



## SNAPSHOT DEVELOPMENT

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## SNAPSHOT DEVELOPMENT REPORT

Your DRiV Snapshot Development Report provides insight into what drives and drains your energy. It includes your top five drivers (i.e., things that will energize you) and bottom five drivers (i.e., things you are less driven by, and that may drain you). Each of your drivers shown in this report will be explained in greater detail, highlighting how they affect your behavior, energy, and the impact you have on others. You'll also receive some questions to help you think through these implications and a few development tips to help you apply your insights.

## 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 you. This research uncovered 28 specific drivers spanning the factors listed below.



## GUIDELINES FOR INTERPRETATION:

There is no such thing as "good" or "bad" drivers they can all have helpful and harmful implications. If you are surprised by some of your drivers, you might be interpreting the definition differently. Take time to read each page carefully and understand what each of your drivers mean. If a driver still does not "feel right," it may indicate you interpreted the questions differently than most people, or it may mean you have blind spots. You should take this as an opportunity to seek feedback from friends, family, coworkers, or your DRiV Coach.

## DRIVERS OVERVIEW

Everyone is driven to think and behave in different ways based on their unique combination of 28 different drivers. For the sake of simplicity, your Snapshot Development Report focuses on five drivers each for what drives and drains you. Because these are your most extreme scores, they are the drivers that are most likely to impact your behavior across situations. Your highest drivers are those that will bring you energy and guide you toward a certain thing, while your lowest drivers are what drains you, zap your energy, and even drive you away from that thing.

Importantly, what drives you and what drains you can be sources of **untapped strengths** and/or **developmental blind-spots**.

### WHAT *DRIVES* YOU...

-  **TRANSPARENCY**  
telling the truth; maintaining one's own personal integrity and truthfulness
-  **COLLABORATION**  
working with and alongside others; seeking out input and involving others
-  **INCLUSION**  
diversity, divergent thought; ensuring multiple perspectives are considered
-  **ASSERTIVENESS**  
asserting and defending one's position; saying what needs to be said
-  **COMMERCIAL FOCUS**  
maximizing organizational profitability; driving business success

### WHAT *DRAINS* YOU...

-  **DELIBERATION**  
careful, thorough consideration of issues and decisions
-  **PERSISTENCE**  
not giving up, fulfilling obligations, and being reliable
-  **COMPLIANCE**  
strictly adhering to and enforcing existing rules, guidelines, and processes
-  **ALIGNMENT**  
aligning with existing norms; doing what is expected
-  **PRECISION**  
pursuing high standards and productivity in work

## QUESTIONS TO CONSIDER

Are you getting opportunities to exercise your drivers currently in your day-to-day work?

How might what drives you be considered strengths in your current context?

How might what drains you be considered strengths in your current context?

Where might you be over-doing some of your drivers? Are you making life more difficult on yourself or others than it needs to be?

## WHAT *DRIVES* YOU

### AT YOUR BEST, YOU WILL...

### AT YOUR WORST, YOU WILL...



#### TRANSPARENCY

telling the truth; maintaining one's own personal integrity and truthfulness

Promote transparency and open communication

Build significant trust and credibility among stakeholders

Struggle knowing which and how many details to share

Over-share personal or organizational information

## QUESTIONS TO CONSIDER

When do you find yourself sharing too much? How might being more targeted in your communication be helpful?

How do you distinguish between transparency and over-sharing? How do you determine what is and isn't appropriate to share?

## DEVELOPMENT TIPS

- Earn trust by openly owning your mistakes and weaknesses, but don't unintentionally undermine yourself by oversharing every single misstep. Instead, practice measured honesty with a peer whom you trust. As you practice this, be as transparent as you want, but ask your colleague to provide honest feedback as to when you are crossing the line into too much information.
- Before sharing information with someone else, ask yourself, "What do they need to hear? What do I feel a need to say?" If you just feel compelled to say something, but they don't truly need to hear it, consider not sharing.
- Consider whether your definition of truth might be a little too narrow. On most issues, there are details and hard facts, but there is often an emotional and values-based component as well. Even if you disagree, realize that others' emotions and beliefs are part of what is true for them. Make truly understanding others' perspectives part of your goal.
- Don't use honesty as an excuse for excessive bluntness. Research shows the best communication is not only immediate and genuine (you likely excel at this) but also concrete and respectful. Make sure that when you give feedback to others, it is clear, understandable, about something specific, and that you are doing it in a way that is respectful and helpful.

## WHAT *DRIVES* YOU

### AT YOUR BEST, YOU WILL...

### AT YOUR WORST, YOU WILL...



#### **COLLABORATION**

working with and alongside others; seeking out input and involving others

Drive performance and extra effort through shared leadership

Promote alignment and cooperation among your team

Slow down the decision-making process by involving too many stakeholders

Create a climate where people are reluctant to go against the group

## QUESTIONS TO CONSIDER

How do you model teamwork to promote a more cooperative workforce?

Do you ever over-leverage your team's viewpoint at the expense of developing or sharing your own clear point of view?

## DEVELOPMENT TIPS

- Don't just work together; drive real dialogue. Ask open-ended questions. Draw out quieter members of the group. Provide a forum for others to disagree. Thank people who bring up dissenting opinions!
- Use structure to guide collaborative efforts. Unstructured collaboration can lead to unproductive discussion, unclear roles, and groupthink (i.e., not getting the right information because people too quickly agree or are afraid to express a differing view).
- To optimize your collaboration, ensure you are clear on task (i.e., What is our goal? What are we doing?), people (i.e., Who knows what? Who is doing what?), and process (i.e., How does everything fit together? How will we decide?).
- Resist the temptation to collaborate for its own sake. Consider the people you will involve in the process and gauge what they can best bring to the table. When seeking partnerships, look at the list of people you're planning on inviting and honestly consider whether everyone on that list will provide value.

## WHAT *DRIVES* YOU

### AT YOUR BEST, YOU WILL...

### AT YOUR WORST, YOU WILL...



#### INCLUSION

diversity, divergent thought;  
ensuring multiple perspectives  
are considered

Leverage diverse opinions and skills to  
drive performance

Improve problem-solving and innovation  
by inviting many different perspectives

Work too hard to integrate and align  
competing ideas and values

Depend too heavily on others' input and  
appear indecisive

## QUESTIONS TO CONSIDER

How do you make sure others feel included and heard? What are the drawbacks of working so hard to integrate differing views?

How do you push back on opinions that aren't helping you decide? How do you deal with opinions that are distracting or unhelpful?

## DEVELOPMENT TIPS

- Be the voice of inclusion in small groups, where one or two voices can easily dominate the conversation, potentially drowning out the voices of others with different perspectives. Proactively solicit diverse input and bring it to the forefront of the group's discussion.
- Don't just include people, proactively make it safe for them to get involved. Listen to and reflect back dissenting opinions. Share how you incorporated others' input. Look for and emphasize the positives of alternative points of view.
- Identify times when you slow down decisions too much by involving too many people. To help counter this, critically assess the value that various people might bring. Involve relevant, diverse perspectives; minimize redundant or unhelpful ones. Check your assumptions about who should be involved by asking people whose decision-making you really respect.
- Schedule question storming sessions. Question storming sessions are freer than brainstorming sessions, where people tend to feel pressure to come up with good ideas. Instead, people are free to raise any question about the topic at hand without having to have a solution on hand. These kinds of meetings require less subject matter expertise, and therefore they are a perfect forum for including lots of people.

## WHAT *DRIVES* YOU

### AT YOUR BEST, YOU WILL...

### AT YOUR WORST, YOU WILL...



#### ASSERTIVENESS

asserting and defending one's position; saying what needs to be said

Advocate for your beliefs despite opposition

Be seen as direct, candid, and straightforward

Defend your opinions in an argumentative or disrespectful manner

Take uncalculated risks

## QUESTIONS TO CONSIDER

When has your candor backfired? When have others seen you as insensitive, argumentative, or overly assertive?

When have you been intentional and attentive to how your message will be received? How could you do this more consistently?


## DEVELOPMENT TIPS

- Be strategic. Consider whether a strong stance is appropriate, or if backing away from your stance, even if temporarily, is more advantageous. Consider the long-term implications, need to protect relationships, or earn more trust and credibility.
- Ask yourself, "Does this really need to be said, or do I just feel a need to be heard?" If it is the latter, try listening rather than speaking. Or, simply own it- explain to others that you aren't sure whether something needs to be said or not, but humbly admit that you feel you haven't been properly heard yet.
- If you start to notice tensions escalating around you, consider how you might have contributed to the tension. Is your Courage going into overdrive? Ensure you are always communicating in a manner that is genuine, clear, timely, and respectful.
- Speak in speculation. Ask lots of questions and preface your statements with qualifiers, such as, "I wonder..." or "Have we considered?" Doing so will allow you to make your point without coming across as stubborn or aggressive.

## WHAT *DRIVES* YOU

### AT YOUR BEST, YOU WILL...

### AT YOUR WORST, YOU WILL...

 <b>COMMERCIAL FOCUS</b> maximizing organizational profitability; driving business success	Compete to achieve greater profits and business growth	Be overly aggressive when making business decisions
	Pursue and advocate for business ideas	Hold unrealistically demanding expectations of others

## QUESTIONS TO CONSIDER

How do you balance short-term financial needs with the long-term health of the business?

How do calibrate your expectations with others who don't view the business through financial performance?

## DEVELOPMENT TIPS

- When making a significant contribution or business decision, be sure to think through the non-financial ramifications of your decisions, such as long-term stability, the quality of your relationships, and so on.
- Ensure that your passion for the bottom line does not distract you from providing value to a customer. Ask yourself and your customers, "How can I provide even more value to my customers?" Slow down enough to find out customers' challenges and look for ways to address them.
- Stay focused and realistic on what you can deliver. Saying yes to every opportunity may not be the right answer. Avoid over-promising and set realistic expectations. You may be more successful if you focus on quality versus quantity.
- Think of your business (or team) as a machine. Identify the levers that you can pull to increase effectiveness. Systematically pull those levers and monitor the effectiveness of your actions.



## WHAT *DRAINS* YOU

### AT YOUR BEST, YOU WILL...

### AT YOUR WORST, YOU WILL...



#### DELIBERATION

Careful, thorough consideration of issues and decisions

Make decisions informed by your own intuition and expertise

Easily shift direction in the face of changing information

Overlook important information when making decisions

Limit your influence by making inaccurate or low-quality decisions

## QUESTIONS TO CONSIDER

When do you find yourself feeling especially impatient? How do you manage your desire to move quickly with the need to make thoughtful decisions?

When have you made a snap judgment or decision that caused things to go poorly? How would this situation have played out differently if you made a more careful decision?

## DEVELOPMENT TIPS

- Do some planning and vetting to further strengthen your decisive approach. Ask for input from people who have been there and experienced what you're going through. Are you (unknowingly) trying to skip steps in the process to accomplish your goals faster? You will find that having a plan and consistently working it will eventually end up being faster.
- Every time you think to yourself that a decision is easy or obvious, take that as a red flag that you might be missing something. One way to combat this without having to slow down too much is to ask yourself, "How would I advise someone else to handle this situation?" Doing this will help you be more objective.
- Leverage checklists- they can keep you moving fast while helping you avoid unnecessary mistakes. It is easy to accidentally overlook things that feel obvious- a checklist forces you to remember them. Checklists are most effective for moderate-to-high risk tasks that have routine steps that are easily overlooked but are critical to success. For more on checklists, read The Checklist Manifesto by Atul Gawande.
- Manage your own sense of urgency by leveraging the 10/10/10 technique. Before you decide or act, spend a moment considering how you will feel about it in 10 minutes, 10 months, and 10 years. Thinking long term like this will help you filter through any false sense of urgency you may be experiencing.

## WHAT *DRAINS* YOU

### AT YOUR BEST, YOU WILL...

### AT YOUR WORST, YOU WILL...



#### **PERSISTENCE**

not giving up, fulfilling obligations, and being reliable

Quickly shift efforts and approach when progress stalls

Simultaneously attend to multiple competing projects or priorities

Not fulfill obligations and frustrate team members who rely on you

Give up too easily when faced with challenges or distractions

## QUESTIONS TO CONSIDER

When do multiple tasks and priorities begin to feel like distractions? How do you handle this? What changes might help you stay focused or have a better impact?

How do you know if you're giving up or changing paths too quickly? What other drivers could you lean on to help you stay the course?

## DEVELOPMENT TIPS

- Leverage your willingness to shift your attention and effort as situations change. Set clear timeframes and milestones for assessing the situation and measuring progress. Ensure you have given enough time and effort to a direction before changing paths. Pay attention to your reasons for changing paths (data and results versus energy and possibilities).
- Group your tasks into related buckets. Don't jump from issue to issue too quickly or too often, or simply as a response to outside pressure. Instead, be intentional about moving to a different bucket, and know how long you will stay there. Even getting 10 or 15 minutes of momentum is better than having your attention being constantly pulled in different directions.
- Clarify with others whether their deadlines are preferred or necessary. If they are truly necessary, communicate what is and is not reasonable, based on your other commitments. Clarity will help you avoid unintentionally letting people down.
- To help manage your attention as a limited resource, take an inventory of things that hurt your focus. Eliminate them, or move them to times of the day when you aren't trying to get big things done. Recognize your limits, how much time you need to make sufficient progress as well as how long you can work without losing focus. Manage your schedule accordingly.

## WHAT *DRAINS* YOU

### AT YOUR BEST, YOU WILL...

### AT YOUR WORST, YOU WILL...



#### COMPLIANCE

strictly adhering to and enforcing existing rules, guidelines, and processes

Encourage new ideas and different methods for accomplishing goals

Easily adjust your approach based on the unique needs of the situation

Struggle sticking to policies and reliable processes

Reject or resist others' expectations, appearing disloyal or rebellious

## QUESTIONS TO CONSIDER

When have you underestimated the importance of consistent and clear rules and processes? What could you do differently?

When have you been too quick to disregard rules and policies? What were the negative effects?

## DEVELOPMENT TIPS

- Look for opportunities to challenge assumptions by exploring issues that others in your organization or workgroup may consider to be off the table. Question why things are done a certain way, and identify opportunities to implement new ideas or processes.
- Do you get antsy or frustrated when you feel processes are stale or rigid, even if they are effective? Take care that you don't get fixated on the idea that something must change. Fight change fixation by asking more questions. Learn from someone who supports the status quo. Why do they see it that way? What is good about the thing you want to change?
- Reframe rules and constraints as challenges and opportunities to be creative within the system or structure that exists. Consider poets, who are highly creative but may work within defined poetic structures. Although this approach might feel constricting, by limiting your options, you free up brainpower to be truly creative and constructively noncompliant.
- Bring better solutions, don't just highlight problems. Resist the temptation to simply complain or express frustration about the way things are. Research shows that people are significantly less open to ideas that are perceived as critical or attacking. People will be much more open to your thinking if you: (1) learn what they care about and how you can help them win, and (2) show them (making your demonstration as tangible as possible) how your new ideas might be even more effective.

## WHAT *DRAINS* YOU

### AT YOUR BEST, YOU WILL...

### AT YOUR WORST, YOU WILL...



#### ALIGNMENT

aligning with existing norms;  
doing what is expected

Add a unique perspective to the  
organization

Comfortably question the status quo

Offend others by rejecting their norms  
and traditions

Struggle finding common ground with  
others in your organization

## QUESTIONS TO CONSIDER

Have you considered the "return on disagreement" when challenging others? What is the cost compared to the value of challenging versus aligning?

What is driving your low alignment? Do you enjoy playing the Devil's advocate, or are you working somewhere that you are genuinely struggling to get aligned with?

## DEVELOPMENT TIPS

- Bring value, intentionally. Think through all the aspects of your job where you tend to challenge the norm. Assign a ROD (Return on Disagreement) index to each one. Are you bringing more value by challenging or disagreeing than you would by simply aligning and being supportive? If yes, then it gets a high ROD index. Challenge in high-ROD areas, support in the low-ROD areas.
- Fight groupthink. When you see others on your team prematurely locking into and aligning around an idea or decision, try to slow down the process. Encourage others to question why they are so supportive of a given idea.
- Be patient. Don't put too much pressure on yourself to change things instantly. Changing the status quo takes time, patience, and persistence.
- Don't try to drive change alone. You may be the only one (for now) who sees that your team or organization is moving in a potentially wrong direction, but chances are, you won't be able to change everything alone. Communicate one-on-one with others. Build a team of allies. If you want to change things, you will have to align others to your way of thinking.

## WHAT *DRAINS* YOU

### AT YOUR BEST, YOU WILL...

### AT YOUR WORST, YOU WILL...



#### PRECISION

pursuing high standards and productivity in work

Adjust your standards when they become unrealistic or inappropriate

Avoid setting unrealistic goals that might burn out you or your team

Not stretch yourself or your team to exceed expectations

Create a low-accountability culture where mistakes are common

## QUESTIONS TO CONSIDER

Do you try to challenge yourself regularly? What is one thing you can do today to improve your current circumstances?

Where might you skimp on quality, flake on commitments, or not meet your potential? Where would it be helpful to "raise the bar?" How might you accomplish this?

## DEVELOPMENT TIPS

- Communicate your goals and approach to others so they fully understand your intentions. Share the goal, the high-level plan, and your process for when and how you will make changes. This communication will help ensure that your sense of urgency and flexibility are not seen as haphazard, too risky, or lacking in quality.
- Focus your attention on quality and results by cutting out distractions. Identify tasks and responsibilities that are being focused on too heavily. Dial back (or drop altogether if possible) your attention on these less important issues. This will make it easier to focus on the most important goals without spending energy to maintain performance in less-relevant areas.
- Write out one or more obvious checklists. These checklists are designed to help us remember the things that seem obvious but are important and easily forgotten. Do this, especially in areas of responsibility that are highly specific, tedious, and detailed.
- Share any goals you set for yourself with friends and coworkers who will hold you accountable. Goals that you share with others are less likely to be forgotten or abandoned.