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GREGORY ORGANIZATIONAL LEADERSHIP SOLUTIONS

# 12 Driving Forces® Team Report

**Samuel Sample**

VP of Samples

TTI

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# Introduction



## Contents of the Report

- Overview - A summary examining the composition of your team's Driving Forces.
- Team Characteristics - Defines the makeup of your organization by Driving Forces segment and shares the primary cluster graphs of individuals on your team.
- Primary Cluster Overview - Lists each team member by their primary Driving Forces.
- Driving Forces Group Bars - Identifies the primary, situational, and indifferent clusters of the team.
- Driving Forces Comparison - Compares individual scores to others on the team, team averages, and population means.

## Team Member List

Sue Anderson  
Amanda Doe  
Frank Jones  
John Smith  
Joe Williams

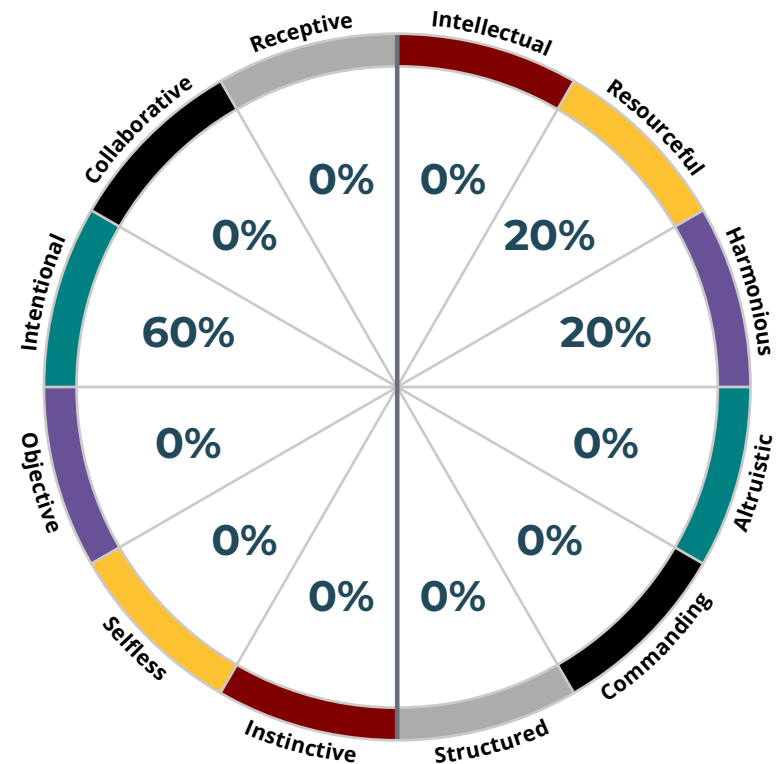
# Team Driving Forces Overview



## Observing Driving Forces

Have you ever noticed that some people:

- Seek knowledge relevant and useful to their current situation
- Seek to expand their understanding and knowledge in all endeavors
- Tend to be unrestrained in the application of resources
- Tend to utilize and apply their resources to maximize return
- Seek function in their surroundings
- Seek to fully experience their surroundings
- Tend to be selective in who they help and serve
- Tend to serve, help and eliminate the suffering of others indiscriminately
- Seek to share power, recognition and control
- Seek to be recognized and control their own destiny
- Tend to remain open and flexible in their methodologies and approach to life
- Tend to live within defined systems and traditional approaches



Segment breakdown of each team member's #1 Driving Force

# Driving Forces Defined



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



**Knowledge**

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

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



**Utility**

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

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



**Surroundings**

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

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



**Others**

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

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



**Power**

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

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



**Methodologies**

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

# Intentional Team Characteristics



The following information will give team members a clear understanding and appreciation of team members with Intentional as their number one driving force.

## Strengths and Weaknesses

### Potential Strengths

- Will help others when others are willing to work hard
- Seek to develop or help others when they can see future opportunities
- Downplay emotions when making decisions concerning people
- Choose who, when, and how much to help based on the desired outcome
- Expect people to be self-reliant and resist intervening until necessary

### Potential Weaknesses

- May expect something in return each time they help or serve others
- Focus on themselves, perhaps at the expense of others
- May create scenarios that benefit themselves more than others
- Tend to value people as an opportunity or resource rather than as an individual

Intentional



Others

Altruistic

## Energizers

Rely on self  
Benefit personally  
Develop internal advocates

## Stressors

Disregard contribution  
Support others in need  
Make emotion-based decisions

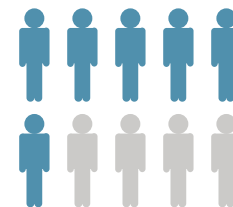


14%

of the Population

## Words That Work

Selective  
Deliberate  
Benefit



3/5

60% of the Team

## Words That Don't Work

Volunteer  
Compassion  
Kindness

Samuel Sample

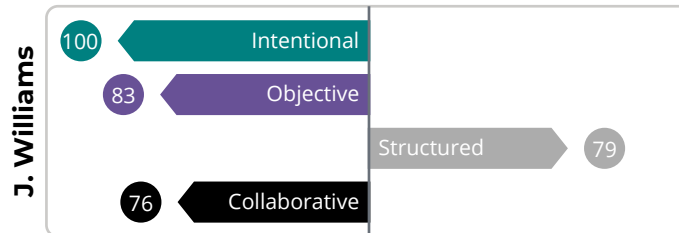
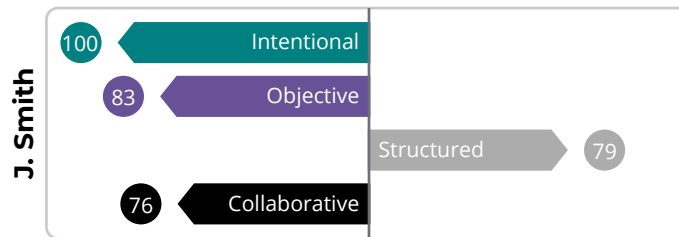
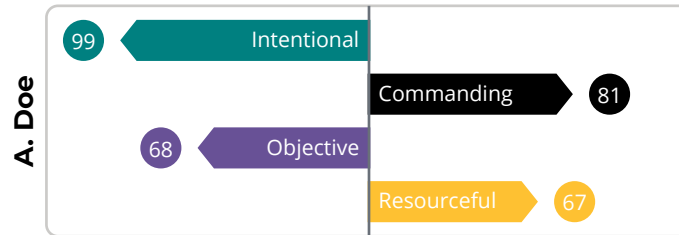
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# Intentional Primary Drivers



## Intentional Team

Amanda Doe  
John Smith  
Joe Williams





# Resourceful Team Characteristics



The following information will give team members a clear understanding and appreciation of team members with Resourceful as their number one driving force.

## Strengths and Weaknesses

### Potential Strengths

- Configure resources to maximize output
- Focus on the return on investment
- Maximize efficiency and productivity
- Sensitive to wasting time, resources, or opportunities
- Focus on achieving measurable and practical results

### Potential Weaknesses

- May be perceived as a workaholic
- May view material possessions and money as a scorecard
- Tend to view people and resources as tools to achieve an outcome
- May only be willing to give if there is an opportunity for a return

Selfless



Utility

Resourceful

## Energizers

Obtain practical results

Focus on efficiency

Compensate based on performance

## Stressors

Be redundant

Waste time

Ignore the return on investment



6%

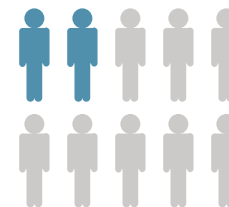
of the Population

## Words That Work

Profitable

Maximize

Benefit



1/5

20% of the Team

## Words That Don't Work

Rework

Endless

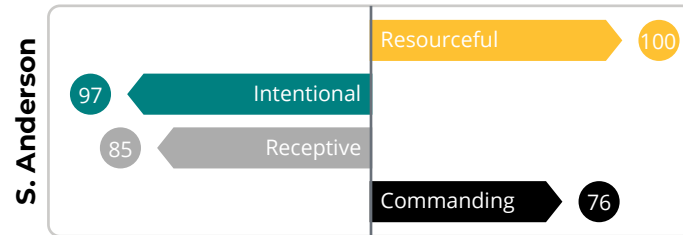
Casual

# Resourceful Primary Drivers



## Resourceful Team

Sue Anderson



# Harmonious Team Characteristics



The following information will give team members a clear understanding and appreciation of team members with Harmonious as their number one driving force.

## Strengths and Weaknesses

### Potential Strengths

- Focus on the emotions and balance in the environment
- See the importance of the experience
- See value in and enjoy the experience of their surroundings
- Value the journey as much as the destination
- Seek to create harmony and balance in their surroundings and relationships

### Potential Weaknesses

- An imbalance or distraction in one area may affect other or all aspects of life
- Pursuing of experiences supersedes practical concerns
- Concern for appearance may slow progress, function and tangible outcomes
- Subjective feeling can conflict with objective reality



## Energizers

Seek balance in life  
 Appreciate beauty and harmony  
 Express imagination

## Stressors

Encounter chaos  
 Have lackluster surroundings  
 Overemphasize function



**4%**

of the Population

## Words That Work

Subjective  
 Expression  
 Balance



**1/5**

20% of the Team

## Words That Don't Work

Dull  
 Compartmentalize  
 Function

Samuel Sample

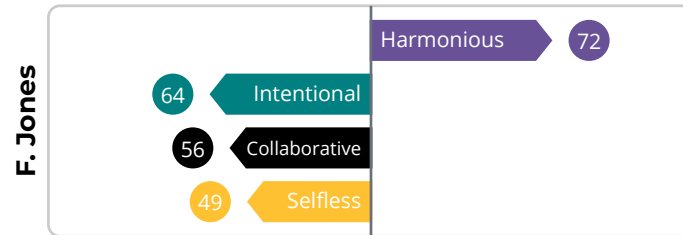
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# Harmonious Primary Drivers



## Harmonious Team

Frank Jones



# Altruistic Team Characteristics



The following information may be characteristics that are missing or could benefit the current team.

## Strengths and Weaknesses

### Potential Strengths

- Take notice of and respond to people in need
- Seek to help and support others
- Believe that all people should have the opportunity to be the best they can be
- Volunteer and give generously of themselves
- Act to alleviate suffering of others

### Potential Weaknesses

- Act to alleviate suffering of others even at their own detriment
- May support others at the expense of their own work
- May prioritize others' needs over their own needs
- Base personal decisions on the impact to others not self



## Energizers

Realize the potential in others  
Participate in charitable events  
Eliminate conflict

## Stressors

Act inconsiderately  
Put self first  
Observe favoritism



**6%**  
of the Population

## Words That Work

Volunteer  
Compassion  
Comfort



**0/5**  
0% of the Team

## Words That Don't Work

Purposeful  
Intentional  
Selective

# Commanding Team Characteristics



The following information may be characteristics that are missing or could benefit the current team.

## Strengths and Weaknesses

### Potential Strengths

- Strive to advance their position
- Strive to set themselves apart
- Create winning strategies and outcomes
- Seek to control their own destiny
- Value status and public recognition

### Potential Weaknesses

- Tend to have a me versus we attitude
- May not consider people in seeking personal advancement
- May over emphasize the need to control or direct people and projects
- Can be driven by the desire to achieve status and recognition



## Energizers

- Lead a group
- Create and control destiny
- Obtain status symbols

## Stressors

- Work behind the scenes
- Have a small workspace
- Delay personal advancement



**13%**  
of the Population

## Words That Work

- Award
- Win
- Lead



**0/5**  
0% of the Team

## Words That Don't Work

- Share
- Supportive
- Cooperative

# Structured Team Characteristics



The following information may be characteristics that are missing or could benefit the current team.

## Strengths and Weaknesses

### Potential Strengths

- Seek to establish standards by which they operate
- Value a traditional and proven approach
- Place a high value on working within defined and structured systems
- Tend to have a "code" by which to live
- May protect and potentially promote principles and beliefs

### Potential Weaknesses

- Tend to resist change to established procedures
- May place personal ideology before that of the organization
- Can be closed-minded and judgmental toward other viewpoints
- Can over-promote their philosophy to others



## Energizers

Advance their cause  
Fit within a structure  
Seek consistency

## Stressors

Ignore established protocols  
Redesign existing systems  
Disregard tradition



5%

of the Population

## Words That Work

Order  
Constant  
Ideology



0/5

0% of the Team

## Words That Don't Work

New methods  
Progressive  
Possibilities

# Instinctive Team Characteristics



The following information may be characteristics that are missing or could benefit the current team.

## Strengths and Weaknesses

### Potential Strengths

- Comfortable starting a project before gathering all of the information
- Seek information that has a direct application
- Can rely on past experiences
- Seek specific information to address a current situation
- Understand the value of intuition

### Potential Weaknesses

- May disregard excess information
- Can rely too much on past experience and intuition
- May start a project without all of the required information
- Tend to jump to conclusions without gathering all of the information

Instinctive



Knowledge

Intellectual

## Energizers

Learn on demand  
Discover specific knowledge  
Decide based on intuition

## Stressors

Discuss hypothetical subjects  
Excessively learn  
Conduct extensive research



3%

of the Population

## Words That Work

Specific  
Intuitive  
Relevant



0/5

0% of the Team

## Words That Don't Work

Comprehensive  
Examine  
Classify

Samuel Sample

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# Selfless Team Characteristics



The following information may be characteristics that are missing or could benefit the current team.

## Strengths and Weaknesses

### Potential Strengths

- Willing to participate without consideration for personal circumstance
- Focus on the completion of a task rather than efficiency
- Provide assistance and resources with minimal expectation of personal return
- Define value or success by what comes out of a situation not what is put in
- Accomplish tasks simply for the sake of accomplishment

### Potential Weaknesses

- Tend to have casual approach to how performance is measured
- May value completion of the tasks over time, resources, or talent limitations
- May view activity as productivity
- Can potentially waste resources

Selfless



Utility

Resourceful

## Energizers

Work on unrestricted projects  
Act spontaneous  
Complete tasks

## Stressors

Focus on the process  
Assess practical results  
Measure success through efficiency



7%

of the Population

## Words That Work

Accomplish  
Complete  
Casual



0/5

0% of the Team

## Words That Don't Work

Gain  
Efficient  
Benefit

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# Objective Team Characteristics



The following information may be characteristics that are missing or could benefit the current team.

## Strengths and Weaknesses

### Potential Strengths

- Emphasize the destination not the journey
- Isolate personal challenges and remains focused on the task
- Focus on the function not the appearance
- Compartmentalize and focus on the situation
- Can succeed in chaotic environments

### Potential Weaknesses

- Tend to miss the overall experience by focusing only on tangible components
- May ignore environments that are potentially distracting for others
- May overemphasize the function with disregard for appearance
- Can over compartmentalize and miss the issues of the whole picture

Objective



Harmonious

Surroundings

## Energizers

**Persevere in Chaos**  
**Compartmentalize**  
**Appreciate functionality**

## Stressors

**Pursue intangible ideas**  
**Be subjective**  
**Focus on harmony**



**12%**

of the Population

## Words That Work

**Reality**

**Detach**

**Factual**



**0/5**

0% of the Team

## Words That Don't Work

**Harmony**

**Beauty**

**Subjective**

# Intellectual Team Characteristics



The following information may be characteristics that are missing or could benefit the current team.

## Strengths and Weaknesses

### Potential Strengths

- Seek to make the unknown known
- Eager to learn and discover
- Research much more thoroughly compared to others
- Focus on information and facts
- Continually seek new knowledge and information

### Potential Weaknesses

- Can value discovery over other priorities
- May make decisions without subjective or emotional considerations
- May pursue knowledge at the expense of practical matters



## Energizers

**Objectively analyze ideas**  
**Devote time to learn**  
**Increase knowledge**

## Stressors

**Approach ideas subjectively**  
**Make educated guesses**  
**Rush through learning**



**16%**  
of the Population

## Words That Work

**Learn**  
**Research**  
**Identify**



**0/5**  
0% of the Team

## Words That Don't Work

**Guess**  
**Apply**  
**Intuitive**

# Collaborative Team Characteristics



The following information may be characteristics that are missing or could benefit the current team.

## Strengths and Weaknesses

### Potential Strengths

- Seek to fit in rather than stand out
- Feel comfortable in a supporting role
- Focus on what they contribute versus advancing their position
- Work behind the scenes to accomplish outcomes
- Set aside their own agenda for the good of the company/community

### Potential Weaknesses

- Can be uncomfortable when they are singled out for their contribution
- Tend to back down on issues important to them to not "rock the boat"
- May pass on leadership opportunities
- May be overlooked because they do not promote themselves

Collaborative



Power

Commanding

## Energizers

Feel included  
Join supportive environments  
Work on team projects

## Stressors

Recognize individual achievements  
Lead involuntarily  
Be in egotistical environments



4%

of the Population

## Words That Work

Cooperative  
Supportive  
Together



0/5

0% of the Team

## Words That Don't Work

Individual  
Command  
Status

# Receptive Team Characteristics



The following information may be characteristics that are missing or could benefit the current team.

## Strengths and Weaknesses

### Potential Strengths

- Consider themselves an independent thinker
- Draw from many systems and ways of thinking to create something new
- Open to new ideas, methods, and opportunities
- Seek new ways to accomplish routine tasks
- Adopt only aspects of systems if they see a benefit

### Potential Weaknesses

- Resist systems or structures being forced on them
- Resist overly structured ways of thinking and approaches
- Question every system and every step in a system
- Seek change for the sake of change

Receptive



Structured

Methodologies

## Energizers

Create new systems  
Explore possibilities  
Question unnecessary protocols

## Stressors

Follow outdated processes  
Work with restrictions  
Support the status quo



11%

of the Population

## Words That Work

Agile  
Options  
Possibilities



0/5

0% of the Team

## Words That Don't Work

Hierarchy  
Routine  
Tradition

# Primary Cluster Overview



Every individual has a hierarchy of Driving Forces, some of which may be a revelation to them when they experience their assessment results. Every human being encounters situations where they have to interact with aspects related to knowledge, utility, others, surroundings, power, and methodologies. Driving Forces can be examined individually, but the majority of the time they act in combinations as we respond to situations. The various combinations of the Driving Forces can be virtually infinite, therefore TTI SI suggests that you consider a person's top four Driving Forces when examining why that individual is driven to do what they do.


The 12 Driving Forces will fall into one of three clusters: Primary, Situational or Indifferent. These clusters will affect why a person acts the way they do in every situation.

The top four Driving Forces create a cluster that moves a person to action most, if not all, of the time. Thus, by focusing on the cluster rather than a single driver, combinations are created that are very specific to the individual. The closer the scores are to each other, the more a person employs each driver. When dealing with the Primary cluster, it is important to consider which Primary Driving Force is the most relevant in a particular context.

This section includes the six keywords and the corresponding Driving Forces. Each keyword page lists the names of team members who have one of these factors in the Primary Driving Forces cluster.


# Knowledge Overview



Instinctive		Intellectual
	1	
	2	
	3	
	4	

# Utility Overview




Selfless		Resourceful
	1	Sue Anderson
	2	
	3	
Frank Jones	4	Amanda Doe




# Surroundings Overview



Objective		Harmonious
	1	Frank Jones
John Smith Joe Williams	2	
Amanda Doe	3	
	4	

# Others Overview



Intentional		Altruistic
Amanda Doe John Smith Joe Williams	1	
Sue Anderson Frank Jones	2	
	3	
	4	

# Power Overview



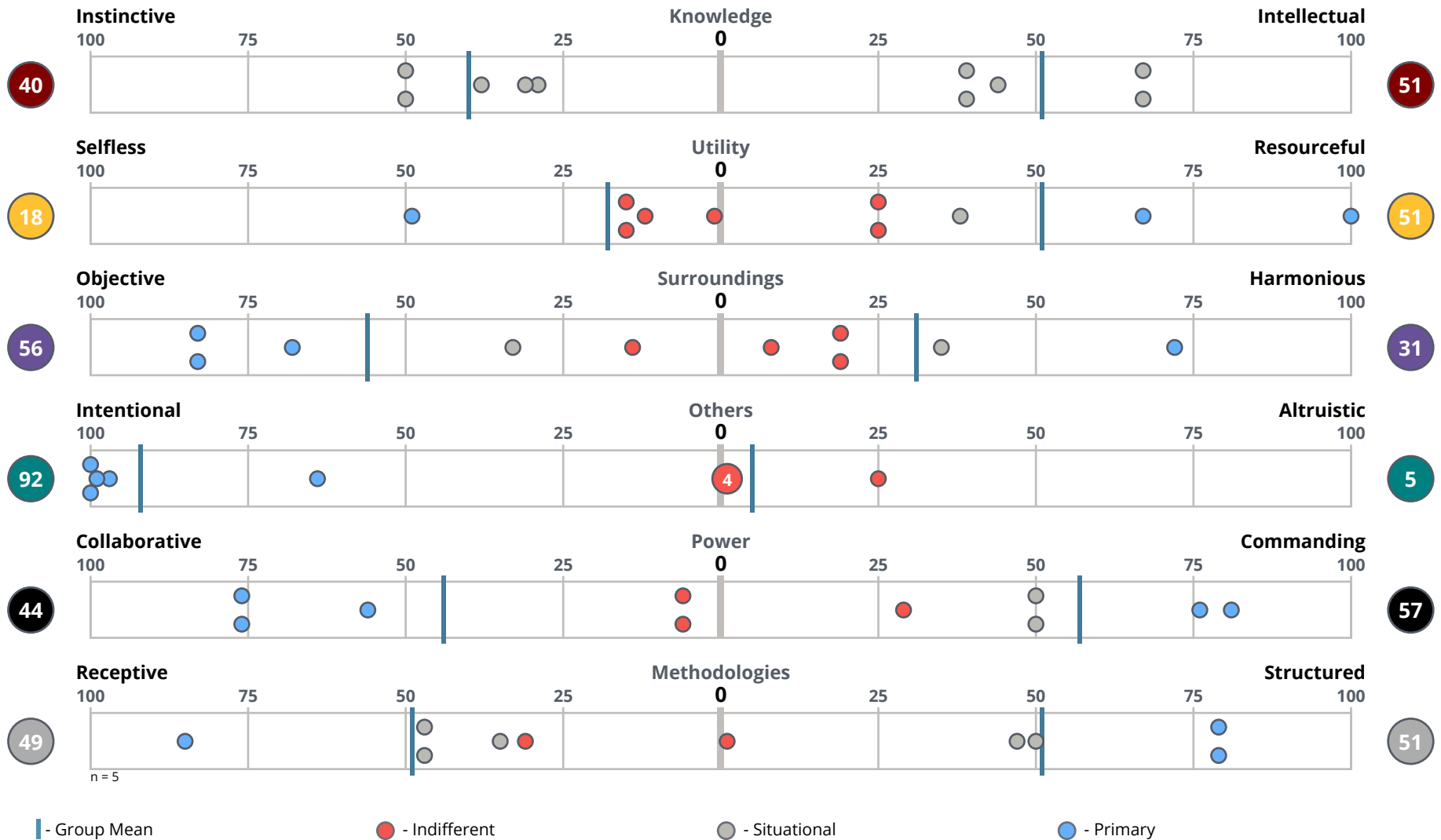
Collaborative		Commanding
	1	
	2	Amanda Doe
Frank Jones	3	
John Smith Joe Williams	4	Sue Anderson

# Methodologies Overview

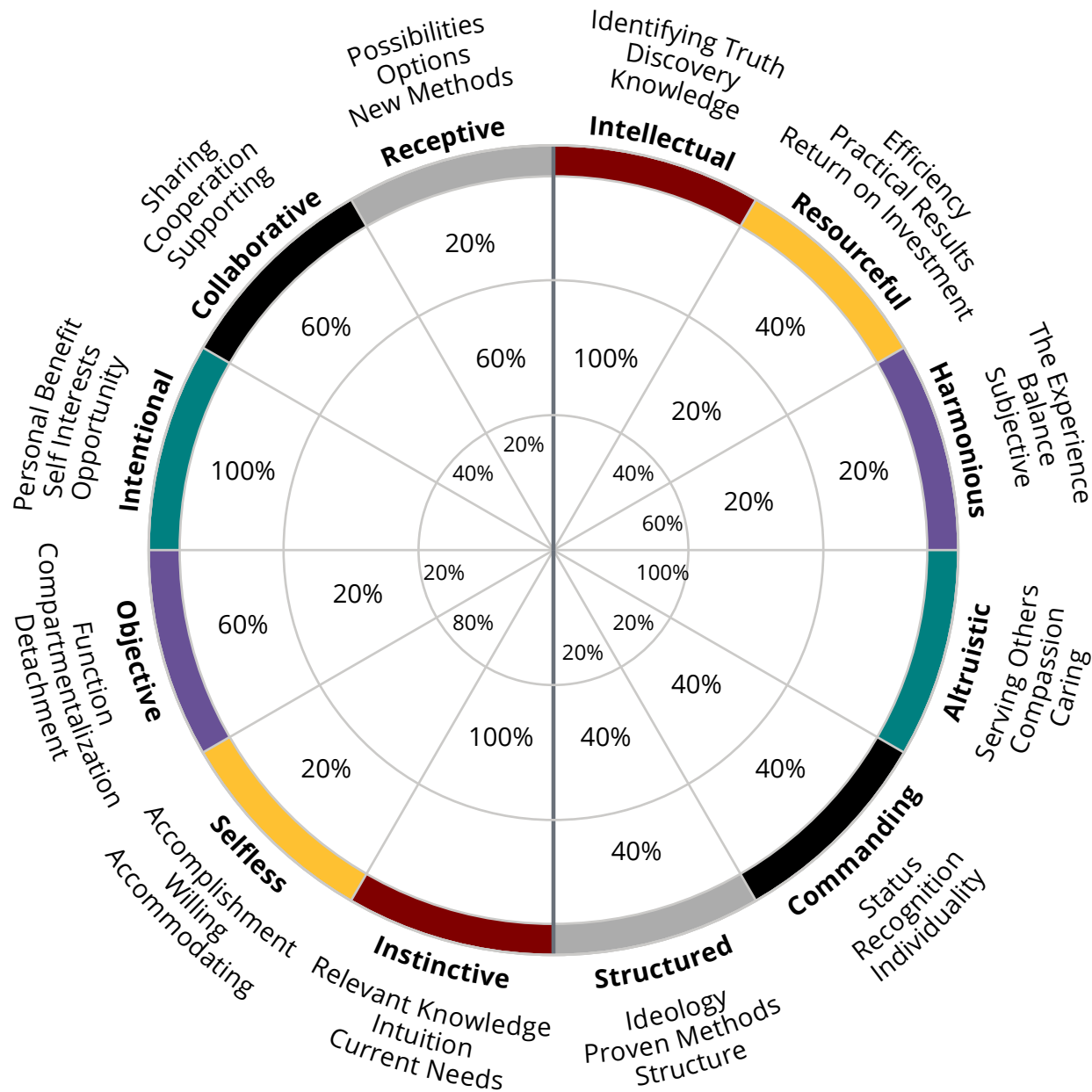


Receptive		Structured
	1	
	2	
Sue Anderson	3	John Smith Joe Williams
	4	

# Driving Forces Group Bars



# Driving Forces Wheel



Outside Ring = Primary Cluster Middle Ring = Situational Cluster Inside Ring = Indifferent Cluster

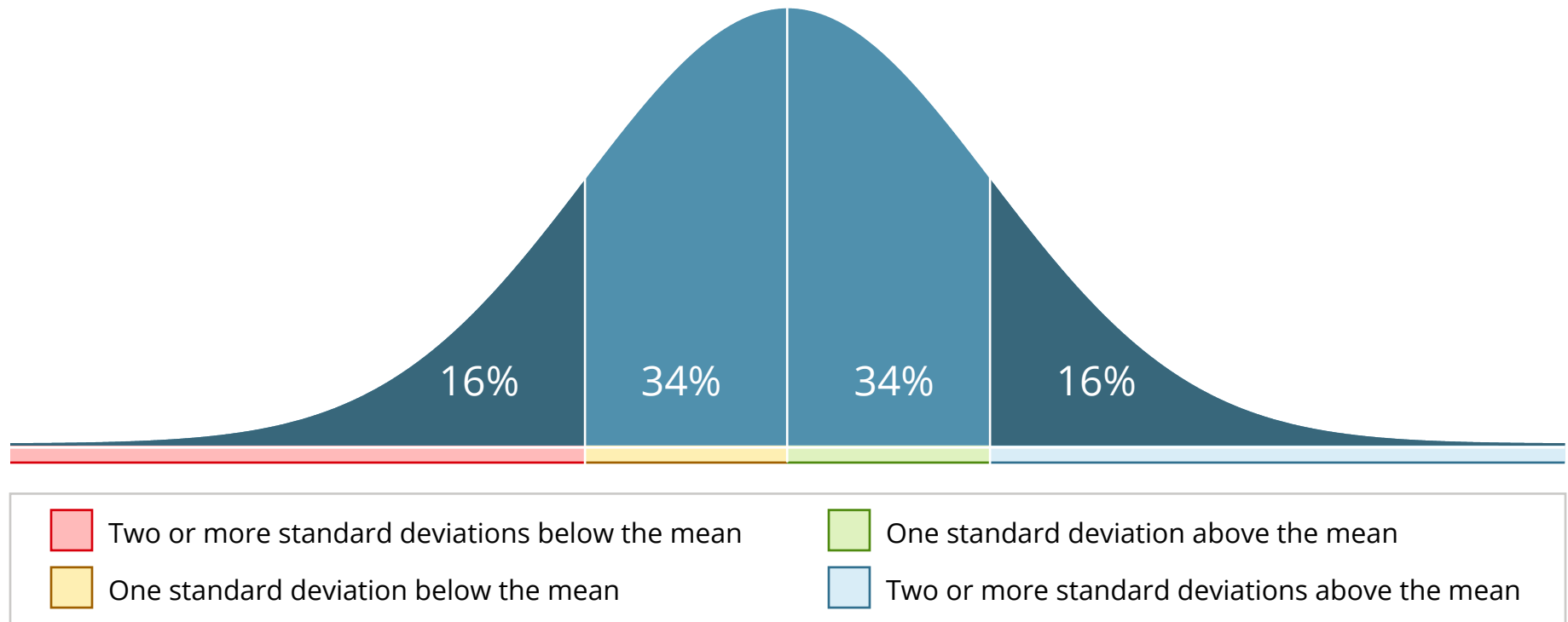
# The Bell Curve Defined



*Understanding how to read a bell curve and standard deviation will enable you to clearly analyze the composition of your team.*

The bell curve, known as a normal distribution, is the most common type of distribution for a population. The highest point on the curve represents the highest population of people, that is the mean of the group. The standard deviation is a number used to show how data is spread out from the mean, representing a percentage of the total data collected.

For example, if the assessment scores of 100 people are collected and used in a normal probability distribution, 68 people, representing 68% of the 100 assessment scores, should fall within one standard deviation of the mean. Thirty four percent will be one standard deviation above the mean and 34% will be one standard deviation below the mean. The remaining 32% of people will be two or more standard deviations away from the mean. Sixteen percent will be two or more standard deviations above the mean and 16% will be two or more standard deviations below the mean.



# Driving Forces Comparison



Driving Forces	Team Avg.	S. Anderson	A. Doe	F. Jones	J. Smith	J. Williams	Mean
Intentional	92	97	99	64	100	100	49
Commanding	57	76	81	29	50	50	49
Objective	56	33	68	14	83	83	49
Intellectual	51	39	44	39	67	67	53
Resourceful	51	100	67	38	25	25	42
Structured	51	0	50	47	79	79	36
Receptive	49	85	35	31	47	47	47
Collaborative	44	6	6	56	76	76	35
Instinctive	40	29	31	38	50	50	29
Harmonious	31	35	8	72	19	19	36
Selfless	18	0	12	49	15	15	40
Altruistic	5	0	0	25	0	0	35

■ Two or more standard deviations below the mean

■ One standard deviation below the mean

■ One standard deviation above the mean

■ Two or more standard deviations above the mean