



# Motivators

An Evaluation of Motivational Styles

Report For: **Sample Report**

Date: **6/14/2019**



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### Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed a **significant majority of assessments available today were absent the studies & reporting to confirm their accuracy.** Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry's most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we've taken to safeguard the scientific accuracy of this assessment.

## About This Report

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. As such, it's easier for them **to find ways of achieving objectives that resonate and align with their motivations**. 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.




**Motivation helps influence behavior and action.** It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

The Motivators assessment is the result of Dr. Eduard Spranger's and Gordon Allport's combined research into what drives and motivates an individual. **The dimensions of value discovered between these two researchers identify the reasons that drive an individual to utilize their talents in the unique way they do.** These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

## The Elements of the Motivation Index

This Motivation Index is unique to the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Power into one dimension. This assessment 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 drivers.

### The Seven Dimensions of Motivation measured in this report are:

-  **Aesthetic** - A drive for balance, harmony and form.
-  **Economic** - A drive for a return on investment.
-  **Individualistic** - A drive to stand out as independent and unique.
-  **Power** - A drive to be in control or have influence.
-  **Altruistic** - A drive to help others at the expense of self.
-  **Regulatory** - A drive to establish order, routine and structure.
-  **Theoretical** - A drive for knowledge, learning and understanding.

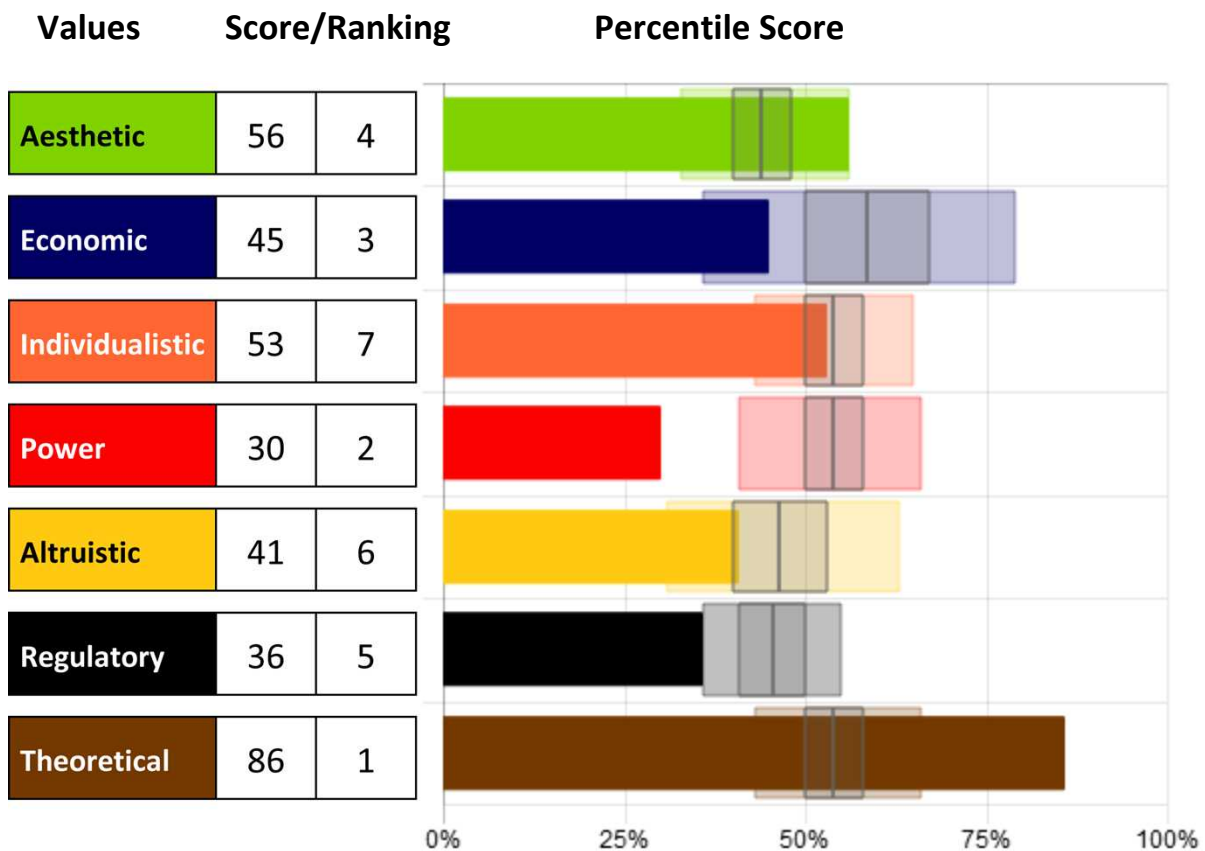
## A Closer Look at the Seven Dimension Scores

Each descriptor below reveals your preference for shaping behavior and indicates what energizes you.

Motivator	Low Score Energized by...	High Score Energized by...
<b>Aesthetic</b>	<b>Grounded</b> Pragmatic and tangible approaches that bring concrete and reliable results.	<b>Eccentric</b> Achieving equilibrium and harmony between the world around you and yourself.
<b>Economic</b>	<b>Satisfied</b> Less competitive approaches and being more satisfied with what you already have.	<b>Self-Mastered</b> Self-interest, economic gains, and achieving real-world returns on efforts.
<b>Individualistic</b>	<b>Secure</b> Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion.	<b>Unrestricted</b> Expressing your autonomy and freedom from others' ideas and protocols.
<b>Power</b>	<b>Submissive</b> Supporting other people's efforts and a less focused approach to owning your own personal space.	<b>Domineering</b> Directing and controlling people, environments, and personal spaces.
<b>Altruistic</b>	<b>Self-Focused</b> Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others.	<b>Pushover</b> Helping and eliminating pain and suffering of others at personal cost.
<b>Regulatory</b>	<b>Defiant</b> Remaining independent of as opposed to depending on the restrictive ideas of others.	<b>Black &amp; White</b> Establishing routine, order, and setting boundaries for yourself and others.
<b>Theoretical</b>	<b>Dis-Interested</b> A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers.	<b>Scholarly</b> Activities towards knowing everything that can be known about what you believe to be important and truthful.



## Summary of Sample's Motivation



1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 0 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?
2. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.
3. The **line in the center** of the box plot represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.
4. The **colored bar is aligned to your score from 1-100**. These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**. The number also reveals placement in **Very Low, Low, Average, High and Very High**. The people who score within each group share common traits and descriptions (i.e. those who have *Very Low* scores will share common values with one another).
5. Your **ranking** reveals **how influential the Motivators are to your behavior and decisions in order from 1-7**. Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful.

## Details of Sample's Motivation



### **Aesthetic - High**

You will likely possess an “inner awareness” and will desire to understand the moods, affections, and values of yourself and others.



### **Economic - Low**

You are not driven by monetary rewards or being “first” and may lack the emotional initiative necessary to compete with those around you.



### **Individualistic - Average**

You can both lead and follow and can be flexible between taking a stand or sitting quietly.



### **Power - Very Low**

You don't need to be behind the wheel and won't mind yielding your position to avoid controversy.



### **Altruistic - Average**

You are able to balance your own needs and the needs of others on the team.



### **Regulatory - Low**

You believe there's always another way when the current situation changes or roadblocks are apparent.



### **Theoretical - Very High**

You have an excessive need to uncover, discover, and recover the truth and will spend the necessary time to learn it all.

## Sample's Motivator Word Matrix

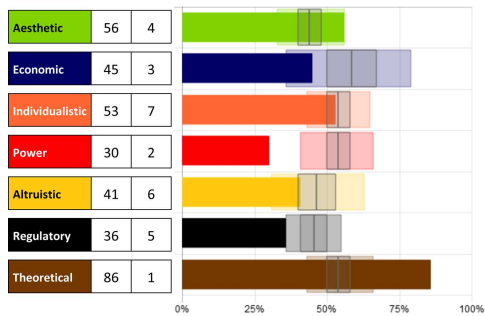
Eccentric	Self-Mastered	Unrestricted	Domineering	Pushover	Black & White	Scholarly
Impractical	Maximized	Independent	Forceful	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	Incentivized	Creative	Controlling	Obliging	Orderly	Investigative
Imaginative	Practical	Balanced	Directive	Supportive	Disciplined	Inquisitive
Sensible	Judicious	Cooperative	Influential	Helpful	Open-Minded	Reflective
Realistic	Relaxed	Accommodating	Supportive	Self-Protective	Flexible	Street Smart
Practical	Aloof	Supportive	Yielding	Suspicious	Independent	Intuitive
Real World	Apathetic	Apprehensive	Passive	Distrusting	Spontaneous	Surface Analyzer
Grounded	Satisfied	Secure	Submissive	Self-Focused	Defiant	Dis-interested
<b>AES</b>	<b>ECO</b>	<b>IND</b>	<b>POW</b>	<b>ALT</b>	<b>REG</b>	<b>THE</b>

**This charting of your descriptors provides a better sense of what drives your motivation.**

The motivator word matrix translates your numeric score into a one-word description and places each word in a relative position to other descriptors.

By labeling your numeric score with one word you can better understand, describe and locate your motivator orientation.

## Your Aesthetic Motivator - High



**The Aesthetic Motivator:** Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, artsy, mystical and expressive, this style may redefine or resist real world approaches to current challenges.



### Universal Assets:

- You will really appreciate things and places purely for their intrinsic value rather than any status reasons.
- You tend to appreciate the deeper meanings in life, which may include interesting clothing, beautiful places, and alternative foods.
- You possess an inner awareness and desire to understand the moods, beliefs, and values of yourself and others.
- You prefer an enjoyable and meaningful work environment that makes your soul feel inspired.



### Driving Intuitions:

- You likely have a keen awareness of harm, care, fairness, and reciprocity toward people and animals.
- You ensure that creativity and form work in tandem with function and results.
- You bring unconventional thinking to the table. Make sure you aren't afraid to share your intuitive insights.
- You show an interest in the deeper meaning of ordinary things.



### Critical Advantages:

- You don't just go to work; you're usually on a mission.
- You likely think beyond yourself in regards to work and will seek balance between yourself and your surroundings.
- You show the aptitude to see beyond the common, and may bring a refreshing unconventionality to those around you.
- You will likely believe others think as unconventionally as you do.



### Growth Opportunities:

- Don't deliver a Cadillac when a Chevy will suffice.
- You tend to approach problems, opportunities, and challenges in uncommon ways, which might create unnecessary risks.
- You could be using creative and complicated ideas as a safety blanket to avoid having to be overly pragmatic.
- It's OK that some don't understand and appreciate your passion and creativity as much as you do.

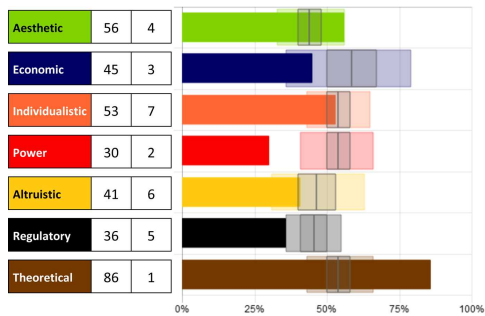


### Learning Paths:

- You can assist teams in seeing beyond the present and thinking outside the box.
- You combine new knowledge with creativity to achieve greater harmony and balance in work and life.
- You have the ability to connect training and development to people's creativity and intuition.
- As you learn new things, link them to your ability to see beyond the present and your unorthodox ideas.



## Your Economic Motivator - Low



**The Economic Motivator:** The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.



### Universal Assets:

- You are not driven by monetary rewards and competitive frameworks.
- You score in a range that indicates a lower interest in gaining material wealth.
- You may be sensitive to inequities and injustices and will not want to be a victim to others demands.
- You may believe money is for spending on things you want.



### Driving Intuitions:

- Remember to praise others for their continued contributions.
- You need recognition for innovative, creative work, not just for doing your assigned tasks.
- Avoid measuring your performance by your love for it only.
- You should remember that people with vast amounts of money have feelings too.



### Critical Advantages:

- You are easily satisfied and will not likely try to outdo everyone else.
- You rarely (if ever) look at a project with a "what's in it for me" perspective.
- You do not act selfishly but will be responsive to others needs.
- To you, monetary compensation is a basic function, you may look elsewhere for higher levels of value.



### Growth Opportunities:

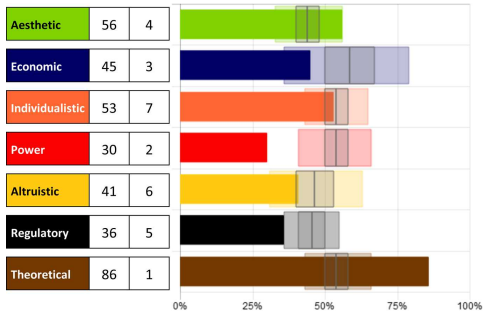
- You may over-commit both on and off the job.
- You may avoid potential conflicts that may negatively impact others on the team.
- You should avoid spreading yourself too thin by taking on responsibilities that could be done by someone else.
- You may mistake "I can't" for "I won't" and will fear saying "no" to people because it looks bad.



### Learning Paths:

- You come to a training or development function typically without a 'What's in it for me?' attitude.
- You score like those who appreciate cooperation over competition.
- You may prefer team-oriented activities as opposed to the lone wolf approach.
- You may prefer just hanging out and enjoying others rather than having to compete with them.

## Your Individualistic Motivator - Average



**The Individualistic Motivator:** Need to be seen as autonomous, 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 apart from being told what to do.



### Universal Assets:

- You won't likely need to be in the limelight or to attract special attention to your contributions.
- When compared to others, you are unlikely to be extreme in your need to be unique or set apart from the crowd.
- Your score indicates a balance between being an individual and a team player.
- You will be happy to yield your position if warranted in an effort to give others a chance at their ideas and contributions.



### Driving Intuitions:

- You can provide input without pushing for your own personal agenda and even step back when you recognize someone else's solution is good.
- You are not bent on having to win in everything.
- You can be very flexible when deciding to lead or support; it's not one or the other.
- You do not need to be autonomous.



### Critical Advantages:

- You can both take a stand or sit quietly depending on what is necessary for accomplishing the task.
- You can mediate all available ideas as opposed to only focusing on your own.
- You can both lead and follow depending upon the circumstances involved.
- You are flexible and free flowing without an excessive need to be number one.



### Growth Opportunities:

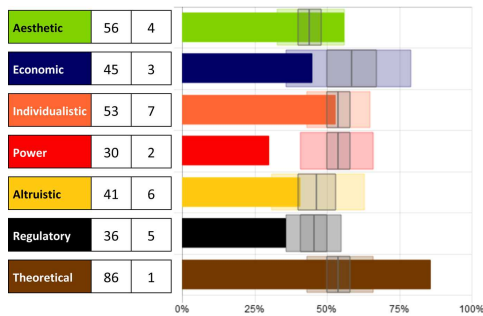
- You may silently reject opinions forced them on others; you should probably speak up more.
- You may need to be more decisive when taking a stand on issues you believe in.
- You may settle for less than you actually want for fear of being too outspoken at times.
- Your self-confidence could be lower, leaving you grasping for ways to express your thoughts on given issues without looking overbearing.



### Learning Paths:

- You will likely present yourself as a neutral player as opposed to the driver of the team.
- Your ability to be supportive of others as opposed to having to be the star of the show will benefit you when involved with team dynamics.
- You can either be involved in a team-oriented or an individualistic and independent activity.
- You are able to be an accommodating participant in training and developmental programs.

## Your Power Motivator - Very Low



**The Power Motivator:** Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control are often associated with those scoring higher in this motivational dimension.



### Universal Assets:

- You will excel when in situations that require a maintenance mindset over high drive.
- You may be more of a maintainer than you are an obtainer.
- You will not like high-pressure environments with excessively driven people types.
- You may not volunteer yourself for positions of greater responsibility.



### Driving Intuitions:

- You won't need to ask for input once decisions are final and people have moved on.
- Use your stabilizing ability when working with others and don't allow others to run you over.
- Don't say yes to things you don't really want to do.
- Just because people don't voice it, don't believe you haven't made a difference.



### Critical Advantages:

- Personal accomplishments far outweigh the need for recognition and power.
- You won't likely drive, but will be happy to chat in the back seat.
- You may quickly spot the value in others sooner than you see it in yourself.
- You will likely wait your turn and not jump to the front.



### Growth Opportunities:

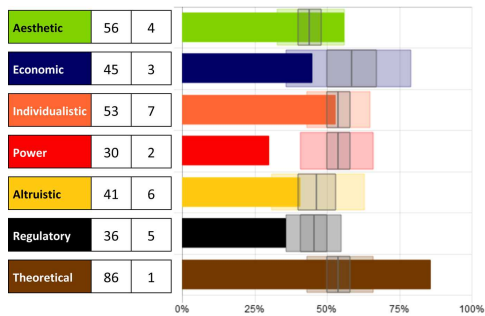
- You will avoid problems and challenges and wait for opportunity to knock.
- You may not think you are worth other people's investment.
- You will likely be a target for aggressive people who may want to take advantage of your willingness to help.
- Fighting for your own rights might make you uncomfortable.



### Learning Paths:

- You will likely be quiet and in the background when involved in training activities.
- Being forceful and determined isn't always bad.
- You may enjoy more cooperative learning activities as opposed to activities that require directing.
- You may not want to compete, but will feel at home when working as a team.

## Your Altruistic Motivator - Average



**The Altruistic Motivator:** An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.



### Universal Assets:

- You are able to understand both the poor and the affluent equally without harsh judgment of either one.
- You're a stabilizing force between givers and takers and have no extreme view.
- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal needs.
- You can both help and hold back. You are able to discern between real needs and when people simply have complaints.



### Driving Intuitions:

- You are pragmatic in your approach to assisting others in need.
- You'll likely be uncomfortable with people who give in excess.
- You have no extremes on either end of the "helping others" scale.
- You'll likely be uncomfortable with those who only focus on themselves.



### Critical Advantages:

- You appreciate a helping hand and you appreciate hard work while understanding the differences between the two clearly.
- You are able to pitch in when necessary and say "no" when you've had enough.
- You know when helping becomes a hindrance to long-term success.
- You are not moved by every sob story that comes down the pike.



### Growth Opportunities:

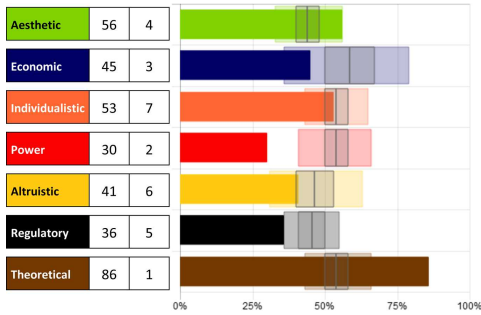
- You should respect those who appear self-interested and not always mistake them for being "selfish."
- You may need to own it more and not hang back and wait for someone else to take control in certain power struggles.
- Remember, helping others succeed can have practical results that can deliver business results that matter.
- You may need to take more control in certain situations and not remain neutral.



### Learning Paths:

- You're flexible and will know when to say no and when to say yes during training and developmental programs.
- You can either be involved in a team-oriented or an individualistic and independent learning activity.
- Your ability to be supportive of others as opposed to always having to control the show will benefit you when involved with team dynamics.
- You can be a neutral player and will support others, not having to be the owner of the team and agenda.

## Your Regulatory Motivator - Low



**The Regulatory Motivator:** A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.



### Universal Assets:

- There's always another way to do it in your mind.
- You likely think in terms of "whatever it takes."
- You might imagine jumping off a cliff and building your wings on the way down.
- You are in need of freedom from rules and regulations that stifle your creative flow.



### Driving Intuitions:

- You want open and honest feedback so you can do what needs to be done.
- Remember, you have a way of looking at the broader perspective in ways others may not.
- Your spontaneity works for you, but it won't work for everyone.
- Because the end justifies the means, you'll figure it out.



### Critical Advantages:

- You will pick and choose your rules.
- You are very open-minded and flexible.
- You will always find a way.
- You are not narrow-minded.



### Growth Opportunities:

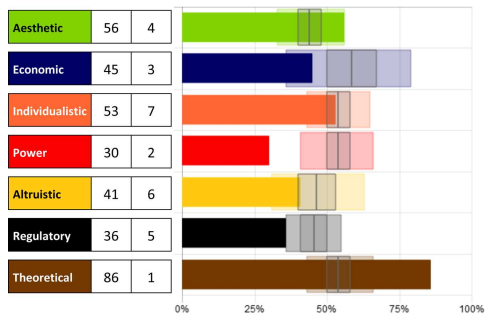
- You can still be innovative while following procedures sometimes.
- Not all rules can be broken.
- Just because people follow the rules it doesn't mean they are sticks in the mud.
- Carefulness leads to reliable outcomes.



### Learning Paths:

- You can be a part of something without being controlled by it.
- You work independently even when you are on a team.
- You prefer multiple learning modalities that enable your creative side.
- You prefer spontaneous and independent work environments where you can be flexible.

## Your Theoretical Motivator - Very High



**The Theoretical Motivator:** The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking, reasoning and problem solving are important to this dimension. This is all about the "need" to know why.



### Universal Assets:

- Your intellectual capacity may seem limitless.
- You are a life-long learner.
- You need proof.
- You enjoy analytical problem-solving.



### Driving Intuitions:

- You should be open to teach others.
- You will prefer opportunities that draw upon your expertise.
- You likely learn more by accident than others do on purpose.
- You prefer knowledge-based incentives.



### Critical Advantages:

- You will typically come prepared for a meeting knowing more than anyone else.
- You may have forgotten more than some people know.
- You will continually educate yourself.
- If you don't know, you will find out.



### Growth Opportunities:

- You're not the only one who is right.
- You should not be so closed-minded.
- You should be open to other people's ideas.
- You may be over corrective when around others who know less than you.



### Learning Paths:

- Your learning activities need to be structured and outlined.
- Your training and development should involve reliable information that makes logical sense.
- Your learning and development should be connected to an ongoing stratagem for personal development.
- You should be exposed to others who take more risks and allow yourself the benefit of being around them.

## MOTIVATORS ADAPTABILITY

Adapting to another’s Motivational preference can be quite difficult! Sometimes Motivations are not readily observable, or may be disguised in behavior that doesn’t align to them. A key way to understand another’s Motivations is to pay attention to the things they value, the way they speak, and where they spend their time and attention (or other resources). What do you see that drives them? You can use some of these questions to guide your discovery; you may ask them or just observe. Once you know someone’s Motivators, you can interact with them in a more effective way.

<p><b>Aesthetic</b></p> 	<ul style="list-style-type: none"> <li>• What is beautiful to you?</li> <li>• How important is it for you that you can express yourself creatively?</li> <li>• Are form and aesthetics more important, or is functionality more important?</li> <li>• How important is work/life balance?</li> <li>• Do you find that you are more “head in the clouds” or more practical?</li> </ul>
<p><b>Economic</b></p> 	<ul style="list-style-type: none"> <li>• How important is winning for you?</li> <li>• What is a reasonable return on investment?</li> <li>• Do you generally think people have an agenda or want/need something from you?</li> <li>• Would you consider starting your own business or being an entrepreneur?</li> <li>• When you are faced with a situation do you first consider how it will affect you, or how it will affect others?</li> </ul>
<p><b>Individualistic</b></p> 	<ul style="list-style-type: none"> <li>• How important is it for you to be independent and autonomous?</li> <li>• If you could do anything you wanted today, what would it be?</li> <li>• Do you think people generally see the world the same way you do?</li> <li>• How do you feel about teamwork and collaboration?</li> <li>• What does “freedom” mean to you?</li> </ul>
<p><b>Power</b></p> 	<ul style="list-style-type: none"> <li>• What role do you typically take in a group?</li> <li>• How important is it for you to be in charge?</li> <li>• How would you motivate others to take action?</li> <li>• What kinds of things do you like to have control over?</li> <li>• Do you take initiative, or do you prefer direction before acting?</li> </ul>
<p><b>Altruistic</b></p> 	<ul style="list-style-type: none"> <li>• Do you have a hard time saying no, or feel overwhelmed and spread too thin?</li> <li>• What is considered a reasonable amount of assistance or help for others?</li> <li>• Would you more likely give to anyone who needs it, or only to those who deserve it?</li> <li>• Do you tend to sacrifice your needs for the needs of others?</li> <li>• Do you feel like you need to do things for others to be valuable or loved?</li> </ul>
<p><b>Regulatory</b></p> 	<ul style="list-style-type: none"> <li>• Is there a right way and a wrong way, or many ways to accomplish something?</li> <li>• How important is it for you to be right?</li> <li>• Are rules and regulations important to you?</li> <li>• How important is structure and process to you?</li> <li>• When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?</li> </ul>
<p><b>Theoretical</b></p> 	<ul style="list-style-type: none"> <li>• How important is it to understand all perspectives and details of a project/problem?</li> <li>• Do you consider yourself to be an expert in any field?</li> <li>• Would you rather spend time studying and reading, or just learn as you go?</li> <li>• What do you love about learning new things?</li> <li>• What do you think is most important – action or knowledge?</li> </ul>

## Guidelines to help you

1. The scores in this report are a snapshot in time. These scores represent your preferences (desires, such as being in control or not) at the time you completed the survey. These are not lifelong motivators from which you have no choice or power to influence.
2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (with DISC).
3. The key is to understand your motivational preferences so you can move with the situation to encourage your own awareness, intentionality and growth.

## What works?

- Decide what level of effort and intensity (energy) you want to use moving forward.
- Pick one simple behavior to focus on such as how long you take to think through a problem or how you endeavor to get what you need from someone.
- Make it easier to use your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.
- It is important to develop a practical understanding of your own motivational orientation, so you do not trick yourself into feeling you lack motivation. **We are all motivated**, but we may lack the “energy” (see your DISC graph) for the process of getting what we want.

## What is proven not to work?

- Not starting or giving up. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.
- Getting too much information. Information may help to change your attitude and intention, but information alone does not work well to change your behaviors. Action is key.
- Wanting to get better at something is easy. Sticking with small changes is a different story.
- Avoid pursuing “ideal motivational activities or work.” Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.





## Tiny Steps, Big Results Plan

**You are only a few behaviors away from making progress.**

Where do I currently excel at work and what motivators are in play already?

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Which motivators don't need any additional attention?

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With which motivators am I currently struggling and need an extra boost?

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Using my understanding of my motivational orientation, which types of additional motivations would work best for me right now?

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Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?

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Choose one harmful influence on your motivational orientation (take in small steps) to act on today. Then, practice and repeat.

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Choose one positive influences on your motivational orientation (take in small steps) to act on today. Then, practice and repeat

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We all are motivated to get better but we get stuck with the process we must go through to move toward what we want. How can I make the process of making progress smaller and simpler? List up to three (3).

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## So Now What?

This report is filled with information about your seven independent and unique aspects of motivation. You have a profile that truly helps you understand your own unique motivations and drivers and many suggestions in each of the seven motivators sections of this report, particularly the *Growth Opportunities*, for you to apply this valuable information.

Take the next step and begin with the actions outlined to make improvements in the specific motivator sections most important to you and your success. Do not put this report on a shelf or in a file. Use this report as a reference tool. There is a lot of information in it and it is not meant to be digested in just one reading.



(continued from page 2)

## How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the **APA** and **EEOC**

*“...we applaud your efforts at making Motivators reliable and valid...” - Assessment Standards Institute*

### The Assessment Industry’s Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of “global cottage industry” with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this “global cottage industry,” which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

### The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the **American Psychological Association (APA)** and the **Equal Employment Opportunity Commission (EEOC)**. This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment’s professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

#### Construct Validity (APA Standards)

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

#### External Data Reliability (APA Standards)

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

#### Disparate Impact (EEOC Guidelines)

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.

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