

Development Area: You have been facing some difficult internal challenges and are wrestling with what to do, and what to stand for, which can be creating internal disharmony for how you feel about yourself. You are struggling with the ability to accept yourself for all of your good and bad qualities. You may have a tendency to accept only the good, or only the bad, which makes it difficult to realistically meet the demands of what is required of you. At times, you may appear to be either over confident or not confident enough.



1. Based on your assessment results, what new insights do you have in regard to your Behavioral, Motivational, & Critical Thinking Styles?

2. What do you feel are your greatest strengths related to your Behavioral, Motivational, & Critical Thinking Styles?

3. What potential limitations, risks, and biases have you identified in relation to your Behavioral, Motivational, & Critical Thinking Styles?



4. How will these insights support your leadership development?

5. Based on what you have learned about your Behavioral, Motivational, & Critical Thinking Styles, what things are you going to Start, Stop, and Continue to optimize your performance in the future?

Start	Stop	Continue

(continued from page 2)

How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the **APA** and **EEOC**.

"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."

"...we applaud your efforts at making Motivators reliable and valid.."

- Assessment Standards Institute

The Assessment Industry's Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of "global cottage industry" with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this "global cottage industry," which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the **American Psychological Association (APA)** and the **Equal Employment Opportunity Commission (EEOC)**. This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment's professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

Construct Validity (**APA Standards**) [DISC & Motivators]

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

Reliability - Cronbach's alpha (**APA Standards**) [DISC]

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

External Data Reliability (**APA Standards**) [Motivators]

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

Disparate Impact (**EEOC Guidelines**) [DISC & Motivators]

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.