



GOL
SOLUTIONS

GREGORY ORGANIZATIONAL LEADERSHIP SOLUTIONS

12 Driving Forces®

Samuel Sample

VP of Samples

TTI

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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 TTI'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 both work and life. You will learn how your passions from the 12 Driving Forces® frame your perspectives, providing 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 how they have a strong pull on 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 such that communication can be improved

Driving 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.

Samuel is motivated by increasing productivity and efficiency. He is driven by a long list of wants and will work hard to achieve them. He is driven to be very diligent and resourceful. He views people as a resource to achieve results. Samuel can buffer the feelings of others to drive business. He sees the world as a toolset with which to accomplish his goals. He will challenge the status quo to keep momentum moving. He is always looking for new ways to accomplish routine tasks. When Samuel feels strongly about a situation, he will argue that the "end justifies the means.". He wants to control his own destiny and impact the destiny of others. If knowledge of a specific subject is not of interest, or is not required for success, Samuel will have the tendency to rely on his intuition or practical information in this area. He may prefer pleasant experiences for himself and others.

Samuel will focus on creating processes to ensure efficiency going forward. He is driven to maximize opportunities in order to create financial flexibility. He follows a philosophy of "it's not personal, it's just business.". He will help develop an individual if he sees opportunities for future return. Samuel can be an out-of-the-box thinker. Given the choice, Samuel would choose to experience new opportunities. He can go to extremes to win or control the situation. He has the desire to create a winning strategy. In those areas where Samuel has a special interest, he will be good at integrating past knowledge to solve current problems. If Samuel is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth. At times Samuel will look for opportunities to tie beauty and harmony into the experiences of others. He may look at the totality of a situation to ensure a rewarding interaction.

Driving Characteristics



Samuel may look for ways to create a positive customer experience. He will seek knowledge based on his needs in individual situations. He is driven by public recognition. He likes to set his own plan to guide and direct his actions. Samuel believes it's important to keep emotions out of business decisions. He will not normally allow himself to be directed by others unless it will enhance his own self-interest. He has a strong desire to build resources for the future. He will be creative when resources are scarce.

Strengths & Weaknesses



The following section will give you a general understanding of the strengths and weaknesses of Samuel'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

- ✓ 1. Samuel configures resources to maximize output.
- ✓ 2. He tends to focus on the return on investment.
- ✓ 3. He tends to maximize efficiency and productivity.
- ✓ 4. He will help others when others are willing to work hard.
- ✓ 5. Samuel will seek to develop or help others when he can see future opportunities.
- ✓ 6. He will adopt aspects of systems if he sees a benefit.
- ✓ 7. He strives to advance his position.



Potential Weaknesses

- ✗ 1. Samuel tends to view people and resources as tools to achieve an outcome.
- ✗ 2. He may view material possessions and money as a scorecard.
- ✗ 3. He may be perceived as a workaholic.
- ✗ 4. He may create scenarios that benefit himself more than others.
- ✗ 5. Samuel may expect something in return each time he helps or serves others.
- ✗ 6. He resists overly structured ways of thinking and approaches.
- ✗ 7. He can be driven by the desire to achieve status and recognition.

Energizers & Stressors



The following section will give you a general understanding of the energizers and stressors of Samuel'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

- ✓ 1. Samuel tries to eliminate waste.
- ✓ 2. He strives to obtain practical results.
- ✓ 3. He likes to be compensated based on performance.
- ✓ 4. He is energized by purposeful people.
- ✓ 5. Samuel likes to develop internal advocates.
- ✓ 6. He likes to question unnecessary protocols.
- ✓ 7. He likes to create and control his destiny.

Potential Stressors

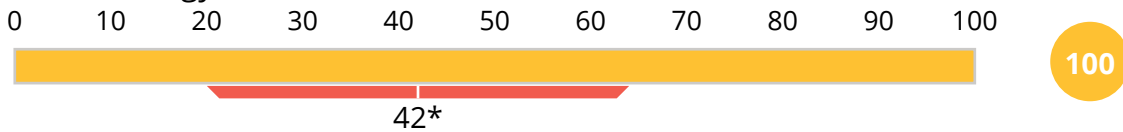
- ✗ 1. Samuel does not like when resources are used inefficiently.
- ✗ 2. He gets frustrated when processes are redundant.
- ✗ 3. He is stressed when others ignore the return on investment.
- ✗ 4. He does not act without personal benefit.
- ✗ 5. Samuel does not like to make emotion-based decisions.
- ✗ 6. He is stressed when he must support the status quo.
- ✗ 7. He does not like a small workspace.

Primary Driving Forces Cluster

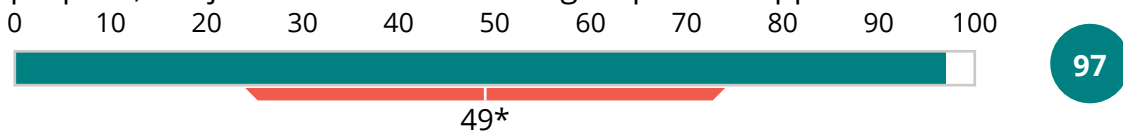


Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver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

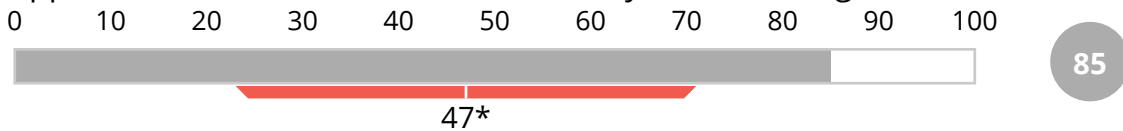
1. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy, and resources.



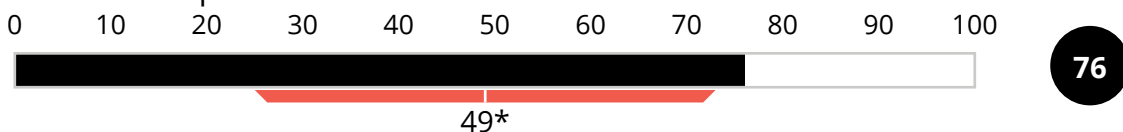
2. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



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



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

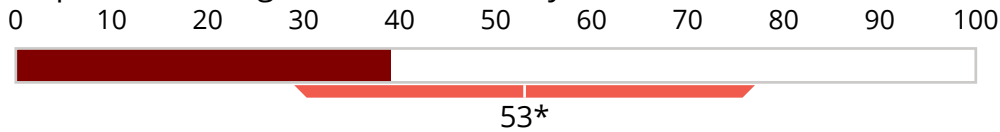


Situational Driving Forces Cluster



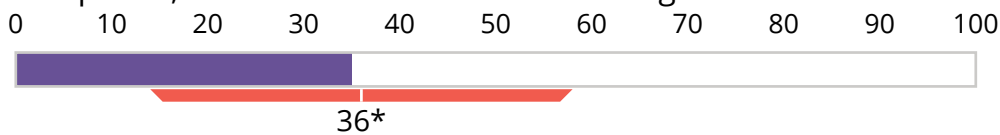
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



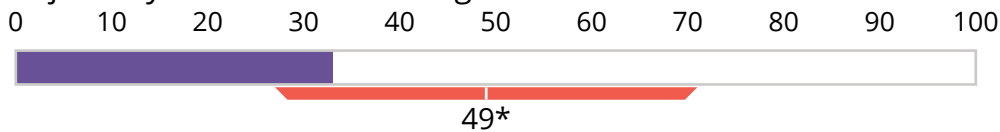
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6. Harmonious - People who are driven by experience, subjective viewpoints, and balance in their surroundings.



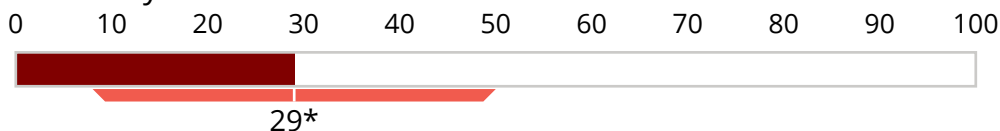
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7. Objective - People who are driven by the functionality and objectivity of their surroundings.



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



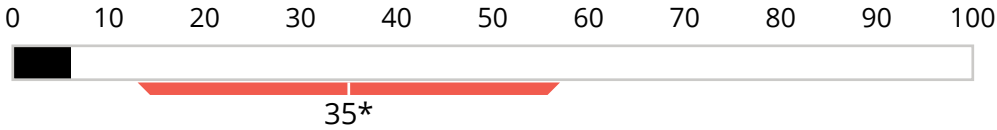
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Indifferent Driving Forces Cluster

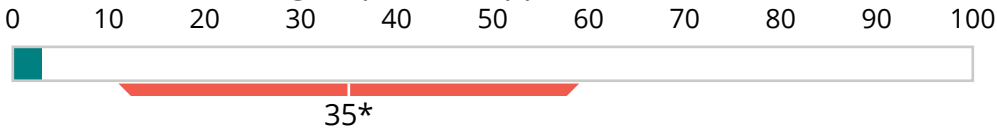


You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

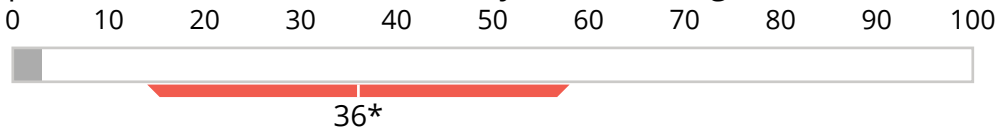
9. Collaborative - People who are driven by being in a supporting role and contributing, with little need for individual recognition.



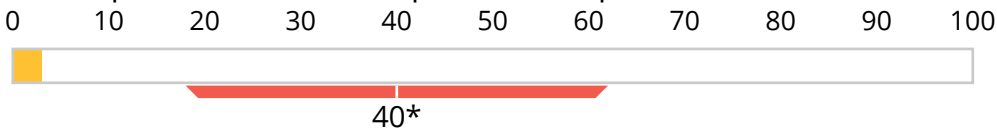
10. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



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



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



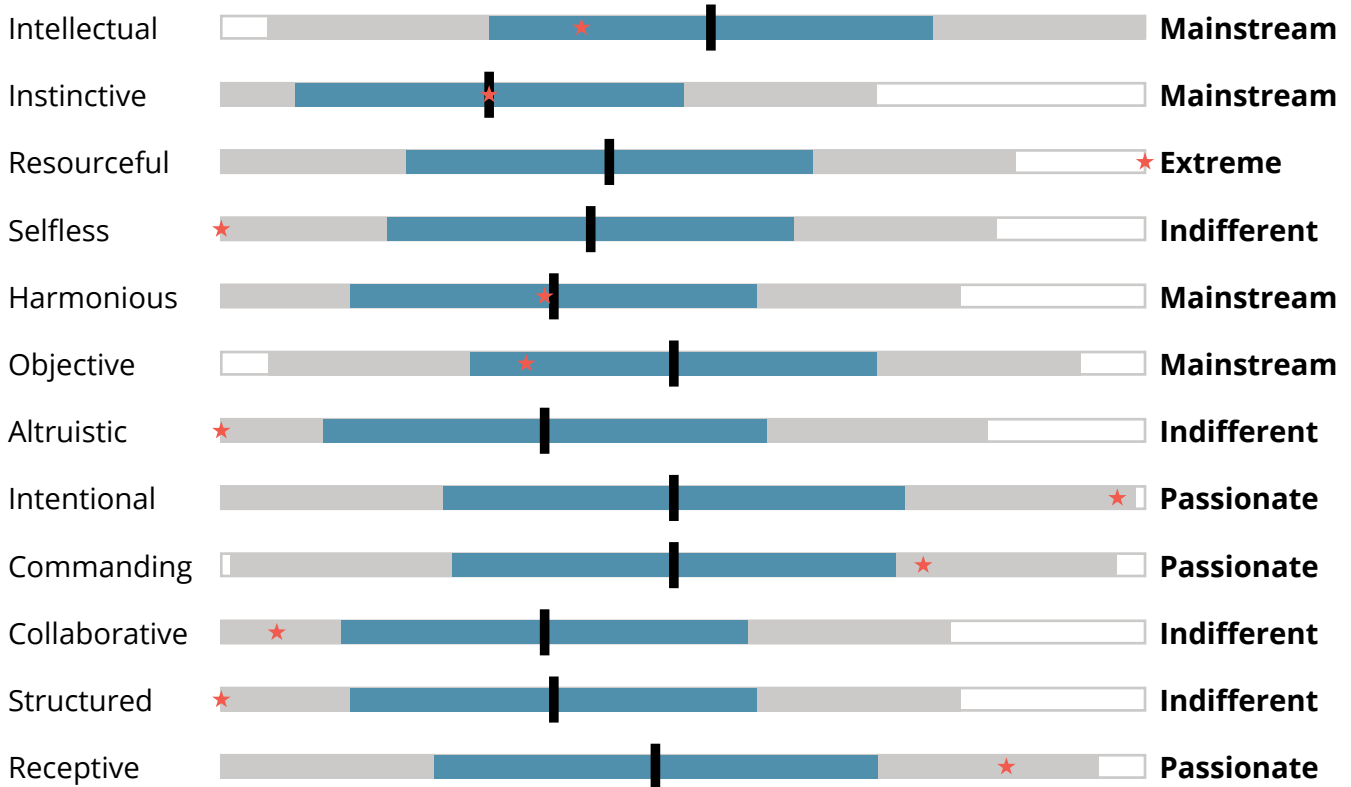
Areas for Awareness



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 of the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside of 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 2021



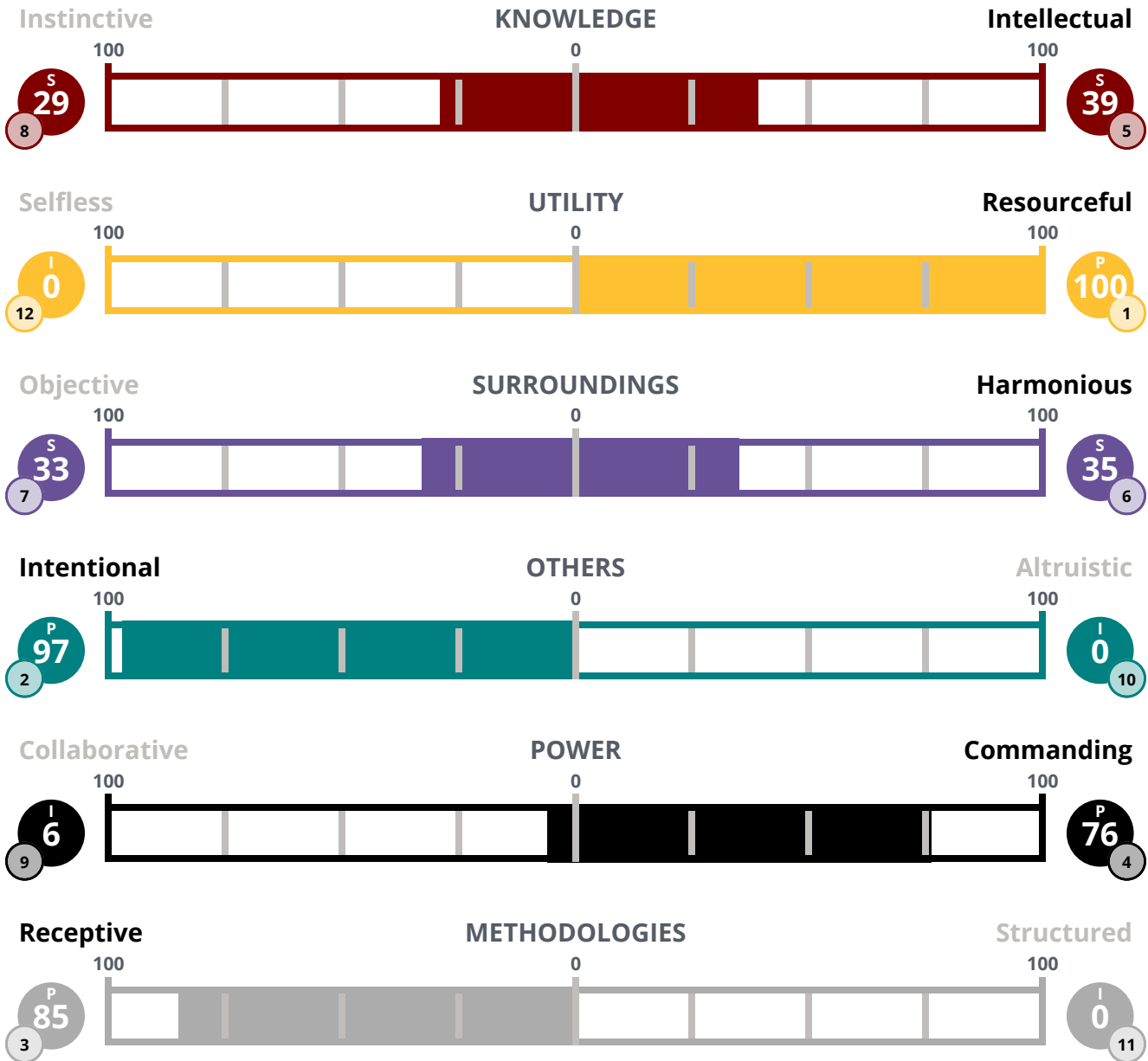
■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
■ - 2nd Standard Deviation
■ - 3rd Standard Deviation

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



The 12 Driving Forces® Continuum is a visual representation of what motivates Samuel and the level of intensity for each category. The letter "P" indicates an individual's primary cluster. These four factors are critical to Samuel's motivation and engagement regardless of the situation.

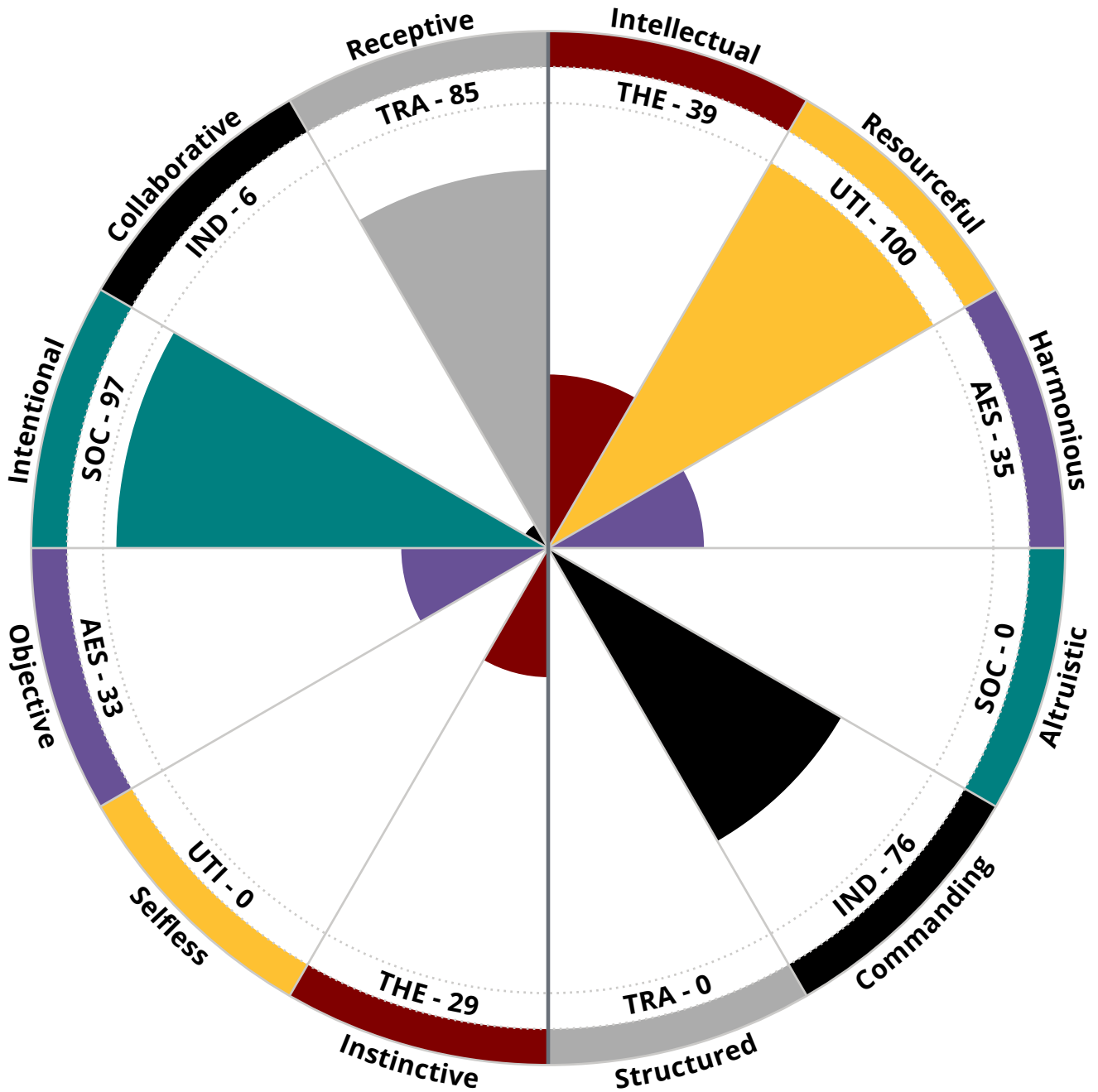


P Primary, Situational, or Indifferent
76 Driving Forces Score
3 Driving Forces Rank

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Samuel Sample

Driving Forces Wheel



Descriptors Wheel

