



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Management-Staff

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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 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

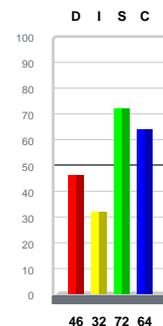
Based on Jennifer's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use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

Jennifer wants to be seen as a responsible person, and will avoid behavior that could be seen by others as irresponsible. Others see her as a good neighbor, since she is always willing to help those she considers to be her friends. She is family-oriented. She may go to great lengths to ensure the "happiness" of her personal or work family. She can be spontaneous and casual in familiar circumstances. The familiar atmosphere allows spontaneity when she is in her comfort zone. Jennifer 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 is good at concentrating in order to listen and learn. She is not easily distracted by peripheral activity. She tends to build a close relationship with a relatively small group of associates. At times she can be quite skeptical. Others may misinterpret this strength as a negative one, but she is only seeking needed data. Jennifer requires many good reasons, as well as the benefits involved, before agreeing to making changes. She prefers to help and support others rather than compete against them.

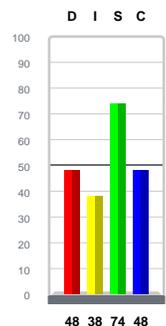
Jennifer may be reluctant to initiate new approaches to doing things. If she is shown the benefits, she will consider new procedures. She prefers to plan her work and work her plan. Others may find it refreshing to have her on their team. She can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. When challenged she can become objective, searching hard for facts and figures. This may be her way of defending her decisions. Logic is important when trying to influence her. She pays more attention to logic than emotional "hype." She uses logic to assist her in decision making. This tendency is helpful to others in her group. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably won't want to repeat the process. Once she makes a decision, she can be organized in carrying it out.



Adapted Style



Natural Style



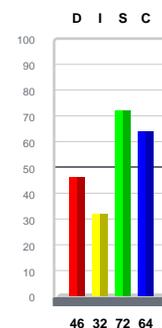


General Characteristics Continued

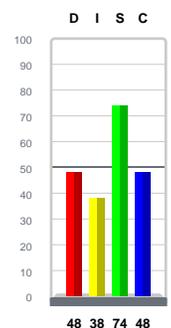
Jennifer remains aloof from active participation in unfamiliar groups. She will talk more, however, in a group of people she trusts and has known for a long time. She may guard some information unless she is asked specific questions. She will not willingly share unless she is comfortable with the knowledge she possesses about the topic. Rarely does she display her emotions; that is, she projects a good poker face. Others may get the feeling that she is unfriendly, when in reality she is not. She likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Jennifer likes having others initiate the conversation. She can then assess the situation and respond accordingly. She tends to be possessive of information; that is, she doesn't voluntarily share information with others outside of her team. This may be a blessing, or a curse, to her superiors. She usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted. Sometimes she will withdraw from a verbal battle. If she feels strongly about an issue, she may retreat to gather her resources and then return to take a stand!



Adapted Style



Natural Style



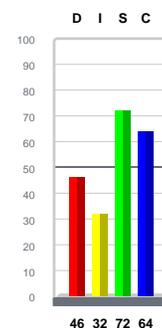


Value to the Organization

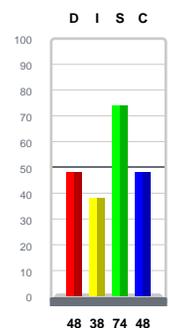
This section of the report identifies the specific talents and behavior Jennifer brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Always looking for the logical solutions.
- Works for a leader and a cause.
- Patient and empathetic.
- People-oriented.
- Suspicious of people with shallow ideas.
- Builds good relationships.
- Presents the facts without emotion.
- Good listener.

Adapted Style



Natural Style





Checklist for Communicating

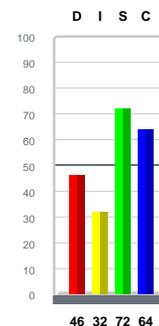
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Jennifer. Read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

Ways to Communicate

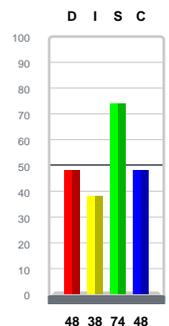
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Give pros and cons on ideas.
- Provide details in writing.
- Define clearly (preferably in writing) individual contributions.
- Use the proper buzz words that are appropriate to her expertise.
- Start, however briefly, with a personal comment. Break the ice.
- Use expert testimonials.
- Keep at least three feet away from her.
- Use an unemotional approach.
- Be prepared with the facts and figures.
- Have the facts in logical order.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Show sincere interest in her as a person. Find areas of common involvement and be candid and open.



Adapted Style



Natural Style





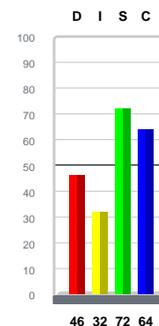
Checklist for Communicating Continued

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

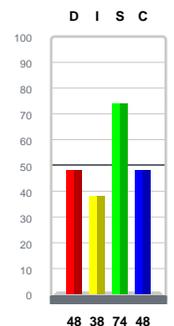
Ways NOT to Communicate

- Be disorganized.
- Be abrupt and rapid.
- Pretend to be an expert, if you are not.
- Overuse emotion.
- Overuse gestures.
- Use inappropriate buzz words.
- Be domineering or demanding; don't threaten with position power.
- Make statements you cannot prove.
- Be redundant.
- Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- Force her to respond quickly to your objectives. Don't say "Here's how I see it."

Adapted Style



Natural Style





Communication Tips

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

Self-Perception

Jennifer usually sees herself as being:

- Considerate
- Good-Natured
- Team player
- Thoughtful
- Dependable
- Good listener

Others' Perception - Moderate

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

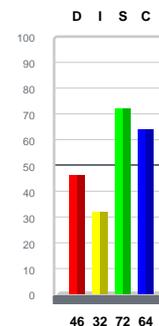
- Nondemonstrative
- Unconcerned
- Hesitant
- Inflexible

Others' Perception - Extreme

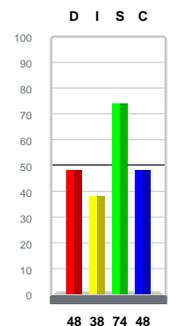
Under extreme pressure, stress or fatigue, others may see her as being:

- Possessive
- Detached
- Stubborn
- Insensitive

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.

- Avoid work environments that require an open door policy.
- Avoid situations where forced to trust without supporting data.
- Avoid giving public presentations, as doing so will cause stress.

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

- The need for perfection will cause stress under deadlines.
- Understand when an analytical perspective is needed and valued.
- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.





Descriptors

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

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



Natural and Adapted Style

Jennifer'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.

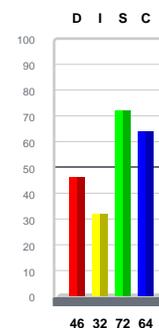
Problems - Challenges

Natural	Adapted
Jennifer 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. Jennifer 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.	Jennifer sees no need to change her approach to solving problems or dealing with challenges in her present environment.

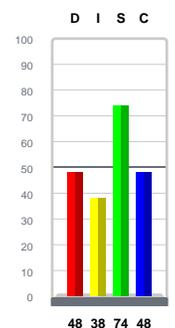
People - Contacts

Natural	Adapted
Jennifer is factual and logical in her attempt to persuade others. She looks at things in a rather direct and straightforward manner. Her approach can be analytical and objective when attempting to influence others.	Jennifer sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Jennifer is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.

Adapted

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

Procedures - Constraints

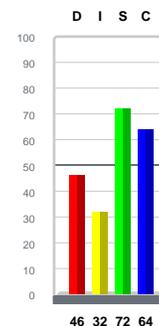
Natural

Jennifer 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.

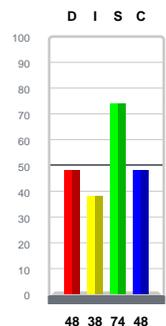
Adapted

Jennifer 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



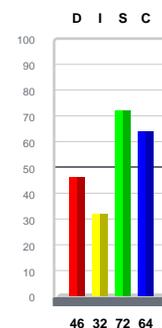


Adapted Style

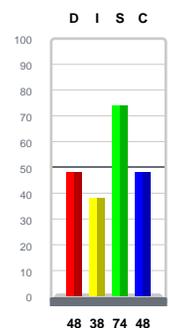
Jennifer sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Being precise in the collection of data.
- Using a disciplined approach.
- Adherence to established guidelines and procedures.
- Gathering data in a logical, systematic way.
- Exhibiting patience and good listening skills.
- Limited or prepared changes in routine.
- Projecting a limited display of emotion.
- Logical solutions.
- Using a proven, procedure-oriented method when implementing change.
- Making decisions in an objective, unemotional manner.
- Freedom from confrontation.
- Consistency of task performance.
- Being attentive and dependable with detailed work activities.

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.

Failure To Clarify Precise Responsibilities With Manager

The failure to clarify precise responsibilities with your manager assumes that you have a full understanding of his/her expectations. It infers that your manager understands your job and concurs with your assessment of requirements.

Possible Causes:

- Unsure of how you will be perceived
- Don't want to overstep authority
- Want to be a team player
- Want to help everyone so you don't object to the manager when requests are being made that are not your responsibility

Possible Solutions:

- Have informal conversations with the manager about his/her expectations
- Share with manager your expectations
- Clarify with peers and other managers your duties and responsibilities
- Read and discuss articles on "management by objectives"

Failure To Share Information

The failure to share information is the inability or unwillingness to discuss with others.

Possible Causes:

- Don't think others want to know the information
- Unclear of the way the information will be used/received
- Wait until asked before sharing information





Time Wasters *Continued*

Possible Solutions:

- Let others know that they need to ask for information
- Share with those whose opinions you trust

Postpone The Unpleasant

Postponing the unpleasant is similar to procrastinating but is usually a continual reprioritizing of daily tasks. It is often a way to delay something that is not enjoyable.

Possible Causes:

- Like low-conflict environments and relationships
- Want to feel the success of accomplishment so the simple tasks are done first

Possible Solutions:

- Change your routine and, for one week, do the unpleasant tasks first
- See the accomplishment of unpleasant tasks as an equal or even greater achievement of success
- Reward yourself for every unpleasant task that you complete without postponing
- Confront those people who are causing you discomfort and discuss the problems

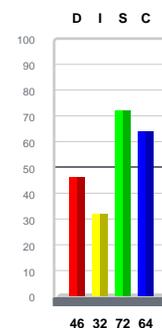
Failure To Anticipate

Failure to anticipate is the lack of focusing on possible outcomes or requirements.

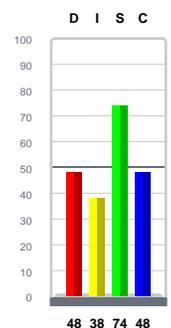
Possible Causes:

- Expect only the best to happen
- Expect everyone else to do their best
- Trust the system to run well
- Focus on the here and now rather than the future
- Resist change

Adapted Style



Natural Style





Time Wasters Continued

Possible Solutions:

- Set aside a specific amount of time each day to consider outcome possibilities
- Talk with others who may have prior experience with a specific task or person

Habits

A habit is a specific thought, behavior or way of doing something that was acquired by repetition or by reinforcement from self and/or others.

Possible Causes:

- Have established routines that are comfortable
- Routine creates a feeling of security
- Resist change for change's sake
- Have been praised repeatedly for a specific behavior

Possible Solutions:

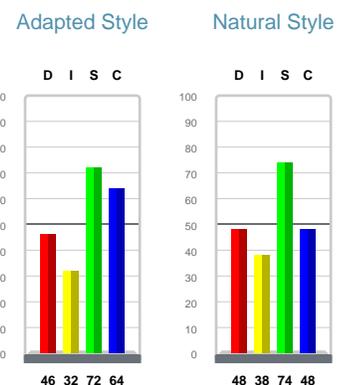
- Evaluate habits and decide which contribute to your accomplishments and which deter you from success
- Try new ways of performing a certain task
- Ask others for recommendations on different approaches
- Consciously practice changing your routine

Resisting Change

Resisting change is the process of consciously or subconsciously not participating in the change process. Measures of resistance may be active or passive, not doing things the new way, or making excuses for not having tasks accomplished.

Possible Causes:

- Need a high degree of security
- Like to maintain the status quo
- Routine/procedures have worked in the past
- One specific aspect of a proposed change violates sense of values





Time Wasters Continued

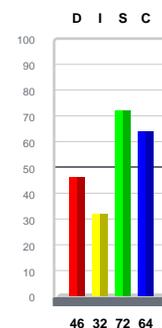
- A specific change is not seen as contributing to successful accomplishments

Possible Solutions:

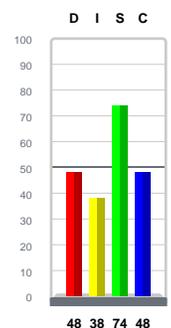
- Acknowledge that change is a natural part of any job
- Develop the habit of writing down all of the pros and cons of a specific change
- Evaluate each objection to a change
- If there is one specific objection that is overriding the ability to change, share the specific concern with those involved and seek advice or input from others



Adapted Style



Natural Style





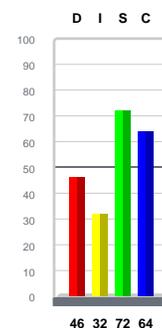
Areas for Improvement

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

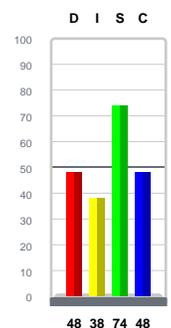
Jennifer has a tendency to:

- Take criticism of her work as a personal affront.
- Not take action against those who challenge or break the rules or guidelines.
- Become resistive and indecisive when forced to act quickly. Without proper information she will resist in a passive-aggressive manner.
- Yield to avoid controversy--attempt to avoid the antagonistic environment.
- Not project a sense of urgency--others may not feel the pressure to help immediately.
- Be defensive when risk is involved--move towards maintaining status quo.
- Be dependent on others for decisions, even if she knows she is right.
- Hold a grudge if her personal beliefs are attacked.

Adapted Style



Natural Style

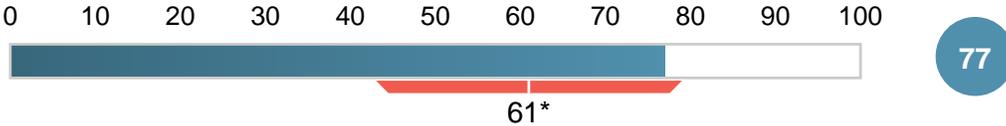




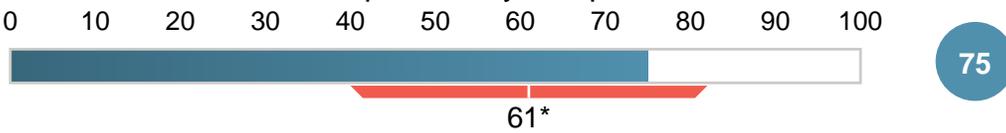
Behavioral Hierarchy

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.

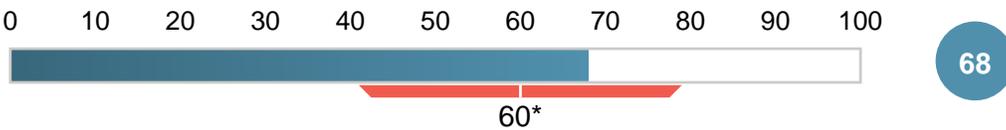
1. Persistence - Finish tasks despite challenges or resistance.



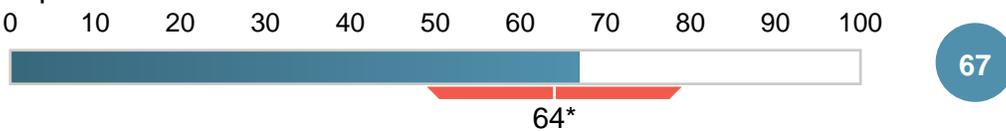
2. Consistent - Perform predictably in repetitive situations.



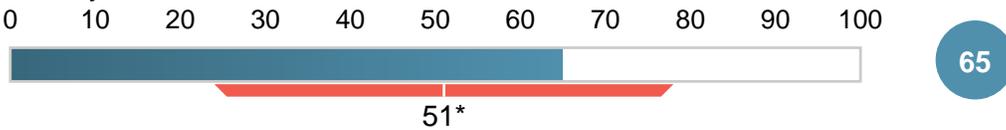
3. Following Policy - Adhere to rules, regulations, or existing methods.



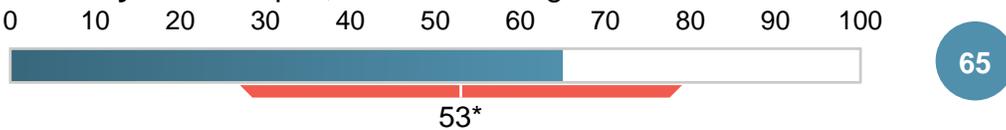
4. Customer-Oriented - Identify and fulfill customer expectations.



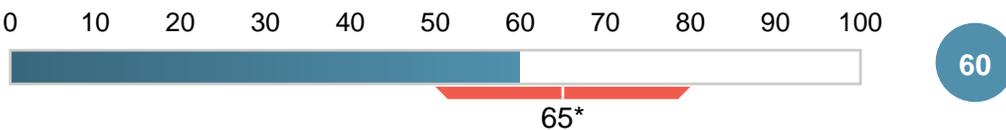
5. Organized Workplace - Establish and maintain specific order in daily activities.



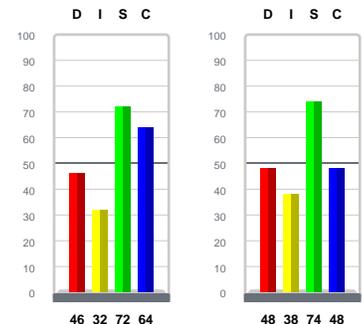
6. Analysis - Compile, confirm and organize information.



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



Adapted Style Natural Style

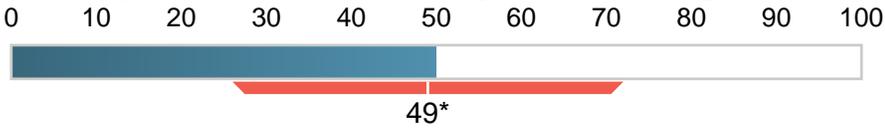


* 68% of the population falls within the shaded area.



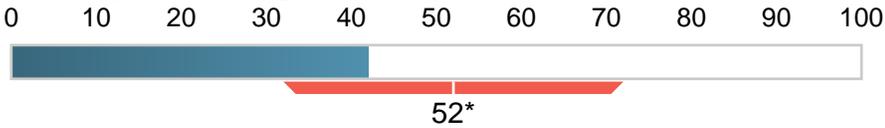
Behavioral Hierarchy

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



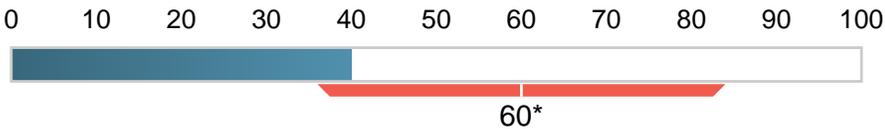
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9. Frequent Change - Rapidly shift between tasks.



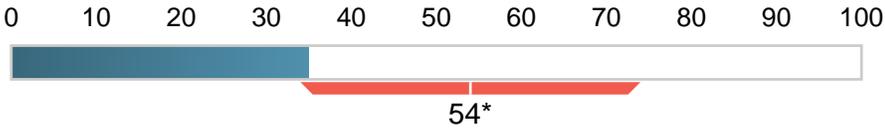
42

10. Interaction - Frequently engage and communicate with others.



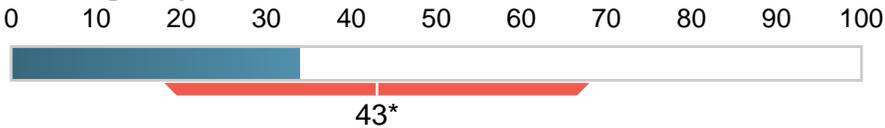
40

11. Versatile - Adapt to various situations with ease.



35

12. Urgency - Take immediate action.

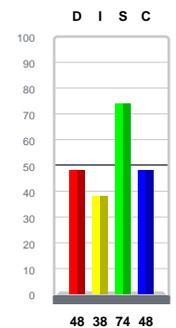
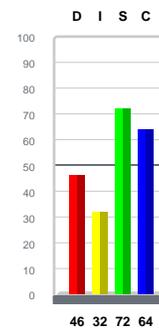


34



Adapted Style

Natural Style



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

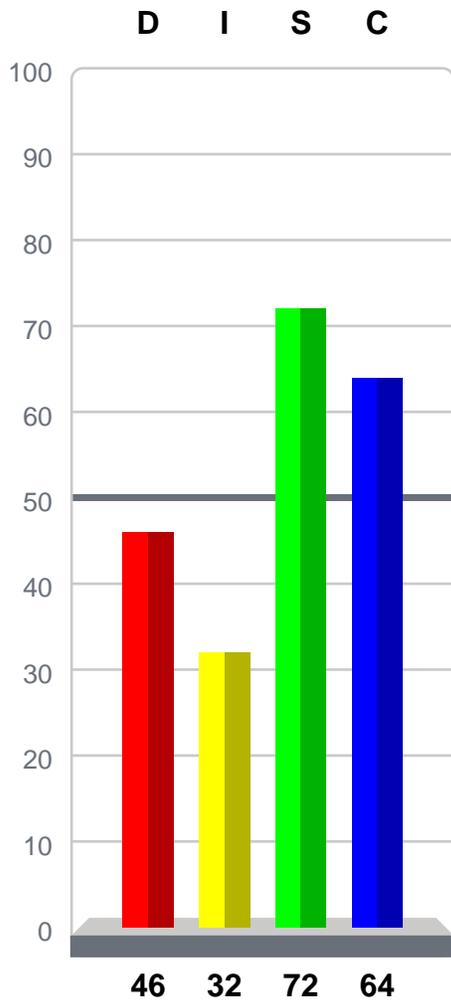


Style Insights® Graphs

2-12-2019

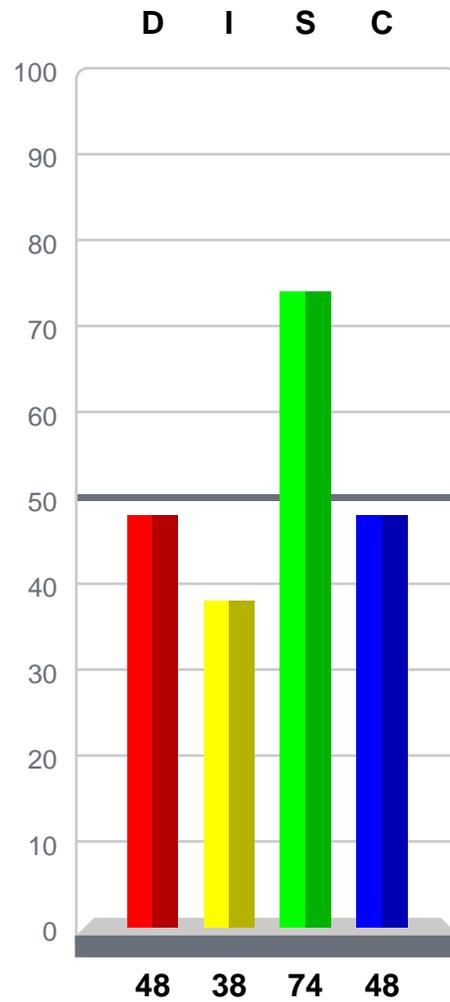
Adapted Style

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.



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.

Jennifer looks for proven methods to accomplish everyday objectives. When Jennifer believes in a cause, she will work diligently to advance it. She insists rules and regulations must be followed by all. She is comfortable starting a project before gathering all the necessary information. Jennifer will research a subject if it's something Jennifer is passionate about. She may prefer a summary rather than the full-length version. She tends to have an objective view of the task at hand. She is capable of functioning in an environment filled with chaos. Jennifer may be energized by public recognition. She wants to control her own destiny and display her independence. She may see money as less important than what it will buy. She may attempt to assist an individual or group overcome adversity.

Jennifer will adhere to standards when evaluating others. She will foster and protect her principles and beliefs to ensure consistency throughout the organization. She is comfortable performing tasks before conducting a great deal of research. She doesn't require a full explanation of details. Jennifer tends to focus on the task at hand regardless of her surroundings. She is able to isolate personal issues and focus on professional productivity. She has the desire to be recognized for her accomplishments. She will strive to maintain individuality in group settings. Jennifer may use productivity as a measure of her success with activities and tasks. She may evaluate situations based on their utility and economic return. She will evaluate a situation and determine if it's more valuable to assist people or achieve results. She can be patient and sensitive to others if they have a common cause.



General Characteristics

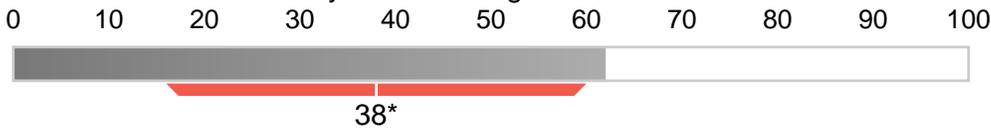
Jennifer's intention to help others is determined on an individual basis. She evaluates situations and may look for the potential return on investment. She tends to work long and hard to advance her position. She will focus on the objective of a situation more than the harmony of a situation. Jennifer will view and use knowledge as a needed resource or a means to an end. She is comfortable in situations when she can rely on past experiences. She sees the importance of following a system and how she can apply it in business situations. She places a high value on following and implementing systems.



Primary Driving Forces Cluster

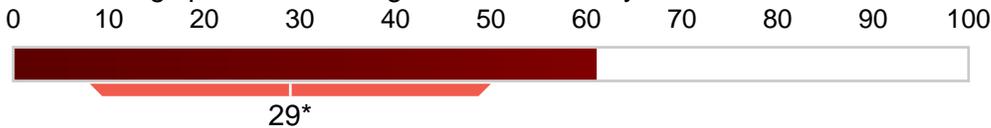
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



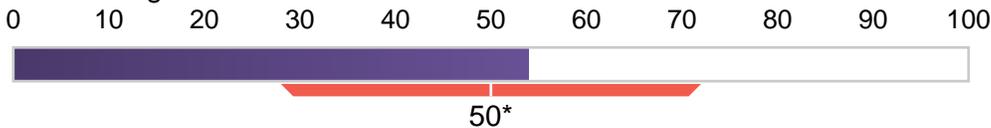
62

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



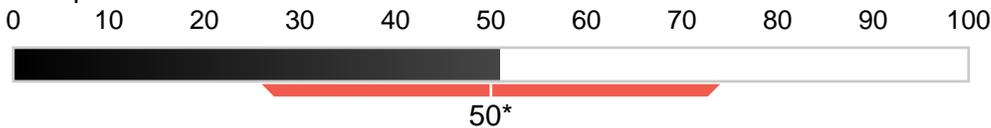
61

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



54

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



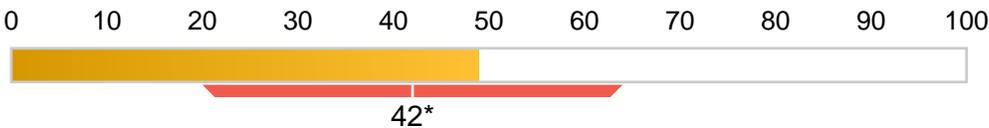
51



Situational Driving Forces Cluster

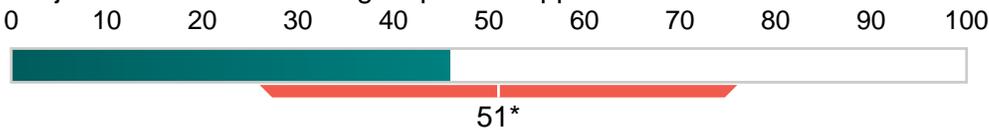
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



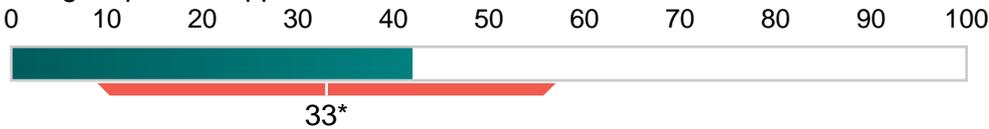
49

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



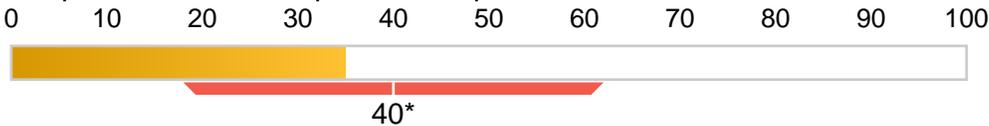
46

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



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



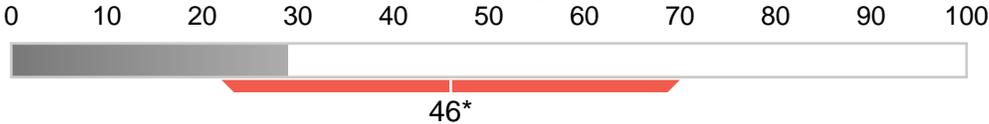
35



Indifferent Driving Forces Cluster

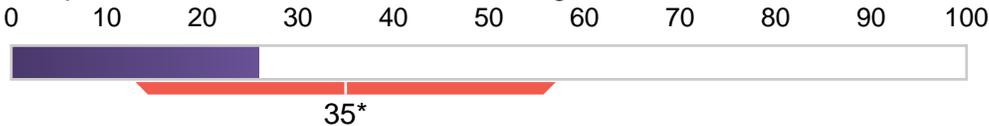
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



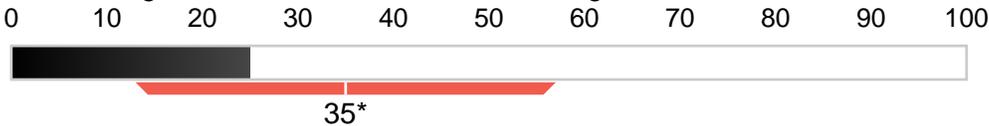
29

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



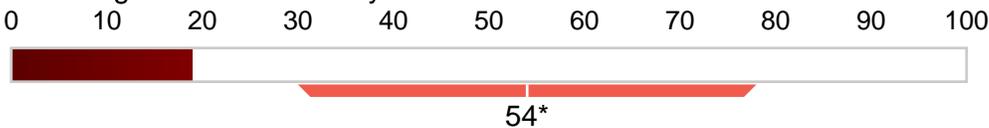
26

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



25

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



19

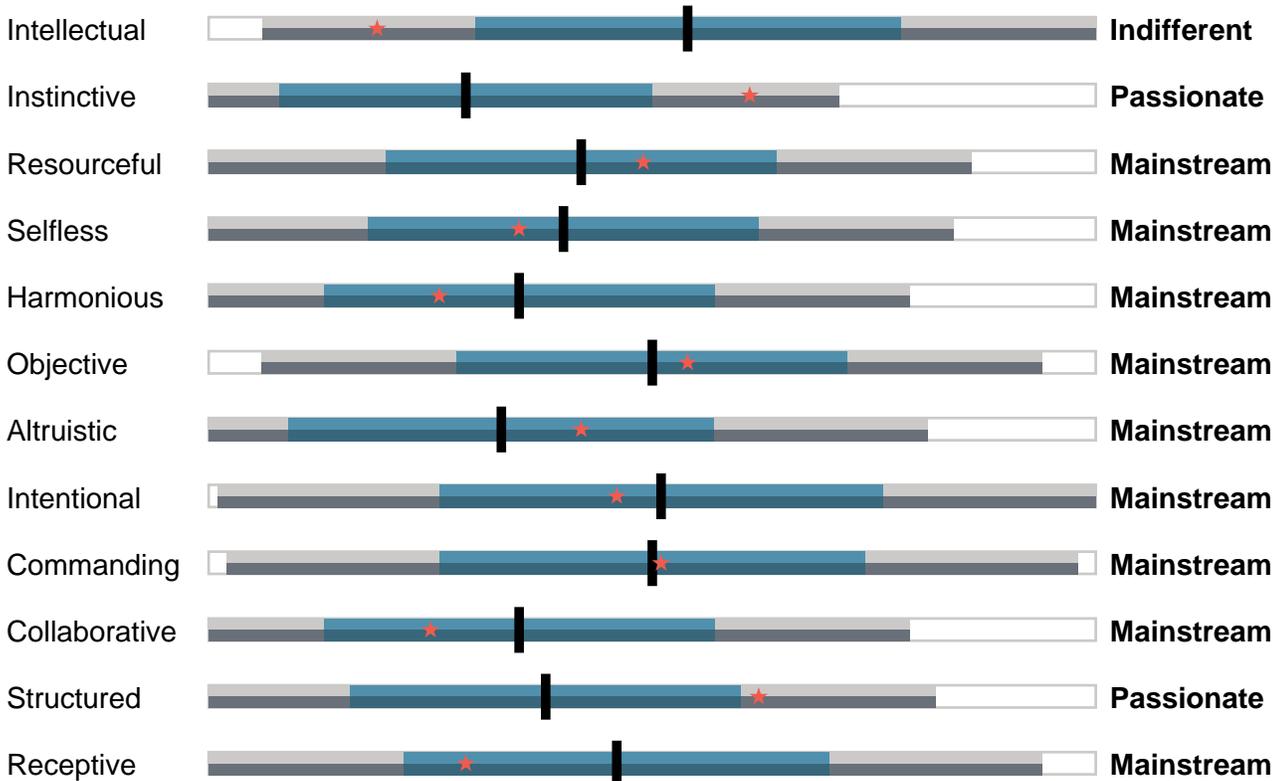


Areas for Awareness

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

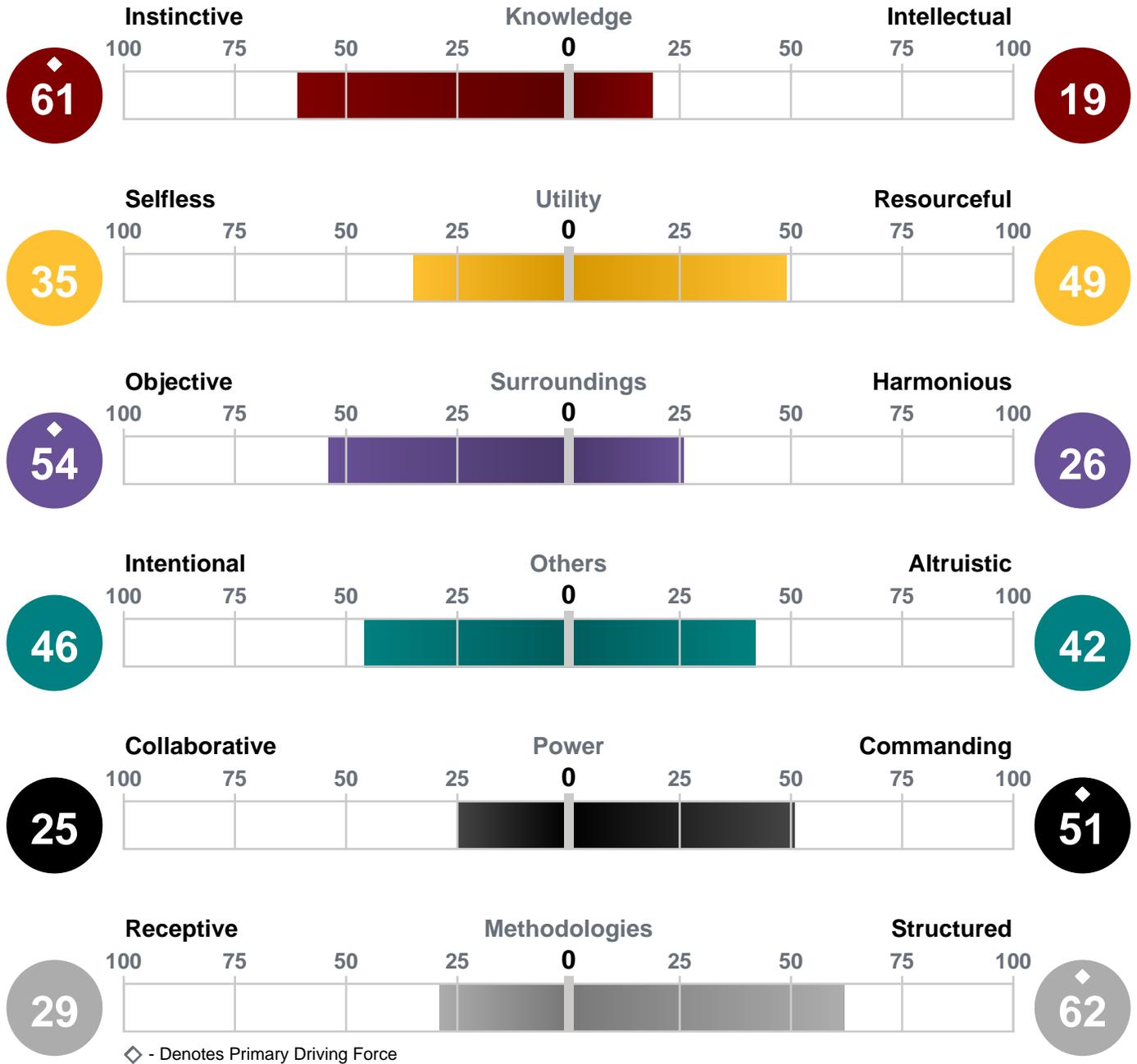


- 1st Standard Deviation - * 68% of the population falls within the shaded area.
 - national mean
 - your score
 - 2nd Standard Deviation
 - 3rd Standard Deviation

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

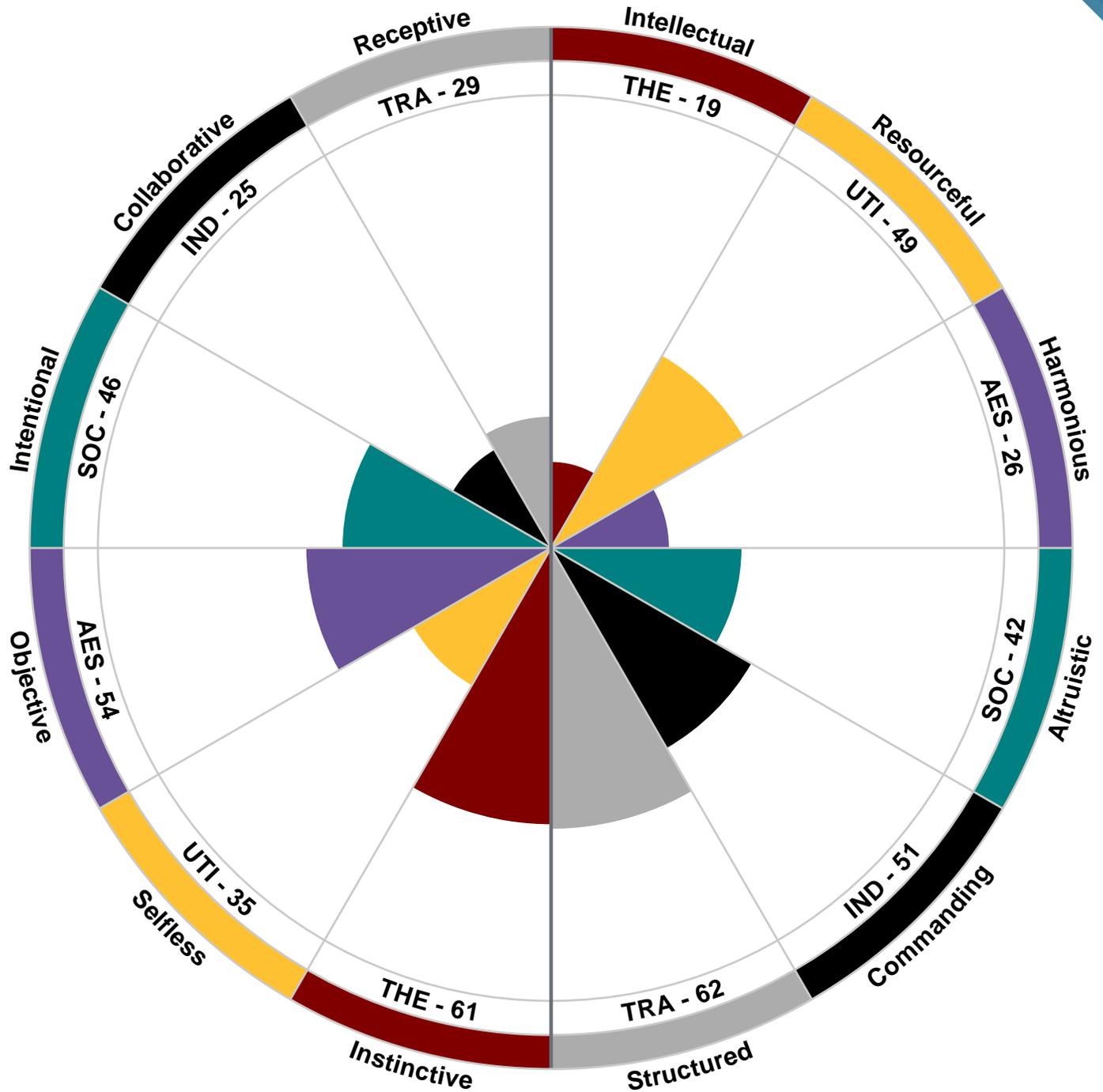


Driving Forces Graph



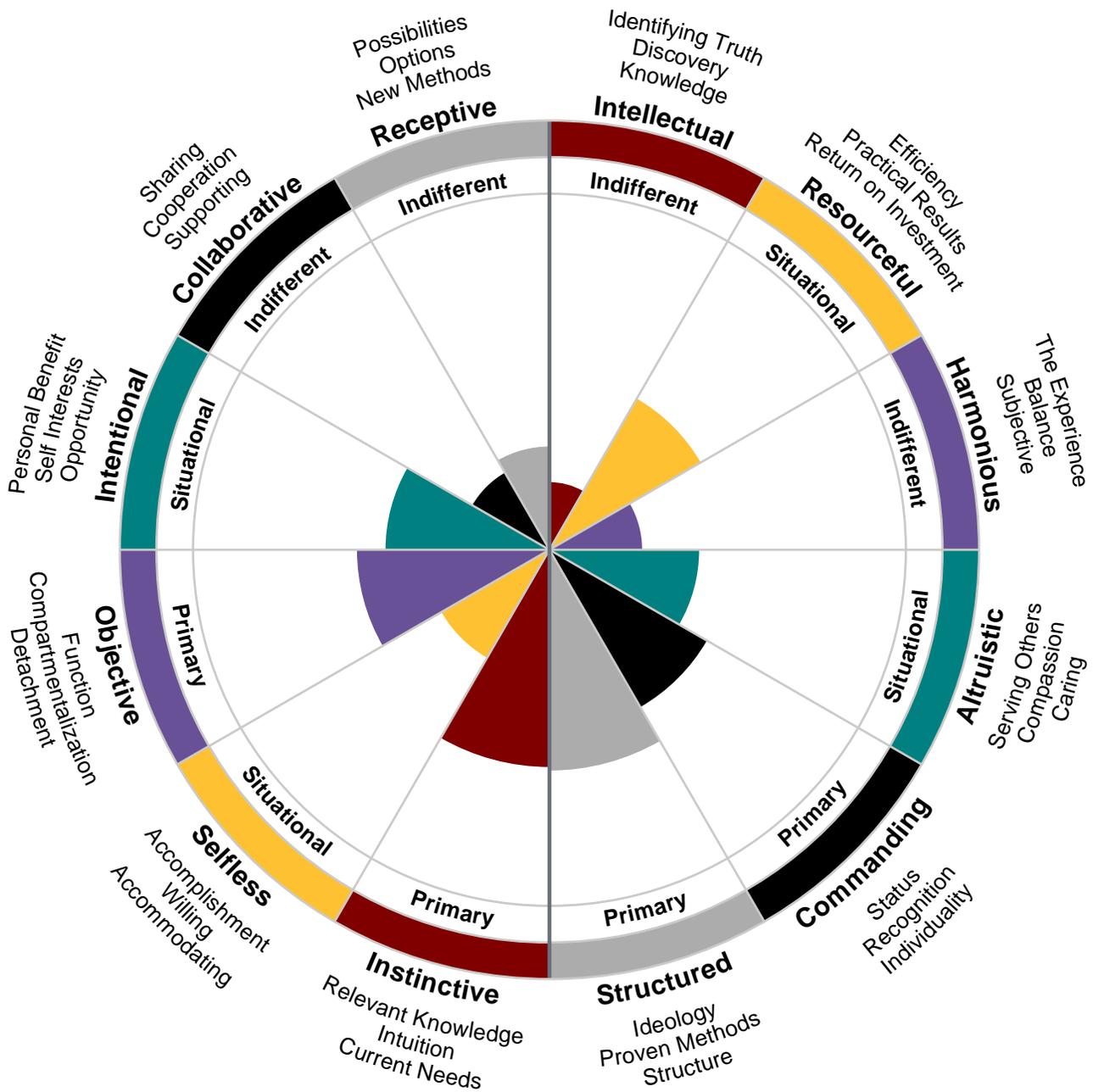


Driving Forces Wheel





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 Jennifer'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.

- Acts as the eyes and ears for a leader.
- Maintains long-term relationships with a strong sense of loyalty.
- Loyal to her cause.
- Will keep sensitive information safe when necessary while divulging the specifics.
- Good listener when being presented with relevant facts and figures.
- Ability to apply past experience is one of her greatest strengths.
- The "glue" that ties multiple visions together.
- Will patiently listen to others who bring functional ideas.
- Highly in tuned and loyal to her responsibilities within the organization.
- Wants to control her destiny, but does so in a soft way.
- Will take a firm stance when her position or status is questioned.
- A "winner" who is consistent but does not brag about accomplishments.



Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between Jennifer'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 struggle with change even when it complements her way of living.
- May struggle with simultaneous concern for accommodating needs and making sure processes are followed.
- Diverse situations can be highly stressful when trying to stay in line with her system of living.
- May not share intuitive thoughts if it jeopardizes her security.
- May withhold sharing of past experience to meet her security needs.
- May have difficulty sharing detailed information.
- Not willing to share opinions unless she sees a tangible opportunity.
- If the environment is in flux, she struggles to speak up but will focus on realignment.
- Dislikes unwarranted change but can function in a chaotic environment.
- Has strong opinions but may not always share them.
- Can come across as stubborn and unwilling to change.
- Will hide emotions until others push her buttons or take advantage of her.



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

- A manager that values and extracts her opinion on business issues.
- To be seen as a reliable and trustworthy team player working for the organizational system.
- Rewards for consistently following established systems and processes.
- Specific information to support the reasons for change.
- A credible manager that provides necessary information.
- Time to make decisions based on clear-cut information.
- Time to compartmentalize tasks to complete a project.
- A leader that appreciates and understands the value of team functionality and follow up and follow through.
- An environment that rewards separating personal and professional issues to complete tasks in the allotted timeframe.
- A forum for leveraging loyalty and long-term relationships for the advancement of her position.
- Opportunity to be the silent leader behind the team.
- Desires to be seen as the gatekeeper of information and sensitive materials.



Keys to Motivating

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

Jennifer wants:

- An understanding that the resistance to change comes from loyalty to the system.
- Respect for privacy of her beliefs.
- Private recognition for her persistence and consistency.
- An opportunity to gather key information at her own pace.
- To be seen as the keeper of relevant information.
- To support others through the gathering and delivery of pertinent information.
- Time to make the workplace more functional.
- Clearly defined start and finish points on each project or task.
- The freedom to separate personal and professional issues to achieve a friendly and familiar workplace.
- Control over keeping the process consistent and methodical.
- Time to determine when and where to promote winning strategy.
- The power to protect those she trusts or is loyal to.



Keys to Managing

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

Jennifer needs:

- To understand that not all situations are black and white and discussions need to happen to facilitate an actionable process.
- A manager that recognizes when something has gone against her system and beliefs.
- To maximize her ability to maintain long-term relationships based on a foundational system and organizational loyalty.
- To share specific knowledge when appropriate.
- A consistent approach to apply past experience.
- Appropriate time to research and understand relevant information.
- A manager who seeks out her opinions and perspective to key components.
- Assistance in adjusting to change by providing specific information to keep the organization moving.
- To focus on the functionality of new assignments.
- Support in her ability to take a stand on loyalty-based issues.
- A manager that understands the need for private recognition and one that will not take credit for Jennifer's ideas.
- To be in control of information and how it's utilized in achieving company objectives.



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 _____:
