



DRiV™

What *DRIVES* you?
What *DRAINS* you?

TEAM REPORT

Acme Consulting

Sample Report

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POWERED BY
LEADERSHIP WORTH FOLLOWING, LLC

DRiV TEAM REPORT

The DRiV Team Report provides insight into what drives and drains the energy of this team as a whole. It includes the team's DRiV Profiles and the DRiV Factor scores making up the team's Profiles. Each DRiV Factor is then explained in greater detail, highlighting how drivers affect team behavior, energy, and interpersonal dynamics.

THE DRiV MODEL

The DRiV integrates more than 50 years of research on what drives human behavior to provide a comprehensive picture of what drives and drains individuals and teams. This research uncovered 28 specific drivers spanning across the following six DRiV Factors, and their potential impact on team dynamics:



GUIDELINES FOR INTERPRETATION

The DRiV Team Report provides team-level insights for all 28 drivers, showing where the team is similar and different. Similarities and differences are not inherently "good" or "bad," but they can have implications for team dynamics. While all 28 drivers are important to consider, focusing on the most influential drivers can help optimize team performance. The most influential drivers are identified as one or more of the following:

- ▶ What Drives this Team – These are, on average, the five highest drivers.
- ◀ What Drains this Team – These are, on average, the five lowest drivers.
- ✂ Team DRiVersity – These are the five drivers with the greatest differences among team members.

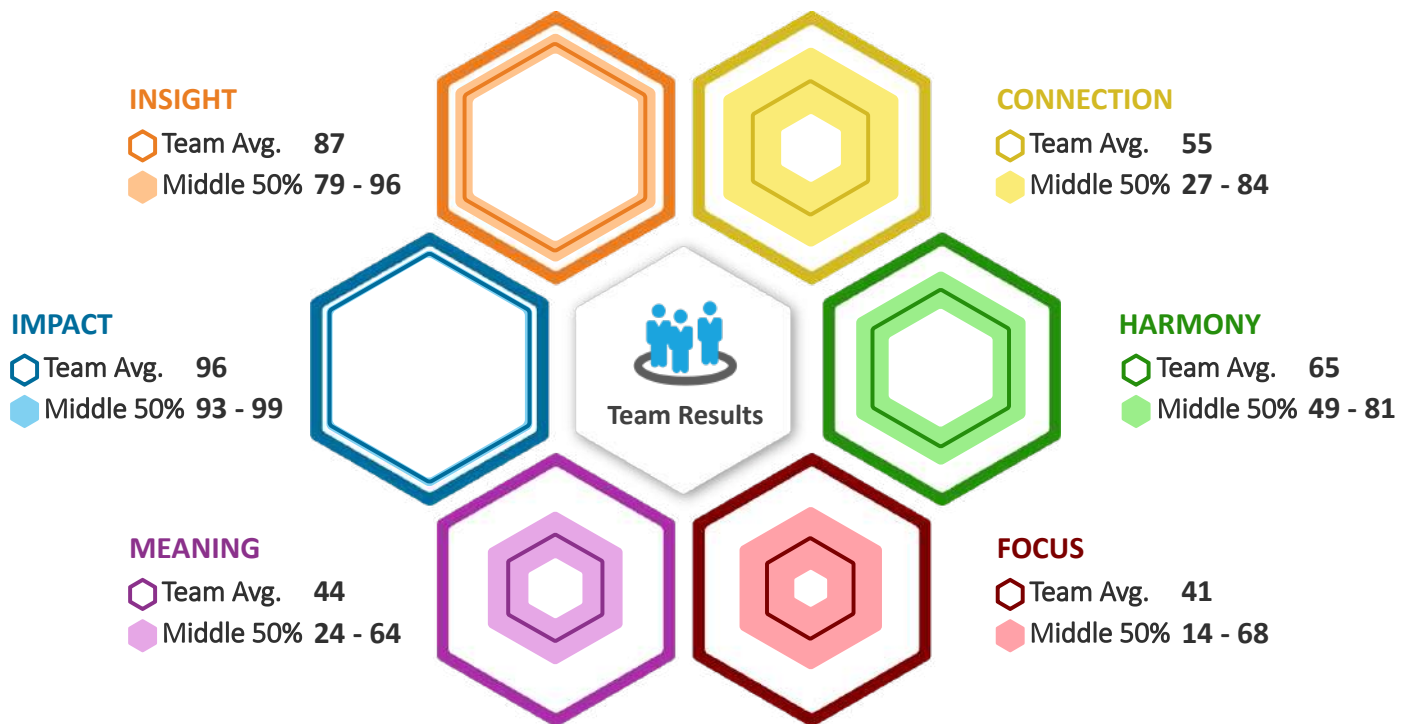
DRiV TEAM PROFILES

To understand how the team generally operates, it is helpful to consider the various DRiV Profiles that each team member possesses. The more common a profile is, the more descriptive that profile will be of how the team operates. The less common a profile, the less descriptive that profile will be for the team.

	TASK FOCUS		PEOPLE FOCUS	
LEADERSHIP FOCUS	 Entrepreneur 2/6 Tend to move quickly to find high impact and innovative solutions for business problems. Less inclined to consider team member emotions, move slowly, and include diverse perspectives in decision-making.	 Builder 1/6 Tend to be driven by a clear mission and will focus their energy on creating long-term value and impacting the business. Less inclined to carefully analyze issues and may struggle with strict rules and processes.	 Developer 1/6 Tend to be persistent, candid, and enjoy opportunities to collaborate and work toward benefitting the broader good in some way. Less motivated by competition among the team or a focus on individual contributions.	 Advocate 2/6 Tend to enjoy connecting with one another, learning and developing, and the ability to influence broadly. Less inclined to engage in behaviors that could be harmful to relationships among team members.
	 Achiever Tend to be pragmatic, ambitious, and will focus their energy on achieving individual goals. Less driven by a grandiose vision or purpose and will struggle to prioritize team goals over individual success.	 Director Tend to be independent, task-oriented, and conscientious about their individual and team responsibilities. Less focused on relationships and will struggle to build alignment and move past mistakes.	 Operator Tend to focus on meeting or exceeding expectations through clear goals, defined processes, and a careful approach. Less focused on moving fast, being flexible, or being recognized for team accomplishments.	 Humanitarian Tend to focus on relationships, serving others, being authentic, and having fun in their work. Less inclined to enjoy competitive environments that focus heavily on impacting the bottom line of the business.
	 Traveler Tend to be ambitious yet cautious, needing a clear path to success with freedom to flex when needed. Less interested in influencing others, taking risks, or ambiguous situations where goals and roles are unclear.	 Technician Tend to be competitive and motivated to achieve goals through clearly defined processes and standards. Less driven to build alignment or share decision-making through brainstorming, collaboration, or debate.	 Steward Tend to be reliable, trustworthy, and will prioritize team goals and relationships above individual success. Less inclined toward impersonal, competitive environments without supportive leadership.	 Peacemaker Tend to focus on being careful, intentional, and having a supportive and harmonious team dynamic. Less inclined to address conflict within the team, hold others accountable, or push for fast execution.
	INDIVIDUAL FOCUS			

DRiV TEAM SUMMARY

Below are the results of the team's six DRiV factors. The solid line represents the team's average score and the lighter shaded area represents the middle 50% of team members' scores. Insights at the bottom of the page describe what drives and drains the team, along with its areas of DRiVersity.



WHAT *DRIVES* THIS TEAM...

- COMMERCIAL FOCUS**
achieving team results that positively impact business growth and organizational profitability
- ASSERTIVENESS**
discussing opinions candidly and addressing tough issues and conflict directly
- GUIDANCE**
discussing the big picture and sharing perspectives, especially on complex or strategic issues
- GROWTH**
learning, developing, and finding opportunities to support growth for self and others
- FORGIVENESS**
moving past team member mistakes, errors, and missteps without judgment or resentment

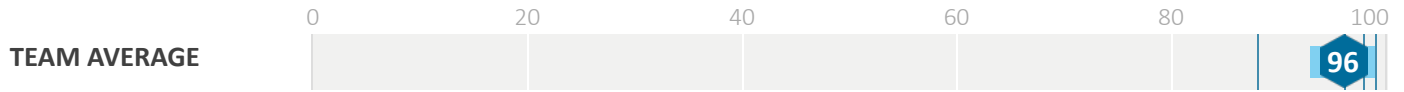
WHAT *DRAINS* THIS TEAM...

- DELIBERATION**
slowing down to thoroughly think through details and carefully weigh multiple options
- COMPLIANCE**
following rigid rules and procedures that limit the team's ability to question and adapt how work is done
- PERSISTENCE**
rigid expectations on time and process that stifle flexibility and balance of multiple priorities
- CAUTION**
slowing down to consider risks and unintended impact or being prevented from taking on new challenges
- LEGACY**
working toward long-term goals or projects without visibility to the immediate, tangible impact

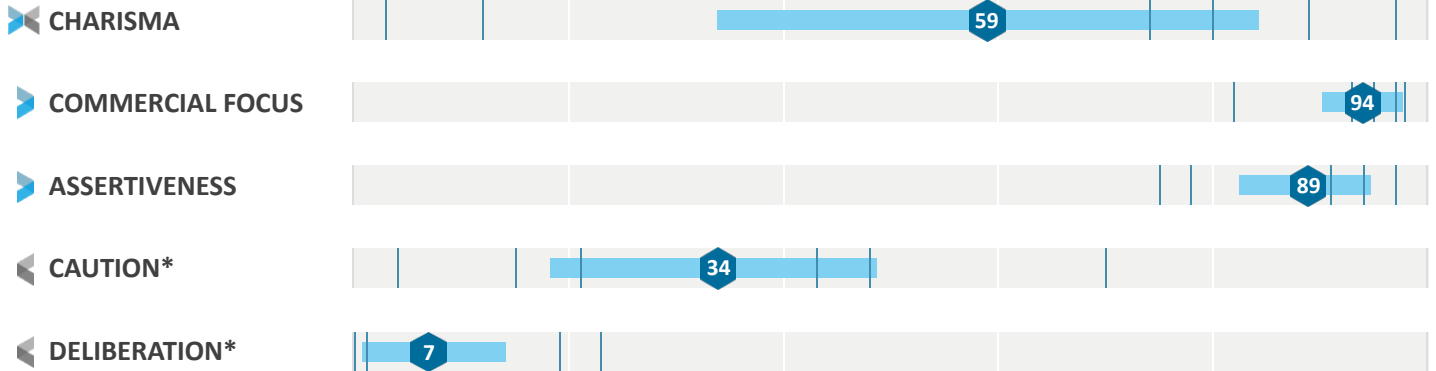
TEAM *DRi*VERSITY...

- INCLUSION**
making all voices heard while ensuring only appropriate parties are involved in decisions
- RAPPORT**
connecting and building personal relationships while focusing on goals and work
- CHARISMA**
balancing enthusiasm, passion, and attempts to influence with a measured and steady discussion
- COLLABORATION**
using both collaborative and independent approaches to accomplish goals
- SERVICE**
remaining efficient with clear individual responsibilities, but helping others as needed

IMPACT DETAIL



RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

Note: Individuals with like scores may appear as a single line above.

AT ITS BEST, THIS TEAM WILL...

- Balance passion and emotional appeals with steady and rational arguments, building stronger buy-in
- Push themselves toward goals that provide new business opportunities and stronger financial results
- Challenge one another, openly discuss differing opinions, and directly address conflict and tough issues
- Optimistically take on new opportunities and test boundaries without fear of possible failure
- Easily adapt in the face of new information and make intuitive decisions that drive team results

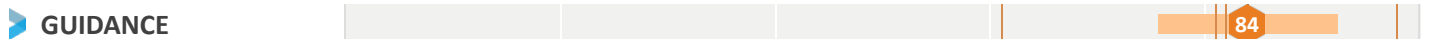
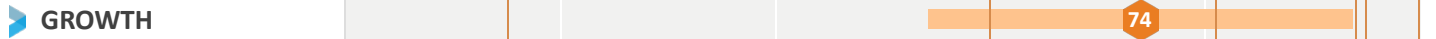
AT ITS WORST, THIS TEAM WILL...

- Overlook the voices and opinions of more reserved team members, missing out on valuable insights
- Neglect the importance of non-financial factors for the team and organization when making decisions
- Struggle to build alignment due to difficulty compromising and engaging in unnecessary debate
- Overlook or ignore avoidable risks and potentially negative consequences of decisions and actions
- Rush the decision-making process and make low-quality decisions that damage their credibility

INSIGHT DETAIL



RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

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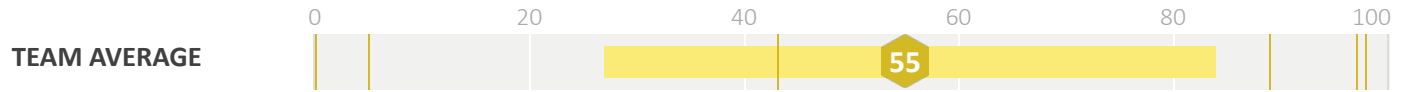
AT ITS BEST, THIS TEAM WILL...

- Foster a creative environment that encourages innovation, new ideas, and different solutions
- Value feedback and look for opportunities for themselves to learn and develop into highest potential
- Readily share insights and make decisions using well-informed opinions and strategic thinking
- Question existing methods and processes, helping the team evolve and adjust to different situations

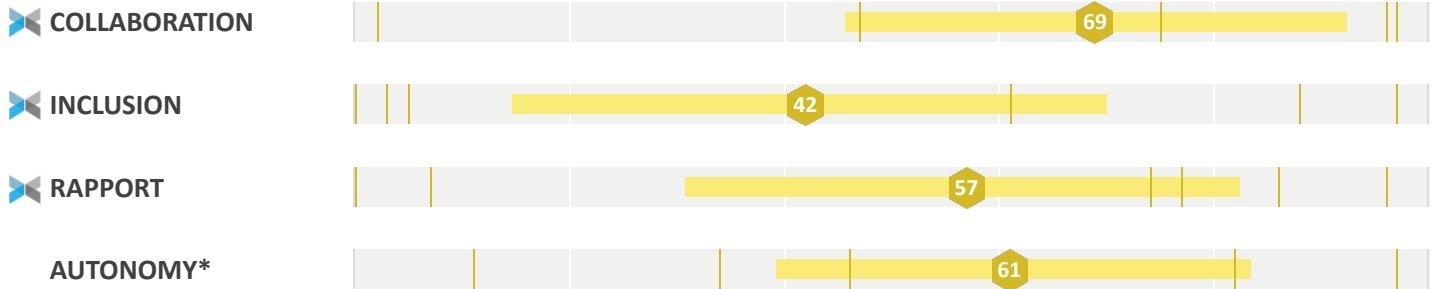
AT ITS WORST, THIS TEAM WILL...

- Waste time brainstorming new ideas rather than leveraging practical and existing solutions
- Overemphasize personal growth, leading to 'feedback fatigue' and unproductive learnings for the team
- Overcomplicate decisions by considering too many data points and surfacing competing opinions
- Create unclear goals, rules, and processes that result in inefficiency, conflict, and subpar performance

CONNECTION DETAIL



RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

Note: Individuals with like scores may appear as a single line above.

AT ITS BEST, THIS TEAM WILL...

- Work together on shared responsibilities while coordinating individual efforts to achieve results
- Seek broad input and involvement of team members while limiting decision-making to a few
- Balance importance of relationships and cohesion with sufficient focus on task and productivity
- Encourage individual initiative while ensuring alignment and support of team goals

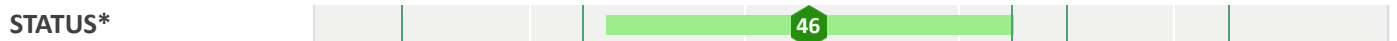
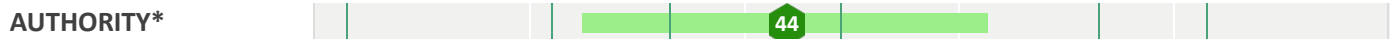
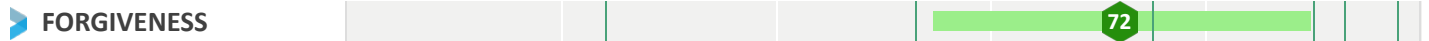
AT ITS WORST, THIS TEAM WILL...

- Experience tension due to very different preferences for individual and collaborative work
- Disagree on who should be included and how much weight differing opinions should be given
- Provide few chances for team members to interact outside of task, limiting personal connections
- Disagree on how much direction versus independence should be given to team members

HARMONY DETAIL



RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

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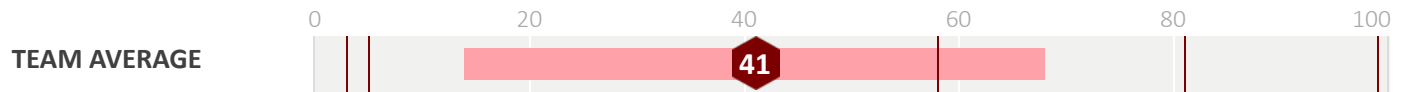
AT ITS BEST, THIS TEAM WILL...

- Remain open, candid, and transparent in sharing thoughts and information
- Understand that mistakes happen and allow team members to move on and learn from them
- Create the expectation that team members be self-sufficient but allowed to ask for help if needed
- Establish clear roles and authority to make decisions and provide direction
- Strive to perform at their best and show their individual contributions and value
- Remain motivated by non-monitory incentives for achieving individual and team goals
- Work toward goals that will provide recognition for the team and individual team members

AT ITS WORST, THIS TEAM WILL...

- Share unfiltered and sensitive information, compromising confidentiality or privacy
- Be overly lenient or accepting of repeated mistakes or non-performance
- Overburden some team members with supporting others, while others focus on individual priorities
- Defer to leadership for direction and decision-making, minimizing efficiency
- Focus on individual goals and success over team goals and performance
- Overlook the importance of financial stability and benefits of monetary incentives
- Miss some opportunities to raise visibility and promote individual and team accomplishments

FOCUS DETAIL



RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

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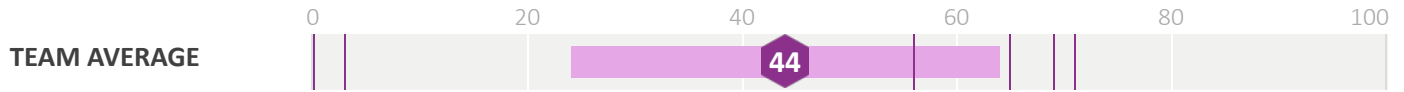
AT ITS BEST, THIS TEAM WILL...

- Challenge the status quo and encourage new ideas, solutions, and direction
- Set practical team goals and easily adjust expectations if the team's standards become unrealistic
- Quickly shift approaches and distribute resources, attention, and time across different priorities
- Maintain focus on achieving goals and results while creating a relaxed and enjoyable work environment

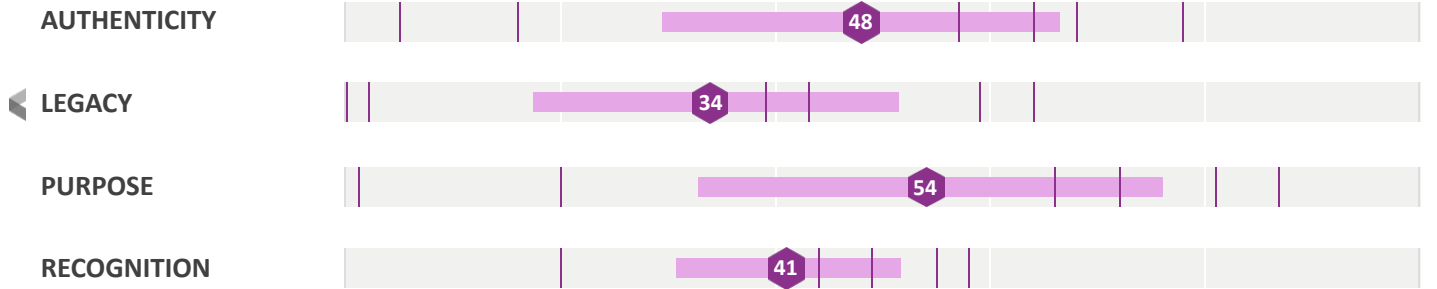
AT ITS WORST, THIS TEAM WILL...

- Move in different directions as they struggle to find common ground and build a shared understanding
- Struggle with accountability and being overly tolerant of mistakes and mediocre performance
- Give up too quickly or abandon efforts too easily, failing to deliver on the team's obligations
- Experience tension due to team members' differing needs and expectations around having "fun" at work

MEANING DETAIL



RELATED DRIVERS



Note: Individuals with like scores may appear as a single line above.

AT ITS BEST, THIS TEAM WILL...

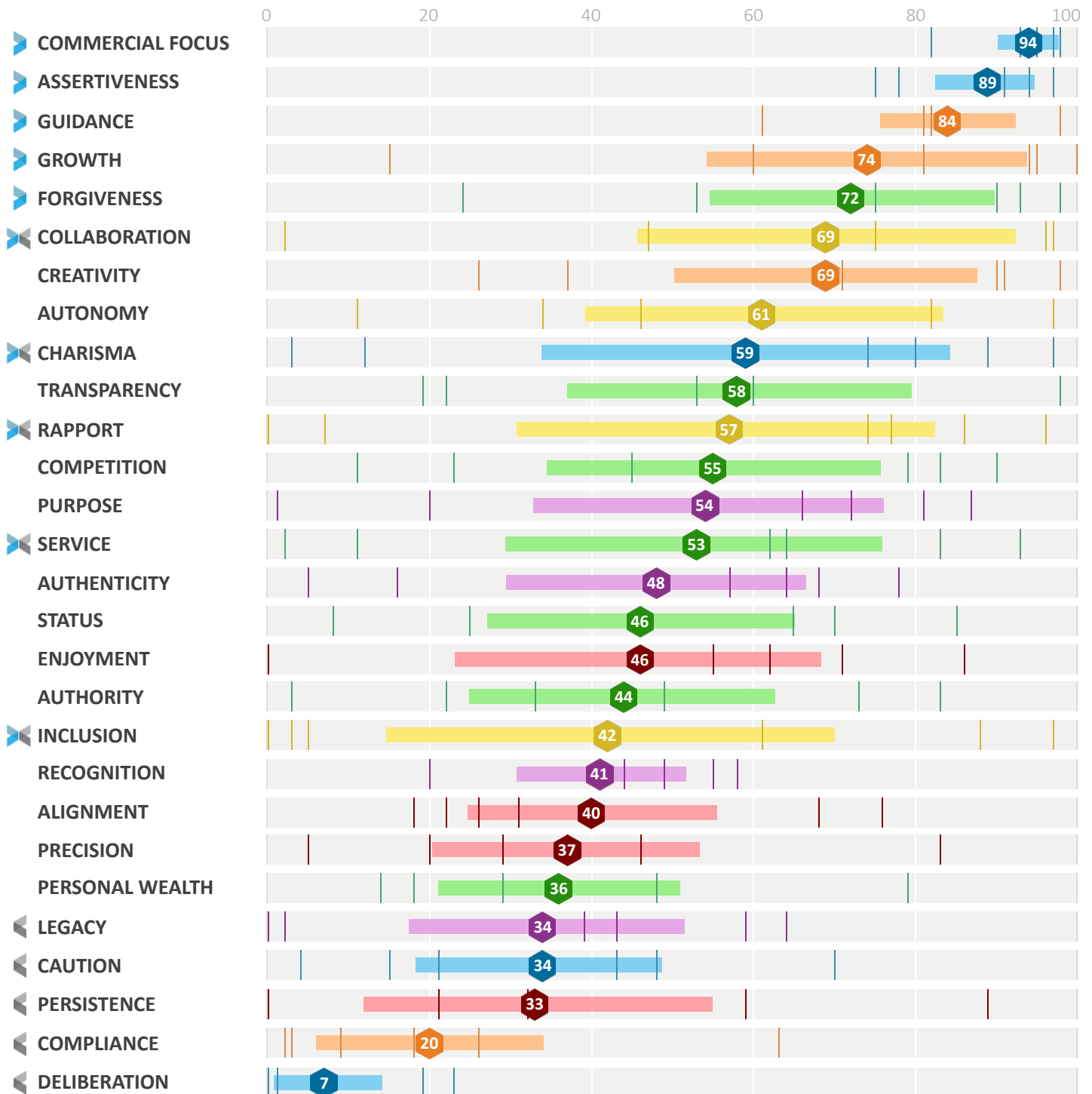
- Respect individual values while building team values that team members embrace
- Focus on meeting team obligations and delivering immediate results
- Use a purpose to inspire the team without losing motivation when working through mundane tasks
- Exert full effort in the absence of praise, and complete 'thankless' jobs for the team's benefit

AT ITS WORST, THIS TEAM WILL...

- Experience conflict when individual values do not align with team values, goals, or solutions
- Lack interest in a long-term vision; lose motivation without an immediate and tangible impact
- Struggle to maintain motivation of all team members with differing needs for discussion of broader purpose
- Provide more critical than positive feedback; miss opportunities to affirm desired behaviors

DRIVERS RANKING

The ranking of the team's scores across all 28 drivers is shown below.



Note: Individuals with like scores may appear as a single line above.

Factor Key:



Impact



Insight



Connection



Harmony



Focus



Meaning