



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Management-Staff

Mark Rivera
Asm
Hudson Toyota
8-4-2019



Table of Contents

Introduction - <i>Where Opportunity Meets Talent</i>	4
Introduction - <i>Behaviors Section</i>	5
General Characteristics	6
Value to the Organization	8
Checklist for Communicating	9
Checklist for Communicating - <i>Continued</i>	10
Communication Tips	11
Perceptions - <i>See Yourself as Others See You</i>	12
The Absence of a Behavioral Factor	13
Descriptors	14
Natural and Adapted Style	15
Adapted Style	17
Time Wasters	18
Areas for Improvement	21
Behavioral Hierarchy	22
Style Insights® Graphs	24
The Success Insights® Wheel	25
Understanding Your Driving Forces	27
General Characteristics	28
Strengths and Weaknesses	30
Energizers and Stressors	31
Primary Driving Forces Cluster	32
Situational Driving Forces Cluster	33
Indifferent Driving Forces Cluster	34
Areas for Awareness	35
Driving Forces Graph	36
Driving Forces Wheel	37
Descriptors Wheel	38
Introduction - <i>Integrating Behaviors and Driving Forces Section</i>	39
Potential Behavioral and Motivational Strengths	40
Potential Behavioral and Motivational Conflict	41
Ideal Environment	42



Table of Contents *Continued*

Keys to Motivating	43
Keys to Managing	44
Action Plan	45



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

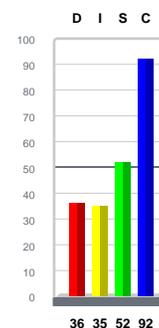
Based on Mark's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general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

Mark prefers doing the job right the first time, rather than taking shortcuts that may lessen the quality of work. He sees it as the efficient way of task completion. He prides himself on being incisive. He wants to get things done by proceeding with the facts that are at hand. When Mark sees something that is wrong he wants to fix it. He is oriented toward achieving practical results. He tends to be precise about his use of time and can become frustrated when others interrupt him when in the middle of a task. Rules and procedures provide security for his job performance. Mark can devote all his energy to the job, and that offers security to his work situation. While he may not be a perfectionist with all things, he has certain activities that will always be done with the same high standards in mind. Because of high expectations of his own job performance, Mark may sometimes feel that other workers cannot perform up to his standards. He can overanalyze a problem which tends to slow down the decision-making process. Mark wants the safety features on his equipment to be in good working order. He is task-oriented; however, he can still maintain good working relationships with others as long as they share his concern for excellence.

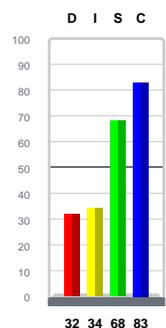
Mark sees himself as factual, and "down-to-earth." He is more than casually interested in "theory." When confronted with a problem he will look for a method, a formula, a procedure or a system to solve it. He likes to assemble facts and data before making decisions. This allows him time to review the facts and think about the decision to be made. He is the type of person who will accept challenges, and accept them seriously. He can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. Mark is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He takes pride in his competence or his ability to understand all the facts of a situation. He is good at concentrating on data while looking for the best method of solving the problem. He feels tension when forced to make major decisions quickly. He tends to make his decisions after deliberation and gives weight to all the pros and cons.



Adapted Style



Natural Style



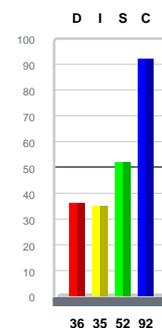


General Characteristics Continued

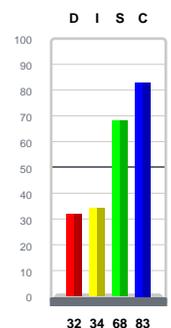
Mark likes to know what is expected of him in a working relationship, and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. People may often see Mark as formal and reserved. He may be assessing the situation before "letting his guard down" and may do so only when he feels comfortable with the circumstances. 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 intuitive and is able to ask good questions in order to get the critical, complete information he seeks. Mark is usually slow to anger, but when "enough is enough" he may tend to explode. People will then have no doubt about his feelings. He does not seek confrontation, but if he is confronted, he will present his case with enough supportive data that he will probably win. He has a low trust level with strangers. This becomes apparent when he asks specific and perhaps blunt questions. He wants others to ask for his advice, rather than initiate the conversation. He prefers to be certain his advice is correct.



Adapted Style



Natural Style





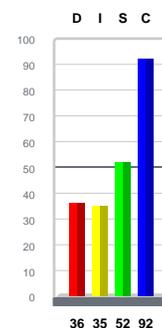
Value to the Organization

This section of the report identifies the specific talents and behavior Mark 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.

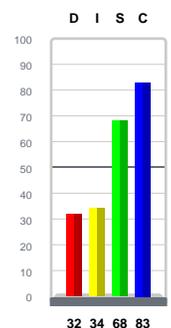
- Dependable team player.
- Comprehensive in problem solving.
- Conscientious and steady.
- Good at reconciling factions--is calming and adds stability.
- Maintains standards.
- People-oriented.
- Service-oriented.
- Always looking for the logical solutions.



Adapted Style



Natural Style





Checklist for Communicating

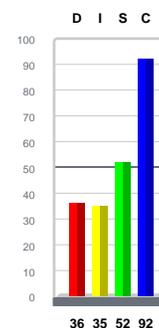
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Mark. Read each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

Ways to Communicate

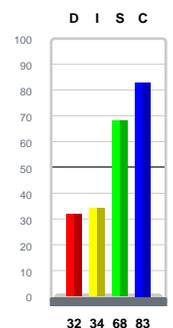
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Look for hurt feelings or personal reasons if you disagree.
- Follow through, if you agree.
- Provide solid, tangible, practical evidence.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- Give him time to verify reliability of your actions; be accurate, realistic.
- Make an organized presentation of your position, if you disagree.
- Give him time to be thorough, when appropriate.
- Prepare your "case" in advance.
- Support his principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.



Adapted Style



Natural Style





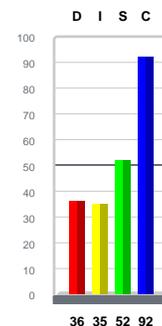
Checklist for Communicating Continued

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

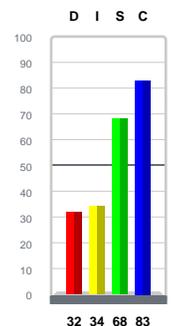
Ways NOT to Communicate

- Rush the decision-making process.
- Be vague; don't offer opinions and probabilities.
- Make statements about the quality of his work unless you can prove it.
- Be abrupt and rapid.
- Use gimmicks or clever, quick manipulations.
- Make conflicting statements.
- Debate about facts and figures.
- Use testimonies of unreliable sources; don't be haphazard.
- Push too hard, or be unrealistic with deadlines.
- Force him to respond quickly to your objectives. Don't say "Here's how I see it."
- Dillydally, or waste time.
- Patronize or demean him by using subtlety or incentive.

Adapted Style



Natural Style





Communication Tips

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

Self-Perception

Mark 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

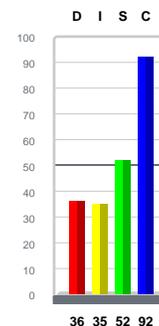
Others' Perception - Extreme

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

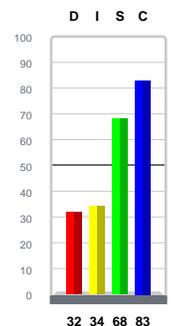
- Perfectionistic
- Hard-to-Please
- Strict
- Defensive



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.

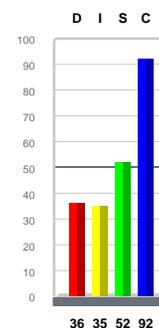
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Needs a manager or work-team that has the ability to extract information as opposed to being required to volunteer information.
- Avoid environments that focus on constant innovation.
- Needs meeting and planning sessions with pre-disclosed agenda items in order to feel prepared.

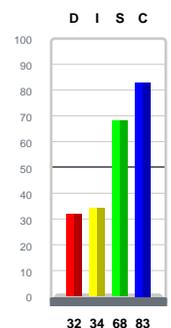
Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with D above the energy line and/or tips for seeking environments that will be conducive to the low D.

- Share feelings faster and more often.
- Focus on one task at a time to assure quality in problem solving.
- Seek partnership when forced to make decisions that do not have a procedure or set precedence.

Adapted Style



Natural Style





Descriptors

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

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

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

Problems - Challenges

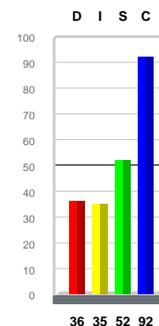
Natural	Adapted
<p>Mark is cautious in his approach to problem solving and does not attempt to demand that his view, or opinion, be accepted at face value. Mark likes to solve problems within the framework of a team environment. He will look for a compromise as opposed to a win-lose situation.</p>	<p>Mark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

People - Contacts

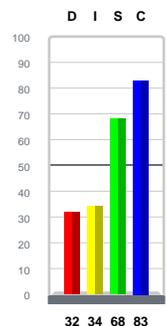
Natural	Adapted
<p>Mark is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.</p>	<p>Mark sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.</p>



Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Mark 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

Mark sees a need to be deliberate and steady. He will change if the new direction is meaningful and consistent with the past, attempting to resist change for change's sake.

Procedures - Constraints

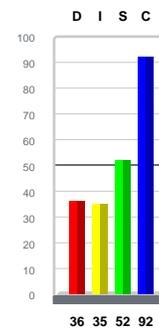
Natural

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

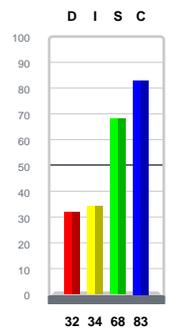
Adapted

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

Adapted Style



Natural Style



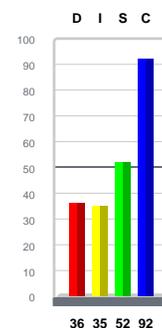


Adapted Style

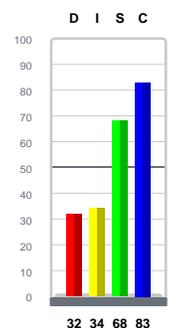
Mark sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Calculation of risks before taking action.
- Precise, analytical approach to work tasks.
- Careful, thoughtful approach to decision making.
- Accomplishing tasks without many people contacts.
- Making decisions in an objective, unemotional manner.
- Being attentive and dependable with detailed work activities.
- Projecting a limited display of emotion.
- Working in a systematic, nondemonstrative manner.
- Traditional, quality-oriented work model to follow.
- Maintaining a clean and organized work station.
- Gathering data in a logical, systematic way.
- Limited contact with people.

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.

Looking For "Hidden Meaning"

The habitual practice of looking for hidden meanings demonstrates the inability to take messages, information and people-signals at face value. It may indicate that issues and people are suspect or have potential negative impact on you and your work.

Possible Causes:

- Critical listening ability may cause you to read more into a situation
- Want to look beyond the obvious
- Have a need for additional information
- Do not have a high level of trust in others

Possible Solutions:

- Ask questions
- Share initial evaluation/opinion with others

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





Time Wasters Continued

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

Overreacting To Constructive Criticism

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

Possible Causes:

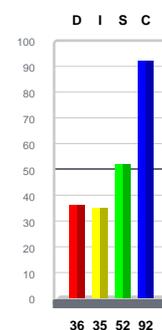
- Have a high comfort level with past methods
- Have high standards for work performance
- Think that your way is the correct way
- Don't see the benefit of doing things differently

Possible Solutions:

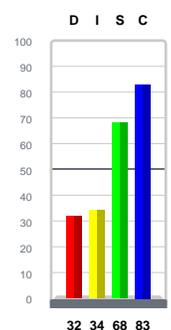
- Practice listening without evaluating comments from others
- Begin responding mentally with "that's interesting" or "that's a possibility" as a way of controlling immediate negative response
- Communicate feelings with peers and supervisors



Adapted Style



Natural Style





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

Prolong Events In Order To Gain Improved Results

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

Possible Causes:

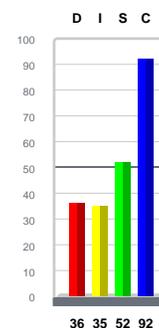
- Want to ensure that success is always achieved
- Feel that if rushed, the results will not be satisfactory
- Hope situations will work out themselves

Possible Solutions:

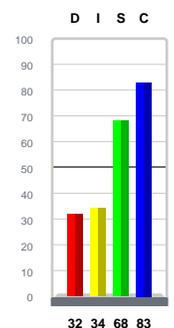
- Set realistic schedule and timeline
- Follow the schedule
- Seek advice or assistance from others



Adapted Style



Natural Style





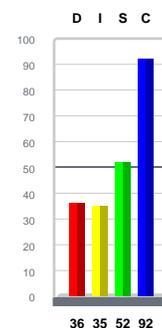
Areas for Improvement

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

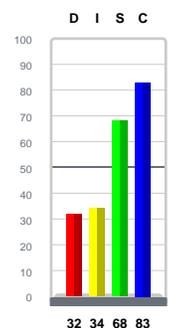
Mark has a tendency to:

- Want full explanation before changes are made to ensure his understanding.
- Hesitate to act without precedent.
- Be defensive when threatened and use the errors and mistakes of others to defend his position.
- Lean on technical achievement.
- Be bound by procedures and methods--especially if he has been rewarded for following these procedures.
- Select people much like himself.
- Appear somewhat aloof and cool to the emotional appeal of others.

Adapted Style



Natural Style

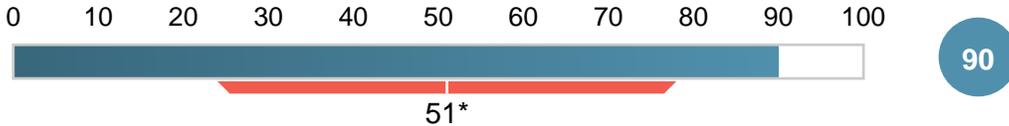




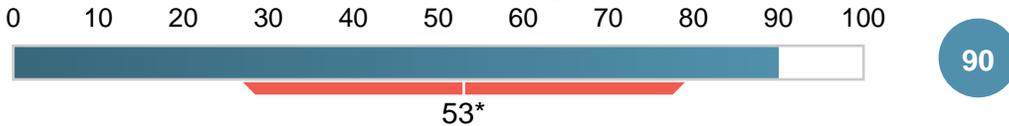
Behavioral Hierarchy

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.

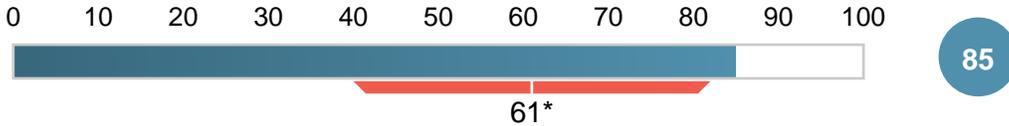
1. Organized Workplace - Establish and maintain specific order in daily activities.



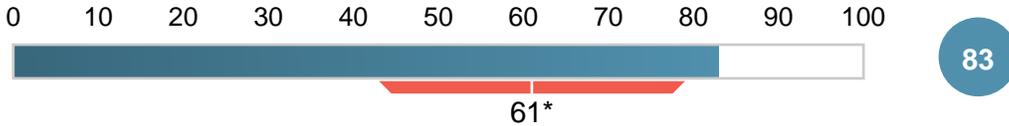
2. Analysis - Compile, confirm and organize information.



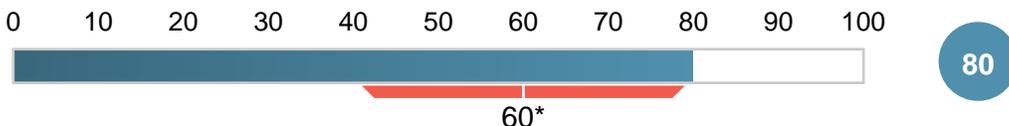
3. Consistent - Perform predictably in repetitive situations.



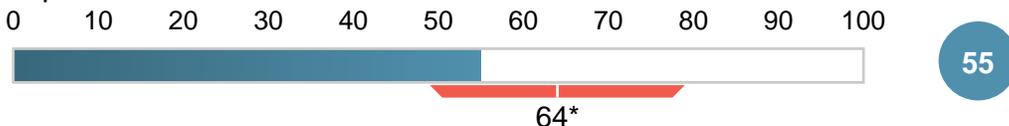
4. Persistence - Finish tasks despite challenges or resistance.



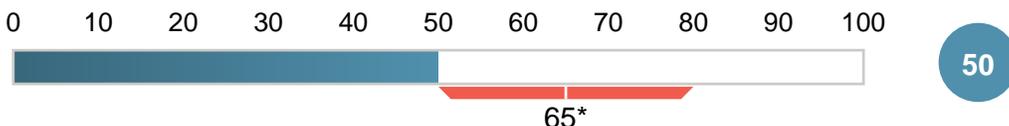
5. Following Policy - Adhere to rules, regulations, or existing methods.



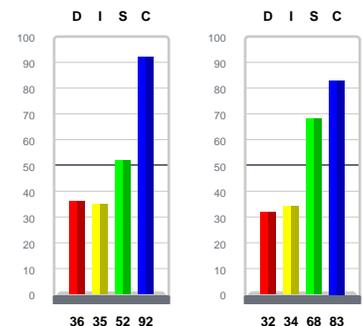
6. Customer-Oriented - Identify and fulfill customer expectations.



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



Adapted Style Natural Style

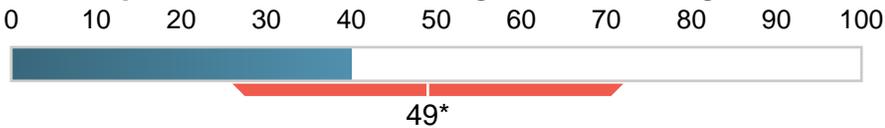


* 68% of the population falls within the shaded area.



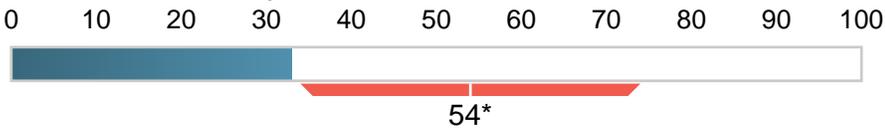
Behavioral Hierarchy

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



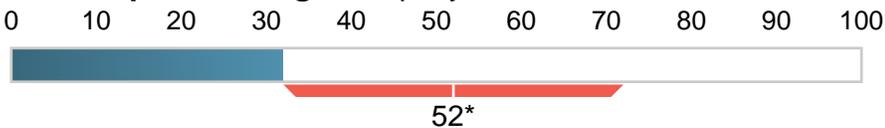
40

9. Versatile - Adapt to various situations with ease.



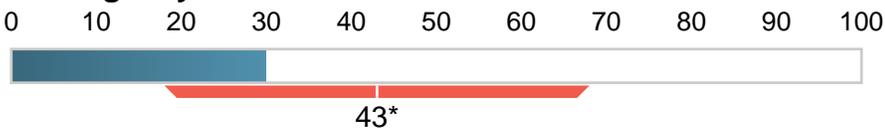
33

10. Frequent Change - Rapidly shift between tasks.



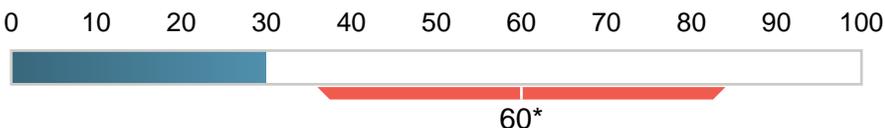
32

11. Urgency - Take immediate action.



30

12. Interaction - Frequently engage and communicate with others.

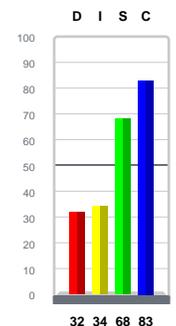
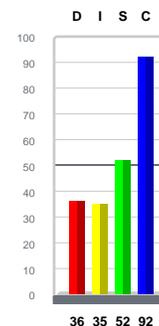


30



Adapted Style

Natural Style



SIA: 36-35-52-92 (22) SIN: 32-34-68-83 (21)
* 68% of the population falls within the shaded area.

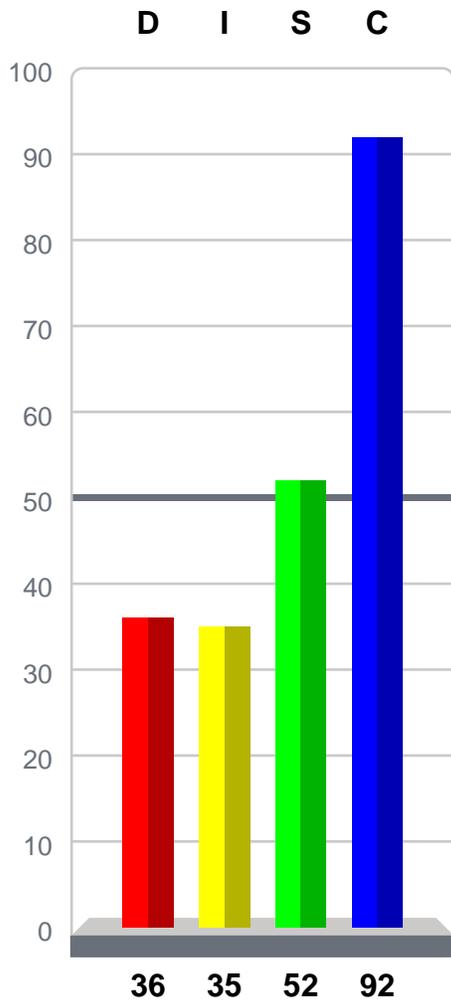


Style Insights® Graphs

8-4-2019

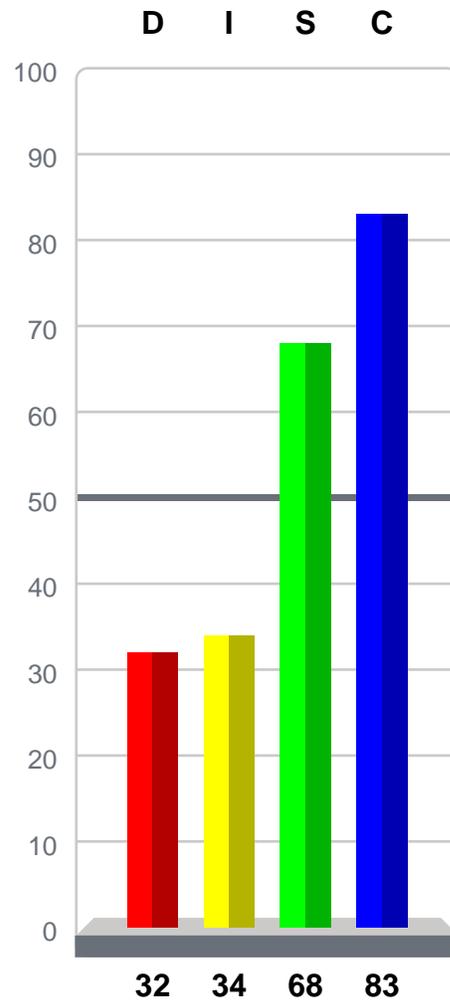
Adapted Style

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.

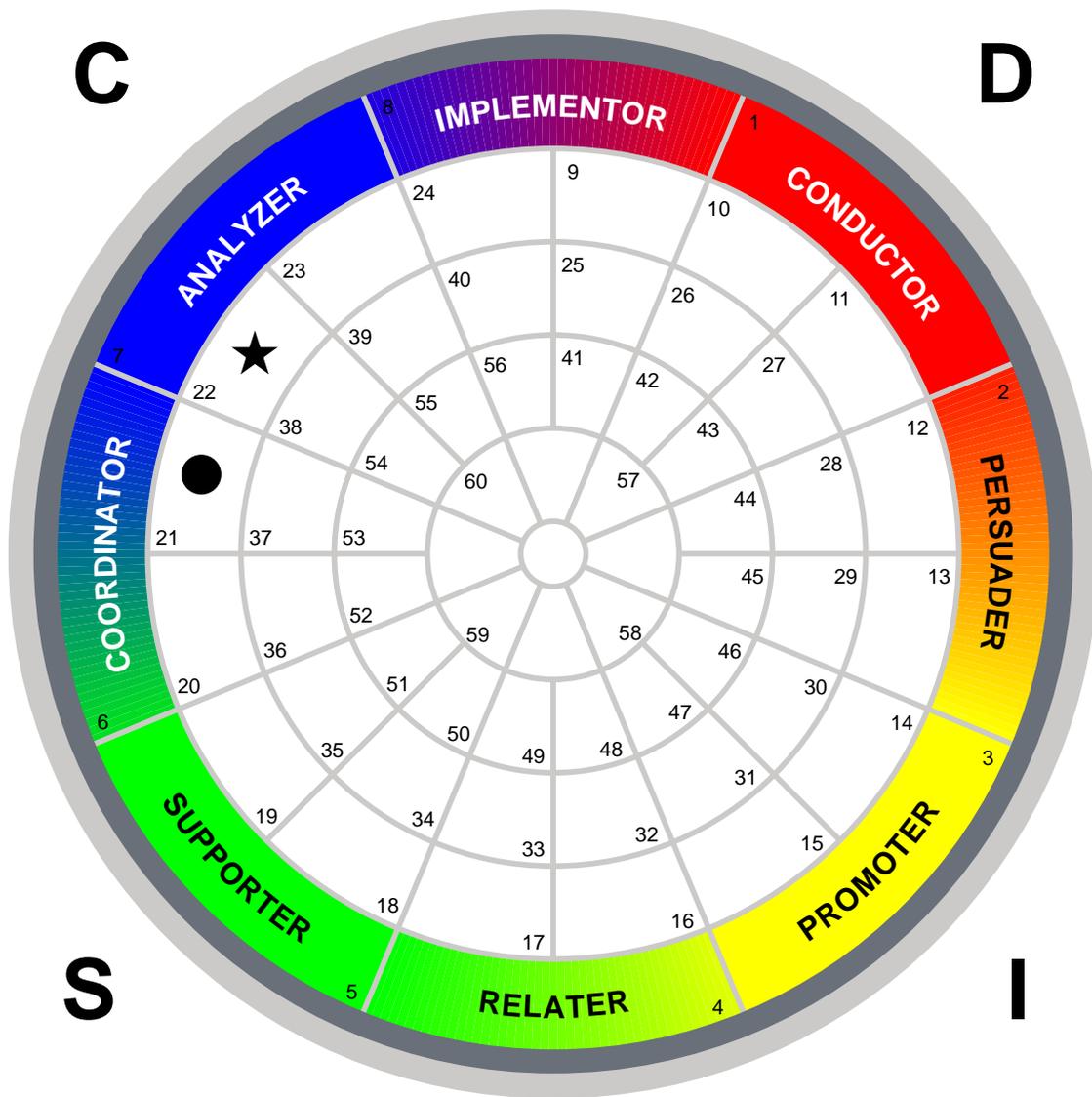
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

8-4-2019



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 a strong pull for you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

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

- Identify and understand your unique Driving Forces
- Understand and appreciate the Driving Forces of others
- Establish methods to recognize and understand how your Driving Forces interact with others to improve communication



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.

Mark wants to control his own destiny and impact the destiny of others. When Mark feels strongly about a situation, he will apply the "end justifies the means" concept. He is driven by public recognition. He will accomplish tasks for the sake of accomplishment. Mark values people for who they are versus what they can provide. He will not measure success based on his level of compensation. He tends to overlook traditions or boundaries to complete a task. In many cases, Mark would prefer to set his own plan of action. Mark is very good at integrating past knowledge to solve present problems. He is comfortable around people who share his interest for knowledge and especially comfortable among people with similar convictions. He may be able to compartmentalize the situation to ensure a rewarding interaction. He can be patient and sensitive to others.

Mark can go to extremes to win or control the situation. He strives to achieve leadership roles. He focuses on the greater good versus his return on investment. He tends to include others as part of the agenda without expecting anything in return. Mark won't get hung up on a specific approach and will keep momentum moving forward. He tends to be an out-of-the-box thinker. He will tend to seek new methods or information rather than relying on past experiences. He sometimes uses knowledge as a benchmark for success. Mark may be able to mask personal issues and focus on professional productivity. He may be able to separate issues to keep the momentum moving forward. He may attempt to help an individual or group to overcome adversity. He may help other people in the organization, if it's in his best interest.



General Characteristics

Mark's desire to help others is evaluated on an individual basis. He will focus on the objective before the harmony of a situation. He will benefit from a role that allows him to gain new knowledge. He seeks new ways to accomplish routine tasks. Mark will value the process and people involved more than the end result. He is able to let go of possessions without looking at future needs or uses. He is driven to acquire the very best that life has to offer. He looks for opportunities to take control of situations.



Strengths and Weaknesses

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

Strengths

- Mark seeks to control his own destiny.
- He strives to advance his position.
- He strives to set himself apart.
- He may accomplish tasks simply for the sake of accomplishment.
- Mark sometimes defines value or success by what comes out of a situation not what is put in.
- He may seek new ways to accomplish routine tasks.
- He seems to focus on information and facts.

Weaknesses

- Mark may over emphasize the need to control or direct people and projects.
- He can be driven by the desire to achieve status and recognition.
- He may use the “ends to justify the means” concept in tough situations.
- He may view activity as productivity.
- Mark may value completion of the tasks over time, resources, or talent limitations.
- He may question every system and every step in a system.
- He can value discovery over other priorities.



Energizers and Stressors

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

Energizers

- Mark obtains status symbols.
- He likes to create and control his destiny.
- He is energized by working to create a personal legacy
- He utilizes resources freely.
- Mark acts spontaneously.
- He enjoys exploring possibilities.
- He is energized by the opportunity to objectively analyze ideas.

Stressors

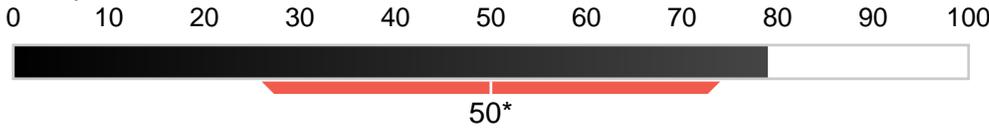
- Mark does not enjoy when personal advancement is delayed.
- He does not like a small workspace.
- He is stressed by a lack of respect.
- He does not enjoy when time is restricted.
- Mark does not like to assess practical results.
- He does not enjoy working with restrictions.
- He is turned off when people approach ideas subjectively.



Primary Driving Forces Cluster

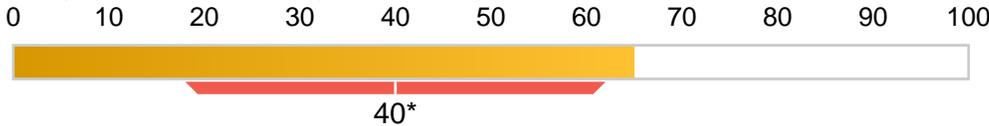
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver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

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



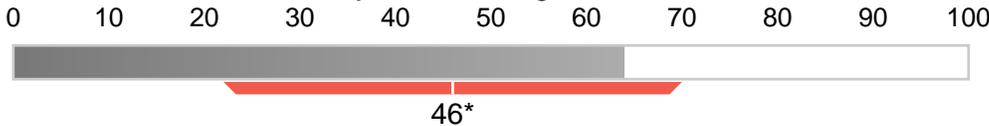
79

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



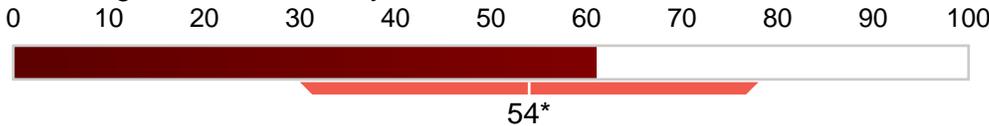
65

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



64

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



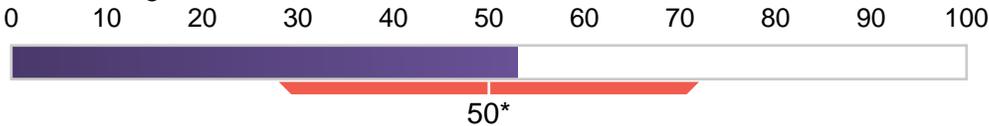
61



Situational Driving Forces Cluster

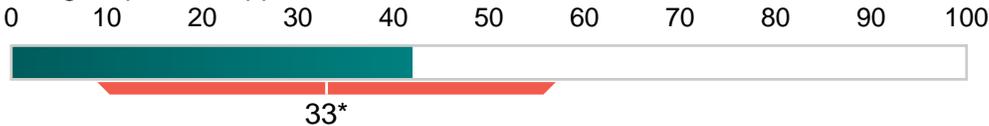
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



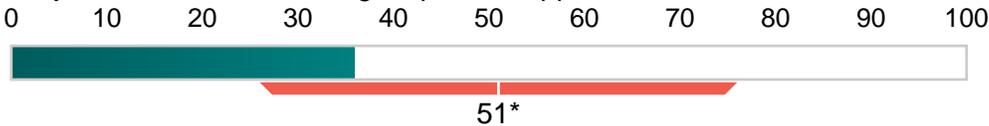
53

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



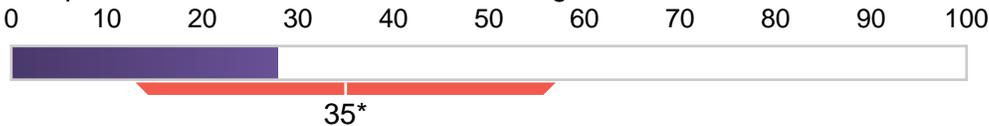
42

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



36

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



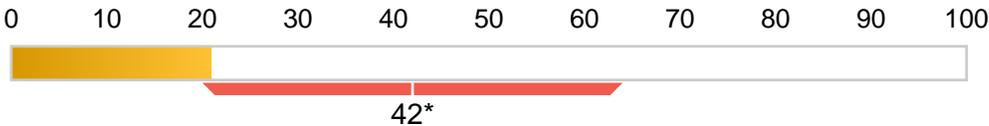
28



Indifferent Driving Forces Cluster

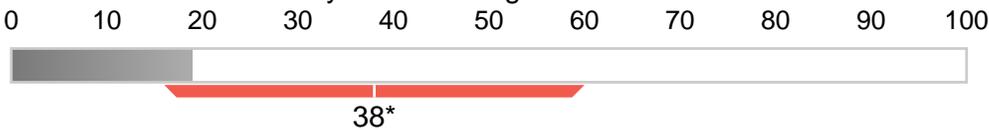
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



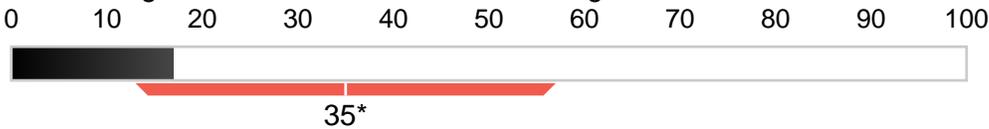
21

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



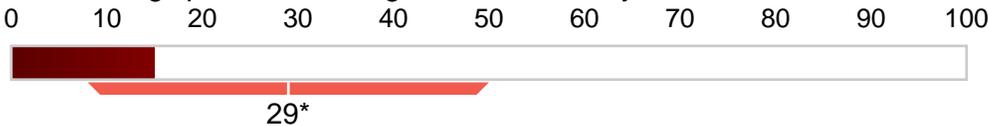
19

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



17

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



15

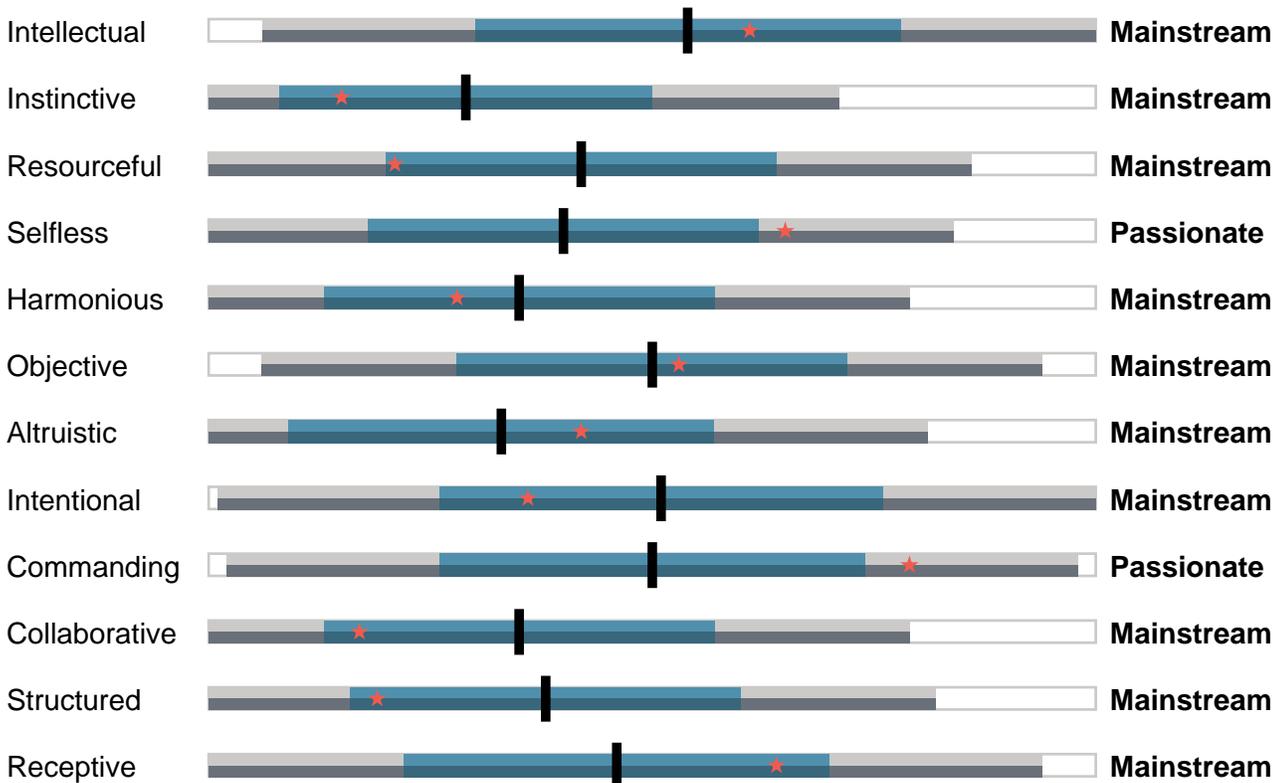


Areas for Awareness

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

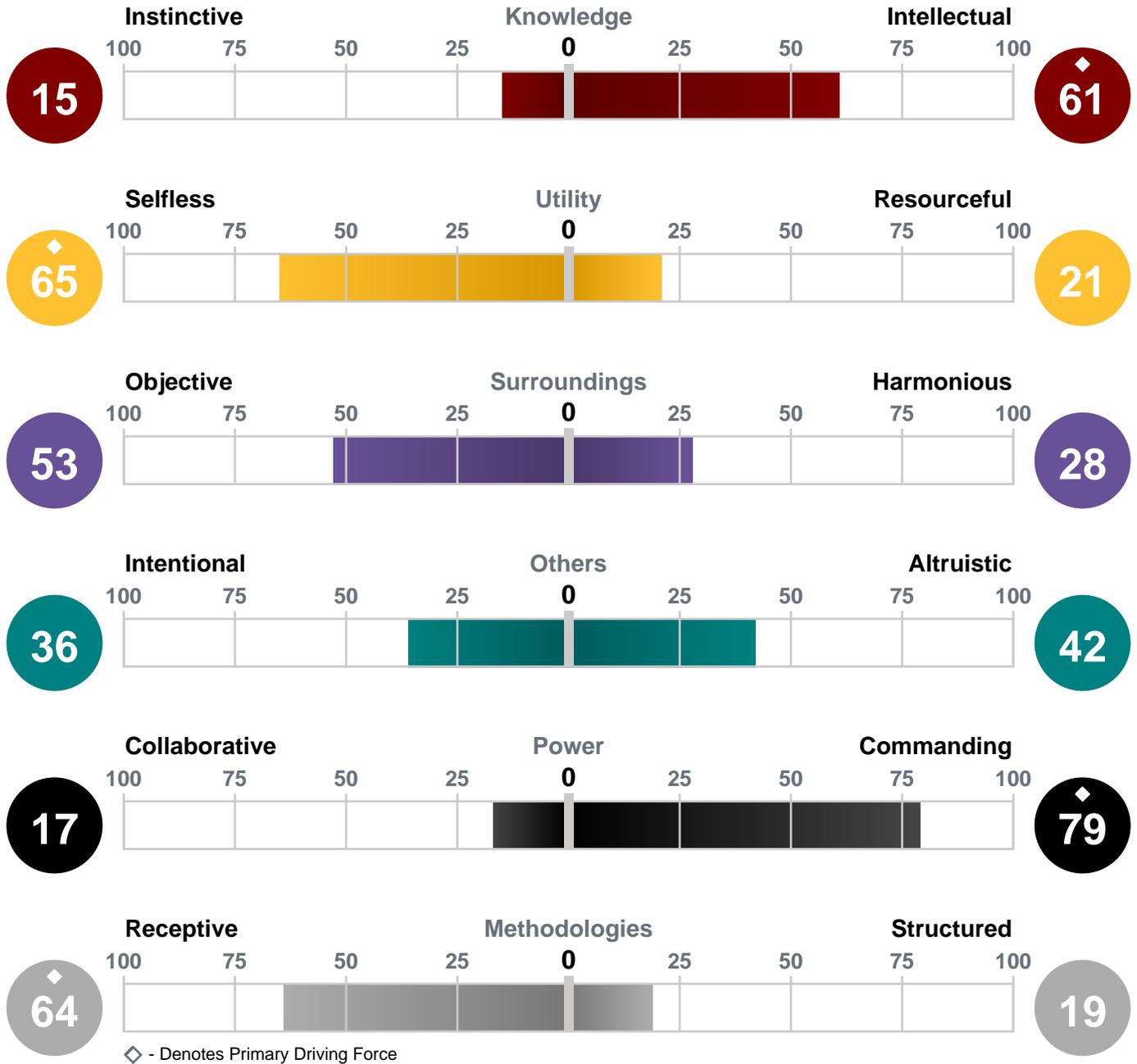


- 1st Standard Deviation - * 68% of the population falls within the shaded area.
 - national mean
 - your score
 - 2nd Standard Deviation
 - 3rd Standard Deviation

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

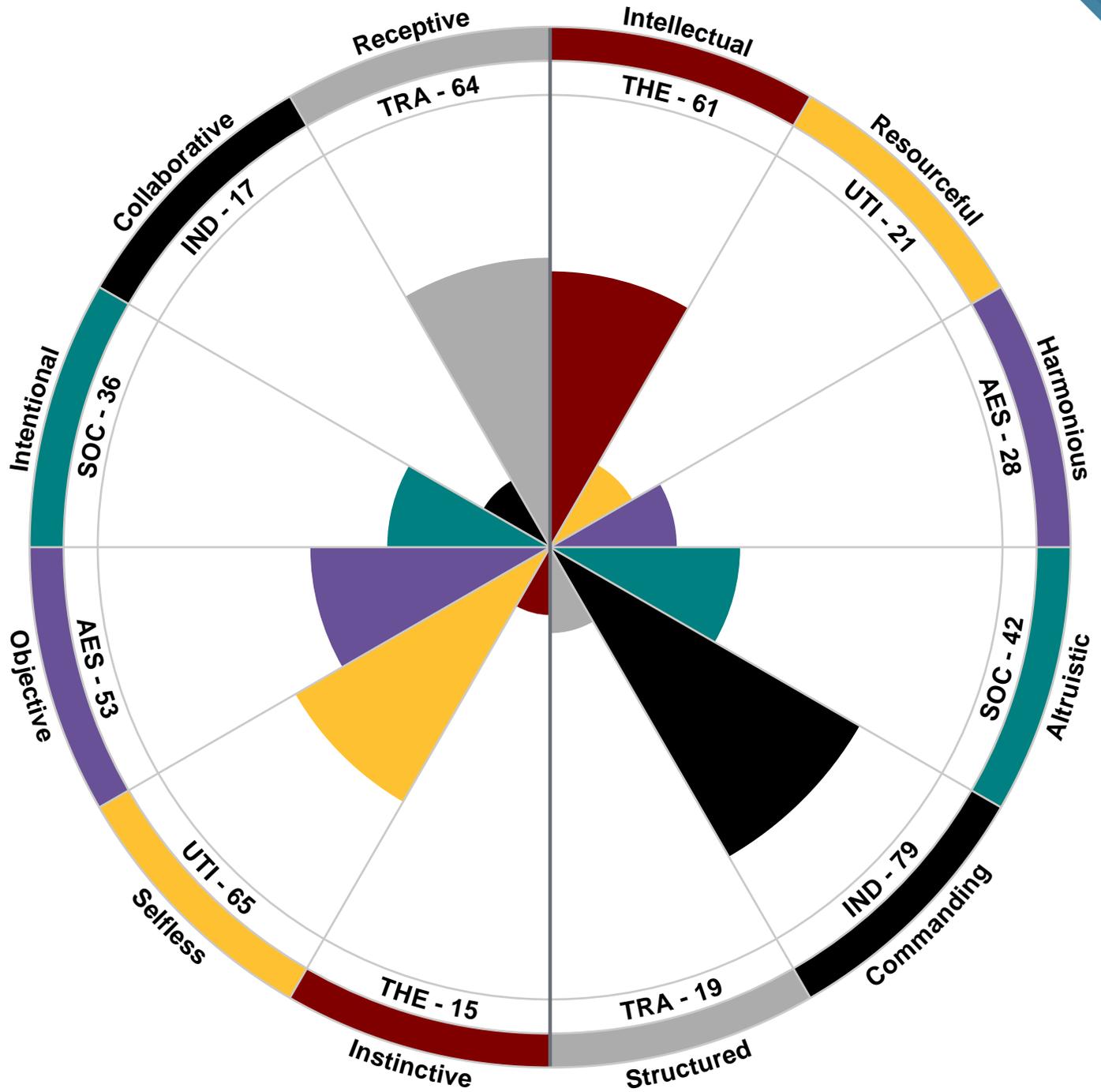


Driving Forces Graph



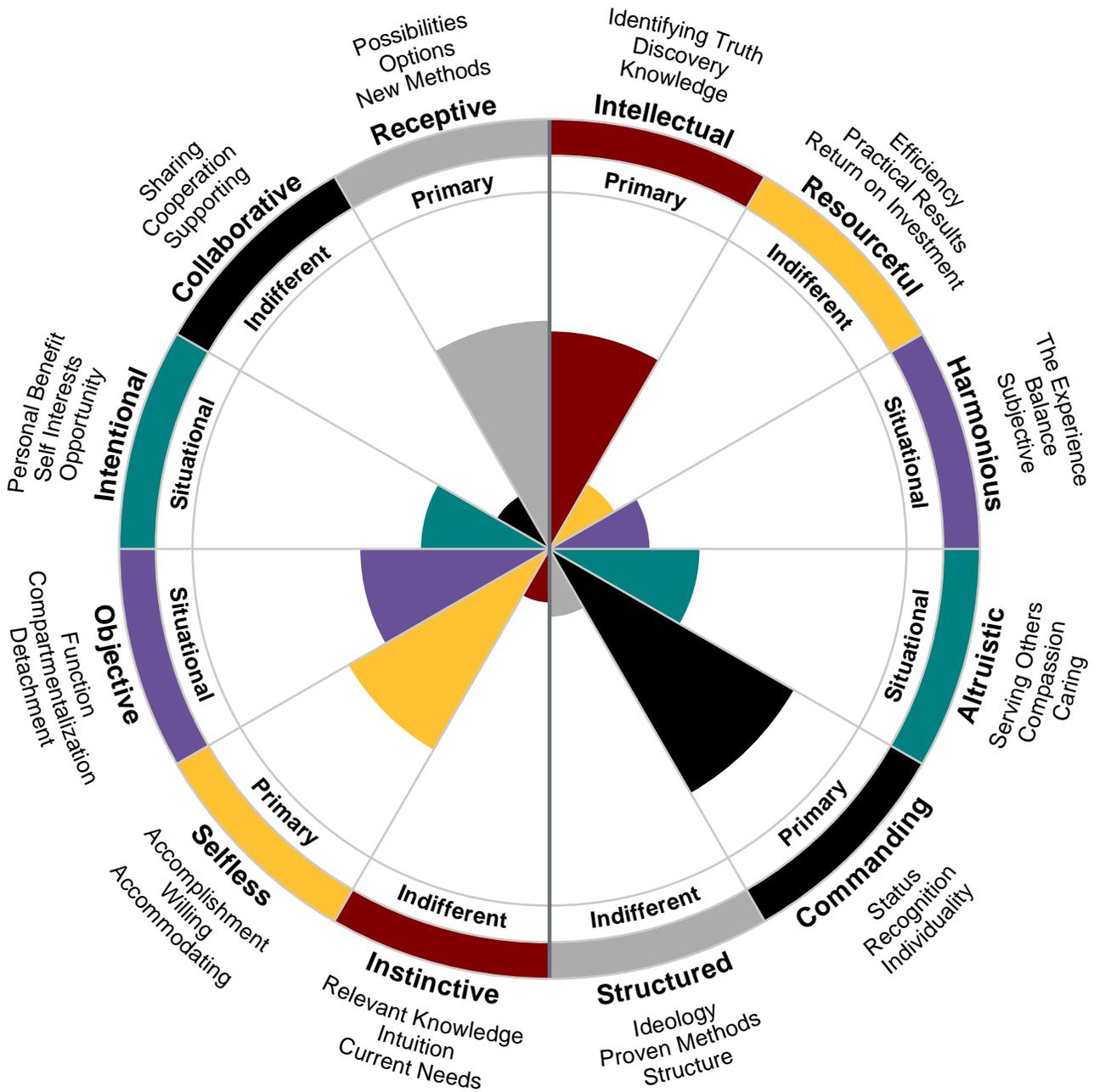


Driving Forces Wheel





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 Mark'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.

- Does everything to the best of his ability and is known for this trait.
- Takes pride in finding flaws in policies and procedures.
- Has a calculated plan to advance or win within the organizational framework.
- Gives clear expectations to others when working towards tangible accomplishments.
- Offers an objective perspective on how the goal can be obtained.
- Asks questions others overlook in regards to potential issues that impact the organization.
- Will catch the mistakes of others and try to correct them with current data.
- Willing to work on any part of the process provided it's done the right way.
- Comfortable in groups that are compliant but question traditions.
- Asks many questions to find the correct answers.
- Wants to know everything about the process, which leads to high standards and results.
- Detailed and compliant about the research process.



Potential Behavioral and Motivational Conflict

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

- He will only feel effective when he can accomplish his agenda through structure.
- May set unreachable standards for himself and others.
- Will control all of the details for fear of a tainted image.
- May over focus on the details of the investment and, therefore, may miss the opportunity to help others.
- Calculates every variable, without worrying about the best use of his time.
- May come off as someone who believes focusing on the greater good is the only way to accomplish tasks.
- Can over focus on unimportant details when reviewing new systems.
- Difficulty seeing past policy violations, unless the violation leads to a better result.
- May obsess over new ways of doing things, especially if the current process is flawed.
- Can be defensive when hard facts are questioned.
- Wants a consistent process but constantly looking to make sure it is correct.
- Needs data for comfort and curiosity but may experience paralysis by analysis when finishing goals.



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

- Rewards for strict adherence to processes and procedures.
- An environment that demands high standards with the opportunity to enforce such standards.
- Forum to prove ideas and thought processes through facts and data.
- An environment where accurate and systematic standards are required to ensure results.
- Documented and verifiable explanation of compensation and benefits.
- Ability to sacrifice efficiency to follow the rules and protocol.
- A forum to express ideas to fix errors in the existing system.
- An environment that provides specific detailed direction and is open to new ways to achieve the organization's vision.
- An environment where adhering to strict standards is as important as new ways to achieve results.
- An environment to gather all the facts and information.
- An environment where being prepared for meetings is rewarded.
- Logical approach to problem solving and information-based solutions.



Keys to Motivating

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

Mark wants:

- Recognition for calculated risk-taking and plans for action.
- Appreciation for following procedures and protocol and how that protects the organization's image.
- The understanding from management that he thinks in terms of long-term impact on the image of the business.
- All facts and details necessary to achieve daily tasks.
- The understanding from management that the process can be more important than the result.
- Documented processes to follow that have previous evidence of achieving organizational results.
- A manager that is compliant, however is open to improving existing activities.
- To be seen as the subject matter expert on new company policies, systems and philosophies.
- Appreciation for his high standards and ability to apply them to new endeavors.
- To be on the team that creates new procedures in order to ensure minimal risk and high standards.
- Information on how to do things right, for fear of making a mistake.
- All background information detailed on the process in order to ensure they are correct.



Keys to Managing

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

Mark needs:

- 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.
- To understand that other people do not see the world as black and white as he does.
- Time to review and analyze data in order to understand the people and processes before making a decision.
- Time provided for reviewing the procedure and/or systems behind the new project or opportunity.
- A manager that understands that communication will be factual and people-oriented.
- Time to determine if new and innovative ideas can improve the existing framework, process and systems.
- To be promoted as a champion for new ideas along with the ability to review facts and data.
- A manager who supports out-of-the-box thinking with facts and data.
- To ask questions when evaluating others' efforts instead of making judgments on the perceived lack of detail.
- To understand that too much detail may prevent ideas from moving forward.
- The ability to recognize when he is in "paralysis-by-analysis" mode.



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 _____:
