



Motivators

An Evaluation of Motivational Styles

Report For: **Sam Sample**

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Culture-Werks

Table of Contents

About This Report	3
Seven Dimensions of Motivation	3
A Closer Look at the Dimensions	4
Summary of Motivation	5
Details of Motivation	6
Motivator Word Matrix	7
Your Aesthetic Motivator.....	8
Your Economic Motivator	9
Your Individualistic Motivator.....	10
Your Power Motivator	11
Your Altruistic Motivator	12
Your Regulatory Motivator	13
Your Theoretical Motivator	14
Motivators Adaptability.....	15
Guidelines for Application	16
Action Plan.....	17
So, Now What?	18

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.

About This Report

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. As such, it's easier for them **to find ways of achieving objectives that resonate and align with their motivations**. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.






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.

The Motivators assessment is the result of Dr. Eduard Spranger's and Gordon Allport's combined research into what drives and motivates an individual. **The dimensions of value discovered between these two researchers identify the reasons that drive an individual to utilize their talents in the unique way they do.** 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 Elements of the Motivation Index

This Motivation Index is unique to the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Power into one dimension. This assessment remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique drivers.

The Seven Dimensions of Motivation measured in this report are:

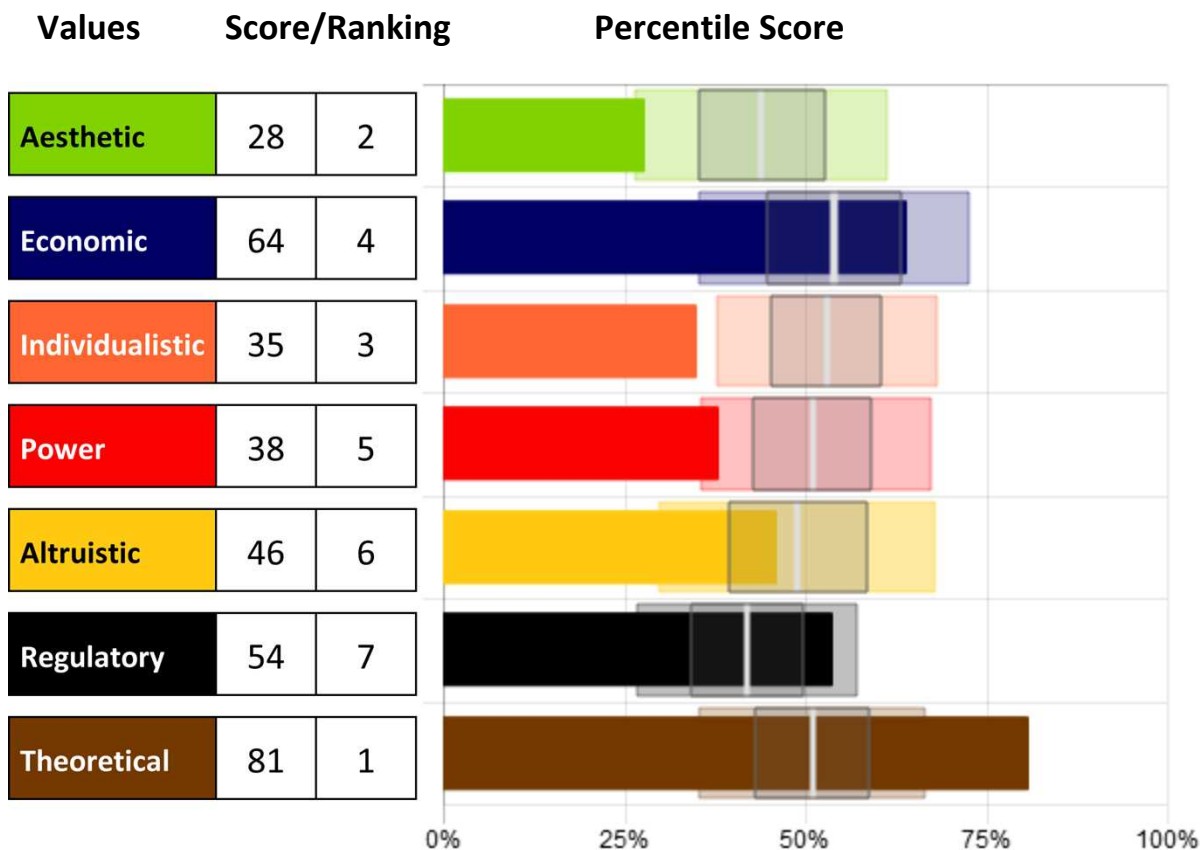
-  **Aesthetic** - A drive for balance, harmony and form.
-  **Economic** - A drive for a return on investment.
-  **Individualistic** - A drive to stand out as independent and unique.
-  **Power** - A drive to be in control or have influence.
-  **Altruistic** - A drive to help others at the expense of self.
-  **Regulatory** - A drive to establish order, routine and structure.
-  **Theoretical** - A drive for knowledge, learning and understanding.

A Closer Look at the Seven Motivator Dimension Scores

Each descriptor below reveals your preference for shaping behavior and indicates what energizes you.

Motivator	Low Score Energized by...	High Score Energized by...
Aesthetic	Grounded Pragmatic and tangible approaches that bring concrete and reliable results.	Eccentric Achieving equilibrium and harmony between the world around you and yourself.
Economic	Satisfied Less competitive approaches and being more satisfied with what you already have.	Self-Mastered Self-interest, economic gains, and achieving real-world returns on efforts.
Individualistic	Secure Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion.	Unrestricted Expressing your autonomy and freedom from others' ideas and protocols.
Power	Submissive Supporting other people's efforts and a less focused approach to owning your own personal space.	Domineering Directing and controlling people, environments, and personal spaces.
Altruistic	Self-Focused Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others.	Pushover Helping and eliminating pain and suffering of others at personal cost.
Regulatory	Defiant Remaining independent of as opposed to depending on the restrictive ideas of others.	Black & White Establishing routine, order, and setting boundaries for yourself and others.
Theoretical	Disinterested A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers.	Scholarly Activities towards knowing everything that can be known about what you believe to be important and truthful.

Summary of Sam'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.

Details of Sam's Motivation



Aesthetic - Low

You may be more interested in functional approaches that generate a practical return rather than experiencing the uniqueness of a process.



Economic - High

You will likely possess a competitive spirit and will focus on gaining a practical return for your time and energy.



Individualistic - Very Low

You appreciate what others bring to the table and may be apt to become the unsung hero of any project or team.



Power - Low

You are a better collaborator and won't likely seek position power or authoritative roles.



Altruistic - Average

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



Regulatory - High

You believe there's only one way to solve a problem and will endeavor to work within established boundaries.

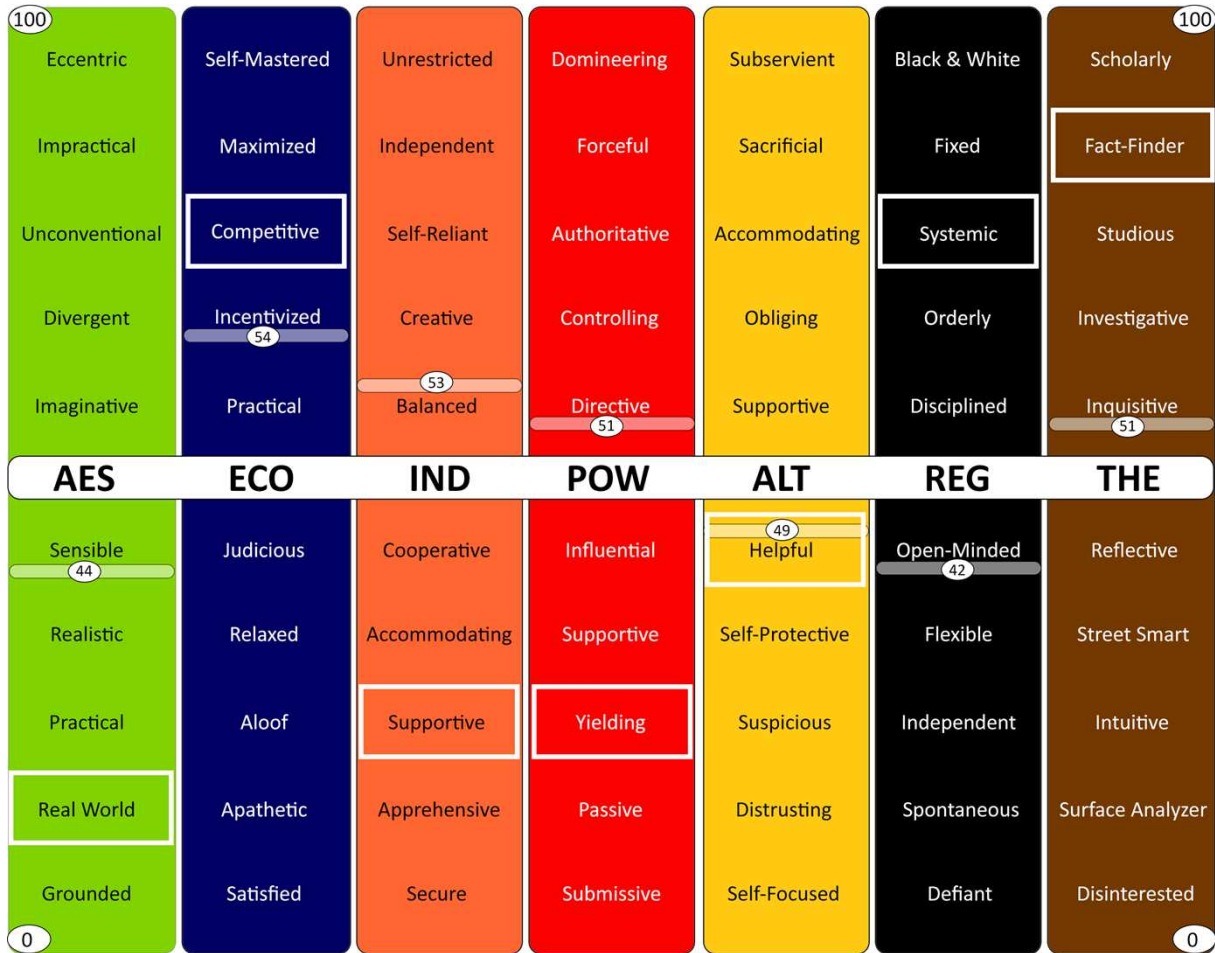


Theoretical - Very High

You have an excessive need to uncover, discover, and recover the truth and will spend the necessary time to learn it all.

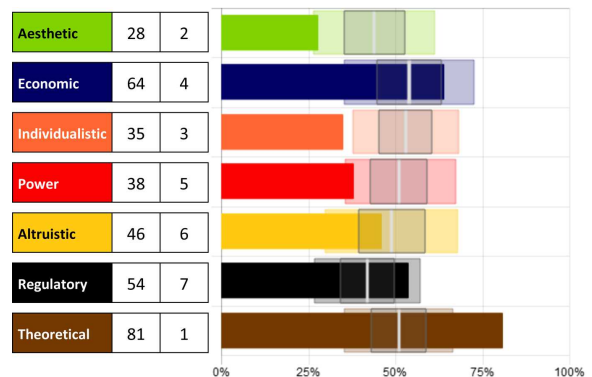
Sam's Motivator Word Matrix

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.

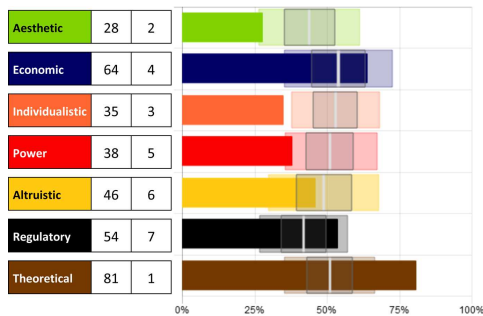


Important Details:

- 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 - Low



The Aesthetic Motivator: Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, artsy, mystical and expressive, this style may redefine or resist real world approaches to current challenges.



Universal Assets:

- You will likely not waste time with anything that doesn't contribute to a solution.
- You think in terms of the bottom line as opposed to a moving experience.
- You will focus on functionality and not waste time or energy on foolishness or frills.
- You believe people with their head in the clouds would be better off with their feet on the ground.



Driving Intuitions:

- You focus on the issues that will likely bring results.
- You relate real-world applications to goals that make sense.
- To maintain your optimal level of motivation, avoid getting involved with projects that demand creativity and out of the box ideas.
- To you, sensible goals are the principal motivator.



Critical Advantages:

- You may be less emotional than some and may prefer straightforward transactions.
- You think in terms of practical results.
- You are likely to be more talented than artistic.
- You are likely levelheaded and won't be sidetracked by your imaginations.



Growth Opportunities:

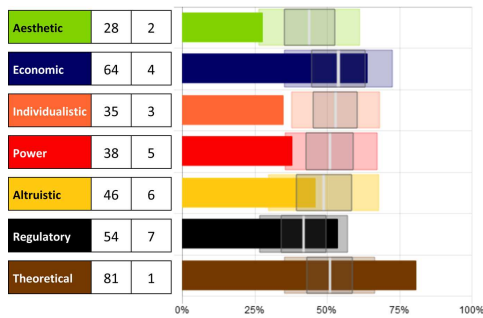
- Remember that people have different appreciation for nature and non-essentials and their opinions and ideas should be respected.
- You should try to appreciate the value others have for intuition, abstracts, and insights.
- Remember to respect the uncommon or non-traditional ways of others.
- You may be seen as overly practical and less personal.



Learning Paths:

- You may avoid team interaction unless there's an important reason to do so.
- You are extremely adaptable to the surroundings in which you learn.
- You believe more teams would benefit from pointing out the practical, rather than focusing on the interaction.
- You will connect training benefits to opportunities and functional outcomes.

Your Economic Motivator - High



The Economic Motivator: The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.



Universal Assets:

- You respond best when your time is not being wasted on superficial things.
- You are likely motivated by public recognition and monetary gains for a job well done.
- You will notice expensive cars and confident people.
- You may fit the stereotype of the typical hard worker who wants to win most of the time.



Driving Intuitions:

- You should realize that it's not just money that motivates, but also personal fulfillment in the job.
- You should provide the same opportunity for financial rewards as you want provided for you.
- You should be as concerned about participation as you are with performance.
- Make certain that economic rewards are fair and provide a high-end return for those willing to work for it.



Critical Advantages:

- Your decisions are often pragmatic, results oriented, and bottom-line based.
- You will protect organizational or team finances and pay attention to where things sit.
- You pay attention to your return on investment in business or team activities.
- You play to win or you don't play.



Growth Opportunities:

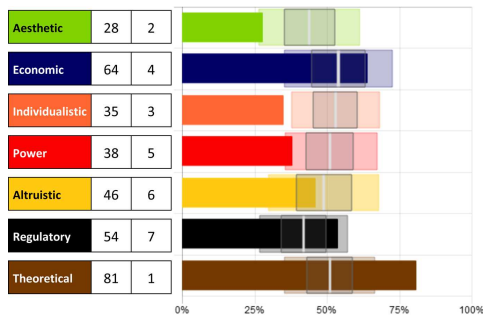
- You may appear superficial and self-interested to others.
- Remember to include those whose gifts and talents don't generate high returns on their time and efforts.
- You may need to develop an increased sensitivity to the needs of others.
- You may need to ratchet down your intense need to win and learn to relax with others.



Learning Paths:

- Remember to pay attention to those who are less incentivized and not only those driven to win.
- You link learning outcomes to the ability to become more effective in increasing earnings.
- If possible, allow time for fun and relaxation as this reduces stress within teams.
- You score like those who want information that will help them increase bottom-line activity and effectiveness.

Your Individualistic Motivator - Very Low



The Individualistic Motivator: Need to be seen as autonomous, unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression apart from being told what to do.



Universal Assets:

- Because you don't seek attention for your efforts, you may be left feeling like a ghost, never drawing attention to yourself.
- You will likely support others while rarely focusing on gaining the personal support you may want or need.
- Since the squeaky wheel gets the grease, you'll need to speak up to be noticed more.
- You may never make the necessary noise surrounding important issues and may set yourself up for being overlooked.



Driving Intuitions:

- You may hide rather than thrive in team environments so don't be discouraged when people don't recognize your contribution.
- You may need more support than you initially imagine.
- Don't accept leadership roles that make you uncomfortable.
- You'll prefer a supportive environment where members are equally recognized.



Critical Advantages:

- You'll likely be seen as supportive and serene when the pressure is on.
- You will be able to offer ideas with respect to others and their ideas.
- Not one to draw attention to your own efforts, you will likely be pointing out the efforts of others.
- You'll likely be the unsung hero of any project or team endeavor.



Growth Opportunities:

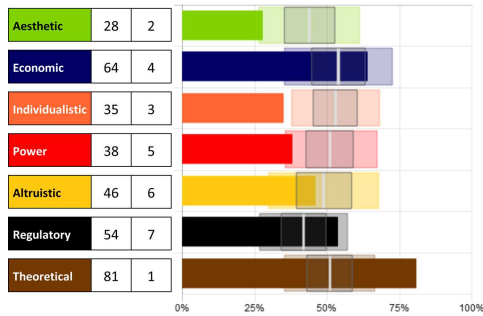
- You may struggle with social poise and people interaction at times.
- You may not project your voice when speaking and may not be heard easily.
- You may shudder to think about public speaking or directive roles.
- You may need to speak up more when you want to suggest something.



Learning Paths:

- You will do well helping others behind the scenes.
- You should work in cooperative settings where no one is the star of the show.
- You will likely enjoy group activities.
- You may be more practical and less innovative.

Your Power Motivator - Low



The Power Motivator: Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control are often associated with those scoring higher in this motivational dimension.



Universal Assets:

- You will excel when in situations that require a maintenance mindset over very high drive.
- You will not appreciate high-pressure environments with excessively driven people types.
- You may be more of a maintainer than you are an obtainer in certain situations.
- You may at times feel out of place on a team where people jockey for position.



Driving Intuitions:

- You are well suited for collaborative efforts.
- Remember not to say yes to things you don't really want to do.
- You won't mind yielding your position to avoid controversy or conflict.
- Use your stabilizing ability when working with others and don't allow others to run you over.



Critical Advantages:

- You're a better collaborator and won't expect credit for all you do.
- You will likely wait your turn and not jump in front.
- Personal accomplishments far outweigh the need for recognition and power.
- You'll likely be more of a helper as opposed to being controlling and authoritative.



Growth Opportunities:

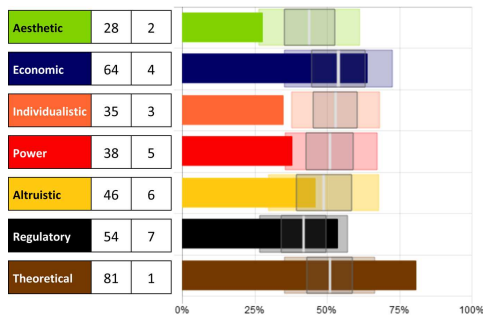
- You may need to remind yourself that life is what you make it.
- You might be a target for aggressive people who may want to take advantage of your willingness to support.
- Fighting for your own rights might make you uncomfortable at times.
- You might second-guess your own ideas and therefore hang back when unsure of what to do.



Learning Paths:

- You will likely be quiet and in the background when involved in training activities.
- You may enjoy more cooperative learning activities as opposed to activities that require directing and controlling.
- You will likely enjoy group activities with some leadership opportunities.
- Being forceful isn't always bad.

Your Altruistic Motivator - Average



The Altruistic Motivator: An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.



Universal Assets:

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



Driving Intuitions:

- You are pragmatic in your approach to assisting others in need.
- You'll likely be uncomfortable with people who give in excess.
- You'll likely be uncomfortable with those who only focus on themselves.
- You have no extremes on either end of the "helping others" scale.



Critical Advantages:

- You have a balanced outlook when assisting people who may be scamming the system.
- You are not moved by every sob story that comes down the pike.
- You appreciate a helping hand and you appreciate hard work while understanding the differences between the two clearly.
- You know when helping becomes a hindrance to long-term success.



Growth Opportunities:

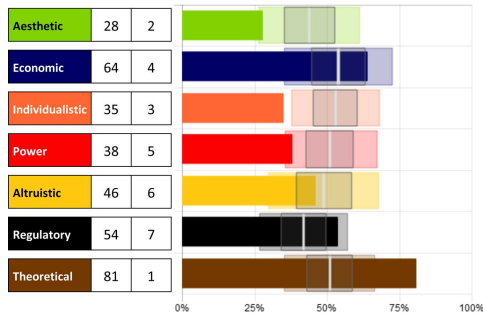
- You should respect those who appear self-interested and not always mistake them for being "selfish."
- Remember, helping others succeed can have practical results that can deliver business results that matter.
- You can take or leave leadership roles; make sure you are not needed if you decide to sit back.
- You may need to own it more and not hang back and wait for someone else to take control in certain power struggles.



Learning Paths:

- You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- You can either be involved in a team-oriented or an individualistic and independent learning activity.
- You're flexible and will know when to say no and when to say yes during 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 - High



The Regulatory Motivator: A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.



Universal Assets:

- You'll believe certain things for a long time without updating your ideas.
- You may believe "if it isn't broke, don't fix it."
- You likely think, "It's tight but it's right."
- You'll hold others to your standards and may become vengeful when people break your rules.



Driving Intuitions:

- You will need the right amount of time to make the necessary changes you need to make.
- You will prefer private correction that is proven necessary.
- You believe the person who knows "how" has a job and the person who knows "why" is the boss.
- You need to be profusely convinced or you won't change your mind.



Critical Advantages:

- You rarely give people three chances.
- Once you decide, it's decided.
- You'll take things seriously while others are goofing off.
- You won't appreciate people who can't make up their mind.



Growth Opportunities:

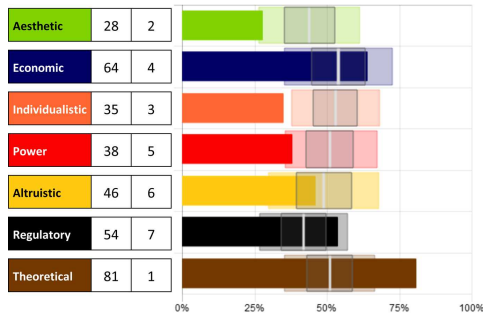
- You should be open to other people's ideas.
- You should try to be more flexible.
- Have some fun and be more spontaneous.
- Think about trying some new ways of doing things.



Learning Paths:

- Your learning activities need to be structured and outlined.
- You should be exposed to others who take more risks and allow yourself the benefit of being around them.
- Your learning and development should connect you and your inside the box thinking to outside of the box leaders.
- You're more like a follower than a drifter when learning.

Your Theoretical Motivator - Very High



The Theoretical Motivator: The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking, reasoning and problem solving are important to this dimension. This is all about the "need" to know why.



Universal Assets:

- If you are not cognitively challenged, you'll quickly become bored.
- You will stick with it until you figure out what is wrong.
- You will spend a lot of time getting to the bottom of something.
- Your need to know everything about certain things may seem excessive to others.



Driving Intuitions:

- You need more opportunities to expand your theoretical bandwidth.
- People will see you as technically credible and a resource for information other forget easily.
- You prefer knowledge-based incentives.
- You will enjoy learning new things that expand your knowledge bank.



Critical Advantages:

- You will typically come prepared for a meeting knowing more than anyone else.
- You have a hungry brain that must constantly be fed new information.
- You will not quit until the problem is resolved.
- You have a high capacity for independent study and research.



Growth Opportunities:

- You may gather more information than necessary and therefore waste time when decision-making.
- You may take over when it comes to sharing ideas with others.
- You should not be so closed-minded.
- Your sense of urgency may vacillate depending on how much information you have gathered.



Learning Paths:

- You should be exposed to others who take more risks and allow yourself the benefit of being around them.
- Your learning and development should be connected to an ongoing stratagem for personal development.
- Your training and development should involve reliable information that makes logical sense.
- You are a very disciplined learner, preferring to approach the environment more seriously than casually.

MOTIVATORS ADAPTABILITY

Adapting to another’s Motivational preference can be quite difficult! Sometimes Motivations are not readily observable, or may be disguised in behavior that doesn’t align to them. A key way to understand another’s Motivations is to pay attention to the things they value, the way they speak, and where they spend their time and attention (or other resources). What do you see that drives them? You can use some of these questions to guide your discovery; you may ask them or just observe. Once you know someone’s Motivators, you can interact with them in a more effective way.

Aesthetic



- What is beautiful to you?
- How important is it for you that you can express yourself creatively?
- Are form and aesthetics more important, or is functionality more important?
- How important is work/life balance?
- Do you find that you are more “head in the clouds” or more practical?

Economic



- How important is winning for you?
- What is a reasonable return on investment?
- Do you generally think people have an agenda or want/need something from you?
- Would you consider starting your own business or being an entrepreneur?
- When you are faced with a situation do you first consider how it will affect you, or how it will affect others?

Individualistic



- How important is it for you to be independent and autonomous?
- If you could do anything you wanted today, what would it be?
- Do you think people generally see the world the same way you do?
- How do you feel about teamwork and collaboration?
- What does “freedom” mean to you?

Power



- What role do you typically take in a group?
- How important is it for you to be in charge?
- How would you motivate others to take action?
- What kinds of things do you like to have control over?
- Do you take initiative, or do you prefer direction before acting?

Altruistic



- Do you have a hard time saying no, or feel overwhelmed and spread too thin?
- What is considered a reasonable amount of assistance or help for others?
- Would you more likely give to anyone who needs it, or only to those who deserve it?
- Do you tend to sacrifice your needs for the needs of others?
- Do you feel like you need to do things for others to be valuable or loved?

Regulatory



- Is there a right way and a wrong way, or many ways to accomplish something?
- How important is it for you to be right?
- Are rules and regulations important to you?
- How important is structure and process to you?
- When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?

Theoretical



- How important is it to understand all perspectives and details of a project/problem?
- Do you consider yourself to be an expert in any field?
- Would you rather spend time studying and reading, or just learn as you go?
- What do you love about learning new things?
- What do you think is most important – action or knowledge?

Guidelines to help you

1. The scores in this report are a snapshot in time. These scores represent your preferences (desires, such as being in control or not) at the time you completed the survey. These are not lifelong motivators from which you have no choice or power to influence.
2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (with DISC).
3. The key is to understand your motivational preferences so you can move with the situation to encourage your own awareness, intentionality and growth.

What works?

- Decide what level of effort and intensity (energy) you want to use moving forward.
- Pick one simple behavior to focus on such as how long you take to think through a problem or how you endeavor to get what you need from someone.
- Make it easier to use your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.
- It is important to develop a practical understanding of your own motivational orientation, so you do not trick yourself into feeling you lack motivation. **We are all motivated**, but we may lack the “energy” (see your DISC graph) for the process of getting what we want.

What is proven not to work?

- Not starting or giving up. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.
- Getting too much information. Information may help to change your attitude and intention, but information alone does not work well to change your behaviors. Action is key.
- Wanting to get better at something is easy. Sticking with small changes is a different story.
- Avoid pursuing “ideal motivational activities or work.” Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.

Tiny Steps, Big Results Plan

You are only a few behaviors away from making progress.

Where do I currently excel at work and what motivators are in play already?

Which motivators don't need any additional attention?

With which motivators am I currently struggling and need an extra boost?

Using my understanding of my motivational orientation, which types of additional motivations would work best for me right now?

Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?

Choose one harmful influence on your motivational orientation (take in small steps) to act on today. Then, practice and repeat.

Choose one positive influences on your motivational orientation (take in small steps) to act on today. Then, practice and repeat

We all are motivated to get better but we get stuck with the process we must go through to move toward what we want. How can I make the process of making progress smaller and simpler? List up to three (3).

So Now What?

This report is filled with information about your seven independent and unique aspects of motivation. You have a profile that truly helps you understand your own unique motivations and drivers and many suggestions in each of the seven motivators sections of this report, particularly the *Growth Opportunities*, for you to apply this valuable information.

Take the next step and begin with the actions outlined to make improvements in the specific motivator sections most important to you and your success. Do not put this report on a shelf or in a file. Use this report as a reference tool. There is a lot of information in it and it is not meant to be digested in just one reading.

(continued from page 2)

How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the [APA](#) and [EEOC](#)

“...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](#))

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.

External Data Reliability ([APA Standards](#))

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](#))

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.