



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

Andrew Doe

Sample Job

TTI

02.19.2021



Your Slogan Here
Generic Company
17785 N Pacesetter Way
Scottsdale, Arizona 85255

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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 & 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

Behavioral Characteristics



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

Andrew embraces visions not always seen by others. Andrew's creative mind allows him to see the "big picture." He is a goal-oriented individual who believes in harnessing people to achieve goals. He needs people with other strengths on his team. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He prefers an environment with variety and change. He is at his best when many projects are underway at once. Andrew seeks his own solutions to problems. In this way, his independent nature comes into play. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He may be so self-confident that others see him as arrogant. This confidence may be something others wish they had. He is deadline conscious and becomes irritated if deadlines are delayed or missed. Andrew has high ego strengths and may be viewed by some as egotistical. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project.

Andrew will work long hours until a tough problem is solved. After it is solved, Andrew may become bored with any routine work that follows. He prefers authority equal to his responsibility. When faced with a tough decision, he will try to sell you on his ideas. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. Andrew should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he becomes emotionally involved in the decision-making process. He likes to make decisions quickly. He finds it easy to share his opinions on solving work-related problems.



Behavioral Characteristics

Continued



Andrew likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He may lack the patience to listen and communicate with slower acting people. He may sometimes mask his feelings in friendly terms. If pressured, Andrew's true feelings may emerge. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. Andrew likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He challenges people who volunteer their opinions. He tends to be intolerant of people who seem ambiguous or think too slowly. He should exhibit more patience and ask questions to make sure that others have understood what he has said.



Value to the Organization



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

- ✓ Creative in his approach to solving problems.
- ✓ Innovative.
- ✓ Self-starter.
- ✓ Will join organizations to represent the company.
- ✓ People-oriented.
- ✓ Motivates others towards goals.
- ✓ Thinks big.
- ✓ Change agent—looks for faster and better ways.



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 Andrew. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Andrew most frequently.

Ways to Communicate

- ✓ Provide questions, alternatives and choices for making his own decisions.
- ✓ Deal with details in writing, have him commit to modes of action.
- ✓ Present the facts logically; plan your presentation efficiently.
- ✓ Use enough time to be stimulating, fun-loving, fast-moving.
- ✓ Read the body language for approval or disapproval.
- ✓ Plan interaction that supports his dreams and intentions.
- ✓ Talk about him, his goals and the opinions he finds stimulating.
- ✓ Provide facts and figures about probability of success or effectiveness of options.
- ✓ Be clear, specific, brief and to the point.
- ✓ Stick to business—let him decide if he wants to talk socially.
- ✓ Support the results, not the person, if you agree.
- ✓ Motivate and persuade by referring to objectives and results.



Checklist for Communicating

Continued



This section of the report is a list of things NOT to do while communicating with Andrew. Review each statement with Andrew 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

- ⊘ Leave decisions hanging in the air.
- ⊘ Drive on to facts, figures, alternatives or abstractions.
- ⊘ Let disagreement reflect on him personally.
- ⊘ Come with a ready-made decision or make it for him.
- ⊘ Legislate or muffle—don't overcontrol the conversation.
- ⊘ Talk down to him.
- ⊘ Be redundant.
- ⊘ Ask rhetorical questions or useless ones.
- ⊘ Try to convince by "personal" means.
- ⊘ Be dictatorial.
- ⊘ Reinforce agreement with "I'm with you."
- ⊘ Direct or order.



Communication Tips



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

Compliance

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

Dominance

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

Steadiness

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, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

Influence

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.
- ✗ 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 Andrew's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Andrew to project the image that will allow him to control the situation.



Andrew usually sees himself as being:

- ✓ Pioneering
- ✓ Assertive
- ✓ Competitive
- ✓ Confident
- ✓ Positive
- ✓ Winner



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

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.

- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.
- Avoid positions that revolve around routine work.
- The need for juggling many tasks at once may jeopardize quality.

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

- Rambling, written or verbal, will be avoided to the point of missing a deadline.
- When working on a team, the need for collaboration before moving forward can be a deterrent.
- Recognize that others may move at a slower pace.



Descriptors



Based on Andrew's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he 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	Influence	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 & Adapted Style



Andrew'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

Andrew tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. Andrew will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

Adapted

Andrew sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People & Contacts

Natural

Andrew's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

Adapted

Andrew sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Natural & Adapted Style



Pace & Consistency

Natural

Andrew is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

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

Procedures & Constraints

Natural

Andrew does not like constraints; at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.

Adapted

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

Adapted Style



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

- ✓ Questioning the status quo and seeking more effective ways of accomplishment.
- ✓ Exhibiting an active and creative sense of humor.
- ✓ Acting independently and without precedent.
- ✓ Using a direct, forthright and honest approach in his communications.
- ✓ Coping with rapid changes in the work arena.
- ✓ Willing to take risks when others may be hesitant.
- ✓ Possessing a strong sense of urgency toward results.
- ✓ Working without close supervision.
- ✓ Using a creative approach in decision making.
- ✓ Dedicated to "going it alone" when necessary.
- ✓ Responding well to challenges: "You say I can't do it? Just watch me!"
- ✓ Being independent and innovative.



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.

Lack of a Written Plan

A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.

Possible Causes:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

Possible Solutions:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

Crisis Management

Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

Possible Causes:

- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

Possible Solutions:

- Have a well defined operational plan
- Target key individuals to handle specific problems





Time Wasters

Continued

- Ask for recommendations from key people
- Delegate authority and responsibility when possible

Snap Decisions

Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

Possible Causes:

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

Possible Solutions:

- Ask for recommendations
- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

Poor Delegation

Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

Possible Causes:

- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

Possible Solutions:

- Train and mentor others





Time Wasters

Continued

- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

Firefighting

Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

Possible Causes:

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation

Possible Solutions:

- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach



Areas for Improvement



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

Andrew has a tendency to:

- ✓ Be explosive by nature and lack the patience to negotiate.
- ✓ Blame, deny and defend his position—even if it is not needed.
- ✓ Set standards for himself and others so high that impossibility of the situation is commonplace.
- ✓ Be a one-way communicator—doesn't listen to the total story before introducing his opinion.
- ✓ Have difficulty finding balance between family and work.
- ✓ Be impulsive and seek change for change's sake. May change priorities daily.
- ✓ Be crisis-oriented.

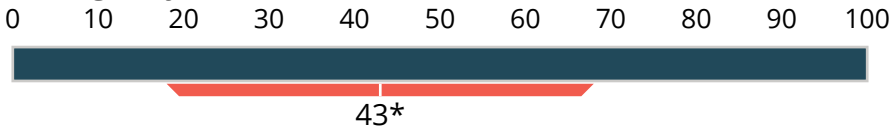


Behavioral Hierarchy



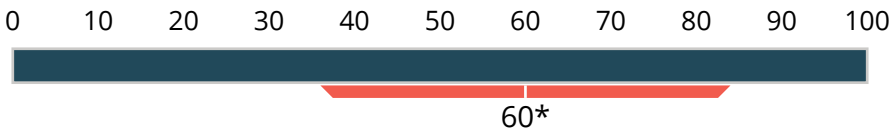
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. Urgency - Take immediate action.



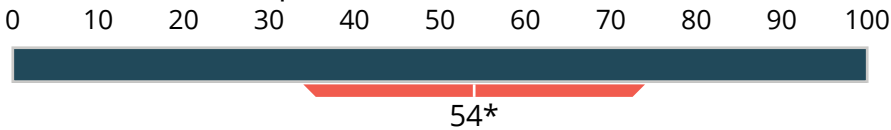
100

2. Interaction - Frequently engage and communicate with others.



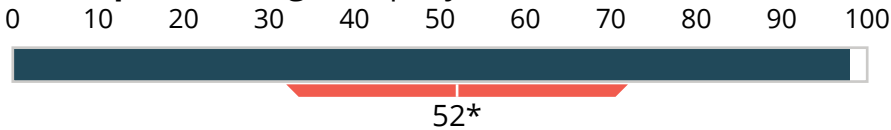
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3. Versatile - Adapt to various situations with ease.



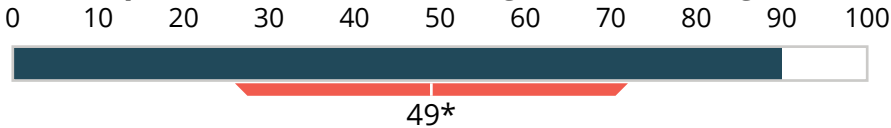
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4. Frequent Change - Rapidly shift between tasks.



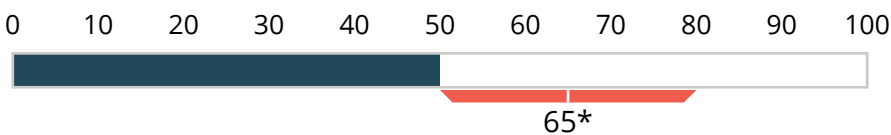
98

5. Competitive - Want to win or gain an advantage.



90

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



50

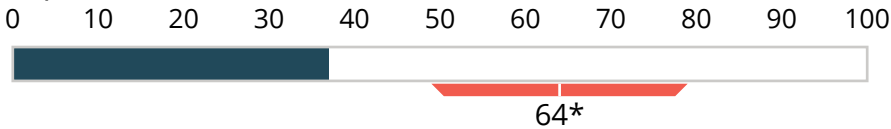


* 68% of the population falls within the shaded area.

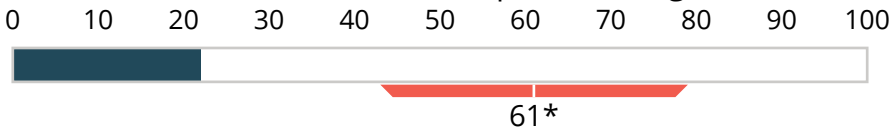
Behavioral Hierarchy



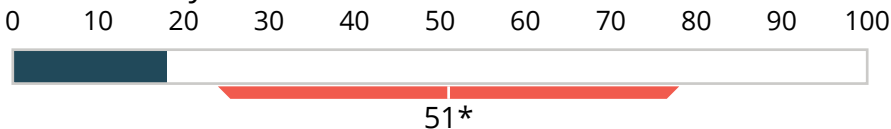
7. Customer-Oriented - Identify and fulfill customer expectations.



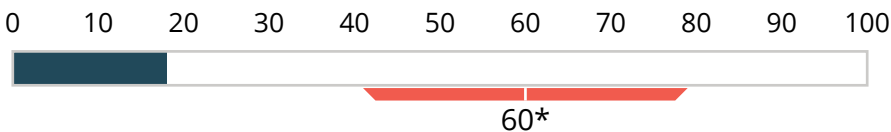
8. Persistence - Finish tasks despite challenges or resistance.



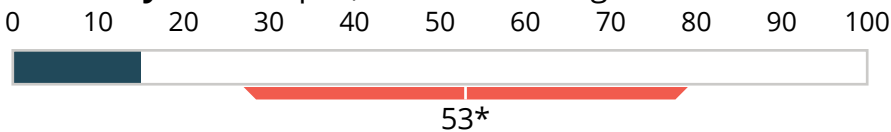
9. Organized Workplace - Establish and maintain specific order in daily activities.



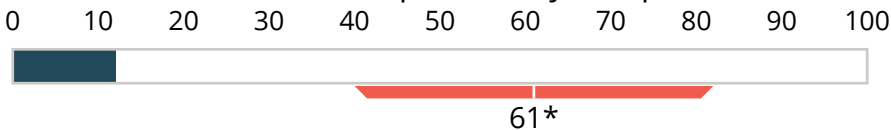
10. Following Policy - Adhere to rules, regulations, or existing methods.



11. Analysis - Compile, confirm and organize information.



12. Consistent - Perform predictably in repetitive situations.



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

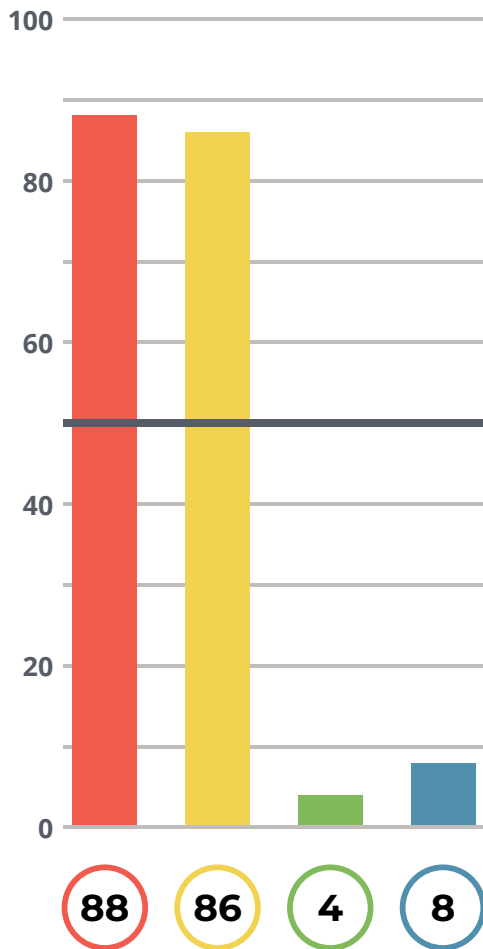
Style Insights® Graphs



Graph I

Adapted Style

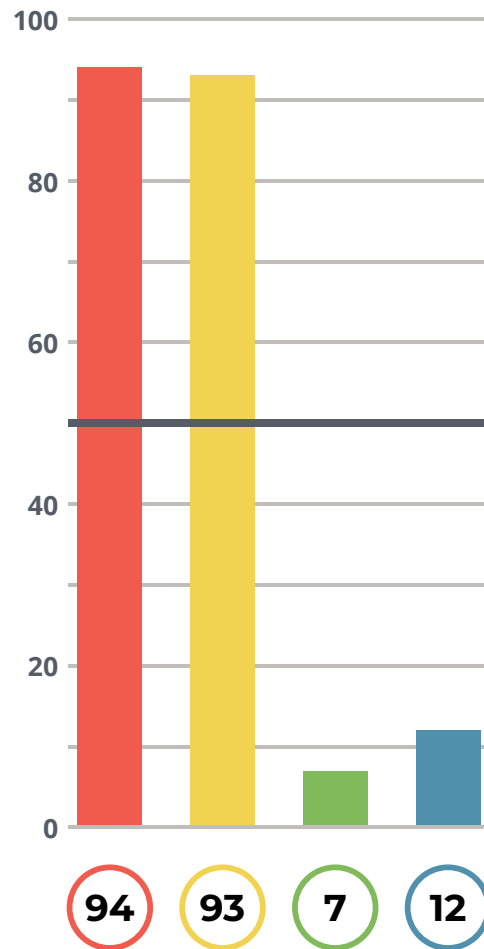
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Graph II

Natural Style

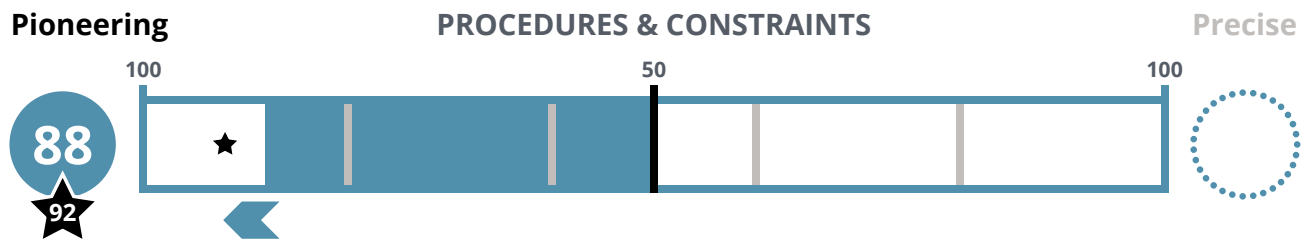
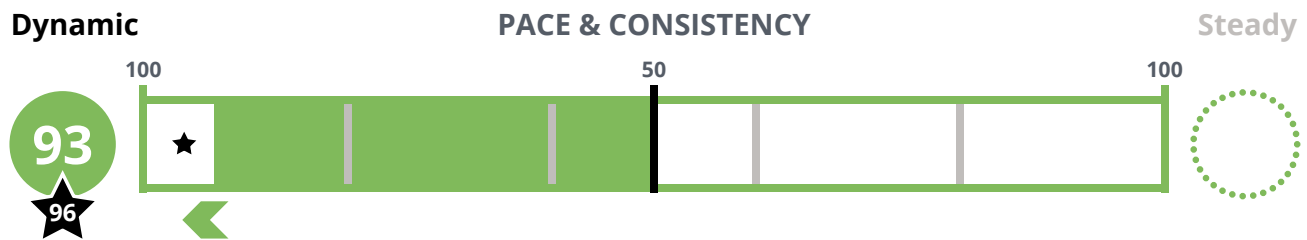
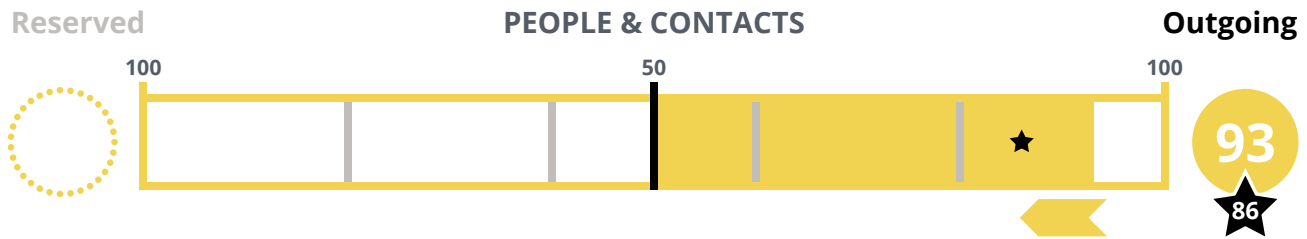
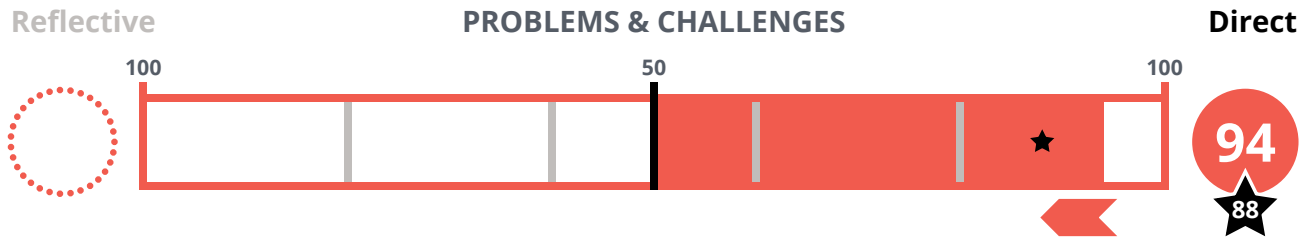
D **I** **S** **C**



Behavioral Continuum



Everyone has a varying level of the four main behavioral factors that create their own, personal style. Each side of those factors lives on a continuum, and the combination influences individuals' level of engagement in different situations. The graph below is a visual representation of where Andrew falls within each continuum.



★ Adapted Position
 ◀ Adapted Movement

Norm 2017 R4
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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.

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.

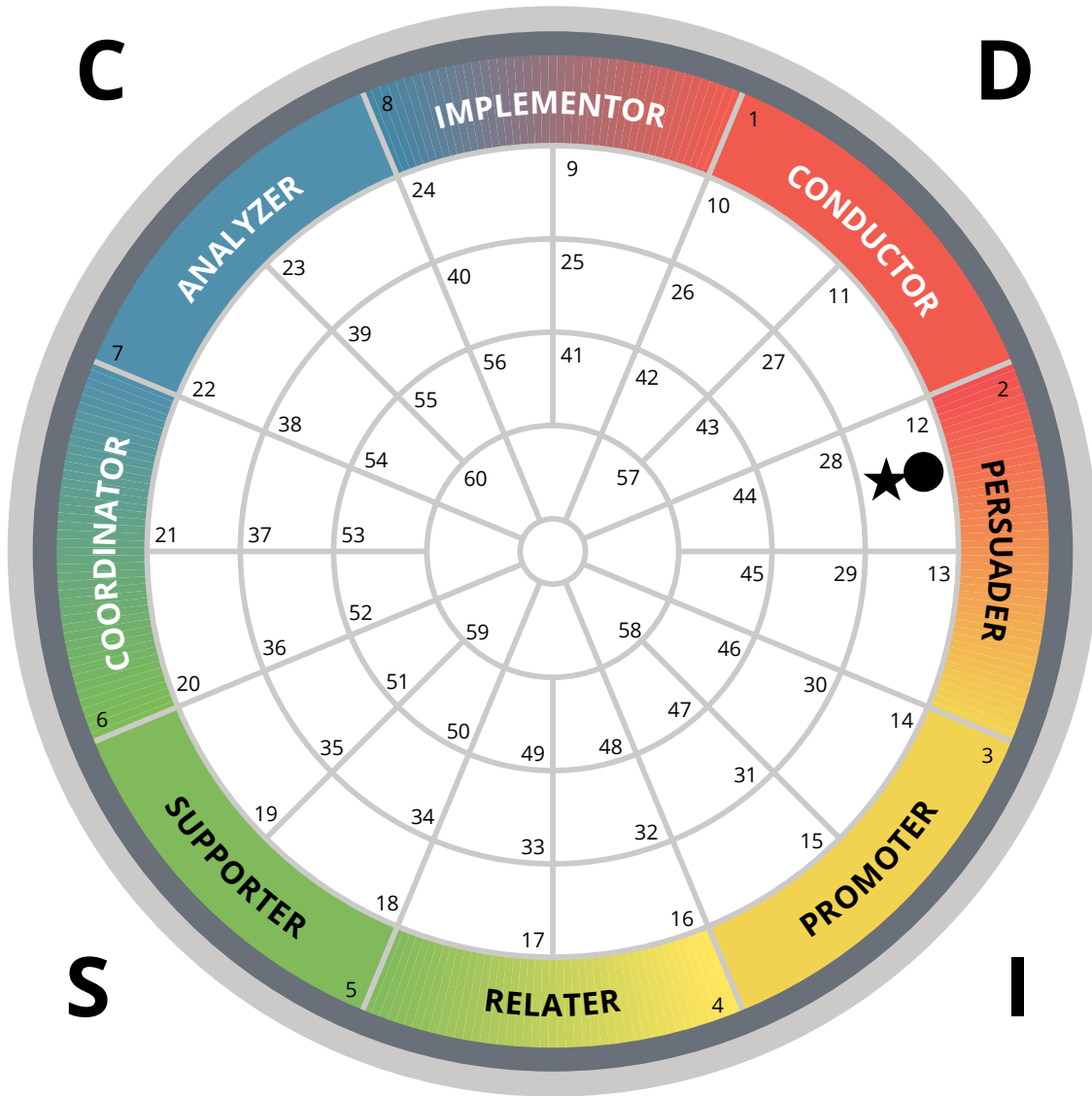
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

The Success Insights® Wheel



Andrew Doe

TTI
2-19-2021



Adapted: ★ (12) CONDUCTING PERSUADER
 Natural: ● (12) CONDUCTING PERSUADER
 Norm 2017 R4

T: 10:20

Generic Company
 17785 N Pacesetter Way
 Scottsdale, Arizona 85255

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 a 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

Driving 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.

Andrew will help develop an individual if he sees opportunities for future return. He sees the world as a toolset to accomplish his goals. He views people as a resource to achieve results. He can focus on the task at hand regardless of his surroundings. Andrew will compartmentalize issues to keep the momentum moving forward. He can divide the personal and professional relationships within the same person. He insists rules and regulations must be followed by all. When Andrew believes in a cause, he will work diligently to advance it. Andrew excels when working for a powerful leader. He can set aside his own agenda for the good of the company. If knowledge of a specific subject is not of interest, or is not required for success, Andrew will have a tendency to rely on his intuition or practical information in this area. If Andrew is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth.

Andrew will not normally allow himself to be directed by others unless it will enhance his own self-interest. He follows a philosophy of "it's not personal, it's just business." He tends to concentrate on what is tangible versus subjective feelings. He won't get distracted by the form and beauty in his environment. Andrew looks for proven methods to accomplish everyday objectives. He is driven by the security and consistency of a system within the organization. He likes to be behind the scenes and get things done. He is a natural fit when playing the supporting role. In those areas where Andrew has a special interest he will be good at integrating past knowledge to solve current problems. A job that challenges Andrew's own knowledge may increase his job satisfaction. He may have the data to support his convictions. He will seek knowledge based on his needs in individual situations.

Driving Characteristics



Andrew will incorporate knowledge as well as experience when making decisions. He has the potential to become an expert in his chosen field. He will relinquish control as long as the task at hand is completed to his standards. He places a high value on following and implementing systems. Andrew will thrive in an environment filled with chaos. He tends to have a realistic view of everyday life. He can buffer the feelings of others to drive business. He questions the amount of time individuals spend assisting other people.

Strengths & Weaknesses



The following section will give you a general understanding of the strengths and weaknesses of Andrew's top four Driving Forces, otherwise known as the Primary Driving Forces Cluster. Remember, an overextension of a strength can be perceived as a weakness to others.



Potential Strengths

- ✓ Andrew will help others when others are willing to work hard.
- ✓ He will seek to develop or help others when he can see future opportunities.
- ✓ He expects others to be self-reliant and resists intervening until necessary.
- ✓ He focuses on the function not the appearance.
- ✓ Andrew will isolate personal challenges and remain focused on the task.
- ✓ He protects and promotes principles and beliefs.
- ✓ He works behind the scenes to accomplish outcomes.



Potential Weaknesses

- ✗ Andrew may create scenarios that benefit himself more than others.
- ✗ He may expect something in return each time he helps or serves others.
- ✗ He may focus on himself, perhaps at the expense of others.
- ✗ He may ignore environments that are potentially distracting for others.
- ✗ Andrew can over compartmentalize and miss the issues of the whole picture.
- ✗ He may place personal ideology before that of the organization.
- ✗ He tends to back down on issues important to him to not "rock the boat".

Energizers & Stressors



The following section will give you a general understanding of the energizers and stressors of Andrew's top four Driving Forces, otherwise known as the Primary Driving Forces Cluster. Remember, an overextension of an energizer can be perceived as a stressor to others.

Potential Energizers

- ✓ Andrew is energized by purposeful people.
- ✓ He likes to develop internal advocates.
- ✓ He seeks out a personal benefit from others.
- ✓ He is able to compartmentalize.
- ✓ Andrew is energized by chaos.
- ✓ He enjoys fitting within a structure.
- ✓ He joins supportive environments.

Potential Stressors

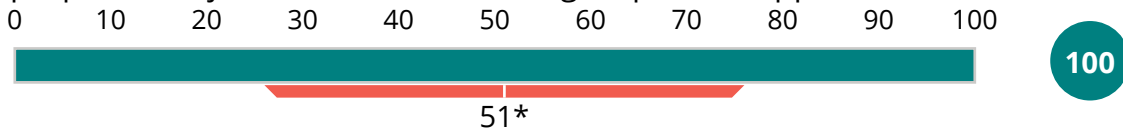
- ✗ Andrew does not act without personal benefit.
- ✗ He does not like to make emotion-based decisions.
- ✗ He gets stressed when supporting others in need.
- ✗ He does not enjoy subjectivity.
- ✗ Andrew does not like the pursuit of intangible ideas.
- ✗ He does not like the redesign of existing systems.
- ✗ He gets frustrated when he is chosen to lead involuntarily.

Primary Driving Forces Cluster

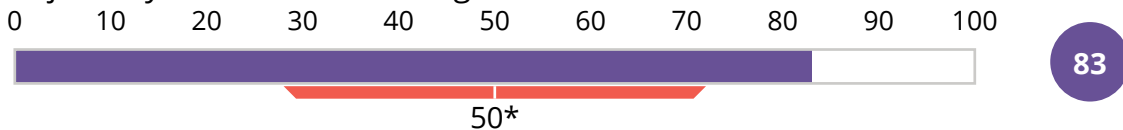


Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver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

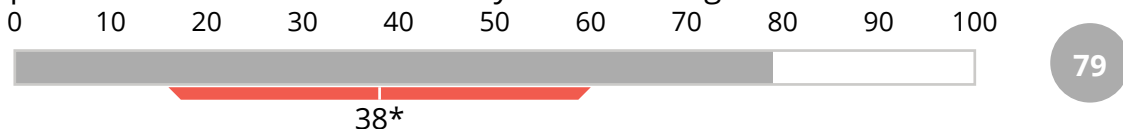
1. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



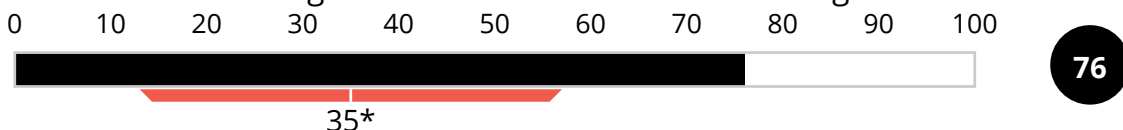
2. Objective - People who are driven by the functionality and objectivity of their surroundings.



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



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

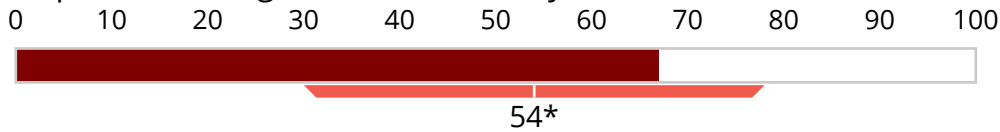


Situational Driving Forces Cluster



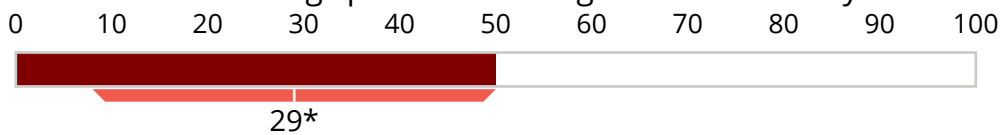
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



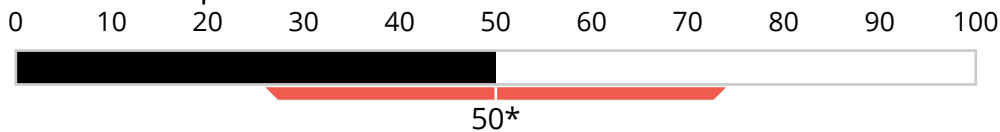
67

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



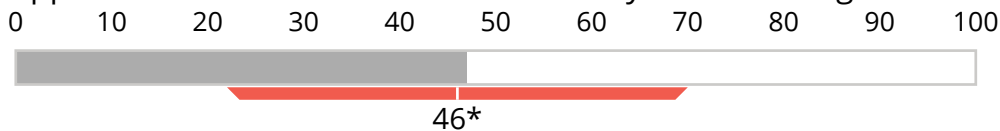
50

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



50

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



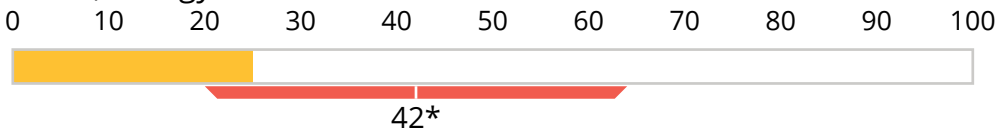
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Indifferent Driving Forces Cluster

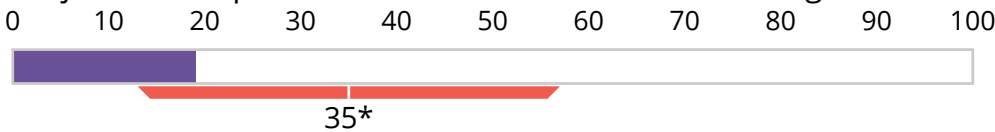


You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

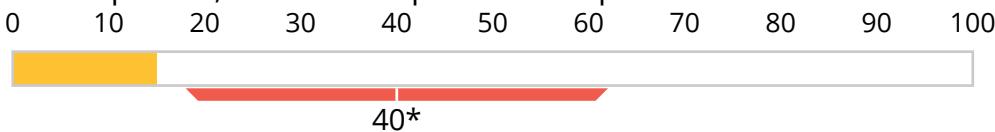
9. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



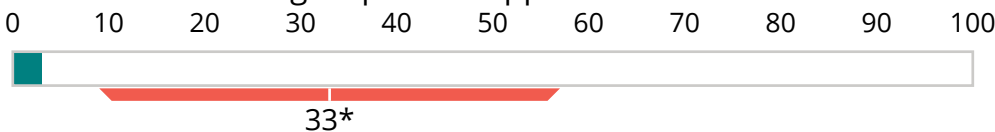
10. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



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



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



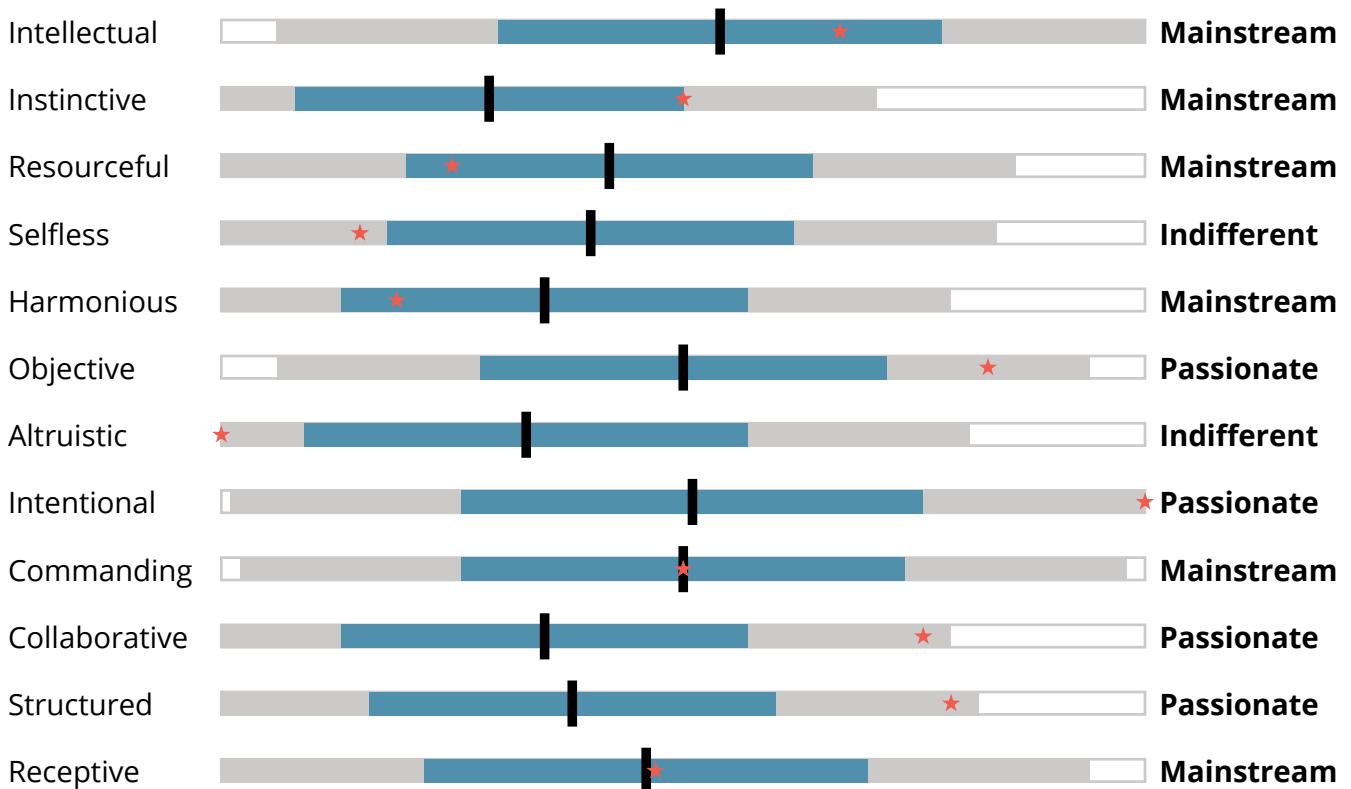
Areas for Awareness



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



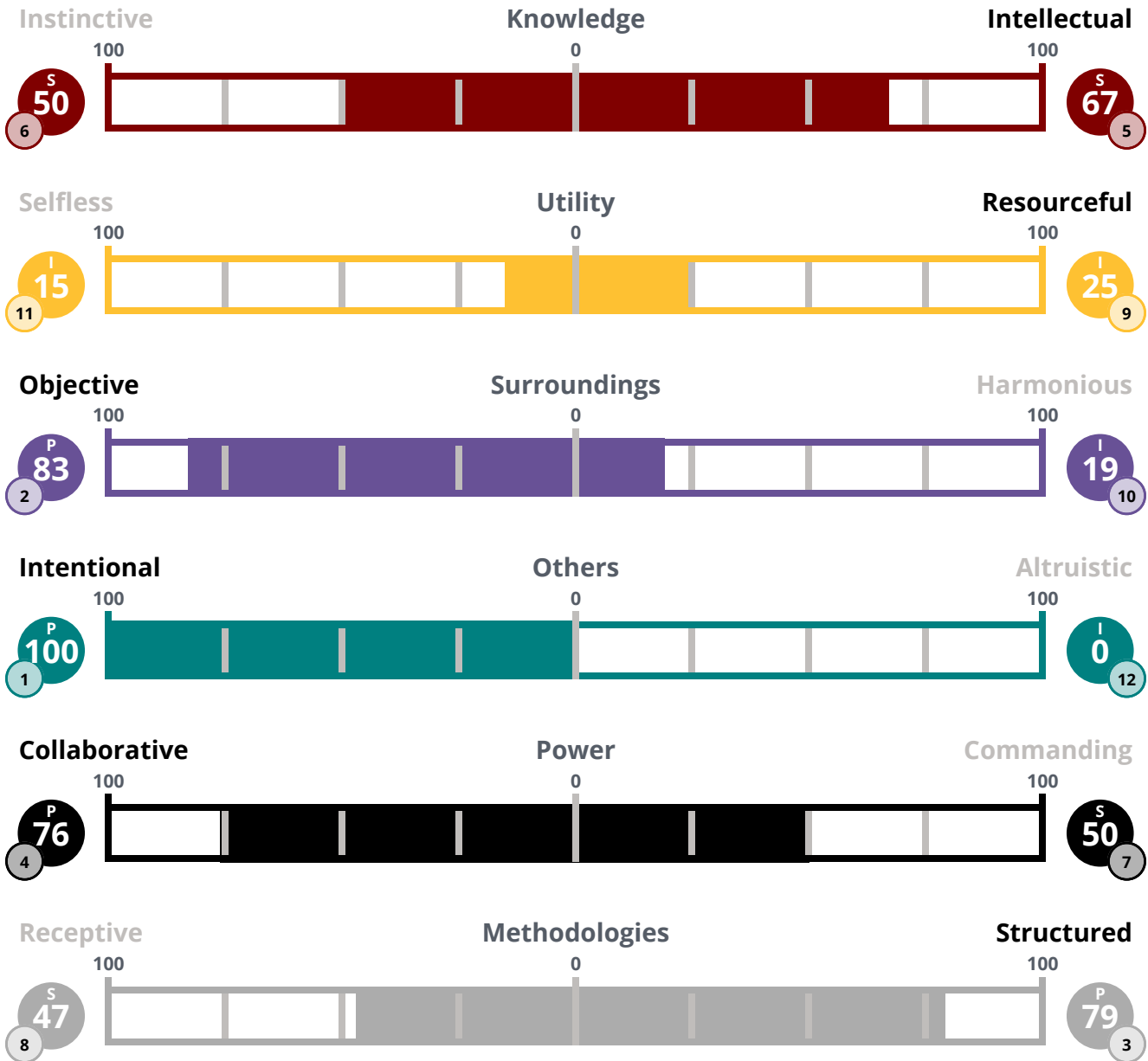
■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
■ - 2nd Standard Deviation
■ - 3rd Standard Deviation

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

Motivational Continuum



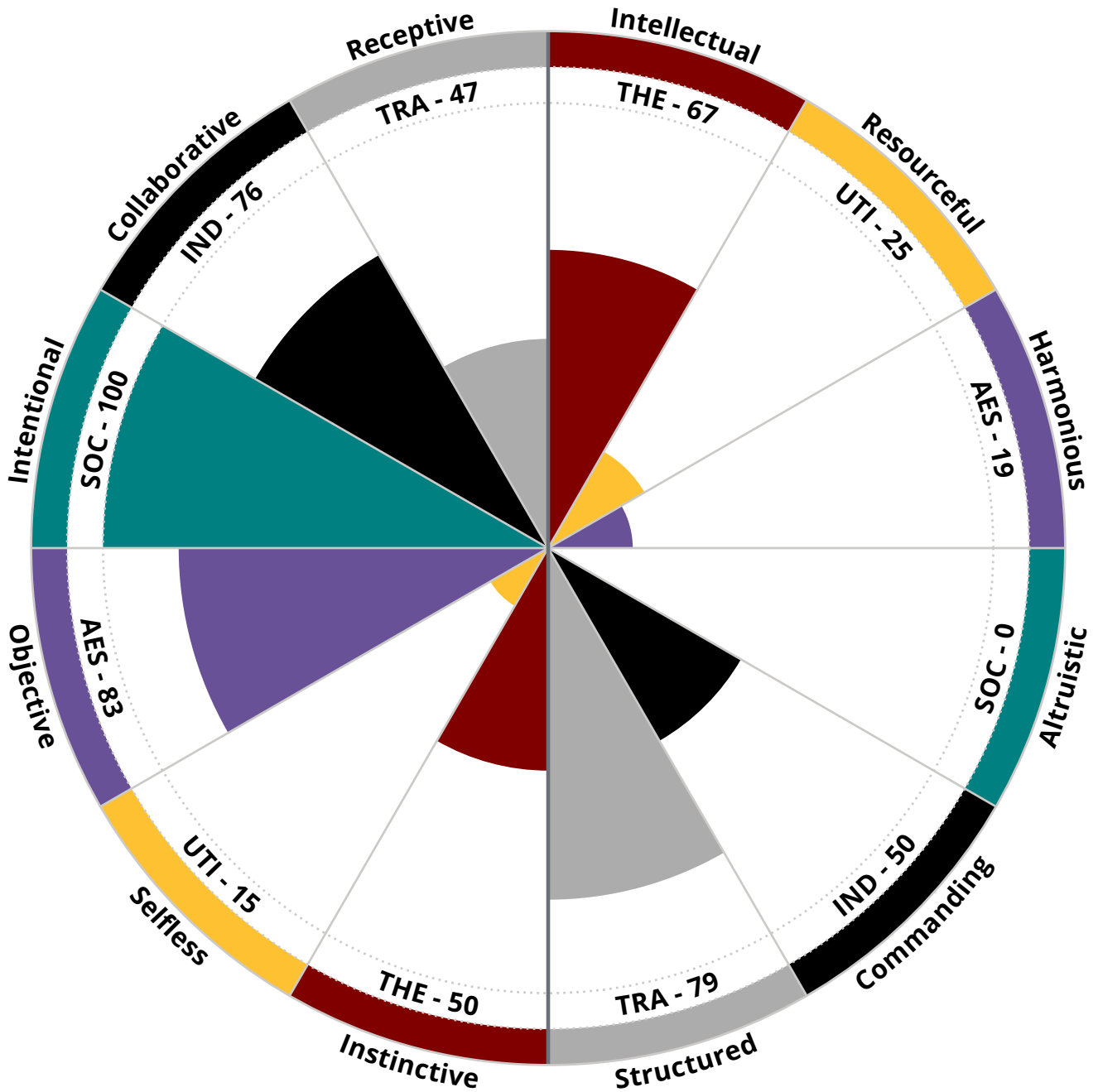
The 12 Driving Forces® Continuum is a visual representation of what motivates Andrew and the level of intensity for each category. Diamonds indicate an individual's primary cluster. These four factors are critical to Andrew's motivation and engagement regardless of the situation.



P Primary, Situational, or Indifferent
76 Driving Forces Score
3 Driving Forces Rank

Norm 2017
 2-19-2021
 T: 9:15

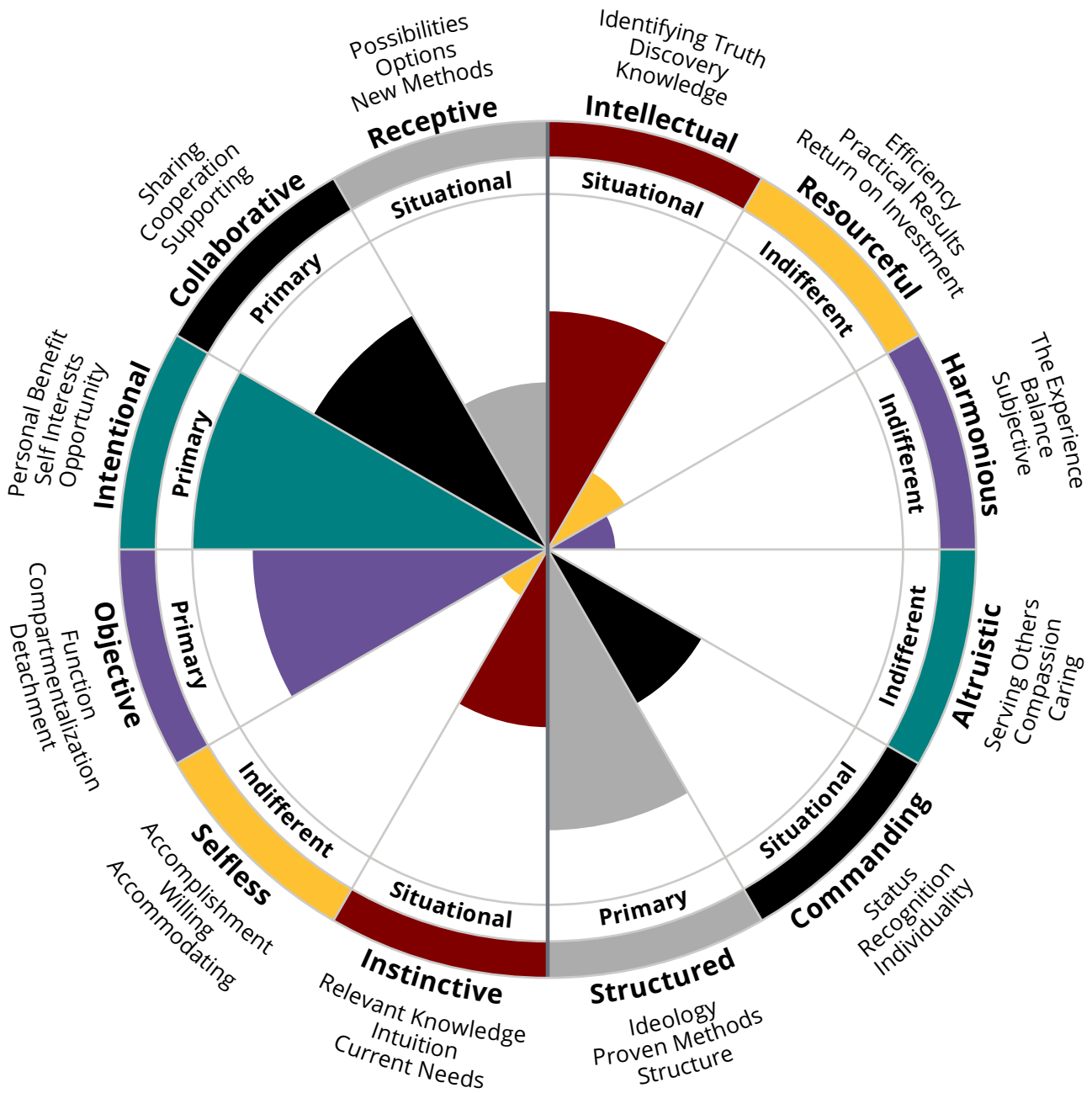
Driving Forces Wheel



T: 9:15

Generic Company
17785 N Pacesetter Way
Scottsdale, Arizona 85255

Descriptors Wheel



T: 9:15

Generic Company
17785 N Pacesetter Way
Scottsdale, Arizona 85255

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 & Motivational Strengths



This section describes the potential areas of strengths between Andrew'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.

- Will champion a worthy cause, as a challenge, if they see a potential return.
- Goal focused when assessing how others can help.
- Calculated with their time, talent, and resources.
- Will initiate action even during chaos.
- Initiates action to stir up activity.
- Will do what he commits to to ensure function.
- Good at directing others to join his cause.
- Will champion change and be bottom-line focused for results within the system of living.
- Lives by a specific system and will do anything to protect it.
- Looks for ways to improve a situation for the good of the company.
- Bottom-line focused when working with others.
- Innovative with strategies for group success.

Potential Behavioral & Motivational Conflict



This section describes the potential areas of conflict between Andrew'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.

- May try to utilize many people to obtain results.
- May over focus on results and overlook others.
- Has a direct method of developing others if he sees a future return.
- May over focus on productivity over appearance.
- Will only see his objectives in the here and now.
- The need for function and results could overpower the balance in the organization.
- Standards may be unreachable based on beliefs.
- A desire for better results may be prohibited by his way of living.
- Unwilling to listen to outside viewpoints.
- Tends to display his support by solving problems or challenges.
- Will work hard to live up to others' high standards rather than his own.
- Wants to be a big player by supporting the leader and may miss out on beneficial opportunities.

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 Andrew's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Andrew enjoys.

- Ability to utilize their own strengths to achieve results.
- Rewards based on group "wins", as well as individual contributions.
- A results-driven environment where people are respected for what they can provide.
- An environment where keeping the momentum moving is critical and rewarded.
- Fast-paced chaotic activity based situations.
- Objective, results-driven environment.
- Forum to champion the way in which things should be done.
- An environment that aligns with his system for solving problems and making decisions.
- Opportunity to make an existing system quicker, better and faster.
- Opportunities to complete tasks and projects for the sake of getting things done.
- An environment where competition and winning can be done behind the scenes.
- Management that appreciates and rewards risk-takers and those in supporting roles.

Keys To Motivating



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

Andrew wants:

- Opportunities to accomplish solutions to problems that relate to his vision.
- To get results by incorporating the abilities of others.
- To be seen as a person who helps others, if they are willing to work hard for the desired results.
- The freedom to compartmentalize issues when solving problems.
- The understanding from management that working and focusing on tangible results is the desired outcome.
- To focus on the functionality more than physical attributes as an indicator of success.
- Goals and results that stem from a system he believes in.
- A challenge to convince others to his way of thinking.
- All systems and structures to be efficient and move things toward the desired result.
- New and difficult challenges that lead to quiet recognition.
- Ability to drive and support the vision.
- A manager and a team that understands the value of short-term and fast-moving ideas and results.

Keys To Managing



This section discusses the needs which must be met in order for Andrew to perform at an optimum level. Some needs can be met by himself, 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 Andrew and identify 3 or 4 statements that are most important to him. This allows Andrew to participate in forming his own personal management plan.

Andrew needs:

- To be given power and authority to achieve results through people.
- To understand the desire to win or achieve may cause people to be seen as tools.
- Awareness of how his drive can inspire others to accomplish mutual goals.
- To understand the optimal pace of each team member in order to help maintain momentum.
- To compartmentalize activities in order to accomplish the objectives.
- Challenges that utilize his objectivity and drive.
- To understand that there is a time and a place for arguing his point of view and that all viewpoints need to be considered.
- Support his desire to achieve results through his own system for living.
- A manager that understands his potentially explosive nature is out of the desire to achieve and win within the system.
- Assistance in staying on task when he is the leader of the project.
- A manager that understands not all problems can be solved independently.
- Help understanding that going with the flow will support his desire to be involved in many projects.

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 _____:
