12 Driving Forces®

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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 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

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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.

John is driven to maximize opportunities in order to create financial flexibility. He is driven by a long list of wants and will work hard to achieve them. He is motivated by increasing productivity and efficiency. He can focus on the task at hand regardless of his surroundings. John will thrive in an environment filled with chaos. He can divide the personal and professional relationships within the same person. He likes to set his own plan to guide and direct his actions. He is always looking for new ways to accomplish routine tasks. John is driven by public recognition. He wants to control his own destiny and impact the destiny of others. In those areas where John has a special interest he will be good at integrating past knowledge to solve current problems. He can be patient and sensitive to others if they have a common cause.

John is energized by building a framework that maximizes his time and talent invested in a project. He will create opportunities for others if he sees a greater return in the future. He will focus on the functionality over harmony of a situation. He isolates personal issues to focus on professional productivity. John will challenge the status quo to keep momentum moving. He is looking for new methods and ways to expand his future opportunities. When John feels strongly about a situation, he will apply the "end justifies the means" concept. He looks for opportunities to take control of situations. John will seek knowledge based on his needs in individual situations. He has the potential to become an expert in his chosen field. John's intention to help others is determined on an individual basis. He is willing to help others if they are willing to work to achieve his goals.

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General Characteristics

John may struggle when helping others if it's in conflict with his own self-interest. He may have the data to support his convictions. He is passionate about creating something that leads to an enduring legacy. He lives in the moment with the goal of finding new methods for existing activities. John won't get distracted by the form and beauty in his environment. He will focus on the functionality over the appearance. He will focus on creating processes to ensure efficiency going forward. Based on his enterprising nature, John is sensitive to wasting time, resources and/or opportunities.

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Strengths and Weaknesses

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

- John tends to focus on the return on investment.

- He tends to maximize efficiency and productivity.

- He tends to be sensitive to wasting time, resources, or opportunities.

- He will isolate personal challenges and remain focused on the task.

- John will succeed in chaotic environments.

- He draws from many systems and ways of thinking to create something new.

- He could potentially create winning strategies and outcomes.

Potential Weaknesses

- John may view material possessions and money as a scorecard.

- He may be perceived as a workaholic.

- He tends to allow return on investment to supersede purpose and logic.

- He can over compartmentalize and miss the issues of the whole picture.

- John tends to miss the overall experience by focusing only on tangible components.

- He may resist systems or structures being forced on him.

- He tends to have a "me" versus "we" attitude.

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Energizers and Stressors

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

- John strives to obtain practical results.

- He likes to be compensated based on performance.

- He is energized by a personal return.

- He is energized by chaos.

- John appreciates functionality.

- He is energized by creating new systems.

- He enjoys leading a group.

Potential Stressors

- John gets frustrated when processes are redundant.

- He is stressed when others ignore the return on investment.

- He is stressed when there is no personal reward for his efforts.

- He does not like the pursuit of intangible ideas.

- John is stressed when the focus is on harmony.

- He does not like to follow outdated processes.

- He gets frustrated when working behind the scenes.

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

100

57*
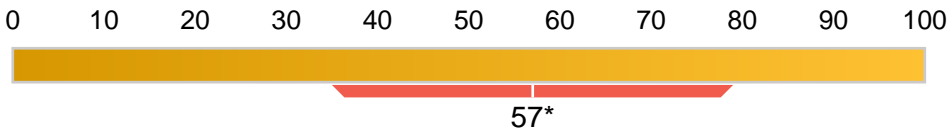
2. Objective - People who are driven by the functionality and objectivity of their surroundings.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

93

58*
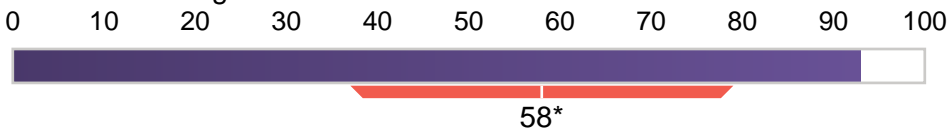
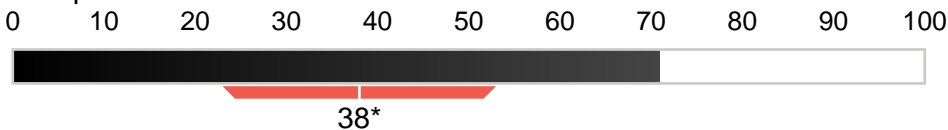**3. Receptive** - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

88

51*
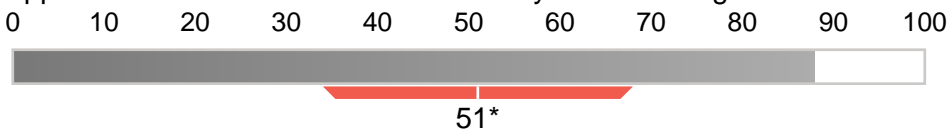
4. Commanding - People who are driven by status, recognition and control over personal freedom.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

71

38*

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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.
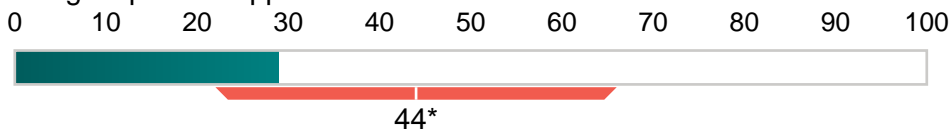
0	10	20	30	40	50	60	70	80	90	100

50

54*
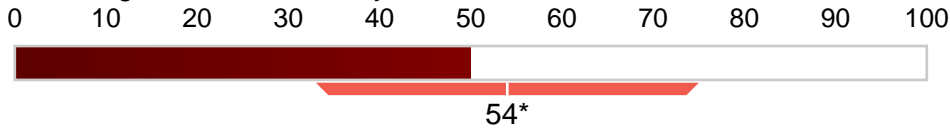
6. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.
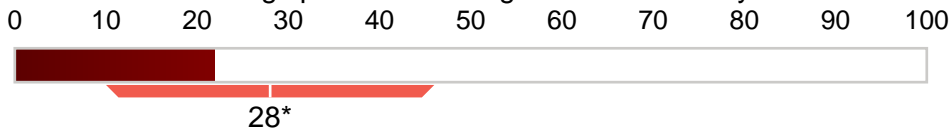
0	10	20	30	40	50	60	70	80	90	100

42

36*
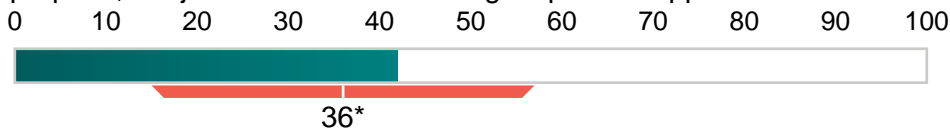
7. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.

0	10	20	30	40	50	60	70	80	90	100

29

44*

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

0	10	20	30	40	50	60	70	80	90	100

22

28*

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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.
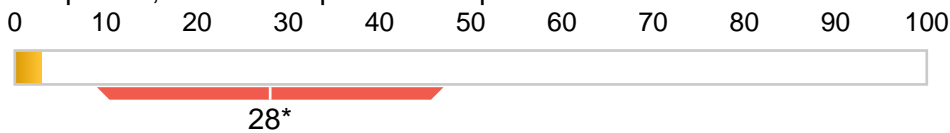
| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

6

49*
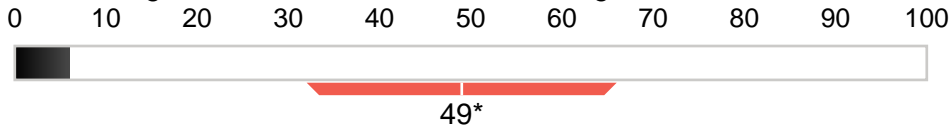
10. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

0

25*
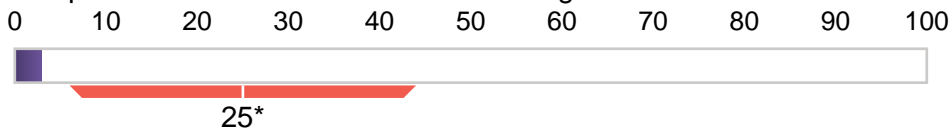
11. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

0

28*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

0

32*

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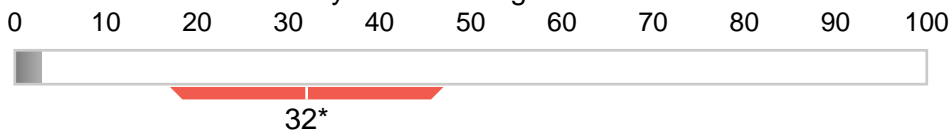
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Areas for Awareness

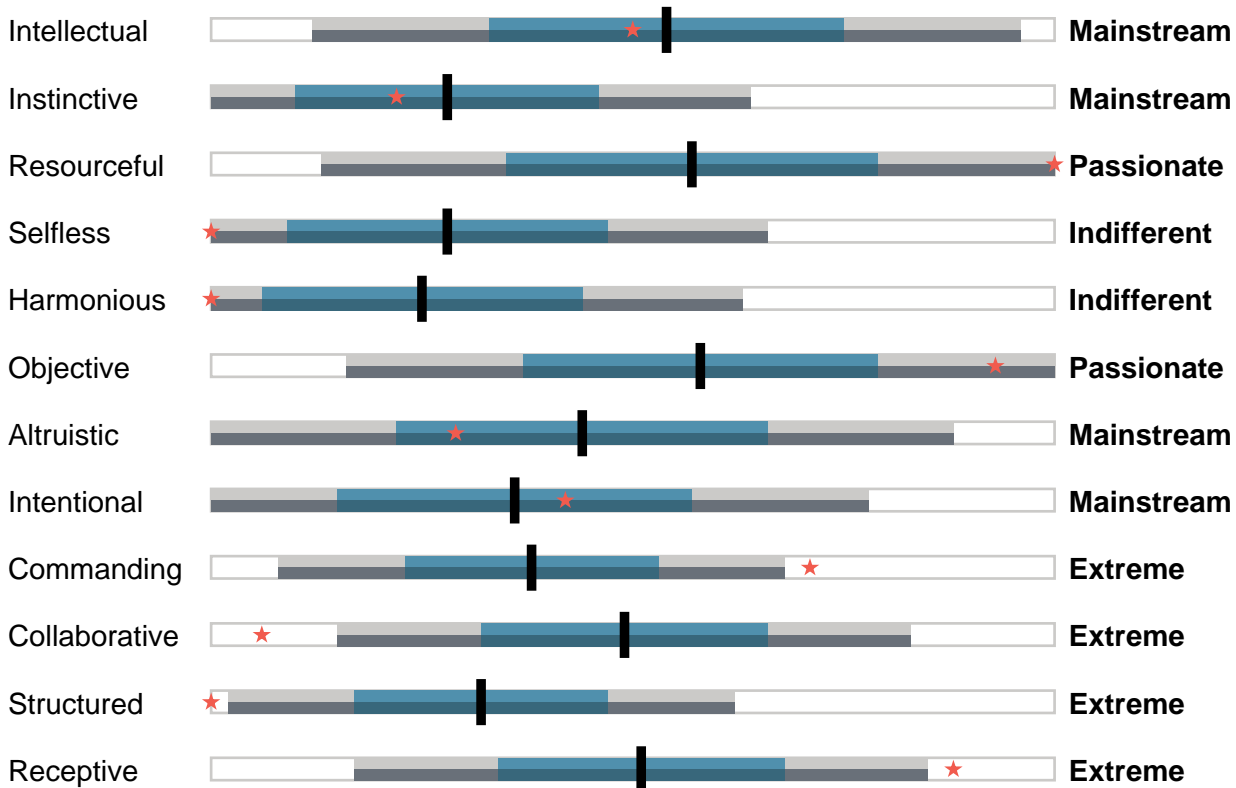For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar driving forces, you will fit in with the group and be energized. However, when surrounded 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 - AU/NZ Norm 2014

Driving Force		Category
Intellectual		**Mainstream**
Instinctive		**Mainstream**
Resourceful		**Passionate**
Selfless		**Indifferent**
Harmonious		**Indifferent**
Objective		**Passionate**
Altruistic		**Mainstream**
Intentional		**Mainstream**
Commanding		**Extreme**
Collaborative		**Extreme**
Structured		**Extreme**
Receptive		**Extreme**

☐ - 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

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Driving Forces Graph

Instinctive · Knowledge · Intellectual

Instinctive | **Knowledge** | **Intellectual**

100 75 50 25 **0** 25 50 75 100

22 — **50**

Selfless · Utility · Resourceful

Selfless | **Utility** | **Resourceful**

100 75 50 25 **0** 25 50 75 100

0 — **100** ◇

Objective · Surroundings · Harmonious

Objective | **Surroundings** | **Harmonious**

100 75 50 25 **0** 25 50 75 100

◇ **93** — **0**

Intentional · Others · Altruistic

Intentional | **Others** | **Altruistic**

100 75 50 25 **0** 25 50 75 100

42 — **29**

Collaborative · Power · Commanding

Collaborative | **Power** | **Commanding**

100 75 50 25 **0** 25 50 75 100

6 — **71** ◇

Receptive · Methodologies · Structured

Receptive | **Methodologies** | **Structured**

100 75 50 25 **0** 25 50 75 100

◇ **88** — **0**

◇ - Denotes Primary Driving Force

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Driving Forces Wheel

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