



ADVanced Insights Profile

WHAT WHY HOW

Ryan Klagmann

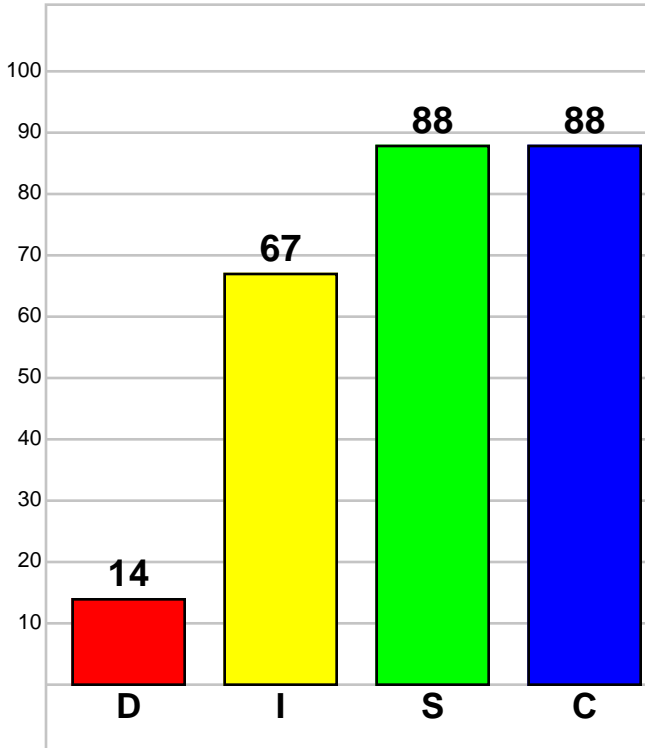
December 5, 2010

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.)

IMX UK Marketing

Natural and Adaptive Styles Comparison

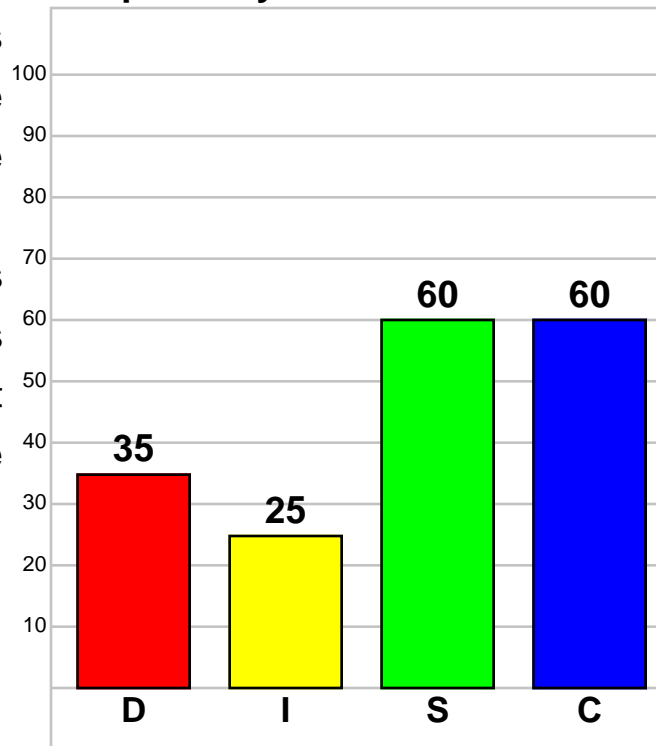
Natural Style



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

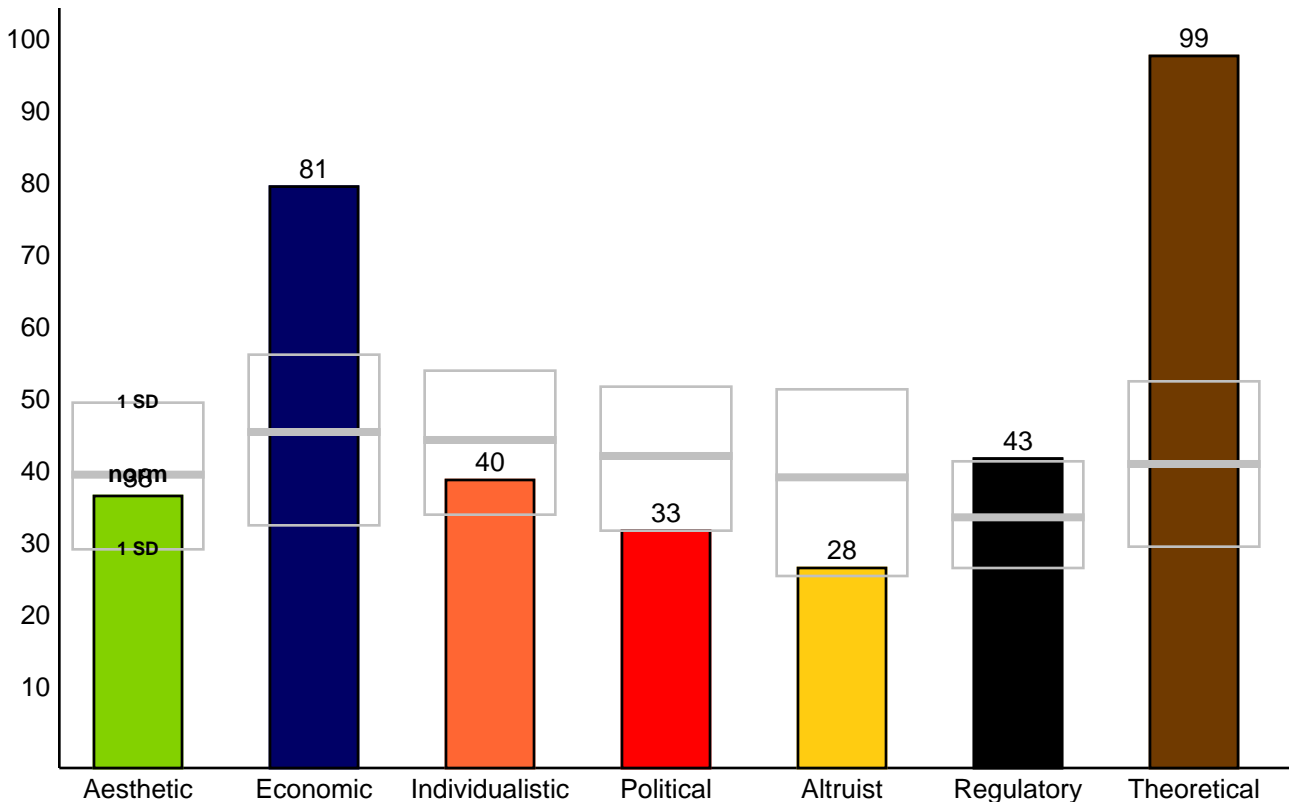


Ryan Klagmann

Executive Summary of Ryan's Values

Average Aesthetic	Is able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
Very High Economic	Very competitive and bottom-line oriented.
Average Individualistic	Not an extremist, and able to balance the needs of both others and self.
Average Political	Flexible, able to take or leave the power or clout that comes with the job title or assignment.
Average Altruist	Concerned for others without giving everything away; a stabilizer.
High Regulatory	Strong preference for following established systems or creating them if none present.
Very High Theoretical	Passionate about learning for its own sake. Continually in learning mode and bringing a very high degree of technical or knowledge base credibility.

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0.90 / 0.71

External

Empathy



Practical Thinking



Systems Judgement

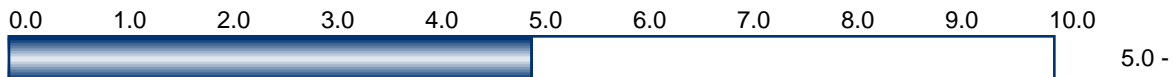


Internal

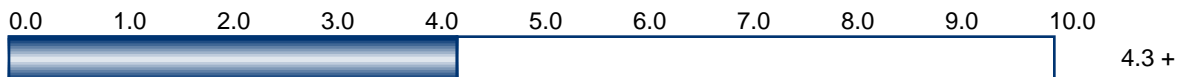
Self Esteem



Role Awareness



Self Direction



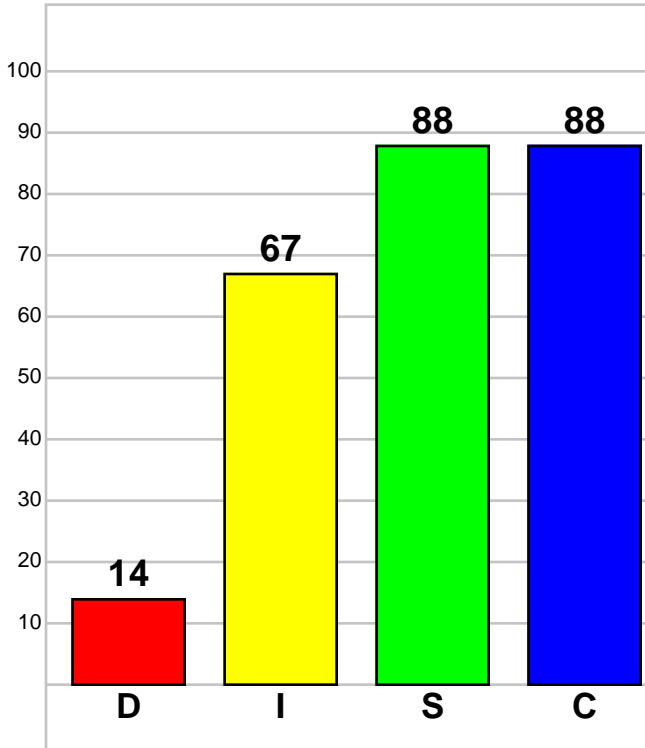
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The DISC Index

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Natural and Adaptive Styles Comparison

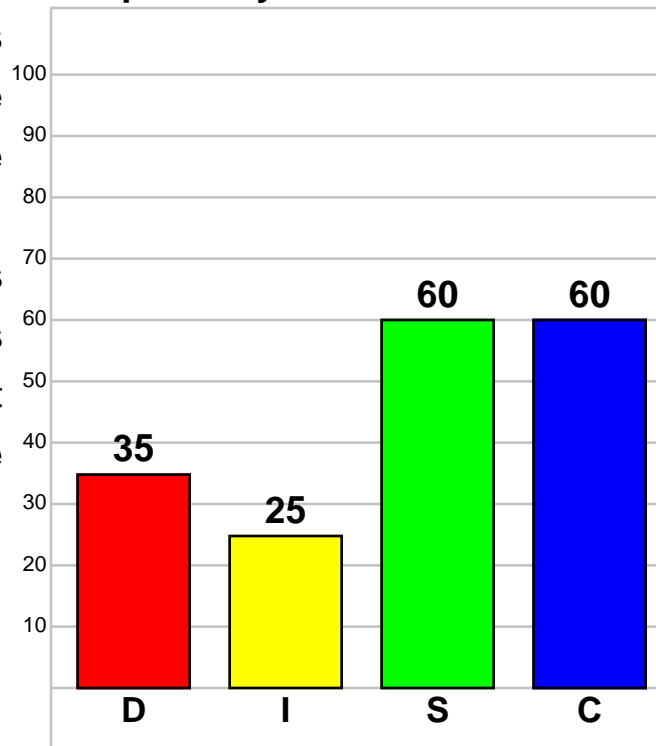
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Adaptive Style: The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced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

Adaptive Style



Ryan Klagmann

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 D-I-S-C 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 D-I-S-C 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.

A closer look at the four components of your behavioral style

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

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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:

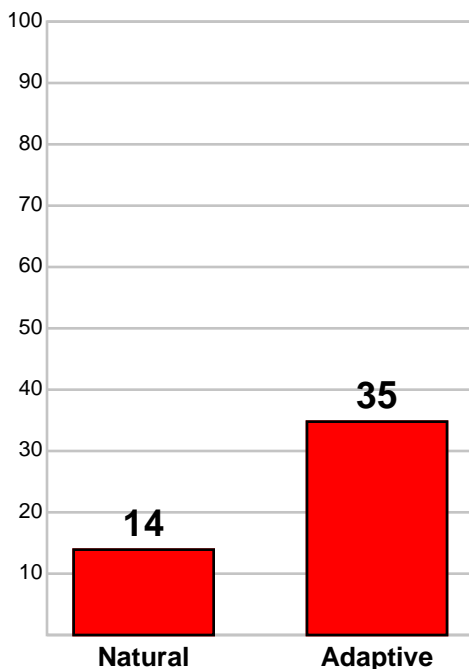
Higher D —

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 low score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You avoid confrontations, preferring instead to work with others to resolve issues.
- You can depend heavily on others to help make decisions.
- You are considered pretty modest in your approach with others and are open to deferring to stronger opinions when they exist.
- You like working in a stable, predictable environment with steady work flow.
- You like to take a more mild-mannered and measured hand in dealing with others.
- When it comes to solving problems you prefer to analyze the problem and evaluate potential solutions before

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:

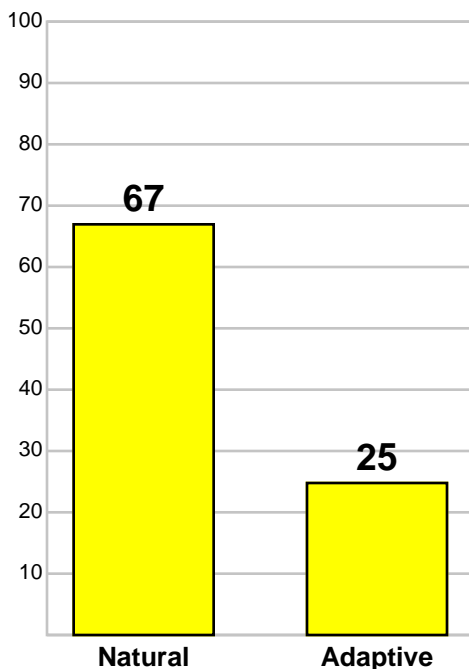
Higher I —

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 tend to be always ready to converse with a group, even with people you've just met.
- You are talkative and express your opinions freely.
- Sometimes you can express your opinion too much.
- You prefer to deal with people and get results with and through them rather than by yourself.
- You tend to naturally trust others and their ideas.
- You prefer an environment with plenty of people contact.

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:

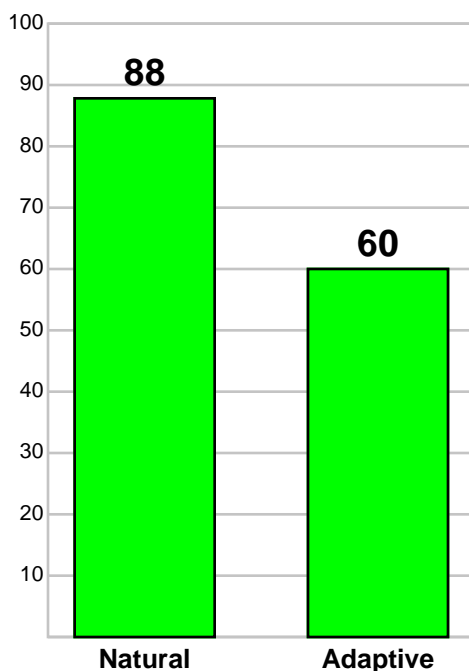
Higher S —

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.

Ryan Klagmann



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

- You are very predictable, in a good way. You're always there, ready to pitch in, and complete the assignment.
- You're always willing to help out in a pressure situation, even if you don't really want to.
- You're not great at letting things go (e.g., original decisions, long held beliefs, etc).
- You like having a strong identification or connection with the group, organization, or mission.
- You are very loyal when it comes to existing operating procedures.
- You desire a high level of structure and order.

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:

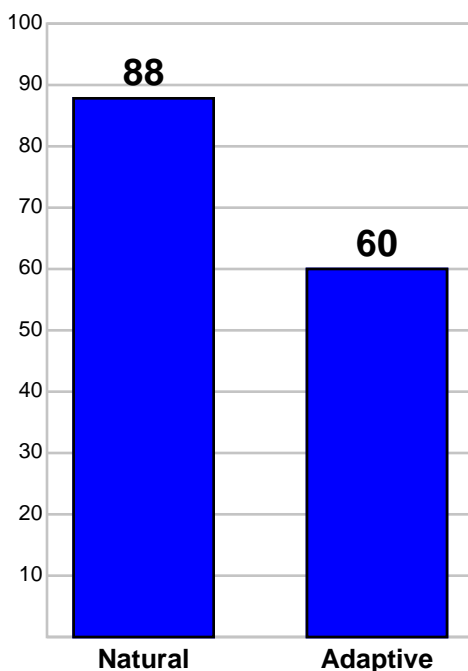
Higher C —

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

- You are known as an accurate fact-finder by others.
- You are very systematic and like to analyze details to accomplish a process correctly.
- You possess excellent critical thinking and problem-solving ability.
- You tend to approach new ideas and directions with skepticism and caution.
- You are a bottom-line oriented person who dislikes fluff and just wants the facts and data.
- You prefer a more conventional approach when possible (e.g., "If it isn't broken, don't fix it").

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:

- Tend to be rather friendly and easy-going in interacting with others.
- You have a large knowledge-base and a continuing appetite to learn more.
- You persuade others by demonstrating personal competence and encouraging others with a sense of optimism.
- You have the ability to handle people with patience, and demonstrate high technical competence in your area of expertise.
- Will be verbal if workload or areas of responsibility need partial delegation to other professionals on the team, otherwise, tendency may be to stay focused on the tasks at hand.
- Able to express a sense of humor, but you become very serious about work tasks and projects, especially in the desire to maintain a high quality control.
- You have the ability to self-manage much of your own organizational activity and workload.
- Tend to be optimistic and demonstrate high personal standards and set high goals for yourself.

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:

- May tend to get bogged down in details during some decision-making processes. The reason is that you may keep the data-gate open too long: There may be more information forthcoming that might impact the direction of the decision.
- Project decisions are made after careful consideration of all variables and inputs. This process may take a bit more time in the view of some others on the team, but the decision will be a quality outcome.
- Has a high sense of 'neatness' in the organizational workspace and at home. Everything in its place is preferred over clutter of some other style preferences.
- You set high performance standards for yourself and others, and expect all to meet those standards.
- You bring a very high level of conscientiousness and follow-through in working on detailed projects and complex assignments.
- When taking risks, you score like those who take calculated, educated risks only after a thoughtful analysis of the facts and data, and have analyzed options and potential outcomes.
- Extremely high sense of quality control and detail orientation in all you do for the team or organization.
- Persuades others on the team by careful attention to detail, and through facts, data, and logic, not emotion.

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:

- Having the option to change certain methods or procedures in order to increase efficiency.
- Sufficient time to consider alternatives prior to making changes.
- Work assignments of high precision and accuracy to capitalize on your high detail orientation.
- Becoming more comfortable with faster decision-making.
- A democratic environment in which you can influence and offer direction.
- Having reassurances that it is OK to take appropriate and calculated risks.
- A greater emphasis on tasks, organizational work, business, or profits.
- Increased authority to delegate routine tasks and procedures.

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:

- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.
- Complete explanations of systems and processes that impact your work environment.
- Sufficient time to adjust to change so as not to disrupt systems and processes.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- Sufficient time to consider all options before making a final decision.
- To be included as a part of the work group in social functions.
- Detailed examples and specific information about suggested changes to be made in processes that may have an impact on quality.
- Sincerity from peers and colleagues.

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:

- Can be depended upon to do what you say you will do.
- Builds good team relationships without being an extremist.
- Provides a high degree of mind-share on projects and processes, alert to the potential problems and controls necessary.
- Decisions are based on factual data.
- Able to negotiate through conflicts to create a win-win solution.
- Has a rare ability of being able to calm people who are angry or upset.
- Excellent team player.
- You do your homework and preparation, and expect the same of others.

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:

- Appreciation for the long hours and work ethic on tough projects and assignments.
- An environment where you can work with people with whom you have developed mutual trust, rapport, and credibility.
- An environment that supports your critical thinking skills.
- Activities that can be monitored from beginning to end.
- Clear areas of responsibility with minimal ambiguities.
- Environment where you can interact with people in a comfortable, non-hectic manner.
- An environment relatively free from interpersonal conflict and hostility.
- Highly specialized assignments and technical areas of responsibility.

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:

- Overestimate the ability of others.
- Oversell your own ideas too strongly.
- Hold too much to past tradition in procedures and processes.
- Struggle with meeting deadlines due to your desire for completeness or perfection.
- Set unreasonable expectations of the capability or capacity of others on the team.
- Hang on too much to current or past procedures, especially when faced with impending change.
- Trust people a bit too much, and may get burned in the process.
- Hold a bit of a grudge.

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:

- Prefers explicit instructions and measurement criteria to be established with the participants.
- Shows patience with tedious, technical, and specialty tasks and helping others to learn.
- Confident even in the midst of complex material, because you have done your homework long before the session began.
- Helps group create new concepts and models of ideas.
- Knowledge gives the participants the ability to maximize their potential and share with others.
- Wants to know performance outcomes, objectives, etc., and communicates these to the participants.
- Enriches the content with stories and experiences.

How you prefer to receive knowledge or learn:

- Shows patience with tedious, technical, and specialty tasks.
- High perseverance in learning mode, and will re-analyze facts until clarity emerges.
- Seeks inspiration and excitement in the learning process.
- Likes self-discovery and trial and error methods occasionally.
- Wants to know what the experts think about the topic area or subject.
- Does well with independent practice as well as working with others.
- High expectations of performance.

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 Ryan:

- Outline individual tasks and responsibilities in writing.
- Present your ideas and opinions in a non-threatening way.
- If you agree with the outcome, follow through and do what you say you will do.
- If you disagree with the direction, make an organized presentation of your position.
- Be certain to emphasize next action-steps.
- Provide assurances about input and decisions.
- Provide testimonials from people seen as important and prominent.

Things to avoid to effectively communicate with Ryan:

- If you disagree, don't let it reflect on others personally, and don't let it affect the relationship.
- Don't be unrealistic with deadlines.
- Don't legislate.
- Don't leave decisions hanging in the air. Be certain all decision-points have reached closure and action-plans are the result.
- Don't leave things up in the air, or to work out by chance.
- Don't rush into business or the agenda; provide some time to break the ice.
- Don't fail to follow through. If you say you're going to do something, do it.

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 you natural style relates to your life?

Overall Adaptive Style:

What is one way in which you 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)

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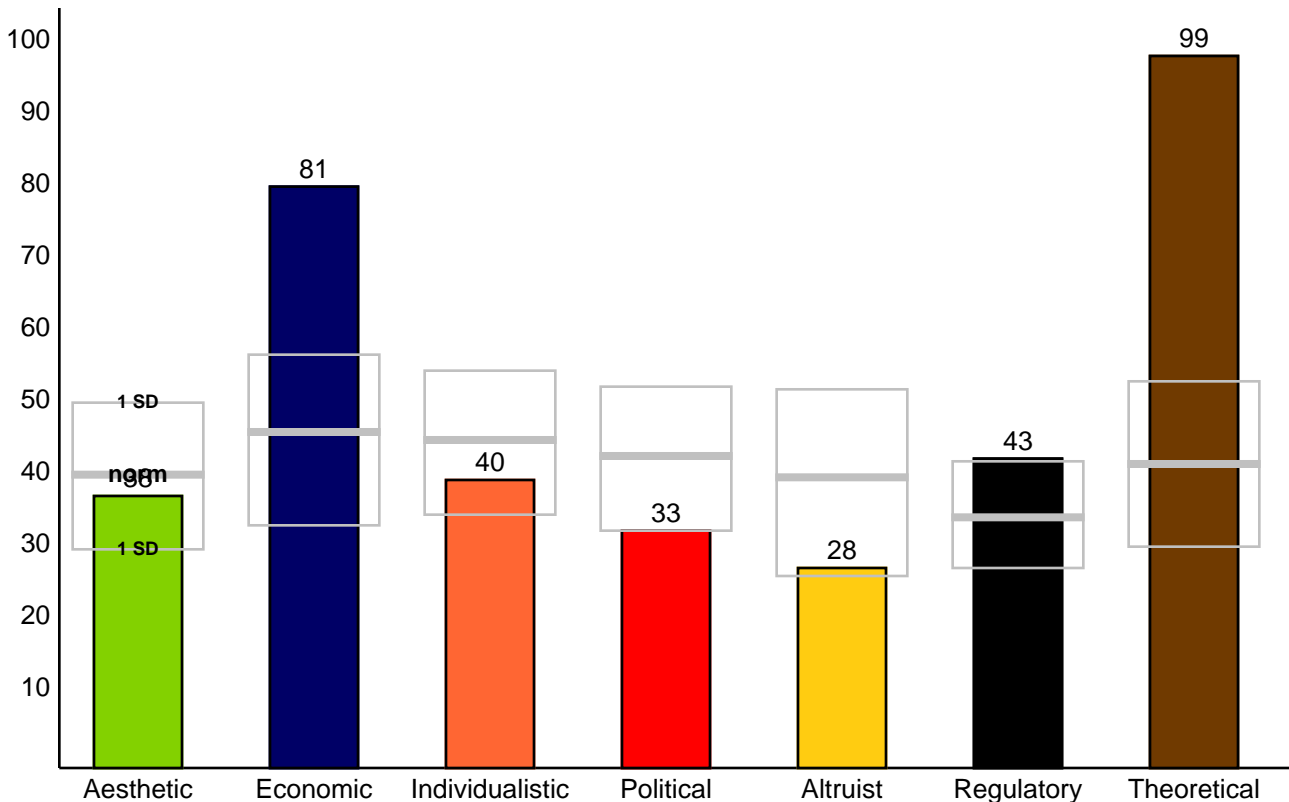
The Values Index

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Executive Summary of Ryan's Values

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Very High Economic	Very competitive and bottom-line oriented.
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High Regulatory	Strong preference for following established systems or creating them if none present.
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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.

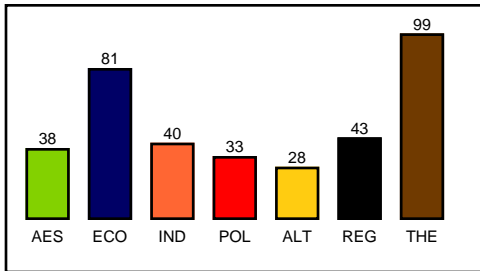
Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

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



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:

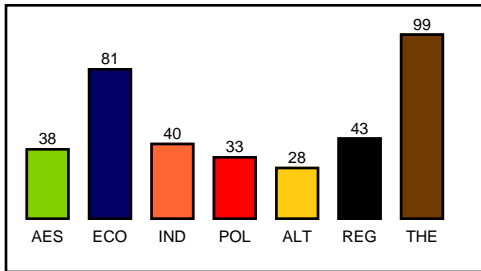
- Can work well with others to create and innovate.
- Respects other's need to express their creativity.
- Helps keep overly emotional or creative types grounded.
- Works equally well with the artistic and non-artistic types.
- Possesses a healthy balance between form and function.

Key Strengths:

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

Motivational Insights:

- Appreciates the need for conservation efforts and preserving balance and harmony in the surroundings.
- Believes that art and form can be uplifting and positive, even for those with no artistic ability.
- Balances team efforts between doing it right and doing it enjoyably.
- Possesses a level of artistic interest or appreciation that is right at the national mean.
- Balance between work and life are important.



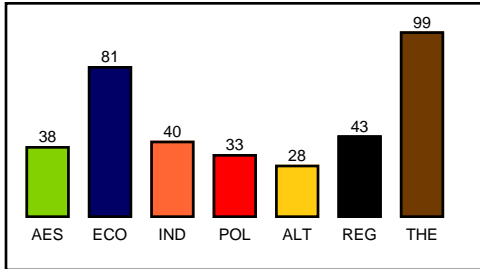
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Training/Learning Insights:

- Supportive of a variety of training and professional development efforts.
- Works fine with either team learning, or individual learning.
- Likes to learn for the sake of personal development and growth.
- Learning should be equal parts form and function, not all function.

Continual Improvement Insights:

- Since this 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:

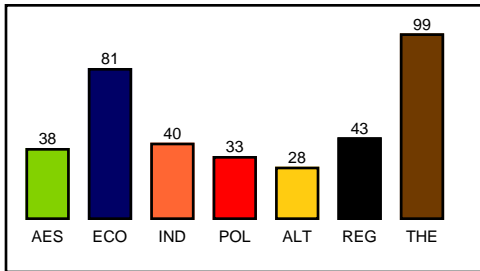
- Motivated by money and bonuses as recognition for a job well done.
- May fit the stereotype of the highly driven American businessperson, motivated by economic incentives.
- Needs for education and training to be practical and useful, with a profit or economic motive.
- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of their participation.
- Goal driven, especially financial goals.

Key Strengths:

- Highly driven by competition, challenges, and economic incentives.
- Profit driven and bottom-line oriented.
- Highly productive.
- Shows a keen ear to the revenue-clock, his own and the organization's.
- Able to multi-task in a variety of areas, and keep important projects moving.

Motivational Insights:

- Reward high performance in tangible and monetary ways with individual and team recognition.
- Be certain to reward performance, and encourage participation as an important member of the team.
- Provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- Provide coaching to help reduce the potential visible "greed-factor" which may appear in their style.
- Make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.



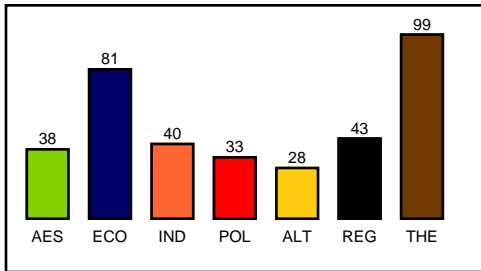
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Training/Learning Insights:

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

Continual Improvement Insights:

- Some may need to hide the dollar signs in their eyes in order to establish the most appropriate rapport with others.
- Some scoring in this range may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- May judge efforts of others by an economic scale only.
- May need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.
- While this very high economic drive may be a significant motivating factor in achieving goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.



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:

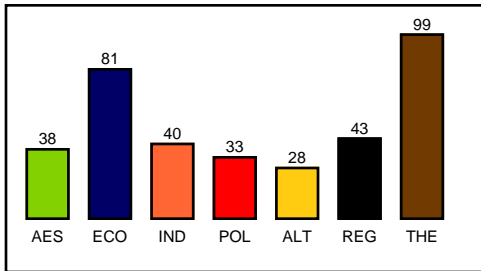
- Has the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Generally not considered an extremist on ideas, methods, or issues in the workplace.
- Those who score like Ryan would probably not be considered controversial in their workplace ideas or transactions.
- Shows the ability to take a leadership role when asked, and also to be supportive team member when asked.
- Shows moderate social flexibility in that Ryan would be considered as one who is socially appropriate and supportive of others on the team.

Key Strengths:

- Able to see both sides of the positions from those with higher and lower Individualistic scores.
- May be considered flexible and versatile without being an extremist.
- Able to follow or lead as asked.
- Able to take a stand with emphasis, or to be a more quiet member supporting a position.
- May be seen as a stabilizing force in organizational operations and transactions.

Motivational Insights:

- Remember that Ryan scores like those with a high social flexibility, that is, he can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that Ryan shows the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- Ryan scores like those who are able to be a balancing or stabilizing agent in a variety of team-related issues, without being an extremist on either side.
- Ryan brings an Individualistic drive typical of many professionals, i.e., near the national



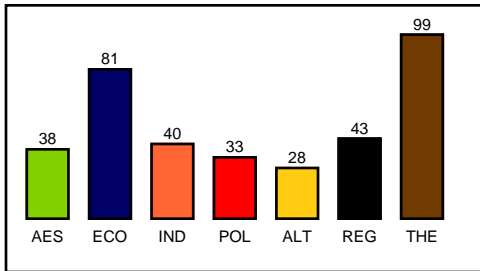
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Training/Learning Insights:

- Able to be a flexible participant in training and development programs.
- Tends to enjoy both team-oriented and individual or independent learning activities.
- 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.

Continual Improvement Insights:

- Without necessarily picking sides, he may need to take a stand on some issues related to individual agendas.
- To gain additional insight, examine other values drives to determine the importance of this Individualistic drive factor.
- Allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- 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:

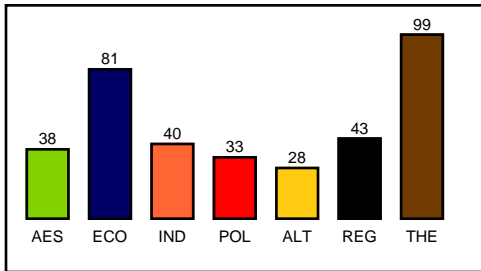
- Brings a sense of balance to some power-issues that may emerge occasionally.
- Able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- Has the ability to take or leave the control-factors of group leadership roles.
- May be seen as a stabilizing force in day-to-day team operations.
- Shows an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.

Key Strengths:

- Brings flexibility to the team. Able to lead when asked, but able to support when asked as well.
- A stabilizing force on the team.
- Able to appreciate the needs of both the higher and lower Political individuals on the team.
- Perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- Shows appropriate respect to leaders of a project, as well as ability to offer suggestions for change.

Motivational Insights:

- Remember that Ryan has the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- Ryan brings a power seeking drive typical of many business professionals, since his score is very near the national mean on this scale.
- Ask Ryan for input in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and



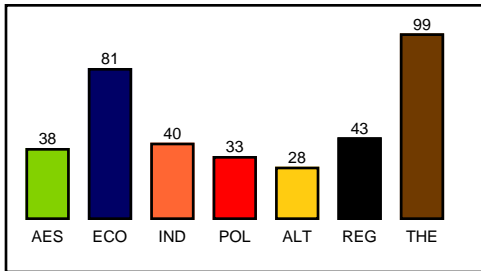
The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Training/Learning Insights:

- Scores like those who are supportive of a variety of professional development activities.
- Will respond with flexibility to either cooperative or competitive team activities.
- Scores like those who participate openly in training activities without trying to dominate the event.
- Shows ability to lead a training event as well as support and participate.

Continual Improvement Insights:

- May need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, he may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



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:

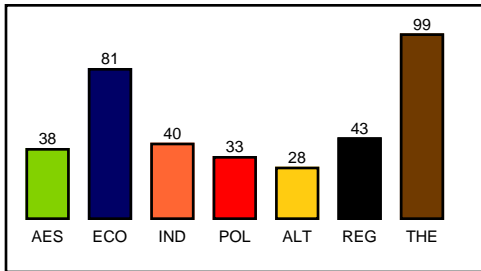
- Will not create an imbalance between own needs and those of others.
- Has a good sense for when to freely help others, and when to say "No."
- Can be a good mediator between those who give too much and those who don't give enough.
- Is able to see the points of view from both the higher and lower Altruistic score locations.
- Balances helping others with personal concerns very effectively.

Key Strengths:

- A solid balanced view of helping others without doing everything for them.
- Possesses a realistic and practical approach to helping others help themselves.
- Appreciates the need to help others without sacrificing one's own self too much.
- Willing to pitch in and help others as needed.
- Sees value in benefiting others through personal actions.

Motivational Insights:

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



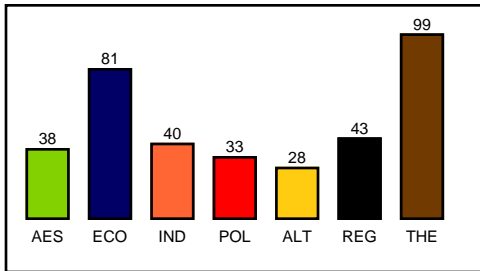
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Training/Learning Insights:

- To better motivate by incorporating other motivators that are higher in drive and score locations.
- Is flexible between learning with a team or learning independently.
- Enjoys learning that highlights both their own personal gain, but also some altruistic aspect as well.
- Likely supportive of the trainers themselves.

Continual Improvement Insights:

- Will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- Might benefit from taking more of a lead, as opposed to waiting for others to lead.
- Needs to know that efforts to help others are practical and deliver a business benefit as well.
- 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:

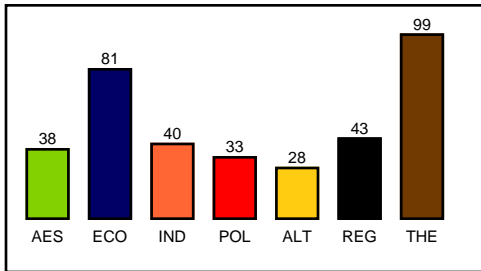
- Thinks everything has a "right way" and a "wrong way".
- Respects tradition a lot.
- Subscribes to a "Rules are made to be followed" mentality.
- Quality control is a vital part of accurate work.
- Tends to be highly organized.

Key Strengths:

- Efficient and effective in organizing tasks and most work.
- Maintains focus throughout projects.
- Achieves a sense of accomplishment based on the quality of the work.
- Takes pride in things that support tradition like national history, honor, duty.
- High attention to details.

Motivational Insights:

- Provide a structured and routine environment to work in.
- Avoid disrupting schedules and flow unnecessarily.
- Present any personal criticism in a constructive manner and in private.
- Be patient when introducing new concepts or procedures. Give ample to adapt.
- Provide Ryan with detailed, written and specific guidelines to follow.



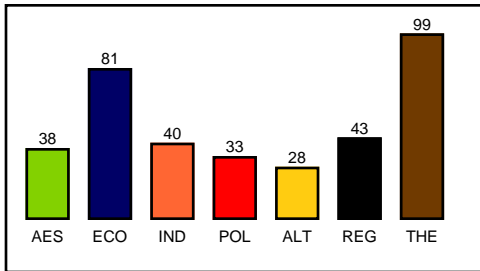
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Training/Learning Insights:

- Will prefer learning activities that are structured and detailed.
- A well disciplined learner.
- Likes to understand the why behind the what when learning new things.

Continual Improvement Insights:

- Realize that change can be good, productive and needed.
- Realize that other's have their own way of doing things too, and be open to that.
- Could possibly be perceived by some to be too structured or rigid on certain issues.
- Explore a little. Discovering new ways to do things can be rewarding.
- Try being a little more flexible.



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:

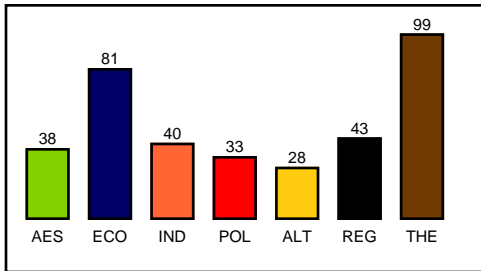
- Enjoys visiting bookstores, and may frequently make unexpected purchases.
- May prefer learning-based events or conferences over a small economic incentive.
- Believes that continuous learning is healthy for the mind and body.
- Willing to take risks to learn something new.
- Very high knowledge-base and credibility-base.

Key Strengths:

- Asks many of the necessary questions in order to gain the maximum amount of information.
- Will work long, hard hours on the resolution to a problem, being actively engaged in problem-solving and strategic solutions.
- Strong ability to read, study, and learn independently.
- Knows a little about most everything, and is conversant about it.
- Ryan does the prep-work and homework and comes to the meeting or event well-prepared.

Motivational Insights:

- If there is a learning-based event to be planned, be certain Ryan is involved. If there is an external learning-based event on the calendar, be certain Ryan has the opportunity to attend.
- Ryan will provide a high degree of technical credibility when dealing with customers or internal stakeholders who need very detailed information for decision-making.
- Sometimes incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- Find out his interests and channel related information to him. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin, send them to Ryan.
- Call upon Ryan's knowledge and expertise whenever possible at team meetings, and



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.

Training/Learning Insights:

- Ryan scores like those who may have their own on-going personal development program already in progress.
- Enjoys learning even for its own sake, and will be supportive of most training and development endeavors.
- Can be depended upon to do his homework... thoroughly and accurately.
- Actively engaged in learning both on and off the job.

Continual Improvement Insights:

- Sense of urgency may vacillate depending on the level of mind-share Ryan is willing to invest.
- May demonstrate some aloofness especially to those not as intellectually driven.
- Scores like some who need coaching on time management.
- Don't rush from one learning experience to another. Make certain there are some practical applications.
- May sometimes bog down in details and minutia when needing to see the big picture.

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:

Ryan Klagmann

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):

Ryan Klagmann

Attribute Index

Ryan Klagmann

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 tend to have a good self esteem and you define who you are based mostly on your own internal sense of worth, rather than the job you hold or things you own. You live according to a strong sense of who you feel you are. Your work or primary social roles are of lesser importance to you in comparison. It is also very possible that you are suffering from some role confusion right now. Something about one of your major roles in life has changed and as a result you have confusion about how to proceed. You see the People dimension fairly well and this is where you have your highest level of development. The Tasks and Systems dimensions are equal to you in both their importance and development, which is low compared to the People dimension. 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

Resiliency
Positive self image
Handling rejection

Minimizers

Lack of drive and ambition for exclusively material, position related things
Sense of direction
Self sacrifice

Motivators

Self improvement
Self discovery

Needs for Growth

Improve your self-image, create a more balanced view of your role's importance and define a clearer sense of direction based on that balanced view.

Targets for Reinforcement (R) and Development (D)

Role awareness (D)
Self Esteem (D)
Self direction (D)

Report Summary

This graph summarizes the 7 categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page. .

Report Component Graphs

1. Envisioning an Outcome



2. Understanding Your Supporters



3. Communicating Your Vision



4. Serving Others



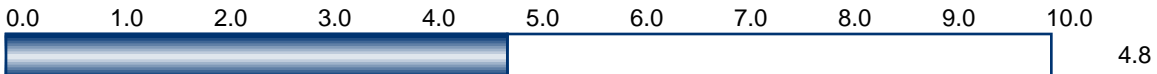
5. Inspiring Others



6. Guiding Others



7. Developing Yourself



Ryan Klagmann

1. Envisioning an Outcome (6.1)

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Steven Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

2. Understanding Your Supporters (8.0)

Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

3. Communicating Your Vision (5.7)

In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

4. Serving Others (8.1)

People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.

5. Inspiring Others (7.2)

Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from an the individual. Therefore, leading others for the long term requires you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, a leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

6. Guiding Others (6.9)

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

7. Developing Yourself (4.8)

In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.

Category Description

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Steven Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

Category Component Descriptions

Conceptual Thinking (6.7)

evaluates Ryan'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.

Initiative (6.2)

evaluates Ryan's ability to direct his energy toward the completion of a goal without an external catalyst.

Persistence (6.0)

evaluates Ryan's ability to stay on course in times of difficulty.

Project and Goal Focus (4.9)

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

Results Orientation (6.7)

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

1. Envisioning an Outcome

Category Component Graphs

Conceptual Thinking



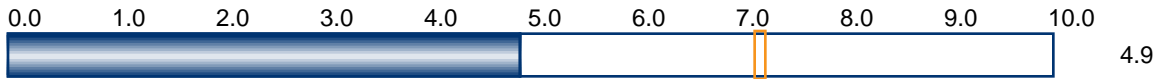
Initiative



Persistence



Project and Goal Focus



Results Orientation



Category Description

Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

Category Component Descriptions

Empathetic Outlook (8.6)

evaluates Ryan's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Evaluating What Is Said (6.4)

evaluates Ryan's openness toward other people and his willingness to hear what others are saying, rather than what he thinks they should say or they are going to say.

Realistic Expectations (8.5)

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

Understanding Attitude (8.6)

evaluates Ryan's ability to read between the lines and to understand body language, reticence, stress, and emotions.

Category Component Graphs

Empathetic Outlook



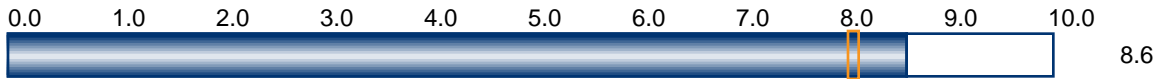
Evaluating What Is Said



Realistic Expectations



Understanding Attitude



Category Description

In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

Category Component Descriptions

Conveying Role Value (6.3)

evaluates Ryan's ability to use his own capacities (for empathy, interpersonal relationships, and leadership) to instill, in an employee, a sense of value for the task at hand.

Personal Commitment (4.6)

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

Self Confidence (5.8)

evaluates Ryan's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

Self Direction (4.3)

evaluates Ryan's internal drive to excel in and believe in his chosen career path.

Self Esteem (7.6)

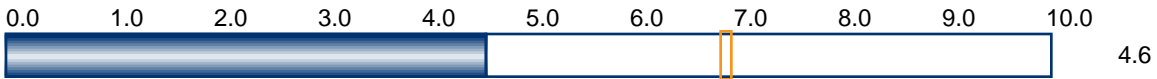
evaluates Ryan's ability to realize and appreciate his own unique self worth.

Category Component Graphs

Conveying Role Value



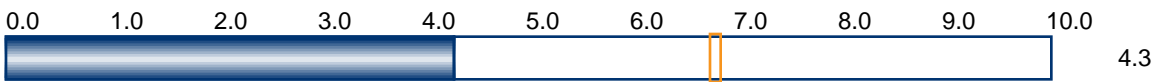
Personal Commitment



Self Confidence



Self Direction



Self Esteem



Category Description

People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.

Category Component Descriptions

Accountability For Others (6.5)

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

Attitude Toward Others (8.6)

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

Empathetic Outlook (8.6)

evaluates Ryan's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Evaluating Others (8.5)

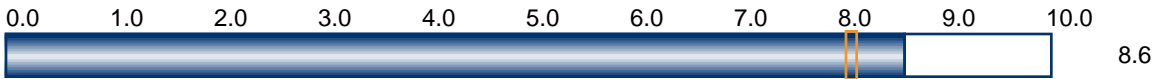
evaluates Ryan's ability to make realistic and accurate judgments about another, to evaluate his or her strengths and weaknesses, and to understand his or her manner of thinking, acting, and behaving.

Category Component Graphs

Accountability For Others



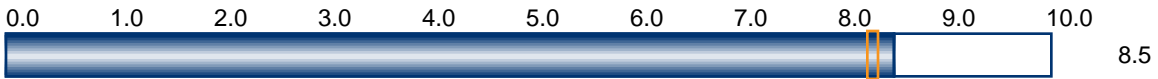
Attitude Toward Others



Empathetic Outlook



Evaluating Others



Category Description

Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from an the individual. Therefore, leading others for the long term requires you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, a leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

Category Component Descriptions

Developing Others (9.0)

evaluates Ryan's ability to understand the needs, interests, strengths and weaknesses of others, and to use effectively this information for the purposes of developing others.

Gaining Commitment (4.6)

evaluates Ryan's ability to develop and invoke a self motivating attitude in his employees or coworkers in their pursuit of their goals.

Leading Others (8.9)

evaluates Ryan's ability to organize and to motivate people into getting things accomplished in a way that makes everyone feel a sense of order and direction.

Long Range Planning (5.9)

evaluates Ryan's ability to identify and to evaluate resources and to plan for their utilization throughout the execution of comprehensive, long-range projects.

Persuading Others (7.6)

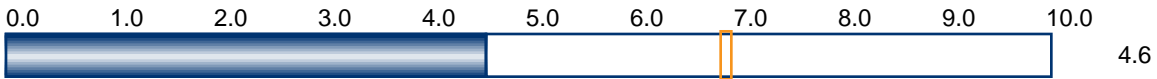
evaluates Ryan's ability to present his viewpoint in such a way that it is accepted by others.

Category Component Graphs

Developing Others



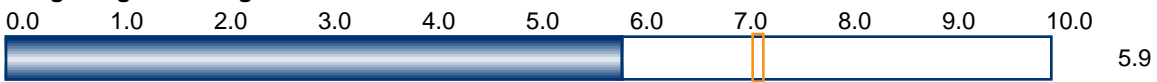
Gaining Commitment



Leading Others



Long Range Planning



Persuading Others



Category Description

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

Category Component Descriptions

Flexibility (7.4)

evaluates Ryan's ability to readily integrate, modify, and respond to changes with minimal personal resistance.

Practical Thinking (9.3)

evaluates Ryan's ability to realistically identify problems and solutions in practical terms, rather than in theoretical or conceptual terms.

Proactive Thinking (7.0)

evaluates Ryan's ability to determine the future implications of current decisions and actions.

Self Control (4.0)

evaluates Ryan's ability to remain rational and objective when faced with a stressful and emotional situation.

Category Component Graphs

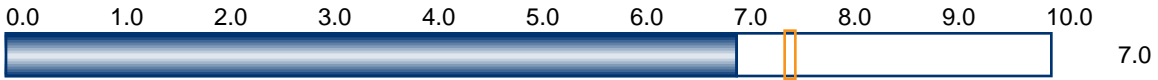
Flexibility



Practical Thinking



Proactive Thinking



Self Control



Category Description

In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.

Category Component Descriptions

Role Awareness (5.0)

evaluates Ryan's ability to be aware of his role in the world or within a given environment as well as understanding expectations and how those expectations are to be met.

Self Assessment (4.0)

evaluates Ryan's ability to identify his personal management strengths and weaknesses practically and objectively.

Self Confidence (5.8)

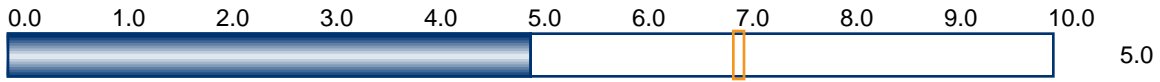
evaluates Ryan's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

Self Direction (4.3)

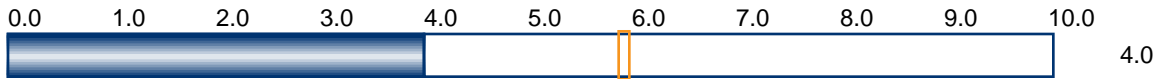
evaluates Ryan's internal drive to excel in and believe in his chosen career path.

Category Component Graphs

Role Awareness



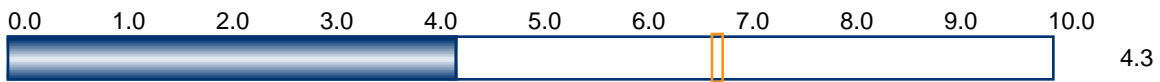
Self Assessment



Self Confidence



Self Direction



0.90 / 0.71

External

Empathy



Practical Thinking



Systems Judgement

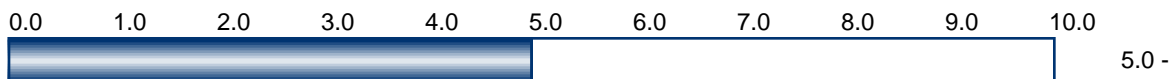


Internal

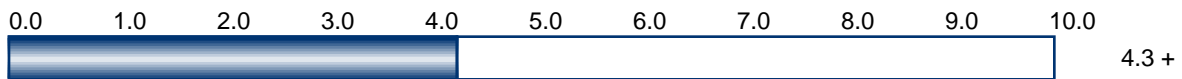
Self Esteem



Role Awareness



Self Direction



Ryan Klagmann

Concrete Organization (9.3)	Handling Rejection (6.7)
Practical Thinking (9.3)	Conceptual Thinking (6.7)
Respect For Property (9.3)	Following Directions (6.7)
Status and Recognition (9.3)	Respect For Policies (6.7)
Developing Others (9.0)	Results Orientation (6.7)
Freedom From Prejudices (9.0)	Sense of Belonging (6.7)
Understanding Motivational Needs (9.0)	Systems Judgment (6.7)
Leading Others (8.9)	Attitude Toward Honesty (6.6)
Realistic Goal Setting For Others (8.8)	Accountability For Others (6.5)
Correcting Others (8.7)	Evaluating What Is Said (6.4)
Attitude Toward Others (8.6)	Conveying Role Value (6.3)
Empathetic Outlook (8.6)	Enjoyment Of The Job (6.3)
Human Awareness (8.6)	Role Confidence (6.3)
Monitoring Others (8.6)	Initiative (6.2)
Personal Relationships (8.6)	Personal Drive (6.2)
Relating To Others (8.6)	Self Starting Ability (6.0)
Understanding Attitude (8.6)	Persistence (6.0)
Evaluating Others (8.5)	Long Range Planning (5.9)
Realistic Expectations (8.5)	Balanced Decision Making (5.9)
Sensitivity To Others (8.5)	Realistic Personal Goal Setting (5.8)
Integrative Ability (8.3)	Self Confidence (5.8)
Theoretical Problem Solving (8.3)	Self Management (5.7)
Creativity (8.1)	Using Common Sense (5.3)
Intuitive Decision Making (8.1)	Problem Management (5.3)
Surrendering Control (8.1)	Material Possessions (5.0)
Attention To Detail (8.0)	Project Scheduling (5.0)
Quality Orientation (8.0)	Role Awareness (5.0)
Handling Stress (7.6)	Job Ethic (4.9)
Persuading Others (7.6)	Project and Goal Focus (4.9)
Problem Solving (7.6)	Gaining Commitment (4.6)
Problem and Situation Analysis (7.6)	Meeting Standards (4.6)
Self Esteem (7.6)	Personal Commitment (4.6)
Self Improvement (7.6)	Self Direction (4.3)
Seeing Potential Problems (7.5)	Self Discipline and Sense of Duty (4.3)
Flexibility (7.4)	Sense of Mission (4.3)
Emotional Control (7.3)	Self Assessment (4.0)
Consistency and Reliability (7.1)	Self Control (4.0)
Personal Accountability (7.0)	
Sense of Timing (7.0)	
Proactive Thinking (7.0)	
Diplomacy (6.9)	