



ADVanced Insights Profile

WHAT

WHY

HOW

Todd Liles

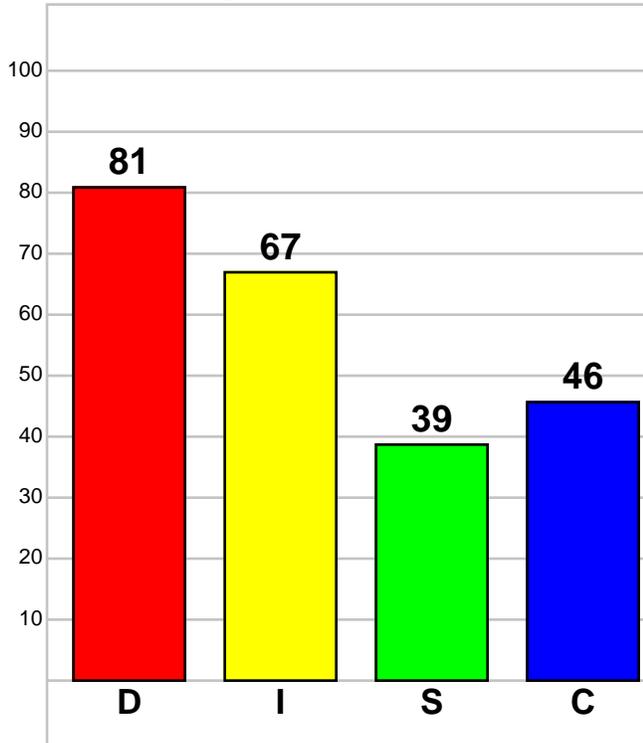
October 14, 2012

This Innermetrix ADVanced Insights Profile combines the best of three world-class profiles. The Attribute Index measures how you think and make decisions. The Values Index measures your motivational style and drivers and the DISC Index measures your preferred Behavioral style. Together they create WHAT, WHY and HOW (i.e., What natural talents do you have, Why are you motivated to use them and How do you prefer to use them.)

Power Selling Pros and Service Excellence Training
Brigham Dickinson
Todd Liles

Natural and Adaptive Styles Comparison

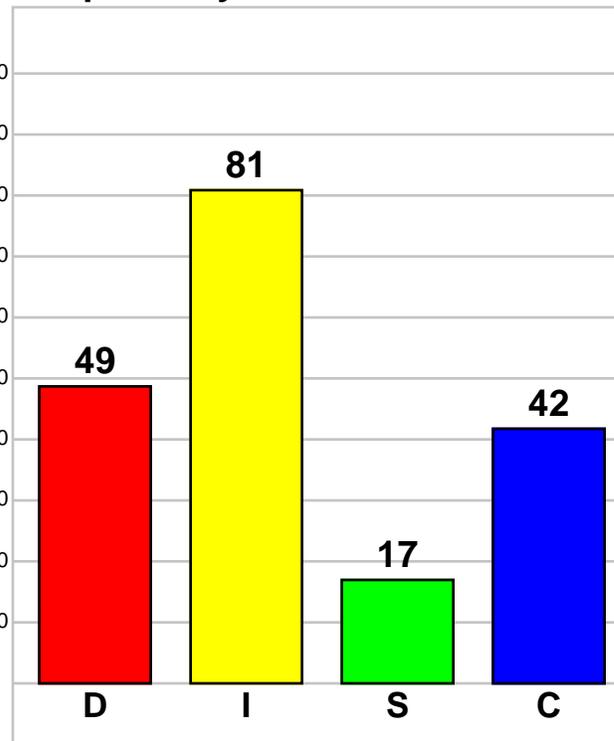
Natural Style



Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style: The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adopt to this style for too long you may become stressed and less effective.

Adaptive Style

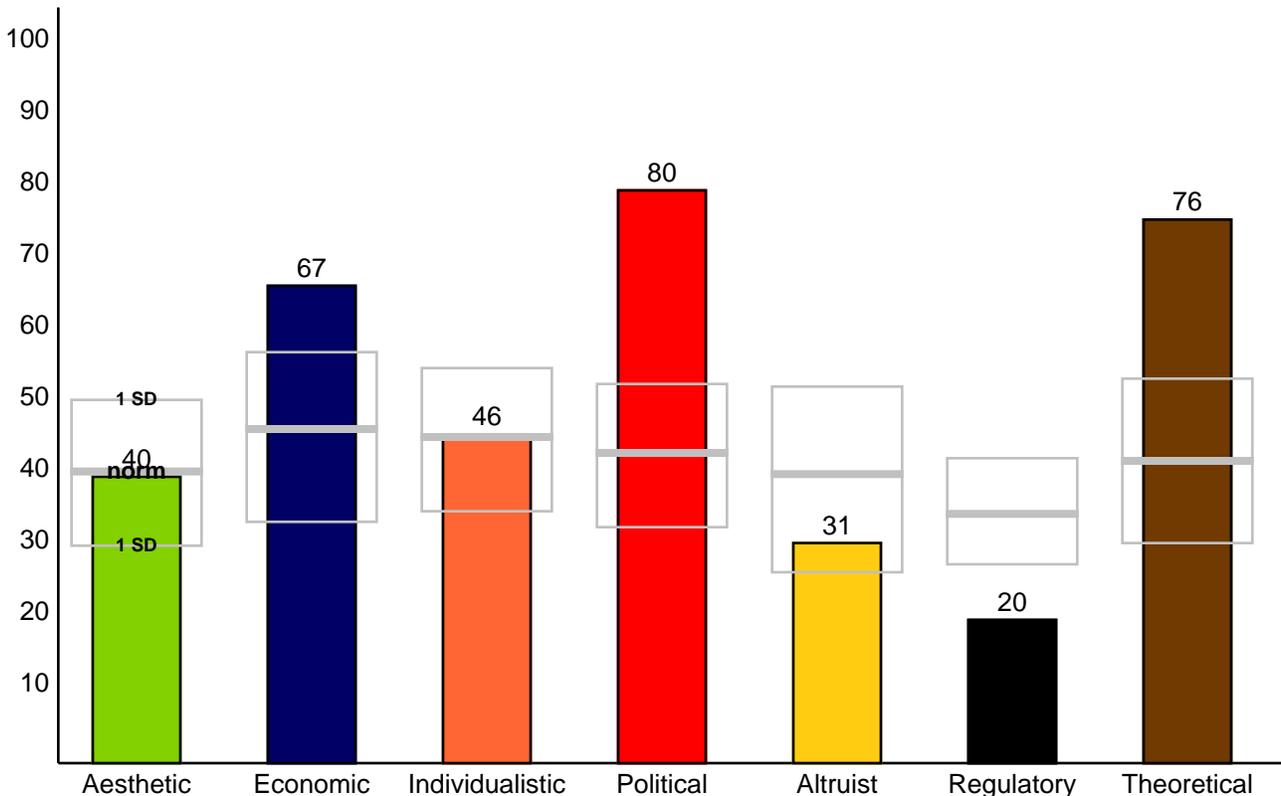


Todd Liles

Executive Summary of Todd's Values

Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
Low Regulatory	You are able to be a multi-threaded problem solver, able to shift gears and projects in a flexible way.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.

Todd Lies



0.94 / 0.79

External

Empathy



Practical Thinking



Systems Judgment



Internal

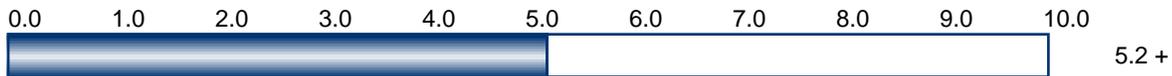
Self Esteem/Self Belief



Role Awareness



Self Direction



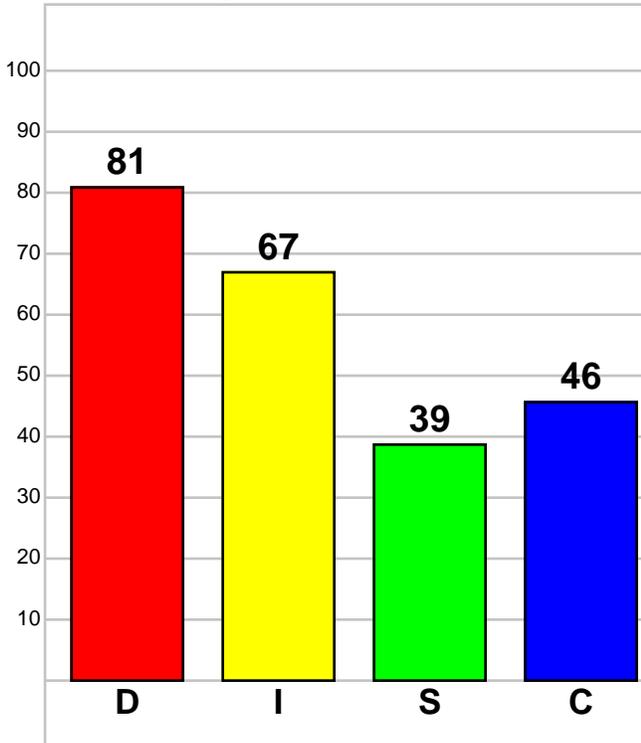
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The DISC Index

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Natural and Adaptive Styles Comparison

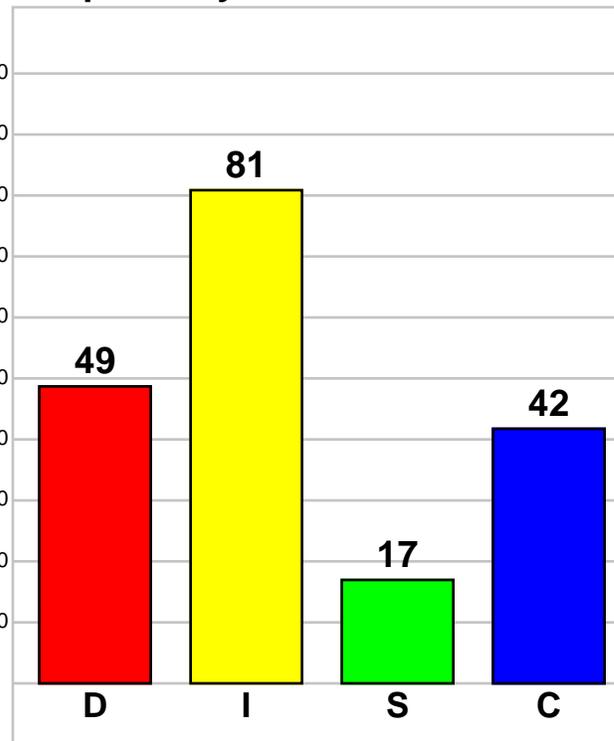
Natural Style



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Adaptive Style: The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adopt to this style for too long you may become stressed and less effective.

Adaptive Style



Todd Liles

About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life

The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.

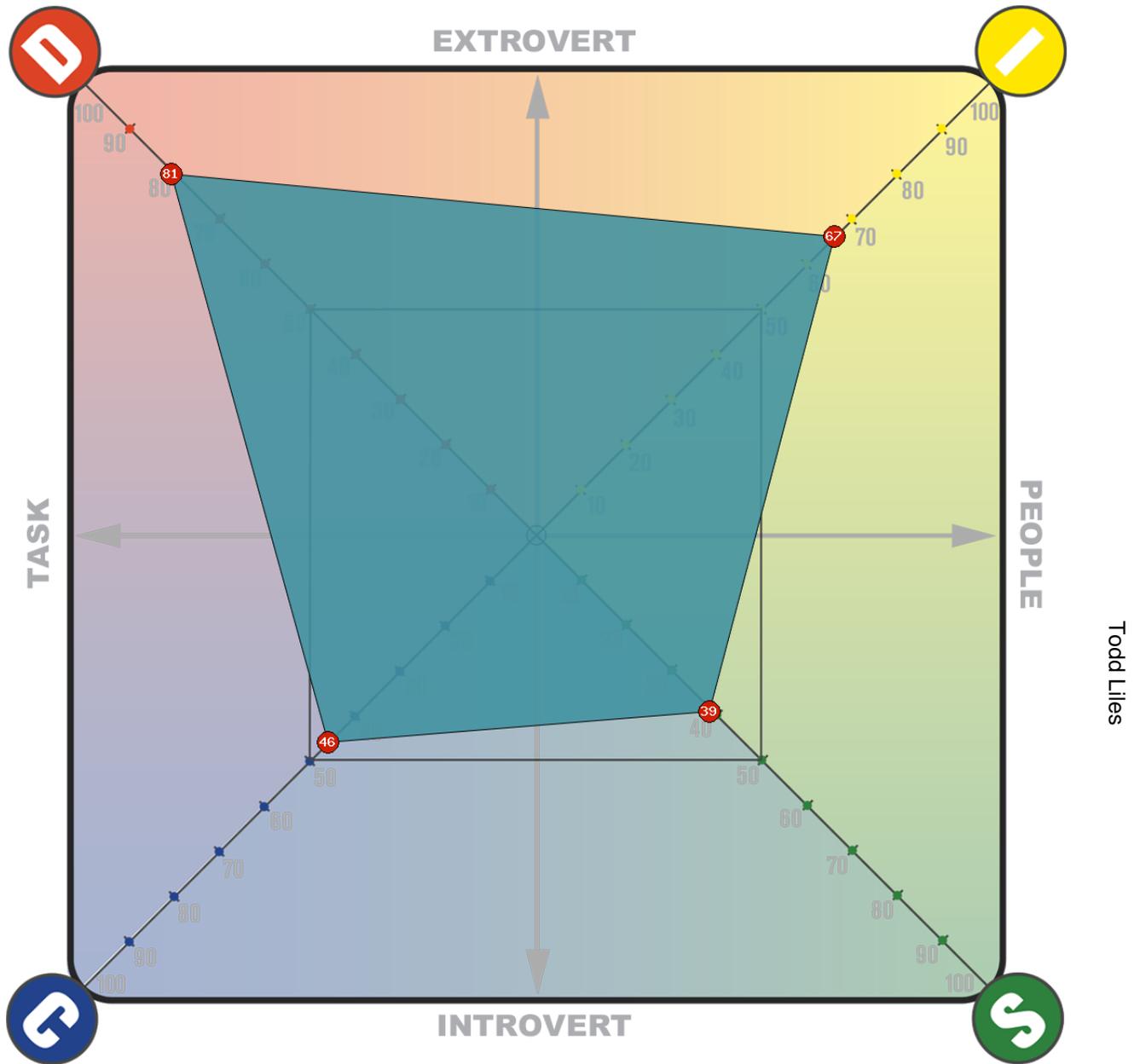
Four Components of Behavior

A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and makes decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/ standards
High D	High I	High S	High C
Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Unobtrusive	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn Aloof	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous Impetuous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Defiant
Low D	Low I	Low S	Low C

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Four Components of Behavior



Decisive

Your approach to problem-solving and obtaining results

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

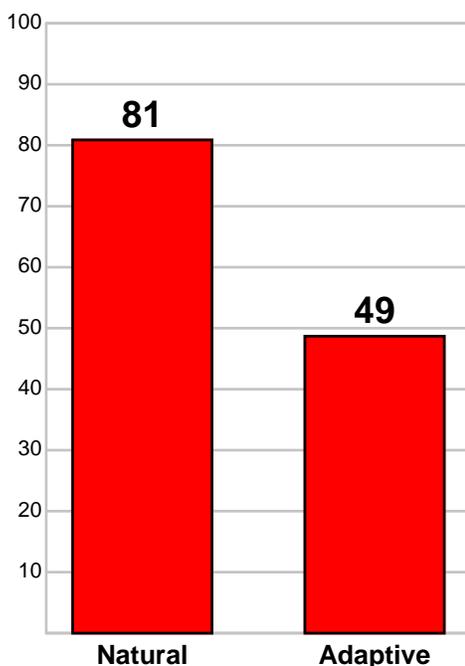
Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.

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

- You are a great source of innovation and new solutions, even if radical sometimes.
- You can be very commanding and tend to take charge more than you follow.
- You are always interested in the new, the innovative, and the cutting-edge ideas.
- You demand high levels of results or performance, in both yourself and in others.
- You migrate towards difficult assignments and opportunity for advancement.
- The more difficult the challenge, the more motivated you seem to become.

Interactive

Your approach to interacting with people and display of emotions.

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

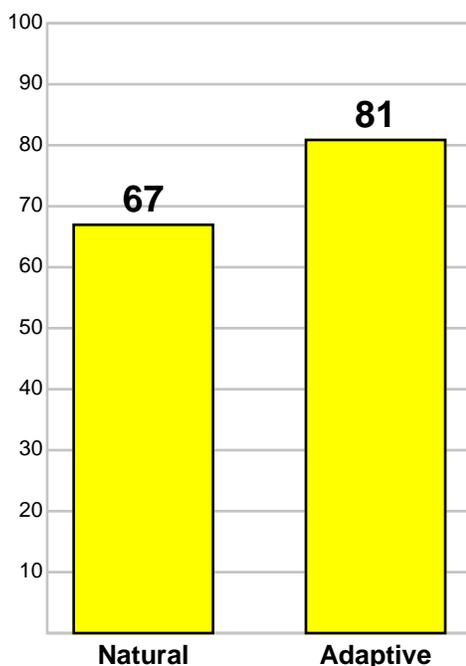
Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.

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Your score shows a moderately high score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You prefer to deal with people and get results with and through them rather than by yourself.
- You bring a definite optimistic attitude to projects and tasks.
- You can be pretty disorganized and lack great attention to detail.
- You are affable and friendly when meeting new people.
- You tend to be always ready to converse with a group, even with people you've just met.
- Sometimes you can express your opinion too much.

Stabilizing

Your approach to the pace of the work environment

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

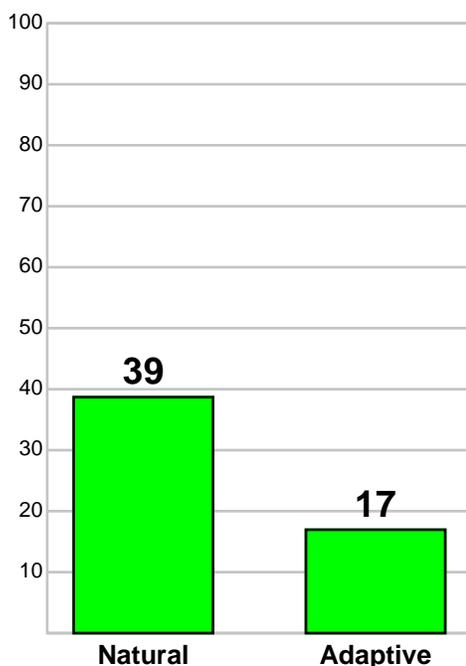
Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.

Todd Liles



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

- You work well in a variety of environments and on a wide selection of projects or tasks.
- You can multitask fairly well.
- You prefer a moderately structured environment, not too much - not too little.
- You prefer a faster paced environment, but one that is not frantic or chaotic.
- You like being mobile and on the go, but you like a home base to return to from time to time.
- Unexpected events don't drive you crazy. They can be something of a welcomed change.

Cautious

Your approach to standards, procedures, and expectations.

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

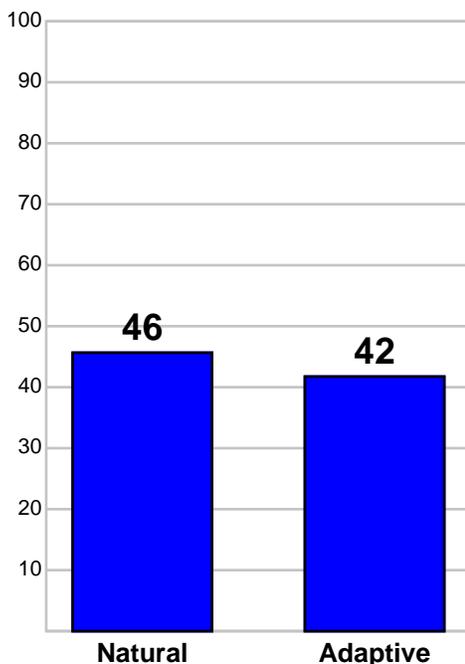
Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.

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

- You might be perceived as a bit of a rule-bender by some on the team.
- To you, rules are guidelines, not concrete.
- To you, the end usually justifies the means.
- You may be perceived as being non-committal by some when it comes to deciding on how to proceed.
- You are persistent in trying to get a message across, even in the midst of resistance.
- You like taking your own way to the results.

Natural Style Pattern:

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

- Usually looks on the positive side, emphasizing strengths and successes while minimizing limitations.
- A continuous trail-blazing attitude that clears the way for others to follow.
- Forward-thinking on planning ideas and activities related to the big-picture.
- Able to see the big picture and communicate it clearly to others.
- Shows a confident attitude and a forceful determination to succeed.
- Shows a strong ability to easily take command of a project or situation.
- The High D plus High I preferences bring a high degree of assertiveness and persuasiveness to projects and activities.
- Has the ability to take an ambiguous idea, modify it, and create a practical solution... all very quickly.

Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- You have the ability to handle pressing problems in a casual manner, but still get the problem solved.
- You tend to be very extraverted and if in the midst of a mundane project, you may use creativity or spontaneity to make the activity more exciting.
- You tend to have a moderate to higher sense of urgency, and you may become easily bored by mundane or routine projects.
- You show confidence in your ability to motivate and persuade others into the behaviors required for the desired outcome of the project.
- You are known for a great ability to meet others easily and readily, and are socially poised in small or large group situations.
- Displays a high energy level, especially in social situations, and is very good at meeting new people.
- You want to be known as very people oriented. You like people, and want to be liked in return.
- A moderate to higher risk taker, you may sometimes do the unexpected just to get attention, or create a surprise situation.

Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Learning to follow as well as you might lead.
- Having support staff to handle the detail work.
- Remembering to negotiate difficult matters in a real-time, face-to-face manner, rather than through electronic means.
- Being aware that your level of aggressiveness and tenacity may be off putting to others.
- Trying not to over-react.
- Avoid overstepping the limits of your boundaries, and not to overstep them.
- Becoming more aware of your approach to others, and it's impact on others.
- Working in an organization that practices participatory leadership.

Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- You want to work with a team of people with whom you can show your high trust level.
- A system of support to assist with the details and follow-through.
- Public recognition of accomplishments and meeting of goals.
- Supportive and encouraging working environment.
- A democratic environment with a free exchange of ideas.
- An environment offering mobility around the office or around the country.
- Social recognition for success on a project or achieving a goal.
- An environment largely free of hostility and conflict.

Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each another. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Cooperative team player or leader who respects organizational policies and protocol.
- Takes on assignments and responsibility that others see as impossible. Then perseveres, motivates, and directs until the team reaches success.
- Can be seen as the hub of the wheel with many activities occurring simultaneously, while maintaining knowledge and control of each.
- Has the ability to be both firm and friendly as the situation demands.
- Todd scores like those who are highly driven individuals. Driven toward solutions and success while bringing others with them on the journey.
- Has the ability to reduce barriers to performance that others place around themselves, and lead them to success.
- Excellent at taking on challenging assignments or difficult tasks, and succeeding with them.
- Brings a high sense of urgency for results and will put pressure on himself and others to reach a successful solution while maintaining an optimistic attitude.

Todd Liles

Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Freedom from routine work.
- Activities to get and maintain attention of others.
- Freedom to move around, either in the office or around the country.
- Activities with many opportunities for interaction with people.
- Freedom from many controls, detail, and paperwork.
- Variety in the work tasks and multiple projects.
- Public recognition for accomplishments.
- Projects needing you to motivate and persuade people.

Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems. Due to your behavioral style, you may tend to:

- May oversell others on the goals and the ability to achieve them.
- May overuse impatience, and this may be perceived as rude by others.
- May act too impulsively at times: A combination of the ego and optimism.
- Could get more accomplished through people by using a greater amount of patience with individuals and teams.
- May become impatient if not getting appropriate attention and recognition from others.
- May be so focused on the big picture as to ignore some important details.
- The high ego may appear as blunt and critical to some people don't share the same ego strength.
- Tends to be a selective listener, hearing only what he wants to hear.

Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and being taught and learning.

How you prefer to share knowledge or teach:

- Bottom-line orientation to preparing participants for skills they will need.
- Structures the events for efficiency in achieving goals and skills.
- Evaluations based on certifying that participants have certain skills.
- Believes that knowledge gives the participants abilities to solve new problems.
- Structures events to inspire participants to act on their ideas and visions.
- Evaluations based on maximizing the participants' process and success.
- Knowledge gives the participants the ability to maximize their potential and share with others.

How you prefer to receive knowledge or learn:

- Needs "what to do and when to do it" for optimal time and process management.
- Needs structure from the facilitator.
- Interacts frequently with others.
- Self-defined goals.
- Develops own learning strategies.
- Responds to extrinsic motivation such as praise and encouragement.
- Individualized, independent self-study.

This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with Todd:

- Provide testimonials from people he sees as important and prominent.
- Provide immediate incentives for his willingness to help on the project. Ask for his opinions.
- Offer input on how to make the ideas become reality.
- 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.
- Motivate and persuade Todd by referring to objectives and expected results.
- Use his own words to direct you back to the topic or issue at hand.
- Be specific about what's needed to be done, and who is going to do it.

Things to avoid to effectively communicate with Todd:

- Don't talk down to him.
- Don't stick too rigidly to the agenda. Let him lead the way to more social conversation.
- Don't leave decisions hanging in the air. Be certain all decision points have reached closure and action-plans are the result.
- Avoid asking rhetorical questions, or useless ones.
- Don't come in with a ready-made decision, unless you are ready to discuss a variety of options and accept changes.
- Don't 'dream' too much with him or you'll lose time.
- Don't forget or lose things necessary for the meeting or project.

In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?

Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?

Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)

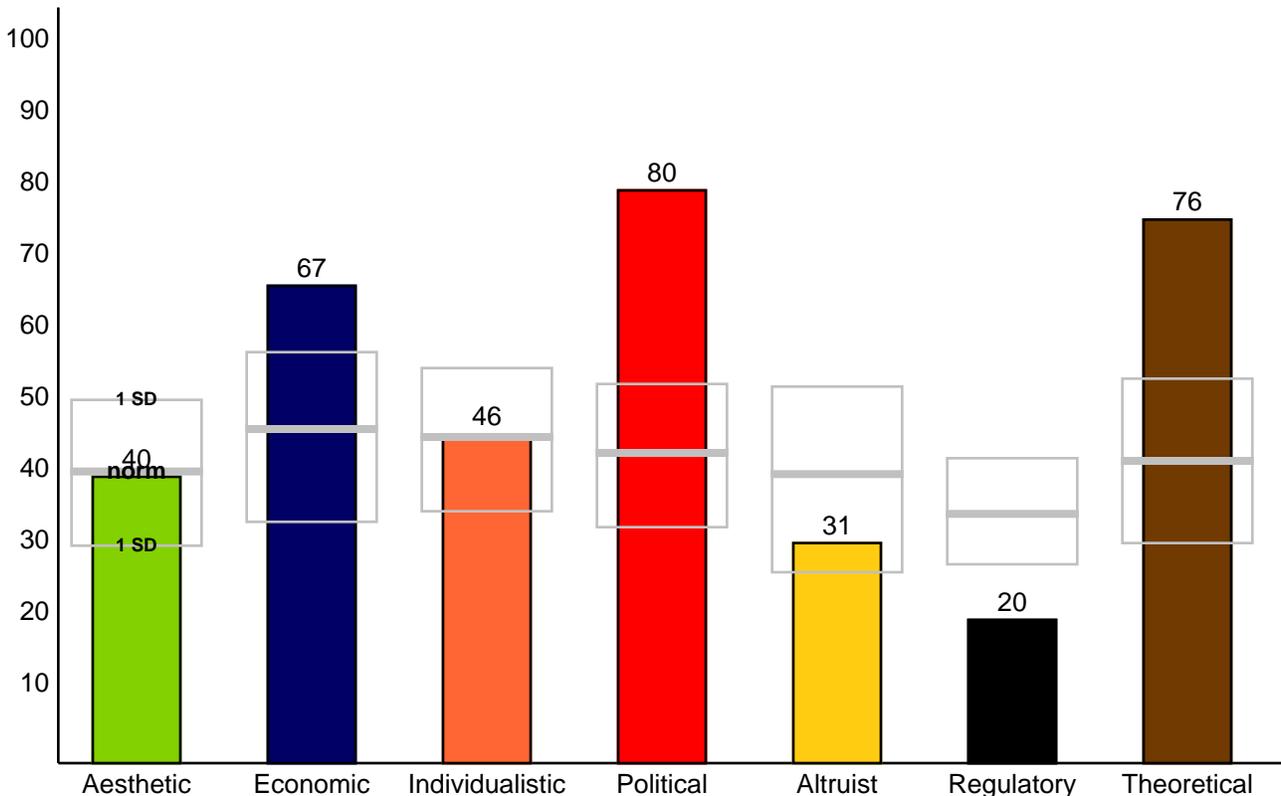
The Values Index

Todd Liles

Executive Summary of Todd's Values

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High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
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Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
Low Regulatory	You are able to be a multi-threaded problem solver, able to shift gears and projects in a flexible way.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.

Todd Lies



About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.

The Elements of the Values Index

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

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

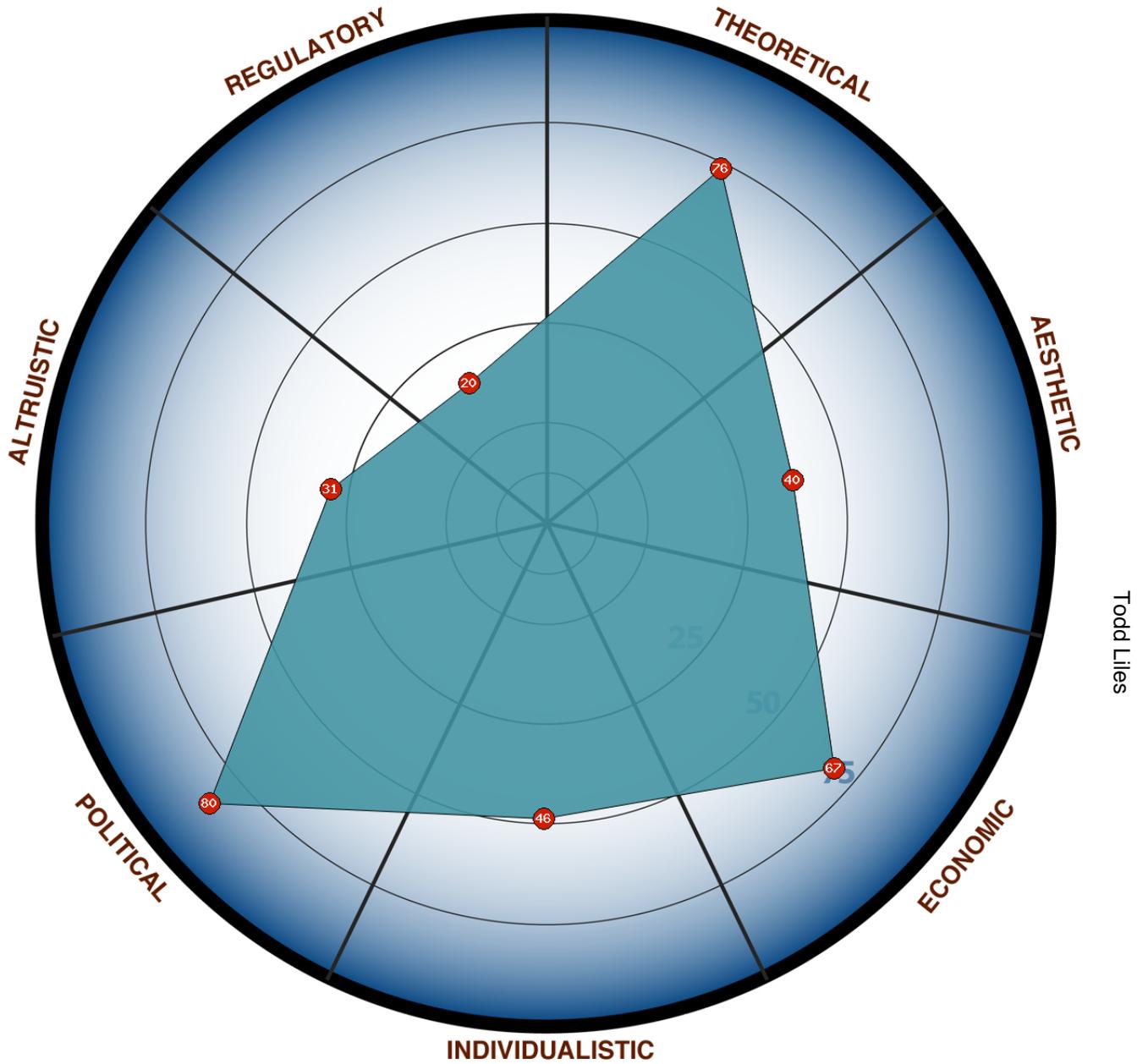
A closer look at the seven dimensions

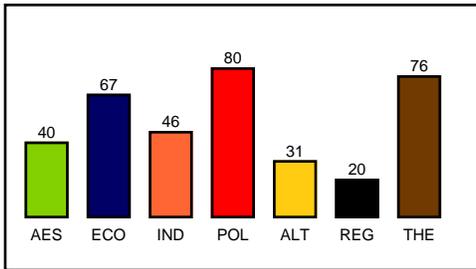
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

Todd Liles





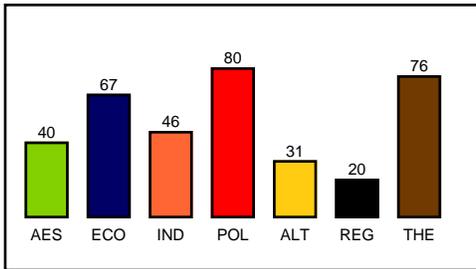
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

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

Key Strengths:

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



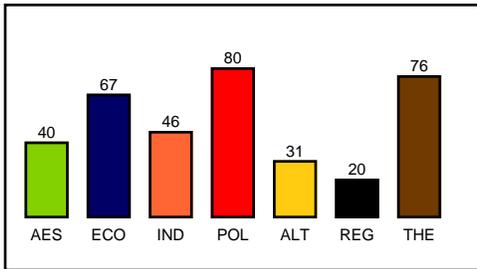
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

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

Training/Learning Insights:

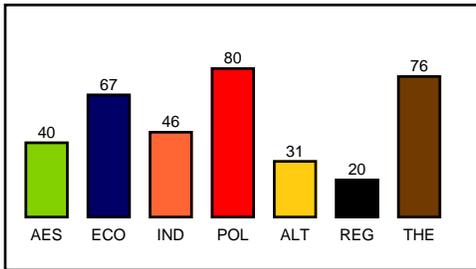
- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.



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

Continual Improvement Insights:

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



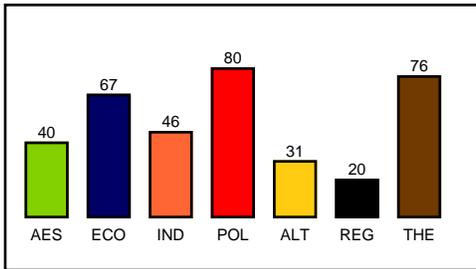
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You may fit the stereotype of the typical American businessperson, interested in economic incentives.
- You are motivated by high pay, and attach importance to high earnings.
- You are interested in what is practical and useful in achieving your vision of success.
- You respond best when education and training are useful, with a profit or economic objective that is clearly attached to the training.
- People who score like you tend to be hard working, competitive, and motivated by financial rewards and challenging compensation plans.

Key Strengths:

- You will protect organizational or team finances fiercely.
- You pay attention to return on investment in business or team activity.
- You are able to multi-task in a variety of areas, and keep important projects moving.
- You are driven by competition, challenges, and economic incentives.
- You are driven and motivated to achieve and win in a variety of areas.



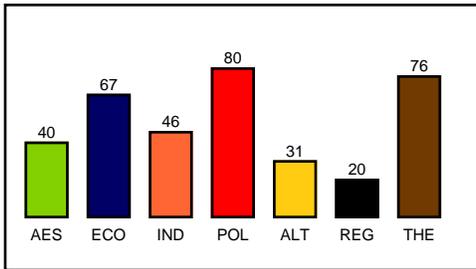
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should provide opportunity for financial rewards for excellent performance.
- You should be certain you are balancing your professional and personal life.
- You should link training and meeting events to potential gains in business share or future income.
- You should realize that it's not just money that motivates, but also personal fulfillment in the job.
- You should remember that you have an ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.

Training/Learning Insights:

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

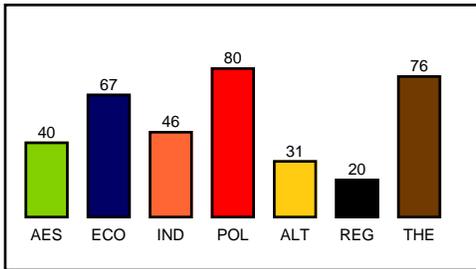


The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Continual Improvement Insights:

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

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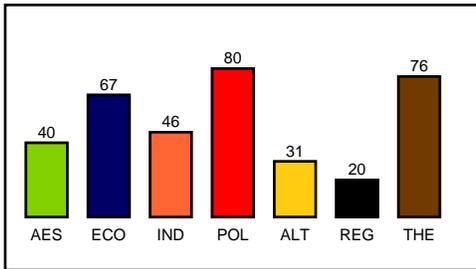
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

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

Key Strengths:

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



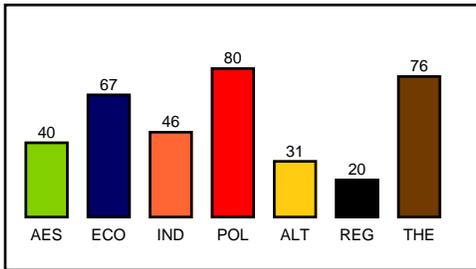
The Individualistic Dimension: The Individualistic dimensions deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

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

Training/Learning Insights:

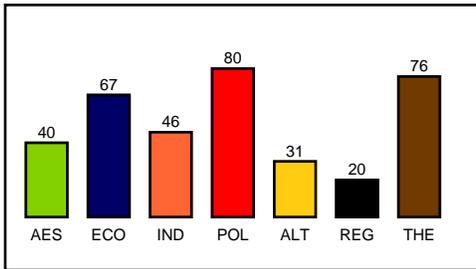
- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is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



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

Continual Improvement Insights:

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



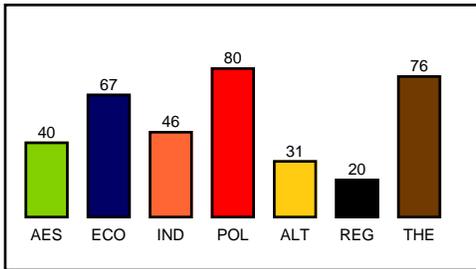
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You seek competition.
- You enjoy winning.
- You enjoy a feeling of accomplishment in getting a difficult job done on your own.
- You use power and control readily and effectively to keep projects moving.
- You show a very high energy level in working toward goals and ambitions.

Key Strengths:

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



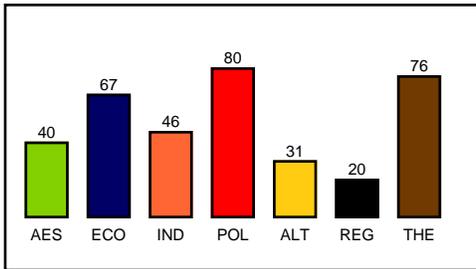
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You enjoy status and esteem in the eyes of others.
- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.
- You may like to be seen as a catalyst for change.
- You may need to be more willing to share the attention and successes for wins.
- You should provide an environment with minimal involvement with routine, detail, and paperwork.

Training/Learning Insights:

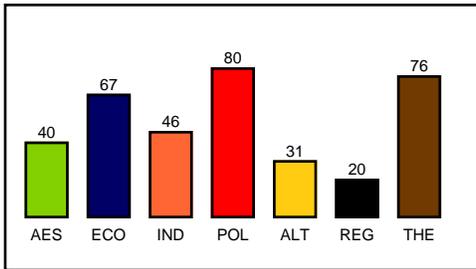
- Your scores are like those who frequently show an interest in leading some training or professional development activities.
- If group activities are involved, you attempt to build in some competition and group leadership events.
- You provide for individual recognition for exceptional performance.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



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

Continual Improvement Insights:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority at times.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.



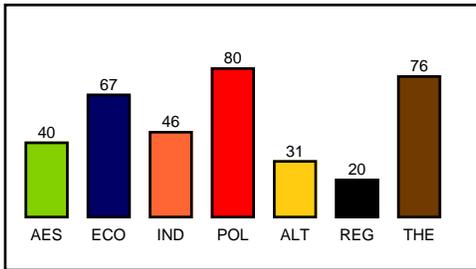
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

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

Key Strengths:

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



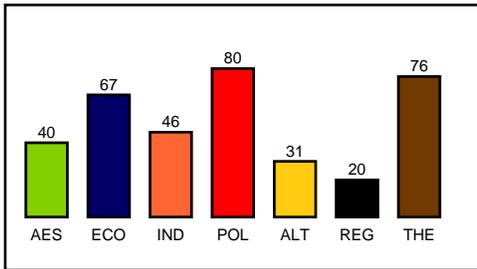
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Motivational Insights:

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

Training/Learning Insights:

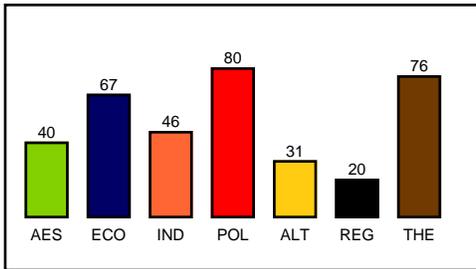
- You would better motivate by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.



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

Continual Improvement Insights:

- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



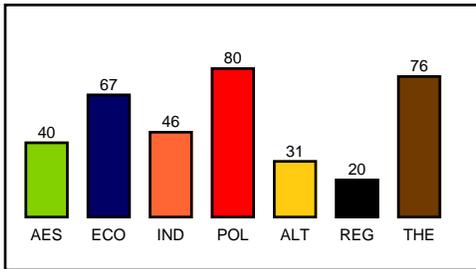
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You support an "end justifies the means" approach when it comes to bending the rules.
- If you "bend" rules it is out of creativeness in solving problems, not rebelliousness.
- You are open to challenging authority for the right reasons.
- You prefer quick results and expediting processes to get them.
- You are open to changing the role in order to better fit themselves.

Key Strengths:

- You prefer to consider new and better ways to do things.
- You want opportunities for personal growth and development.
- You are open and receptive to new ways of thinking, new methods, new direction.
- You prefer new ideas over old and offer them frequently.
- You are willing to make mistakes in trying new things or approaches.



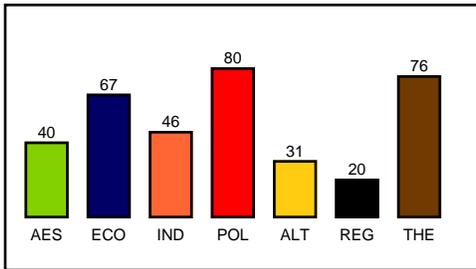
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You should utilize your ability for conceptual thinking and big-picture understanding.
- You prefer a more spontaneous, flexible and independent learning environment.
- Don't impede your flexibility or block your creativity in approaching tasks or solving problems.
- You work better with specific instructions to routine tasks.
- You are not very supportive of inefficient or ineffective procedures just because "that's the way it is."

Training/Learning Insights:

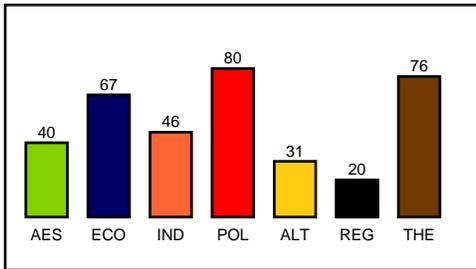
- You prefer multiple learning modalities instead of just one.
- You may tend to learn new things in your own way, at your own pace and style.
- You stick to the important details primarily, avoid the minor bits.



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

Continual Improvement Insights:

- You should remember to be patient with others who are not as flexible or are more rules-oriented.
- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts).
- You should consider resisting the urge to push the envelope just for the sake of pushing the envelope alone.
- You should remember that sometimes rules or procedures exist for good reasons.
- You should be sure to respect those who prefer to comply with all rules, they balance the equation many times.



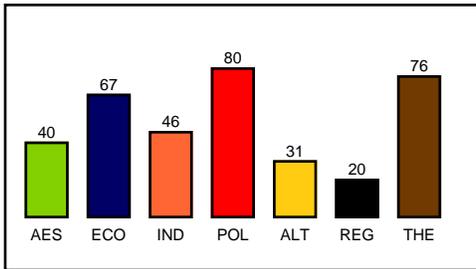
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You are willing to take risks to learn something new.
- You have many interests outside the workplace.
- 'How do you do that? Can I do it too?'
- Others may seek you to help answer questions about projects or procedures.
- You stay mentally alert and like mental challenges.

Key Strengths:

- You know a little about most everything, and are conversant about it.
- You have an open-minded approach that comes from broad-based research.
- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- Others may seek out you to answer their questions because they know of your strong knowledge base.
- You ask many of the necessary questions in order to gain the maximum amount of information.



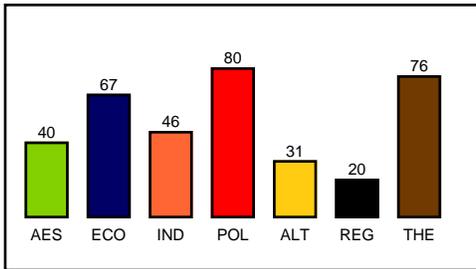
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- Look for opportunities to teach as well as to learn.
- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- You prefer to be involved in future development projects that draw on your expertise.
- If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.

Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake, and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.



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

Continual Improvement Insights:

- You shouldn't rush from one learning experience to another. Make certain there are some practical applications.
- You score like some who need coaching on time management.
- You need to bring a balance at times between the strong desires to acquire new knowledge base, and the reality of the practical applications, if any.
- You may sometimes be selfish in sharing ideas with others, until your technical credibility has been established.
- You may demonstrate some aloofness especially to those not as intellectually driven.

Use this sheet to help you track which motivators are well aligned and which are not and what you can do about it.

Action Step: Looking at your Values Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

	Alignment				
	Poorly				Highly
Motivator #1: _____	1	2	3	4	5
Motivator #2: _____	1	2	3	4	5

Legend:

- 2-4 = Poor
- 4-5 = Below Average
- 6-7 = Average
- 8-9 = Excellent
- 10 = Genius

Tally your score here:

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To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: What aspects of your company or role can you get involved in that would satisfy this motivator?

Motivator #2: What aspects of your company or role can you get involved in that would satisfy this motivator?

Your final step to making sure you really benefit from the information in this report is to understand how your values style contributes to, and perhaps hinders, your overall success.

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):

Attribute Index

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Over fifty years of scientific research has revealed that there are three distinct styles of decision-making. Each of us can make decisions in these three ways, but we tend to develop a preference for one more than the other two. This preference becomes a subconscious force, affecting the decisions we make on a daily basis and shaping how we perceive the world around us and ourselves.

The three decisional styles are the personal, the practical, and the analytical. These dimensions can be examined in the form of patterns based on two distinct factors unique to axiology.

The Personal Style: People with a preference for this style of making decisions tend to see the world from a personal point of view, or with concern for the individuals involved. They see people in a unique, individual light and are more concerned about others than the results and theory. This involves a personal involvement with, concentration on, or investment in people. To this style, the world is filled with people needing to be understood.

The Practical Style: People with a preference for this style of making decisions tend to see things in very practical, no nonsense, real-world, task oriented manner. They are more concerned with results than others and theory. They see people in comparative ways as they relate to others. To this style, the world is an objective waiting to be achieved.

The Analytical Style: People with a preference for this style of making decisions tend to see the world from a theoretical perspective, more in an abstract way than a concrete one. They see people as part of a system and tend to think in very black and white terms. They are more concerned with thinking about things, and analysis than actual results or personal concerns of others. To this style, the world is a problem to be explored and solved.

To some extent we are all capable of making all three kinds of decisions, but our preference tends to be for one more than the other two. Here's a simple example of the three in contrast to each other. One of each style are sitting around a table trying to figure out what to do. While the Personal style is focused on the needs of the workers involved and how best to utilize their talents, the Practical doesn't really care as much about the personal needs, or if it is done right, he just wants to get it done. Finally there is the Analytical who sees no reason to worry about the people involved or even getting it done if it isn't going to be done correctly.

We all have different balances of these three styles; that's what makes our decisions and actions different from each other's. These ways of making decisions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses. In the following pages you will find a list of capacities which are the result of your unique combination of these three decisional styles. It is this understanding of your individual strengths and weaknesses that will enable you to affect change in your life and achieve greater personal success. It is only by first understanding something that we are then able to change it.

External Decision Making Pattern Summary

You tend to interpret situations in terms of people and their social and work relationships first, and then the relationships to the larger system or structure within which these people exist. Social behavior and productive application of human resources take precedence over system and organization, or compliance with the existing structure or set of rules. You have very good to excellent ability for empathetic and pragmatic thinking with good to very good systemic thinking ability. This means that you are someone who values people and their needs as important and balance this importance with business objectives in a good way. Your lower valuation of the Systems dimension implies that you are not as concerned about having strict order or structure. Your overall development levels in the People and Tasks dimensions are equal and high, while the Systems dimension is moderate, but under developed in comparison. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

Teamwork or any group effort
Interpersonal communication
Empathy
Practical thinking
Understanding others
Planning and organizing
Balancing performance and people needs with goal demands

Minimizers

Appreciation for authority, rules and regulations as compared to that of people and results
May tend to prefer production deadlines or personnel needs in favor of rules or systemic guidelines
Systems dimension thinking

Motivators

Financial security
Peer recognition
Family needs
Status and recognition
Personal relationships

Needs for Growth

Develop better two-way communication with authority figures, and greater balance between appreciation for set rules, parameters, order or structure and people and performance objectives.

Targets for Reinforcement (R) and Development (D)

Results orientation (D)
Problem Solving (D)
Relating to others (R)

Preferred Environment

Decision-sharing; cooperative, teamwork atmosphere under higher-level leadership.

Internal Decision Making Pattern Summary

You define yourself according to present work or primary social role and identify this with the perception of your true strengths and weaknesses. Your self-image is more flexible and malleable according to the demands of your primary social role or work. Your self image is a little low and you are a little unsure about one of your major life roles as well (e.g., husband, manager, mother, etc). You are even less confident about the best way to proceed in one of those roles. This can be caused by changes in the "way" you fulfill a role. New technology at work, changing relationships, new responsibilities. These would all be examples of changes in your life that could cause you to change how you fulfill your many roles. You see the People and Tasks dimensions clearly and have good levels of development in both. You see the Systems dimension least clearly of the three with low development. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

Role awareness
Self acceptance
Persistence

Minimizers

Self direction
Project goal focus
Internal mission statement

Motivators

Self improvement
Material Possessions
Professional/social role involvement
Responsibilities

Needs for Growth

To develop a clearer sense of direction that guides your actions based on your own internal understanding of how you should be doing things, rather than how you feel others expect you to do things.

Targets for Reinforcement (R) and Development (D)

Self direction (D)
Sense of mission (D)
Self awareness (D)

Report Summary

This graph summarizes the 4 Categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page.

Report Component Graphs

Getting Results



Interpersonal Skills



Making Decisions



Work Ethic



Todd Liles

Getting Results (7.3)

What attributes does Todd possess that will help him to get results? This provides information about Todd's raw ability to get results, to apply himself to a goal and accomplish it using a variety of abilities.

Interpersonal Skills (8.3)

How does Todd approach getting along with others? This measures Todd's ability to interact with clients, customers, and coworkers on a daily basis.

Making Decisions (8.1)

Does Todd tend to make sound decisions in his daily activities? This evaluates Todd's ability to make accurate and appropriate decisions in order to accomplish a task or objective.

Work Ethic (7.0)

Is Todd a hard and honest worker? This is an overall assessment of Todd's work ethic. It involves his ability to meet pre-set standards, respect company policies and property, possess a strong work ethic, and make decisions which take into consideration the needs of everyone involved (e.g. himself, others and the company).

Category Description

What attributes does Todd possess that will help him to get results? This provides information about Todd's raw ability to get results, to apply himself to a goal and accomplish it using a variety of abilities.

Category Component Descriptions

Accountability For Others (6.5)

evaluates Todd's ability to be responsible for the consequences of the actions of those whom he manages.

Attention To Detail (8.1)

evaluates Todd's ability to see and to pay attention to details.

Consistency and Reliability (7.6)

evaluates Todd's internal need to be conscientious in his personal or professional efforts, to be both consistent and reliable in his life roles.

Personal Commitment (6.0)

evaluates Todd's ability to focus and to stay committed to a task: a measure of his internal, personal commitment.

Project and Goal Focus (7.6)

evaluates Todd's ability to stay on target regardless of circumstances.

Results Orientation (7.6)

evaluates Todd's ability to identify the actions necessary to complete tasks and to obtain results.

Surrendering Control (7.6)

evaluates Todd's ability to surrender control of a given situation or outcome to another person or a group of people.

Category Component Descriptions

Accountability For Others



Attention To Detail



Consistency and Reliability



Personal Commitment



Project and Goal Focus



Results Orientation



Surrendering Control



Todd Liles

Category Description

How does Todd approach getting along with others? This measures Todd's ability to interact with clients, customers, and coworkers on a daily basis.

Category Component Descriptions

Attitude Toward Others (8.3)

evaluates Todd's ability to maintain a positive, open and objective attitude towards others.

Freedom From Prejudices (8.8)

evaluates Todd's ability to prevent prejudices from entering into and affecting an interpersonal relationship.

Realistic Expectations (8.3)

evaluates whether Todd's expectations (in either quality of production or quality of performance) of others can realistically be met.

Surrendering Control (7.6)

evaluates Todd's ability to surrender control of a given situation or outcome to another person or a group of people.

Category Component Descriptions

Attitude Toward Others



Freedom From Prejudices



Realistic Expectations



Surrendering Control



Todd Liles

Category Description

Does Todd tend to make sound decisions in his daily activities? This evaluates Todd's ability to make accurate and appropriate decisions in order to accomplish a task or objective.

Category Component Descriptions

Conceptual Thinking (7.6)

evaluates Todd's ability to see the big picture and then to determine which direction to take, and how resources should be used to attain future goals.

Concrete Organization (8.6)

evaluates Todd's understanding of the immediate, concrete needs of a situation and to establish an effective plan of action for meeting those needs.

Following Directions (8.3)

evaluates Todd's ability to hear, understand, and follow directions or instructions effectively. This is his willingness to postpone making personal decisions, or taking action, until he has listened to what he is being asked to do.

Intuitive Decision Making (7.6)

evaluates Todd's ability to accurately compile intuitive perceptions about a situation into a decision or action.

Theoretical Problem Solving (8.3)

evaluates Todd's ability to envision a situation and to then apply his Problem Solving Ability.

Using Common Sense (8.3)

evaluates Todd's ability to focus on practical thinking, to see the world clearly, and to make common sense decisions.

Category Component Descriptions

Conceptual Thinking



Concrete Organization



Following Directions



Intuitive Decision Making



Theoretical Problem Solving



Using Common Sense



Todd Liles

Category Description

Is Todd a hard and honest worker? This is an overall assessment of Todd's work ethic. It involves his ability to meet pre-set standards, respect company policies and property, possess a strong work ethic, and make decisions which take into consideration the needs of everyone involved (e.g. himself, others and the company).

Category Component Descriptions

Balanced Decision Making (7.0)

evaluates Todd's ability to be objective and to evaluate fairly the different aspects (people and other) of a situation; and his ability to make an ethical decision that takes into account all aspects and components.

Job Ethic (7.3)

evaluates Todd's personal commitment to the execution of a specific task.

Meeting Standards (6.0)

evaluates Todd's ability to see and to understand the standard requirements established for a job and evaluates his commitment to meeting them.

Respect For Policies (7.6)

evaluates Todd's appreciation for the value of conducting business affairs according to the intent of company policies and standards.

Category Component Descriptions

Balanced Decision Making



Job Ethic



Meeting Standards



Respect For Policies



0.94 / 0.79

External

Empathy



Practical Thinking



Systems Judgment



Internal

Self Esteem/Self Belief



Role Awareness



Self Direction



Todd Liles

Problem and Situation Analysis (8.9)	Self Starting Ability (7.6)
Developing Others (8.8)	Sense of Timing (7.6)
Freedom From Prejudices (8.8)	Diplomacy (7.6)
Realistic Goal Setting For Others (8.8)	Flexibility (7.4)
Understanding Motivational Needs (8.8)	Proactive Thinking (7.4)
Correcting Others (8.7)	Attitude Toward Honesty (7.3)
Concrete Organization (8.6)	Job Ethic (7.3)
Practical Thinking (8.6)	Problem Management (7.2)
Problem Solving (8.6)	Personal Accountability (7.2)
Respect For Property (8.6)	Evaluating What Is Said (7.0)
Status and Recognition (8.6)	Balanced Decision Making (7.0)
Leading Others (8.5)	Handling Stress (6.9)
Attitude Toward Others (8.3)	Self Esteem (6.9)
Empathetic Outlook (8.3)	Self Improvement (6.9)
Evaluating Others (8.3)	Initiative (6.8)
Following Directions (8.3)	Personal Drive (6.8)
Human Awareness (8.3)	Conveying Role Value (6.8)
Integrative Ability (8.3)	Enjoyment Of The Job (6.8)
Monitoring Others (8.3)	Role Confidence (6.8)
Personal Relationships (8.3)	Persistence (6.7)
Realistic Expectations (8.3)	Material Possessions (6.7)
Relating To Others (8.3)	Project Scheduling (6.7)
Seeing Potential Problems (8.3)	Role Awareness (6.7)
Sensitivity To Others (8.3)	Long Range Planning (6.6)
Theoretical Problem Solving (8.3)	Accountability For Others (6.5)
Understanding Attitude (8.3)	Realistic Personal Goal Setting (6.3)
Using Common Sense (8.3)	Self Management (6.2)
Attention To Detail (8.1)	Self Confidence (6.1)
Quality Orientation (8.1)	Gaining Commitment (6.0)
Emotional Control (7.9)	Meeting Standards (6.0)
Handling Rejection (7.7)	Personal Commitment (6.0)
Conceptual Thinking (7.6)	Self Direction (5.2)
Consistency and Reliability (7.6)	Self Discipline and Sense of Duty (5.2)
Creativity (7.6)	Sense of Mission (5.2)
Intuitive Decision Making (7.6)	Self Control (5.0)
Persuading Others (7.6)	Self Assessment (4.3)
Project and Goal Focus (7.6)	
Respect For Policies (7.6)	
Results Orientation (7.6)	
Sense of Belonging (7.6)	
Surrendering Control (7.6)	
Systems Judgment (7.6)	