



Nick Radge

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This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.



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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

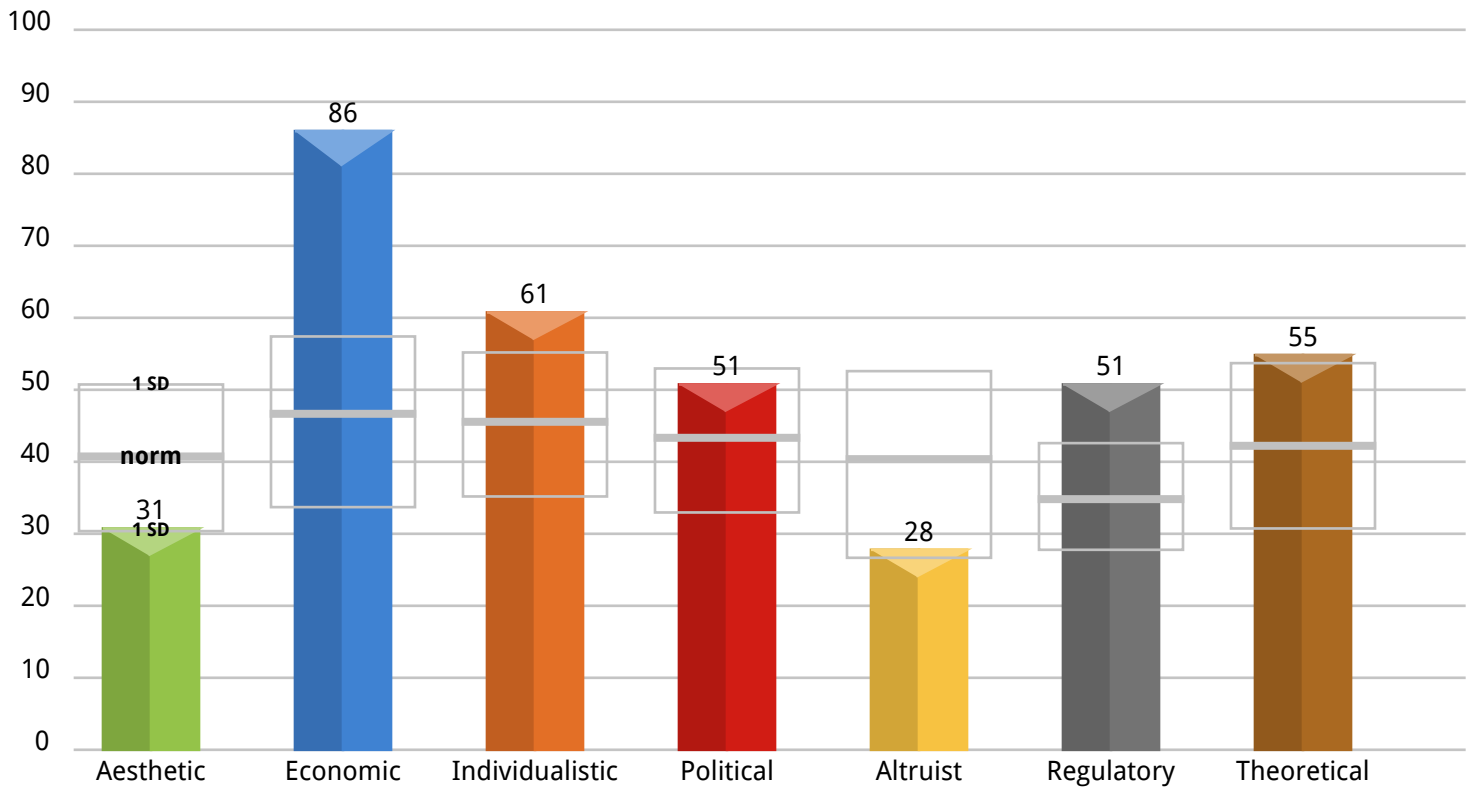
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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 |

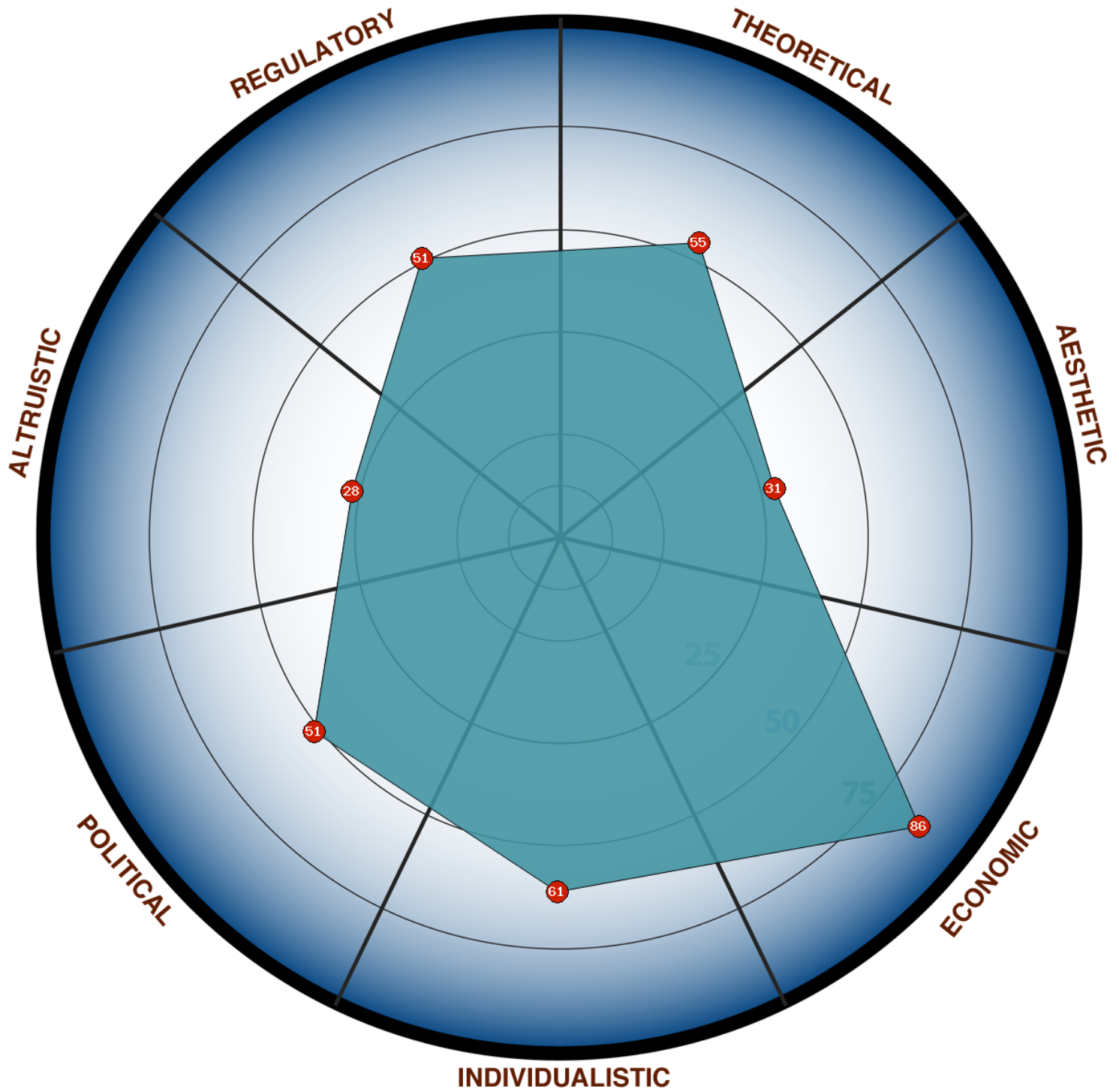


Executive Summary of Nick's Values

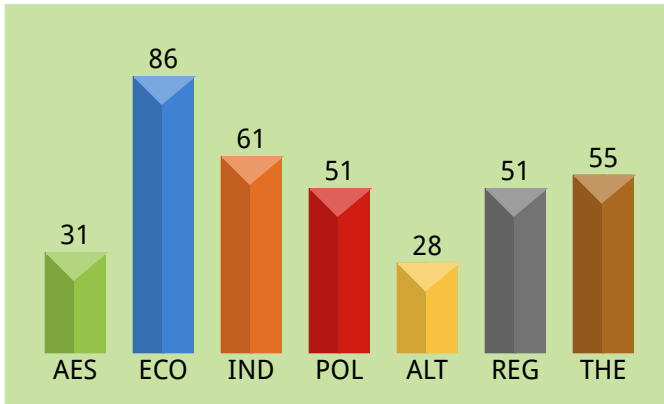


Nick Radge

| | |
|-----------------------------|--|
| Average Aesthetic | You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things. |
| Very High Economic | You are very competitive and bottom-line oriented. |
| High Individualistic | You have no problem standing up for your own rights and may impart this energy into others as well. |
| Average Political | You are flexible, able to take or leave the power or clout that comes with the job title or assignment. |
| Average Altruist | You are concerned for others without giving everything away; a stabilizer. |
| High Regulatory | You have a strong preference for following established systems or creating them if none present. |
| High Theoretical | You have a high interest level in understanding all aspects of a situation or subject. |



Nick Radge



The Aesthetic Dimension:

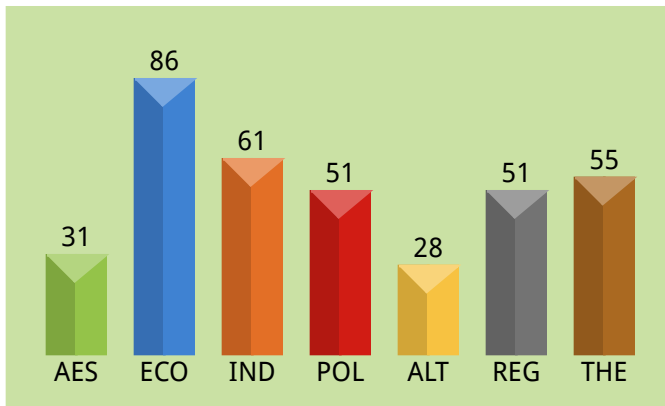
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

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

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:

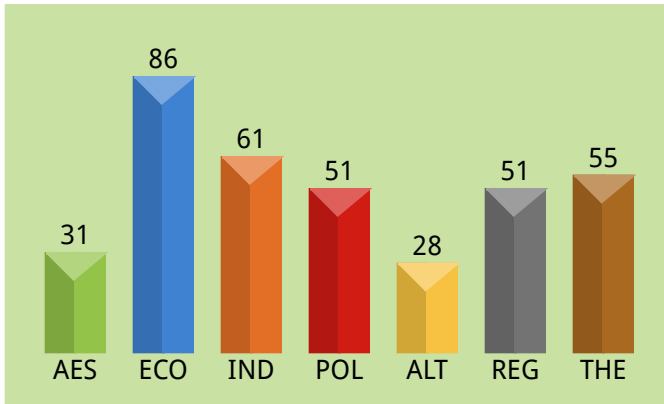
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

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.

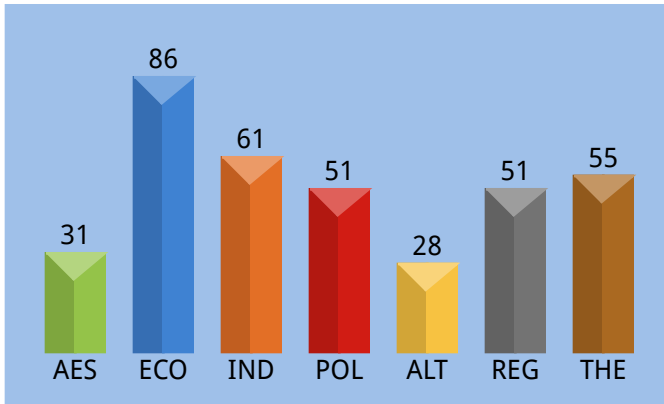


The Aesthetic Dimension:

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:

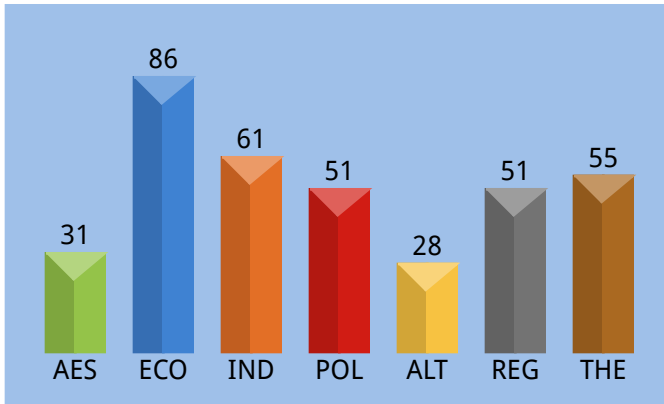
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You need for education and training to be practical and useful, with a profit or economic motive.
- When profit or project cost/benefits are examined, you may take the position that the ends justify the means.
- You are goal driven, especially financial goals.
- You are typically interested in what is practical and useful in meeting goals (usually economic ones).
- You may fit the stereotype of the highly driven American businessperson, motivated by economic incentives.

Key Strengths:

- You are highly productive.
- Your decisions are made with practicality and bottom-line dollars in mind.
- You are able to multi-task in a variety of areas, and keep important projects moving.
- You will protect organizational or team finances, as well as your own.
- You are highly driven by competition, challenges, and economic incentives.



The Economic Dimension:

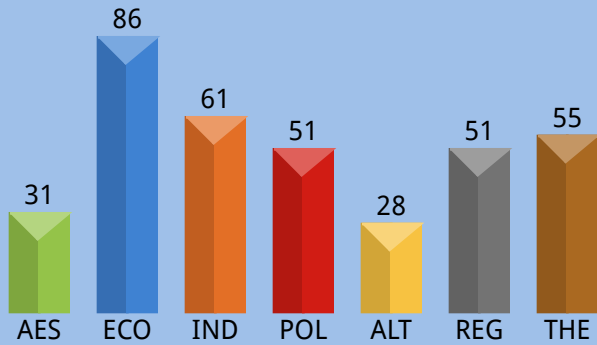
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- You provide substantial room for financial rewards for excellent performance.
- You realize that it's not just money that motivates, but also personal fulfillment in the job.
- You make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- You are certain to reward performance, and encourage participation as an important member of the team.

Training/Learning Insights:

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

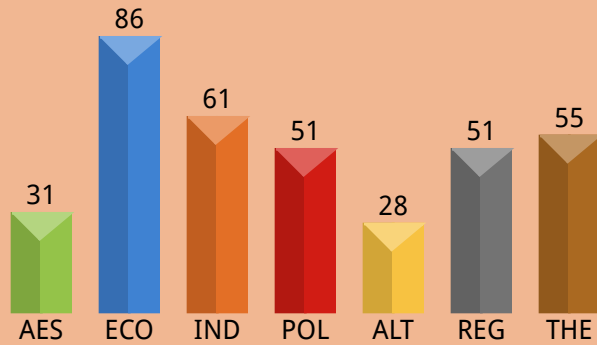


The Economic Dimension:

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 efforts of others by an economic scale only.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- While this very high economic drive may be a significant motivating factor in achieving your goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.



The Individualistic Dimension:

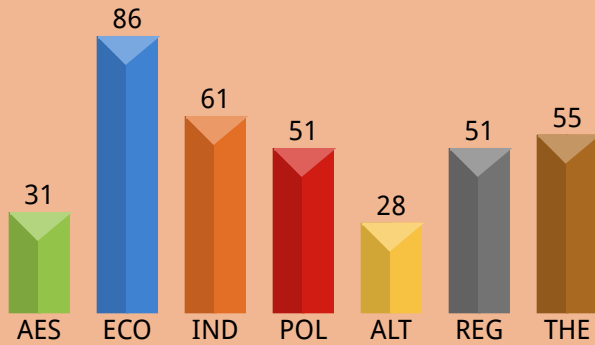
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You like to have your own niche; the place where you can excel.
- You like freedom in your own work area.
- Your high individualism may be demonstrated in creative problem solving and a higher risk-taking attitude.
- You sometimes surprise others with spontaneous ideas or responses.
- You enjoy working in your own way and own methods.

Key Strengths:

- You realize that we are all individuals and have ideas to offer.
- You desire to be an individual and to celebrate differences.
- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You bring creative ideas.
- You are not afraid to take calculated risks.



The Individualistic Dimension:

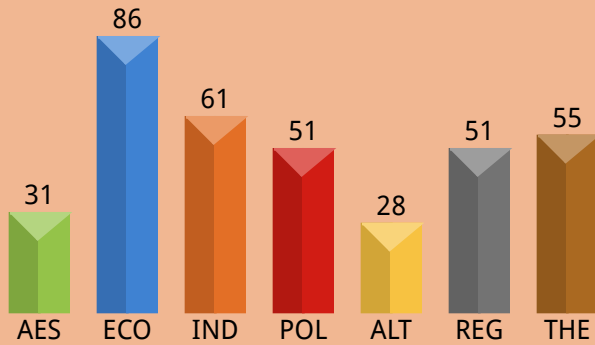
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- You will appreciate 'air-time' at meetings to share ideas with others on the team.
- Be patient in allowing for expression of your uniqueness and sense of humor.
- You may like to work apart from the team and independently at times.
- You should be allowed bandwidth to grow and experiment with new projects, ideas, and responsibilities.
- You should create an environment that provides security while it encourages taking appropriate risks.

Training/Learning Insights:

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

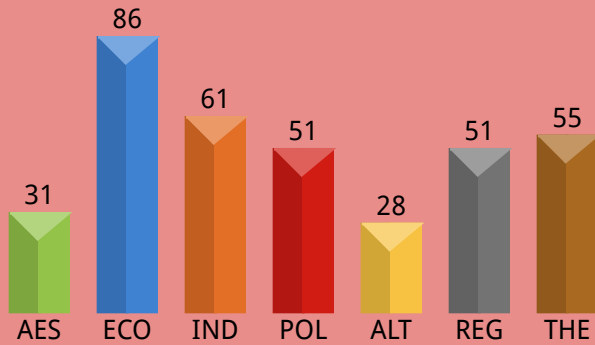


The Individualistic Dimension:

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:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.



The Political Dimension:

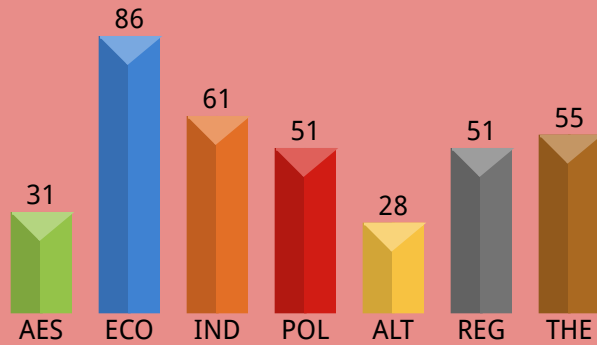
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You have the ability to take or leave the control-factors of group leadership roles.
- Your score in this range is near the typical business professional's score.
- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You bring a sense of balance to some power-issues that may emerge occasionally.

Key Strengths:

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



The Political Dimension:

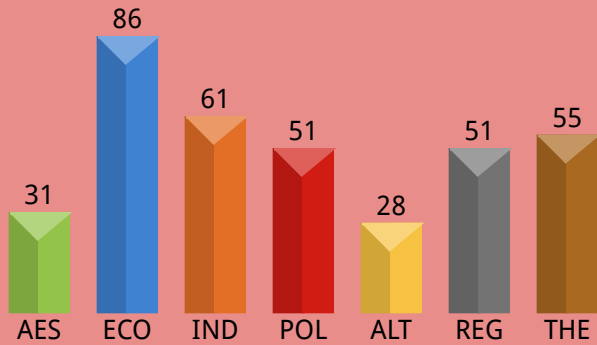
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team 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 motivating.

Training/Learning Insights:

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

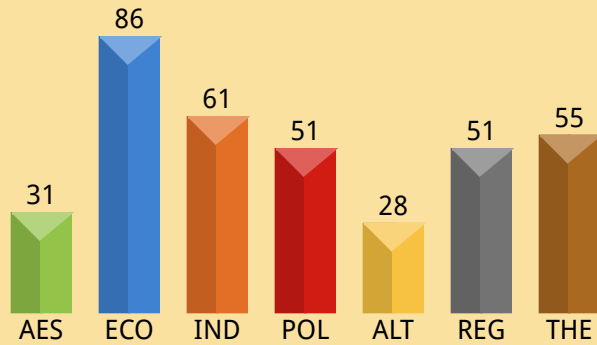


The Political Dimension:

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 shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you 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:

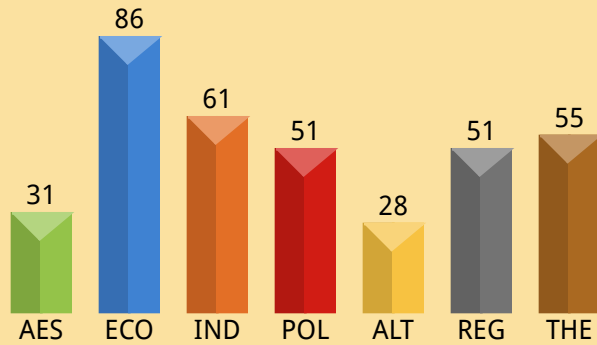
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You can be a good mediator between those who give too much and those who don't give enough.
- You will not create an imbalance between your own needs and those of others.
- You balance helping others with personal concerns very effectively.
- You have a good sense for when to freely help others and when to say "No."
- You are very much in line with the average level of altruism seen in business environments.

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 pitch in others through personal actions.



The Altruistic Dimension:

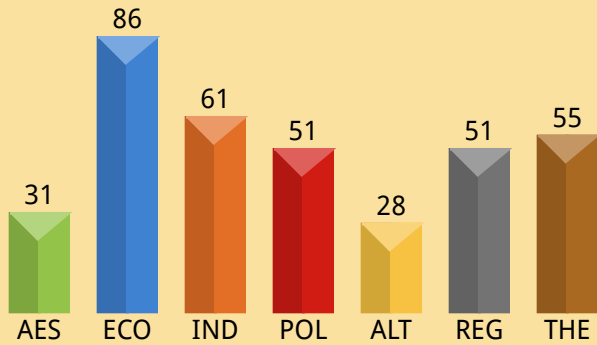
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

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 a good judge of how much to involve others versus making the command decision.

Training/Learning Insights:

- You would be more motivated 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.

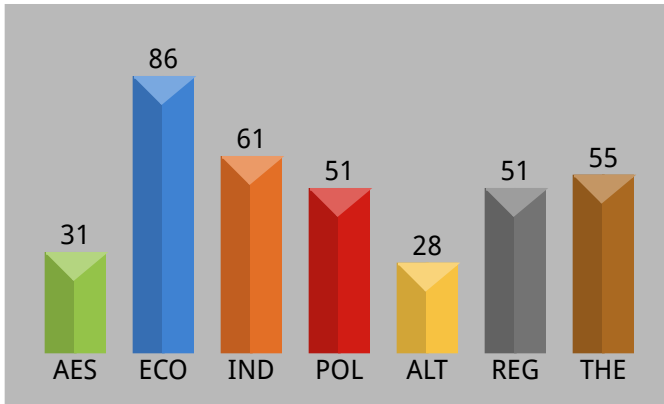


The Altruistic Dimension:

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:

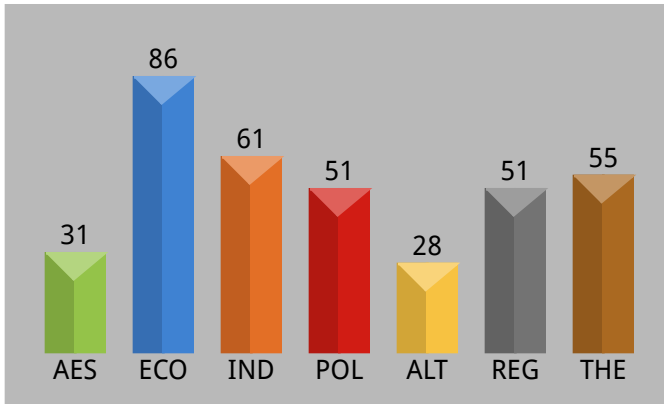
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You subscribe to a "Rules are made to be followed" mentality.
- You prefer documenting activity and like lists.
- You support a more traditional view of things.
- You tend to be highly organized.
- You respect tradition a lot.

Key Strengths:

- You achieve a sense of accomplishment based on the quality of the work.
- You provide a sound stabilizing base for dynamic situations.
- You have high attention to details.
- You are reliable and dependable.
- You are efficient and effective in organizing tasks and most work.



The Regulatory Dimension:

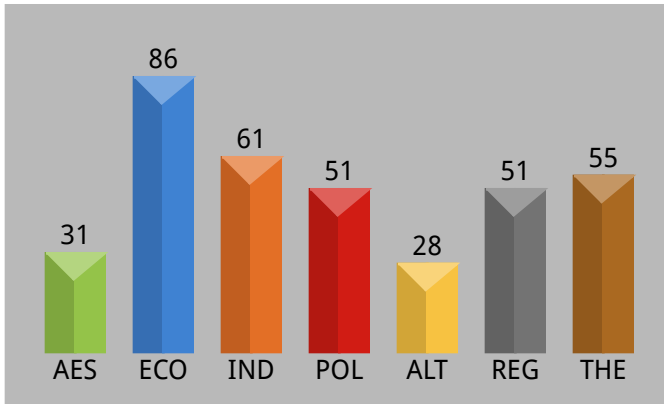
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You prefer to receive personal criticism in a constructive manner and in private.
- Ensure adequate information, resources and time to complete tasks.
- You prefer detailed, written and specific guidelines to follow.
- You should make sure the reasons behind instructions are clearly demonstrated.
- You prefer a structured and routine environment to work in.

Training/Learning Insights:

- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.

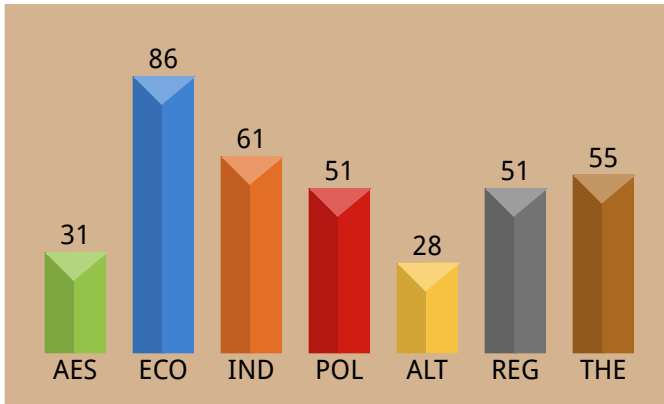


The Regulatory Dimension:

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 could possibly be perceived by some to be too structured or rigid on certain issues.
- You should be consistent in enforcing rules for everyone.
- You should put things in writing.
- You should try being a little more flexible.
- You should realize that others have their own way of doing things too and be open to that.



The Theoretical Dimension:

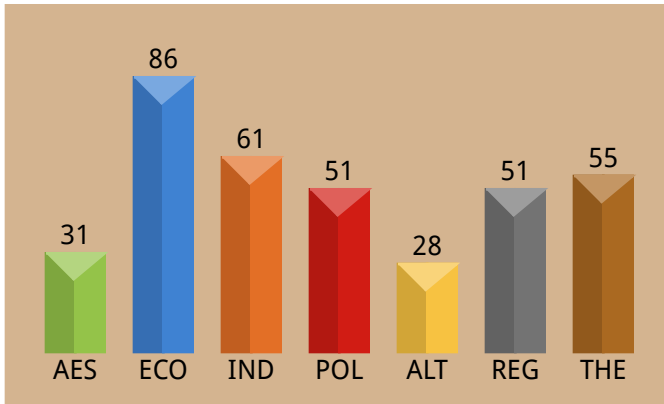
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You are willing to take risks to learn something new.
- You have a 'cognitive' attitude: Looking for deeper meaning in things.
- You may enjoy learning even for its own sake.
- Others on the team may seek you to help answer questions about projects or procedures.
- You may prefer learning-based events or conferences over a small economic incentive.

Key Strengths:

- You have a strong ability to read, study, and learn independently.
- You demonstrate a logical approach to problem solving and patience to analyze all of the options for solutions.
- You bring a strong knowledge-driven ethic.
- You will work long, hard hours on the complex solution to a problem.
- At a team meeting you will come prepared, with pre-work completed.



The Theoretical Dimension:

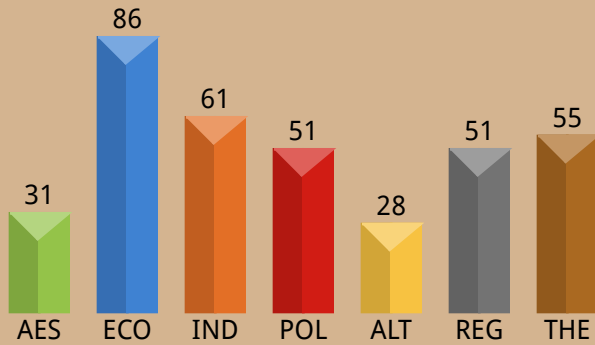
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

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.
- Realize that as much as you have learned, you still want to learn more.
- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- You prefer to be included in future development projects and 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 score like some who need coaching on time management.
- You may have a tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- You have a tendency to demonstrate a bit of 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 | • 8-9 = Excellent |
| • 4-5 = Below Average | • 10 = Genius |
| • 6-7 = Average | |

Tally your score here:

Nick Radge

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):
