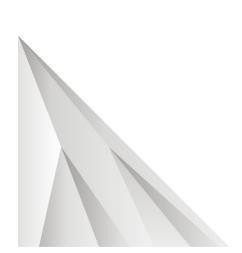




### Talent Insights® Management-Staff

John Doe ABC Company 3-9-2017







### 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.



## **General Characteristics**

Based on John'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 John's natural behavior.

John embraces visions not always seen by others. John's creative mind allows him to see the "big picture." He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. He is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He may be so self-confident that others see him as arrogant. This confidence may be something others wish they had. John is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He prefers an environment with variety and change. He is at his best when many projects are underway at once. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. John wants to be viewed as self-reliant and willing to pay the price for success. He wants to be seen as a winner and has an inherent dislike for losing or failing. He tends to work hard and long to be successful.

John should realize that at times he needs to think a project through, beginning to end, before starting the project. He prefers authority equal to his responsibility. Sometimes he becomes emotionally involved in the decision-making process. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. John is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He likes to make decisions quickly. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process.





## General Characteristics Continued

John may sometimes mask his feelings in friendly terms. If pressured, John's true feelings may emerge. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He may lack the patience to listen and communicate with slower acting people. John may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He challenges people who volunteer their opinions. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others!





## Value to the Organization

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

- Team player.
- Will join organizations to represent the company.
- Competitive.
- Initiates activity.
- Self-starter.
- Optimistic and enthusiastic.
- Thinks big.
- Builds confidence in others.
- Tenacious.





## **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 John. 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 John most frequently.

### Ways to Communicate

- □ Plan interaction that supports his dreams and intentions.
- □ Be clear, specific, brief and to the point.
- Stick to business--let him decide if he wants to talk socially.
- □ Leave time for relating, socializing.
- □ Ask specific (preferably "what?") questions.
- □ Provide ideas for implementing action.
- Deal with details in writing, have him commit to modes of action.
- Provide facts and figures about probability of success, or effectiveness of options.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- □ Read the body language for approval or disapproval.
- Read the body language--look for impatience or disapproval.
- $\hfill\square$  Talk about him, his goals and the opinions he finds stimulating.





## **Ineffective Communication**

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

- Legislate or muffle--don't overcontrol the conversation.
- Let disagreement reflect on him personally.
- $\Box$  Be curt, cold or tight-lipped.
- □ Take credit for his ideas.
- Ramble on, or waste his time.
- □ Try to build personal relationships.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- □ Waste time trying to be impersonal, judgmental or too task-oriented.
- Direct or order.
- Be dictatorial.
- Be redundant.







### **Communication Tips**

This section provides suggestions on methods which will improve John'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, John 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 When communicating with a person who is dependent, neat, conservative, perfectionist, ambitious, forceful, decisive, strong-willed, careful and compliant: independent and goal-oriented: • Prepare your "case" in advance. Be clear, specific, brief and to the point. Stick to business. Stick to business. Be accurate and realistic. Be prepared with support material in a well-organized "package." Factors that will create tension or dissatisfaction: Factors that will create tension or dissatisfaction: • Being giddy, casual, informal, loud. Pushing too hard or being unrealistic with Talking about things that are not relevant to the deadlines. issue. Being disorganized or messy. Leaving loopholes or cloudy issues. Appearing disorganized. When communicating with a person who is When communicating with a person who is patient, predictable, reliable, steady, relaxed magnetic, enthusiastic, friendly, demonstrative and modest: and political: Begin with a personal comment--break the ice. Provide a warm and friendly environment. Present your case softly, nonthreateningly. Don't deal with a lot of details (put them in Ask "how?" questions to draw their opinions. writing). Ask "feeling" questions to draw their opinions or Factors that will create tension or comments. dissatisfaction: Factors that will create tension or Rushing headlong into business. dissatisfaction: Being domineering or demanding. Forcing them to respond quickly to your Being curt, cold or tight-lipped. Controlling the conversation. objectives. 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 John's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower John to project the image that will allow him to control the situation.

### Self-Perception

John usually sees himself as being:

Pioneering

Assertive

Competitive

Confident

Positive

Winner

### Others' Perception - Moderate

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

Demanding

Nervy

Egotistical

Aggressive

### Others' Perception - Extreme

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

- Abrasive
- Arbitrary

Controlling

Opinionated

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## 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 work environments requiring constant diplomacy, as they may cause stress.
- Avoid situations where critical analysis is required, and move toward an out-of-the-box brainstorming environment.
- Avoid working environments where risk taking is not rewarded or encouraged.

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

- The desire to be seen as a unique person may detract from the ideal outcome.
- Understand the need for detail in delegation practices, as this may cause unnecessary stress for others, and the desired result will be more difficult to achieve.
- Breaking rules that others must follow, will be seen as reckless and haphazard.



### Descriptors

Based on John'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
Dominance Calculating	Influencing Reflective	Steadiness Mobile	Compliance Firm
	_		
Calculating	Reflective	Mobile	Firm
Calculating Cooperative	Reflective Factual	Mobile Active	Firm Independent
Calculating Cooperative Hesitant	Reflective Factual Calculating	Mobile Active Restless	Firm Independent Self-Willed
Calculating Cooperative Hesitant Cautious	Reflective Factual Calculating Skeptical	Mobile Active Restless Impatient	Firm Independent Self-Willed Obstinate
Calculating Cooperative Hesitant Cautious Agreeable	Reflective Factual Calculating Skeptical Logical	Mobile Active Restless Impatient Pressure-Oriented	Firm Independent Self-Willed Obstinate Unsystematic





## Natural and Adapted Style

John'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

John tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. John will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability. John sees no need to change his approach to solving problems or dealing with challenges in his present environment.

### **People - Contacts**

Natural	Adapted
John's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.	John projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.





## Natural and Adapted Style Continued

### Pace - Consistency

#### Natural

John is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

#### Adapted

John 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

John does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.

#### Adapted

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



## Adapted Style

John 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.

- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Dealing with a wide variety of work activities.
- Anticipating and solving problems.
- Skillful use of vocabulary for persuasive situations.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- A good support team to handle paperwork.
- Flaunting independence.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Dedicated to "going it alone" when necessary.
- Acting without precedent, and able to respond to change in daily work.
- Persistence in job completion.
- Willing to take risks when others may be hesitant.



### **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.

### Lack of a Written Plan

A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.

#### **Possible Causes:**

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

#### **Possible Solutions:**

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

### Firefighting

Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

#### **Possible Causes:**

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation

#### **Possible Solutions:**

Establish a plan





### Time Wasters Continued

- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach

### **Crisis Management**

Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

#### **Possible Causes:**

- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

#### **Possible Solutions:**

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible

### **Poor Delegation**

Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

#### **Possible Causes:**

- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

#### **Possible Solutions:**

- Train and mentor others
- Develop a support team



### Time Wasters Continued

- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

### **Snap Decisions**

Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

#### **Possible Causes:**

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

#### **Possible Solutions:**

- Ask for recommendations
- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems





## Areas for Improvement

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

### John has a tendency to:

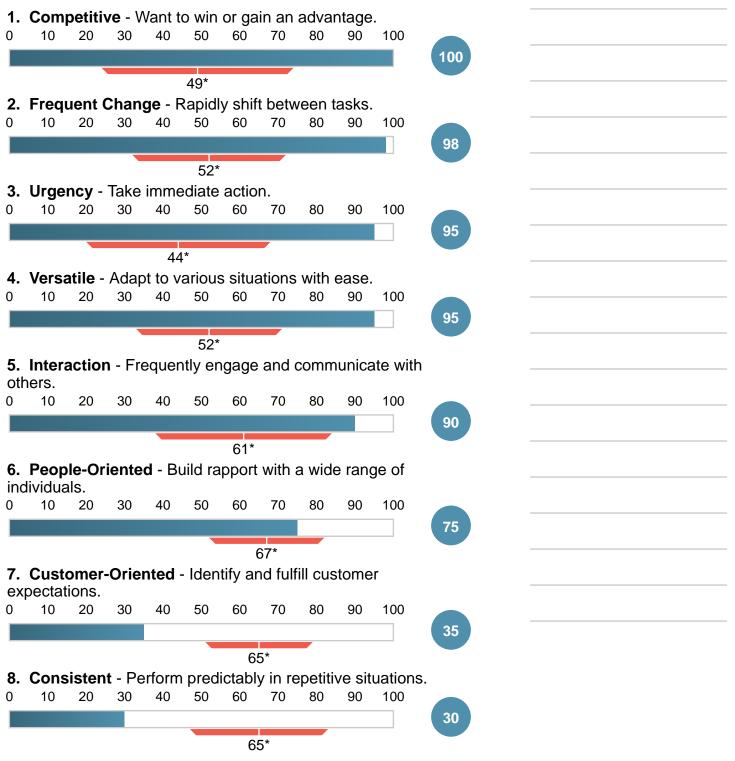
- Be disruptive because of his innate restlessness and disdain for sameness.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Have trouble delegating--can't wait, so does it himself.
- Overstep authority and prerogatives--will override others.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Have no concept of the problems that slower-moving people may have with his style.
- Fail to complete what he starts because of adding more and more projects.
- Have difficulty finding balance between family and work.





## **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.

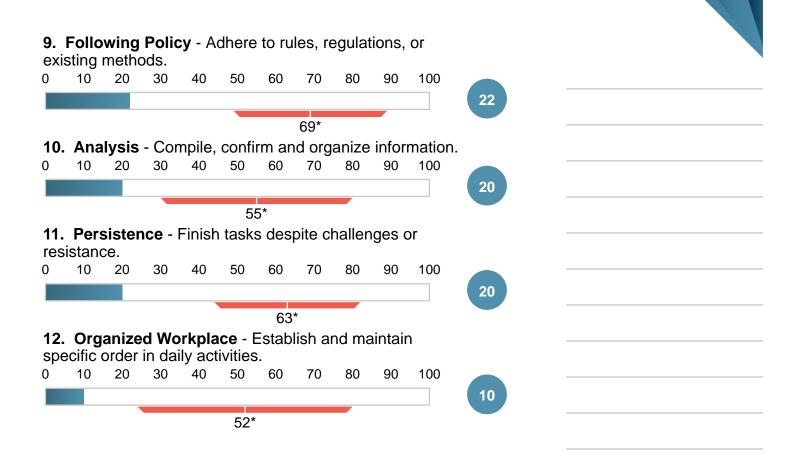


\* 68% of the population falls within the shaded area.





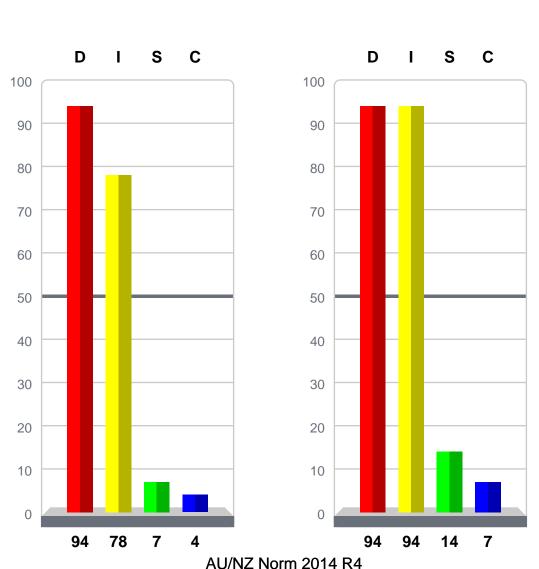
### **Behavioral Hierarchy**





### Style Insights<sup>®</sup> Graphs 3-9-2017





Adapted Style

Graph I

Natural Style

Graph II





## The Success Insights<sup>®</sup> 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.

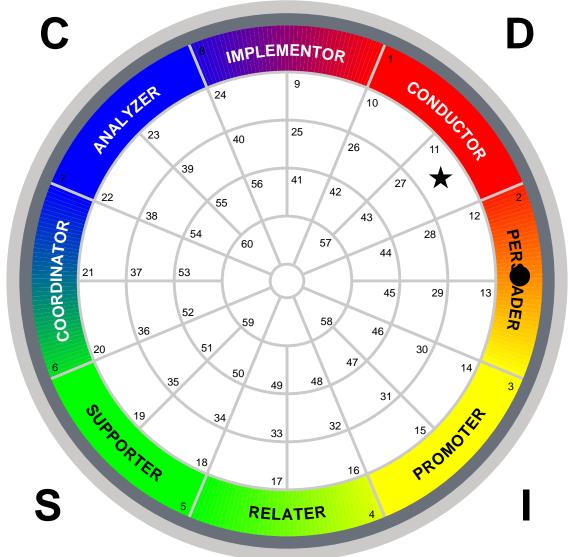
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

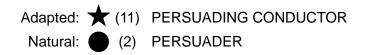
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



# The Success Insights<sup>®</sup> Wheel 3-9-2017







AU/NZ Norm 2014 R4





## **Understanding Your Driving Forces**

Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

With TTISI's additional insights into Spranger's original work, the 12 Driving Forces® came to life. The 12 Driving Forces® are established by looking at each motivator on a continuum and describing both ends. All of the twelve descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies.

You will learn how to explain, clarify and amplify some of the driving forces in your life. This report will empower you to build on your unique strengths, which you bring to work and life. You will learn how your passions from 12 Driving Forces® frame your perspectives and provide the most accurate understanding of you as a unique person.

Please pay careful attention to your top four driving forces, as they highlight what most powerfully moves you to action. As you examine the next tier of four driving forces, you'll recognize they may have strong pull for you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

Once you have reviewed this report you will have a better grasp of one of the key areas in the Science of Self<sup>™</sup> 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.

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 their goals.





## **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.





### Strengths and Weakness

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.

### 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 remains 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.

#### 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.





### **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.

#### 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 decisions that are based on data.
- John appreciates functionality.
- He is energized by creating new systems.
- He enjoys leading a group.

#### Stressors

- John gets frustrated when processes are redundant.
- He is stressed when others ignore the return on investment.
- He is stressed when there is not 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.

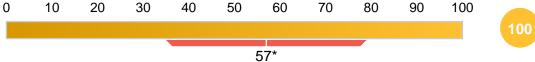




## **Primary Driving Forces Cluster**

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.



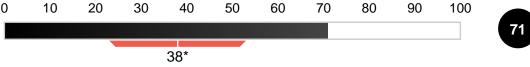
**2. Objective** - People who are driven by the functionality and objectivity of their surroundings.

0	10	20	30	40	50	60	70	80	90	100	
											93
						58*					

# **3. Receptive** - People who are driven by new ideas, methods and<br/>opportunities that fall outside a defined system for living.0102030405060708090100

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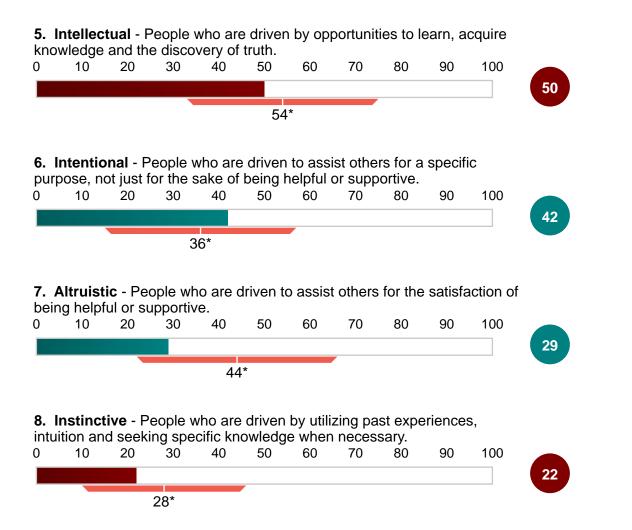
**4. Commanding** - People who are driven by status, recognition and control over personal freedom.





## Situational Driving Forces Cluster

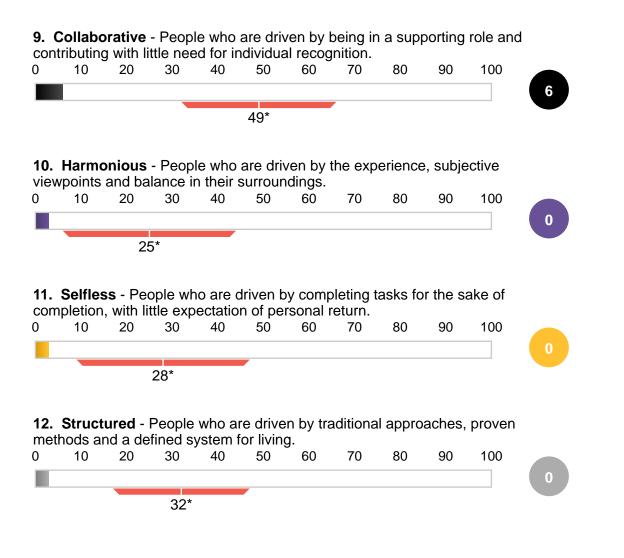
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.







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.

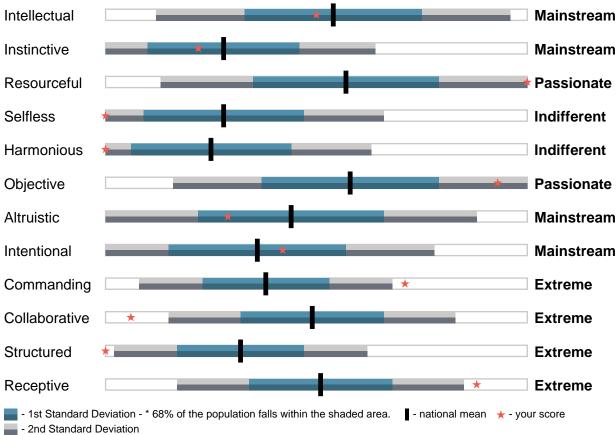




### Areas for Awareness

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.



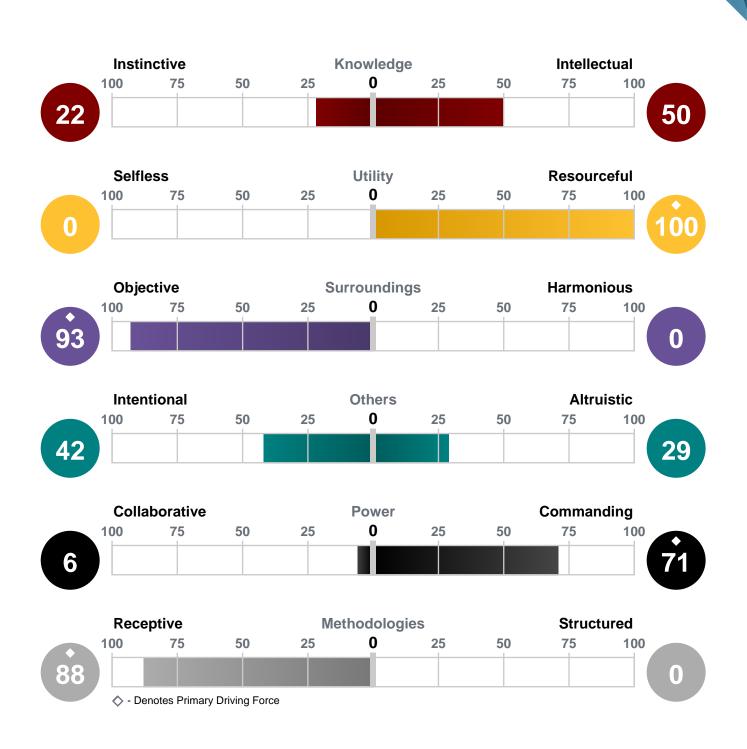
### Norms & Comparisons Table - AU/NZ Norm 2014

- 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

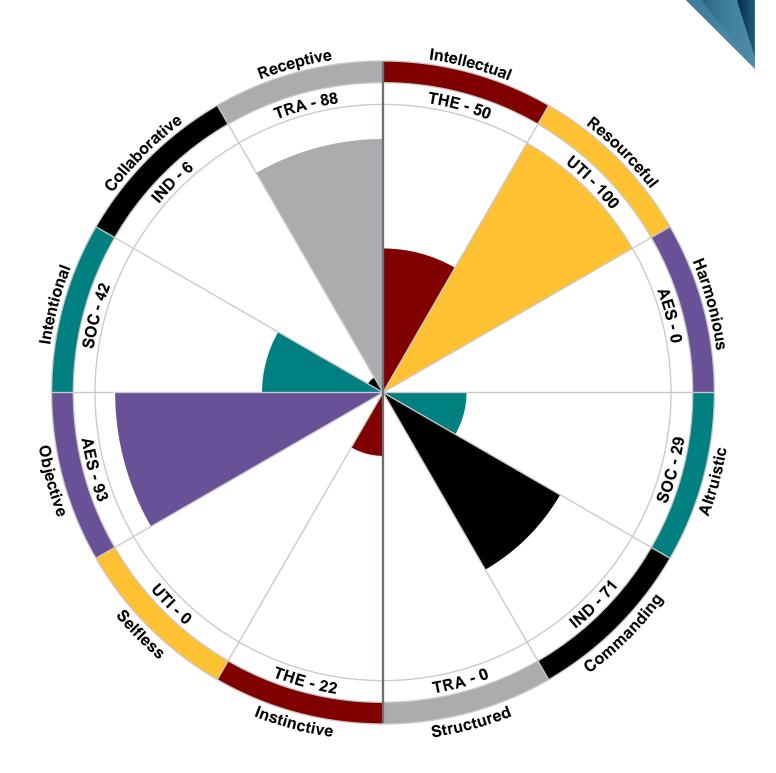


## **Driving Forces Graph**





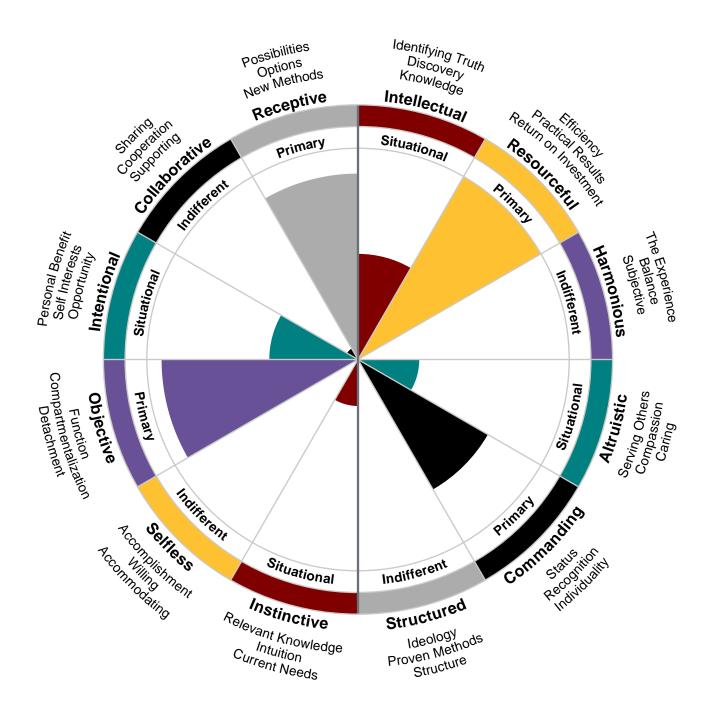
## **Driving Forces Wheel**





## **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 John'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.

- Has an entrepreneurial mindset.
- Makes decisions based on saving time, resources and improving efficiency.
- Very resourceful in solving problems.
- Will initiate action even during chaos.
- Initiates action to stir up activity.
- May take a leadership position to focus on specific aspects of the organization.
- Lives by an open system and will do anything to enhance it.
- Assertively champions causes he is interested in.
- Puts everything he has into looking for new opportunities.
- A strong influencer.
- Bottom-line focused when leading others.
- Not easily deterred by setbacks.



# Potential Behavioral and Motivational Conflict

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

- May make a quick decision that results in a bad investment and/or wasted time.
- Can be a workaholic.
- Tends to think bigger is always better.
- May over focus on productivity over appearance.
- Will only see his objectives in the here and now.
- May communicate bluntly and not fully express what he thinks and feels.
- Willing to listen to outside viewpoints to build a creative solution.
- Quick decisions may conflict with new opportunities.
- May break others' rules to keep the momentum moving.
- Takes on too much, too soon, too fast to maintain control.
- Can set personal standards too high.
- May not realize the negative consequences of his quick decisions.



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

- Having economic, competitive and challenging incentives.
- An environment where direct, bottom-line efforts are appreciated.
- Key performance measured on results and efficiency rather than people and process.
- Fast-paced chaotic activity based situations.
- The ability to compartmentalize when facing challenges and in achieving results.
- Freedom to focus on the functionality over the appearance.
- An environment to challenge rules in which he doesn't agree.
- Ability to achieve results by challenging the status quo.
- An environment that promotes creative ideas for solving problems and making decisions.
- Ability to be self-starting and forward looking as it relates to challenging the status quo.
- An environment where competition and winning is viewed as the ideal.
- Opportunity to assertively express his desire to control his own destiny and potentially that of others.





## Keys to Motivating

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

### John wants:

- Opportunities for achieving things faster and of more value.
- Focus on results and rewards, not the process or journey.
- Freedom to get desired results and improve efficiency.
- The understanding from management that working and focusing on tangible results is the desired outcome.
- To be seen as someone who is passionate about results even within a chaotic environment.
- Things done quickly and to the highest level of functionality.
- A manager and a team that appreciates that every system should be challenged.
- The ability to solve problems by examining many new approaches.
- The opportunity to expand his way of thinking.
- Power and control over outcomes and goals.
- Ability to create, share and control the vision.
- Space and latitude to do what it takes to get the job done.



## Keys to Managing

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

### John needs:

- To understand that people who do not move at his pace may still offer value and a return on investment.
- The opportunity to receive rewards based on results achieved.
- To understand that not all people are driven by return and challenges.
- To compartmentalize activities in order to accomplish the objectives.
- Assistance in understanding how his emotional intensity affects the performance of the team.
- To set clear expectations for the team in order to obtain tangible results.
- Support in properly displaying his passion for the way things could be.
- A manager that understands his need to explore many systems to capture all possibilities.
- Support to achieve results through his constantly evolving system for living.
- Help understanding the effect on his image when he disengages from uncontrolled projects.
- To understand that not all problems are a nail, therefore all solutions cannot be a hammer.
- Freedom to determine how results should be achieved.



### **Action Plan**



The following are examples of areas in which John may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education

2.

3.

- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

Area:	
1.	
2.	
3.	
Area:	
1.	
2.	
3.	
Area:	
1.	