



TTI  
SUCCESS  
INSIGHTS®

**Talent Insights®**  
Management-Staff

**Amanda Carlson**  
Business Manager  
Clawson Honda of Fresno  
11-9-2018

**National Automobile Dealers Association**



## 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

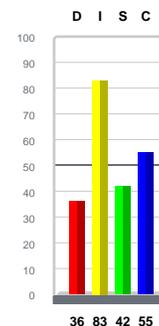
*Based on Amanda's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use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

Amanda can be friendly with others in many situations, but primarily with groups of established friends and associates. She is sociable and enjoys the uniqueness of each human being. She wants to be seen as her own person, but usually projects it in friendly terms. She likes public recognition for her achievements. One of her motivating factors is recognition and "strokes." She is optimistic and usually has a positive sense of humor. Amanda can combine and balance enthusiasm and patience. She likes feedback from her manager on how she is doing. She prefers working for a participative manager. She does her best work in this kind of environment. She can be obliging and accommodating; that is, she likes to work with people and help them. Her goal is to have and make many friends. At work, she is good at maintaining friendly public relations. She tries to influence others through a personal relationship and many times will perform services to develop this relationship.

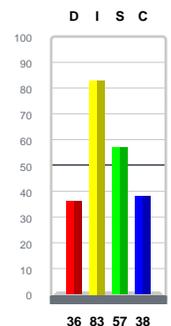
Amanda likes working for managers who make quick decisions. She likes to participate in decision making. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. Amanda prefers not disciplining people. She may sidestep direct disciplinary action because she wants to maintain the friendly relationship. She is good at solving problems that deal with people. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful.



Adapted Style



Natural Style



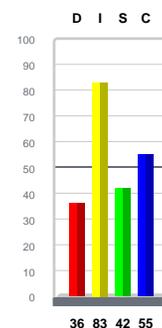


## General Characteristics Continued

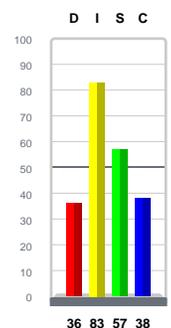
Amanda is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! She has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. She is good at negotiating conflict between others. Amanda feels that "if everyone would just talk it out, everything would be okay!" She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. Amanda is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Amanda will attempt to put them at ease. She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. She has the ability to sense what people want to hear. She then tends to tell people what she thinks they want to hear. She usually uses many gestures when talking.



Adapted Style



Natural Style





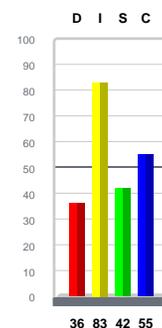
## Value to the Organization

*This section of the report identifies the specific talents and behavior Amanda 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.*

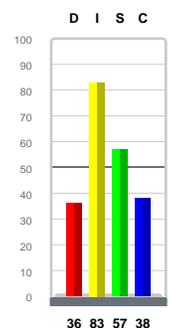
- Builds confidence in others.
- Optimistic and enthusiastic.
- People-oriented.
- Respect for authority and organizational structure.
- Positive sense of humor.
- Team player.
- Adaptable.
- Accomplishes goals through people.
- Creative problem solving.



Adapted Style



Natural Style





# Checklist for Communicating

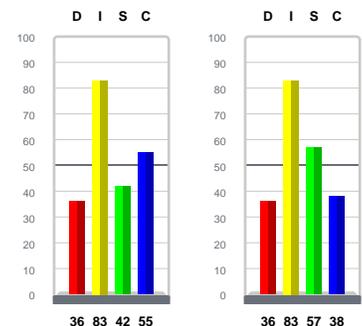
*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Amanda. Read 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 Amanda most frequently.*

## Ways to Communicate

- Use scheduled timetable when implementing new action.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Support your communications with correct facts and data.
- Be prepared.
- Provide a warm and friendly environment.
- Take your time and be persistent.
- Provide testimonials from people she sees as important.
- Be sincere and use a tone of voice that shows sincerity.
- Take time to be sure that she is in agreement and understands what you said.
- Leave time for relating, socializing.
- Talk about her, her goals and the opinions she finds stimulating.
- Read the body language for approval or disapproval.



Adapted Style      Natural Style





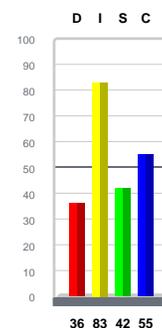
## Checklist for Communicating Continued

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

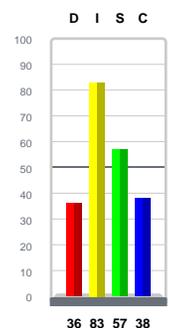
### Ways NOT to Communicate

- Drive on to facts, figures, alternatives or abstractions.
- Be dictatorial.
- Give your presentation in random order.
- Take credit for her ideas.
- Leave decisions hanging in the air.
- Make promises you cannot deliver.
- Be haphazard.
- Legislate or muffle--don't overcontrol the conversation.
- Push too hard, or be unrealistic with deadlines.
- Be curt, cold or tight-lipped.
- Talk to her when you're extremely angry.
- Talk down to her.

Adapted Style



Natural Style





# Communication Tips

*This section provides suggestions on methods which will improve Amanda'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, Amanda 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 Amanda's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Amanda to project the image that will allow her to control the situation.

### Self-Perception

Amanda usually sees herself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

### Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

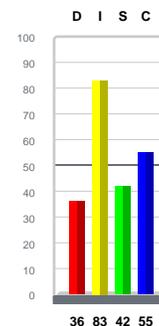
### Others' Perception - Extreme

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

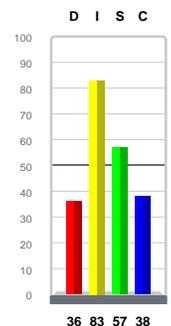
- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter



Adapted Style



Natural Style





## 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 situations where competition is a primary factor.

**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.
- Seek positions that do not require a strong need for self-starting.
- Seek an environment that allows for a humoristic approach to conflict situations.





# Descriptors

Based on Amanda'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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
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

*Amanda'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.*

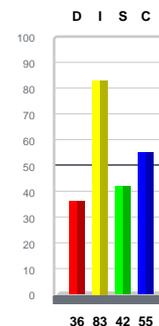
## Problems - Challenges

Natural	Adapted
<p>Amanda is somewhat conservative in her approach to solving problems. She will accept challenges by being quite calculating in her response to the problem or challenge. Amanda will be quite cooperative by nature and attempt to avoid confrontation as she wants to be seen as a person who is "easy" to work with.</p>	<p>Amanda sees no need to change her approach to solving problems or dealing with challenges in her present environment.</p>

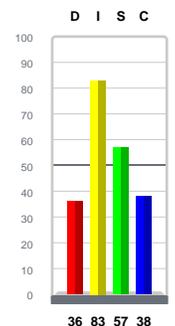
## People - Contacts

Natural	Adapted
<p>Amanda is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Amanda is trusting and also wants to be trusted.</p>	<p>Amanda 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.</p>

Adapted Style



Natural Style





## Natural and Adapted Style Continued

### Pace - Consistency

#### Natural

Amanda is deliberate and steady. She is willing to change, if the new direction is meaningful and consistent with the past. She will resist change for change's sake.

#### Adapted

Amanda feels the need for mobility and the absence of routine. She feels comfortable juggling several projects at one time and can move from one project to another fairly easily.

### Procedures - Constraints

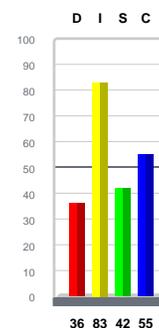
#### Natural

Amanda is independent by nature and somewhat self-willed. She is open to new suggestions and can, at times, be seen as somewhat freewheeling. She is most comfortable in an environment where the constraints can be "loosened" for certain situations.

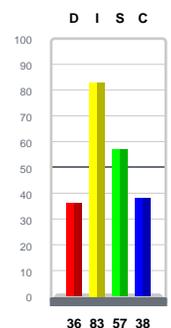
#### Adapted

Amanda sees the need to be open-minded about rules. However, she is aware and sensitive to the implications of not following rules and procedures.

Adapted Style



Natural Style



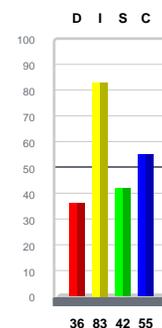


## Adapted Style

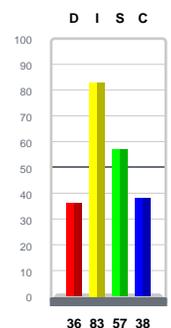
*Amanda sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.*

- Preferring people involvement over task focus.
- Maintaining an ever-changing, friendly, work environment.
- Obtaining results through people.
- Positive, outgoing, friendly behavior.
- Being cordial and helpful when dealing with new clients or customers.
- Contacting people using a variety of modes.
- Undemanding of others' time and attention.
- Participative decision making.
- Motivating people to take action by using persuasive skills.
- Making tactful decisions.
- Being conservative, not competitive, in nature.

Adapted Style



Natural Style





# 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.*

## Poor Filing System

*A poor filing system is one that has no predetermined method for subject matter grouping. It is one that you may understand but is not usable by others who may need to retrieve information from your files.*

### Possible Causes:

- Have not determined or prioritized subject matter groupings
- Categorize by emotions

### Possible Solutions:

- Set up a cataloging system that you AND others can use easily
- Have someone assist you in setting up a system
- Use cross-referencing indexes
- Computerize information

## Daydreaming

*Daydreaming is being preoccupied with non-task or non-work related thoughts. It is being easily distracted from at-hand tasks and focusing on past or future events for prolonged periods of time.*

### Possible Causes:

- Being a creative thinker and always thinking of new ideas
- Being more excited about the future than the here and now
- Bring personal problems to work
- See work as routine and unexciting
- Experience stress from working on something too long
- Focus on past pleasant experiences as a way of coping with routine and stress





## Time Wasters Continued

### Possible Solutions:

- Learn to read body signals for fatigue
- Change routine
- Remind yourself that worrying about personal problems interferes with your productivity
- Set tasks/objectives

## Inability To Say No

*The inability to say no is when you are unable to or feel powerless to refuse any request.*

### Possible Causes:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

### Possible Solutions:

- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

## Desire To Be Involved With Too Many People

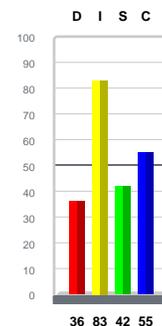
*The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.*

### Possible Causes:

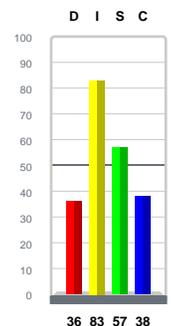
- Have many interests



Adapted Style



Natural Style





## Time Wasters Continued

- Want to be seen as one of the gang
- Need praise and approval from others

### Possible Solutions:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view

## Procrastination

*Procrastination is the process of delaying action. It is also the inability to begin action.*

### Possible Causes:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

### Possible Solutions:

- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute





## Time Wasters Continued

### Open Door Policy

*An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.*

#### Possible Causes:

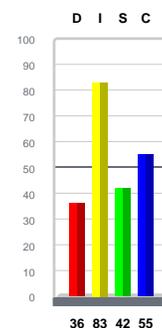
- Want to be seen as supportive and available
- Want the social interaction of people dropping by
- Have a difficult time saying "no"
- Use people interruptions as a way of procrastinating or justifying missed deadlines

#### Possible Solutions:

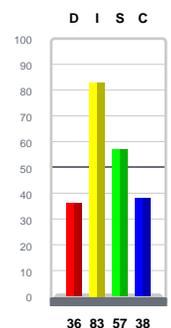
- Set aside time to "close your door" and work on projects
- Set aside time to interact with co-workers
- Learn to prioritize activities and say "no" to low priorities
- Place your desk so that it is not always in "view" of those who pass by
- Avoid eye contact with people who walk by your desk or office



Adapted Style



Natural Style





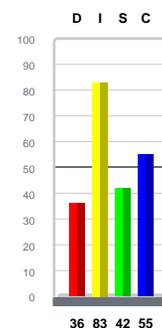
## Areas for Improvement

*In this area is a listing of possible limitations without regard to a specific job. Review with Amanda 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.*

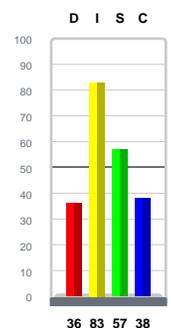
### Amanda has a tendency to:

- Be overly enthusiastic about her own shortcomings (weaknesses) and the shortcomings of others.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Trust people indiscriminately if positively reinforced by those people.
- Be so enthusiastic that she can be seen as superficial.
- Take information at face value without validation or substantial investigation.
- Overestimate her ability to motivate people or change others' behavior.
- Be unrealistic in appraising people--especially if the person is a "friend."

Adapted Style



Natural Style

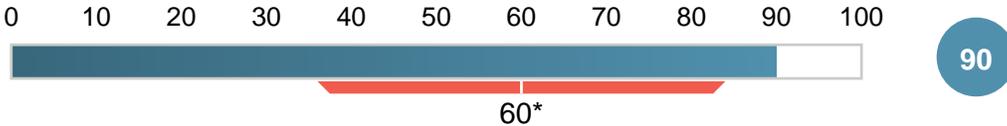




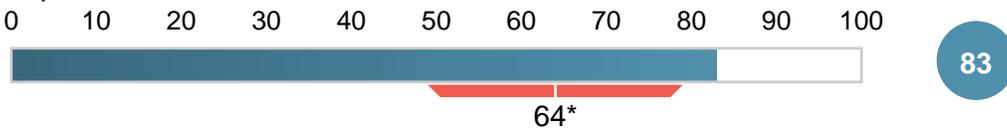
# Behavioral Hierarchy

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.

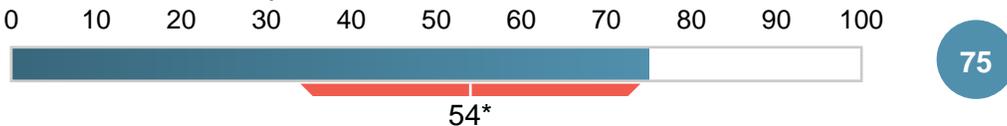
**1. Interaction** - Frequently engage and communicate with others.



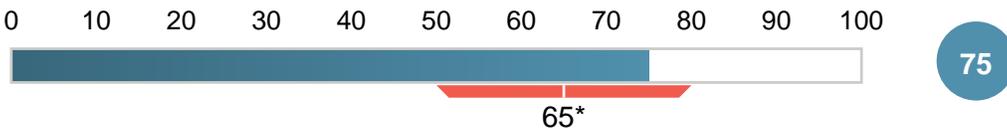
**2. Customer-Oriented** - Identify and fulfill customer expectations.



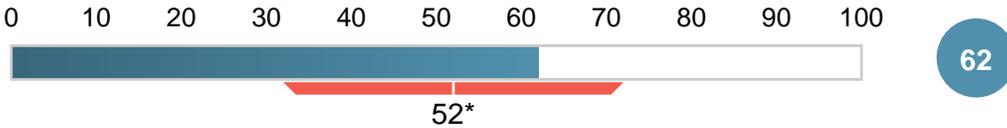
**3. Versatile** - Adapt to various situations with ease.



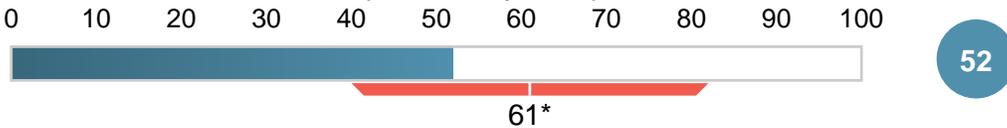
**4. People-Oriented** - Build rapport with a wide range of individuals.



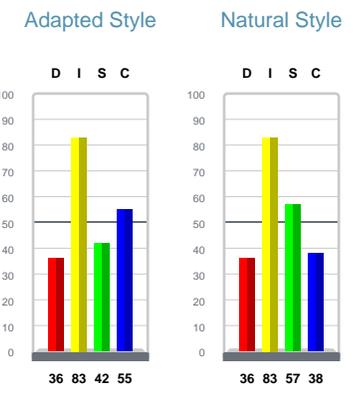
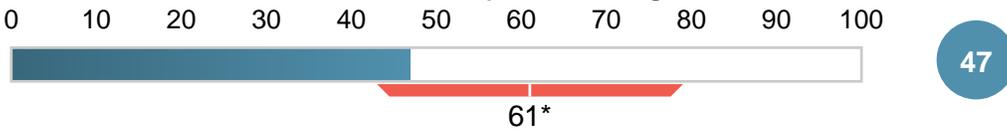
**5. Frequent Change** - Rapidly shift between tasks.



**6. Consistent** - Perform predictably in repetitive situations.



**7. Persistence** - Finish tasks despite challenges or resistance.

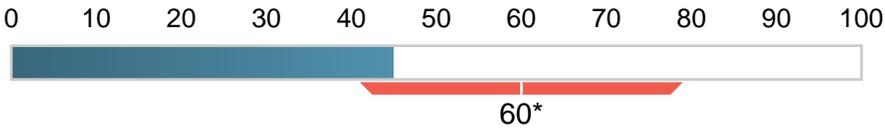


\* 68% of the population falls within the shaded area.

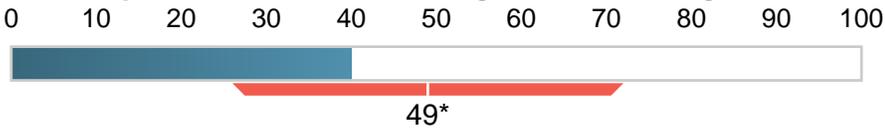


# Behavioral Hierarchy

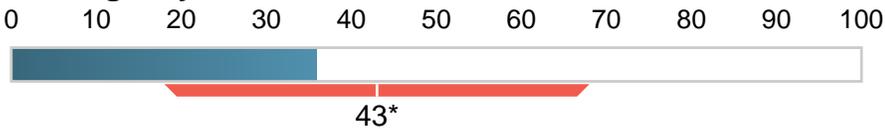
**8. Following Policy** - Adhere to rules, regulations, or existing methods.



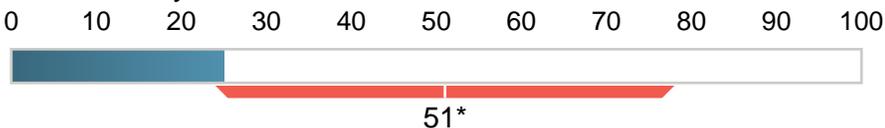
**9. Competitive** - Want to win or gain an advantage.



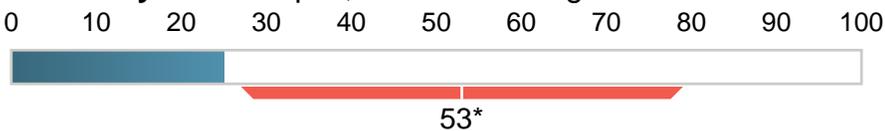
**10. Urgency** - Take immediate action.



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

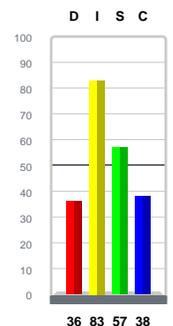
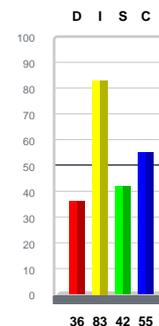


**12. Analysis** - Compile, confirm and organize information.



Adapted Style

Natural Style



SIA: 36-83-42-55 (58) SIN: 36-83-57-38 (15)  
\* 68% of the population falls within the shaded area.

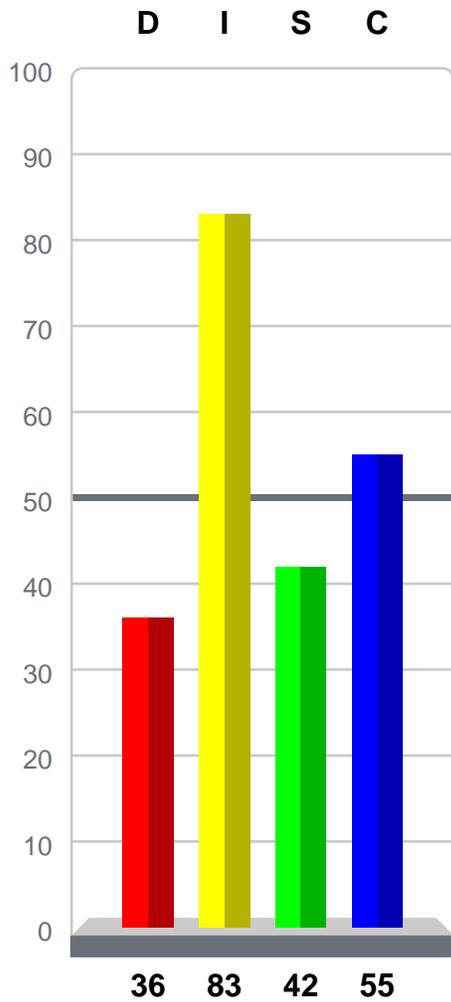


# Style Insights® Graphs

11-9-2018

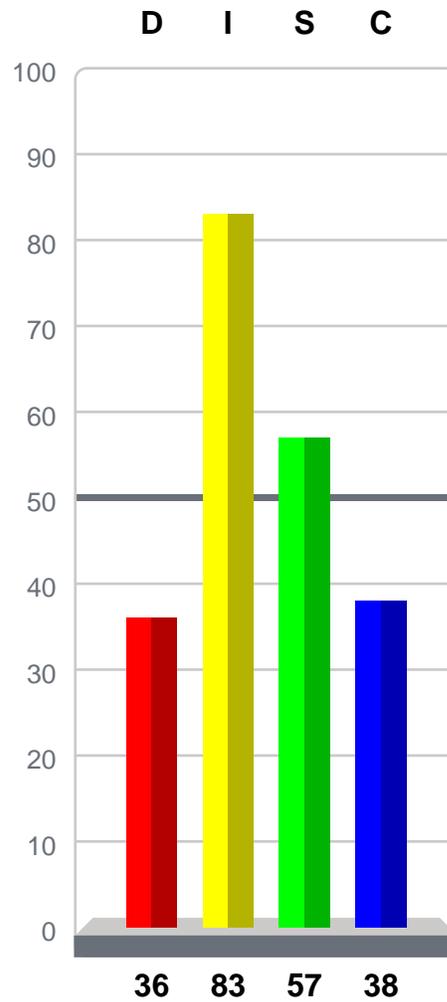
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4



## 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.

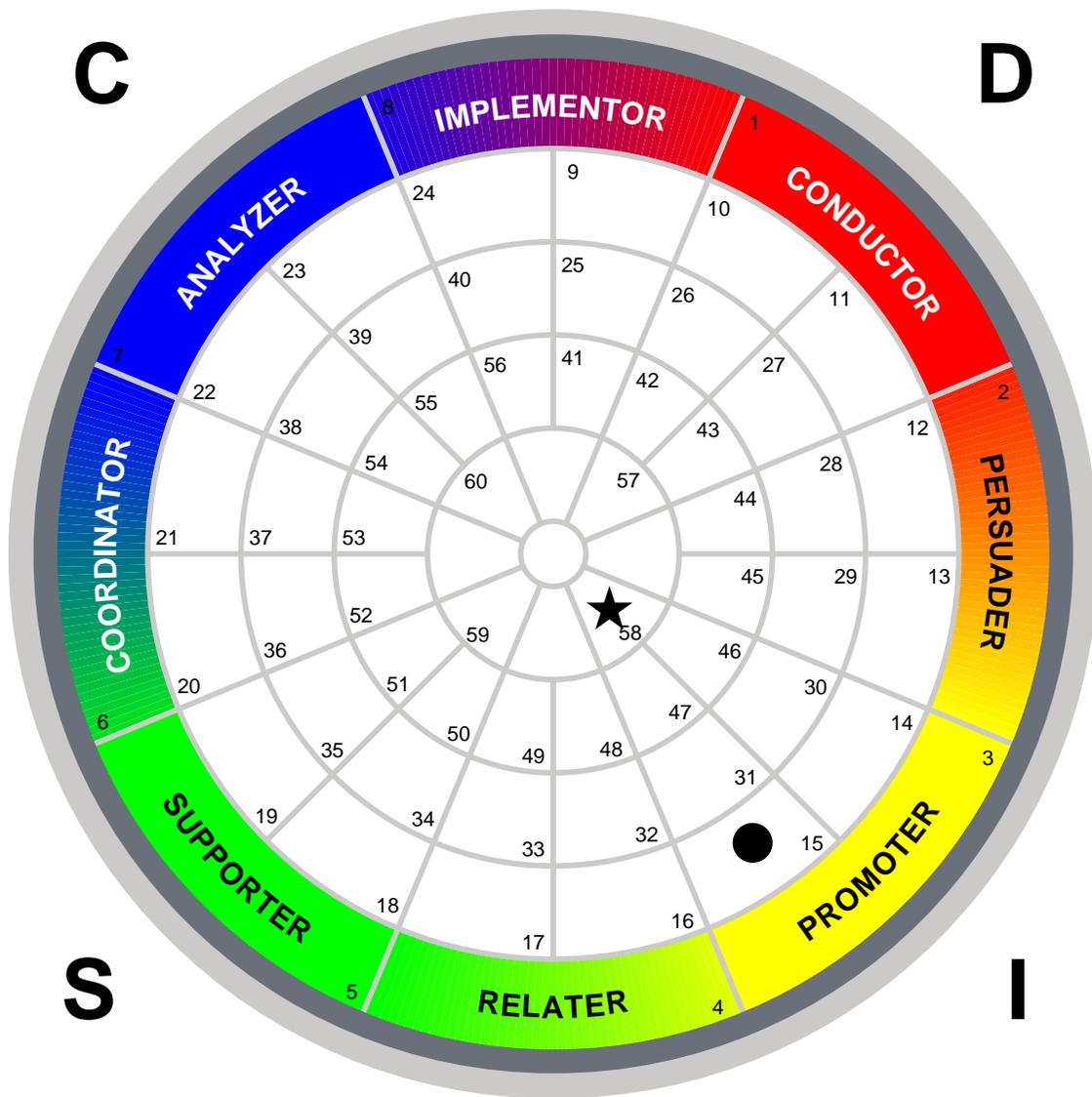
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

11-9-2018



Adapted: ★ (58) ANALYZING PROMOTER (ACROSS)  
 Natural: ● (15) RELATING PROMOTER

Norm 2017 R4



# 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.*

When Amanda feels strongly about a situation, she will apply the "end justifies the means" concept. She is driven to acquire the very best that life has to offer. She has the desire to create a winning strategy. She can divide the personal and professional relationships within the same person. Amanda tends to see things in pieces. She won't get distracted by the form and beauty in her environment. She may question the amount of time individuals spend helping other people. She will struggle if helping others is in conflict with her own self-interest. Amanda may give freely of time, talent and resources, but will want and expect a return on her investment. She may focus on efficiency to minimize the squandering of resources. She may evaluate others based on how and if they follow systems and rules. She has the potential to become an expert in her chosen field.

Amanda is driven by public recognition. She can go to extremes to win or control the situation. She can focus on the task at hand regardless of her surroundings. She will compartmentalize issues to keep the momentum moving forward. Amanda tends to believe hard work and persistence is within everyone's reach. She may be firm in her decisions and not be swayed by unfortunate circumstances. She tends to be creative when working with limited resources. Amanda's enterprising tendencies may cause her to be sensitive to wasting time, resources and/or opportunities. At times Amanda sees the importance of following a system and how she can apply it to a specific situation. She may pick and choose the traditions and beliefs to which she will adhere. She may believe that discussing a problem can lead to a solution. She will seek knowledge based on her situational needs.



## General Characteristics

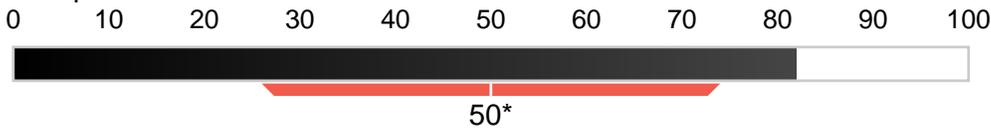
When Amanda has a special interest she will be good at integrating past experience with new knowledge. She sees value in following and implementing certain systems. She may be driven to maximize opportunities in order to create financial flexibility. She tends to believe people should learn to do things themselves versus relying on others. Amanda will thrive in an environment filled with chaos. She isolates personal issues to focus on professional productivity. She wants to control her own destiny and impact the destiny of others. She is passionate about creating something that leads to an enduring legacy.



# Primary Driving Forces Cluster

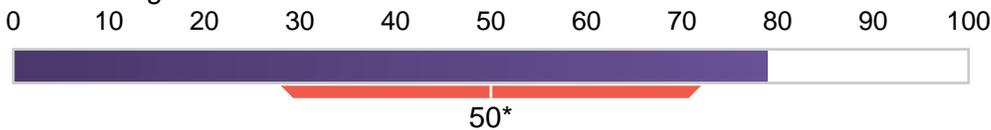
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Commanding** - People who are driven by status, recognition and control over personal freedom.



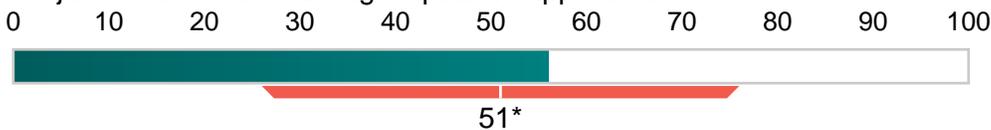
82

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



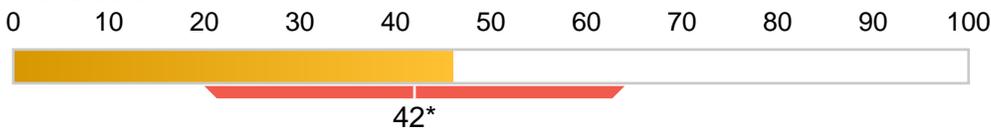
79

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



56

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



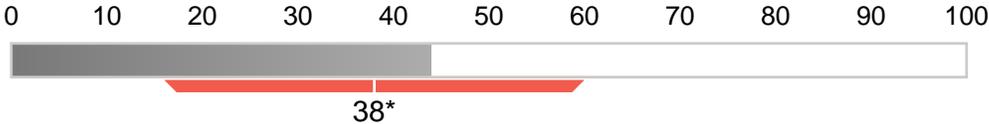
46



# Situational Driving Forces Cluster

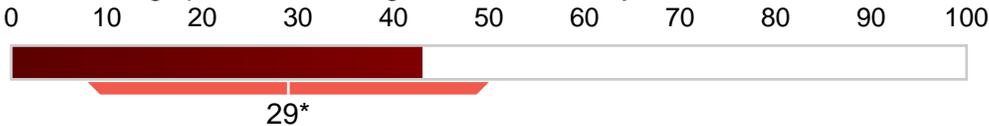
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



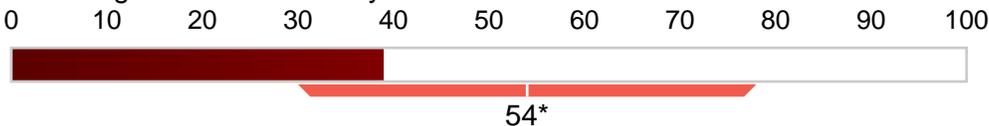
44

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



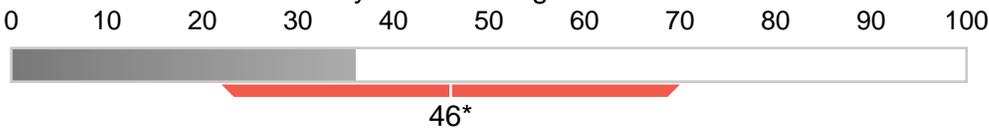
43

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



39

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



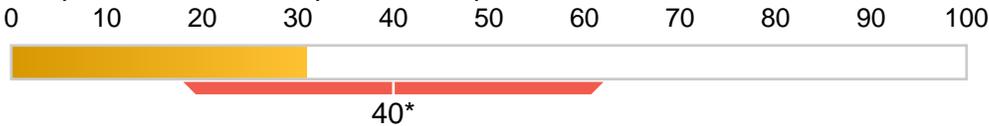
36



# Indifferent Driving Forces Cluster

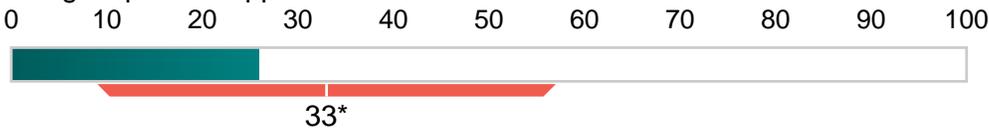
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



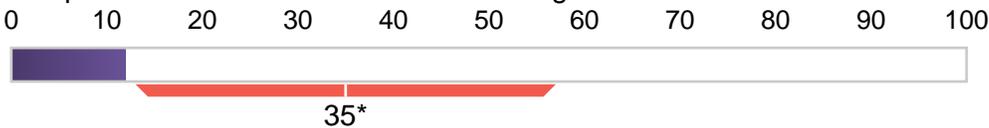
31

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



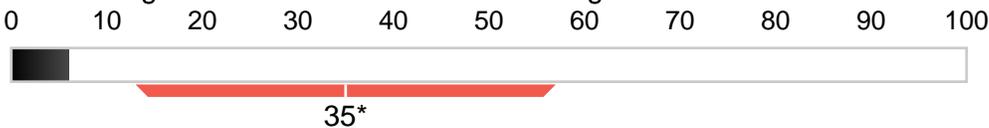
26

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



12

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



6

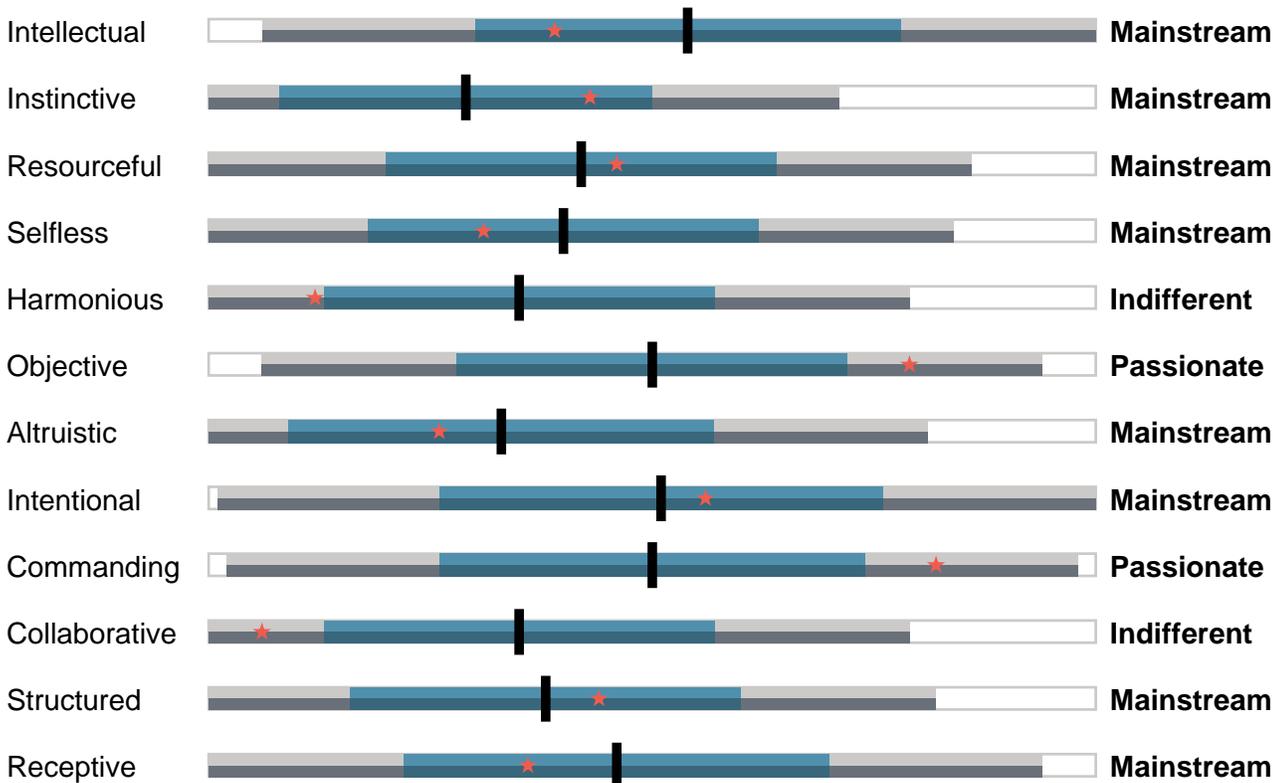


# Areas for Awareness

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

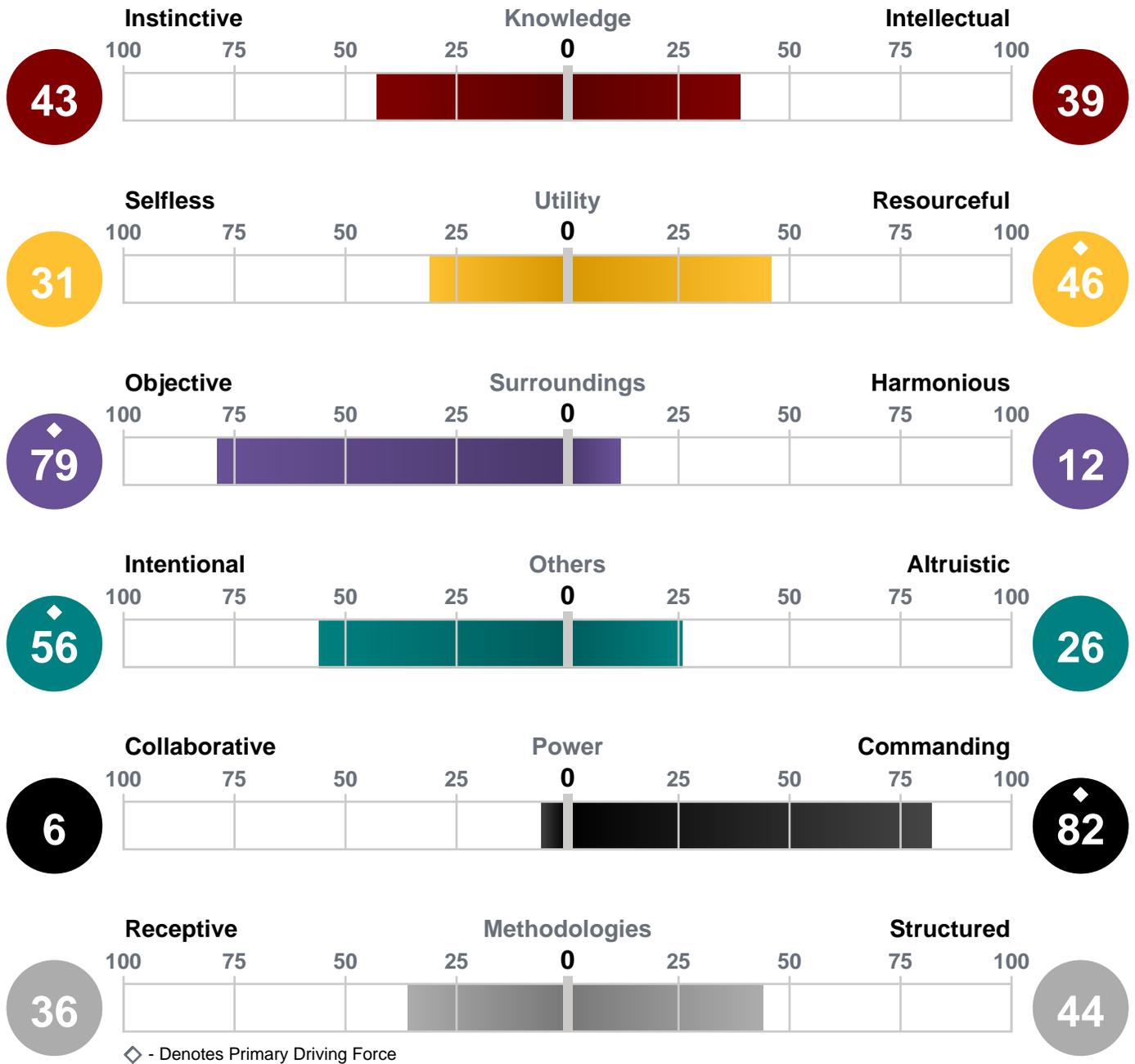


- 1st Standard Deviation - \* 68% of the population falls within the shaded area. 
  - 2nd Standard Deviation 
  - 3rd Standard Deviation 
  - national mean 
  - your score

**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

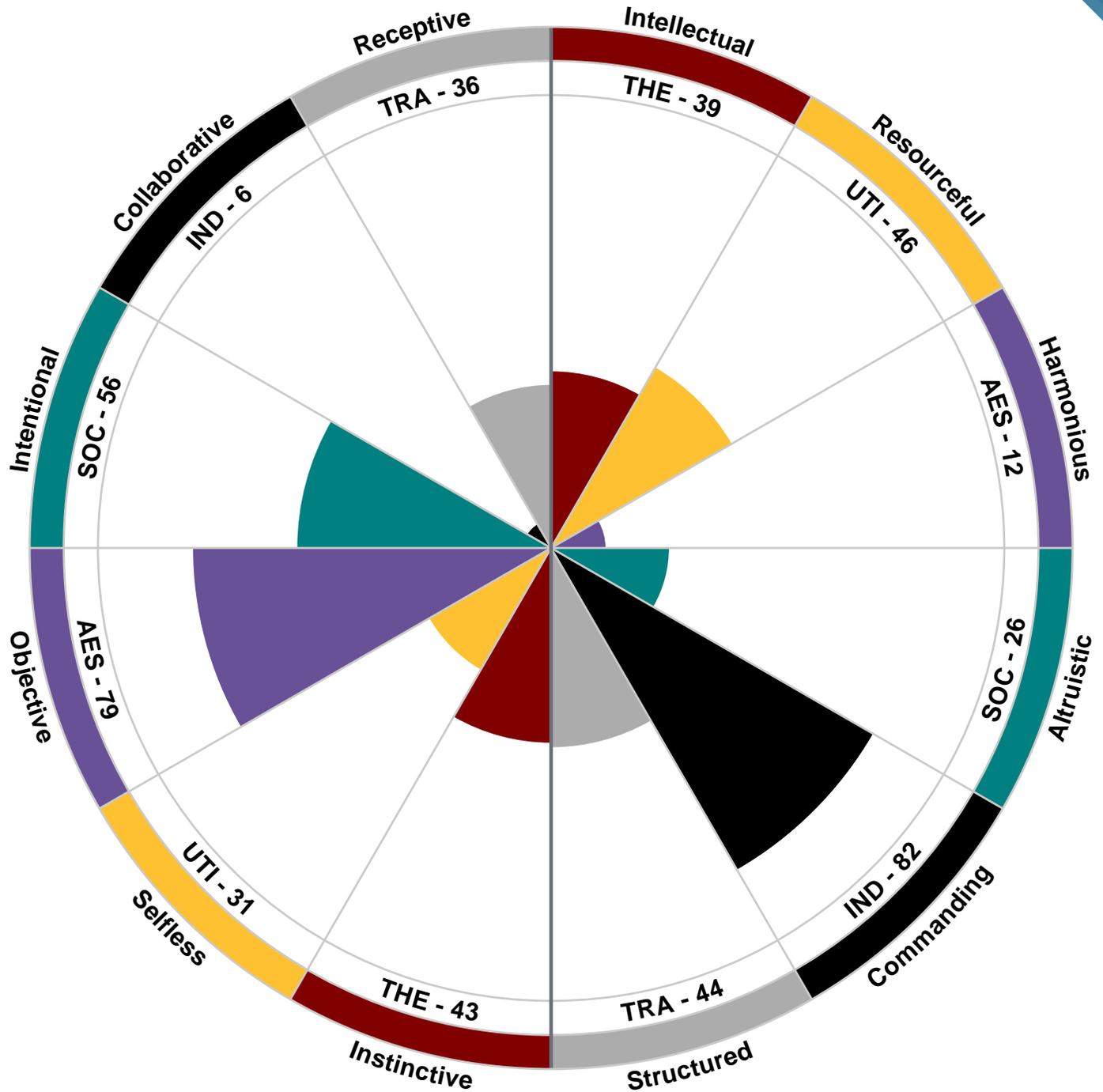


# Driving Forces Graph



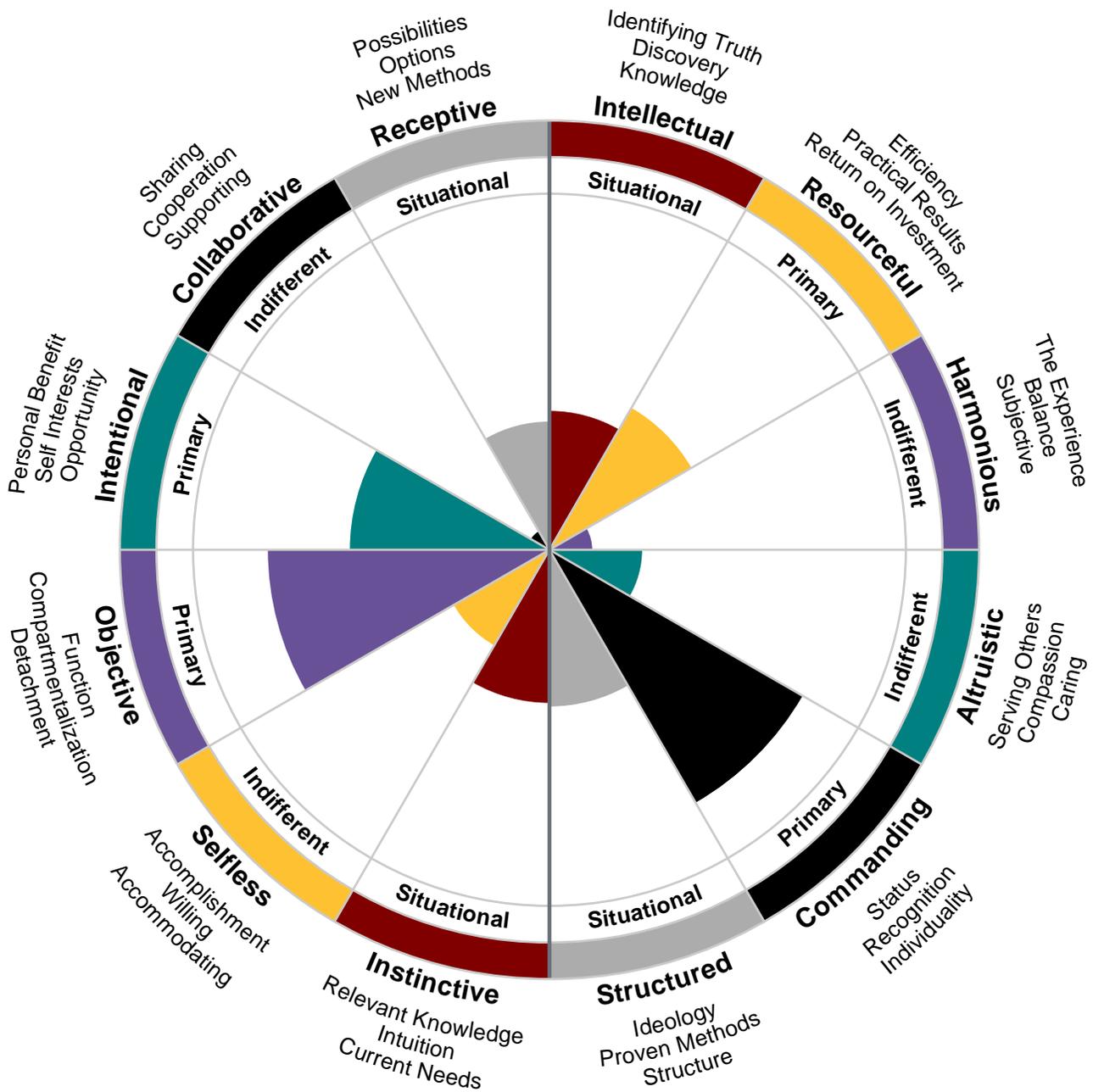


# Driving Forces Wheel





# Descriptors 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 Amanda'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.*

- Positively promotes the image of the organization.
- Capable of addressing conflict for a win-win scenario.
- Being an optimistic leader.
- Expresses and strives to compartmentalize team activities.
- Encourages others to separate personal issues and focus on productivity.
- Will convey optimism for practical new ideas.
- Demonstrates optimism when helping others if they are contributing to the organization.
- Great at generating excitement in others when viewed as a future resource.
- Sings the praises of peers when they contribute to the bottom-line.
- Brings enthusiasm to practical situations.
- Sees the positive in all resources and will want to use resources accordingly.
- Resourceful and influential in creating effective results.



# Potential Behavioral and Motivational Conflict

*This section describes the potential areas of conflict between Amanda'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 only interact with those she feels complement her goals.
- Can disclose their agenda to the wrong people.
- May be viewed as someone who over promises and under delivers.
- May have difficulty focusing on tangible outcomes.
- Overly optimistic in her ability to compartmentalize any situation.
- Situational listener to other's perspective of the pieces of a process.
- Does not always listen to those she is working with.
- May have trouble making difficult people decisions that don't directly drive business.
- May overestimate the impact she can have on driving results.
- May not recognize increased risk associated with bigger rewards.
- May overlook details when weighing results.
- Overestimates what others will contribute.



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

- Opportunity to display excitement and fun while getting others to act.
- An environment where she can "lead the parade".
- A forum to celebrate successes as an individual.
- A forum to participate in meetings with others regardless of surroundings.
- Working conditions that focus on the functionality as well as people-interactions.
- A fun and functional working environment.
- Ability to develop and interact with individuals that may lead to future opportunities.
- Groups and committees are available to assist and drive desired outcomes.
- A forum to work with people as it relates to moving the organization forward.
- Optimism about expected results is not frowned upon.
- A manager that brings people and excitement into the act of doing business.
- Rewards determined by return-on-investment based contributions to team efforts.



## Keys to Motivating

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

### Amanda wants:

- Opportunities for advancement and new experiences.
- Recognition for leadership accomplishments and the results she receives.
- To lead people toward her vision.
- To be involved in many people-oriented projects with functional results.
- The ability to express enthusiasm while still focusing on the tangible outcomes.
- The focus of the people and the surroundings to be tangible and functional.
- An opportunity to express how she improved productivity.
- To promote programs that produce results by utilizing the skills of others.
- To be seen as a resource for those who are willing to work towards a common vision.
- Recognition for solid use of resources and investments.
- To be the spokesperson for team and organizational accomplishments.
- The ability to express accomplishments to others at a large scale.



## Keys to Managing

*This section discusses the needs which must be met in order for Amanda 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 Amanda and identify 3 or 4 statements that are most important to her. This allows Amanda to participate in forming her own personal management plan.*

### Amanda needs:

- To set realistic goals that can be accomplished while improving the organizational recognition.
- To listen to others and understand different perspectives in order to meet objectives.
- To minimize her natural way of under informing the details when delegating or giving instruction.
- Assistance in setting realistic expectations with tangible objectives.
- To find opportunities to separate personal and professional relationships.
- A manager with an open door policy who focuses on professional productivity.
- Support in handling situations when others fail to do their part.
- To be realistic about how hard others are working before giving assistance.
- A manager that promotes her ability to positively influence others to work hard toward a common goal.
- Assistance in prioritizing goals not only based on return, but also other organizational needs.
- Assistance in establishing realistic expectations of others in order to maximize contributions.
- To listen for the answer she wants in order to maximize return.



# 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 \_\_\_\_\_:

---

---

---