



Saam Pahlavan

February 16, 2014

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.)

This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.



Sid's Testing Company



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

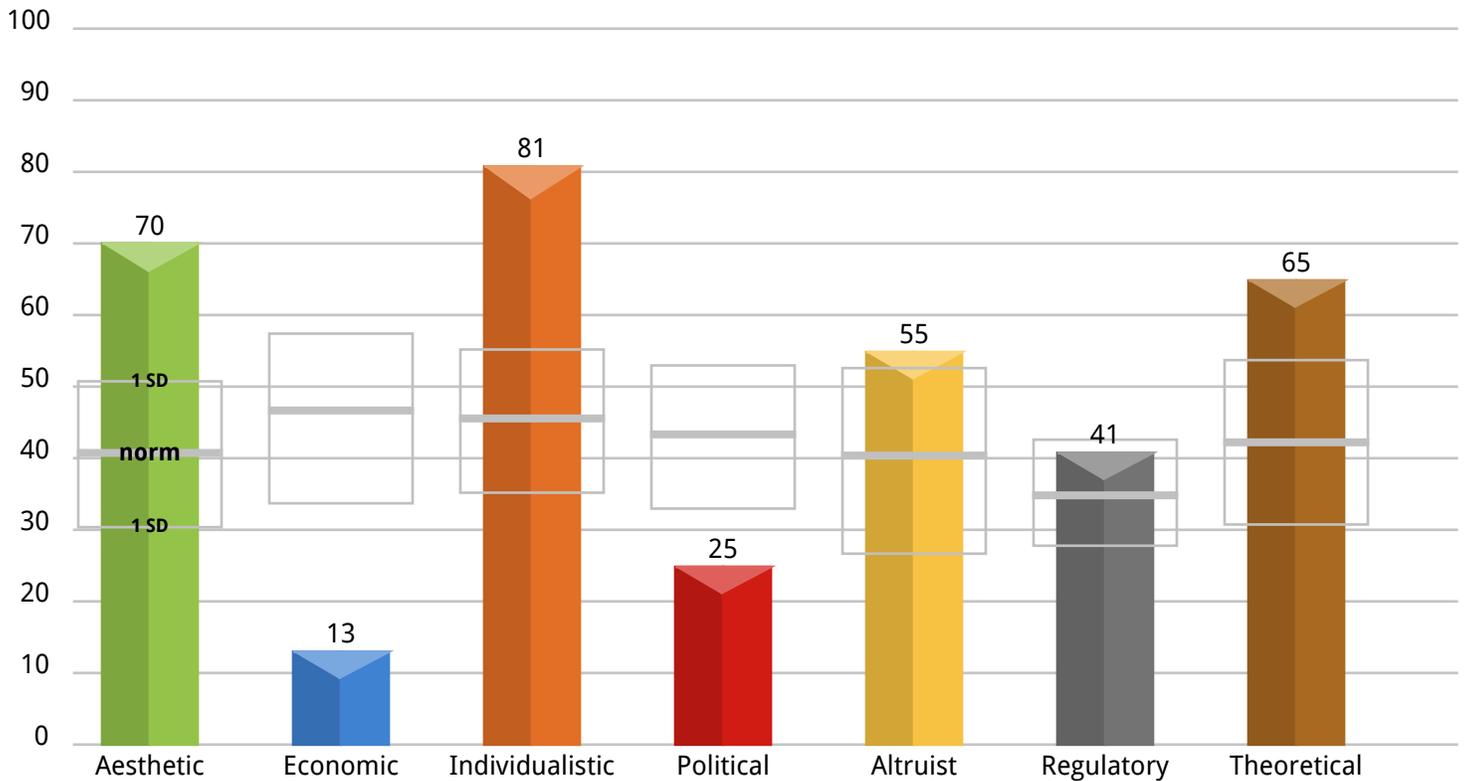
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

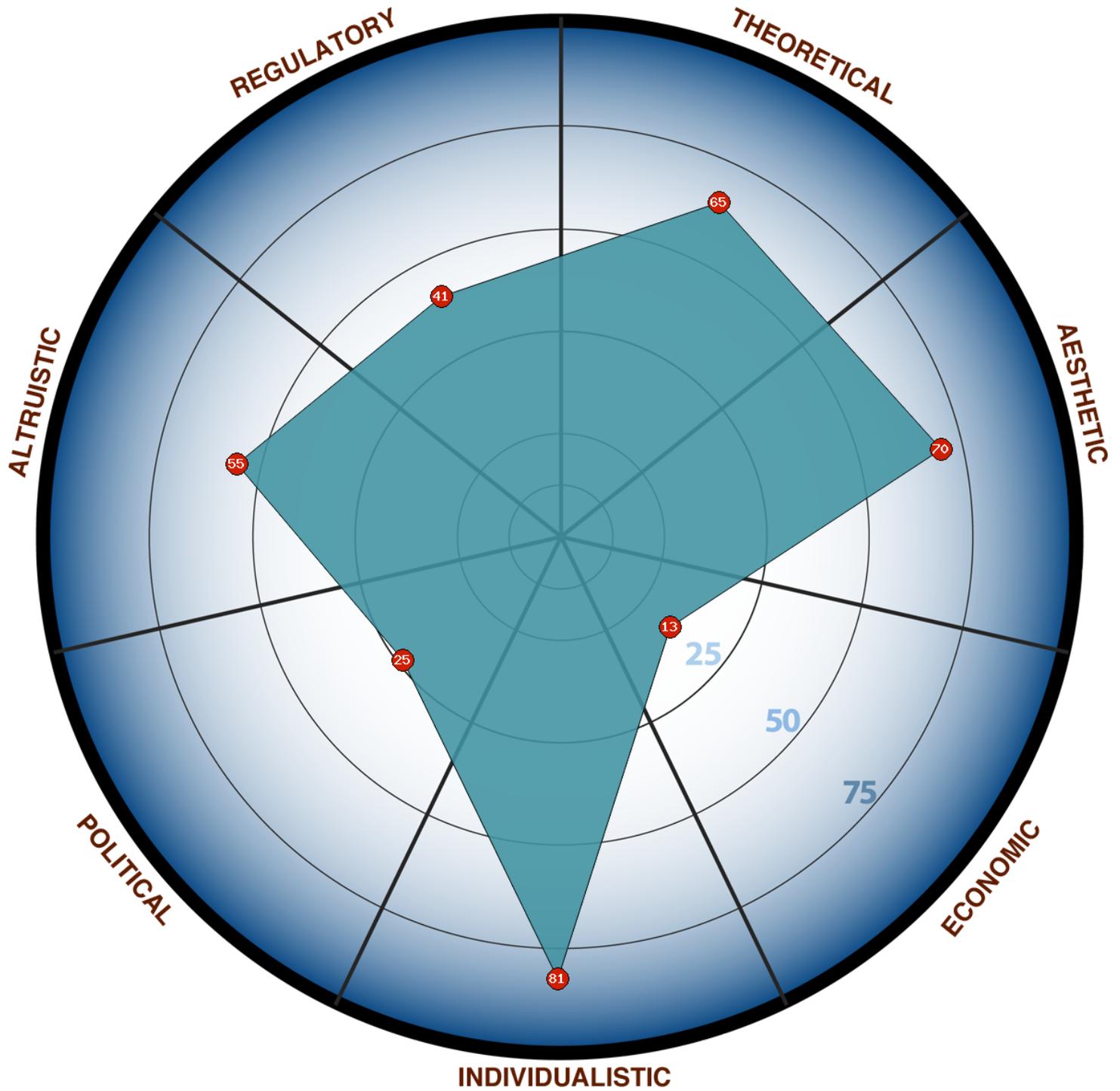


Executive Summary of Saam's Values

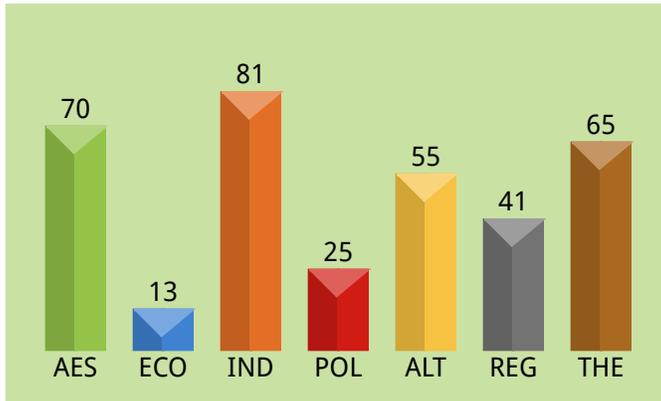


Saam Pahlavan

Very High Aesthetic	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
Very Low Economic	You may try to help meet customers' needs (internal and external) before your own.
Very High Individualistic	You demonstrate high independence and project self-confidence.
Low Political	You are supportive of the efforts of the team; no hidden agendas. Willing to surrender control.
High Altruist	You have a high desire to help others learn, grow, and develop.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.



Saam Pahlavan



The Aesthetic Dimension:

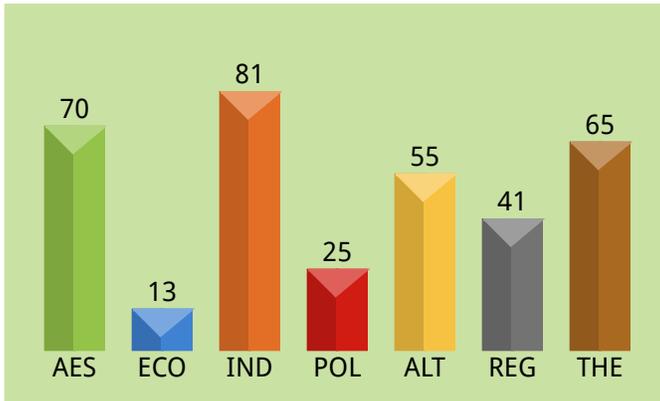
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- To you, pleasant surroundings have a big impact on performance and productivity.
- You show a very strong appreciation for nature, environment and harmony in life.
- You tend to be very much in tune with your emotions, and prefer pleasant surroundings.
- You show a very strong desire for beauty, harmony and aesthetics in the personal or work environment.
- You care about the feelings of others, and are sensitive to their emotions.

Key Strengths:

- You are very empathetic when it comes to understanding other's interests in arts or aesthetics.
- You are enthusiastic and willing to work and contribute to the team efforts in creative ways.
- You will bring new and innovative ideas to the table.
- You demonstrate a very high personal and professional regard for the feelings and emotions of others on the team.
- You are not pacified by traditional rewards only (paycheck), but appreciate more personal rewards.



The Aesthetic Dimension:

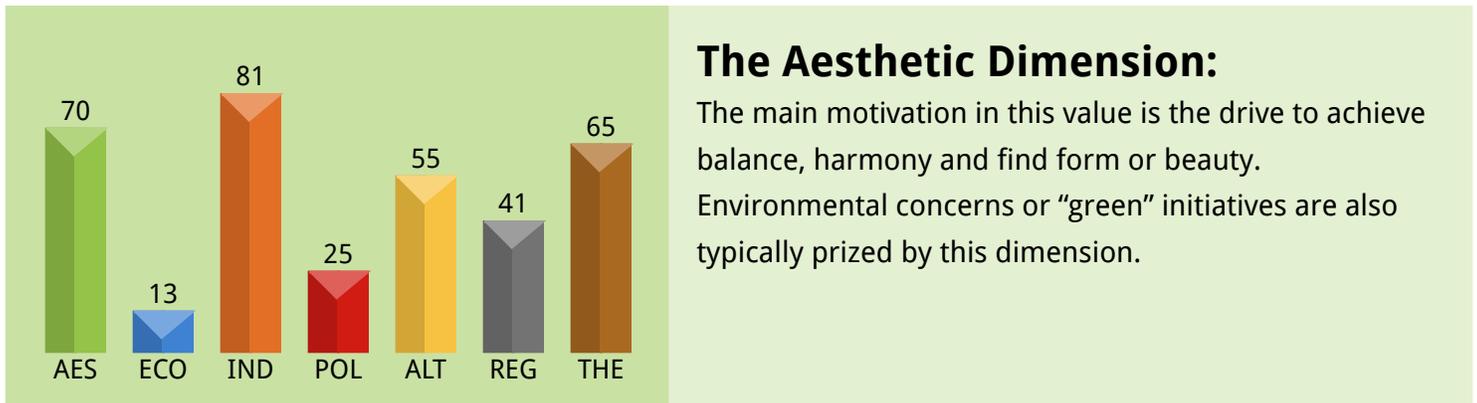
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

Motivational Insights:

- You allow room for new ideas and approaches.
- You may prefer to have some outlet for your creativity at a team meeting or event.
- You should explore potential of involvement with environmental or 'green' initiatives in the area.
- You provide ample opportunity for creative self-expression.
- You provide an outlet for connecting artistic, balance or environmental benefits to work requirements.

Training/Learning Insights:

- You should link new knowledge to new ways to be creative or achieve better harmony and balance in life.
- You have the ability to connect training and development to other's needs and interests, and to encourage their own imagination.
- To increase the meaning of training programs, you should try to link these to increased understanding of form, harmony, and the big picture.

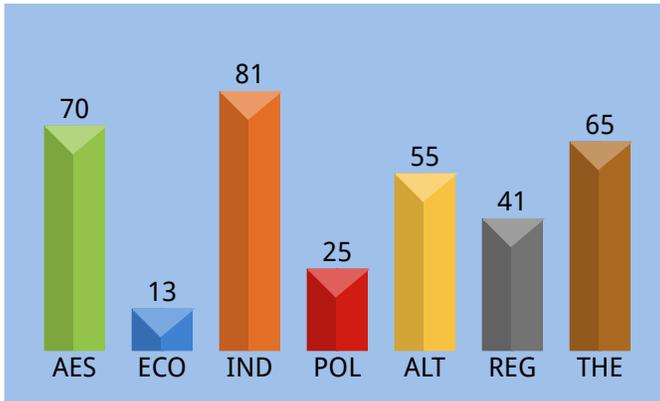


The Aesthetic Dimension:

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:

- You might tend to have work back up if you are too creative or inventive with how to do it.
- You may carry too great an emphasis on the artistic, or balance/form issues in the workplace.
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You could get lost in creativity if not kept somewhat reined in and on target.
- You may end up with your own work behind schedule because of attempts for process over product.



The Economic Dimension:

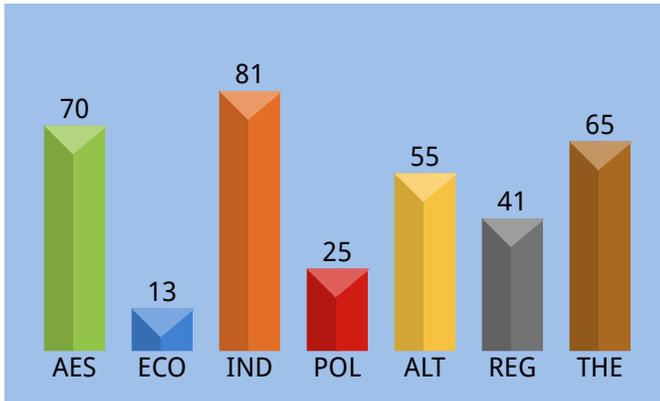
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- The lower Economic drive here may also indicate that you may not be solely motivated by competitive financial incentives such as accelerated commissions in the compensation plan.
- You score in a range that indicates a lower interest in materialistic things, or that you have already achieved a level of material security.
- For you, using money or materials as a yardstick to measure or impress others is not important.
- Since this values area may help to determine one's money-motivation, the results indicate that you may be motivated more by things other than a high paycheck (although that may still be important).
- While not driven by money, some in this score range may be sensitive to perceived inequities in wages and salaries, and do not want to be taken advantage of in that process.

Key Strengths:

- You rarely (if ever) look at a project with a "what's in it for me?" perspective.
- You are less concerned with monetary compensation, and find higher rewards in other (higher) value dimensions in this report.
- You have an attitude of "We're all in this together, so let's work together."
- You see a wider spectrum of the picture, not just the economic view.
- You are an excellent team player and team member.



The Economic Dimension:

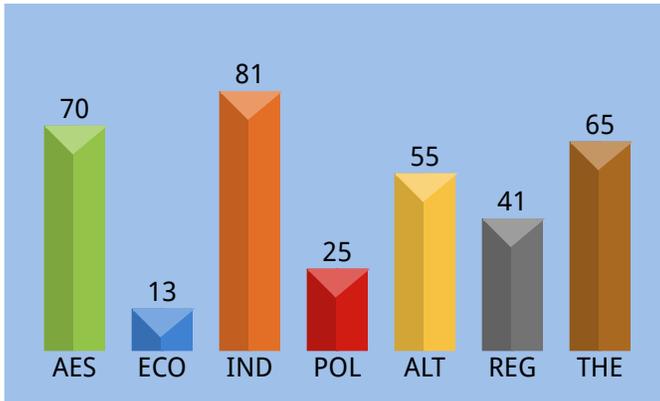
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You prefer that the strengths of the "total person" are considered with regard to rewards and incentives. Perhaps preferring non-tangible or environmental rewards.
- You prefer sincere recognition for contributions.
- Look for a variety of work projects or tasks.
- You should avoid mundane tasks.
- You prefer when job enrichment strategies are structured into the reward system, not just economic rewards.

Training/Learning Insights:

- You score like those who appreciate additional training functions and are supportive of the trainer and activities.
- You score like those who enjoy a more cooperative learning style.
- You may prefer less competition between learning groups.
- You may prefer team-oriented activities, to work and share ideas with others.
- You come to a training or development function typically without a 'What's in it for me?' attitude.

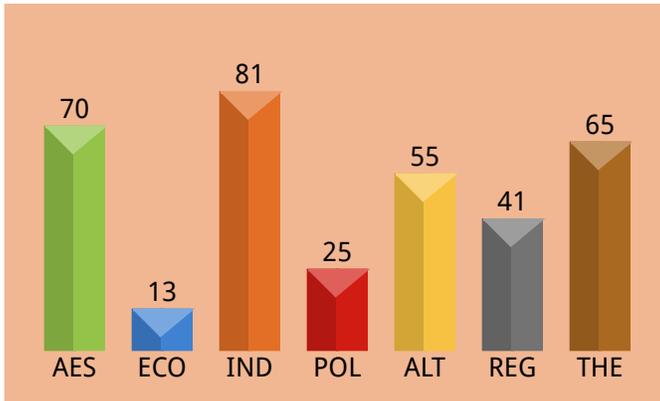


The Economic Dimension:

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 avoid making tough decisions that may negatively impact others on the team.
- You should avoid spreading yourself too thin by taking on responsibilities that could be delegated to others.
- You may need coaching to increase revenue awareness or profit motivation.
- You may tend to over commit both on and off the job, such as with community organizations, etc.
- You may need to learn to say "no" more often.



The Individualistic Dimension:

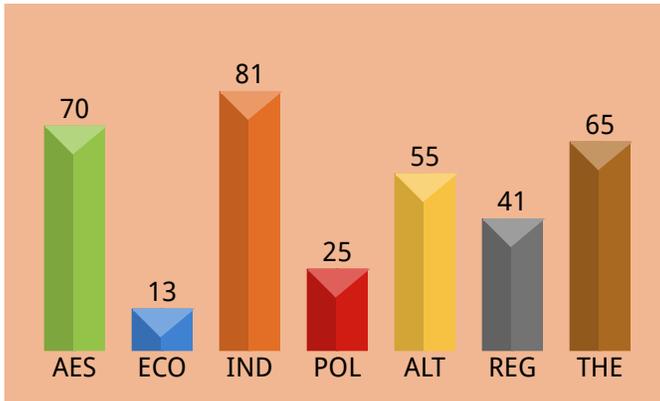
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You enjoy working in your own way and own methods.
- You can sometimes surprise others with spontaneous ideas or responses.
- You bring a lot of energy that needs to be put to good use.
- Your pattern of responses indicates that you have a very strong desire to be your own person.
- You are independent.

Key Strengths:

- You are not afraid to take calculated risks.
- You have the ability to take a strong stand, and not be afraid to be different in either ideas or approaches to problem solving.
- You realize that we are all individuals and have ideas to offer.
- You bring creative ideas.
- You bring a variety of different and energetic ideas to the workplace.



The Individualistic Dimension:

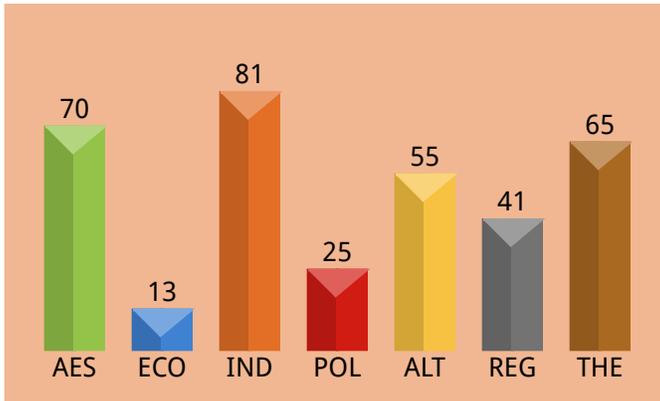
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- Remember to look for continuous opportunities to learn and progress.
- You may like to work apart from the team and independently at times.
- Many people who score like you enjoy making presentations to small or large groups. Explore this possibility.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.

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 the benefits of learning new things to a personal ability to enhance your performance.

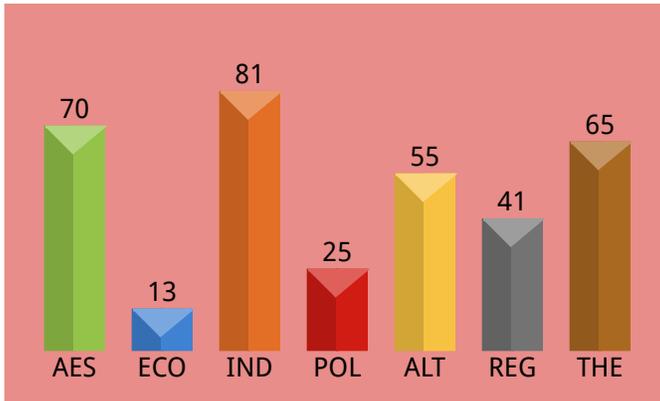


The Individualistic Dimension:

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.
- 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.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.



The Political Dimension:

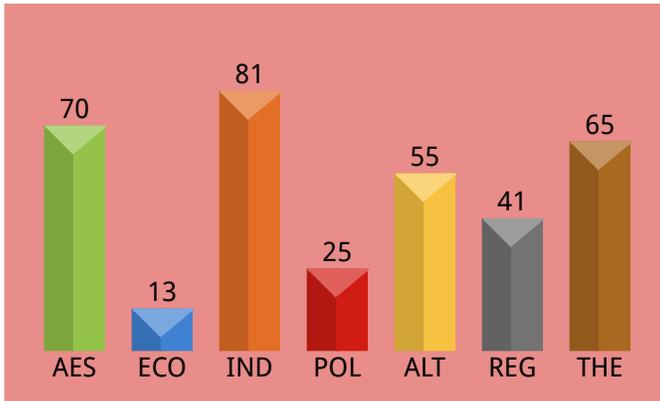
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- Some who score like you may have had a higher power-drive in the past, and have had that need satisfied.
- You tend to prefer to support rather than lead, but will take a leadership role if asked.
- You are able to be a good stabilizing force on a project, without being viewed as an extremist.
- Your pattern of responses indicates that other values drives may take a more important place than this need for power, authority, and influence.
- You are perceived by others as a supportive team player.

Key Strengths:

- You enjoy working for a mission or cause and supportive of the team leadership, as long as sensitivity to your own personal needs is maintained.
- You like to work with and toward consensus.
- You are ready and willing to assist peers and others on the team when they encounter an obstacle to progress.
- You treat each person on the team with equal respect, and expects the same for yourself.
- Your personal sense of accomplishment exceeds the need for recognition of that accomplishment.



The Political Dimension:

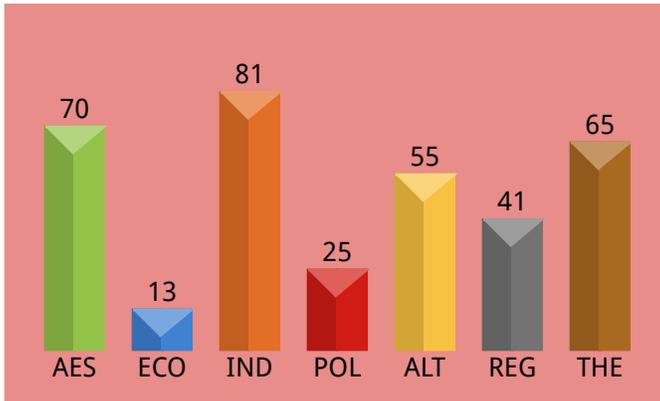
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- Keep yourself challenged.
- You are a stabilizing force on a project or team.
- Don't hide information regarding job or work situations.
- You should look for ways to be a supportive member of the team.
- Form teams for certain projects, at all levels of the organization. Don't make all tasks loners.

Training/Learning Insights:

- You prefer team-oriented training or development activities.
- Your increased motivation and participation may come from group accomplishments where each member contributes something to the group learning effort.
- You may prefer slightly more structured professional development activities than unstructured or ambiguous ones.
- You may prefer more team events than independent study activities.
- You may appreciate more cooperative group activities than competitive ones.

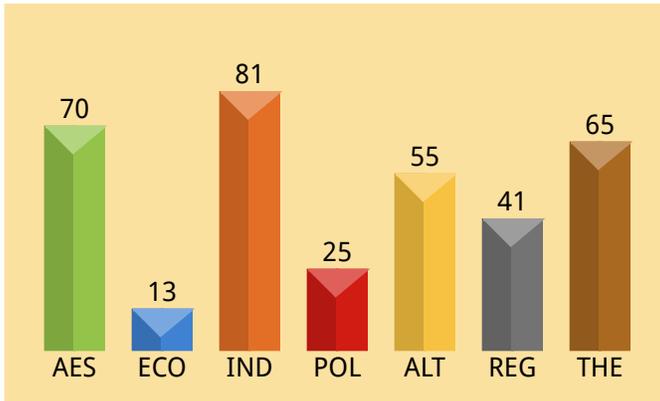


The Political Dimension:

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 sometimes be taken advantage of by others, then become angry off-line.
- You may need to step up to the plate a bit more and be recognized for your professional contributions.
- You may tend to become quiet when conflicts emerge rather than provide input to the group problem-solving effort.
- You should try to take a visible stand on some important work or mission-related issues.
- You appreciate others' needs to be more involved in situations, issues, and sometimes conflicts when on the job.



The Altruistic Dimension:

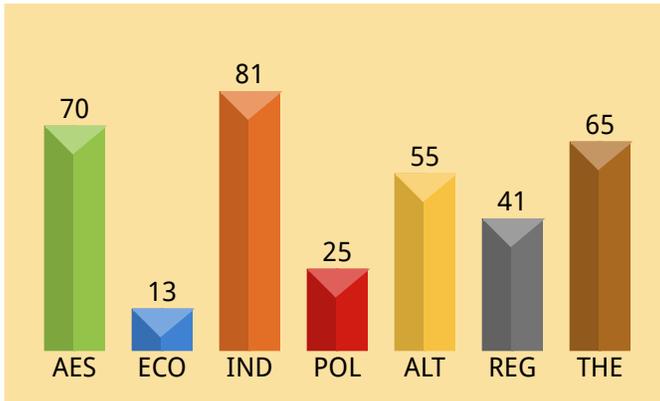
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You freely give time, talent and energy without being asked.
- You have a strong desire to help others grow and develop as professionals.
- You openly share Altruistic love or appreciation for others.
- You have a high need to help and support others on their own pathway to success.
- You have a high service-ethic.

Key Strengths:

- You have an empathetic attitude towards others.
- You are enthusiastic and enjoy working in team environments or social settings.
- You are good at helping others communicate and respect each other and are a calming influence.
- You treat others with high personal regard and respect.
- You are likely to go beyond the call to support or service others.



The Altruistic Dimension:

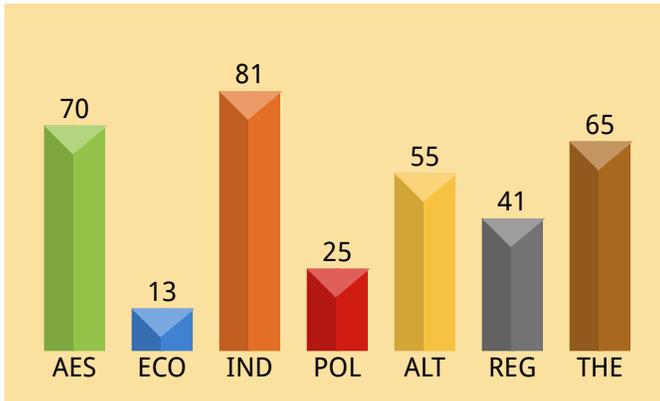
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You should provide flexibility to allow for helping others on the team.
- You should remember that you tend to be a very 'giving' person, and enjoy helping others.
- You support the innate willingness to share time and talent with others in the organization.
- You should provide an environment in which there is opportunity to help others achieve and grow professionally.
- You should seek a professional outlet that allows you to help others.

Training/Learning Insights:

- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.

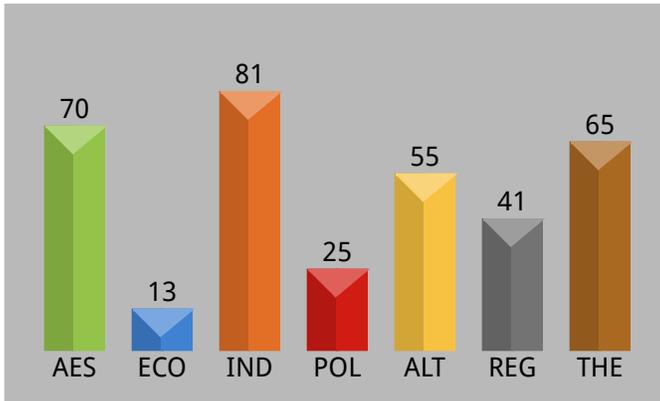


The Altruistic Dimension:

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 can lose focus on personal work in favor of helping others with theirs.
- You can give away too much time, talent and energy.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You may need to say "no" more often.
- You need to watch to ensure that your giving nature is not abused or taken advantage of.



The Regulatory Dimension:

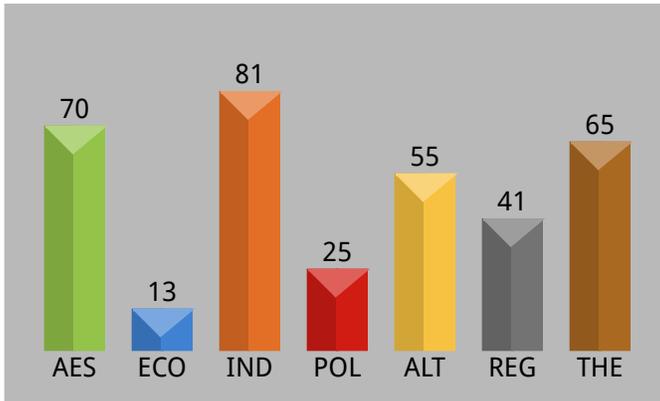
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You are accepting of authority, but not bound by it blindly.
- You understand both sides of the argument for more and less rules and policies.
- You move freely and effectively between the rebels and the rule-followers in a group.
- You appreciate some structure, but not too much.
- You tend to be balanced and stable.

Key Strengths:

- You are situationally aware of when rules must be followed and when they should not be.
- You can challenge protocol and be creative if the situation demands it enough.
- You are not overly rigid in the need for order and structure.
- You are very flexible when it comes to dealing with very little or too much structure.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.



The Regulatory Dimension:

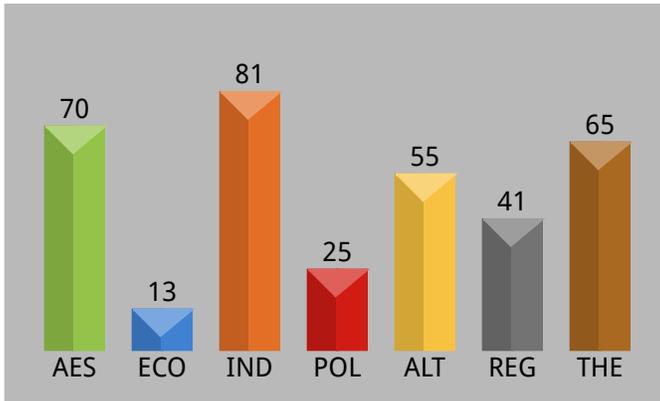
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You can help bring order out of chaos without going overboard.
- You can be the mediator between those who support the old guard and those who want revolution.
- You can provide a balanced view for creating new policies, procedures and protocols that are effective.
- You will be good at helping maintain a stable environment.
- You can be a valuable asset when it comes to working in routine environments.

Training/Learning Insights:

- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.

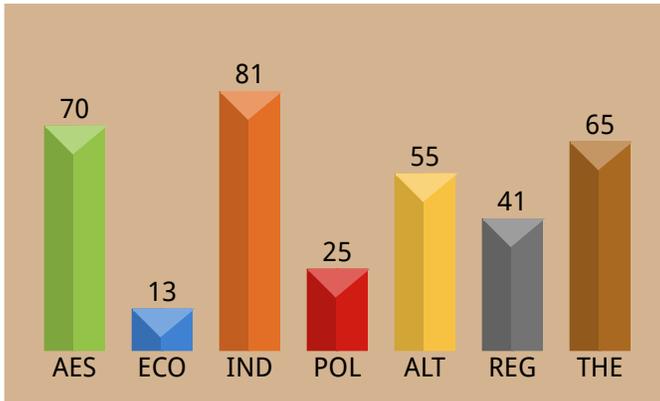


The Regulatory Dimension:

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 might benefit from exerting opinions freely in discussions of direction and planning.
- You could take a firmer stand on team issues involving dissenting opinions.



The Theoretical Dimension:

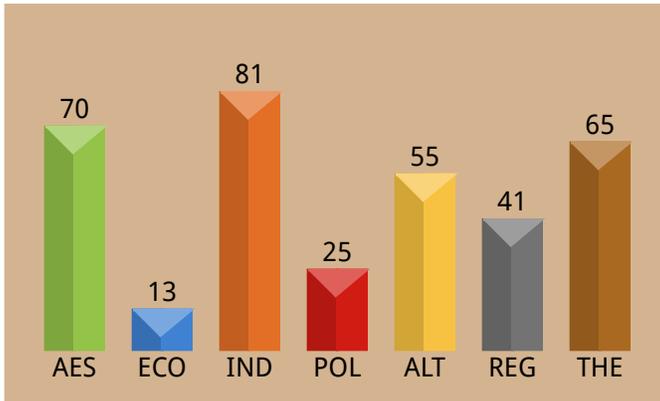
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You may prefer learning-based events or conferences over a small economic incentive.
- You have a high knowledge base and credibility base in contributions to team efforts.
- Others may consider you a strong intellectual.
- You have a high degree of curiosity in a variety of areas.
- You are interested in new methods and how they can be applied to existing structures.

Key Strengths:

- You have a stable, knowledge-driven ethic.
- You bring a strong knowledge-driven ethic.
- You can usually answer new questions that hit the team or know where to find answers.
- You score as an active problem-solver, seeking solutions.
- You have strong and consistent analytical skills and ability.



The Theoretical Dimension:

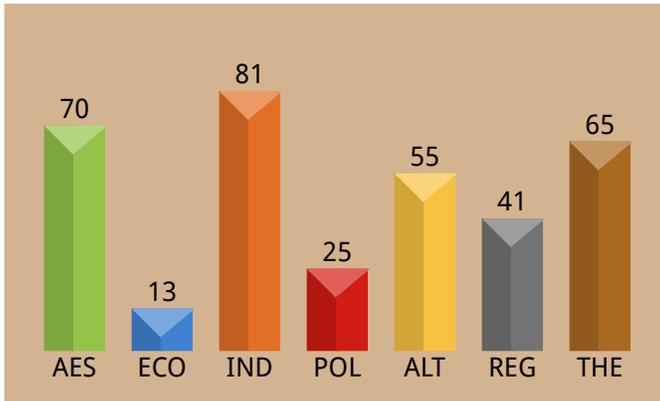
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- 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.
- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- Classes, courses, conferences: go and learn.

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:

- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- You need to bring a balance, at times, between the strong desire to acquire new knowledge base and the reality of the practical applications, if any.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You score like some who need coaching on time management.



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:

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):
