



TTI  
SUCCESS  
INSIGHTS®

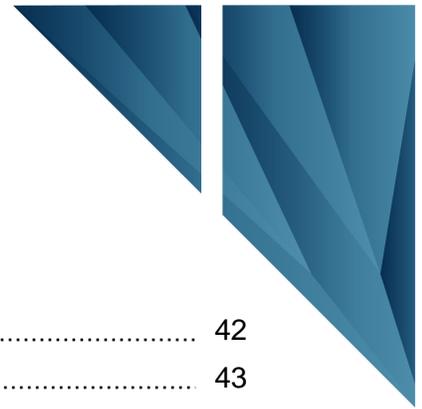
**Talent Insights®**  
Management-Staff

**Eder Cabrera**  
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12-9-2019



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## Introduction Where Opportunity Meets Talent

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

**The following is an in-depth look at your personal talents in the three main sections:**

### Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

### Driving Forces

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

### Integrating Behaviors And Driving Forces

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.



## Introduction Behaviors Section

**Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.**

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

**In this report we are measuring four dimensions of normal behavior. They are:**

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."  
—W.M. Marston*



# General Characteristics

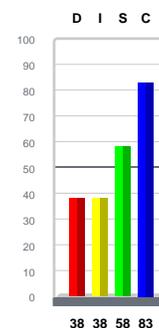
*Based on Eder's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the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

Eder wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. Accuracy is important to him. Becoming acquainted with him can be difficult since he tends to withhold his emotions. He may appear to be cool and distant. In conflict situations, Eder usually remains calm and cool-headed. When things calm down, however, he may suffer some delayed reaction. Eder may be overly sensitive to criticism of his work. If you do comment on his work you had better be right, since he may not take criticism lightly. He 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. He keeps his equipment in good working order and likes others who also use the equipment to share the same concern. Rules and procedures provide security for his job performance. Eder can devote all his energy to the job, and that offers security to his work situation. He doesn't appreciate a dirty or messy work station, since he equates dirt and disorganization with lower quality work.

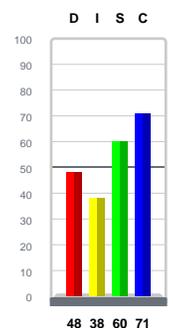
Eder is the type of person who will accept challenges, and accept them seriously. He gets frustrated when well-established rules are not observed by others. He prefers to have everyone adhere to the same rules and regulations. He is a critical and systematic thinker, and this strength may not be easily recognized by others. He, capable of making daily decisions routinely, usually becomes cautious about the bigger decisions; he wants to be absolutely certain his decision is correct. Eder tends to make his decisions after deliberation and gives weight to all the pros and cons. He uses data and facts to support the big decisions, because it makes him feel more confident that his decisions are correct. He has an acute awareness of social, economic and political implications of his decisions. He feels tension when forced to make major decisions quickly.



Adapted Style



Natural Style



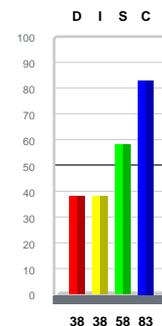


## General Characteristics *Continued*

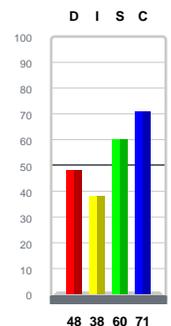
Eder is intuitive and is able to ask good questions in order to get the critical, complete information he seeks. People may often see Eder as formal and reserved. He may be assessing the situation before "letting his guard down" and may do so only when he feels comfortable with the circumstances. He likes to ask questions to clarify the communications. He gathers data in order to be certain he is correct in his work, communications or decision making. He can be outgoing at times. Basically introverted, he will engage in social conversation when the occasion warrants. Whenever possible, Eder avoids face-to-face conflict. He enjoys analyzing the motives of others. This allows him to develop his intuitive skills. He has a low trust level with strangers. This becomes apparent when he asks specific and perhaps blunt questions. Eder's logical, methodical way of gathering data is demonstrated by his ability to ask the right questions at the right time.



Adapted Style



Natural Style



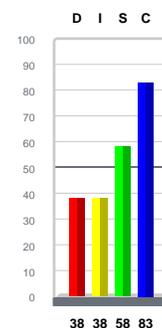


## Value to the Organization

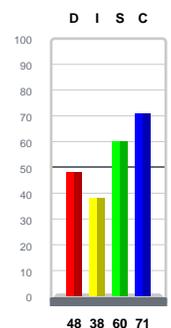
*This section of the report identifies the specific talents and behavior Eder brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.*

- Objective--"The anchor of reality."
- Objective and realistic.
- Can make decisions without getting emotionally involved.
- Accurate and intuitive.
- Always looking for logical solutions.
- Suspicious of people with shallow ideas.
- Proficient and skilled in his technical specialty.
- Comprehensive in problem solving.

Adapted Style



Natural Style





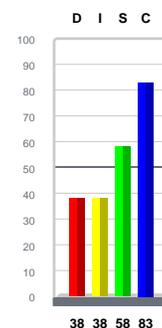
# Checklist for Communicating

*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 Eder. 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 Eder most frequently.*

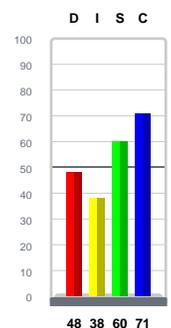
## Ways to Communicate

- Support his principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Have the facts in logical order.
- Follow through, if you agree.
- Use the proper buzz words that are appropriate to his expertise.
- Provide solid, tangible, practical evidence.
- Prepare your "case" in advance.
- Give him time to verify reliability of your actions; be accurate, realistic.
- Keep at least three feet away from him.
- Use an unemotional approach.
- Use expert testimonials.

Adapted Style



Natural Style





## Checklist for Communicating Continued

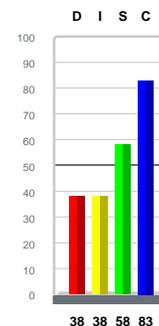
*This section of the report is a list of things NOT to do while communicating with Eder. Review each statement with Eder and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

### Ways **NOT** to Communicate

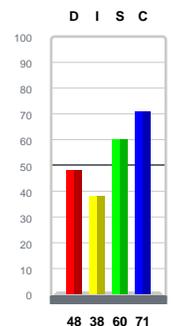
- Be superficial.
- Leave things open to interpretation.
- Touch his body when talking to him.
- Use testimonies of unreliable sources; don't be haphazard.
- Use gimmicks or clever, quick manipulations.
- Use high speed, intense inputs.
- Say "trust me"--you must prove it.
- Leave things to chance or luck.
- Make statements you cannot prove.
- Rush the decision-making process.
- Overuse emotion.
- Dillydally, or waste time.



Adapted Style



Natural Style





# Communication Tips

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

### Self-Perception

Eder 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

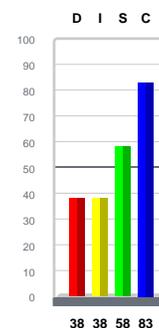
### Others' Perception - Extreme

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

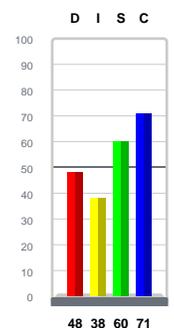
- Perfectionistic
- Hard-to-Please
- Strict
- Defensive



Adapted Style



Natural Style





## The Absence of a Behavioral Factor

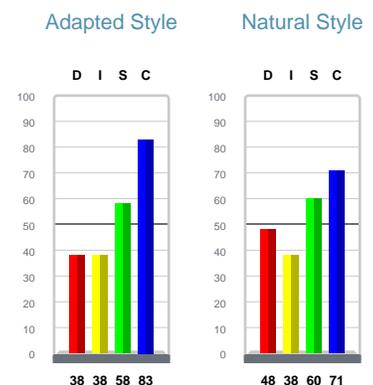
*The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral 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 situations where forced to trust without supporting data.
- Avoid groups where trust has not been previously established.
- Avoid work environments that require an open door policy.

### 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.

- Not verbalizing feelings and perspectives may delay desired outcomes.
- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.
- Understand when an analytical perspective is needed and valued.





# Descriptors

Based on Eder'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

*Eder'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.*

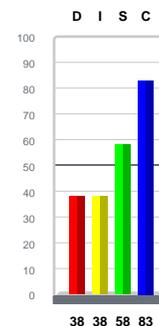
## Problems - Challenges

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

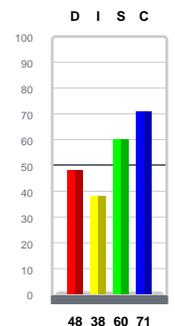
## People - Contacts

Natural	Adapted
Eder 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.	Eder 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

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

### Adapted

Eder 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

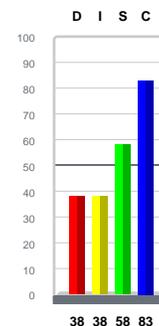
### Natural

Eder 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.

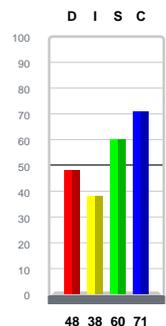
### Adapted

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

Adapted Style



Natural Style



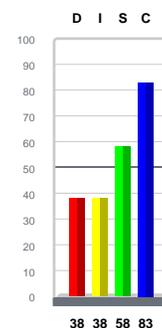


## Adapted Style

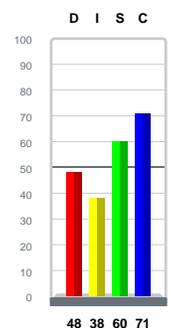
*Eder sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.*

- Gathering data in a logical, systematic way.
- Calculation of risks before taking action.
- Critical appraisal of data.
- Precise, analytical approach to work tasks.
- Accomplishing tasks without many people contacts.
- Compliance to high standards.
- Disciplined, meticulous attention to order.
- Sensitivity to existing rules and regulations.
- Being precise in the collection of data.
- Using a proven, procedure-oriented method when implementing change.
- Precedence of quality over efficiency.
- Careful, thoughtful approach to decision making.

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.*

## 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

## 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:

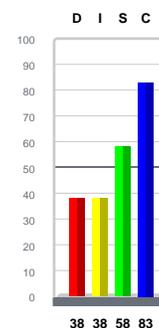
- Want to ensure that success is always achieved
- Feel that if rushed, the results will not be satisfactory
- Hope situations will work out themselves

### Possible Solutions:

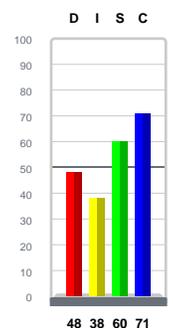
- Set realistic schedule and timeline
- Follow the schedule
- Seek advice or assistance from others



Adapted Style



Natural Style





## 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

### Seeking "All" of The Facts

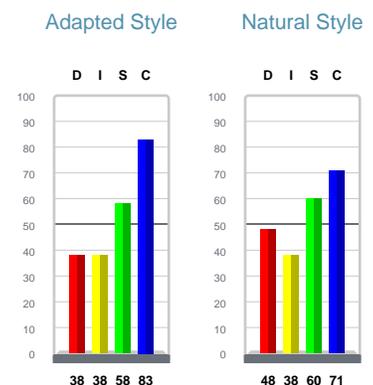
*Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.*

#### 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





## Time Wasters Continued

### Seeking The Best, But Not Necessarily Workable Solutions

*Always seeking the best solution may prohibit getting the task accomplished. Something better is always on the horizon.*

**Possible Causes:**

- Want to do things right the first time
- Want personal approval for preciseness of work
- Fear criticism if solution doesn't work

**Possible Solutions:**

- Establish required standards
- Determine the solution that meets or exceeds those standards
- Set a timeline for making a decision or completing a task

### 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:**

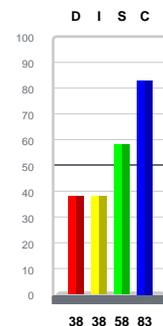
- Critical listening ability may cause you to read more into a situation
- Want to look beyond the obvious
- Have a need for additional information
- Do not have a high level of trust in others

**Possible Solutions:**

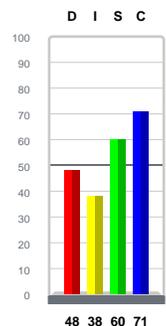
- Ask questions
- Share initial evaluation/opinion with others



Adapted Style



Natural Style





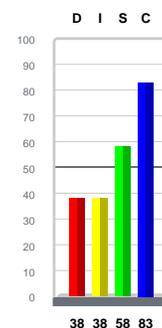
## Areas for Improvement

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

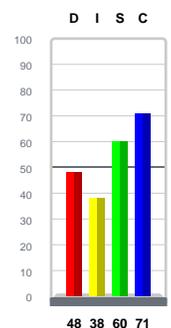
### Eder has a tendency to:

- Select people much like himself.
- Appear somewhat aloof and cool to the emotional appeal of others.
- Want full explanation before changes are made to ensure his understanding.
- Get bogged down in details and use details to protect his position.
- Yield his position to avoid controversy.
- Have difficulty making decisions because he's mostly concerned about the "right" decision. If precedent does not give direction, his tendency is to wait for directions.
- Be suspicious and pessimistic of any new project. Wants more support than is necessary.
- Lean on supervisors if information and direction is not clear.

Adapted Style



Natural Style

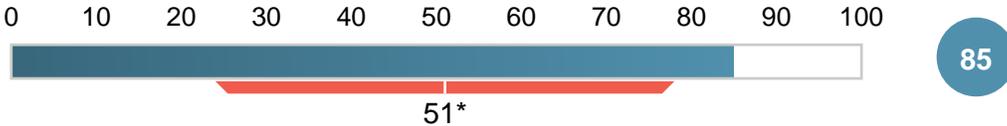




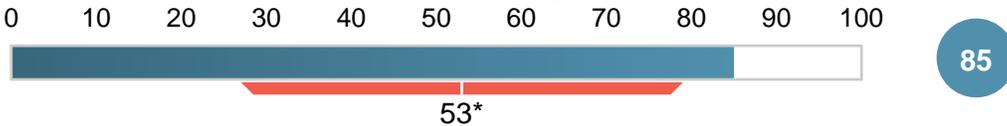
# Behavioral Hierarchy

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.

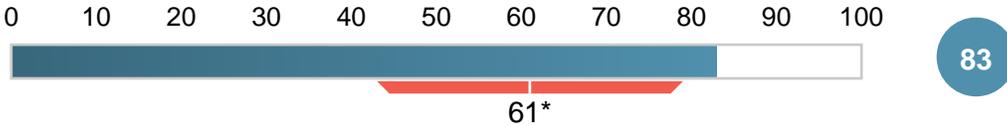
**1. Organized Workplace** - Establish and maintain specific order in daily activities.



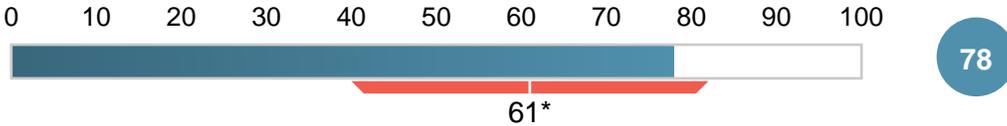
**2. Analysis** - Compile, confirm and organize information.



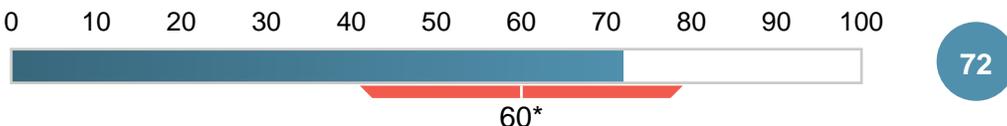
**3. Persistence** - Finish tasks despite challenges or resistance.



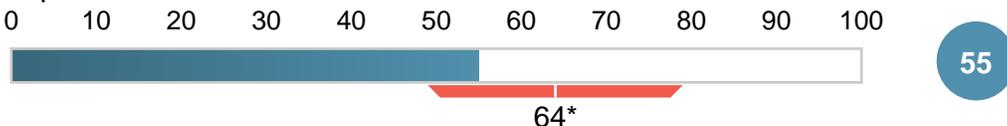
**4. Consistent** - Perform predictably in repetitive situations.



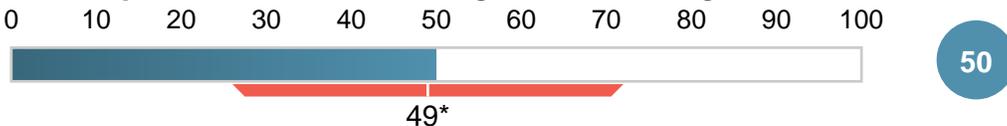
**5. Following Policy** - Adhere to rules, regulations, or existing methods.



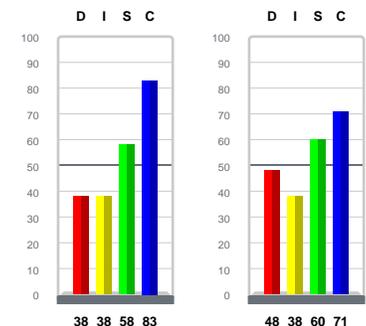
**6. Customer-Oriented** - Identify and fulfill customer expectations.



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



Adapted Style      Natural Style

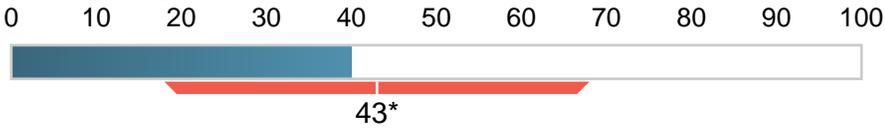


\* 68% of the population falls within the shaded area.



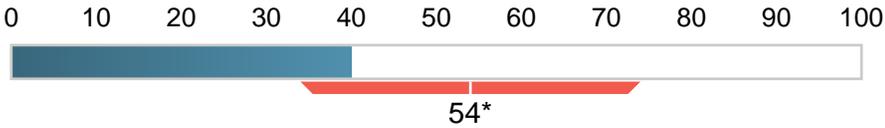
# Behavioral Hierarchy

## 8. Urgency - Take immediate action.



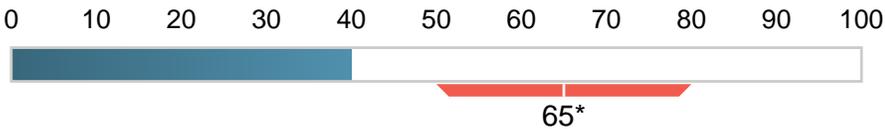
40

## 9. Versatile - Adapt to various situations with ease.



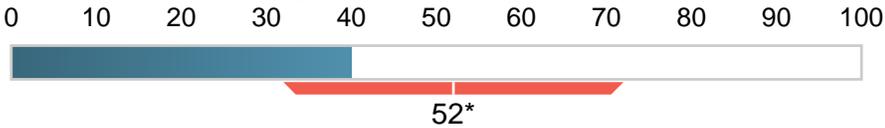
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## 10. People-Oriented - Build rapport with a wide range of individuals.



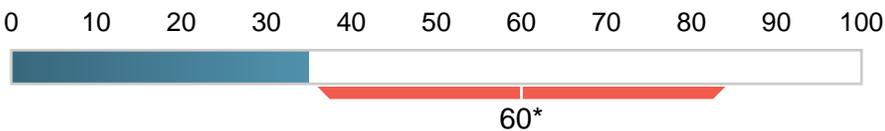
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## 11. Frequent Change - Rapidly shift between tasks.



40

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

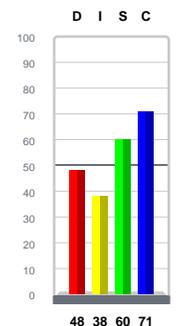
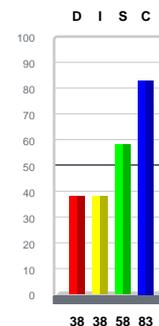


35



Adapted Style

Natural Style



SIA: 38-38-58-83 (22) SIN: 48-38-60-71 (21)  
\* 68% of the population falls within the shaded area.

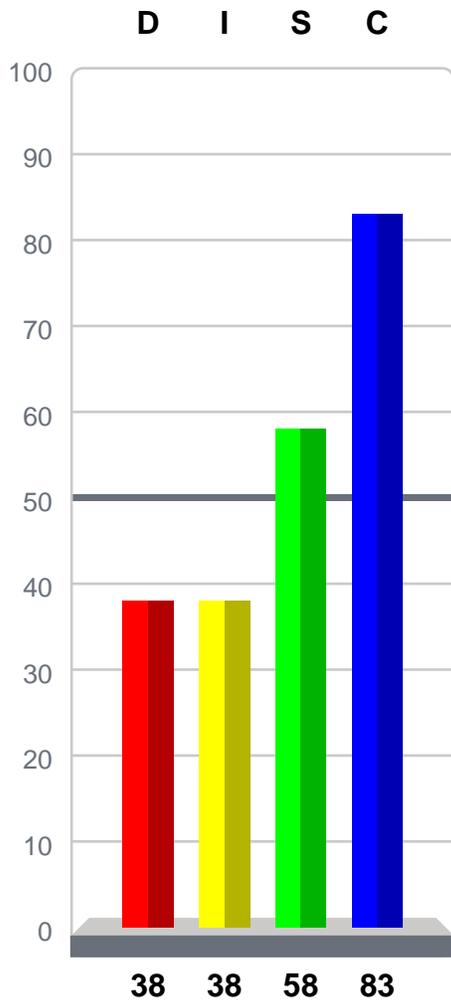


# Style Insights® Graphs

12-9-2019

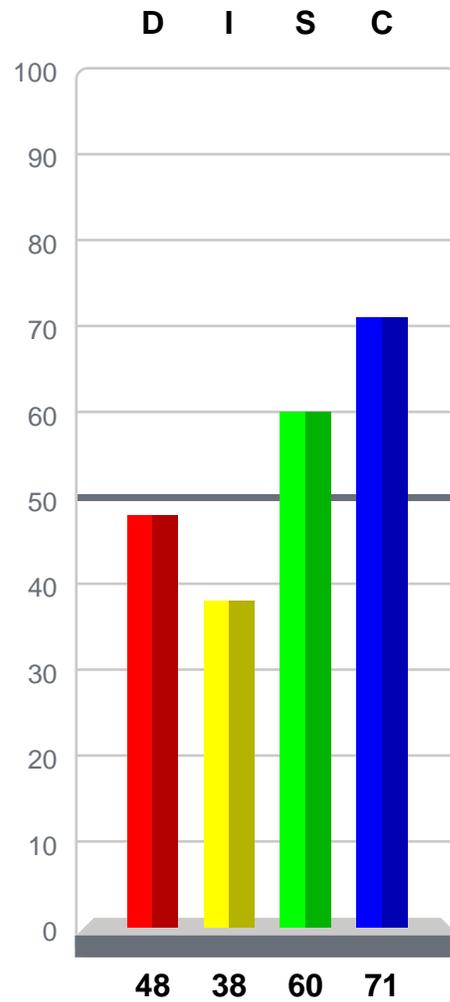
Adapted Style

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.

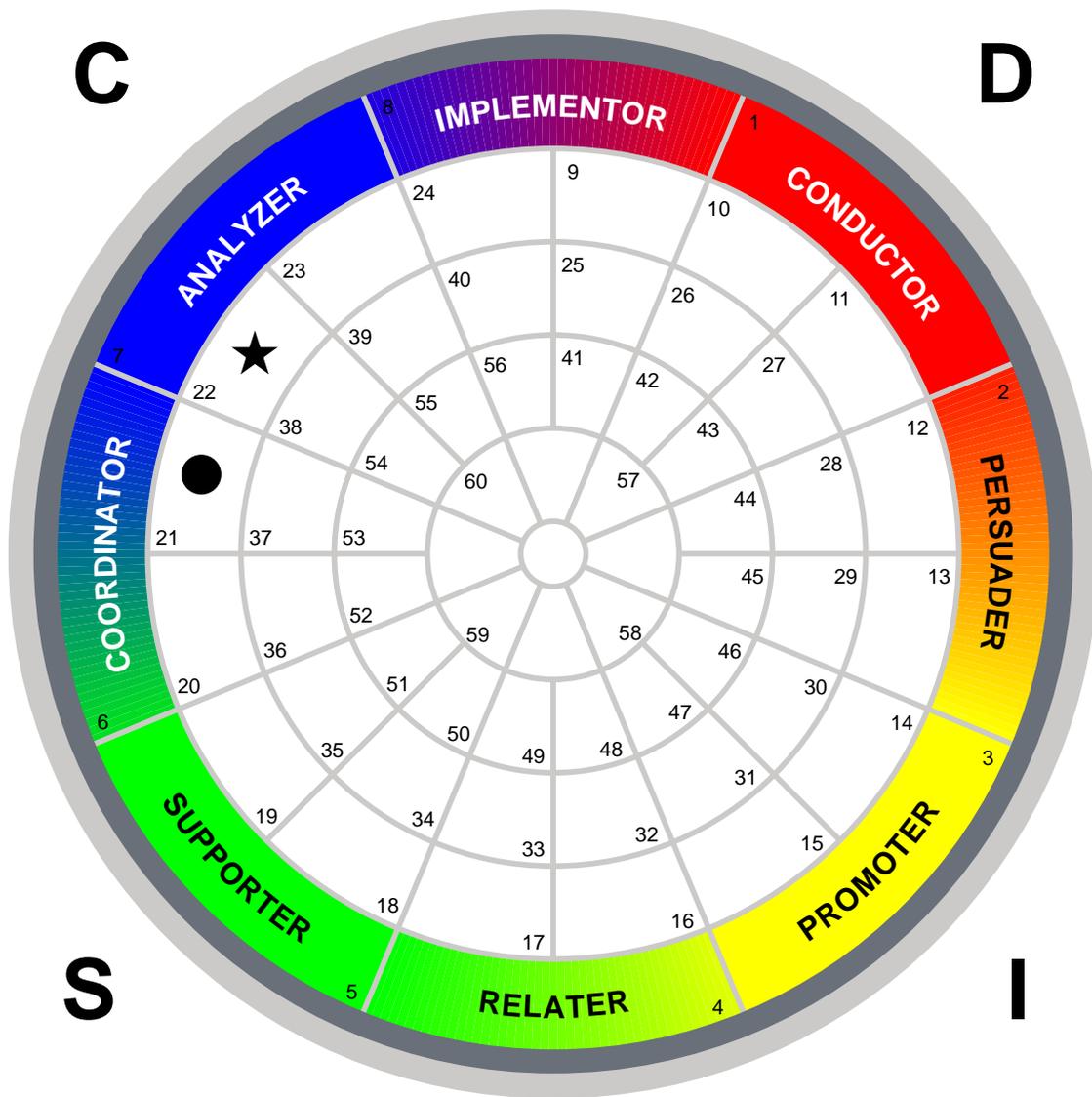
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

12-9-2019



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.*

Eder will be energized in any position in which advancement is based on continuous learning. He will continue researching until all information is discovered. He will be a great resource to help with identifying valuable and informational resources. He will not measure success based on his level of compensation. Being rewarded for his investment of time, talent or resources is not his driving force. He values people for who they are versus what they can provide. He feels a high level of satisfaction when he is able to create rapport and tranquility with others. He is able to see the overall situation and strive for harmony. Eder tends to overlook traditions or boundaries to complete a task. In many cases, Eder would prefer to set his own plan of action. He will evaluate each situation and determine how much collaboration is needed. Eder's intention to help others is determined on an individual basis.

Eder sees value in consuming current information from many sources. He will use knowledge as a benchmark for success. He will value the process and people involved more than the end result. He is willing to help without focusing on what he receives in return. Looking and feeling good enhances his daily productivity. He will flourish in an environment where he has the opportunity to create harmony and balance in his surroundings and relationships. He tends to seek new methods and ways to expand his future opportunities. He won't get hung up on a specific approach and will keep momentum moving forward. In most situations Eder may look for ways to create collaboration. He tends to support those who are leading with a vision. He may attempt to assist an individual or group to overcome adversity. He may struggle when helping others if it's in conflict with his own self-interest.



## General Characteristics

Eder is willing to help others if they are willing to work to achieve his goals. He may strive to maintain collaboration in group settings. He tends to interpret and dissect other systems and/or traditions and is creative when applying them. He will have a strong interest in creating a positive experience for all. Eder will accomplish tasks for the sake of accomplishment. He is able to let go of possessions without looking at future needs or uses. He has a keen interest in formulating theories and asking questions to assist in problem solving. Adding to the body of knowledge is more important than the application of knowledge.



# Strengths and Weaknesses

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

## Potential Strengths

- Eder tends to research much more thoroughly compared to others.
- He continually seeks new knowledge and information.
- He focuses on information and facts.
- He could potentially focus on the completion of a task rather than efficiency.
- Eder might provide assistance and resources with minimal expectation of personal return.
- He might seek to create harmony and balance in his surroundings and relationships.
- He can draw from many systems and ways of thinking to create something new.

## Potential Weaknesses

- Eder may make decisions without subjective or emotional considerations.
- He may pursue knowledge at the expense of practical matters.
- He can value discovery over other priorities.
- He tends to have a casual approach to how performance is measured.
- Eder can potentially waste resources.
- Eder's concern for appearance may slow progress, function and tangible outcomes.
- He may resist systems or structures being forced on him.



# Energizers and Stressors

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

## Potential Energizers

- Eder will devote time to learn.
- He will learn continuously.
- He is energized by the opportunity to objectively analyze ideas.
- He enjoys working on unrestricted projects.
- Eder is energized by completing tasks.
- He seeks balance in life.
- He is energized by creating new systems.

## Potential Stressors

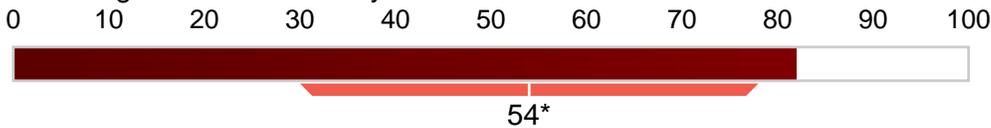
- Eder will not simply make educated guesses.
- He is stressed when knowledge is restricted.
- He is turned off when people approach ideas subjectively.
- He tends to not want the focus to be on the process.
- Eder is stressed when success is measured through efficiency.
- He avoids chaos.
- He does not like to follow outdated processes.



# Primary Driving Forces Cluster

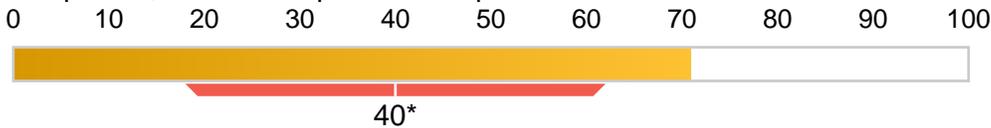
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Intellectual** - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



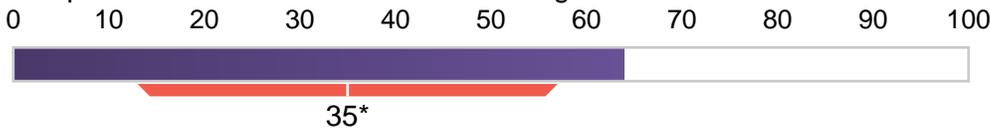
82

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



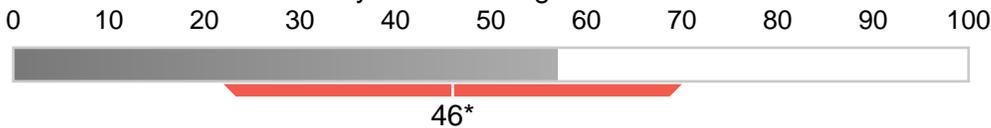
71

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



64

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



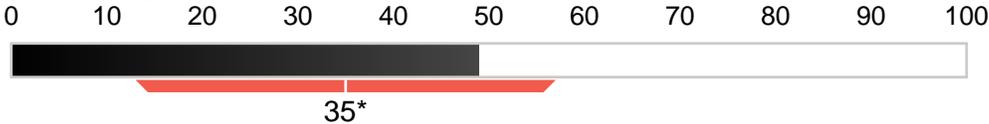
57



# Situational Driving Forces Cluster

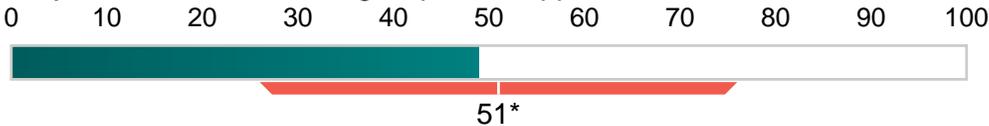
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



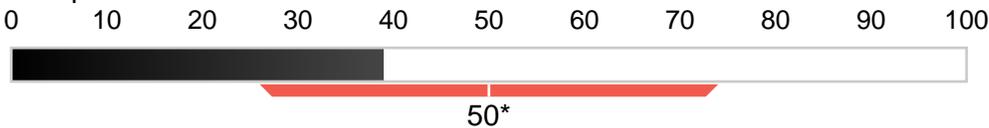
49

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



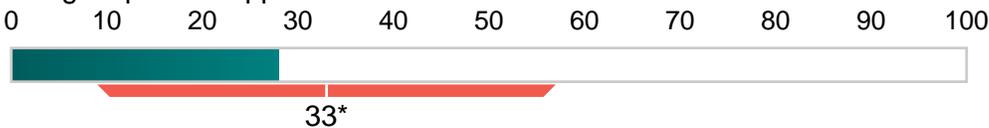
49

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



39

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



28



# Indifferent Driving Forces Cluster

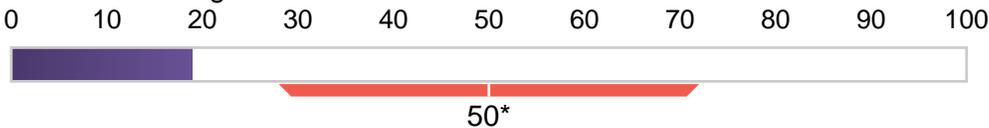
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



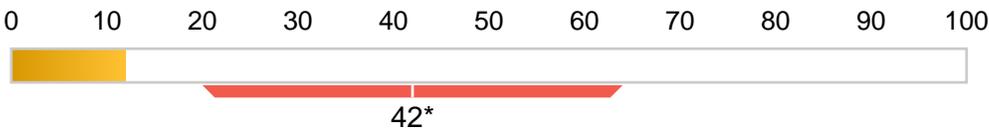
25

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



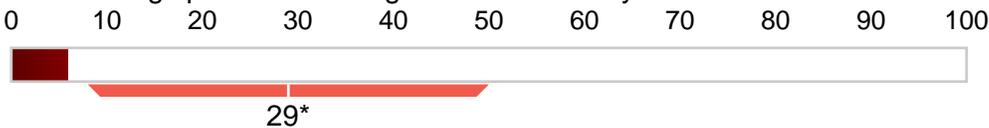
19

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



12

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



6

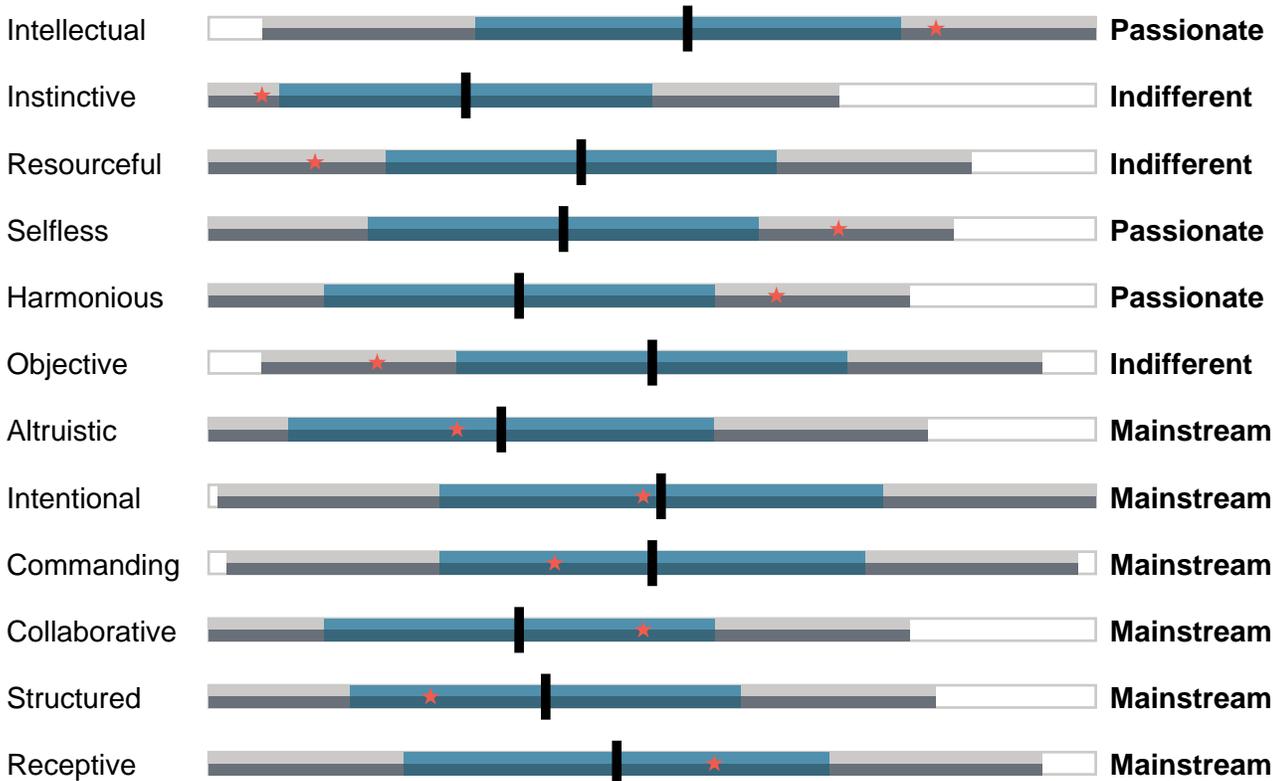


# Areas for Awareness

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar driving forces, you will fit in with the group and be energized. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

## Norms & Comparisons Table - Norm 2017

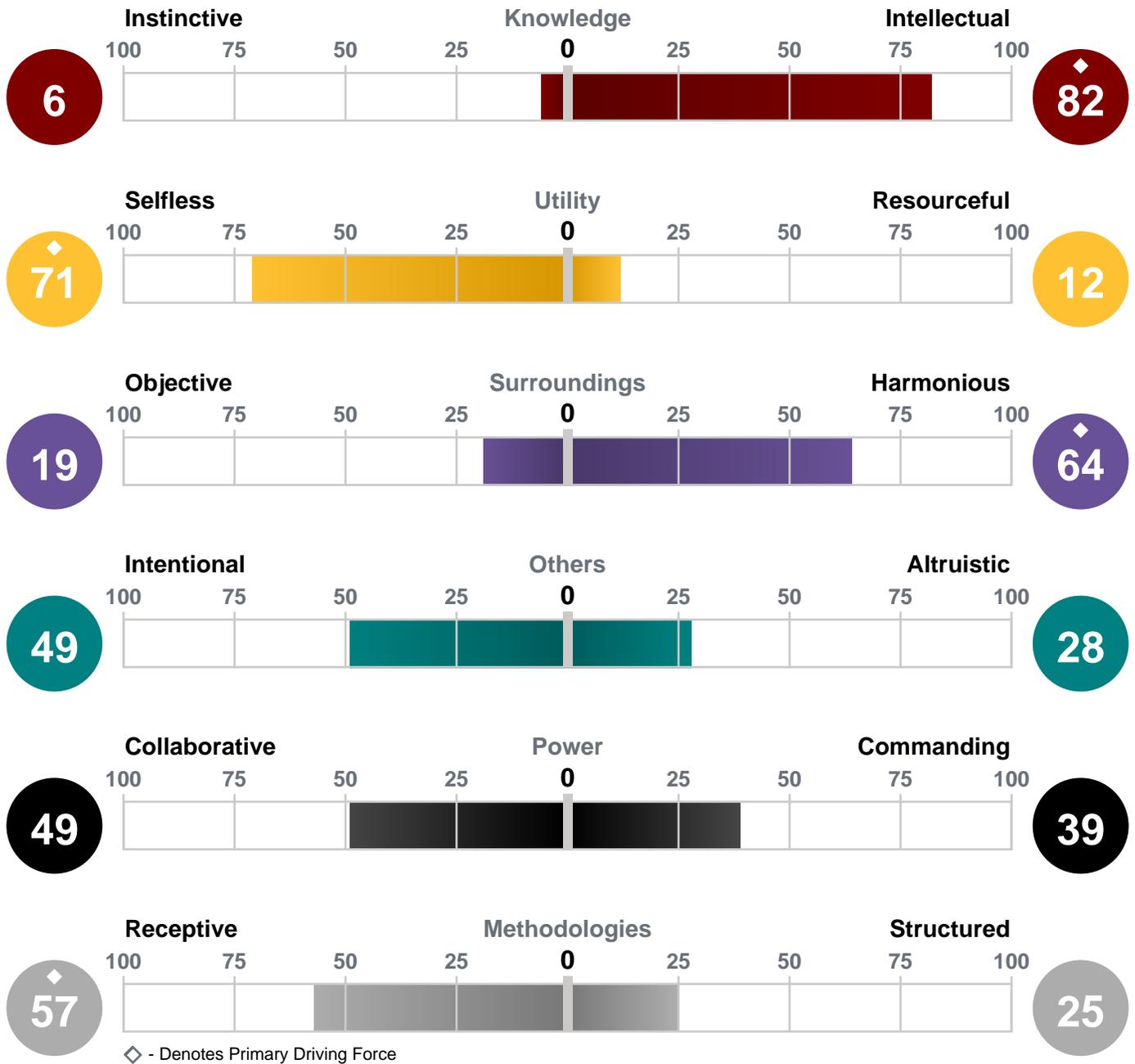


- 1st Standard Deviation - \* 68% of the population falls within the shaded area. 
  - 2nd Standard Deviation 
  - 3rd Standard Deviation 
  - national mean 
  - your score

**Mainstream** - one standard deviation of the national mean  
**Passionate** - two standard deviations above the national mean  
**Indifferent** - two standard deviations below the national mean  
**Extreme** - three standard deviations from the national mean

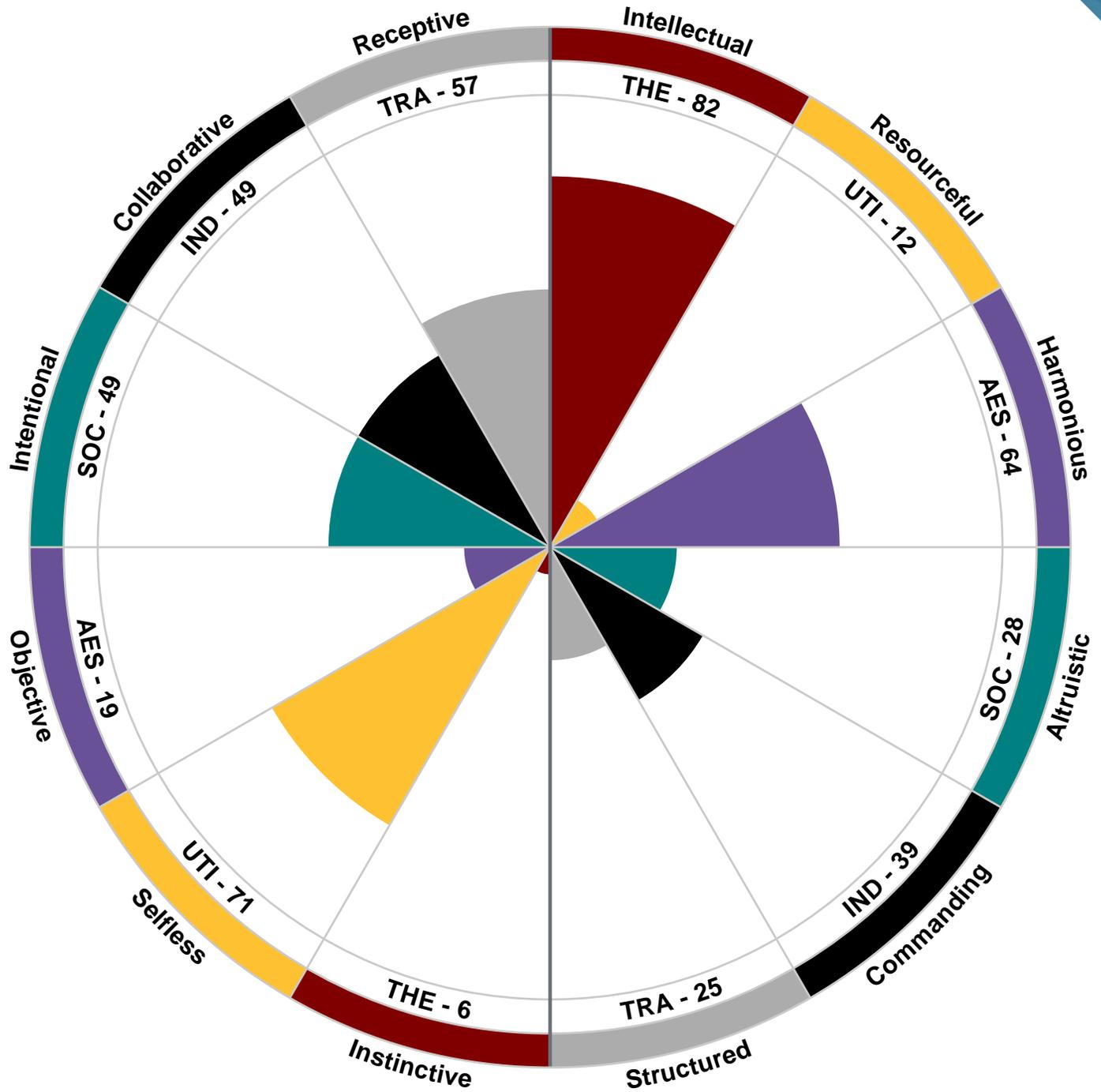


# Driving Forces Graph



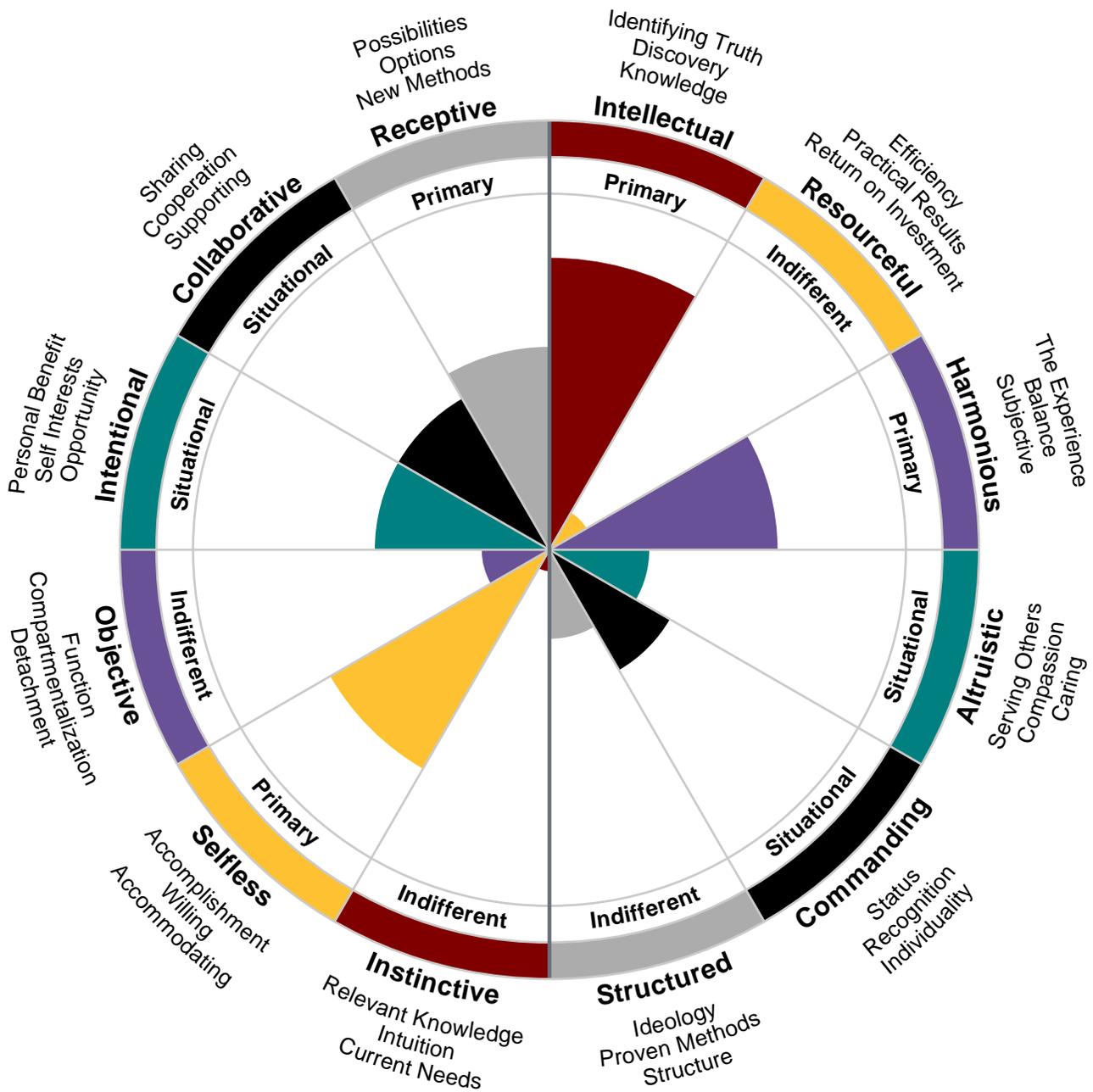


# Driving Forces Wheel





# Descriptors Wheel





## Introduction Integrating Behaviors and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and driving forces. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

### In this section you will find:

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



# Potential Behavioral and Motivational Strengths

*This section describes the potential areas of strengths between Eder'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.*

- Wants to know everything about the process, which leads to high standards and results.
- Clearly defines and clarifies procedures by researching and providing all available information.
- Will ask all of the questions and gather all the data to make every outcome the best it can be.
- Asks questions others overlook in regards to potential issues that impact the organization.
- Tends to make decisions based on facts and processes rather than return on investment.
- Completes a due diligence process when working on critical organizational tasks.
- He brings extreme detail and precision to the project in order to enhance the experience.
- Gives clear specific instructions to maintain balance.
- Builds something of form and beauty that structurally will last forever.
- Asks detailed questions that protect the future of the organization.
- Will try to do things right the first time even if it hasn't been done before.
- Will catch the mistakes of others and try to correct them with current data.



# Potential Behavioral and Motivational Conflict

*This section describes the potential areas of conflict between Eder'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 a consistent process but constantly looking to make sure it is correct.
- May be seen as a procrastinator due to his desire for all information and fear of making a mistake.
- May appear overly data- or theory-focused.
- May come off as someone who believes focusing on the greater good is the only way to accomplish tasks.
- Will have a desire to accommodate, but will be fearful of failure.
- Only looks for the safe investment regardless of time and resources.
- Feels a better job could be done if more focus was on the experience of the project.
- Has trouble starting a new project that conflicts with the harmony of the organization.
- While highly in tune to the vibe of a situation, he can come across as absolute.
- May struggle with the big picture by over-focusing on details of the need for a new system.
- May find fault in current systems, which he perceived as out dated.
- Can over focus on unimportant details when reviewing new systems.



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

- An environment where being prepared for meetings is rewarded.
- An environment to gather all the facts and information.
- Appreciation for the process of gathering data in order to avoid mistakes.
- Clearly defined rules, procedures and pathway to meet organizational objectives.
- The ability to achieve goals in a logical and practical manner.
- An environment where accurate and systematic standards are required to ensure results.
- Rewards for the utilization of facts and data in order to determine a holistic direction.
- An environment where detail orientation and processes create organizational symmetry.
- Opportunity to create a detailed plan to bring balance to the organization.
- Recognition for creatively accomplishing tasks in the absence of a set procedure.
- Rewards based on improvements to established procedures.
- A forum to express ideas to fix errors in the existing system.



## Keys to Motivating

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

### Eder wants:

- Information on how to do things right, for fear of making a mistake.
- Time to gather data and facts in order to work through challenges and conflicts.
- To understand why a procedure needs to be changed prior to the start of the project.
- The opportunity to utilize data and information necessary for improving the processes.
- Documentation of the project to complete organizational goals.
- All facts and details necessary to achieve daily tasks.
- The ability to base company morale initiatives on facts and data.
- Complete and precise systems and procedures that create a harmonious workplace.
- To focus on long-term stability which will lead to a lasting impact on the functionality of the organization.
- Time to gathering of facts and data in order to improve company standards.
- Accountability for others to follow rules and the opportunity to challenge the status quo.
- A manager that is compliant, however is open to improving existing activities.



## Keys to Managing

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

### Eder needs:

- To understand that too much detail may prevent ideas from moving forward.
- The ability to recognize when he is in "paralysis-by-analysis" mode.
- Access to appropriate resources and tools for learning new information within the organizational framework.
- Ability to prove that company policies and standards will protect the good of the organization.
- Assistance in recognizing the balance between perfection and doing what needs to be done.
- Time to review and analyze data in order to understand the people and processes before making a decision.
- A manager that appreciates the balance in regards to his suggestions.
- Opportunities to detail and create harmonious working conditions.
- To see the totality of a situation before selling an idea.
- Time to clarify, ask questions and gather data to make a decision that can improve the system.
- Clearly defined roles, expectations and standards with the freedom to expand.
- Time to determine if new and innovative ideas can improve the existing framework, process and systems.



# Action Plan

## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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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)

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---

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2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

---

---

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