



The Universal Hierarchy of Motivation Report

Professional Report

***Chris Smith Referenced against Kelly Jones
(Colleague)***

Date: 05 December 2013 and 05 December 2013

This instrument is ideal for professional, personal or team development purposes: such as mentoring, coaching, teaching, counselling or mediating. It must not be used to select, assess, recruit or promote people, under any circumstances.

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1. Summary of Your Report

'All meaningful knowledge is for the sake of action and all meaningful action is for the sake of friendship' — **John MacMurray** — **Scottish Philosopher**

This Report is designed to help you with 'self-discovery', and both professional and/or personal growth. On this page is a summary of the findings from your questionnaire.

Your Purpose for Completing the Questionnaire

To provide an example of the UHM Professional report

I am answering this questionnaire from a Work life perspective and I will select a Reference Person from my work environment who knows me well at work (but not at home) and who is also self-aware.

Summary of Your Profile

This page summarises key aspects of your report. You can discover more information about the themes and details identified below by looking at the remainder of your report.

The results suggest that your driving Mental Preference is 'to think logically'. Your need to deal with the 'objective truth' will tend to get you to focus on the principles of a problem or issue. You will tend to critique a situation and focus significantly on the past, present and/or future. Your reasoning ability will probably provide for you a measure of certainty. You are likely to appear to others as someone who is dignified.

You probably like to categorise information and produce or find underlying models. You may well believe that success comes from the logical application of thought. You are likely to be analytical and impartial in your approach. You most probably want sound arguments to support decisions. You are possibly quite realistic and can probably be described as a 'Thinker'. You are likely to be quite directive at times and probably deal with the world by carefully weighing things up.

Overall you will tend to: remain logical while analysing a situation or person's strengths or weaknesses, and be objective, straight forward and concise.

Key point(s) from your profile are that you have:

- More of a focus on the facts rather than the feelings
- A drive to better understand the true nature of life

Reflection: Describe your 'personal future' in a few sentences

2. Usage Guide for The Universal Hierarchy of Motivation Report

'The real act of discovery consists not in finding new lands, but seeing with new eyes'
— *Marcel Proust — French writer*

Your specific results are shown in the rest of this Report with a border like the one surrounding this text. If you only want to view your specific profile information, then read only the sections in the border and shading.

As this is a two result comparison report, both responses are shown in this report with Chris Smith's results shown in the left column and Kelly Jones' results shown in the right column or table.

The wording of the conclusions is created by the report based on the pattern of the responses provided by you and Kelly Jones. They do not reflect any words directly entered into the system by either you or Kelly Jones.

Usage Guide. This framework forms a holographic typology and your set of results are one of over 200 billion possible results from completing the Questionnaire. Our Universal Hierarchy of Motivation profile has many implications in our lives and the Rooms link directly to our four fundamental 'Options' in life: Physical Room = **Doing**; Emotional Room = **Feeling**; Intellectual Room = **Thinking**; and Spiritual Room = **Being**¹.

PART I explains the possible and likely implications of your particular profile of circles and arrows Section 16 Your Profile and The Seven Basic Human Motivations.

The ability to choose what we focus on results in human tendency for preference. This can be used to build a model which not only helps us to understand key aspects of human nature, but also, to predict human behaviour and experience. We all have strengths and development areas, and an important reality is others perception of these.

Purpose of the UHM.

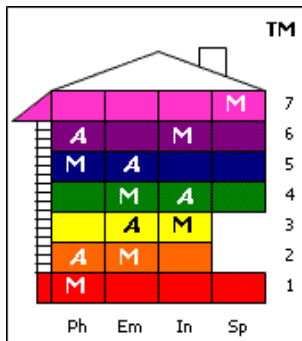
The Purpose of your UHM Report is to highlight your preferences around the four fundamental 'Options' in life in order to help you to fulfil your potential at work or at home. The Report can help you to both gain greater self-awareness and to increase your understanding of how you will be viewed by others – how much your behaviour matches your intention.

It links to brain psychology and specifically looks at the key areas of your influencing and leadership styles, values, perceived reaction to stress and change, career choices, team preferences, life partners and relationships, communication style, four fundamental intelligences (including emotional Intelligence), 'shadow' side, self-image, optimism/depression and personal meaning, and selected further reading and viewing for you.

PART I: MOTIVATIONAL PROFILE

'Fear not that thy life shall come to an end, but rather fear that it shall never have a beginning'
— **Cardinal John Henry Newman**

Shown below is the figure that outlines the sum of all possible fundamental human motivations. It outlines how our 'House' is symbolically represented, and it is called The Universal Hierarchy of Motivation in this Report.



There are 7 Levels (rows) with either 3 or 4 Rooms at each Level (*the reason why is explained later in this Report*). Each column represents either the **Physical**, **Emotional**, **Intellectual** and **Spiritual** Rooms, and at each Level there is an Secondary (A) and/or Primary Room (M) which are most significant at the particular Level.

PART I looks at the implications of your Universal Hierarchy of Motivation profile in terms of your Motivations which are defined by the Levels or 'floors' of your 'House'. Motivations often reflect the set of underlying wants which drives your thoughts, feelings and actions in key ways.

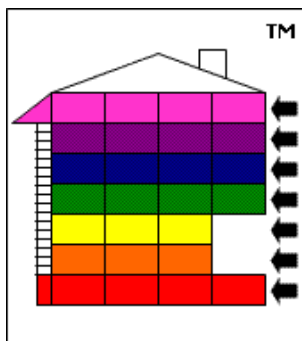
While this feedback in PART I is quite comprehensive for your specific profile, there is a limit to what can be provided in an on-line questionnaire and report. More individual advice including:

- Your relative focus on doing a good job (*being professional*) versus having a good time (*being enthused*)
- How easy others find you to "read"
- If fun tasks or tasks which are hard work, motivate you more
- What are you most important key values and what they are perceived to be
- Your level of maturity versus focus on self, and how others are likely to view it
- Your most rewarding work or life roles, and how they appear
- The critical thing(s) you want from work or life
- If you appear to go to extremes, and in what way, when stressed or in normal daily life

can be gained by going to Contact Us at www.MarkTwoConsulting.com.

From a human psychological perspective:

In terms of brain development, your results are likely to reflect the four distinct stages of human brain growth (*child, adolescent, adult and old age*).



The Levels' Profile described in this Part is the horizontal cross-section of the Universal Hierarchy of Motivation in the direction of the arrows (shown left).

3. Your Motivational Preferences

'He who has the "why" to live for can bear almost any "how"' — *Friedrich Nietzsche*

This bar chart summarises the degree each of the Basic Human Motivations have potential in your life now (*except the drives for Meaning or Survival which are not included in the analysis below*). The bar chart represents the extent to which the Motivations are likely to drive you. Therefore your profile below may describe what you see as your current 'life' choices²:

	Chris Smith		ref by Kelly Jones	
Basic Human Motivations	Lower Drive	Higher Drive	Lower Drive	Higher Drive
Drive for Meaning	Drive for Meaning is never evaluated here			
Drive for Wisdom	<div><div></div></div>		<div><div></div></div>	
Drive for Courage	<div><div></div></div>		<div><div></div></div>	
Drive for Compassion	<div><div></div></div>		<div><div></div></div>	
Drive for Power	<div><div></div></div>		<div><div></div></div>	
Drive for Pleasure	<div><div></div></div>		<div><div></div></div>	
Drive for Survival	Drive for Survival is never evaluated here			

The results shown in the bar chart above are typically valid for at least 6 months. However, they may change sooner, especially if you go through a stressful, emotional or extreme experience. Note that the bar lengths have no meaning in themselves - the patterns are used to provide the descriptions in this part of your report.

Reflection: What is the one thing you want to do, and would do, if you knew you could not fail?

The human brain goes through four growth stages emphasising different motivations:

- **'Child Stage'** tends to be more motivated by *Survival*.
- **'Adolescent Stage'** tends to be more motivated by *Pleasure and Power*.
- **'Adult Stage'** tends to be more motivated by *Compassion, Courage and Wisdom*.
- **'Old Age Stage'** tends to be more motivated by *Meaning*.

However, at any stage of life we may be at any level of motivation, and the environment often significantly affects the level we are at. For instance, it is not unusual in a modern or western society to focus strongly on Pleasure or Power.

This instrument is ideal for professional, personal or team development purposes: such as mentoring, coaching, teaching, counselling or mediating. It must not be used to select, assess, recruit or promote people, under any circumstances.

4. Your Motivational Drivers

'It is no good asking the spirits to help you sprint if you don't mean to run' — *Ugandan Proverb*

Your profile here describes which of the Seven Basic Motivations you are currently focusing on the most. Note there is no best or worst motivation just implications for whichever you may have a higher or lower focus on.

The results suggest that at the moment your strengths are (this may either mean that these are related to your stronger drivers presently, or, conversely, it may indicate that these are linked to two drivers that are very significant because you have the least opportunity to satisfy them in your life for personal or situational reasons).

- Power: You tend to be driven to control others, and your environment, for your own sake. You are probably confident and self-disciplined. You might become competitive, and at times appear calculating or just aggressive. One of your most important values is likely to be dignity and it may be useful if you are alert to when you risk becoming arrogant in the way you are maintaining your self-respect³. People who seem to typify this Level is are the Russian Prime Minister, Vladimir Putin, and in business, Lee Iacocca. (They are, of course motivated at other levels). Generally you tend to show a strong commitment to your particular interests.

The results suggest that at the moment your areas of potential development are:

- Courage: You may be able to show more determination to defend others. You could probably do more to knowingly risk yourself physically, emotionally or intellectually, for the sake of others. You are possibly hesitant to speak up or conversely appear impolite to others³. A person who seems to typify this Level is Anna Politkovskaya. (She will, of course have also been motivated at other levels). If things go badly then you may feel quite disgusted with things. It may help if you minimise any biases people have.

Reflection: To what extent are you living the life you want to live? If not, why not?

Using the information above, write down what you are now going to stop or start doing:

5. How You Lead

'Leadership is of the spirit... its practice is an art. Management is of the mind... its practice is a science' — **Field Marshal Lord Slim**

Your profile described here looks at 3 aspects of leadership (*how you help others*):

1. How you think you usually lead others (*your thinking*),
2. How others believe you tend to lead them (*how others evaluate what you do*), and
3. How you are likely to want to, or try to lead others (*your feeling*).

The results suggest that the way you think you usually lead others (*for their sake*) is through⁴ coaching and being honest. You may therefore lead by listening to others and raising the level of constructive feedback. You are likely to be understanding and minimise the dishonesty in situations, but others may feel you are being too rude when leading. You could possibly increase your leadership effectiveness if you are more alert to when leading by sympathising and serving others (when people are cynical) or empathising and being gallant towards others (when people are being unfairly treated), may be a better way. Overall you are likely to lead by 'enlightening' others.

The results suggest that the way Kelly Jones thinks you usually lead others (*for their sake*) is through⁴ coaching and being honest. You may therefore lead by listening to others and raising the level of constructive feedback. You are likely to be understanding and minimise the dishonesty in situations, but others may feel you are being too rude when leading. You could possibly increase your leadership effectiveness if you are more alert to when leading by sympathising and serving others (when people are cynical) or empathising and being gallant towards others (when people are being unfairly treated), may be a better way. Overall you are likely to lead by 'enlightening' others.

The results suggest that others would probably believe the way you tend to lead (*the way you help others*) is through:

- Coaching. This means you may be perceived to lead through being honest, and helping others to be honest also, or the use of imagination to guide others, or in Eastern terms, lead in the way of the *yogi*.

The results suggest that you want to lead others more by listening to them and giving them appropriate feedback. You can try to lead people by trying to understand them and helping them to develop themselves, and this is particularly helpful when there is a specific or general lack of honesty.

Reflection: Is your leadership description consistent between the way you think you lead, the way others think you lead, and the way you want to lead? How does your reference person describe your leadership style? If there is a difference between you and them then why might this be?

Using the information above, write down what you are now going to continue doing:

PART II: MENTAL PROFILE

'O wad some Pow'r the giftie gie us, to see oursels as others see us!
It wad frae mony a blunder free us, and foolish notion'
(‘Oh what a gift it would be, to see ourselves as others see us!
It would liberate us from many mistakes, and foolish views’)

— **Robert Burns**

PART II looks at the implications of your Universal Hierarchy of Motivation profile in terms of your Mental Profile which are described by the ‘rooms’ of your ‘House’. Your Mental Profile usually indicate what you tend to focus on when interacting with the world because they reflect what you consider important. Your Mental Profile can be considered to underlie motivations and therefore they typically have a deeper and more stable impact on your thoughts, feelings and actions than motivations.

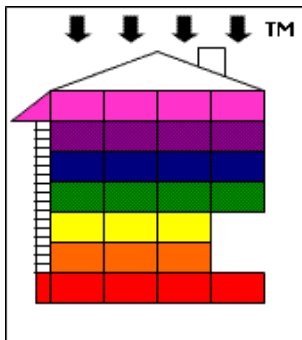
While this feedback in **PART II** is quite comprehensive for your specific profile, there is a limit to what can be provided in an online questionnaire and report. More individual advice including:

- How much your intention is perceived by others to match your behaviour
- If you are, or seem tough-minded, tender-hearted, “feet-on-the-ground” or “head-in-the-clouds”
- Your level of hope and your perceived level of optimism versus pessimism
- How planned versus adaptable you are, and if you likely to appear inflexible or disorganised
- How literal versus figurative your communication style is or seems to others
- What you need from others and the world, and how they see it
- Your preferred and best learning style
- The typical “gift” you bring to teams and how others view it
- (*And if this report is done from a home perspective*) Which of the four main stress responses you typically adopt when most stressed

can be gained by going to Contact Us at www.MarkTwoConsulting.com.

From a human biological perspective:

In terms of genetic disposition and biological temperaments, your results are likely to show you emphasise one or two of the four distinct temperaments which have been universally observed across different cultures and populations (*a more practical, sympathetic, analytical or creative temperament*)).

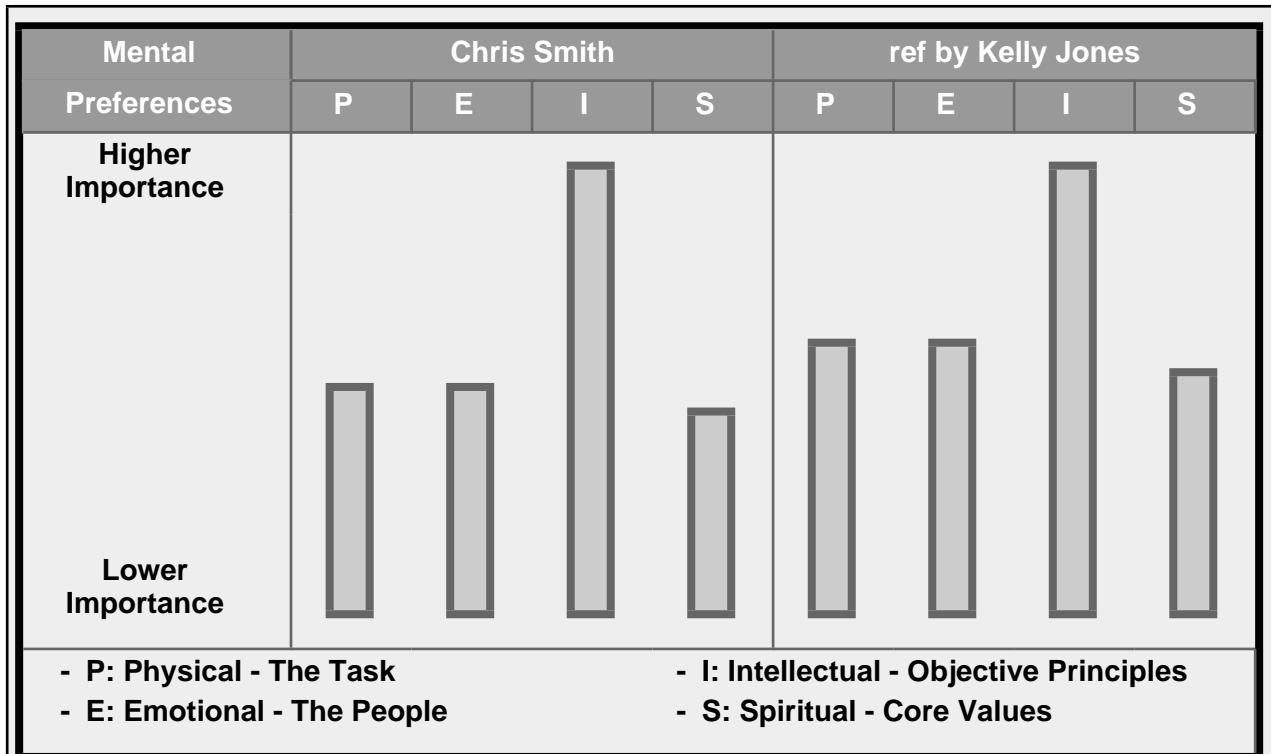


The Rooms' Profile described in this Part is the vertical cross-section of The Universal Hierarchy of Motivation in the direction of the arrows (shown left going down).

6. Your Mental Preferences

'Experience is not what happens to a man;
it is what a man does with what happens to him' — *Aldous Huxley*

The priority in which you hold four Mental Preferences can have significant impact on the experiences you have in life. This understanding can help you to purposefully choose or change the course of your life. Your profile below portrays the relative strengths and development areas which you are likely to have with respect to these Mental Preferences:



The results shown in the bar chart above are typically valid for at least 24 months. However, they may change sooner than that especially if you go through a very stressful, emotional or extreme experience. Note that the bar lengths have no meaning in themselves – the patterns are used to provide the descriptions in this part of your report.

Reflection: How would you describe your life story in no more than 33 words? Once you have done this, then look at what you have come up with and identify how your Mental Preferences have impacted the story.

The Four Fundamental Mental Preferences (and therefore 'Rooms' in The Universal Hierarchy of Motivation), may be understood further from the following correlations:

- **'The Task'** is about *Doing* and correlates with the MBTI® (Myers-Briggs Type Indicator®) function: Sensing (S)
- **'The People'** is about *Feeling* and correlates with the MBTI® function: Feeling (F).
- **'Objective Principles'** is about *Thinking* and correlates with the MBTI® function: Thinking (T)
- **'Core Values'** is about *Being* and correlates with the MBTI® function: Intuition (N).

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7. Your Mental Focus

'Where we are demarcates what we can see, where we choose to look determines what we will see' — **Mark Oliver**

Your profile here describes how your Mental Preferences will effect your goals.

Chris Smith

The results suggest that your driving Mental Preference is 'to think logically'. Your need to deal with the 'objective truth' will tend to get you to focus on the principles of a problem or issue. You will tend to critique a situation and focus significantly on the past, present and/or future. Your reasoning ability will probably provide for you a measure of certainty. You are likely to appear to others as someone who has high self-respect, and may seem to others to not like being helped. You probably like to categorise information and produce or find underlying models. You may well believe that success comes from the logical application of thought. You are likely to be analytical and impartial in your approach. You are likely to want sound arguments to support decisions and can probably be described as a 'Thinker'.

You may always try to understand life before you live it, and this could result in you tending to remain a 'spectator' on life and miss the experiential wisdom to truly know it. You might succumb to 'science without humanity' the focus on scientific progress without thinking enough about the ramifications for all life on Earth. You are often reasonable in the way you deal with others. Overall you will tend to: remain logical while analysing a situation or person's strengths or weaknesses, and be objective, straight forward and concise. A key strength of yours is likely to be that you carefully weigh up the issues before making decisions.

Note: These comments are likely to be more relevant if higher Mental Preferences are significantly greater than lower ones (see the bar chart in Section 6 Your Mental Preferences - page 10).

ref by Kelly Jones

The results suggest that your driving Mental Preference is 'to think logically'. Your need to deal with the 'objective truth' will tend to get you to focus on the principles of a problem or issue. You will tend to critique a situation and focus significantly on the past, present and/or future. Your reasoning ability will probably provide for you a measure of certainty. You are likely to appear to others as someone who has high self-respect, and may seem to others to not like being helped. You probably like to categorise information and produce or find underlying models. You may well believe that success comes from the logical application of thought. You are likely to be analytical and impartial in your approach. You are likely to want sound arguments to support decisions and can probably be described as a 'Thinker'.

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Reflection: What are your three most important values and three greatest strengths?

8. Your Relationships

'Life is about coming to grips with the opposite aspects of ourselves [*exploring the Rooms we are not in*] — or marrying them!' — **Otto Kroegar [adapted]**

Your profile describes what type of partners you are likely to want to work with and which type you are likely to find most attractive (however, this does not necessarily mean that they are, or are not, ideal partners).

Chris Smith

Preferred Team Members:

The results suggest that you will find it easiest and most comfortable to work with other team members who prefer *thinking and rationality* and who discuss things in a logical way and who can spot inconsistencies in an argument or plan. You will probably like them to be able to rationally consider the advantages and disadvantages of a problem or situation.

Preferred (*not necessarily ideal*) Partners and perhaps most disliked team members:

You are most likely to be attracted to those people who prefer *feeling and being sympathetic* and whereas in love you tend to want to be touched intellectually they will probably want to be touched emotionally.

You will tend to bring a 'cool head' and self-respect to a relationship whereas the other will tend to help you to be more harmonious, 'relationship aware', value friends and family, understanding of how people feel and how better to deal with in-laws, relatives, friends and neighbours!

Those you will tend to be next most attracted to, and may often find next most difficult team members, are those who prefer *being and originality* and you can learn from them how to be more creative.

Note: These comments are likely to be more relevant if higher Mental Preferences are significantly greater than lower ones (see the bar chart in Section 6 Your Mental Preferences - page 10).

ref by Kelly Jones

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The results suggest that you will find it easiest and most comfortable to work with other team members who prefer *thinking and rationality* and who discuss things in a logical way and who can spot inconsistencies in an argument or plan. You will probably like them to be able to rationally consider the advantages and disadvantages of a problem or situation.

Preferred (*not necessarily ideal*) Partners and perhaps most disliked team members:

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You will tend to bring a 'cool head' and self-respect to a relationship whereas the other will tend to help you to be more harmonious, 'relationship aware', value friends and family, understanding of how people feel and how better to deal with in-laws, relatives, friends and neighbours!

Those you will tend to be next most attracted to, and may often find next most difficult team members, are those who prefer *being and originality* and you can learn from them how to be more creative.

Reflection: Which 'Rooms' do your team members tend to prefer? Which 'Room' does your partner prefer?

9. Your Mental Potentiality

'How a piece of bread looks depends on whether you are hungry or not' — *Arabic Saying*

Your profile here identifies what others are likely to believe about you, and what you could be more 'open' to. These can increase your life choices and help you embrace life more fully.

Chris Smith

Your answers do not indicate that you have a clear preference and this may be because either you have adapted your behaviours to your environment or circumstances, which is most appropriate at times. Or it may be because you chose multiple answers to questions in the Universal Hierarchy of Motivation Report Questionnaire as describing you significantly, when in fact some answers you chose did that to a much lesser or significant degree than others. Look at the descriptions for you in the reference person's results and reflect how accurate they are for you.

It is recommended that you consider completing the questionnaire again in a few weeks, or when your current situation changes, and this time only select answers which describe you significantly.

Note: These comments are likely to be more relevant if lower Mental Preferences are significantly lower than higher ones (see the bar chart in Section 6 Your Mental Preferences - page 10).

ref by Kelly Jones

The reference person appears to have answered slightly inconsistently here, or may not know this aspect of your character that well. On the other hand it may just be that your situation, culture or environment means that it is most appropriate to use behaviours linked to your non-preferred Mental Preferences to a significant extent, and you have adapted your behaviour to do this. It may be worth completing the questionnaire again with someone else to act as your reference person.

Reflection: It has been said that it is not what you are that holds you back but what you think you are not. What are your three greatest weaknesses?

Using the information above, write down what you are now going to start or stop doing:

10. Your Preferred Business

'Many of life's failures are experienced by people who did not realise how close they were to success when they gave up' — **Thomas Edison — American Inventor**

Your profile here lists the fields of work/ study to which your style tends to be most attracted.

Chris Smith

You probably like work which involves⁵:

Theory and are often 'analysis' oriented:

- Consulting and psychology
- Executive management
- Law
- Research and design
- Science and technology
- Technical work

You tend to want interesting challenges workplace and are probably keep busy with investigative aspects of a job. You will usually focus on getting an interesting job by rationally considering all the options. Check job suitability by asking people in the job what they like and dislike, and remember to establish specific goals.

Note: The work identified above is likely to be more attractive if the higher Mental Preferences are significantly greater than the lower ones (see the bar chart in Section 6 Your Mental Preferences - page 10).

ref by Kelly Jones

You probably like work which involves⁵:

Theory and are often 'analysis' oriented:

- Consulting and psychology
- Executive management
- Law
- Research and design
- Science and technology
- Technical work

You tend to want interesting challenges workplace and are probably keep busy with investigative aspects of a job. You will usually focus on getting an interesting job by rationally considering all the options. Check job suitability by asking people in the job what they like and dislike, and remember to establish specific goals.

Reflection: What today is impossible to do in your role or business, but if you could do it in the future, it would fundamentally change what you do and the results you get?

PART III: ELEMENTAL PROFILES

'Live as if you were to die tomorrow. Learn as if you were to live forever'
— **Mahatma Gandhi**

Part PART III looks at the implications of your Universal Hierarchy of Motivation Report profile in terms of specific combinations of 'rooms' and levels or 'floors' of your 'House'. These combinations can reflect your preferences for each of the different types of intelligences linked specifically to your predicted physical, emotional, intellectual and spiritual preference, and this may or may not correlate to ability (*note: spiritual intelligence in this model is not directly linked to any specific religious belief*).

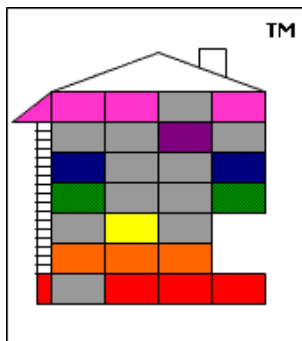
While this feedback in PART III is quite comprehensive for your specific profile, there is a limit to what can be provided in an online questionnaire and report. More individual advice including:

- If your decisions feel and/or appear to be in line with your values
- Which of *the four* natural or demonstrated fundamental intelligences you prefer (*IQ, EQ, SQ or PQ*)
- How much others can make you angry, happy or sad
- Your relative strength in tactical, operational or strategic decision-making/management, what others think they are, and how to practically improve any of these cognitive aspects
- If there is a suggested presence of a neurochemical "weighting" one way or another, and, if so, what simple actions you might choose to take to help you to feel better

can be gained by going to Contact Us at www.MarkTwoConsulting.com.

From a cognitive scientific perspective:

In terms of brain neuro-science, your results are likely to reflect the proportion of four important neurochemicals in your brain (*adrenaline, dopamine, serotonin and cortisol*), and a resulting preference for particular types of decision-making.











The Rooms and Levels' Profile described in this Part is drawn from combinations of specific 'rooms' at certain 'floors' of the Universal Hierarchy of Motivation (shown as grey shaded areas on the left).

11. Your Decision Making Aptitudes

'Half our mistakes in life arise from feeling where we ought to think, and thinking where we ought to feel' — **J. Churton Collins**

Your profile in the bar chart below outlines the relative degree of preference that you tend to have in your professional or personal life (depending on the basis that you answered the questionnaire) in terms of the four fundamental types of human decision making:

Aptitudes	Chris Smith		ref by Kelly Jones	
	Lower	Higher	Lower	Higher
Physical (PQ)²				
Emotional (EQ)				
Intellectual (IQ)				
Spiritual (SQ)				

The results shown in the bar chart above are typically valid for at least 12 months. However, they may change sooner than that especially if you go through a very stressful, emotional or extreme experience. Note that the bar lengths have no meaning in themselves – the patterns are used to provide the descriptions in this part of your report.

(Note: this is **not** a psychometric assessment of the amount of your intelligences. This assessment of intelligence is an 'internal comparison' of a person's relative intelligences and is likely to indicate which of their four intelligences is higher than their other intelligences, and in what order. It does not provide an 'external comparison' by which different people's intelligence can be compared. For instance, even if IQ was shown as your least preferred intelligence, your measured IQ might still be higher than someone else's whose most preferred intelligence is shown as IQ in this section of their report.)

Reflection: What is the one activity which you know, if you did superbly well and consistently, would have major positive results in your life? How can you make sure you do it?

There are four basic decision making aptitudes:

- **PQ** (Tactical decisions) = **How perceptively we sense the environment around us and then physically adjust to it** (*it is about our attention and preference to scrutinise*).
- **EQ** (Relationship decisions) = **How effectively we manage our feelings and then handle our relationships with others** (*it is about feelings and preference to sympathise*).
- **IQ** (Operational decisions) = **How accurately we use principles to identify logical solutions within complex settings** (*it is about facts and preference to analyse*).
- **SQ** (Strategic decisions – *spiritual intelligence has no direct link to religion*) = **How extensive our self-awareness is and then how well we address issues of meaning and value** (*it is about our intention and preference to strategise*).

12. Your Decision Preferences

'In the history of human thinking, the most fruitful developments frequently take place at those points where two different lines of thought meet'

— **Werner Heisenberg 1932 Winner, Nobel Prize for Physics**

Your profile here describes your most and least *preferred* approach in certain situations, and its likely impact on your decision-making around opportunities and problems.

The results suggest that in certain situations you will tend to have:

Chris Smith

- A higher IQ relative to your other intelligences and be able to choose appropriately on logic and principles. So you tend to answer effectively questions about:-
 - o what are the practical or pragmatic benefits of the alternatives?
 - o which is the most effective decision based on the relevant principles?
 - o what is correct and what is incorrect?
 - o what priorities must be made?

Your answers appear to be slightly inconsistent here and might be caused by one or more of the following:

- You are going through a transition stage in life or a period of personal growth.
- You have a good self-understanding or, conversely, a rather poor one.
- You are going through a stressful time or extreme experience.

It may be worth re-completing this questionnaire in a few weeks, or when your current situation changes.

ref by Kelly Jones

- A higher IQ relative to your other intelligences and be able to choose appropriately on logic and principles. So you tend to answer effectively questions about:-
 - o what are the practical or pragmatic benefits of the alternatives?
 - o which is the most effective decision based on the relevant principles?
 - o what is correct and what is incorrect?
 - o what priorities must be made?
- A lower SQ relative to your other intelligences and may not be so effective at answering questions around:-
 - o what is the purpose and how might it be achieved?
 - o what are the possibilities, patterns and freedom of actions?
 - o which is the most insightful or creative solution?
 - o what assumptions have been made?

Note: The greater is your most preferred approach, and lower your least preferred approach, when compared to the other decision making approaches (see the bar chart in Section 11 *Your Decision Making Aptitudes* - page 16), then the more relevant are the comments above likely to be for you.

Reflection: Question 1) An out of control railway trolley is about to run down five workers who are standing on the track. There's a fork ahead, and a railway controller can throw a switch which will divert the train to another line on which there is only one worker? Should the controller throw the switch?

Question 2) There is a railway manager standing on a bridge above the 'out of control railway trolley' and next to him is a large man. If the large man was to fall on the tracks he would stop the trolley before it hit and killed the five workers. Should the manager push the large man onto the tracks?⁹

13. 'Shadow' Side and Optimism

'We who lived in the concentration camps [Dachau and Auschwitz] can remember the men who walked through the huts comforting others, giving away their last piece of bread. They may have been few in number, but they offer sufficient proof that everything can be taken away from a man but one thing: the last of the human freedoms — to choose one's attitude in any given set of circumstances, to choose one's own way' — **Viktor Frankl**

Note: Your profile in this section looks at deeper aspects of your motivation which can drive you to accomplish great things. However if we do not deal with these aspects effectively, or when we are stressed, they become our 'shadow' side. A sign of this can be when we stop taking responsibility and start blaming.

Chris Smith

The results suggest that your states of mind might be loyal, self-sacrificing and hard-working when 'healthy' but suspicious, blaming or fearful when 'unhealthy'.

Your transition state is possibly signalled by you becoming overly cautious and / or starting to frantically do things. If you are alert to this then you may be able to avoid going to the next stage and getting into an unhealthy state.

You perhaps seek allies against 'enemies'. You might have self-doubts and questions, therefore you look outside for guidance. If you become very stressed then you might behave immaturely¹¹. In conflict you may imagine the 'worst' and either fight or flee.

The results suggest that you tend to feel fairly hopeless at times.

ref by Kelly Jones

The results suggest that your states of mind might be thoughtful, kind and perceptive when 'healthy' but emotionless, antagonistic intellectually superior when 'unhealthy'.

Your transition state is possibly signalled by you becoming overly theoretical or eccentric. If you are alert to this then you may be able to avoid going to the next stage and getting into an unhealthy state.

You perhaps seek to maintain tight control on information. You might lack the self-confidence and energy to follow through. If you become very stressed then you might go about shocking others¹¹. In conflict you may use information to defend yourself.

The results also suggest that others will tend to believe that you are quite realistic and a bit pessimistic.

Reflection: What part of you is stopping you do what you feel destined to do?

Using the information above, write down what you are now going to start or stop doing:

14. How You Can Find Meaning

'Was nicht man Töd, macht man stärker' ('What does not kill you makes you stronger') — **Friedrich Nietzsche**

'Finding meaning' in life can be achieved through *doing, feeling, thinking or being*. Conversely the lack of meaning has been causally linked to a range of physical and psychological illnesses. Your profile here identifies your 'higher purpose' and your specific route to it — both of which have the greatest potential for impacting your life.

The results suggest that for you it is intellectual work and accomplishing something — *for example by creating a work and thinking of ways to get a just outcome¹⁰*. Your chosen path is likely to be about finding meaning through creating some wise work or finding universal truth in life. The emphasis is through the intellectual creation of something or knowledge you gain about universal laws and principles, and if you are religious then it is about helping others to open their minds to the infinite, and you may find the rigorous examination of ethics and contemplating scriptures helpful.

So it might be for you about a journey of Unity¹³ or the 'way of the yogi' and harnessing mental attention and imagination. It could be about philosophy or theology, and applying principles to make this a more honest society. Some overall sense of meaning is likely to come through better understanding the true nature of life and more complete information about finding meaning can be found from the new book that comprehensively covers both professional and personal meaning; *THE SEVEN MOTIVATIONS OF LIFE – Taking your leadership to a higher level*.

A lesson for you in your life at the moment might be to leave the comfortable situation (physical, emotional or intellectual) you are in while remaining optimistic and hopeful. You can teach others how to be optimistic in facing challenges¹¹.

Reflection: If you died tomorrow what would you most regret either not having done or created, or who would you most have regretted not relating to?

Perhaps 'look at meaning from the other direction' and identify which, if any, of these regrets you might have in the future:

- Not living a life true to myself or just one others expected of me - instead live my dream and learn
- Working too hard – instead spend more time with children, family and loved ones
- Not expressing my feelings – instead get out of unhealthy relationships and grow more
- Not staying in touch with my friends – instead contact friends and appreciate the time with them
- Not letting myself be happier - instead laugh more and accept change in life more readily

12

PART IV: CONCLUSION

The McNamara Fallacy

'The first step is to measure whatever can be easily measured. This is okay as far as it goes.

The second step is to disregard that which can't be easily measured or give it an arbitrary quantitative value. This is artificial and misleading.

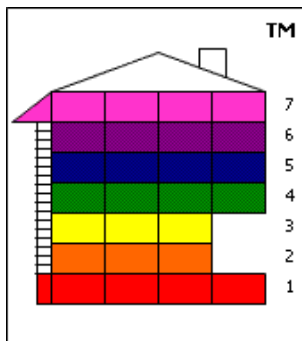
The third step is to presume that what can't be measured easily really isn't important. This is blindness.

The fourth step is to say what can't be easily measured really doesn't exist. This is suicide.'

— **Robert S McNamara** — **US Secretary of Defence: 1961-1968**

Life inexorably tries to get us to go through all the Rooms — whether *doing, feeling, thinking* and *being* — as we move up the Levels of *The Universal Hierarchy of Motivation*. Therefore it tends to get us to explore our 'House' as we get older; try as we might to stay at the lower Levels. In other words Life tries to make us move from dependence (*a child's state and symptomatic of the Level of **Survival***) through independence (*an adolescent state and symptomatic of the Levels of **Pleasure and Power***), to interdependence (*the adult state and symptomatic of the Levels of **Compassion, Courage, Wisdom and Meaning***). However, we cannot continuously stay at the higher Levels, or 'floors', without returning to the lower states at times. For instance all of us have to eat, drink, and take shelter at times and these relate to the Level of Survival.

The purpose of this section is to provide references and your Universal Hierarchy of Motivation profile in order to provide you with initial development advice and next steps in terms of your own personal growth. There is one of many independent websites with a range of specific questionnaires which may help with furthering your own self-awareness: www.authentichappiness.sas.upenn.edu

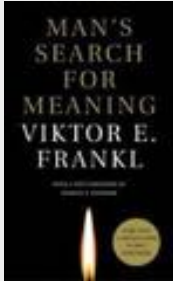
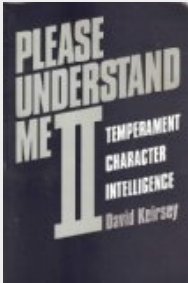
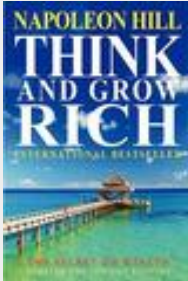
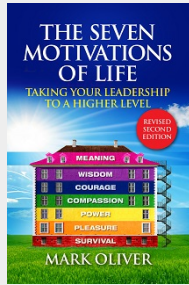
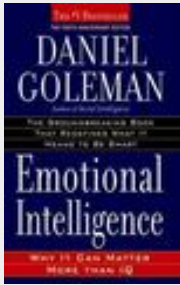


The reason that there is no Spiritual Room at the Levels of Pleasure (2) and Power (3) is because the spiritual state is when we are 'being' and we are all human beings so that is the part of us that connects us to all others. Being in the states of dependence and interdependence maintains this connection whereas the independent (adolescent) state does not. In other words the typical adolescent state has no spiritual aspect and therefore is not 'connective'.

15. Your List of Suggested Further Reading and Viewing

'It is what you learn after you know it all that counts' — **John Wooden**

Self-awareness is necessary, but not sufficient, for self-development. Below are listed some resources which may help your own specific development given your current Universal Hierarchy of Motivation profile.

<p><u><i>Man's Search for Meaning</i></u> Victor Frankl</p> 	<p><u><i>Please Understand Me II</i></u> David Keirse</p> 	<p><u><i>Think and Grow Rich</i></u> Napoleon Hill</p> 	<p><u><i>THE SEVEN MOTIVATIONS OF LIFE – Taking your leadership to a higher level</i></u> Mark Oliver</p> 	<p><u><i>Emotional Intelligence: Why It Can Matter More Than IQ</i></u> Daniel Goleman</p> 
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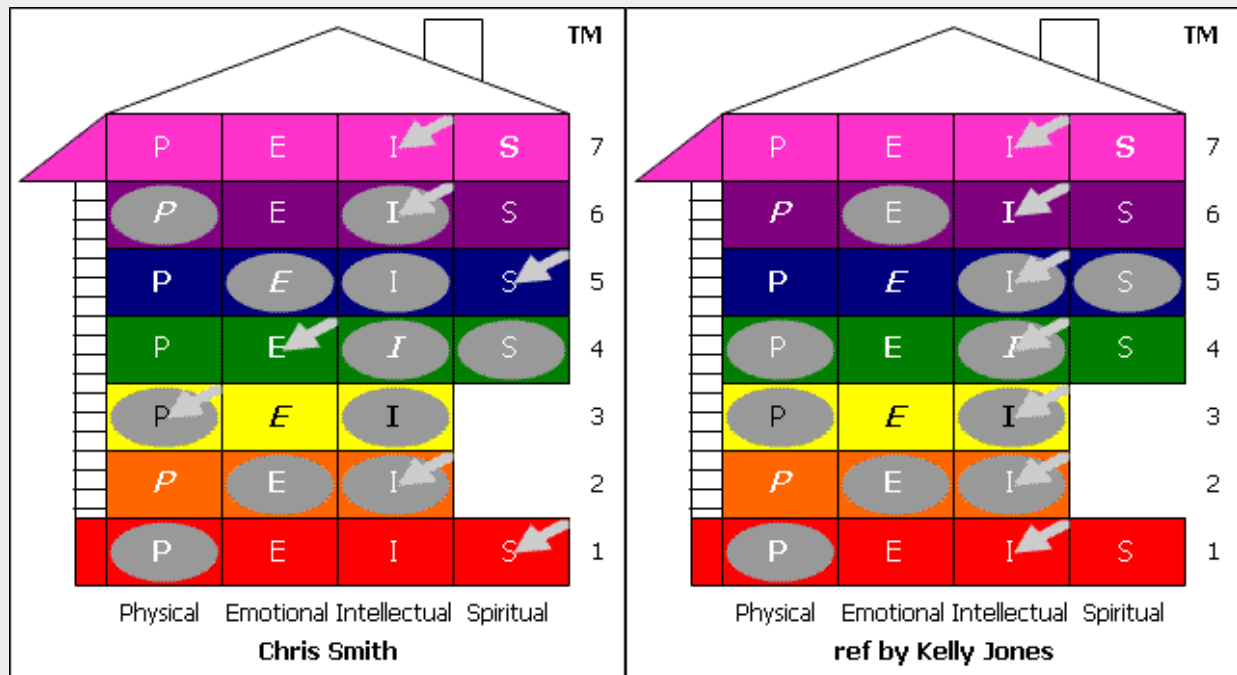
Recommended films, based on your profile, are available in the Executive Version of your report.

This profile has been built by integrating insights from a range of profound philosophies, cultures, minds and intense experiences. Your preferred 'Option' — whether it is *doing*, *feeling*, *thinking* or *being* — is not solely genetically determined and it may change over time.

16. Your Profile and The Seven Basic Human Motivations

'Everyone is a house with four rooms — a physical, an emotional, an intellectual and a spiritual — and each one of us tends to live in one room most of the time, but unless we go into every room, every day, even if only to air it, then we are not a complete person' — *Indian Saying*

Chris Smith and ref by Kelly Jones' Universal Hierarchy of Motivation Report results come from your questionnaire answers on 05 December 2013 and 05 December 2013 respectively:



Level 7 = **Meaning**

Level 6 = **Wisdom**

Level 5 = **Courage**

Level 4 = **Compassion**

Level 3 = **Power**

Level 2 = **Pleasure**

Level 1 = **Survival**

Bold font = Primary Room (The most significant Room at a Level)

Italic font = Secondary Room (The next most significant Room at a Level)

Normal font = **Ordinary Room** (Other Rooms at a Level)

○ = Identifies Rooms (states) that you spend significant time in and are comfortable with

➔ = Identifies Rooms (states) that you are trying to get into or explore further

Your results fit into seven levels which is The Universal Hierarchy of Motivation profile. Six of the Levels can be derived theoretically from three of the four fundamental 'Options' in life, as each can have a self focus (*selfish*) or focus on others (*selfless*)¹⁴:

1. *Doing (or acting)* for ourselves which we can call **Survival** — or doing for others which we can call **Courage**.
2. *Feeling* for ourselves which we can call **Pleasure** (or Passion) or feeling for others which is **Compassion**.
3. *Thinking* for ourselves which we can call **Power** (or Control) or thinking for others which is **Wisdom**.

The fourth 'Option' -*Being*- can be interpreted as a focus on both self and others, and therefore connection with all life. This idea is a bit esoteric at one level, but clearly the case scientifically and at the *physical* level. Our brain is made of exactly the same 'stuff' as the material around us and the atoms of our body are continuously interchanging with the environment, so much so that 'your body does not contain a single one of the molecules that it contained seven years ago'¹⁵. So *Being*, in terms of its connection to all life, may be considered to relate to **Meaning**.

Therefore we can theoretically come up with 7 Levels. This matches with the experience of several enduring philosophical traditions which have observed 7 distinct levels of energy or 'Chakras'. This then gives us the Seven Basic Human Motivations¹⁵ which are shown as Levels in the model — The Universal Hierarchy of Motivation

Your profile above has many implications. For example, those Levels which have only one circle marked possibly indicate that you are either not very familiar with this Level, or are not being driven significantly by the corresponding motivation. If a Level has no Rooms circled then this may indicate that you are stuck at this Level and this may present problems in your life. The arrows indicate the Room at each Level upon which you are likely to be most focused. If there is no Room with an arrow at a Level, and no Rooms circled, then you may not be aware of this Level in your daily life. Note that this report cannot be used to assess a person's mental health in any way.

The detailed descriptions of these implications for you are covered in the Full Report in Sections 3 through 14.

The Report has most often proven highly perceptive and descriptive even when respondents have at first considered it to be otherwise. However, if parts of the Report do not seem accurate, the following may assist you in identifying why this may be the case. It is highly recommended before reviewing these, that you first show your report to a friend, relative, partner, colleague, or someone who knows you very well and who is also self-aware (that is they know them-self well), and ask them how accurate they think it is.

1. You may be moving through a transition stage in your life or period of personal growth: Look at Section 17 Where To From Here — for You? and consider possible action steps you may take from here.
2. You may be in an unusual or highly stressful situation, or have just been through one: Repeat this questionnaire in a few weeks, or when your current home or work situation changes.
3. You may not have understood the questions in the questionnaire or have a different definition for the words in the answers. Consider reading more about typologies generally (one example is Who am I by Robert Frager) or becoming accredited in one or more of the key underlying typologies to this model, either Temperament Theory, the

4. Your level of self-awareness may need further development: Ask a friend, relative or someone who knows you very well and who is also self-aware (that is they know them-self well) to comment on your report and rate how accurate the sections are. It is suggested that they use the same 1-5 scale for making the accuracy rating as is in the Report on-line. Then you can review with them where there are differences and whether this helps you to understand how others see you.
5. You may have answered the questions in a way that identifies an incorrect preferred Mental Preferences possibly because of your current situation. Re-consider the [Section 6 Your Mental Preferences](#) and whether the profile seems correct to you. Then, either re-do the questionnaire or look at [Section 17 Where To From Here — for You?](#) and consider possible action steps you may take.
6. This questionnaire and related Report is not accurate for you: The Universal Hierarchy of Motivation is built by synergistically combining the understandings from a range of profound philosophies, cultures and minds as well as intense experiences. It integrates seven global typologies which have been shown to apply equally across race, culture and national boundaries, and it uses 'repetitive mapping' to ensure the validity of the results.
 - a. Ask a friend, relative or someone who knows you very well and who is also self-aware (that is they know them-self well) to comment on your report and rate how accurate the sections are. It is suggested that they use the same 1-5 scale for making the accuracy rating as is in the Report on-line, and then review whether there are major differences between you and them. Also ask them for qualitative feedback on how well or otherwise the Report relates to you. It may be worth asking them to complete a Report so you can print off a dual Report and compare the areas in question.
 - b. Check to see if the relative length of all the bars in [Section 3 Your Motivational Preferences](#) are equal, or three or more of the bars in [Section 6 Your Mental Preferences](#) and [Section 11 Your Decision Making Aptitudes](#) are of equal length. If this is the case then it may be that your Report is only partially valid, and your highest preference is not the one indicated. Identify which of the Mental Preferences at [Section 6 Your Mental Preferences](#) most applies and then redo the questionnaire by selecting whether it is Doing, Feeling, Thinking or Being which applies most to you. Then you can review your Report again.

Reflection: How can you immediately start benefiting from the learnings you have gained out of this model?

17. Where To From Here — for You?

'What is the use of running when we are not on the right way?' — *German Proverb*

You have already invested considerable thought and effort completing this questionnaire. Your report contains a lot of information in different areas, and can take some time to fully comprehend. You can re-read your report over a number of days or weeks. You may also find it helpful to consider the following things you may do from here to get the most benefit from you report:

- 1 Complete The Universal Hierarchy of Motivation Report for yourself — if this is not your report — and compare results.
- 2 Review, purchase, or hire the books and films recommended for your development.
- 3 Re-read your Report overall and review it overall. In particular look at:
 - a. Section 4 Your Motivational Drivers for other ways you might influence and lead.
 - b. Section on how others might see you and how you might over-value your preferred Mental Preference.
 - c. Section 11 Your Decision Making Aptitudes for which questions to spend more time and effort on when faced with opportunities and challenges.

Then set up a plan for how you are going to take action on this information — using your strengths and building on your development areas — to help you and those around you. Try some 'stretch tasks' at work but start small, track your own progress and get periodic feedback; and do not be afraid to get a partner to work with you!

- 4 Contact MarkTwo Consulting for help from an accredited The Universal Hierarchy of Motivation Consultant for personal feedback, coaching or further development opportunities — email office@marktwoconsulting.com or phone +61 3 9885 0335.
- 5 Send your report to a friend, partner, work colleague, coach or mentor, and ask them for feedback and comments on how it relates to you. Ask them for their assessment of your strengths and development areas.
- 6 Diarise to complete the Questionnaire again in 3-12 months, and look at progress.
- 7 Buy a Universal Hierarchy of Motivation Full Report for a relative or friend to help them, and be prepared to feedback and coach them on their results. Click on the Upgrade link above for more details.
- 8 Become accredited in one of the key underlying typologies for this model — Temperament Theory, the Myers-Briggs Type Indicator and Enneagram — and teach others. The typology which may be of most help is implied by the books recommended for you in Section 15 Your List of Suggested Further Reading and Viewing.
- 9 Investigate a charity which you might help and work for, as a volunteer.

Appendix A. Report Options

Chapter	Free	Personal	Profeshnl	Profeshnl Leader	Executive
Price (A\$ inc Australian GST)	\$0.00	\$32.00	\$164.00	\$241.00	\$494.00
Click price to upgrade:				<u>\$77.00</u>	<u>\$330.00</u>
1. Your Summary	*	*	*	*	*
2. Usage Guide	*	*	*	*	*
PART I: MOTIVATIONAL PROFILE	*	*	*	*	*
3. Your Motivational Preferences	*	*	*	*	*
4. Your Motivation Drivers		*	*	*	*
5. How You Lead			*	*	*
6. How You Influence / Persuade					*
PART II: MENTAL PROFILE	*	*	*	*	*
7. Your Mental Preferences	*	*	*	*	*
8. Your Mental Focus		*	*	*	*
9. Your Relationships		*	*	*	*
10. Your Mental Potentiality			*	*	*
11. Your Preferred Business			*	*	*
12. Stress & Change for You					*
13. Your Communicating Style					*
PART III: ELEMENTAL PROFILES	*	*	*	*	*
14. Your Decision Making Aptitudes		*	*	*	*
15. Your Decision Preferences		*	*	*	*
16. 'Shadow' Side and Optimism			*	*	*
17. How Can You Find Meaning			*	*	*
18. Your (EI) Emotional Intelligence					*
19. Your Higher Leadership and Humility				*	*
20. Your Self-Image					*
PART IV: CONCLUSION	*	*	*	*	*
21. Reading			*	*	*
21. Viewing					*
22. Your Profile	*	*	*	*	*
23. Where To from here	*	*	*	*	*
APPENDIX - Endnotes		*	*	*	*

The chapter numbers above will not match your report if you have a Personal, Professional, or Professional Leadership version of the report.

Appendix B. Endnotes

1 The use of 'Spiritual' here does not mean 'religious'. Einstein's work, as well as others, indicates that nothing is destroyed or created — instead the energy or state of something is simply changed, and 'spirituality' here denotes that intangible part of us which is continuous, whatever that is, or means.

2 The Universal Hierarchy of Motivation profile above is a more complete assessment of fundamental motivations than found in typical psychological models such as the "3F's of Motivation" — Feeding, Fighting and ... Fun. The 3F's are important drivers in our lives and they correspond to the Levels of Survival, Power and Pleasure, respectively. However, they miss four other critical motivations — the 'will' to Compassion, Courage, Wisdom and Meaning. (Another 'F' of Motivation — Flight — also corresponds to the Level of Survival.)

3 This is referenced from *Eastern Body Western Mind (Psychology and the Chakra System as a Path to the Self)* by Anodea Judith (see www.tenspeed.com).

4 This model on leadership and influence is taken from the book *A Himalayan Trinity* by Mark Kingsley. See also the associated web site at www.himalayantrinity.info.

5 This is adapted from *Introduction to Type: A Guide to Understanding Your Results on the Myers-Briggs Type Indication* by Isabel Briggs Myers. And also the Strong Interest Inventory® www.cpp.com.

6 There is some dispute as to whether we are most *attracted* to 'opposites' or those who are similar to us. Otto Kroeger is an expert in typology, and has a wealth of experience and research suggesting the former — which is what The Universal Hierarchy of Motivation identifies. Research on married couples which indicates that people tend to marry similar types (e.g. see page 243; *MBTI Manual (A guide to the development and use of the Myers Briggs type indicator) (3rd ed)* by Isabel Briggs Myers, Mary H. McCaulley, Naomi L. Quenk, Allen L. Hammer may just be including people after they have had several relationships in the past. In this case they may choose to settle for someone more similar after having found it too hard to live with those they are most attracted to! Therefore studies using married couples do not necessarily assess the extent of innate attraction.

7 Mark Oliver independently identified the four fundamental human intelligences, including Physical Intelligence, first indirectly in the book *A Himalayan Trinity* published in 2003; then directly in this on-line questionnaire which was created and first available in 2004. Stephen R. Covey published his book *The 8th Habit - From Effectiveness to Greatness* in 2005 which also identifies the same four intelligences and includes Physical Intelligence.

8 In the book *Multiple Intelligences: The Theory in Practice*, the Harvard psychologist, Howard Gardner described his belief that there are seven kinds of intelligence (The Universal Hierarchy of Motivation intelligence which Gardner's intelligence correlates with is shown in brackets):

- linguistic (= EQ),
- logical-mathematical (= IQ),
- bodily-kinaesthetic (= PQ),
- spatial (= PQ),
- musical (*this can be a combination of all or any of the four fundamental types of intelligence depending on the type of music and aspect concerned; e.g. playing, relating to, interpreting, composing, etc.*),
- interpersonal (= EQ),
- intrapersonal (= SQ).

Conversely, Daniel Goleman, PhD and CEO of Emotional Intelligence Services, talks about only two intelligences — IQ and EQ (Emotional Quotient) — in his book *Emotional Intelligence: Why It Can Matter More Than IQ* by Daniel Goleman.

Danah Zohar, who teaches in Strategic Leadership Management at Oxford University, puts forward her case in *SQ: The Ultimate Intelligence* by Danah Zohar and Ian Marshall, for three, and only three, intelligences which are derived from the basic neural systems of the brain — IQ, EQ and SQ (Spiritual Intelligence). She says that Gardner's Seven Intelligences are variations of these three basic intelligences.

This instrument is ideal for professional, personal or team development purposes: such as mentoring, coaching, teaching, counselling or mediating. It must not be used to select, assess, recruit or promote people, under any circumstances.

Each of these 'intelligences' can be developed. Some ideas on how to do so are in the book [A Himalayan Trinity](#) by Mark Kingsley. Also see the associated web site www.himalayantrinity.info.

9 Adapted from the 'trolley' problem introduced into moral philosophy by Philippa Foot.

10 Martin Seligman's recent research published in his book [Flourish: A Visionary New Understanding of Happiness and Well-being](#) has validated the great insights Viktor Frankl presented 70 years before in his book [Man's Search for Meaning](#).

11 See [Awakening the Heroes Within](#) by Carol S. Pearson.

12 After: Bronnie Ware, Australian writer, singer/songwriter, song writing teacher and speaker – see www.inspirationandchai.com.

13 The 'type' of journey is adapted from the [Four Spiritualities: Expressions of Self, Expressions of Spirit: A Psychology of Contemporary Spiritual Choice](#) by Peter Tufts Richardson.

14 Despite beliefs in some psychology circles to the contrary, there is much evidence to support this. For instance see *New Scientist* : 15 March 2003: Inside Science 159. Together we are stronger. "Was Darwin wrong? Wherever you look, it's cooperation not selfishness that reigns supreme." James Randerson explains how team spirit evolved. Also "The facts are clear,' Ernest Fehr [of the University of Zurich in Switzerland] says. 'Many people are willing to cooperate and to punish those who don't, even when no gain is possible.'" This tendency – which researchers call 'strong reciprocity' – throws into question the assumption that apparently selfless behaviour must have a selfish explanation... There appears to be something deep within us that drives us to help others – even strangers. See *New Scientist* ; 12 March 2005 pp 33-37 Charity Begins at Homo Sapiens. Also see *New Scientist* ; 11 November 2006 pp 56 & 57 *Survival of the nicest* . This article discusses why altruism can be supported in evolutionary terms and provides a mathematical equation for it, known as Hamilton's rule: that natural selection favours altruism when $r \times b > c$. Where c = the cost of altruism to the altruist, b = the benefit that a recipient of altruism receives, and r = their genetic relatedness.

15 [The Human Brain](#) by John E Pfeiffer. However, more recent research suggests that the time period for the regeneration of the human body differs for different parts of it; for instance the outer layer of the skin is completely renewed in 2 weeks, the red blood cells in 120 days, and the bone in 10 years, but the cerebellum is only slightly younger than the person. See *New Scientist* ; 17 June 2006 pp 50-53 *The many ages of man* .

Appendix C. Key Points from the Report

1. My main strengths:	Actions to leverage off these
1. My key development areas:	Actions to address these

What percentage of time are you in each of these four quadrants in either work or personal life (whichever you have chosen as the basis of your report)?	
Quadrant 3 = Thinking including making impersonal decisions, clarifying thoughts, analysing, reading (but some types of reading are related to other attributes), scientific enquiry, etc % is.....	Quadrant 4 = Dreaming including visioning, strategising, gaining insights, using imagination, meditation, religion/spirituality (also many forms of art manifest from this aspect), etc % is.....
Quadrant 1 = Doing including completing routine work, scrutinising, organising (such as paying bills and filing), sport, etc % is.....	Quadrant 2 = Caring including making personal decisions, sympathising, making friends (both the basis for making decisions and also concentrating on own feelings), artistic enquiry, etc % is.....
How would these proportions be different, if at all, if you looked at the other area– either work or personal life? Fill in the percentages above again (Check the total is 100%)	

The actions I will take to address the development areas and leverage my strengths are...	What measuring and monitoring will I put in to check progress?
Short Term	.
Long Term	.