



TTI  
SUCCESS  
INSIGHTS®

**Talent Insights®**  
Management-Staff

**Jason Banner**  
David Auto Group  
2-26-2019



## 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

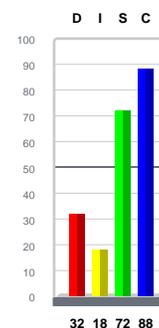
*Based on Jason's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the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

Jason wants to make certain that detailed reports are accurately completed. This tendency can be reassuring to Jason's supervisors. To some people, Jason may appear to be analytical. In conflict situations, Jason usually remains calm and cool-headed. When things calm down, however, he may suffer some delayed reaction. He tends to be his own worst critic constantly reminding himself that he could have done better if given more time. Once Jason has started a project, he dislikes interruptions. Safety and security are important to him. Jason prefers to work in an environment that is both economically and physically sound. He likes to work behind the scene and be seen as someone who is organized and has his life in order. He resists change if he feels the change will lower the quality of his work. If change is inevitable, he may need reassurances that his standards will continue to be met. Jason is good at work that requires attention to detail and accuracy. Some people see him as being fussy and meticulous. He takes much pride in precise and accurate work, but others may not always understand his attention to details.

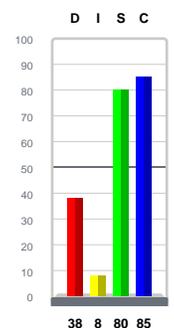
Jason is the type of person who will accept challenges, and accept them seriously. He tends to make his decisions after deliberation and gives weight to all the pros and cons. Because he knows that he can rely on the "tried and true," Jason places high value on tradition and traditional things. He follows company policy, if aware of it. Jason tends to become bogged down in details. He may accumulate so much data that the details overwhelm him. He is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. He is a critical and systematic thinker, and this strength may not be easily recognized by others.



Adapted Style



Natural Style



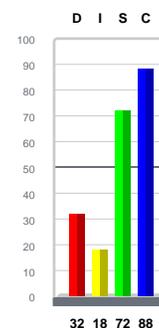


## General Characteristics Continued

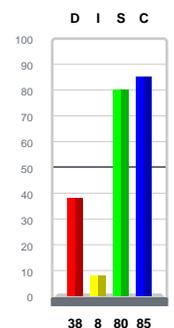
Jason likes to know what is expected of him in a working relationship, and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. He does not like to work for a manager who uses a confrontational management style. He tends to withdraw and not express himself, and may become unproductive if he feels threatened. He is usually soft-spoken, but his demeanor may be deceptive to those who work with him. He may possess strong and unwavering convictions that are not always apparent to others. He does not seek confrontation, but if he is confronted, he will present his case with enough supportive data that he will probably win. Because Jason wants to be certain he is performing his work assignments correctly, he enjoys working for a manager who explains what is expected of him. Jason's logical, methodical way of gathering data is demonstrated by his ability to ask the right questions at the right time. He prefers meetings that start and finish on time. He may get upset with people who do not adhere to rules and how things "should be done." He is usually slow to anger, but when "enough is enough" he may tend to explode. People will then have no doubt about his feelings.



Adapted Style



Natural Style



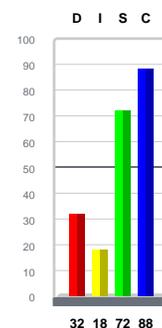


## Value to the Organization

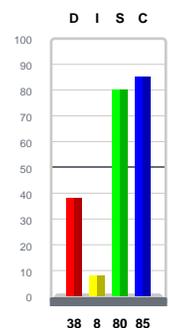
*This section of the report identifies the specific talents and behavior Jason brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.*

- Presents the facts without emotion.
- Objective--"The anchor of reality."
- Always looking for logical solutions.
- Can make decisions without getting emotionally involved.
- Defines, clarifies, gets information, criticizes and tests.
- Maintains standards.
- Accurate and intuitive.
- Suspicious of people with shallow ideas.
- Comprehensive in problem solving.

Adapted Style



Natural Style





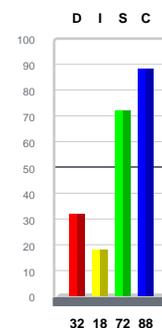
# Checklist for Communicating

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

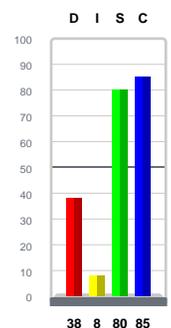
## Ways to Communicate

- Provide details in writing.
- Provide solid, tangible, practical evidence.
- Be prepared with the facts and figures.
- Follow through, if you agree.
- Use the proper buzz words that are appropriate to his expertise.
- Use expert testimonials.
- Support his principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Prepare your "case" in advance.
- Use an unemotional approach.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Have the facts in logical order.
- Make an organized presentation of your position, if you disagree.

Adapted Style



Natural Style





## Checklist for Communicating Continued

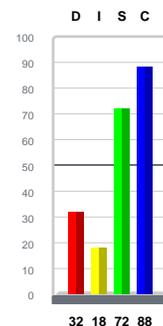
*This section of the report is a list of things NOT to do while communicating with Jason. Review each statement with Jason and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

### Ways NOT to Communicate

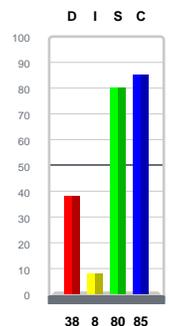
- Overuse emotion.
- Overuse gestures.
- Make statements about the quality of his work unless you can prove it.
- Use high speed, intense inputs.
- Dillydally, or waste time.
- Use testimonies of unreliable sources; don't be haphazard.
- Make statements you cannot prove.
- Leave things to chance or luck.
- Push too hard, or be unrealistic with deadlines.
- Touch his body when talking to him.
- Use gimmicks or clever, quick manipulations.
- Use inappropriate buzz words.



Adapted Style



Natural Style





# Communication Tips

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

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

### Self-Perception

Jason usually sees himself as being:

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

### Others' Perception - Moderate

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

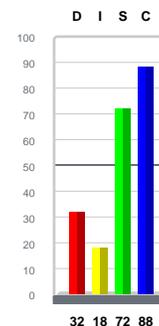
- Pessimistic
- Picky
- Worrisome
- Fussy

### Others' Perception - Extreme

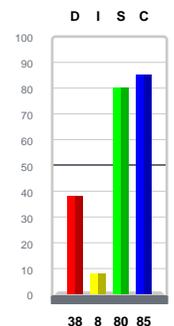
Under extreme pressure, stress or fatigue, others may see him as being:

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

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 environments that are about quantity over quality.
- Avoid giving public presentations, as doing so will cause stress.
- Avoid working environments that see a realistic nature as purely pessimistic.

## 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.

- 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.
- Daily and repetitive team meetings will detract from productivity and add to stress.





# Descriptors

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

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
<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

Jason'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.

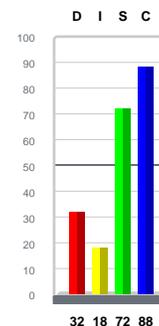
## Problems - Challenges

Natural	Adapted
Jason is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. Jason will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a person who is "easy" to work with.	Jason sees no need to change his approach to solving problems or dealing with challenges in his present environment.

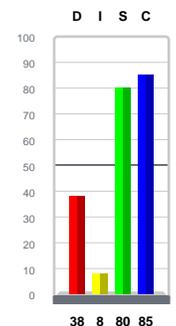
## People - Contacts

Natural	Adapted
Jason feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.	Jason sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Adapted Style



Natural Style





# Natural and Adapted Style Continued



## Pace - Consistency

### Natural

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

### Adapted

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

## Procedures - Constraints

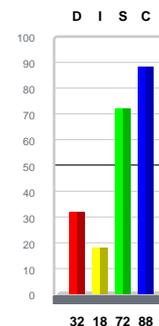
### Natural

Jason is concerned with doing things right. He can be quite worrisome and possibly fearful that mistakes will crop into the procedure. He will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.

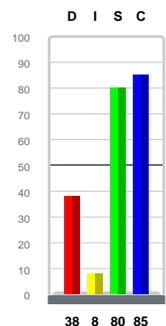
### Adapted

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

Adapted Style



Natural Style



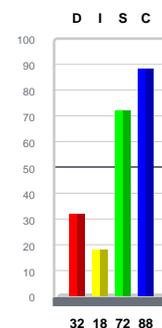


## Adapted Style

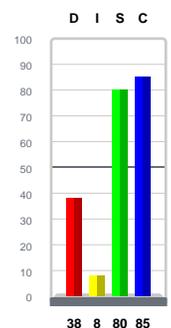
Jason sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Limited contact with people.
- Precedence of quality over efficiency.
- Gathering data in a logical, systematic way.
- Traditional, quality-oriented work model to follow.
- Critical appraisal of data.
- Projecting a limited display of emotion.
- Being attentive and dependable with detailed work activities.
- Making decisions in an objective, unemotional manner.
- Sensitivity to existing rules and regulations.
- Working in a systematic, nondemonstrative manner.
- Precise, analytical approach to work tasks.
- Accomplishing tasks without many people contacts.
- Maintaining a clean and organized work station.

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.*

## Seeking "All" of The Facts

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

### Possible Causes:

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

### Possible Solutions:

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

## Fear of Mistakes

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

### Possible Causes:

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

### Possible Solutions:

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





## Time Wasters Continued

### Prolong Events In Order To Gain Improved Results

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

#### Possible Causes:

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

#### Possible Solutions:

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

### Overreacting To Constructive Criticism

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

#### Possible Causes:

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

#### Possible Solutions:

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





## Time Wasters Continued

### Tendency To Be Overly Neat and Orderly

*The tendency to be overly neat and orderly is usually a compulsive behavior that overrides the need to accomplish a task. More importance may be placed on cleaning off your desk than completing the actions required (out of sight, out of mind).*

#### Possible Causes:

- Easily distracted by non-related materials in view
- Need a systematic method of working
- Catalog information for later retrieval

#### Possible Solutions:

- Recognize that this is a strength as long as it is not over extended

### Waiting For Events To Happen

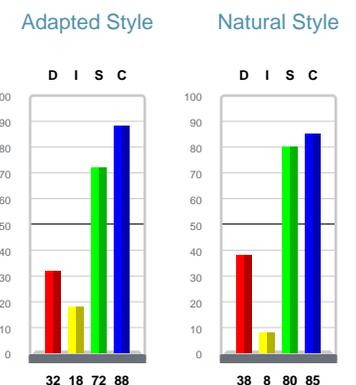
*Although patience may be a virtue, being pro-active allows the decision-maker to be in better control of events within their scope of influence.*

#### Possible Causes:

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

#### Possible Solutions:

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





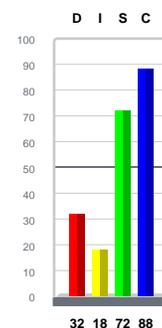
## Areas for Improvement

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

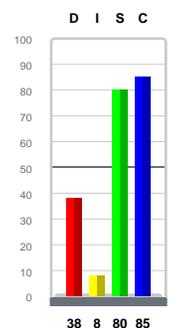
### Jason has a tendency to:

- Hesitate to act without precedent.
- Be suspicious and pessimistic of any new project. Wants more support than is necessary.
- Lean on supervisors if information and direction is not clear.
- Prefer things to people--things don't show emotion or need restraint.
- Be overly intense for the situation.
- Select people much like himself.
- Get bogged down in details and use details to protect his position.
- Yield his position to avoid controversy.
- Be critical of any approach that is not regarded as purely logical or factual (to his standards).

Adapted Style



Natural Style

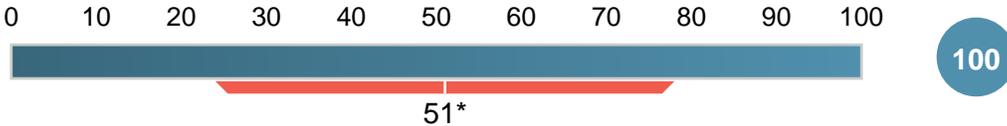




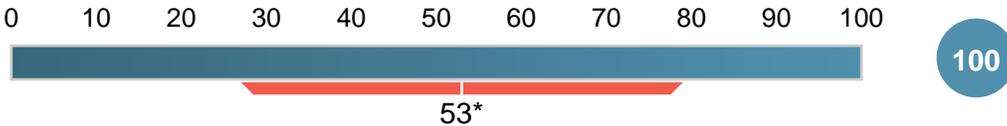
# Behavioral Hierarchy

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.

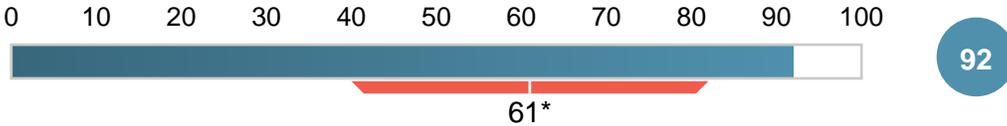
**1. Organized Workplace** - Establish and maintain specific order in daily activities.



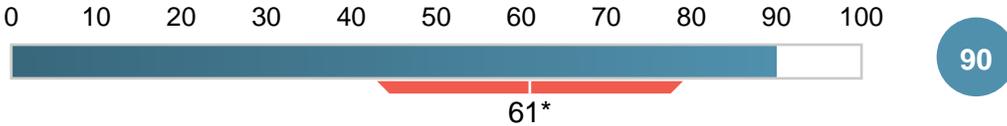
**2. Analysis** - Compile, confirm and organize information.



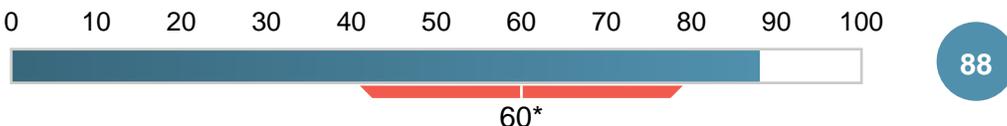
**3. Consistent** - Perform predictably in repetitive situations.



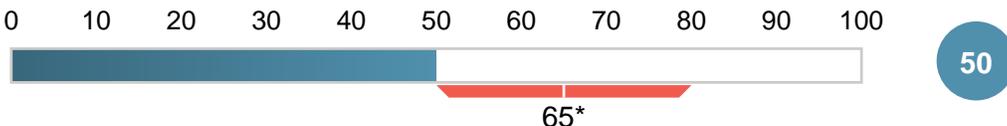
**4. Persistence** - Finish tasks despite challenges or resistance.



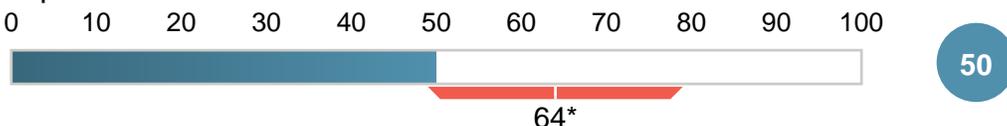
**5. Following Policy** - Adhere to rules, regulations, or existing methods.



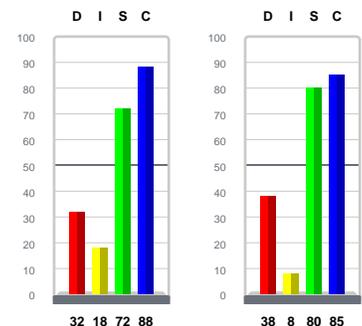
**6. People-Oriented** - Build rapport with a wide range of individuals.



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



Adapted Style      Natural Style

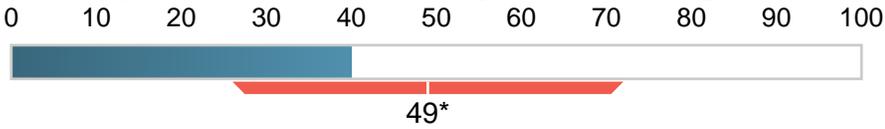


\* 68% of the population falls within the shaded area.



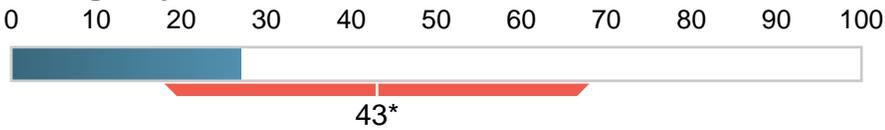
# Behavioral Hierarchy

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



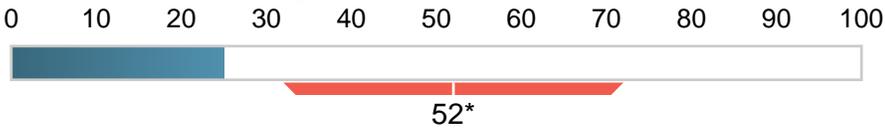
40

**9. Urgency** - Take immediate action.



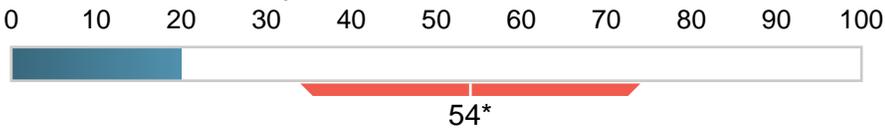
27

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



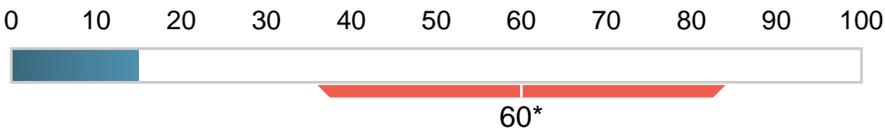
25

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



20

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

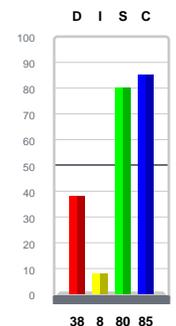
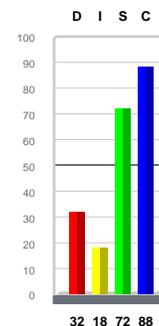


15



Adapted Style

Natural Style



SIA: 32-18-72-88 (22) SIN: 38-08-80-85 (21)  
\* 68% of the population falls within the shaded area.

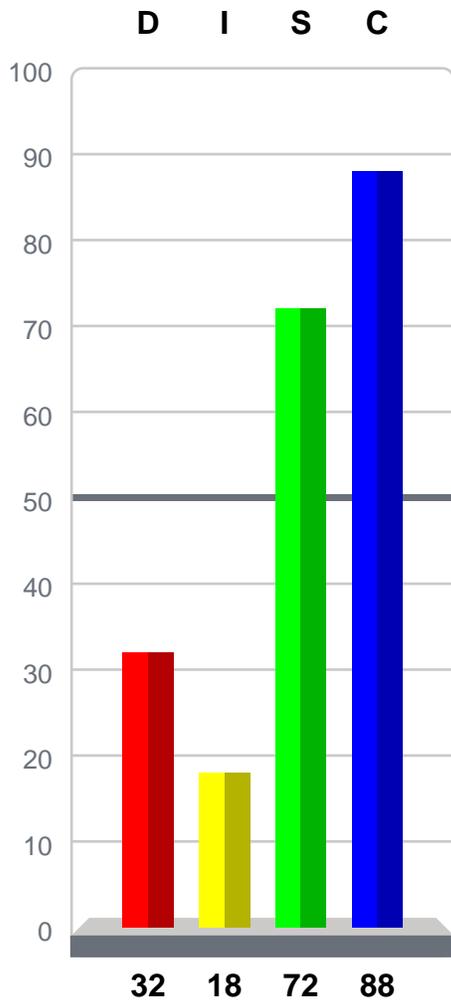


# Style Insights® Graphs

2-26-2019

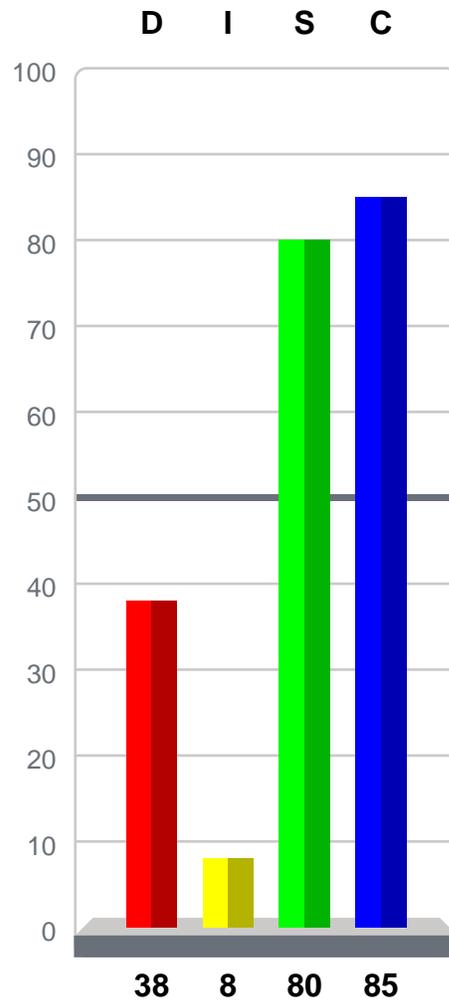
Adapted Style

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.

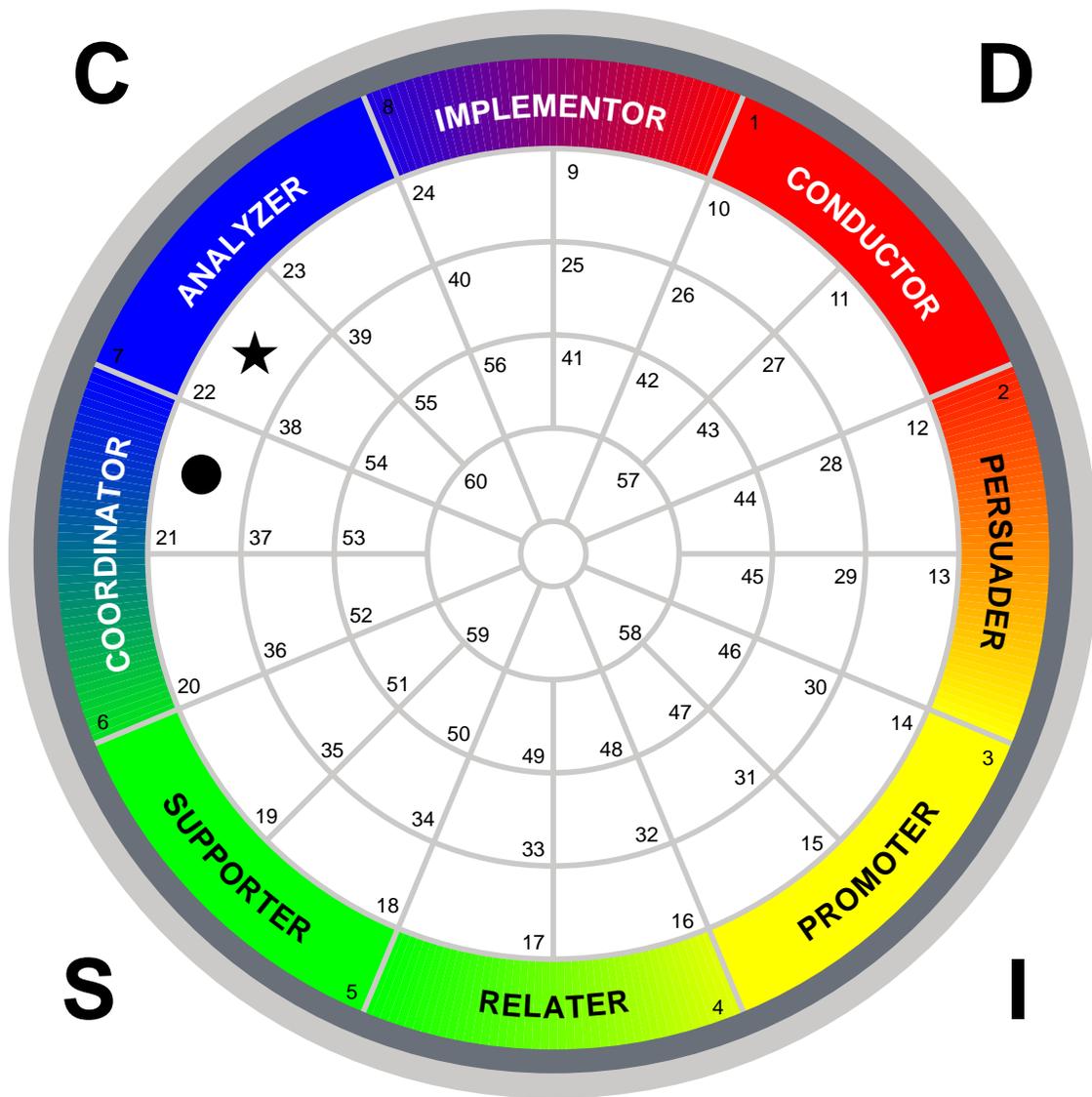
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.



# The Success Insights® Wheel

2-26-2019



Adapted: ★ (22) COORDINATING ANALYZER  
Natural: ● (21) ANALYZING COORDINATOR

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.*

Jason is willing to help others if they are working to achieve their goals. He tends to believe hard work and persistence is within everyone's reach. He may question the amount of time individuals spend helping other people. He has the desire to be recognized for his accomplishments. Jason tends to work long and hard to advance his position. He may be energized by public recognition. He will evaluate others based on how they follow systems and rules. He sees value in following and implementing systems. Jason is less focused on a return versus the success of the project. Overemphasizing the importance of money may cause Jason to become disengaged in the conversation. He will focus on the purpose as well as the presentation of a project. If knowledge of a specific subject is not of interest, or is not required for success, Jason will have a tendency to rely on his intuition or practical information in this area.

Jason will struggle if helping others is in conflict with his own self-interest. He will tend to follow others if it will enhance his goals. He wants to control his own destiny and display his independence. If necessary, Jason will be assertive to maintain control of a situation. Following proven procedures is more important than quick fixes. He tends to be very helpful when working with others who share the same interests. Being rewarded for his investment of time, talent or resources may not be Jason's driving force. He may often give freely of time, talent and resources. Jason may be able to separate issues to keep the momentum moving forward. He will focus on the objective before the harmony of a situation. He will incorporate knowledge as well as experience when making decisions. He will seek knowledge based on his needs in individual situations.



## General Characteristics

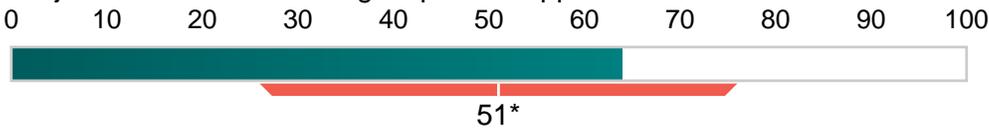
In those areas where Jason has a special interest he will be good at integrating past knowledge to solve current problems. He may be able to compartmentalize the situation to ensure a rewarding interaction. He tends to value the process and people involved more than the end result. He is true to his personal system for living. Jason will strive to maintain individuality in group settings. He will strive to create a winning strategy for himself and/or his team. He may be firm in his decisions and not be swayed by unfortunate circumstances. He tries to keep personal emotions out of business decisions.



# Primary Driving Forces Cluster

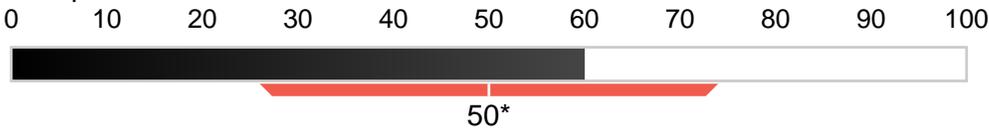
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver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

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



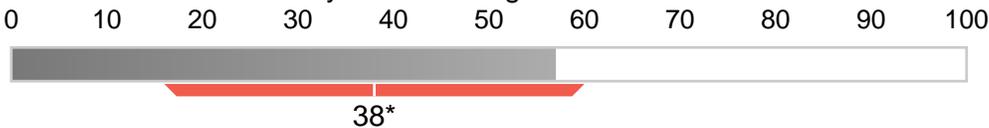
64

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



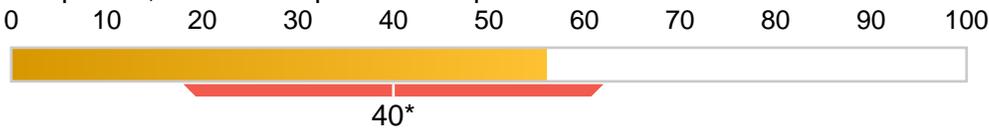
60

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



57

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



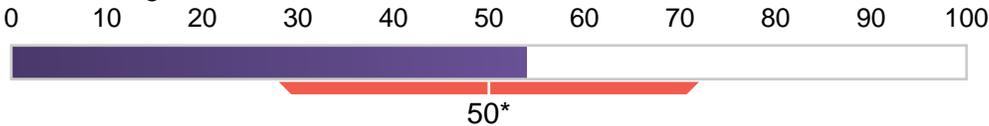
56



# Situational Driving Forces Cluster

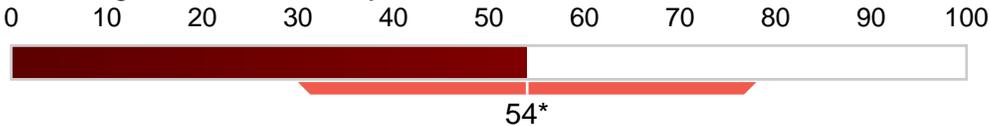
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



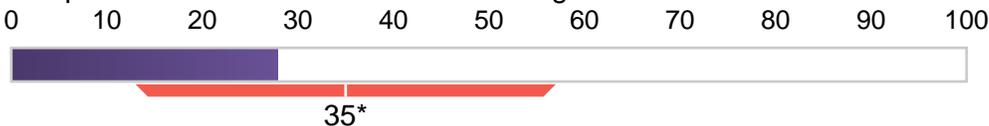
54

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



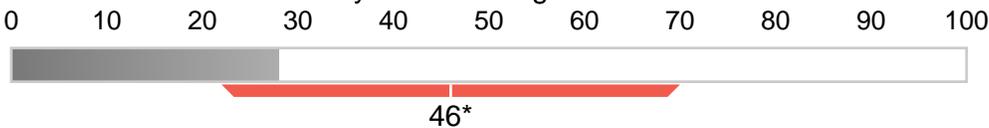
54

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



28

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



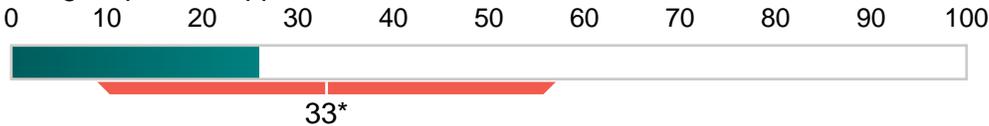
28



# Indifferent Driving Forces Cluster

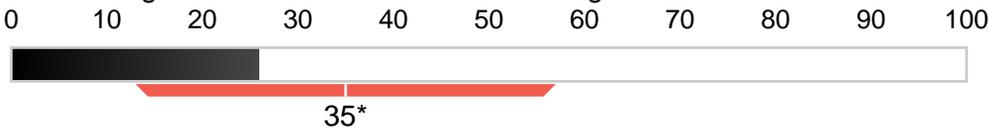
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



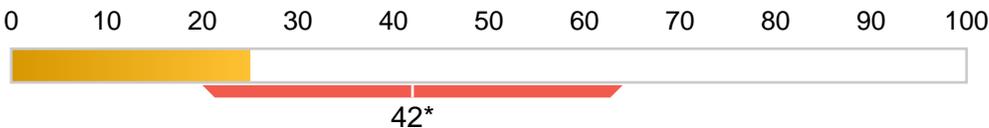
26

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



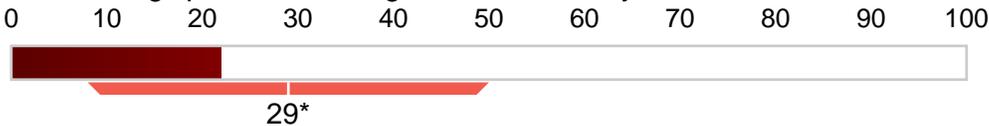
26

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



25

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



22

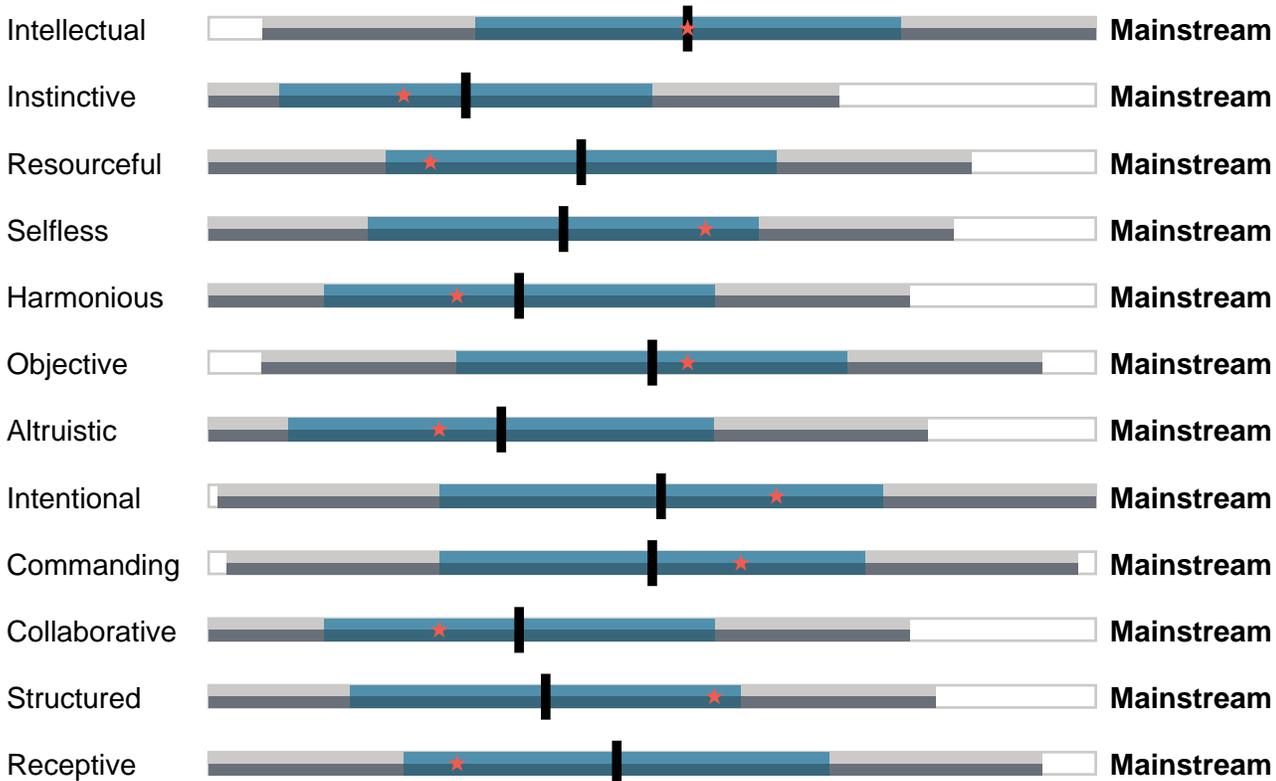


# Areas for Awareness

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

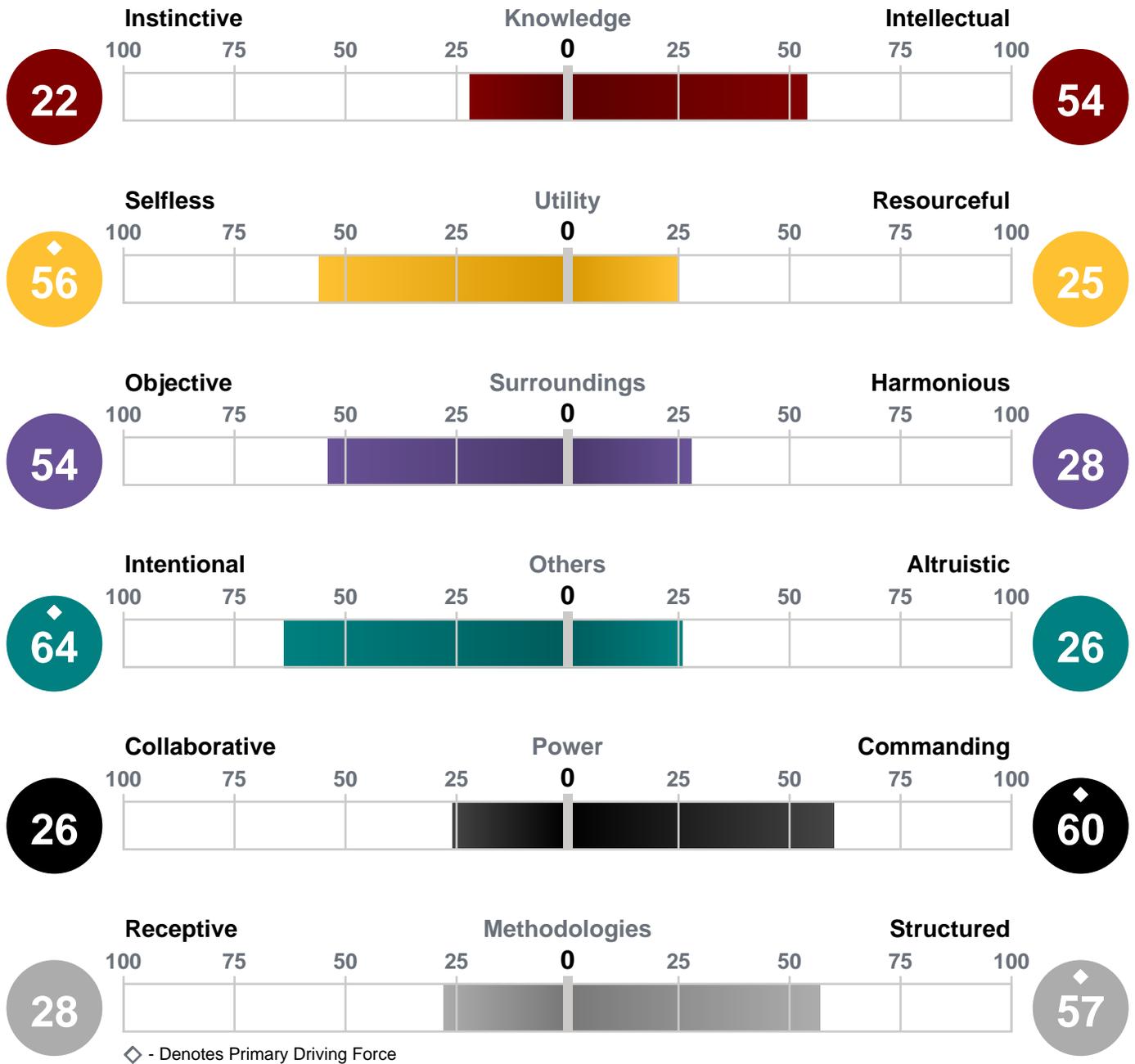


■ - 1st Standard Deviation - \* 68% of the population falls within the shaded area. ■ - national mean ★ - your score  
 ■ - 2nd Standard Deviation  
 □ - 3rd Standard Deviation

**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

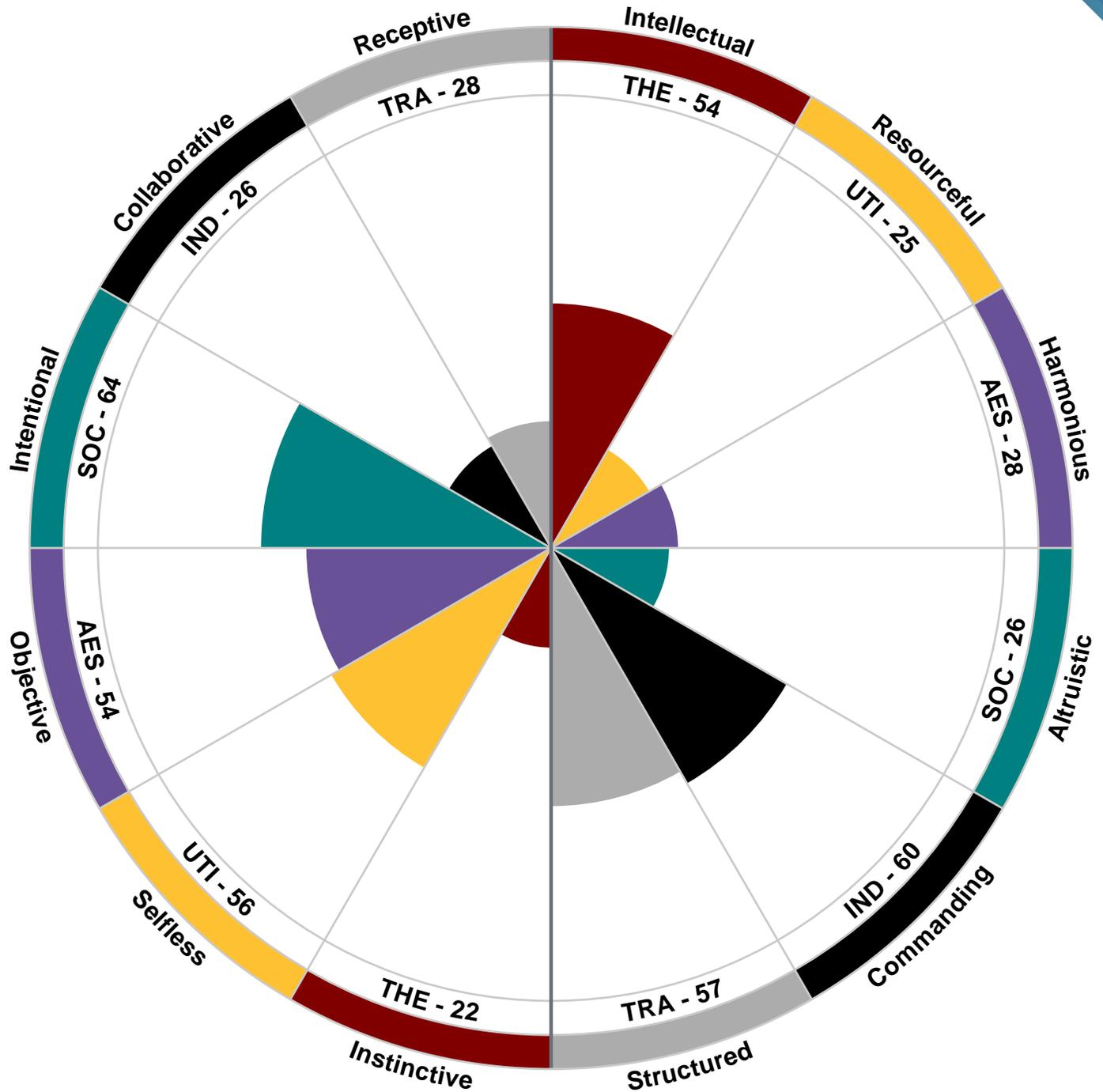


# Driving Forces Graph



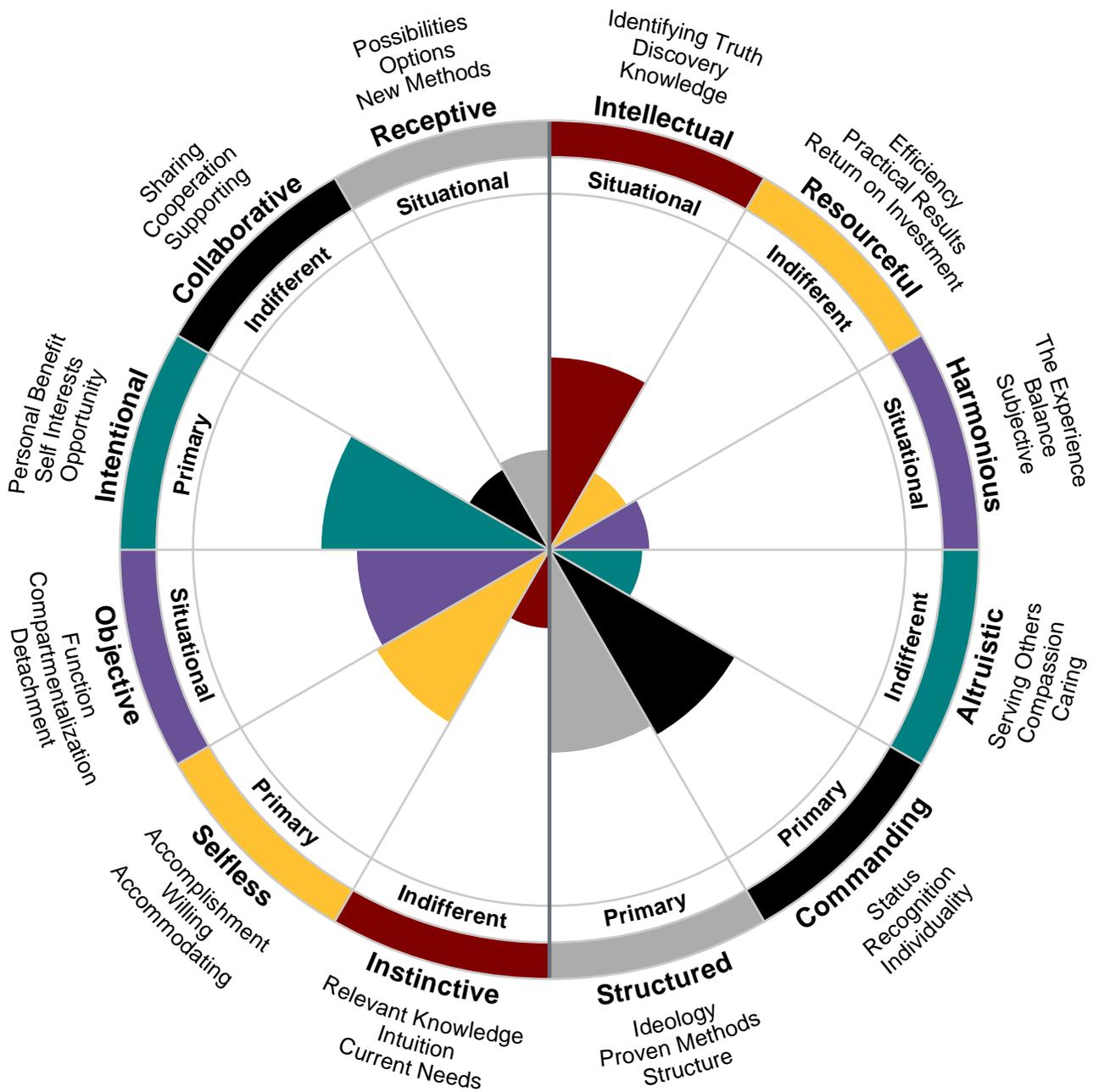


# Driving Forces Wheel





# 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 Jason'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.*

- Helps those who are willing to work for great results through a detailed process.
- Anticipates challenges within the process in order to maximize success.
- Brings organization for those striving for the same goal.
- Sets high expectations for himself and has a process for achieving them.
- Gives clear instruction to what is needed to accomplish his goals.
- Does everything to the best of his ability and is known for this trait.
- Will catch the mistakes of others and try to correct them through the system.
- Focused on doing his part the right way.
- Asks detailed questions that protect the tradition of the organization.
- Sees the details and resources needed to achieve the desired outcome.
- Offers an objective perspective on how the goal can be obtained.
- Completes a due diligence process when working on critical organizational tasks.



# Potential Behavioral and Motivational Conflict

*This section describes the potential areas of conflict between Jason'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.*

- Wants to see results but also has a desire to police the happenings of the organization.
- A desire to utilize others is preceded with a tendency to over correct.
- May micro manage and in turn, unintentionally alienate others.
- Can come across as cool and distant because he wants to do everything his way.
- He will only feel effective when he can accomplish his agenda through structure.
- Can confuse his desire for authority or power with his want for enforcing rules.
- Can obsess over unimportant details when in conflict with his system of beliefs.
- Difficulty seeing past policy violations, even if the violation led to a better result.
- May struggle communicating big picture issues by over-focusing on details and the set system.
- Desires to be seen as selfless, yet is fearful of making mistakes.
- Calculates every variable, without worrying about the best use of his time.
- Only looks for the safe investment regardless of time and resources.



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

- Have resources and tools in proper order to help like-minded and precise people.
- Provide functional ways to help motivated people achieve results.
- Ability to utilize others within the organizational framework.
- An environment that demands high standards with the opportunity to enforce such standards.
- Ability to control the review and storage of facts and data.
- Rewards for strict adherence to processes and procedures.
- Rewards based on adherence to established procedures and traditions.
- A manager that provides specific detailed direction that is consistent with the organization's system, mission and vision.
- Recognition for accomplishing tasks the traditional way in absence of a set procedure.
- Ability to sacrifice efficiency to follow the rules and protocol.
- Documented and verifiable explanation of compensation and benefits.
- An environment where accurate and systematic standards are required to ensure results.



# Keys to Motivating

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

## Jason wants:

- Processes and procedures for maintaining compliance while getting results.
- The information and facts necessary to help others achieve organizational goals.
- Accountability for the desired outcomes.
- Control over long-term planning in order to protect the company from unnecessary risks.
- Recognition for calculated risk-taking and plans for action.
- Appreciation for following procedures and protocol and how that protects the organization's image.
- Accountability for others to follow the systems and traditions put forth by the organization.
- To be seen as the subject matter expert on company policies, systems and philosophies.
- Time to pursue the cause and belief through the gathering of facts and data in order to adhere to high standards.
- Documented processes to follow that have previous evidence of achieving organizational results.
- The understanding from management that the process can be more important than the result.
- All facts and details necessary to achieve daily tasks.



## Keys to Managing

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

### Jason needs:

- To utilize his drive to show how people fit in the detailed plan.
- To be involved in determining how new procedures may enhance people's productivity.
- To be positioned as the champion on procedures and to help others utilize them.
- To be able to earn the respect and trust to control his domain of expertise.
- To set goals that are within reach.
- A manager that understands his strong stance on accuracy stems from his desire to protect the image of the organization.
- Clearly defined roles, expectations and standards.
- To be utilized as a champion for new ideas through allowing the review of facts and data and how everything fits together.
- Time to clarify, ask questions and gather data to make a decision that fits within the system.
- A manager that understands that communication will be factual and people-oriented.
- Time provided for reviewing the procedure and/or systems behind the new project or opportunity.
- Time to review and analyze data in order to understand the people and processes before making a decision.



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

---

---

---