



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:

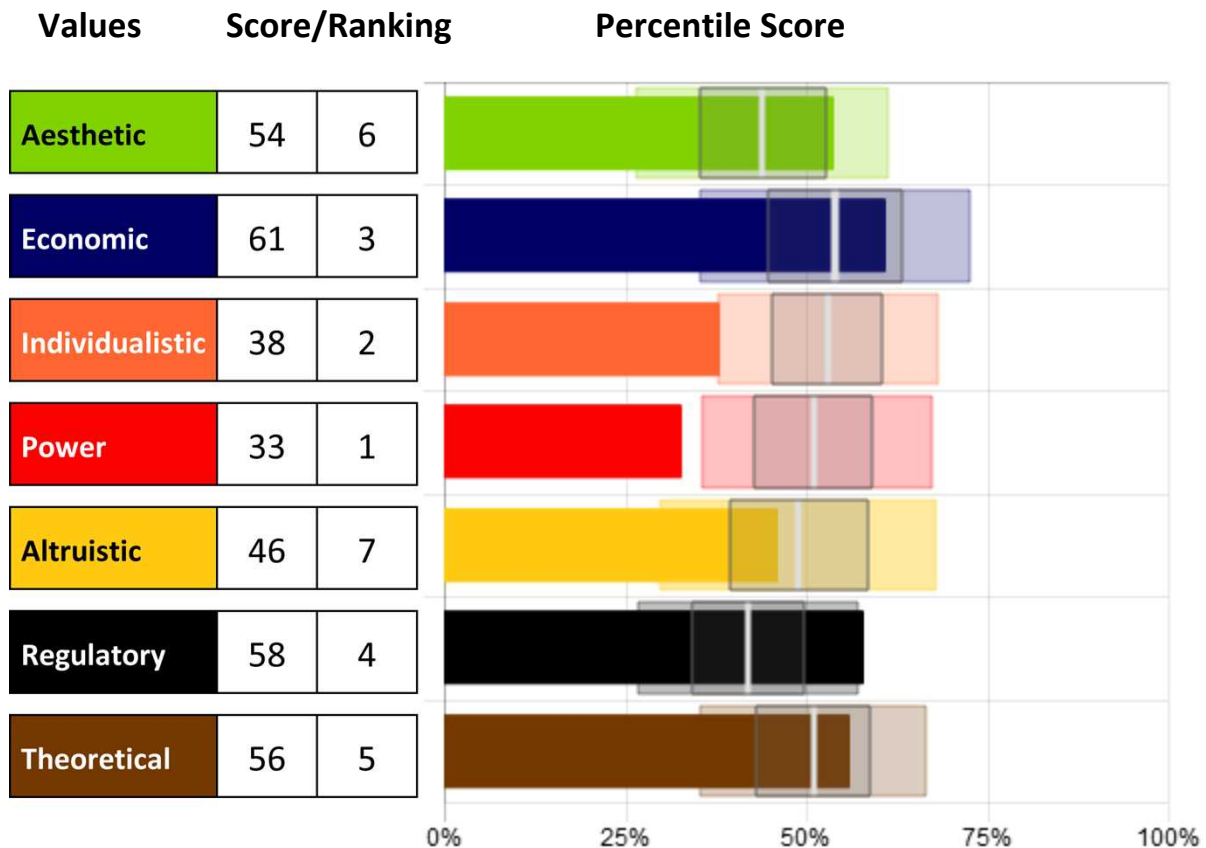
-  **Aesthetic** - A drive for balance, harmony and form.
-  **Economic** - A drive for a return on investment.
-  **Individualistic** - A drive to stand out as independent and unique.
-  **Power** - A drive to be in control or have influence.
-  **Altruistic** - A drive to help others at the expense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

A Closer Look at the Seven 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



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

Details of Sample's Motivation



Aesthetic - High

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



Economic - Average

You will balance yourself between being satisfied with what you have and a need for more.



Individualistic - Low

You are able and willing to support someone else’s ideas without having to interject your own.



Power - Very Low

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



Altruistic - Average

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



Regulatory - Very High

You see things as either black or white and will endeavor to enforce the rules you believe are warranted.

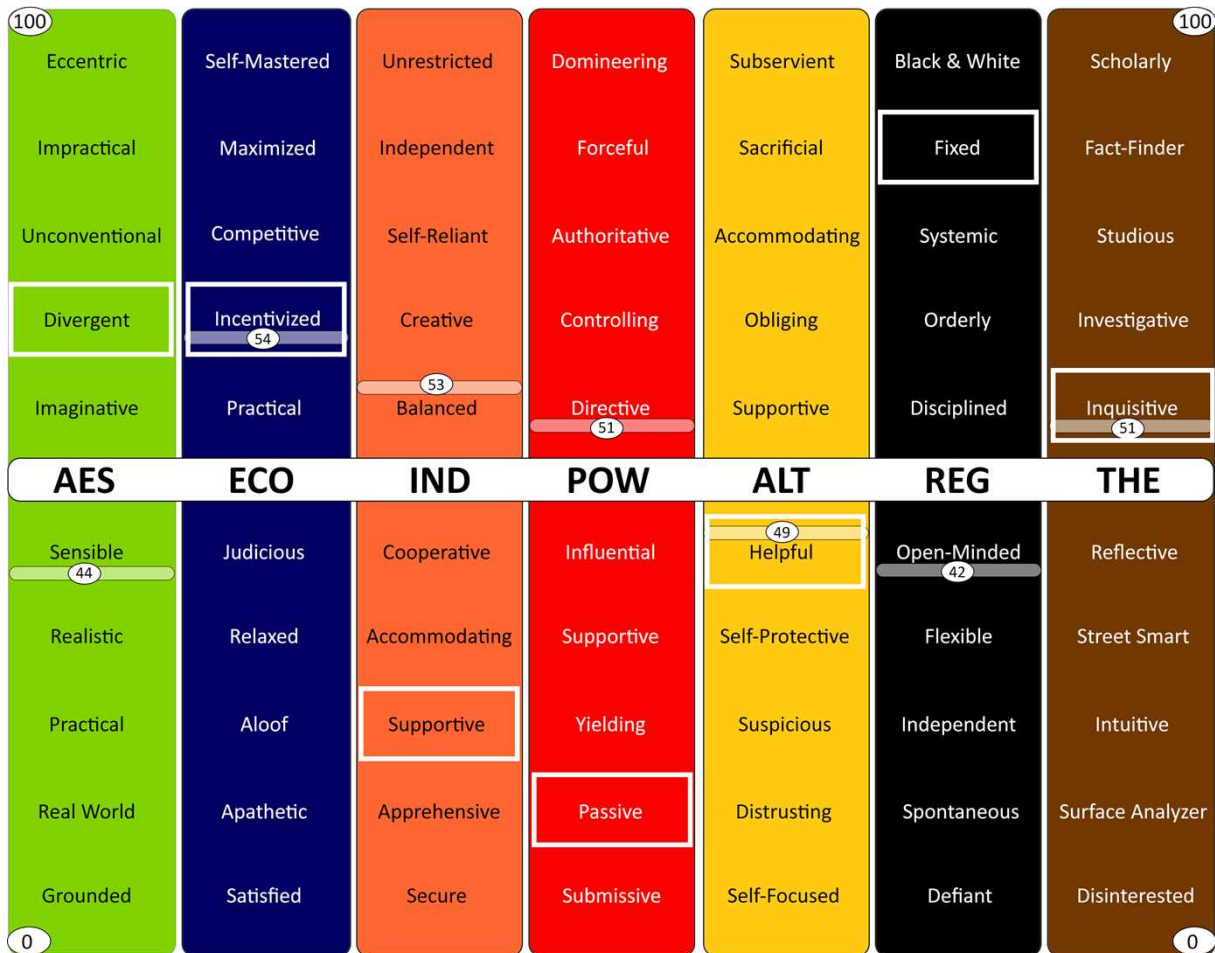


Theoretical - Average

You can rely on both new information and what has worked in the past when making decisions.

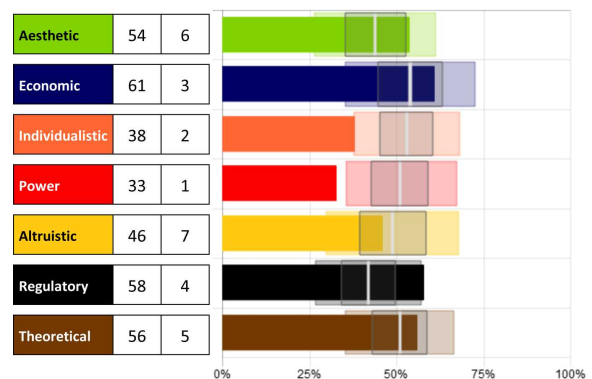
Sample's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor in each dimension, and highlights each word relative to other descriptors. By labeling your numeric score, you can better identify, understand, and describe your motivator orientation.

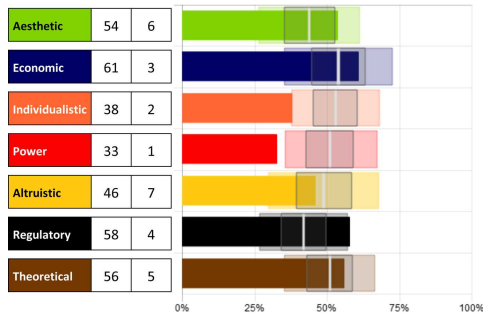


Important Details:

- Motivators are scored from 0-100, shown in **small circles** at the edges of the Matrix: **0 is very low, 100 is very high**.
- The **shaded line** highlights the **median score** for each Motivator based on the population.
- The highlighted Motivator **descriptor** is representative of **your score** in each Motivator.
- Your score and ranking are **not** noted on the Matrix. Refer to your graph for your specific information.



Your Aesthetic Motivator - High



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



Universal Assets:

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



Driving Intuitions:

- You show an interest in the deeper meaning of ordinary things.
- You will work to live rather than live to work.
- You ensure that creativity and form work in tandem with function and results.
- You likely have a keen awareness of harm, care, fairness, and reciprocity toward people and animals.



Critical Advantages:

- You will attempt to solve practical problems in unconventional ways.
- You show the aptitude to see beyond the common, and may bring a refreshing unconventionality to those around you.
- You likely think beyond yourself in regards to work and will seek balance between yourself and your surroundings.
- You will likely believe others think as unconventionally as you do.



Growth Opportunities:

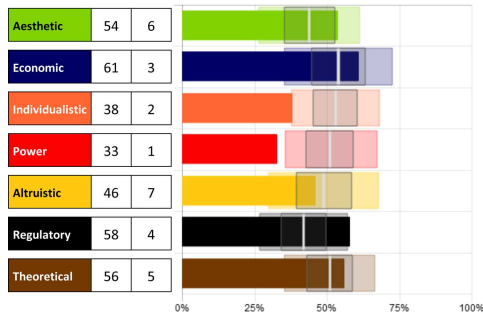
- Don't deliver a Cadillac when a Chevy will suffice.
- You tend to approach problems, opportunities, and challenges in uncommon ways, which might create unnecessary risks.
- You could benefit from being a little more realistic.
- You could be using creative and complicated ideas as a safety blanket to avoid having to be overly pragmatic.



Learning Paths:

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

Your Economic Motivator - Average



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



Universal Assets:

- You have the ability to identify with individuals who have both high and low satisfaction rates.
- You may have already achieved substantial economic goals of your own.
- You are realistic and down-to-earth in regards to getting what you believe you deserve.
- Your score indicates a balance between being satisfied with what you have and the need for more.



Driving Intuitions:

- You'll bring a more balanced approach to giving and gaining.
- You are comfortably poised between what's in it for you and what's in it for them.
- You're an asset when it comes to getting along with both practical and imaginative types.
- You can leverage your ability to cooperate with all types of people.



Critical Advantages:

- You can balance the needs and perspectives of those with different attitudes towards financial gain.
- You are not an extremist and, therefore, a stabilizing force when winning is required.
- You're fine with helping others with their projects and initiatives without experiencing to "get yours."
- You do not try to compete to the extent of creating dissension within the group.



Growth Opportunities:

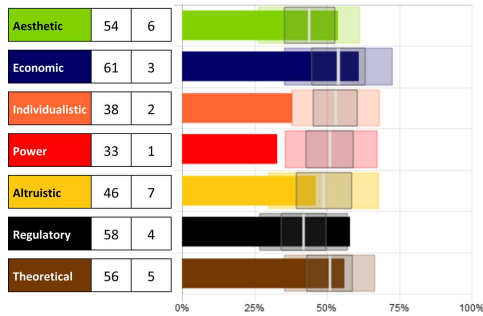
- You should think about your financial future with stronger urgency.
- You might need to be aware of those who are not as incentivized as you.
- You may not be as focused on your future as you should be.
- At times you may need to be more aware of time constraints.



Learning Paths:

- You can focus both on the ambitious and those who are content where they are.
- You will be somewhat flexible between being cooperative and competitive.
- You should work with those who are not so concerned about leveraging their best interests.
- You may engage in training and development activities in a balanced and supportive method.

Your Individualistic Motivator - Low



The Individualistic Motivator: Need to be seen as autonomous, unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression apart from being told what to do.



Universal Assets:

- You appreciate a team mentality and will think in terms of "we" as opposed to "me."
- You can work as a part of the team and assist others in meeting their needs.
- You'll likely prefer to be seen and not heard.
- You are not one to steal the spotlight or gain excessive recognition.



Driving Intuitions:

- You do your best work when cooperating with others to reach shared goals.
- You'll want to make your own decision about being highly visible within group settings.
- You'll prefer being the man or woman behind the curtain as opposed to the one up front.
- You'll likely prefer helping others as opposed to doing it all.



Critical Advantages:

- You don't require name recognition and will be satisfied with being a part of the whole.
- You are able to help others shine.
- You will likely stabilize the group rather than de-stabilize it.
- You don't need to be seen as the leader.



Growth Opportunities:

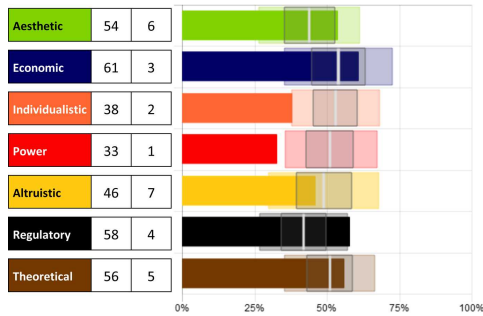
- You may think you are not capable of being creative in any way.
- You may settle for less and never fight for what you want when in a group setting.
- You may need to stand up for yourself and your ideas more.
- You should think out loud more.



Learning Paths:

- You'll likely be self-disciplined when working with others and not easily distracted.
- You'll prefer a group involvement to individual recognition.
- You prefer group efforts as opposed to star roles.
- You'll want to have self-time as opposed to always being in the forefront.

Your Power Motivator - Very Low



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



Universal Assets:

- You may not volunteer yourself for positions of greater responsibility.
- You will not like high-pressure environments with excessively driven people types.
- You may feel out of place on a team where people jockey for position.
- You will not have the energy for conflicting matters or leadership disputes.



Driving Intuitions:

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



Critical Advantages:

- You'll likely be more-mission minded as opposed to being control and authority driven.
- You're a better helper and won't expect credit for all you do.
- Personal accomplishments far outweigh the need for recognition and power.
- You won't likely drive, but will be happy to chat in the back seat.



Growth Opportunities:

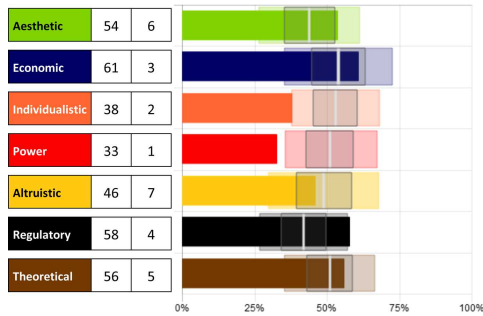
- Fighting for your own rights might make you uncomfortable.
- Standing up for yourself might feel wrong at times.
- You might second-guess your own ideas and therefore hang back.
- You may shudder to think about being in charge of something very important.



Learning Paths:

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

Your Altruistic Motivator - Average



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



Universal Assets:

- You 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 have no extremes on either end of the "helping others" scale.
- You have a general level of appreciation for others in relationship to the over-all working world.
- You'll likely be uncomfortable with people who give in excess.
- You are pragmatic in your approach to assisting others in need.



Critical Advantages:

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



Growth Opportunities:

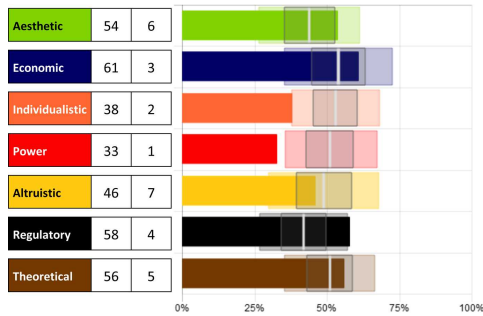
- You may need to take more control in certain situations and not remain neutral.
- You can take or leave leadership roles; make sure you are not needed if you decide to sit back.
- Remember, helping others succeed can have practical results that can deliver business results that matter.
- You should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



Learning Paths:

- You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- You're flexible and will know when to say no and when to say yes during training and developmental programs.
- You can either be involved in a team-oriented or an individualistic and independent learning activity.
- You can be a neutral player and will support others, not having to be the owner of the team and agenda.

Your Regulatory Motivator - Very High



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



Universal Assets:

- It's very hard to change your mind once you make a decision.
- You believe there's only one-way to get things done: your way.
- In your family, you're likely the "bad cop."
- You believe "if it isn't broke, don't fix it."



Driving Intuitions:

- You need to be copiously convinced or you won't change your mind.
- You will prefer private correction that is proven necessary.
- You need to know what to do and what not to do before you do it.
- You will need the right amount of time to make the necessary changes you need to make.



Critical Advantages:

- Your behavior is more or less predictable.
- You rarely give people three chances.
- You believe you're either in or out; everything else is compromise.
- You won't cross certain lines.



Growth Opportunities:

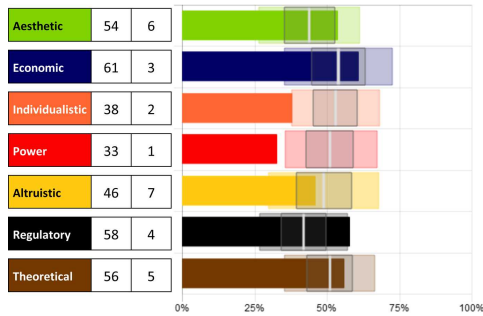
- You should not be so closed-minded.
- You should be open to other people's ideas.
- Try putting yourself in someone else's shoes.
- You should be more open to being wrong.



Learning Paths:

- Your learning development should be connected to traditional venues.
- Your learning activities need to be structured and outlined.
- You should be exposed to others who take more risks and allow yourself the benefit of being around them.
- You more like a follower than a drifter when learning.

Your Theoretical Motivator - Average



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



Universal Assets:

- You need to know something, not everything.
- You can just figure things out and get to the bottom of it without having to study too much.
- You won't likely stand out in any particular group when it comes to your knowledge bank.
- You are more of a broad-minded person and less a detailed person when it comes to finding out why.



Driving Intuitions:

- Your curiosity can be peaked if something interests you.
- You bring continuity and structure to groups where thinking is necessary without getting too distracted.
- You have an even perspective, able to weigh both sides of an issue equally.
- You have a balanced view of technical issues and won't want to get too deeply involved in things outside of your expertise.



Critical Advantages:

- You will likely pick up on new subjects rather easily.
- You won't blindly do things without at least some investigation.
- You will not likely get hung up in analysis paralysis.
- You bring stabilization to over-thinkers.



Growth Opportunities:

- You may remain neutral on subjects outside of your scope of understanding.
- You may be done with your continuing education and will learn through experience.
- You read some things, but not everything.
- You may need to become more versed in certain subjects in order to increase value.



Learning Paths:

- Your knowledge won't get in the way of your social poise.
- You will likely support ideas that make sense.
- You're open to new ideas and creative solutions that work as long as there are no extremely difficult assignments.
- You will typically settle upon ways that have been established and proven effective.

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



- What is beautiful to you?
- 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



- How important is winning for you?
- 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?
- Would you more likely give to anyone who needs it, or only to those who deserve it?
- 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?

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?

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.

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