Talent Insights®
Management-Staff

Amy Smith
Accounting Manager
6-26-2017

Introduction Where Opportunity Meets Talent

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

The following is an in-depth look at your personal talents in the three main sections:

Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

Driving Forces

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

Integrating Behaviors And Driving Forces

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.

Introduction Behaviors Section

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- How you respond to problems and challenges.

- How you influence others to your point of view.

- How you respond to the pace of the environment.

- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston

General Characteristics

Based on Amy's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Amy's natural behavior.

Amy wants to be liked by fellow workers, as well as be recognized for doing quality work. Coworkers know that her projects will always be done correctly. She is adaptable. Because of high expectations of her own job performance, Amy may sometimes feel that other workers cannot perform up to her standards. She may be overly sensitive to criticism of her work. If you do comment on her work you had better be right, since she may not take criticism lightly. Amy can be sensitive about any comments regarding the quality of her work. She strives forward constantly to improvement in everything she does. She is alert and sensitive to her errors and mistakes. She constantly seeks to avoid errors in her work. She prefers that things be orderly and she will approach work in a systematic manner. Rules and procedures provide security for her job performance. Amy can devote all her energy to the job, and that offers security to her work situation. When Amy sees something that is wrong she wants to fix it. She is oriented toward achieving practical results. She likes to work behind the scene and be seen as someone who is organized and has her life in order.

Amy is the type of person who will accept challenges, and accept them seriously. She can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. She, capable of making daily decisions routinely, usually becomes cautious about the bigger decisions; she wants to be absolutely certain her decision is correct. She tends to make her decisions after deliberation and gives weight to all the pros and cons. Amy is skilled at observing and collecting data on different subjects. If she has a real passion for a given subject, she will read and listen to all the available information on the subject. She likes to collect data for decision making and may collect so much it makes the decision harder. She uses data and facts to support the big decisions, because it makes her feel more confident that her decisions are correct. She has an acute awareness of social, economic and political implications of her decisions.

Adapted Style

Natural Style

D I S C

D I S C

36 66 48 68

32 64 48 74

Amy Smith
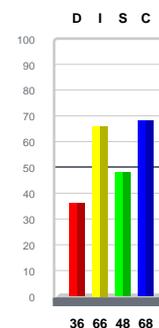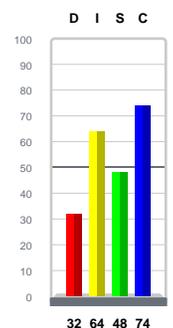
General Characteristics Continued

Amy is usually slow to anger, but when "enough is enough" she may tend to explode. People will then have no doubt about her feelings. She likes to know what is expected of her in a working relationship, and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. She likes to ask questions to clarify the communications. She gathers data in order to be certain she is correct in her work, communications or decision making. She wants to establish good will with others and to influence them in a friendly and sociable manner. Amy is patient and persistent in her approach to achieving goals. She responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star." She is intuitive and is able to ask good questions in order to get the critical, complete information she seeks. Because Amy prefers logical information, she likes people who communicate all the facts in logical order. Random facts in a haphazard format tend to distract and annoy her. She enjoys analyzing the motives of others. This allows her to develop her intuitive skills.

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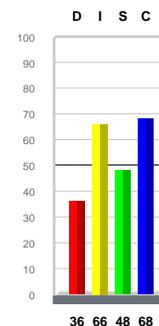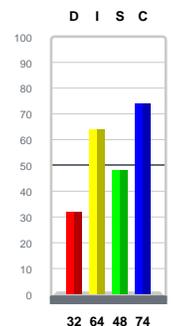
Value to the Organization

This section of the report identifies the specific talents and behavior Amy brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Turns confrontation into positives.

- Proficient and skilled in her technical specialty.

- Adaptable.

- Conscientious and steady.

- Cooperative member of the team.

- Flexible.

- Always concerned about quality work.

Adapted Style

Natural Style

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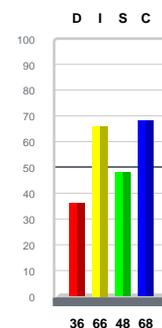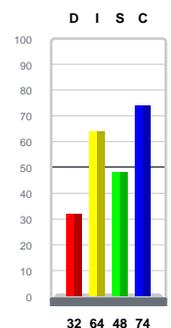
Checklist for Communicating

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Amy. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Amy most frequently.

Ways to Communicate

☐ Follow through, if you agree.

☐ Give her time to be thorough, when appropriate.

☐ Give her time to ask questions.

☐ Support your communications with correct facts and data.

☐ Give her time to verify reliability of your actions; be accurate, realistic.

☐ Provide solid, tangible, practical evidence.

☐ Support her principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.

☐ Give her time to verify reliability of your comments--be accurate and realistic.

☐ Prepare your "case" in advance.

☐ Make an organized presentation of your position, if you disagree.

☐ Take time to be sure that she is in agreement and understands what you said.

Adapted Style	Natural Style
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Amy Smith

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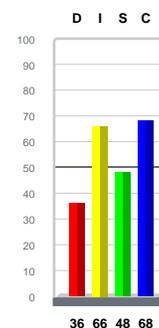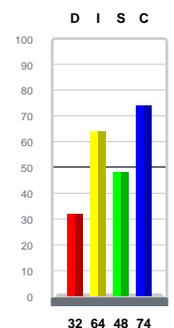
Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Amy. Review each statement with Amy and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways **NOT** to Communicate

☐ Talk in a loud voice or use confrontation.

☐ Use gimmicks or clever, quick manipulations.

☐ Make statements about the quality of her work unless you can prove it.

☐ Be disorganized or messy.

☐ Make conflicting statements.

☐ Dillydally, or waste time.

☐ Talk to her when you're extremely angry.

☐ Threaten, cajole, wheedle, coax or whimper.

☐ Leave things to chance or luck.

☐ Be vague about what's expected of either of you; don't fail to follow through.

☐ Make promises you cannot deliver.

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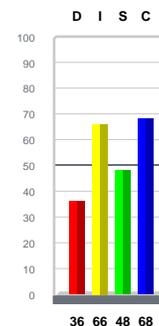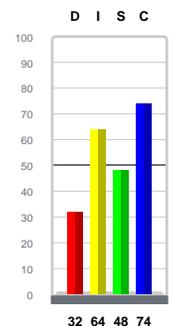
Communication Tips

This section provides suggestions on methods which will improve Amy's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Amy will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

Perceptions
See Yourself as Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Amy's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Amy to project the image that will allow her to control the situation.

Self-Perception

Amy usually sees herself as being:

- Precise
- Moderate
- Knowledgeable
- Thorough
- Diplomatic
- Analytical

Others' Perception - Moderate

Under moderate pressure, tension, stress or fatigue, others may see her as being:

- Pessimistic
- Worrisome
- Picky
- Fussy

Others' Perception - Extreme

Under extreme pressure, stress or fatigue, others may see her as being:

- Perfectionistic
- Strict
- Hard-to-Please
- Defensive

Adapted Style

Natural Style

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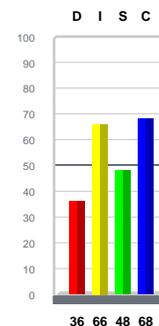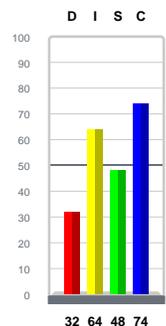
The Absence of a Behavioral Factor

The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral style, we are able to better articulate a person's talents and create environments where people can be more effective.

Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Needs meeting and planning sessions with pre-disclosed agenda items in order to feel prepared.

- Needs a manager or work-team that has the ability to extract information as opposed to being required to volunteer information.

- Avoid work environments with a moving target as the only constant.

Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with D above the energy line and/or tips for seeking environments that will be conducive to the low D.

- Seek partnership when forced to make decisions that do not have a procedure or set precedence.

- Share feelings faster and more often.

- Seek an environment that allows for a humoristic approach to conflict situations.

Adapted Style

Natural Style

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Amy Smith

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Descriptors

Based on Amy's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she responds to rules and procedures set by others.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	**Accurate**
Competitive	**Poised**	Consistent	**Open-Minded**
Decisive	**Optimistic**	Steady	**Balanced Judgment**
Venturesome	**Trusting**	Stable	**Diplomatic**
Dominance	**Influencing**	**Steadiness**	**Compliance**
Calculating	Reflective	**Mobile**	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Natural and Adapted Style

Amy's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Problems - Challenges

Natural	**Adapted**
Amy is cautious in her approach to problem solving and does not attempt to demand that her view, or opinion, be accepted at face value. Amy likes to solve problems within the framework of a team environment. She will look for a compromise as opposed to a win-lose situation.	Amy sees no need to change her approach to solving problems or dealing with challenges in her present environment.

People - Contacts

Natural	**Adapted**
Amy is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She likes to be on a team and may be the spokesman for the team. She will trust others and likes a positive environment in which to relate.	Amy sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Adapted Style   Natural Style

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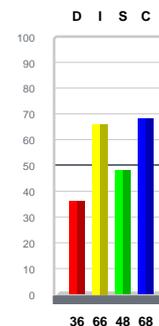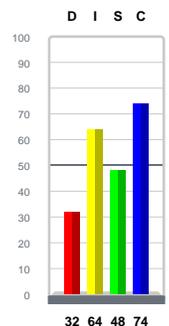
Pace - Consistency

Natural

Amy likes mobility and the absence of routine does not traumatize her. She feels comfortable juggling different projects and is able to move from one project to another fairly easily.

Adapted

Amy sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.

Procedures - Constraints

Natural

Amy naturally is cautious and concerned for quality. She likes to be on a team that takes responsibility for the final product. She enjoys knowing the rules and can become upset when others fail to comply with the rules.

Adapted

Amy shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant and Amy sees little or no need to change her response to the environment.

Adapted Style   Natural Style

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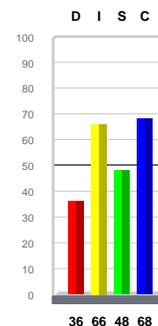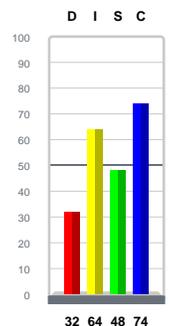
Adapted Style

Amy sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Precedence of quality over efficiency.

- Sensitivity to existing rules and regulations.

- Preferring people involvement over task focus.

- Making tactful decisions.

- Careful, thoughtful approach to decision making.

- Obtaining results through people.

- Maintaining an ever-changing, friendly, work environment.

- Critical appraisal of data.

- Compliance to high standards.

- Precise, analytical approach to work tasks.

- Positive, outgoing, friendly behavior.

- Calculation of risks before taking action.

- Participative decision making.

Adapted Style	Natural Style
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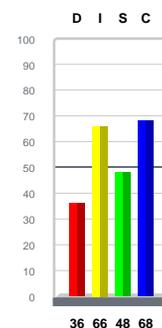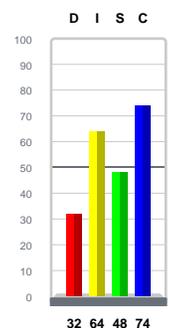
Time Wasters

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

Seeking "All" of The Facts

Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.

Possible Causes:

- Want to be certain/prepared
- Want to avoid mistakes
- Want extended time for getting tasks done

Possible Solutions:

- Set a timeline for gathering new information or evaluating old information and then take action
- Evaluate importance or risk factors to how much information is actually needed

Overreacting To Constructive Criticism

Overreacting to constructive criticism is the inappropriate overt or covert response to feedback and recommendations.

Possible Causes:

- Have a high comfort level with past methods
- Have high standards for work performance
- Think that your way is the correct way
- Don't see the benefit of doing things differently

Possible Solutions:

- Practice listening without evaluating comments from others
- Begin responding mentally with "that's interesting" or "that's a possibility" as a way of controlling immediate negative response
- Communicate feelings with peers and supervisors

Adapted Style

Natural Style

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Fear of Mistakes

Fearing mistakes is the mental process of focusing on negative outcomes and is often a preoccupation with past mistakes.

Possible Causes:

- Want to avoid criticism
- Take criticism personally
- Want to be seen as efficient and competent

Possible Solutions:

- Practice focusing on past successes
- For every mistake that you think might happen, write down two positive possible outcomes for a completed task
- Focus on several possible future outcomes

Prolong Events In Order To Gain Improved Results

Prolonging events in order to gain improved results is the process of doing and redoing, evaluating and re-evaluating and changing to and changing back as a way of "testing" the best possible outcome.

Possible Causes:

- Want to ensure that success is always achieved
- Feel that if rushed, the results will not be satisfactory
- Hope situations will work out themselves

Possible Solutions:

- Set realistic schedule and timeline
- Follow the schedule
- Seek advice or assistance from others

Adapted Style   Natural Style

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Time Wasters Continued

Seeking The Best, But Not Necessarily Workable Solutions

Always seeking the best solution may prohibit getting the task accomplished. Something better is always on the horizon.

Possible Causes:

- Want to do things right the first time
- Want personal approval for preciseness of work
- Fear criticism if solution doesn't work

Possible Solutions:

- Establish required standards
- Determine the solution that meets or exceeds those standards
- Set a timeline for making a decision or completing a task

Waiting For Events To Happen

Although patience may be a virtue, being pro-active allows the decision-maker to be in better control of events within their scope of influence.

Possible Causes:

- Want to affect the here and now
- Fear rushing into something will show unpreparedness
- Need for high standards inhibits getting started

Possible Solutions:

- Plan alternative solutions
- Determine most likely scenarios
- Implement a plan that best meets those needs without jeopardizing other scenarios

Adapted Style   Natural Style

Adapted Style	Natural Style
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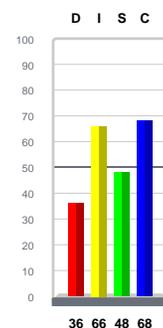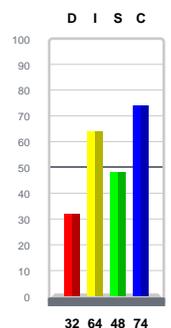
Areas for Improvement

In this area is a listing of possible limitations without regard to a specific job. Review with Amy and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Amy has a tendency to:

- Prefer not to verbalize feelings unless in a cooperative and noncompetitive environment.

- Have difficulty making decisions because she's mostly concerned about the "right" decision. If precedent does not give direction, her tendency is to wait for directions.

- Select people much like herself.

- Be bound by procedures and methods--especially if she has been rewarded for following these procedures.

- Want full explanation before changes are made to ensure her understanding.

- Yield her position to avoid controversy.

- Be self-deprecating--doesn't project self-confidence.

- Be defensive when threatened and use the errors and mistakes of others to defend her position.

- Lean on supervisors if information and direction is not clear.

Adapted Style

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Amy Smith

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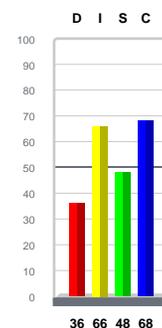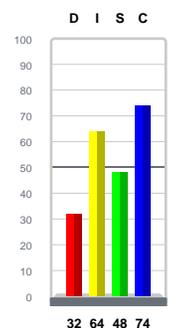
Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. Persistence - Finish tasks despite challenges or resistance.

0	10	20	30	40	50	60	70	80	90	100		

67 **Natural**

61*

60 **Adapted**

64*
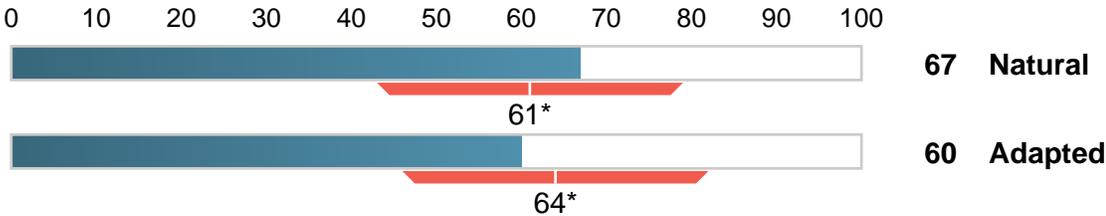
2. Analysis - Compile, confirm and organize information.

0	10	20	30	40	50	60	70	80	90	100		

65 **Natural**

53*

60 **Adapted**

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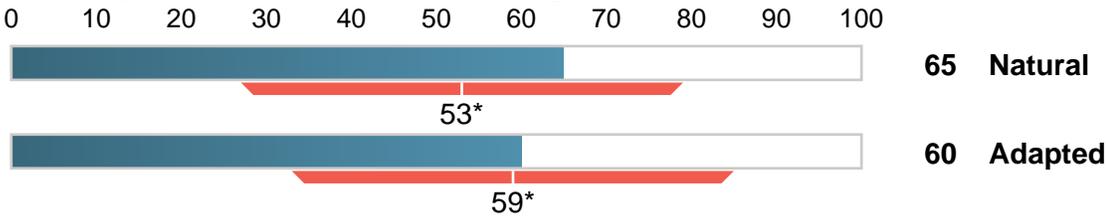
3. Consistent - Perform predictably in repetitive situations.

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65 **Natural**

61*

62 **Adapted**

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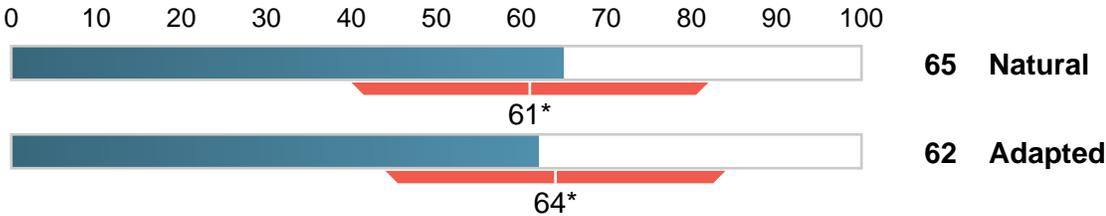
4. Following Policy - Adhere to rules, regulations, or existing methods.
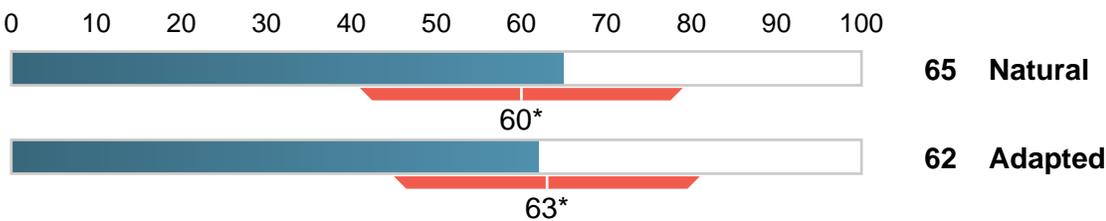
0	10	20	30	40	50	60	70	80	90	100		

65 **Natural**

60*

62 **Adapted**

63*

* 68% of the population falls within the shaded area.

5. Customer-Oriented - Identify and fulfill customer expectations.

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65   Adapted

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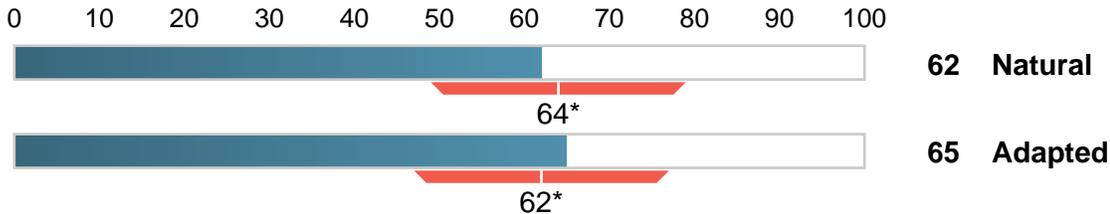
6. Organized Workplace - Establish and maintain specific order in daily activities.

0   10   20   30   40   50   60   70   80   90   100

60   Natural

51*

55   Adapted

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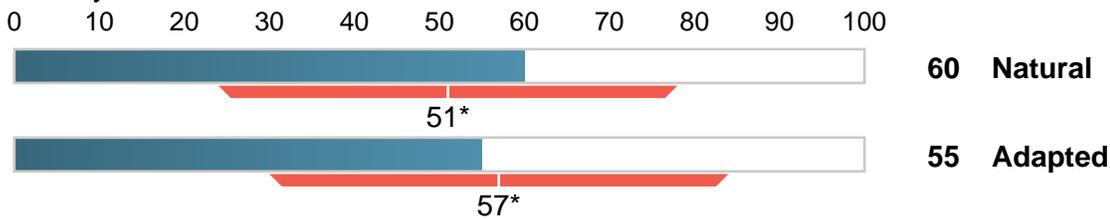
7. People-Oriented - Build rapport with a wide range of individuals.

0   10   20   30   40   50   60   70   80   90   100

60   Natural

65*

60   Adapted

62*
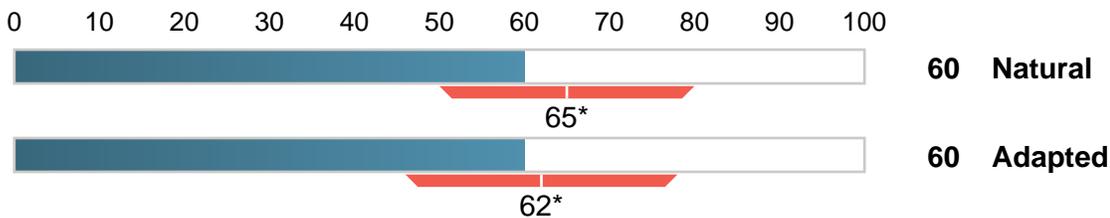
8. Versatile - Adapt to various situations with ease.
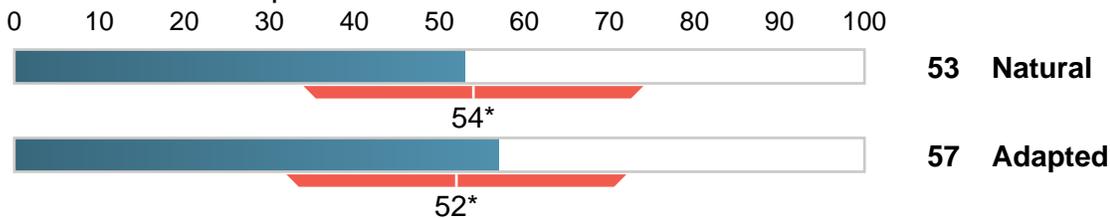
0   10   20   30   40   50   60   70   80   90   100

53   Natural

54*

57   Adapted

52*

* 68% of the population falls within the shaded area.

9. Frequent Change - Rapidly shift between tasks.

0	10	20	30	40	50	60	70	80	90	100

52 Natural

52*

55 Adapted

50*
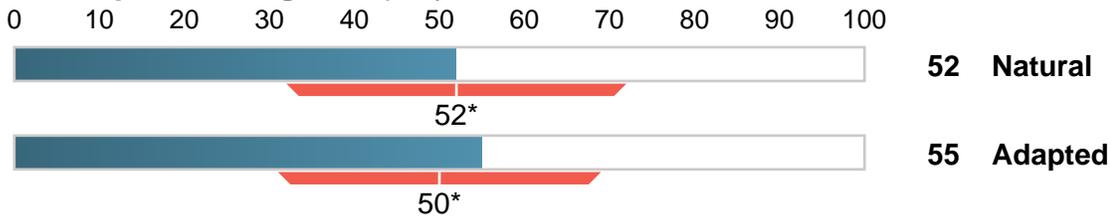
10. Interaction - Frequently engage and communicate with others.

0	10	20	30	40	50	60	70	80	90	100

50 Natural

60*

55 Adapted

55*
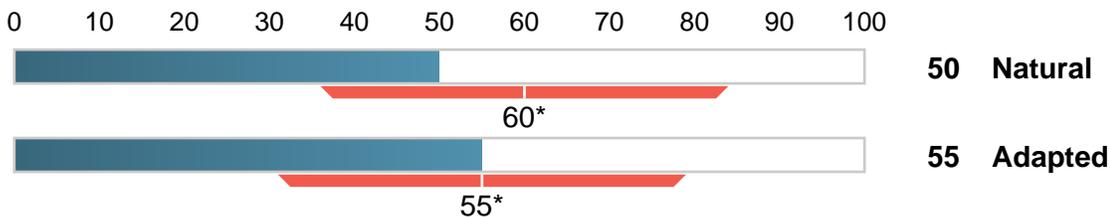
11. Competitive - Want to win or gain an advantage.

0	10	20	30	40	50	60	70	80	90	100

40 Natural

49*

40 Adapted

47*
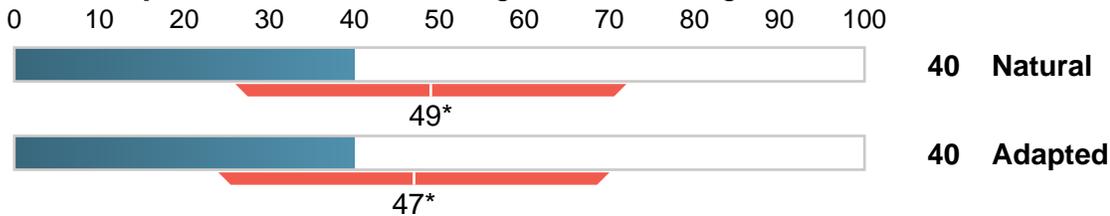
12. Urgency - Take immediate action.

0	10	20	30	40	50	60	70	80	90	100

38 Natural

43*

40 Adapted

43*

SIA: 36-66-48-68 (60)   SIN: 32-64-48-74 (60)
* 68% of the population falls within the shaded area.

Style Insights® Graphs
6-26-2017

Adapted Style

Graph I

D I S C

| % | 36 | 66 | 48 | 68 |
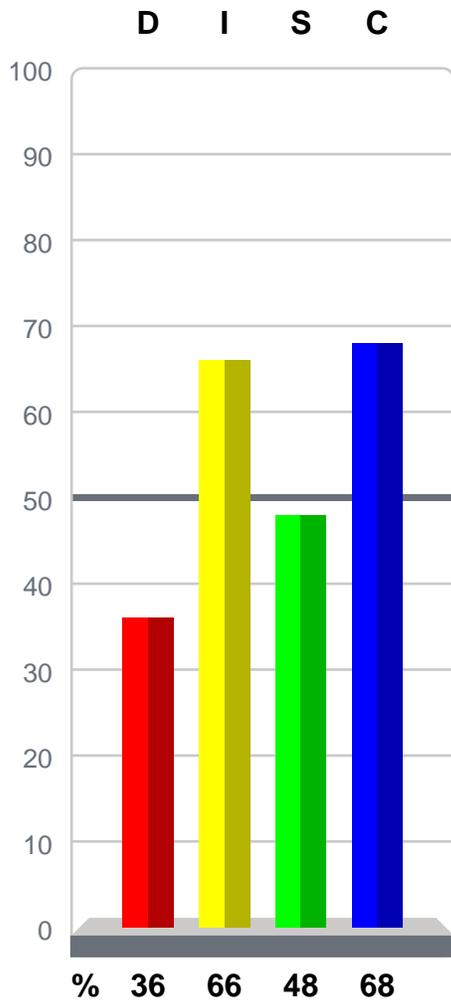
Natural Style

Graph II

D I S C

| % | 32 | 64 | 48 | 74 |

Norm 2017 R4

T: 12:10
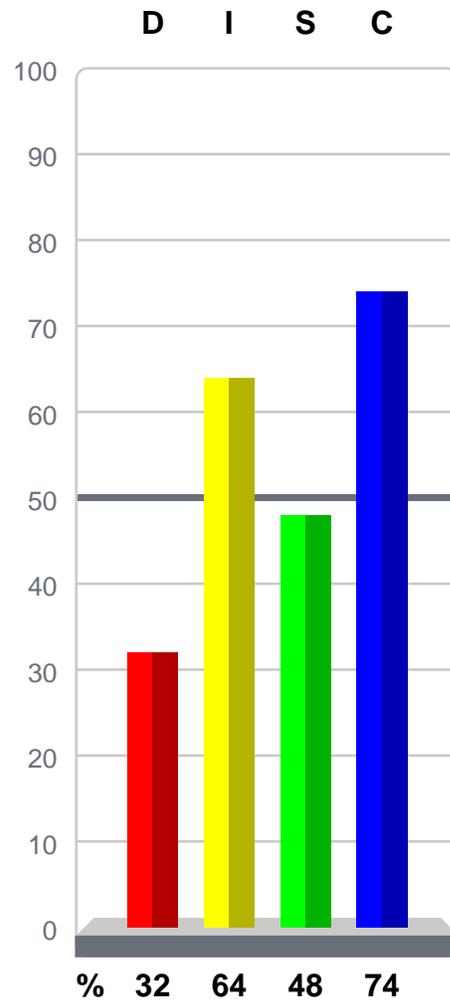
The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).

- View your adapted behavioral style (star).

- Note the degree you are adapting your behavior.

- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

The Success Insights® Wheel
6-26-2017
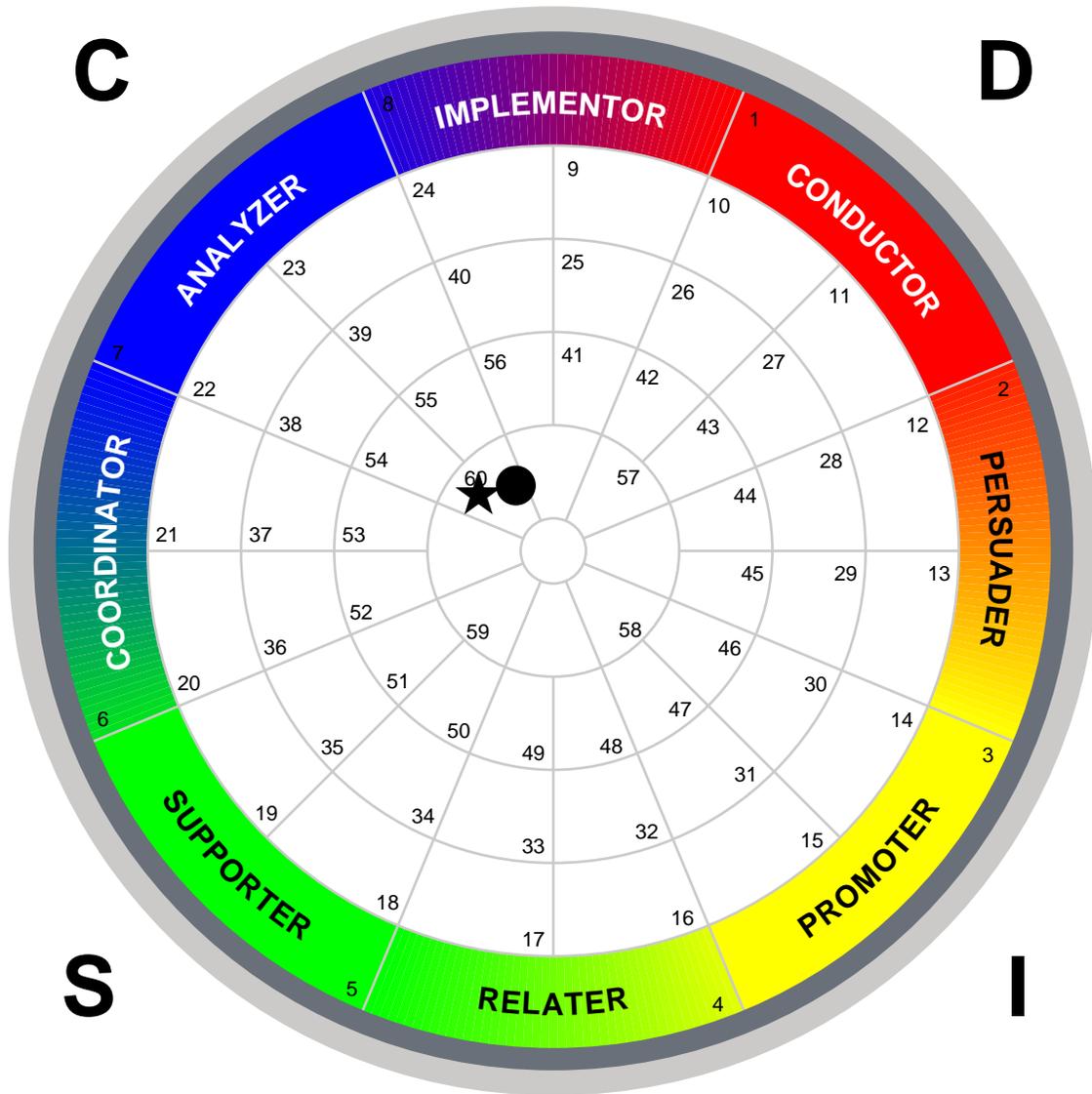
Adapted: ★ (60) PROMOTING ANALYZER (ACROSS)

Natural: ● (60) PROMOTING ANALYZER (ACROSS)

Norm 2017 R4

Amy Smith

Understanding Your Driving Forces

Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

With TTISI's additional insights into Spranger's original work, the 12 Driving Forces® came to life. The 12 Driving Forces® are established by looking at each motivator on a continuum and describing both ends. All of the twelve descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies.

You will learn how to explain, clarify and amplify some of the driving forces in your life. This report will empower you to build on your unique strengths, which you bring to work and life. You will learn how your passions from 12 Driving Forces® frame your perspectives and provide the most accurate understanding of you as a unique person.

Please pay careful attention to your top four driving forces, as they highlight what most powerfully moves you to action. As you examine the next tier of four driving forces, you'll recognize they may have strong pull for you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

Once you have reviewed this report you will have a better grasp of one of the key areas in the Science of Self™ and will:

- Identify and understand your unique Driving Forces

- Understand and appreciate the Driving Forces of others

- Establish methods to recognize and understand how your Driving Forces interact with others to improve communication

General Characteristics

Based on your responses, the report has generated statements to provide a broad understanding of WHY YOU DO WHAT YOU DO. These statements identify the motivation that you bring to the job. However, you could have a potential Me-Me conflict when two driving forces seem to conflict with each other. Use the general characteristics to gain a better understanding of your driving forces.

Amy will accomplish tasks for the sake of accomplishment. She focuses on the greater good versus her return on investment. She values people for who they are versus what they can provide. She will thrive in a role where she can experience self-realization and gratification. Amy is most comfortable working in an aesthetically pleasing environment. Looking and feeling good enhances her daily productivity. She will usually have the information to support her convictions. She may spend considerable time researching a topic of interest. Amy will tend to follow others if it will enhance her goals. She may question the amount of time individuals spend helping other people. She may pick and choose the traditions and beliefs to which she will adhere. She will evaluate each situation and determine how much collaboration is needed.

Amy will value the process and people involved more than the end result. Being rewarded for her investment of time, talent or resources is not her driving force. She will flourish in an environment where she has the opportunity to create harmony and balance in her surroundings and relationships. She is able to see the overall situation and strive for harmony. Amy is very good at integrating past knowledge to solve present problems. She may have the desire to expand her knowledge to be considered an expert in her chosen field. She is willing to help others if they are working to achieve their goals. She may be firm in her decisions and not be swayed by unfortunate circumstances. Amy may evaluate others based on how and if they follow systems and rules. She sees value in following and implementing certain systems. She may seek situations that allow her the freedom to partner with others. In most situations Amy may look for ways to create collaboration.

General Characteristics

     Amy may focus on the greater good more than personal advancement. At times Amy sees the importance of following a system and how she can apply it to a specific situation. She tends to believe hard work and persistence is within everyone's reach. She will benefit from a role that allows her to gain new knowledge. Amy feels a high level of satisfaction when she is able to create rapport and tranquility with others. She will have a strong interest in creating a positive experience for all. She views money as a necessary means of surviving not as a sense of accomplishment. She is willing to help without focusing on what she receives in return.

Primary Driving Forces Cluster

Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement to create your unique driving force.

1. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

82

40*
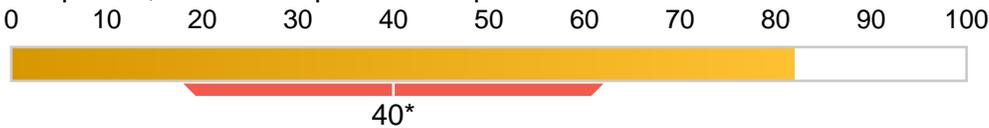
2. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

74

35*
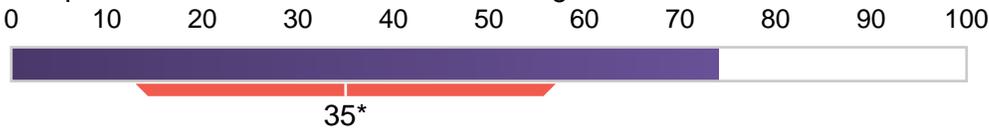
3. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

69

54*
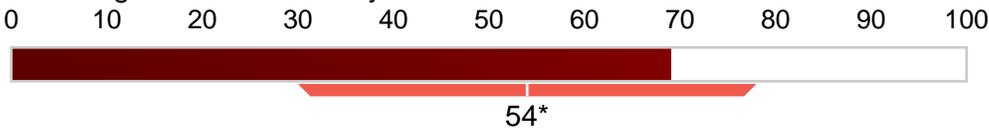
4. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

57

51*
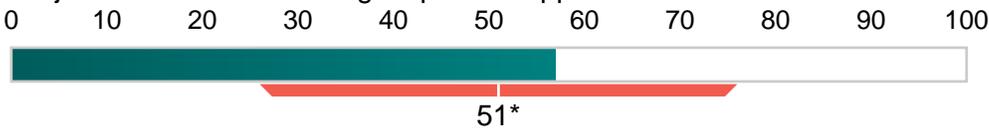
Norm 2017

Situational Driving Forces Cluster

Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

5. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.

0	10	20	30	40	50	60	70	80	90	100

38*
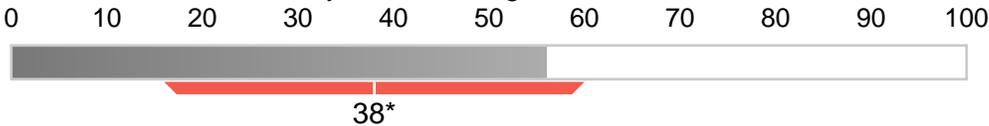
56

6. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.

0	10	20	30	40	50	60	70	80	90	100

35*
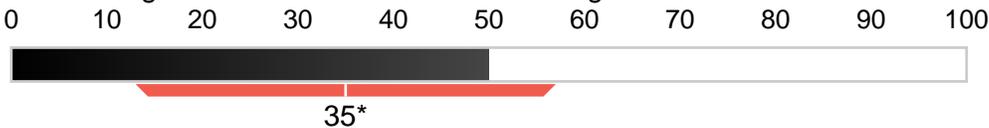
50

7. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.

0	10	20	30	40	50	60	70	80	90	100

46*
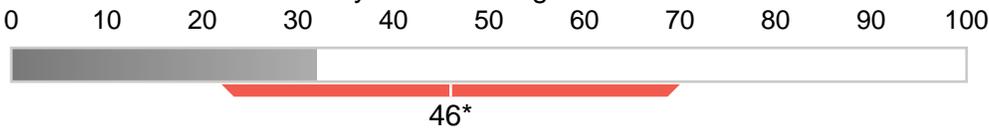
32

8. Commanding - People who are driven by status, recognition and control over personal freedom.

0	10	20	30	40	50	60	70	80	90	100

50*

31

Norm 2017
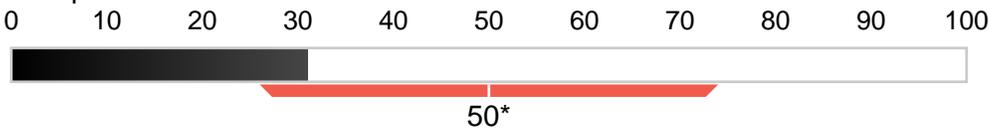
Indifferent Driving Forces Cluster

You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

9. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.

0	10	20	30	40	50	60	70	80	90	100

21

33*
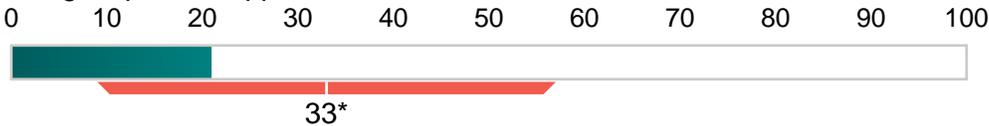
10. Objective - People who are driven by the functionality and objectivity of their surroundings.

0	10	20	30	40	50	60	70	80	90	100

15

50*
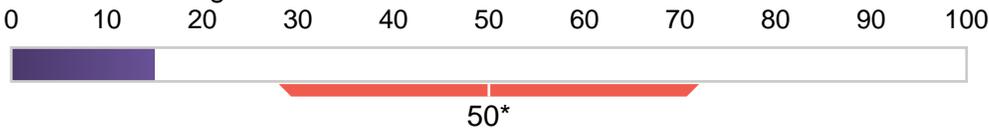
11. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.

0	10	20	30	40	50	60	70	80	90	100

14

29*
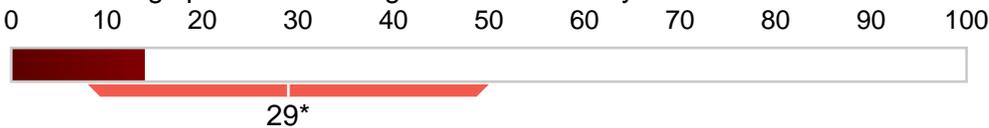
12. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.

0	10	20	30	40	50	60	70	80	90	100

0

42*

Norm 2017
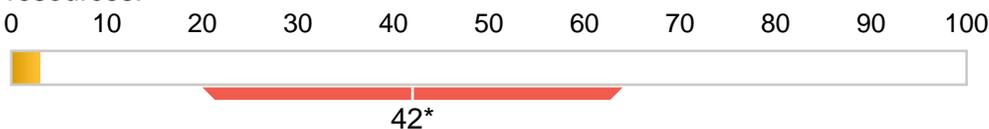
Areas for Awareness

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar driving forces, you will fit in with the group and be energized. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2017

Driving Force		Category
Intellectual		**Mainstream**
Instinctive		**Mainstream**
Resourceful		**Indifferent**
Selfless		**Passionate**
Harmonious		**Passionate**
Objective		**Indifferent**
Altruistic		**Mainstream**
Intentional		**Mainstream**
Commanding		**Mainstream**
Collaborative		**Mainstream**
Structured		**Mainstream**
Receptive		**Mainstream**
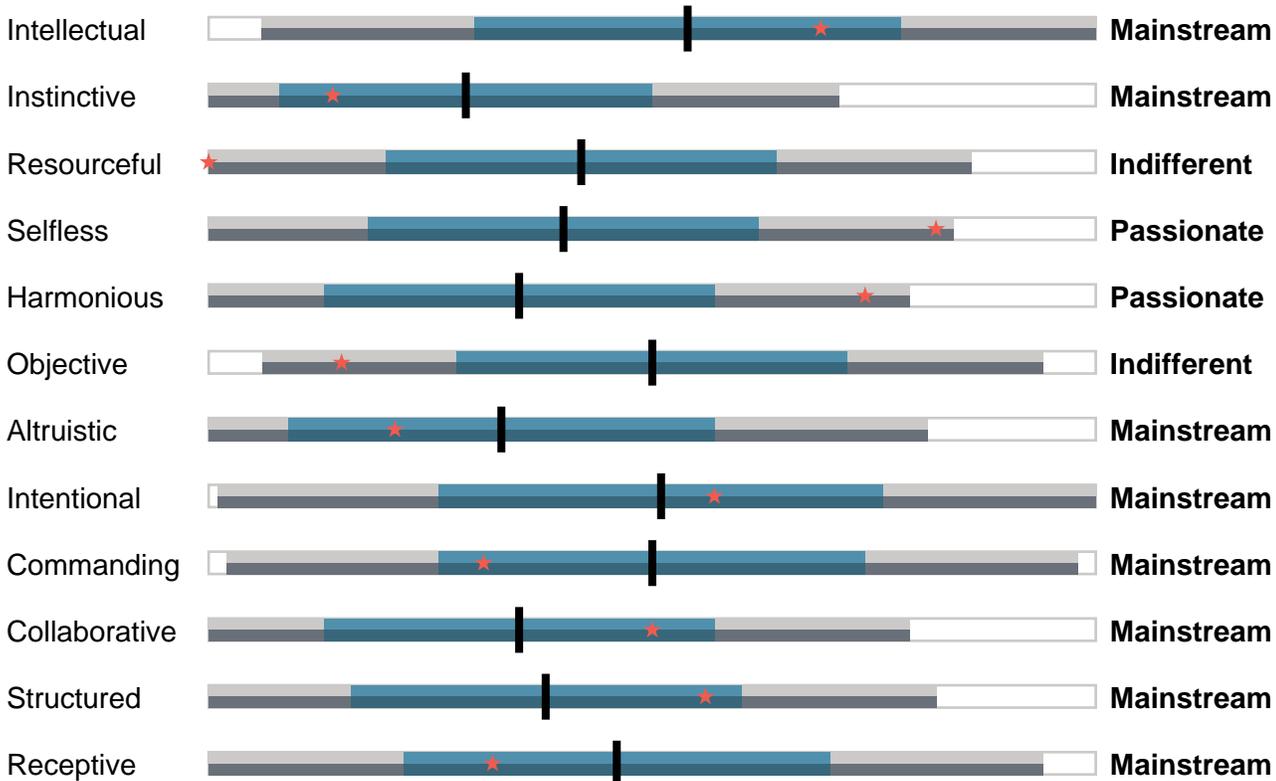
- 1st Standard Deviation - * 68% of the population falls within the shaded area. ▌ - national mean ★ - your score
- 2nd Standard Deviation
- 3rd Standard Deviation

Mainstream - one standard deviation of the national mean
Passionate - two standard deviations above the national mean
Indifferent - two standard deviations below the national mean
**Extreme** - three standard deviations from the national mean

Driving Forces Graph

Instinctive   **Knowledge**   **Intellectual**

100   75   50   25   0   25   50   75   100

14   **69**

Selfless   **Utility**   **Resourceful**

100   75   50   25   0   25   50   75   100

82   **0**

Objective   **Surroundings**   **Harmonious**

100   75   50   25   0   25   50   75   100

15   **74**

Intentional   **Others**   **Altruistic**

100   75   50   25   0   25   50   75   100

57   **21**

Collaborative   **Power**   **Commanding**

100   75   50   25   0   25   50   75   100

50   **31**

Receptive   **Methodologies**   **Structured**

100   75   50   25   0   25   50   75   100

32   **56**

◇ - Denotes Primary Driving Force

T: 8:23
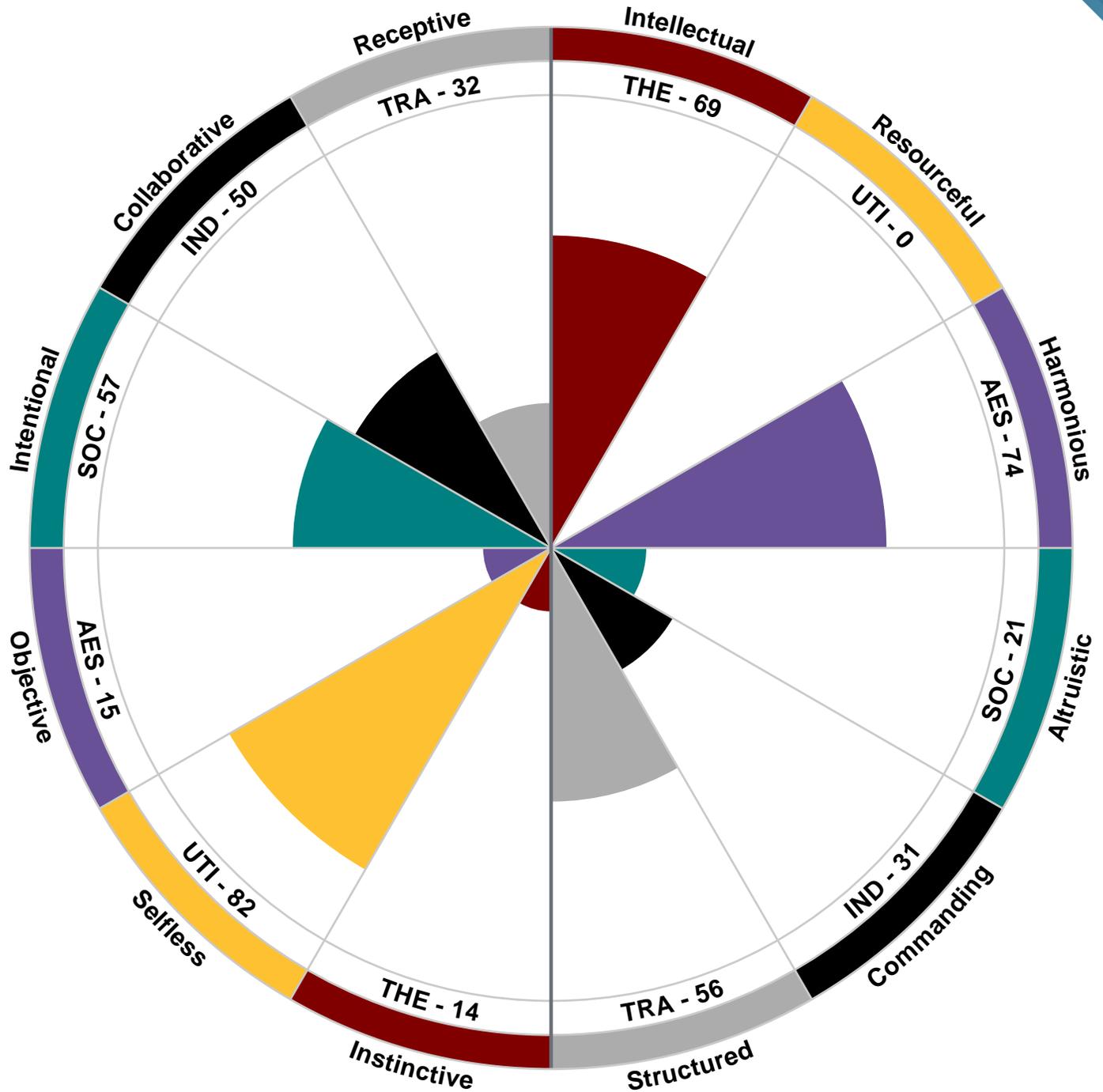
Driving Forces Wheel
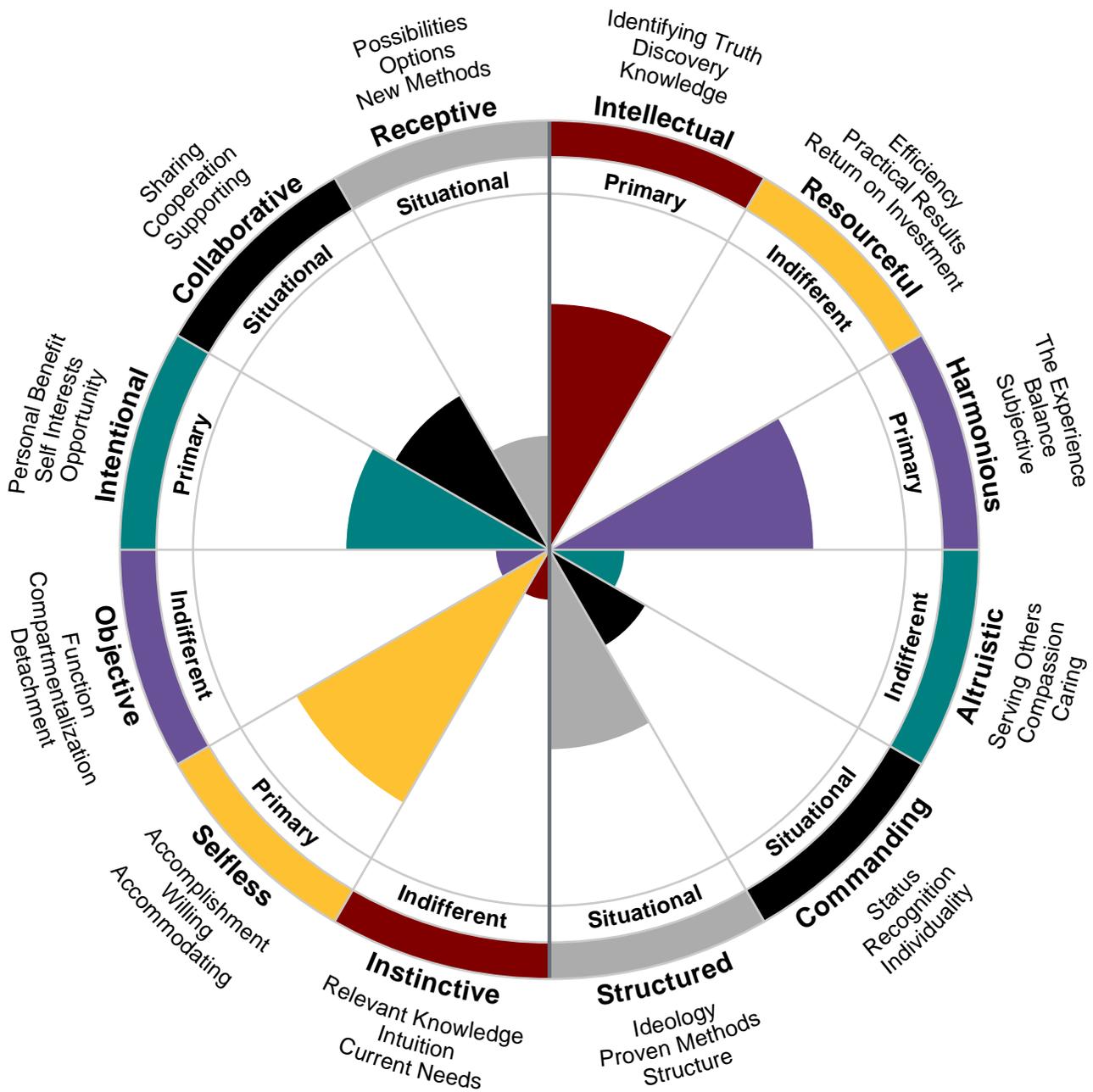
Introduction Integrating Behaviors and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and driving forces. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

In this section you will find:

- Potential Behavioral and Motivational Strengths

- Potential Behavioral and Motivational Conflict

- Ideal Environment

- Keys to Motivating

- Keys to Managing

Potential Behavioral and Motivational Strengths

This section describes the potential areas of strengths between Amy's behavioral style and top four driving forces. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.

- Sees the details and resources needed to achieve the desired outcome.

- Offers an objective perspective on how the goal can be obtained.

- Tends to make decisions based on facts and processes rather than return on investment.

- Brings a good mixture of procedure orientation and creativity.

- She brings extreme detail and precision to the project in order to enhance the experience.

- Lets her work demonstrate her uniqueness, rather than talking about herself.

- Asks many questions to find the correct answers.

- Detailed and compliant about the research process.

- Her desire to learn more allows processes to become more effective.

- Anticipates challenges within the process in order to maximize success.

- Helps those who are willing to work for great results through a detailed process.

- Will provide the necessary details to hold others accountable.

Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between Amy's behavioral style and top four driving forces. Identify two to three potential conflicts that need to be minimized in order to enhance on-the-job performance.

- Desires to be seen as selfless, yet is fearful of making mistakes.

- Calculates every variable, without worrying about the best use of her time.

- Will have a desire to accommodate, but will be fearful of failure.

- Her process may not always translate to beauty or creativity.

- Takes criticism personally and may need time to bounce back.

- May feel her view is the only way and not see the subjectivity in her viewpoint.

- Can be defensive when hard facts are questioned.

- Needs data for comfort and curiosity but may experience paralysis by analysis when finishing goals.

- Never enough facts to prove the new theory.

- A desire to utilize others is preceded with a tendency to over correct.

- Wants to see results but also has a desire to police the happenings of the organization.

- Sets unwanted rules for others, but does so for the good of the company.

Ideal Environment

People are more engaged and productive when their work environment matches the statements described in this section. This section identifies the ideal work environment based on Amy's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Amy enjoys.

- Clearly defined rules, procedures and pathway to meet organizational objectives.

- The ability to achieve goals in a logical and practical manner.

- Documented and verifiable explanation of compensation and benefits.

- Permission to cross boundaries in order to achieve personal balance.

- Rewards for the utilization of facts and data in order to determine a holistic direction.

- An environment where attention to detail in the creative process is rewarded.

- Appreciation for the process of gathering data in order to avoid mistakes.

- An environment where being prepared for meetings is rewarded.

- The ability to return to the table with more information in order to present the case.

- Have resources and tools in proper order to help like-minded and precise people.

- The opportunity to be objective and diligent in her quest to achieve a desired outcome.

- Provide functional ways to help motivated people achieve results.

Keys to Motivating

All people are different and motivated in various ways. This section of the report was produced by analyzing Amy's driving forces. Review each statement produced in this section with Amy and highlight those that are present "wants."

Amy wants:

- Documented processes to follow that have previous evidence of achieving organizational results.

- The understanding from management that the process can be more important than the result.

- Documentation of the project to complete organizational goals.

- To have charts and information attractively displayed for the purpose of function.

- The ability to base company morale initiatives on facts and data.

- The opportunity to put systems and processes in place to support the balance and workings of the organization.

- To be on the team that creates new procedures in order to ensure minimal risk and high standards.

- All background information detailed on the process in order to ensure they are correct.

- Access to all necessary information and instruction manuals in order to do things right.

- The information and facts necessary to help others achieve organizational goals.

- The organization to maintain rules and procedures when assisting those who are willing to work toward organizational goals.

- Accountability for the desired outcomes.

Keys to Managing

This section discusses the needs which must be met in order for Amy to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Amy and identify 3 or 4 statements that are most important to her. This allows Amy to participate in forming her own personal management plan.

Amy needs:

- A manager that understands that communication will be factual and people-oriented.

- Time provided for reviewing the procedure and/or systems behind the new project or opportunity.

- Assistance in recognizing the balance between perfection and doing what needs to be done.

- A manager who will hold others accountable to company expectations and policies.

- A manager that appreciates the balance in regards to her suggestions.

- Opportunities to express concerns regarding organizational unity.

- To make presentations on information gained in a palatable manner depending on the given audience.

- To understand that too much detail may prevent ideas from moving forward.

- Access to appropriate resources and tools for learning new information within the organizational framework.

- To be involved in determining how new procedures may enhance people's productivity.

- A manager that applies all rules to drive the business.

- To be positioned as the champion on procedures and to help others utilize them.

Action Plan

Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

_____

_____

_____

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

_____

_____

_____

3. When I make changes to these behaviors, they will have the following impact on my career:

_____

_____

_____

4. I will make the following changes to my behavior, and I will implement them by _____:

_____

_____

_____

Action Plan

Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

_____

_____

_____

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

_____

_____

_____

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

_____

_____

_____

4. I will make the following changes to my behavior, and I will implement them by _____:

_____

_____

_____