



Nick Jackson

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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

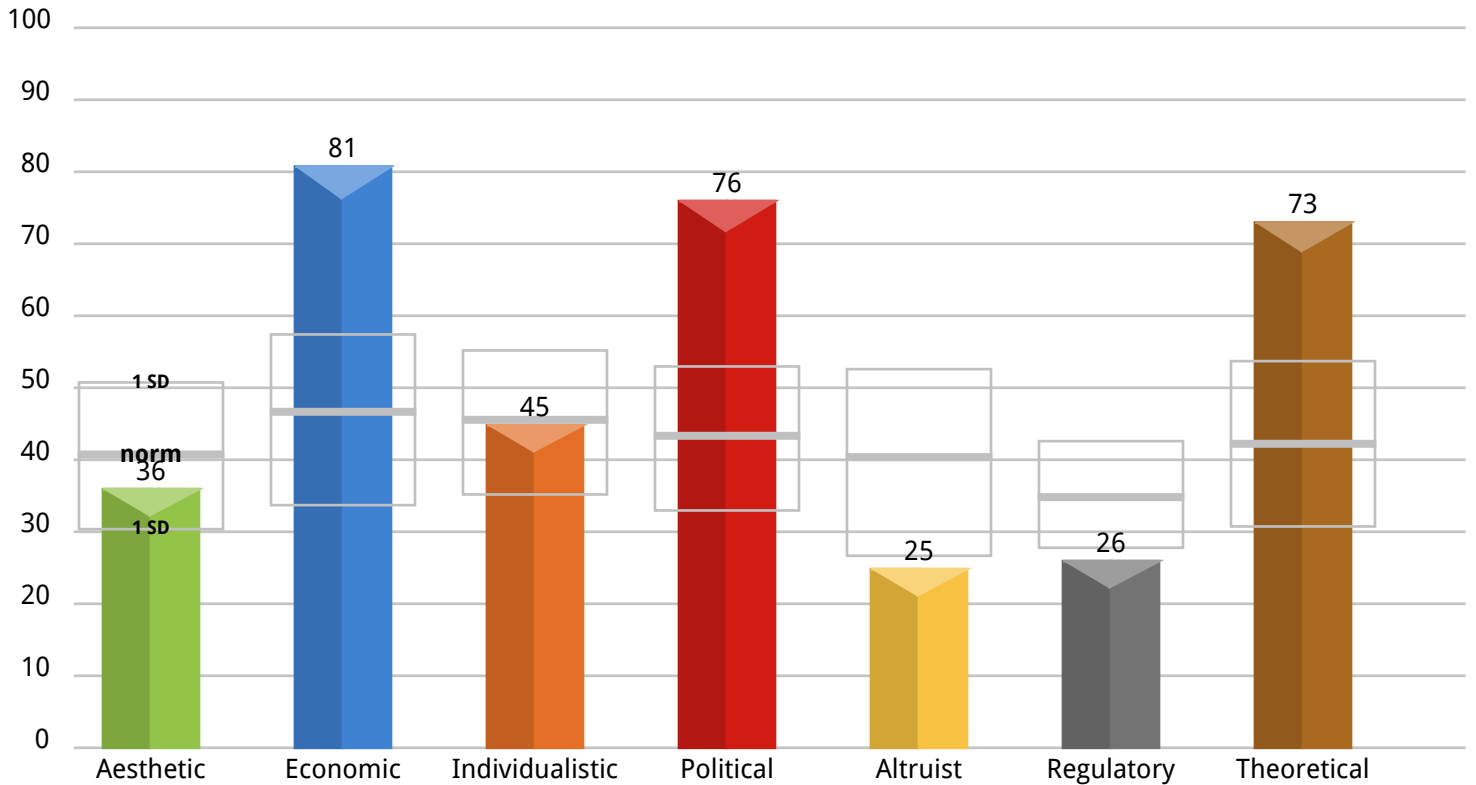
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

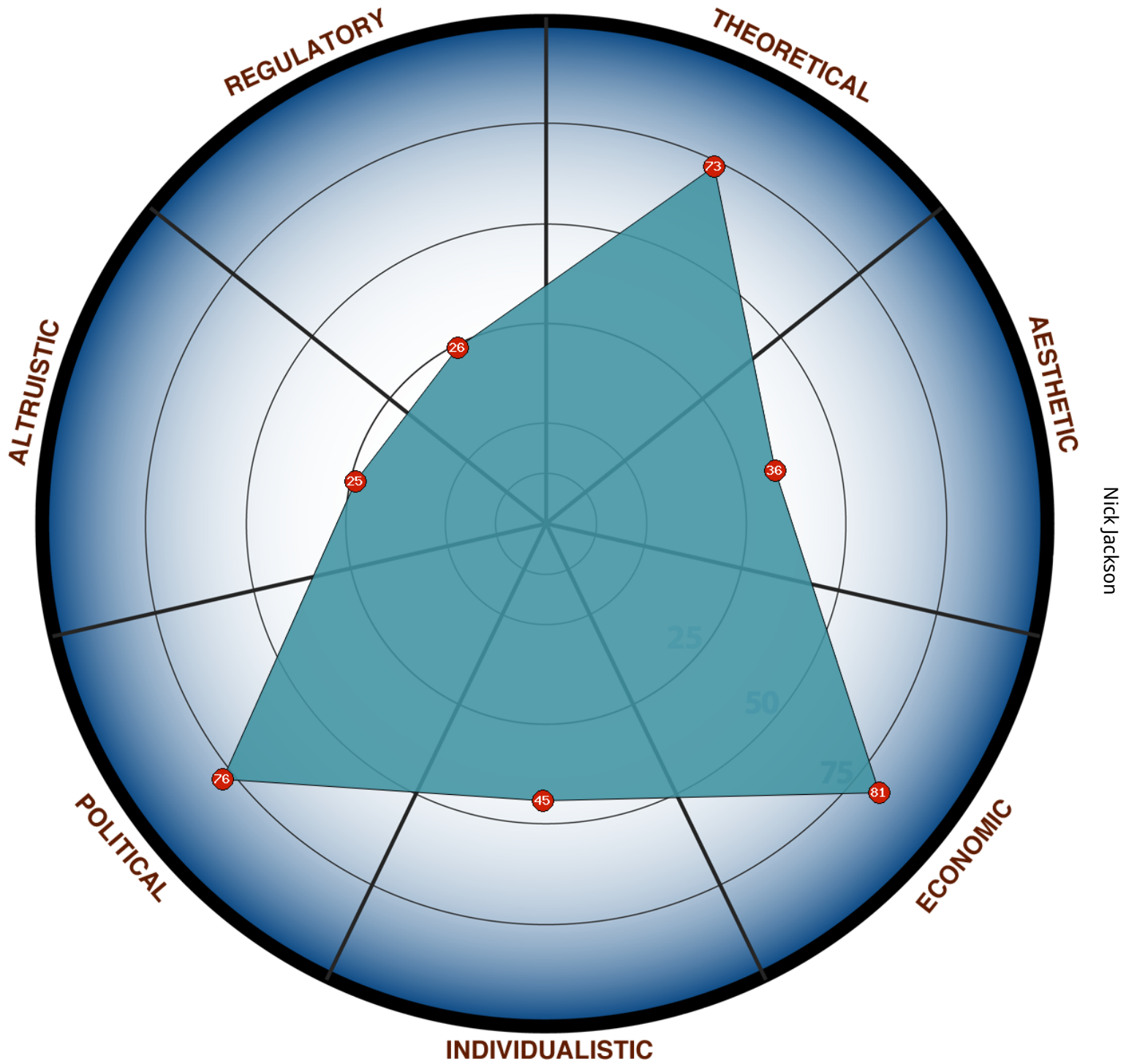


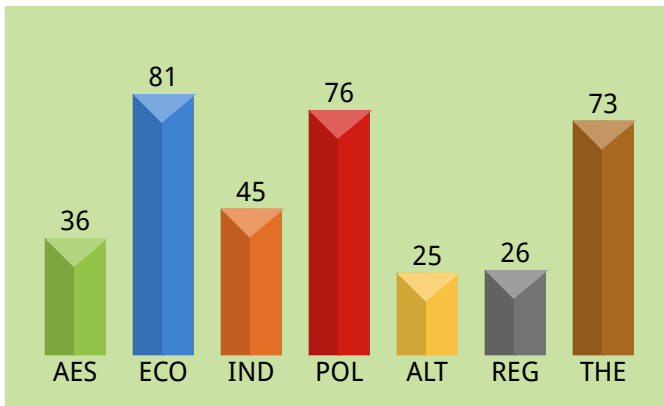
Executive Summary of Nick's Values



Nick Jackson

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.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Low Altruist	You won't be taken advantage of and protect your own turf and that of the team or organization.
Low Regulatory	You are able to be a multi-threaded problem solver, able to shift gears and projects in a flexible way.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.





The Aesthetic Dimension:

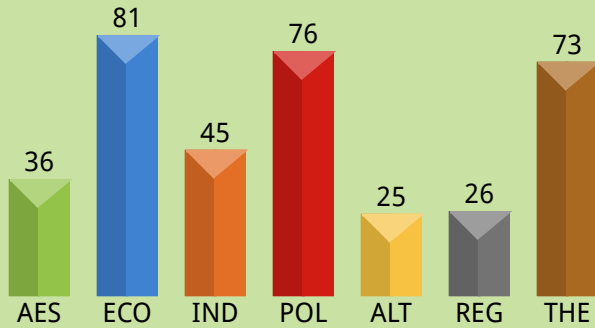
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

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

Key Strengths:

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



The Aesthetic Dimension:

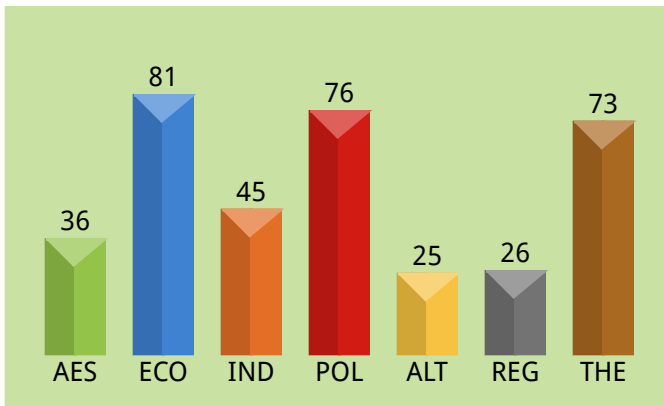
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

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

Training/Learning Insights:

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

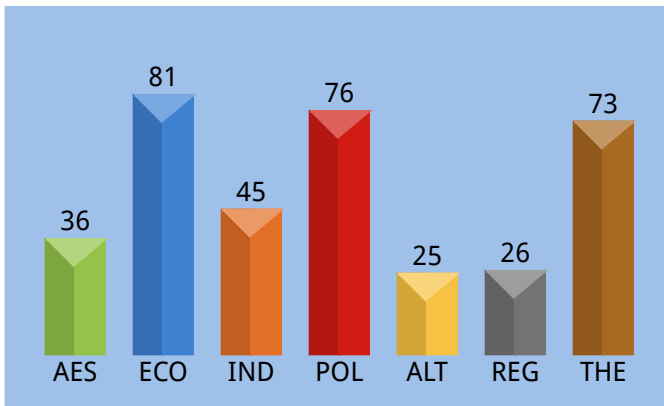


The Aesthetic Dimension:

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

Continual Improvement Insights:

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



The Economic Dimension:

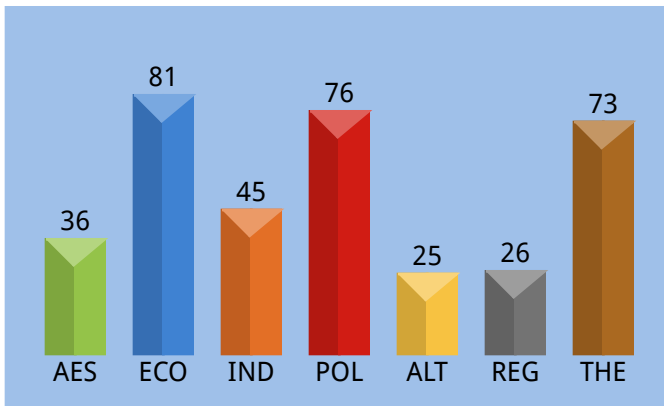
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You may want to surpass others in wealth or materials.
- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of your participation.
- You are typically interested in what is practical and useful in meeting goals (usually economic ones).
- People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.
- You are interested in what is practical and useful in achieving your vision of success.

Key Strengths:

- You pay attention to return on investment in business or team activity.
- You are highly productive.
- You will protect organizational or team finances, as well as your own.
- You have high motivation to achieve and win in a variety of areas.
- You are able to multi-task in a variety of areas, and keep important projects moving.



The Economic Dimension:

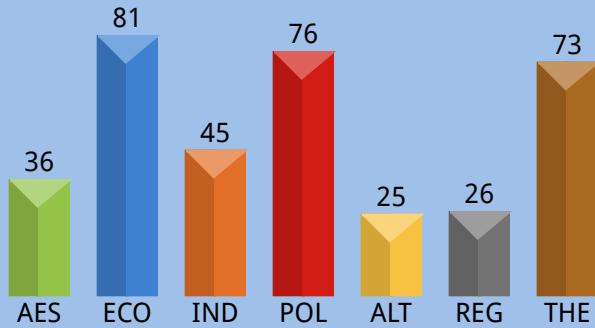
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- Remember that you have a keen ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.
- You should provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- You make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- You should reduce the potential visible "greed-factor" which may appear in your style.
- You realize that it's not just money that motivates, but also personal fulfillment in the job.

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.

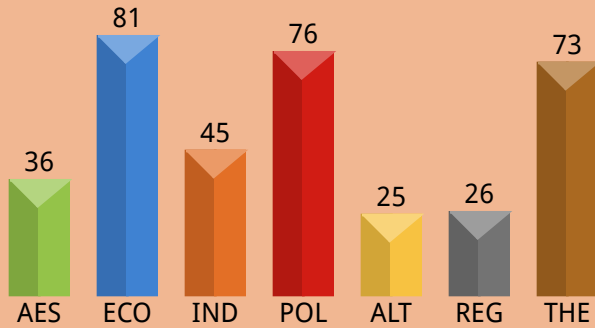


The Economic Dimension:

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 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.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- 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 judge efforts of others by an economic scale only.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.



The Individualistic Dimension:

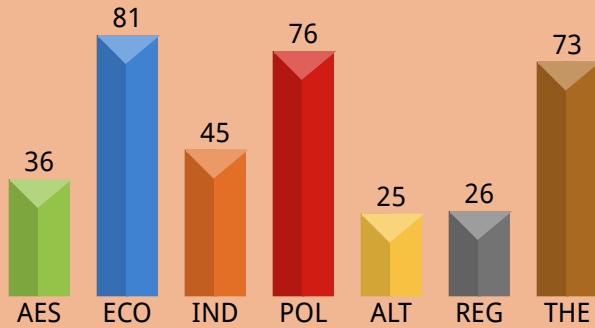
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

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

Key Strengths:

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



The Individualistic Dimension:

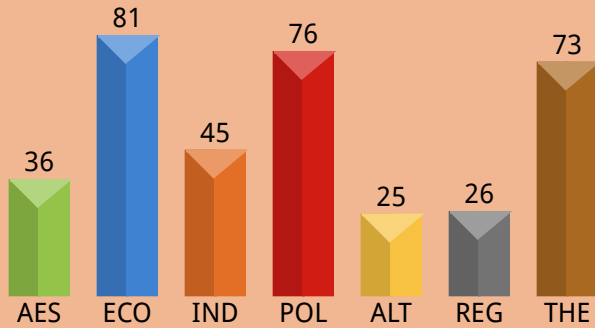
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

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

Training/Learning Insights:

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

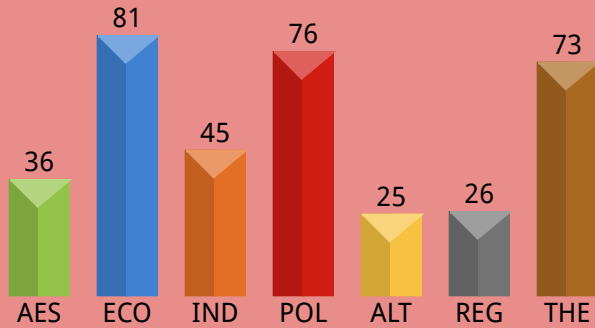


The Individualistic Dimension:

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

Continual Improvement Insights:

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



The Political Dimension:

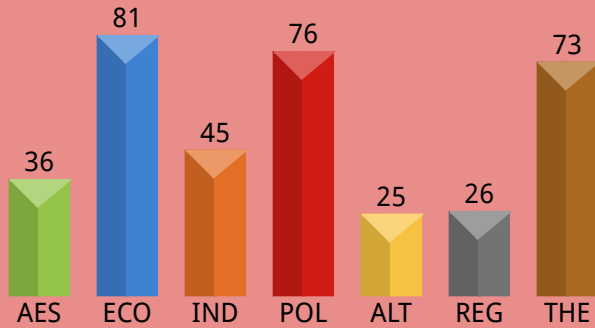
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You enjoy a feeling of accomplishment in getting a difficult job done on your own.
- You like to be your own boss, and to have control over time and resources to accomplish goals.
- You use power and control readily and effectively to keep projects moving.
- You desire leadership and are ready for the accountability that comes with it.
- You are very comfortable being in a leadership position and seek those roles.

Key Strengths:

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



The Political Dimension:

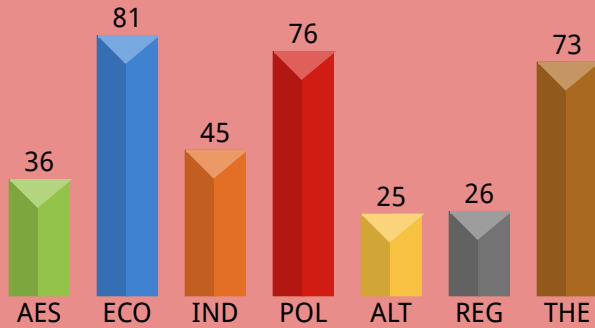
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You may like to be seen as a catalyst for change.
- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.
- You may need to be more willing to share the attention and successes for wins.
- You score like others who may feel stifled if surrounded by many constraints.
- You appreciate public recognition and praise for successes.

Training/Learning Insights:

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

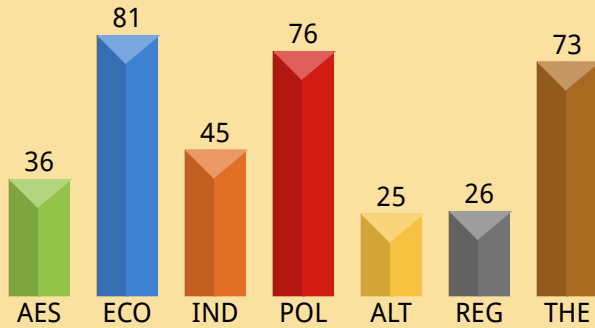


The Political Dimension:

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

Continual Improvement Insights:

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



The Altruistic Dimension:

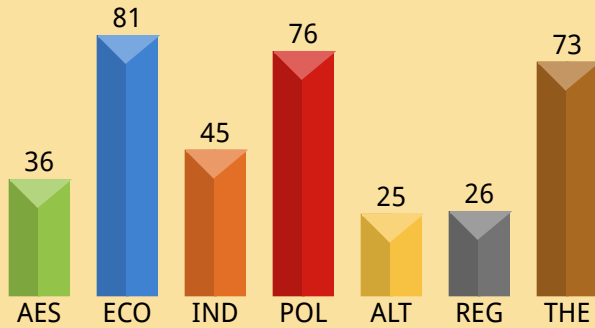
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You might become a little more concerned with personal interests than those of others.
- You may not be seen as the most generous person when it comes to donating free time or services.
- You prefer to see the bottom line when helping others. Mutual reward is a plus.
- You view it as risky to openly trust others too much.
- Your Altruistic score is a moderately low priority for you and other Values take a greater importance in your business activity.

Key Strengths:

- You are more pragmatic and prefer a bottom-line approach rather than a selfless and servicing approach.
- You can weather storms well and survive well in competitive situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have rational-steady business focus.



The Altruistic Dimension:

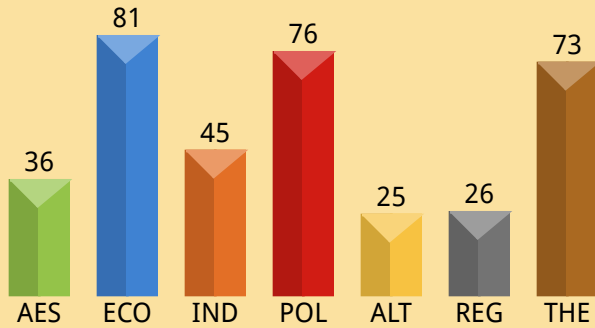
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You stick to the bottom line and avoid emotional appeals and rhetoric.
- You should include personal benefit when attempting to persuade.
- You should try not to place too much burden for coaching or counseling duties.
- You are motivated more by goals and objectives than by supporting others strictly for support's sake.
- You can work fine alone and may prefer less involvement with a team in order to maximize personal efficiency.

Training/Learning Insights:

- You should connect your arguments to the business need, not the human need.
- You should demonstrate the practical benefits of any training or learning.
- You should connect all training or learning to the bottom-line business needs and how it will return personal results.

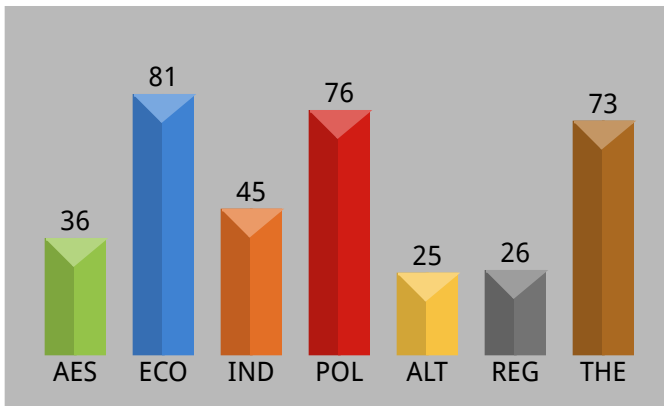


The Altruistic Dimension:

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:

- Some could consider your very pragmatic approach as self-centered if it is not monitored.
- You are likely to be viewed as "guarded" and "reserved" by those who are much more altruistic.
- You might benefit from being more sensitive to the personal needs of others.
- You may gain personally by helping others gain personally as well.



The Regulatory Dimension:

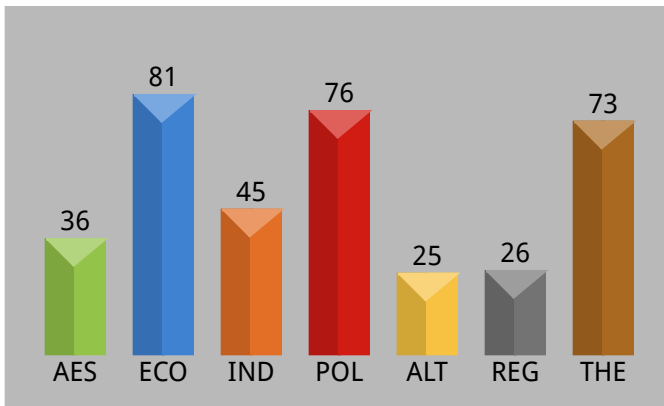
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You are flexible and adjust well to new directions or change.
- You are open to challenging authority for the right reasons.
- You prefer quick results and expediting processes to get them.
- You are self-guided and able to self-manage activities to get results.
- When necessary, you are able to be creative in decision making.

Key Strengths:

- You are open and receptive to new ways of thinking, new methods, new direction.
- You like to solve problems quickly.
- You prefer new ideas over old and offer them frequently.
- You believe that questions are good and asking them should be supported.
- Your decisions will tend to be faster and without too much emotional involvement.



The Regulatory Dimension:

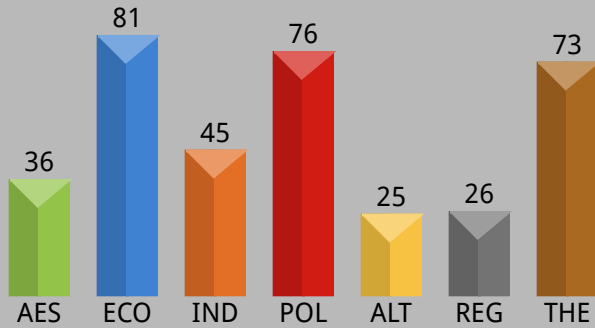
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You should play to your flexibility and adaptability strengths.
- You should get involved in establishing new policies, regulations, rules, etc.
- You work better with specific instructions to routine tasks.
- Don't impede your flexibility or block your creativity in approaching tasks or solving problems.
- You like open, honest and constructive feedback.

Training/Learning Insights:

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

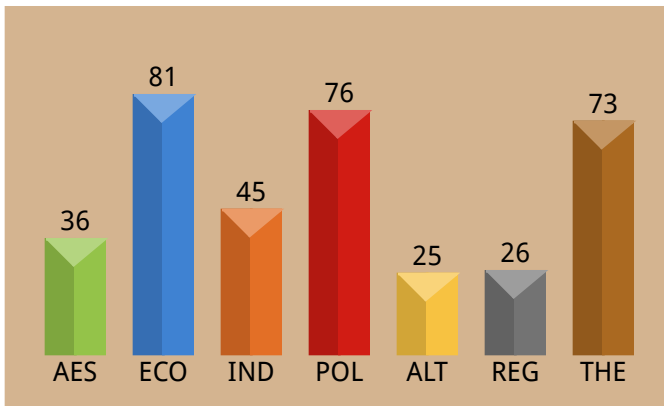


The Regulatory Dimension:

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

Continual Improvement Insights:

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



The Theoretical Dimension:

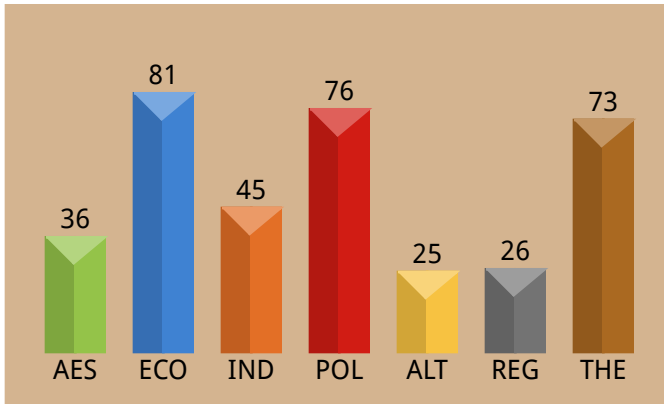
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- Others may consider you a strong intellectual.
- You like to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- Others may seek you to help answer questions about projects or procedures.
- 'How do you do that? Can I do it too?'
- You have a very high degree of curiosity in a variety of areas.

Key Strengths:

- You can usually answer new questions that hit the team or knows where to find answers.
- You have a strong ability to read, study, and learn independently.
- Others may seek out you to answer their questions because they know of your strong knowledge base.
- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- You score as a very active problem-solver.



The Theoretical Dimension:

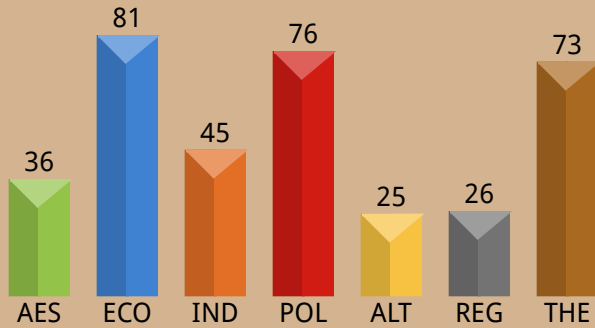
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin.
- You prefer to be involved in future development projects that draw on your expertise.
- Classes, courses, conferences: Go and Learn.
- You prefer knowledge-based incentives, such as new training courses, books, subscriptions, and journals.

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 need to bring a balance at times between the strong desires to acquire new knowledge base, and the reality of the practical applications, if any.
- You score like some who need coaching on time management.
- You may sometimes be selfish in sharing ideas with others, until your technical credibility has been established.
- You may prefer to wait on a project, believing that helpful information may be forthcoming if more time is allowed.
- You 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:

Nick Jackson

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):
