



Motivators

An Evaluation of Motivational Styles

Report For: Sample Report

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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.

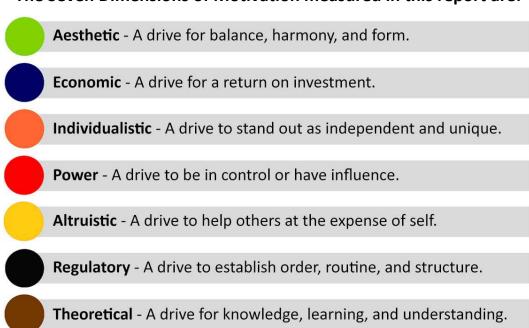
Motivation helps influence behavior and action. It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

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:

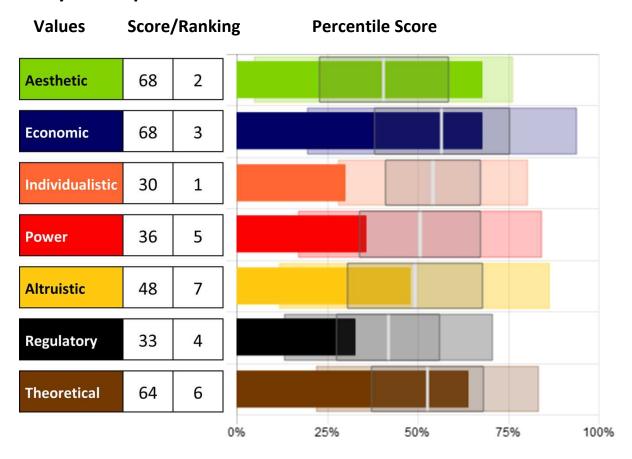


A Closer Look at the Seven Motivator Dimension Scores

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

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

Summary of Sample's Motivation



Personal Scores

Importance & Impact

1. IMPORTANCE: The score number & solid bar Individual Score – shows how much passion you have for that dimension, and reveals how you'll likely express that Motivator

2. IMPACT: Ranking

Distance from 50 (whether high or low) - indicates the order of influence that the motivator has on your decisions, from 1-7

Population Scores

Comparison

1. The median line

Half of the population scores above and half scores below the median

2. The grey box plot

68.32% of respondents fall within 1 Standard Deviation from mean

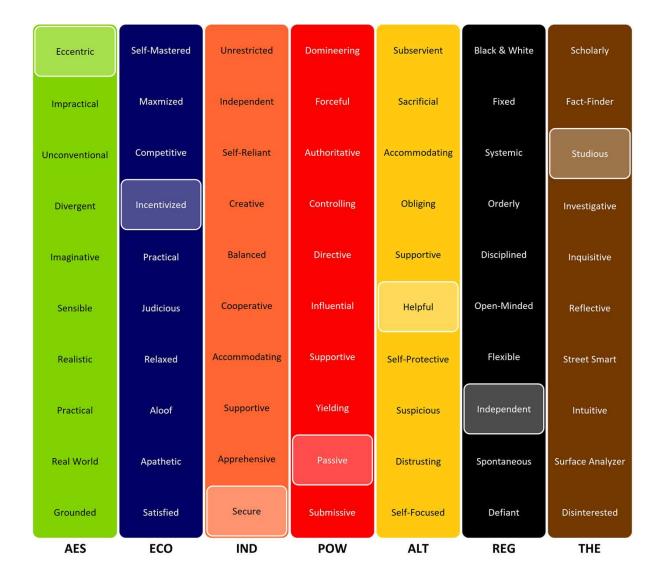
3. The shaded area

93.07% of respondents fall within 2 Standard Deviations from mean

If your score falls outside of the shaded area, you are unlike most of the population in this dimension, whether your score is high or low.

Sample's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor for each dimension to help you better identify, understand, and share your motivational orientation. Keep in mind, **the ranges for each of the seven Motivator scales are different**. This means the words will not likely be highlighted in the same area from dimension to dimension, even if your score number is the same.



Details of Sample's Motivation



Aesthetic - Eccentric

You tend to think "alternatively" and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.



Economic - Incentivized

You will likely possess a competitive spirit and will focus on gaining a practical return for your time and energy.



Individualistic - Secure

You appreciate what others bring to the table and may be apt to become the unsung hero of any project or team.



Power - Passive

You are a better collaborator and won't likely seek position power or authoritative roles.



Altruistic - Helpful

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



Regulatory - Independent

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



Theoretical - Studious

You will learn whatever you need to know to get the job done and then some.

Your Aesthetic Motivator - Eccentric



Universal Assets:

- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- · You may feel as though you were born at the wrong time and might feel misunderstood by most.
- · You may prefer to be your own person and will likely have a high interest in protecting wildlife, the environment, and the undiscovered.
- You show a very strong desire for expressing your talents and fulfilling your dreams.



Driving Intuitions:

- You should realize that very few people think like you and that your unconventional approach to life may look extreme to others.
- · You should support your drive to understand the deeper meanings behind issues or objectives.
- You should really fight for what you want rather than settling for what you can get.
- You should realize that it takes money to do most things and that it's not a bad thing to have it.



Critical Advantages:

- You like to uncover, discover, and recover creative ideas and solutions.
- You are sensitive to the plights of others and will resonate with their inner longings.
- You believe in giving your energy and not taking up space.
- You are very adept at helping others find creative alternatives.



Growth Opportunities:

- You run the risk of your work backing up because you are using impractical means to accomplish work tasks.
- Remember that it is OK that some people won't "get" you or understand your alternative ideas.
- At times, you may try to be too much of a non-conformist and may rebel against established systems and processes.
- You could get lost in creative intuition if not kept somewhat reined in and on target.



- You have the ability to act as a go-between and integrate people's imaginations with certain tasks.
- You can assist team members in accessing their creative side.
- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.
- To increase the meaning of people's lives you could act as a facilitator between people's gifts and talents and meaningful jobs that might require them.

Your Economic Motivator - Incentivized



Universal Assets:

- You may fit the stereotype of the typical hard worker who wants to win most of the time.
- You are likely motivated by public recognition and monetary gains for a job well done.
- You respond best when your time is not being wasted on superficial things.
- You will notice expensive cars and confident people.



Driving Intuitions:

- You should realize that it's not just money that motivates, but also personal fulfillment in the job.
- You should be certain you are balancing your professional and personal life.
- You should provide recognition and rewards (e.g., bonuses) as soon as possible.
- You should remember that you have awareness of the revenue clock, whereas others may not.



Critical Advantages:

- You will protect organizational or team finances and pay attention to where things sit.
- Your decisions are often pragmatic, results oriented, and bottom-line based.
- You are moderately aggressive for capturing time, profits, and bottom-line oriented outcomes.
- You play to win or you don't play.



Growth Opportunities:

- You may need to develop an increased sensitivity to the needs of others.
- You may need to ratchet down your intense need to win and learn to relax with others.
- You may judge the efforts of others on the team by their ability to produce and not on their ability to maintain.
- You may need to learn how to mask your greed factor so as not to alienate a prospect, a client or others on the team.



- Remember to pay attention to those who are less incentivized and not only those driven to win.
- If possible, allow time for fun and relaxation as this reduces stress within teams.
- You link learning outcomes to the ability to become more effective in increasing earnings.
- You score like those who want information that will help them increase bottom-line activity and effectiveness.

Your Individualistic Motivator - Secure



Universal Assets:

- You will not likely seek lime light roles, but rather stay back and support someone else.
- · You may never make the necessary noise surrounding important issues and may set yourself up for being overlooked.
- Because you don't seek attention for your efforts, you may be left feeling like a ghost, never drawing attention to yourself.
- · You will likely support others while rarely focusing on gaining the personal support you may want or need.



Driving Intuitions:

- Don't accept leadership roles that make you uncomfortable.
- Because you demonstrate a high degree of team-mindedness, you can easily get overlooked.
- You'll prefer a supportive environment where members are equally recognized.
- You may hide rather than thrive in team environments so don't be discouraged when people don't recognize your contribution.



Critical Advantages:

- · Not one to draw attention to your own efforts, you will likely be pointing out the efforts of others.
- You will be able to offer ideas with respect to others and their ideas.
- You'll likely be seen as supportive and serene when the pressure is on.
- · You'll likely be the unsung hero of any project or team endeavor.



Growth Opportunities:

- You may struggle with social poise and people interaction at times.
- You may not share your opinions openly and then later regret not saying something when the heat is off.
- You may settle for less as opposed to fight for what you want.
- You may shudder to think about public speaking or directive roles.



- You may be more practical and less innovative.
- You should work in cooperative settings where no one is the star of the show.
- You will do well helping others behind the scenes.
- You will likely enjoy group activities.

Your Power Motivator - Passive



Universal Assets:

- You may prefer slow and steady moves to faster or hectic moves you must control.
- You may pick and choose or avoid positions of intense responsibility.
- At times you'll likely want to watch others lead more than you'll want to lead things yourself.
- You will at times not have the energy for conflicting matters or leadership disputes.



Driving Intuitions:

- Use your stabilizing ability when working with others and don't allow others to run you over.
- Just because people don't voice it, you can't always believe you haven't made a difference.
- Remember not to say yes to things you don't really want to do.
- You won't mind yielding your position to avoid controversy or conflict.



Critical Advantages:

- You'll likely be more of a helper as opposed to being controlling and authoritative.
- Personal accomplishments far outweigh the need for recognition and power.
- You don't have to be the one always behind the wheel; you may be just as happy to chat with a friend in the back seat.
- You're a better collaborator and won't expect credit for all you do.



Growth Opportunities:

- Fighting for your own rights might make you uncomfortable at times.
- You may not want to be the one in charge of something if it's too daunting.
- You may not think you are worth other people's time or investment.
- You should know that your destiny is up to you and not others or circumstance.



- You will likely be quiet and in the background when involved in training activities.
- Being forceful isn't always bad.
- You will likely enjoy group activities with some leadership opportunities.
- You may enjoy more cooperative learning activities as opposed to activities that require directing and controlling.

Your Altruistic Motivator - Helpful



Universal Assets:

- You can both help and hold back. You are able to discern between real needs and when people simply have complaints.
- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own
 personal needs.
- 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.



Driving Intuitions:

- 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.
- You have a general level of appreciation for others in relationship to the over-all working world.



Critical Advantages:

- You are not moved by every sob story that comes down the pike.
- You know when helping becomes a hindrance to long-term success.
- You are able to pitch in when necessary and say "no" when you've had enough.
- You can both take a stand for injustice and let some seemingly unjust situations ride.



Growth Opportunities:

- You should respect those who appear self-interested and not always mistake them for being "selfish."
- You may need to take more control in certain situations and not remain neutral.
- · Remember, helping others succeed can have practical results that can deliver business results that matter.
- You can take or leave leadership roles; make sure you are not needed if you decide to sit back.



- You can either be involved in a team-oriented or an individualistic and independent learning activity.
- · You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- 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 - Independent



Universal Assets:

- You'll likely do things "by the book," but it's your book.
- There's always another way to do it in your mind.
- Following someone else's rules can feel like wearing a straitjacket.
- Once you know what to do, you'll pull the trigger and not worry about the consequences.



Driving Intuitions:

- Your spontaneity works for you, but it won't work for everyone.
- You want open and honest feedback so you can do what needs to be done.
- You like to cut to the chase and not waste energy on non-essentials.
- · Because the end justifies the means, you'll figure it out.



Critical Advantages:

- You believe in freedom to express ideas.
- You'll try anything once.
- You will pick and choose your rules.
- You likely don't want to wait for permission to do things you believe need to be done.



Growth Opportunities:

- Just because people follow the rules it doesn't mean they are sticks in the mud.
- You can still be innovative while following procedures sometimes.
- Remember, patience is a virtue.
- Your lack of systemic sequence can get you in trouble sometimes.



- You work independently even when you are on a team.
- You listen to instruction while at the same time tweaking it.
- You're likely thinking, "That's not how I'd do it."
- You can be a part of something without being controlled by it.

Your Theoretical Motivator - Studious



Universal Assets:

- You are likely seen as an expert in your field of interest.
- You need more proof than most people before buying into an idea.
- You may have doubts about what you don't have ample evidence for.
- You probably don't like it when someone says, "trust me."



Driving Intuitions:

- You prefer knowledge-based incentives.
- You need more opportunities to expand your theoretical bandwidth.
- You likely learn more by accident than others do on purpose.
- If there's a learning event, you're sure to be involved in it.



Critical Advantages:

- You will not quit until the problem is understood.
- You have a hungry brain that must constantly be fed with new information.
- You have a high capacity for independent study.
- You'll likely know the solution to familiar problems.



Growth Opportunities:

- You may be over corrective when around others who know less than you.
- You should be more open to being wrong.
- You may have more skills for acquiring knowledge than for acquiring relationships.
- You may need to simplify your vocabulary for some people.



- Your training and development should involve reliable information that makes logical sense.
- Your learning development should be connected to new ideas and concepts.
- · Your learning and development should be connected to an ongoing stratagem for personal development.
- You're more dedicated than a casual learner when getting new information.

Social Awareness Insights

Each Motivator is divided into population scoring ranges to help you know how similar or different your Motivators are when compared to others. This information is based on the Standard Deviation from the Mean for each dimension:

Very Low (3 SD) Low (2 SD) Average (1 SD) High (2 SD) Very High (3 SD)

68.32% of population scores are within 1 SD (Average)

93.07% of population scores are within 2 SD (Low/High)

99.73% of population scores are within 3 SD (Very Low/Very High)

Your scores, as compared to the population:

	AES		ECO		IND	POW		POW ALT		REG		THE	
2	Very High	3	High	1	Very Low	5	Low	7	Average	4	Low	6	High

Remember: Very High and Very Low scores are potential risks because **wants** become **needs** and can impact your effectiveness.

Aesthetic

Compared to others in the population in this Motivator, you score Very High.

This means that you likely value things in this area very differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. Very High Aesthetic styles may tend toward impracticality and originality, and are often described as eccentric or unusual by others. They likely value work life balance and place focus on their well-being. The journey and the experience matter much more than the result.

Economic

Compared to others in the population in this Motivator, you score High.

This means that you likely value things in this area somewhat differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. High Economic styles are likely more competitive and driven to get something in return for their efforts, and they appreciate incentives and rewards for their contribution. Getting something back for their investment is important to those high in this Motivator.

Individualistic

Compared to others in the population in this Motivator, you score Very Low.

This means that you likely value things in this area very differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. Very Low Individualistic styles often blend in with the group, are very collaborative, and prefer not to stand out or be noticed for anything other than making a collective contribution. They are supportive and accommodating.

Power

Compared to others in the population in this Motivator, you score **Low**.

This means that you likely value things in this area somewhat differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. Low Power styles tend to be more yielding to circumstances and dictated expectations, and are frequently supportive of the execution of others' priorities.

Altruistic

Compared to others in the population in this Motivator, you score Average.

This means that you likely value things in this area quite similarly to the majority of the population. Average Altruistic styles balance offering help and support to others, and accommodating those who seem to need more assistance, while maintaining healthy boundaries of time and energy without overextending themselves.

Regulatory

Compared to others in the population in this Motivator, you score Low.

This means that you likely value things in this area somewhat differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. Low Regulatory styles tend to believe there are many ways to do things and value open-minded and flexible approaches that can bend to their thoughts and ideas.

Theoretical

Compared to others in the population in this Motivator, you score High.

This means that you likely value things in this area somewhat differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. High Theoretical styles are more likely to be studious and investigative, looking into more information about a variety of topics and wanting to understand more about how things work, why they are as they are, and how they can be usefully applied to an array of circumstances and experiences.

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.

Aesthetic





- How important is it for you that you can express yourself creatively?
- Are form and aesthetics more important, or is functionality more important?
- How important is work/life balance?
- Do you find that you are more "head in the clouds" or more practical?

Economic





- What is a reasonable return on investment?
- Do you generally think people have an agenda or want/need something from you?
- Would you consider starting your own business or being an entrepreneur?
- When you are faced with a situation do you first consider how it will affect you, or how it will affect others?

Individualistic

How important is it for you to be independent and autonomous?



- If you could do anything you wanted today, what would it be?
- Do you think people generally see the world the same way you do?
- How do you feel about teamwork and collaboration?
- What does "freedom" mean to you?

Power

What role do you typically take in a group?



- How important is it for you to be in charge?
- How would you motivate others to take action?
- What kinds of things do you like to have control over?
- Do you take initiative, or do you prefer direction before acting?

Altruistic



- Do you have a hard time saying no, or feel overwhelmed and spread too thin?
- What is considered a reasonable amount of assistance or help for others?
- Do you tend to sacrifice your needs for the needs of others?
- Do you feel like you need to do things for others to be valuable or loved?

Regulatory



- Is there a right way and a wrong way, or many ways to accomplish something?
- How important is it for you to be right?
- Are rules and regulations important to you?
- How important is structure and process to you?
- When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?

Would you more likely give to anyone who needs it, or only to those who deserve it?

Theoretical



- How important is it to understand all perspectives and details of a project/problem?
- Do you consider yourself to be an expert in any field?
- Would you rather spend time studying and reading, or just learn as you go?
- What do you love about learning new things?
- What do you think is most important action or knowledge?

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?
Which motivators don't need any additional attention?
With which motivators am I currently struggling and need an extra boost?
Using my understanding of my motivational orientation, which types of additional motivations would work best for me right now?
Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?

Motivators

REPORT FOR Sample Report

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

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.