



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

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ABC Company

08.31.2025

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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 their integration. 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 & 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



Behavioral research suggests that the most effective people are those who understand their strengths and weaknesses, because they can best 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 which are true and areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

All people exhibit all four behavioral factors to varying degrees of intensity.
-W.M. Marston

Behavioral Characteristics

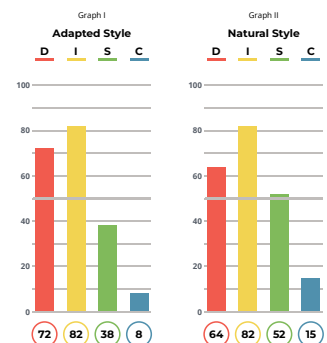


Based on Debbie's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Debbie's natural behavior.

Debbie likes quality social relationships. She often will become friends with her customers or clients. She projects a self-assured and self-confident image. She wants to be seen not only as a team player, but also as a leader of the team. She tends to trust people and may be taken advantage of because of her willingness to trust. Debbie is driven by status and power. She is most likely to be at her best in situations where important things, such as values, judgments, feelings, and emotions are involved. She prides herself on her "intuition." She influences most people with her warmth. Her goal is to have and make many friends. At work, she is good at maintaining friendly public relations. Debbie likes to get results through others. She is at her best when she has people working with her. She places her focus on people. To her, strangers are just friends she hasn't met!

Debbie may leap to a favorable conclusion without considering all the facts. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. She likes working for managers who make quick decisions. She is good at solving problems that deal with people. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her, and to see her as receptive and helpful.

Debbie is people-oriented and verbally fluent. Communication can extend from friendly to argumentative discourse with Debbie. She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! Debbie usually uses many gestures when talking. She is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Debbie will attempt to put them at ease. She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. She will optimistically



Behavioral Characteristics

Continued



interact with people in an assured, diplomatic, and poised manner.



Value to the Organization



This section of the report identifies the specific talents and behavior Debbie brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value, making her an integral part of the team.

- ✓ 1. Negotiates conflicts.
- ✓ 2. Verbalizes her feelings.
- ✓ 3. Dedicated to her own ideas.
- ✓ 4. Big thinker.
- ✓ 5. Optimistic and enthusiastic.
- ✓ 6. Bottom line-oriented.
- ✓ 7. Creative problem solving.
- ✓ 8. Builds confidence in others.
- ✓ 9. Pioneering.



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 Debbie. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Debbie most frequently.

Ways to Communicate

- ✓ 1. Use a motivating approach, when appropriate.
- ✓ 2. Provide "yes" or "no" answers—not maybe.
- ✓ 3. Provide testimonials from people she sees as important.
- ✓ 4. Look for her oversights.
- ✓ 5. Flatter her ego.
- ✓ 6. Provide ideas for implementing action.
- ✓ 7. Define the problem in writing.
- ✓ 8. Use a balanced, objective, and emotional approach.
- ✓ 9. Offer special, immediate, and continuing incentives for her willingness to take risks.
- ✓ 10. Expect her to return to fight another day when she has received a "no" answer.
- ✓ 11. Understand her defiant nature.
- ✓ 12. Provide solutions—not opinions.



Checklist for Communicating

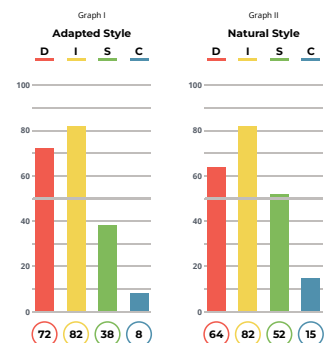
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This section of the report is a list of things NOT to do while communicating with Debbie. Review each statement with Debbie and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways NOT to Communicate

1. Drive on to facts, figures, alternatives, or abstractions.
2. Be dictatorial.
3. Talk down to her.
4. Dream with her or you'll lose time.
5. Let her overpower you with verbiage.
6. Legislate or muffle—don't overcontrol the conversation.
7. Ramble.
8. Be curt, cold, or tight-lipped.
9. Give her your opinion unless asked.
10. Leave decisions hanging in the air.
11. Be paternalistic.



Communication Tips



This section provides suggestions for methods which will improve Debbie's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Debbie will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

Compliance

When communicating with a person who is dependent, neat, conservative, perfectionist, careful, and compliant:

- ✓ Prepare your "case" in advance.
- ✓ Stick to business.
- ✓ Be accurate and realistic.
- ✗ Being giddy, casual, informal, or loud.
- ✗ Pushing too hard or being unrealistic with deadlines.
- ✗ Being disorganized or messy.

Dominance

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent, and goal-oriented:

- ✓ Be clear, specific, brief, and to the point.
- ✓ Stick to business.
- ✓ Be prepared with support material in a well-organized "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

Steadiness

When communicating with a person who is patient, predictable, reliable, steady, relaxed, and modest:

- ✓ Begin with a personal comment—break the ice.
- ✓ Present your case softly, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

Influence

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative, and political:

- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold, or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures or alternatives and 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 Debbie's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Debbie to project the image that will allow her to control the situation.



Debbie usually sees herself as being:

- ✓ Enthusiastic
- ✓ Inspiring
- ✓ Outgoing
- ✓ Persuasive
- ✓ Charming
- ✓ Optimistic



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

- ✓ Self-Promoting
- ✓ Overly Optimistic
- ✓ Glib
- ✓ Unrealistic



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

- ✓ Overly Confident
- ✓ Poor Listener
- ✓ Talkative
- ✓ Self-Promoter

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 environments where micromanagement is the way of the organization.
- Avoid situations that require strict adherence to standards without any flexibility.
- Avoid work environments requiring constant diplomacy as they may cause stress.

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.

- Extremely formal and structured interactions may cause stress.
- The lack of caution exhibited may lead to unnecessary high-risk decisions being made.
- The desire to be seen as a unique person may detract from the ideal outcome.



Descriptors



Based on Debbie's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment, and how she 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	Influence	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Natural & Adapted Style



Debbie'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

Debbie is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. She is results-oriented and likes to be innovative in her approach to problem solving. Debbie is not necessarily confrontational by nature; but if a problem does exist, she will not turn down the opportunity for confrontation.

Adapted

Debbie sees no need to change her approach to solving problems or dealing with challenges in her present environment.

People & Contacts

Natural

Debbie is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Debbie is trusting and also wants to be trusted.

Adapted

Debbie sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Natural & Adapted Style



Pace & Consistency

Natural

Debbie is deliberate and steady. She is willing to change if the new direction is meaningful and consistent with the past. She will resist change for change's sake.

Adapted

Debbie feels the need for mobility and the absence of routine. She feels comfortable juggling several projects at one time and can move from one project to another fairly easily.



Procedures & Constraints

Natural

Debbie does not like constraints; at times she can be somewhat defiant and rebellious. She has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. She seeks adventure and excitement and wants to be seen as her own person.

Adapted

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

Adapted Style



Debbie sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- ✓ 1. Using a direct, forthright, and honest approach in her communications.
- ✓ 2. Being independent and innovative.
- ✓ 3. Flaunting independence.
- ✓ 4. Flexibility.
- ✓ 5. Using a creative approach in decision making.
- ✓ 6. Motivating people to take action by using persuasive skills.
- ✓ 7. Responding well to challenges: "You say I can't do it? Just watch me!"
- ✓ 8. A firm commitment to accomplishments.
- ✓ 9. Dedicated to "going it alone" when necessary.
- ✓ 10. Positive, outgoing, and friendly behavior.
- ✓ 11. Being creative and unconventional in making a point.
- ✓ 12. Optimistic, future-oriented outlook.





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.

Procrastination

Procrastination is the process of delaying action. It is also the inability to begin action.

Possible Causes:

1. Priorities have not been set
2. Do not see projects or tasks clearly
3. Overwhelmed with commitments
4. Hope that time will solve or eliminate the problem
5. Fear of failure

Possible Solutions:

1. Set goals and establish priorities
2. Break large projects into small steps and do one at a time
3. Agree to follow established priorities
4. Consider consequences if it doesn't get done
5. Remind yourself that you will avoid the stress of putting something off until the last minute

Desire To Be Involved With Too Many People

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

Possible Causes:

1. Have many interests
2. Want to be seen as one of the gang
3. Need praise and approval from others



Time Wasters

Continued



Possible Solutions:

1. Recognize your time constraints
2. Be selective in getting involved in activities
3. Monitor energy level
4. Keep personal and job related priorities in view

Open Door Policy

An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.

Possible Causes:

1. Want to be seen as supportive and available
2. Want the social interaction of people dropping by
3. Have a difficult time saying "no"
4. Use people interruptions as a way of procrastinating or justifying missed deadlines

Possible Solutions:

1. Set aside time to "close your door" and work on projects
2. Set aside time to interact with co-workers
3. Learn to prioritize activities and say "no" to low priorities
4. Place your desk so that it is not always in "view" of those who pass by
5. Avoid eye contact with people who walk by your desk or office

Inability To Say No

The inability to say no is when you are unable to or feel powerless to refuse any request.

Possible Causes:

1. Have many interests and want to be involved
2. Confuse priorities
3. Fail to set priorities



Time Wasters

Continued



4. Do not want to hurt others' feelings
5. Do not want to refuse a superior's request
6. Do not feel comfortable giving "real" reason and doesn't want to lie

Possible Solutions:

1. Realistically evaluate how much time is available
2. Understand limitations and what can be done well
3. Set daily and long-term priorities
4. Learn to say no to those people and tasks that do not support daily and long-term priorities

Cluttered Desk

A cluttered desk is one that is overloaded by papers, supplies and equipment to the point of impacting the ability to be productive.

Possible Causes:

1. See organizing and filing activities as a waste of time
2. Want everything at fingertips
3. Do not conceptualize a system for grouping information and materials
4. Have not established a timeline for tasks or projects

Possible Solutions:

1. Handle each piece of mail only once, i.e. pitch it, file it or delegate it
2. Set up (or have someone else set up) an information storage and retrieval system
3. Get off mailing lists that are of no interest to you
4. Remind yourself that the time it takes to open "junk" mail robs you of time for more important tasks
5. Establish a time limit for certain projects and only have current project material on your desk



Time Wasters

Continued

Long Lunches

Long lunches are those that extend beyond the normal time for eating. They could be kept within a specific time frame but are not.

Possible Causes:

1. Get involved in the excitement of conversation and forget about time
2. See long lunches as a networking opportunity
3. Like doing business in a social, non-threatening environment
4. Use long lunches as a way to avoid unpleasant tasks, people or the work environment

Possible Solutions:

1. Set a specific time for lunch and STICK TO IT
2. Have meetings in the office
3. Set meetings right after lunch
4. Have working lunches



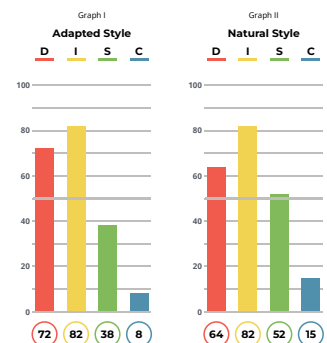
Areas for Improvement



In this area is a listing of possible limitations without regard to a specific job. Review with Debbie and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Debbie has a tendency to:

- ✓ 1. Trust people indiscriminately if positively reinforced by those people.
- ✓ 2. Be optimistic regarding possible results of her projects or the potential of her people.
- ✓ 3. Be too verbal in expressing criticism.
- ✓ 4. Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.
- ✓ 5. Be inattentive to details—only attentive to results and not the means.
- ✓ 6. Make decisions based on surface analysis.
- ✓ 7. Be so enthusiastic that she can be seen as superficial.
- ✓ 8. Overuse praise in motivating others.
- ✓ 9. Underinstruct and overdelegate—will rely on personality as opposed to a disciplined approach to follow-up.

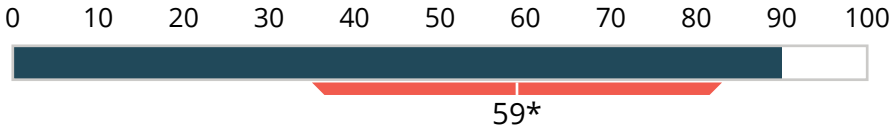


Behavioral Hierarchy

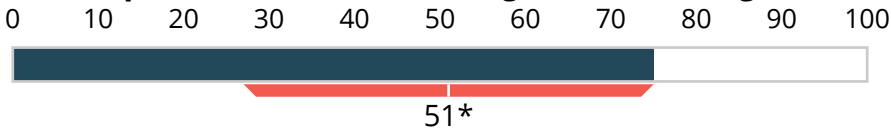


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

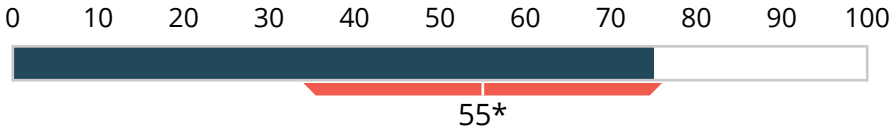
1. Interaction - Frequently engage and communicate with others.



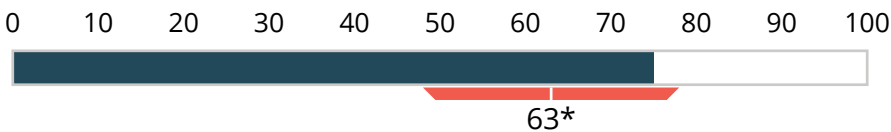
2. Competitive - Want to win or gain an advantage.



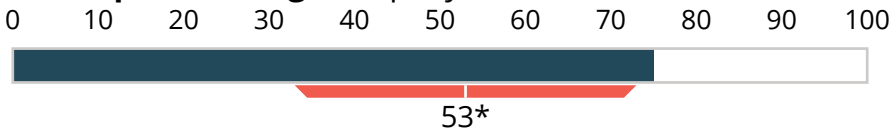
3. Versatile - Adapt to various situations with ease.



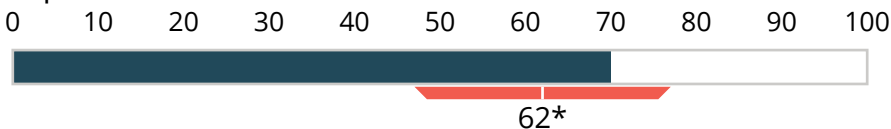
4. People-Oriented - Build rapport with a wide range of individuals.



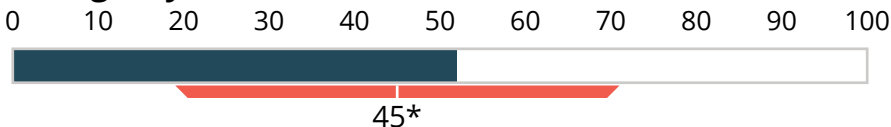
5. Frequent Change - Rapidly shift between tasks.



6. Customer-Oriented - Identify and fulfill customer expectations.



7. Urgency - Take immediate action.



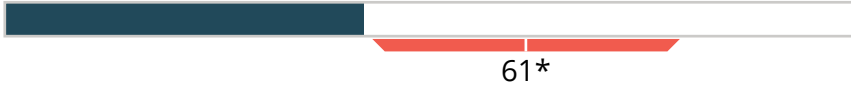
* 68% of the population falls within the shaded area.

Behavioral Hierarchy



8. Persistence - Finish tasks despite challenges or resistance.

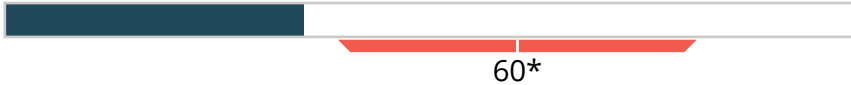
0 10 20 30 40 50 60 70 80 90 100



42

9. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



35

10. Following Policy - Adhere to rules, regulations, or existing methods.

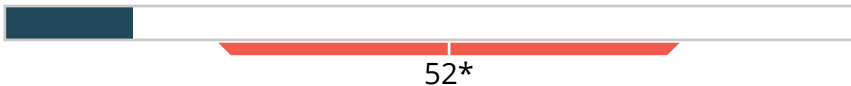
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35

11. Organized Workplace - Establish and maintain specific order in daily activities.

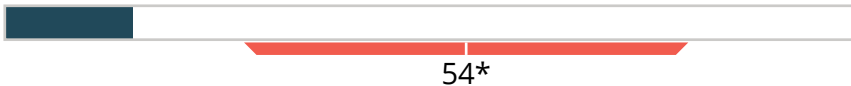
0 10 20 30 40 50 60 70 80 90 100



15

12. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



15

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



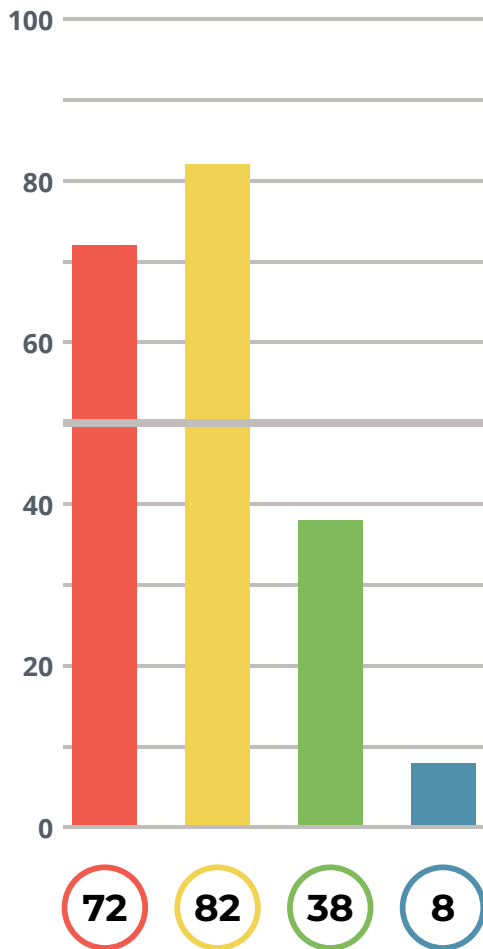
Style Insights® Graphs



Graph I

Adapted Style

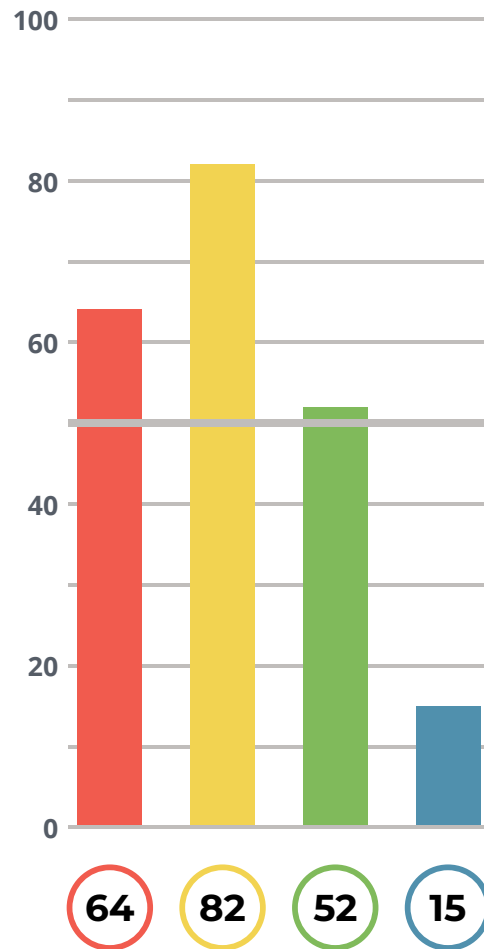
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**

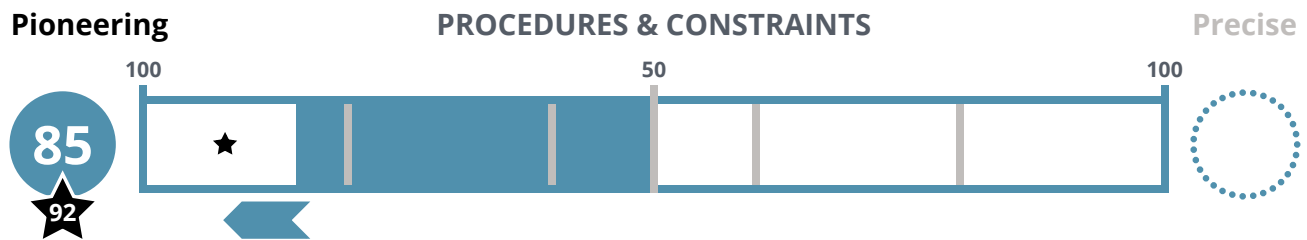
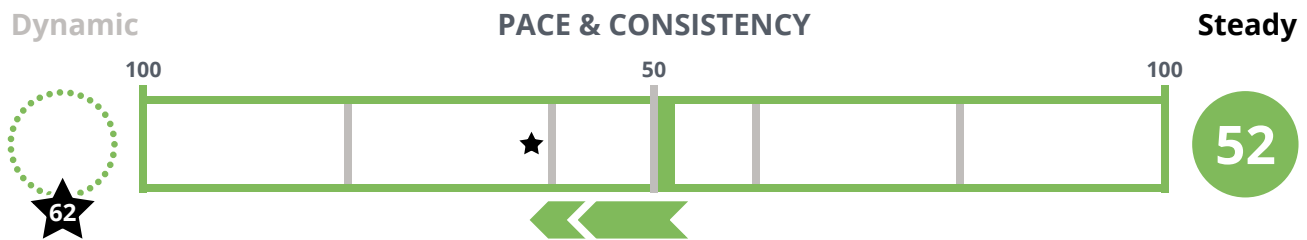
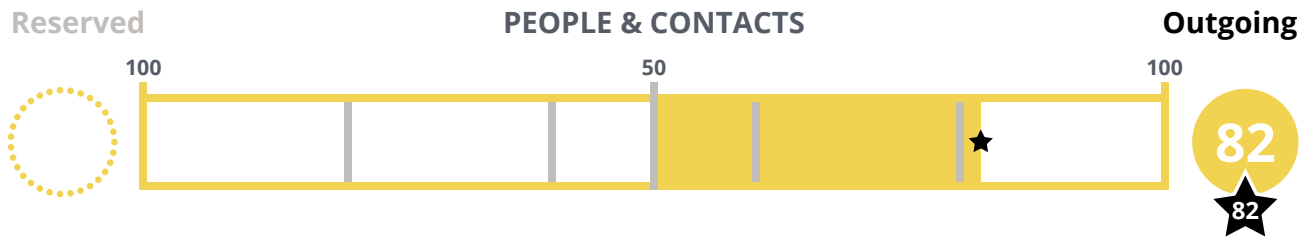
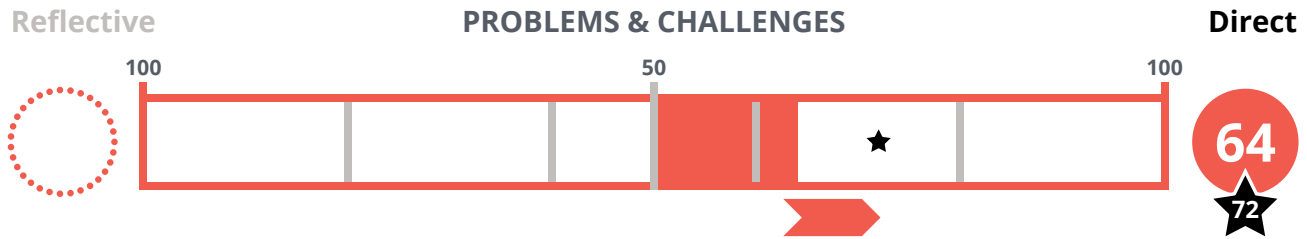


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Behavioral Continuum



Everyone has a varying level of the four main behavioral factors that create their own personal style. Each side of those factors lives on a continuum, and the combination influences individuals' levels of engagement in different situations. The graph below is a visual representation of where Debbie falls within each continuum.



★ Adapted Position
 ◀ Adapted Movement

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The TTI Success Insights® Wheel



The TTI Success Insights® Wheel is a powerful tool first 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 to which 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.

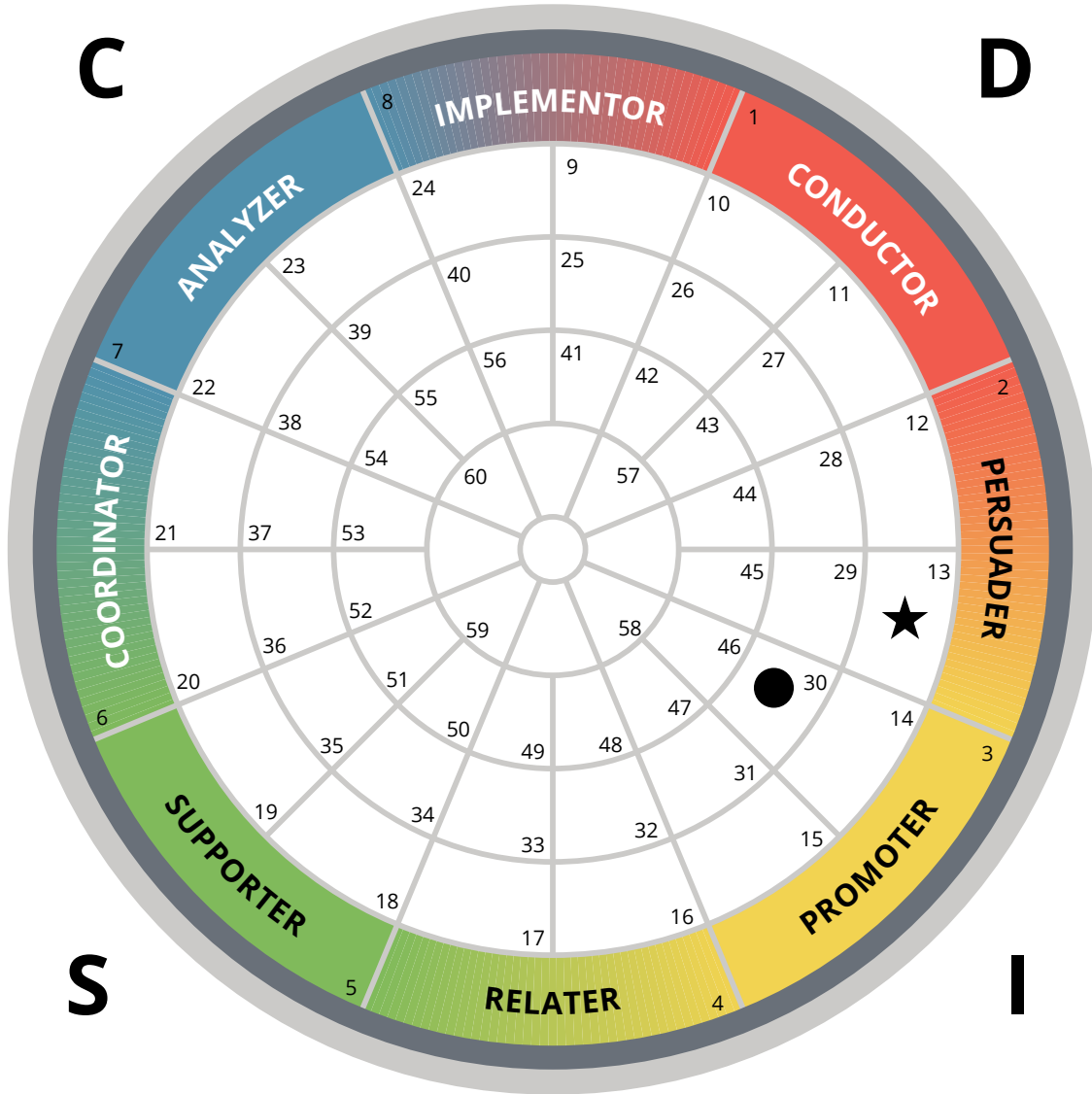
The TTI Success Insights® Wheel



Debbie Brown

ABC Company

8-31-2025



Adapted: ★ (13) PROMOTING PERSUADER

Natural: ● (30) PERSUADING PROMOTER (FLEXIBLE)

Intl Norm 2021 R4

T: 8:02

Leadership Resources and Consulting
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Understanding Your Driving Forces



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

With TTI'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 both work and life. You will learn how your passions from the 12 Driving Forces® frame your perspectives, providing 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 how they have a strong pull on you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

Once you have reviewed this report, you will have a better grasp of one of the key areas in the Science of Self™ and will:

- Identify and understand your unique Driving Forces
- Understand and appreciate the Driving Forces of others
- Establish methods to recognize and understand how your Driving Forces interact with others such that communication can be improved

Driving 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.

Debbie has the ability to instinctively notice and respond to people in need. She believes people should have the opportunity to be the best they can be. She has the desire to be empathetic toward those in need. She tends to value the process and people involved more than the end result. Debbie tends to see money as a necessary tool rather than a measurement of success. She may focus on the task at hand before considering the best use of her talent and skills. She is true to her personal belief system in life. She will evaluate others based on how they follow systems and rules. Debbie is able to isolate personal issues and focus on professional productivity. She will focus on the objective of a situation more than the harmony of a situation. She will seek knowledge based on her needs in individual situations. She will evaluate each situation, determining how much collaboration is needed.

Debbie will strive to eliminate conflict in the workplace. If she thinks it will harm a relationship, Debbie will avoid confrontation. She may often give freely of time, talent, and resources. She is less focused on a return than the success of the project. Debbie tends to be very helpful when working with others who share the same interests. She views rules and regulations as a system to be followed by all. She may choose to see the world in pieces, not as a whole. She tends to focus on the task at hand regardless of her surroundings. Debbie has the potential to become an expert in her chosen field. If knowledge of a specific subject is not of interest, or is not required for success, Debbie will have the tendency to rely on her intuition or practical information in this area. She may strive to maintain collaboration in group settings. She may seek situations that allow her the freedom to partner with others.

Driving Characteristics



Debbie may focus on the greater good more than personal advancement. In those areas where Debbie has a special interest, she will be good at integrating past knowledge to solve current problems. She tends to have an objective view of the task at hand. She tends to use a systematic approach in formulating a plan of action. Overemphasizing the importance of money may cause Debbie to become alienated from the conversation. She tends to accomplish tasks for the sake of accomplishment. She looks for ways to help people have positive experiences. She may sacrifice personal gain in a situation if the outcome is detrimental to others.

Strengths & Weaknesses



The following section will give you a general understanding of the strengths and weaknesses of Debbie's top four Driving Forces, otherwise known as the Primary Driving Forces Cluster. Remember, an overextension of a strength can be perceived as a weakness to others.



Potential Strengths

- ✓ 1. Debbie might volunteer and give generously of herself.
- ✓ 2. She can seek to help and support others.
- ✓ 3. She may act to alleviate the suffering of others.
- ✓ 4. She may accomplish tasks simply for the sake of accomplishment.
- ✓ 5. Debbie might provide assistance and resources with minimal expectation of personal return.
- ✓ 6. She may place a high value on working within defined and structured systems.
- ✓ 7. She can succeed in chaotic environments.



Potential Weaknesses

- ✗ 1. Debbie acts to alleviate the suffering of others even at her own detriment.
- ✗ 2. She bases personal decisions on the impact to others and not to herself.
- ✗ 3. She may be easily taken advantage of.
- ✗ 4. She may view activity as productivity.
- ✗ 5. Debbie can potentially waste resources.
- ✗ 6. She can over-promote her philosophy to others.
- ✗ 7. She tends to miss the overall experience by focusing only on tangible components.

Energizers & Stressors



The following section will give you a general understanding of the energizers and stressors of Debbie's top four Driving Forces, otherwise known as the Primary Driving Forces Cluster. Remember, an overextension of an energizer can be perceived as a stressor to others.

Potential Energizers

- ✓ 1. Debbie is energized by eliminating conflict.
- ✓ 2. She realizes the potential in others.
- ✓ 3. She likes to participate in charitable events.
- ✓ 4. She utilizes resources freely.
- ✓ 5. Debbie is energized by completing tasks.
- ✓ 6. She is energized by the opportunity to advance her cause.
- ✓ 7. She appreciates functionality.

Potential Stressors

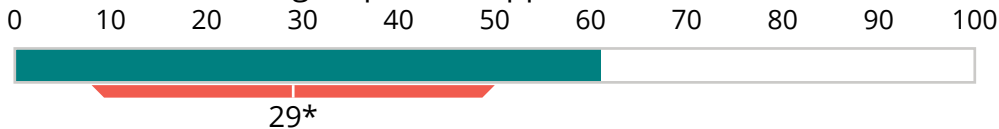
- ✗ 1. Debbie does not like when others in need are ignored.
- ✗ 2. She gets frustrated when she observes favoritism.
- ✗ 3. She does not like to discipline others.
- ✗ 4. She does not enjoy when time is restricted.
- ✗ 5. Debbie is stressed when success is measured through efficiency.
- ✗ 6. She gets frustrated when established protocols are ignored.
- ✗ 7. She is stressed when the focus is on harmony.

Primary Driving Forces Cluster



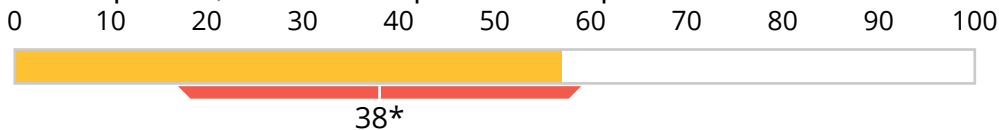
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement it to create your unique driving force.

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



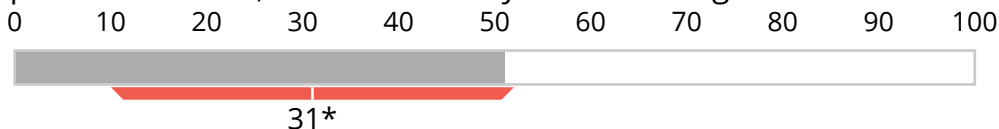
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2. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.



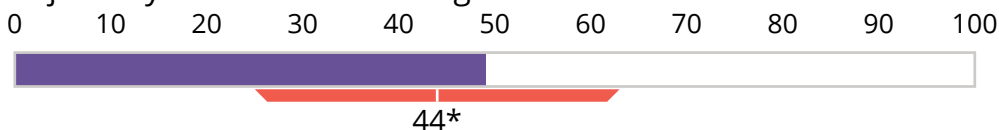
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3. Structured - People who are driven by traditional approaches, proven methods, and a defined system for living.



51

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



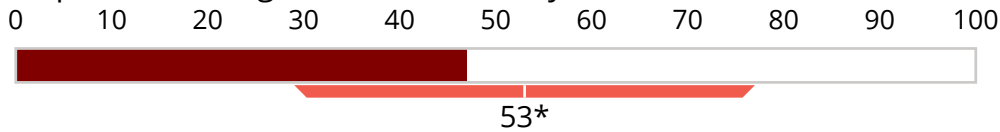
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Situational Driving Forces Cluster



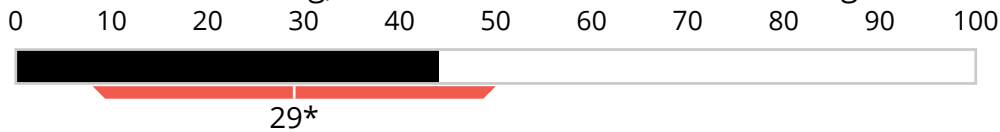
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



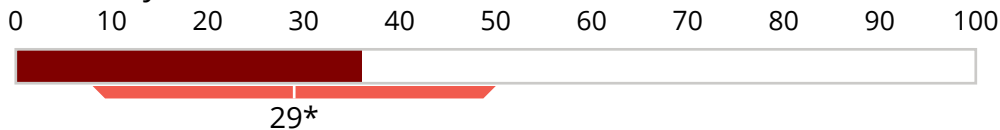
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6. Collaborative - People who are driven by being in a supporting role and contributing, with little need for individual recognition.



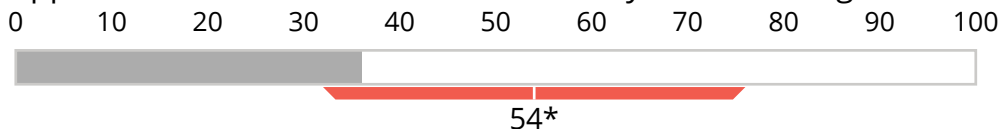
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7. Instinctive - People who are driven by utilizing past experiences and their intuition and are seeking specific knowledge when necessary.



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



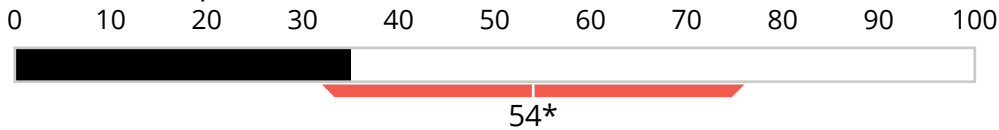
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Indifferent Driving Forces Cluster



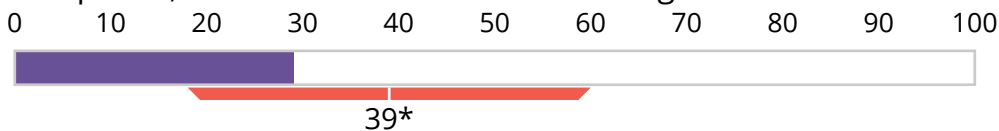
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



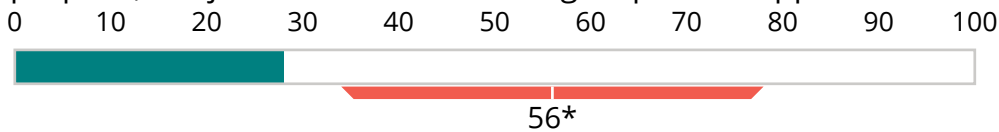
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10. Harmonious - People who are driven by experience, subjective viewpoints, and balance in their surroundings.



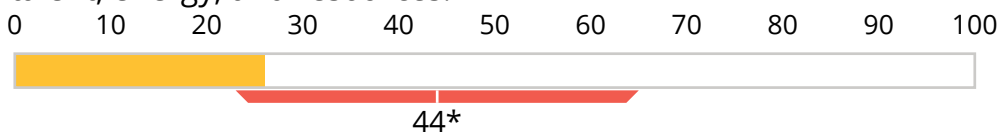
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11. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



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



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Areas for Awareness



For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar driving forces, you will fit in with the group and be energized. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside of the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside of 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 - Intl Norm 2021



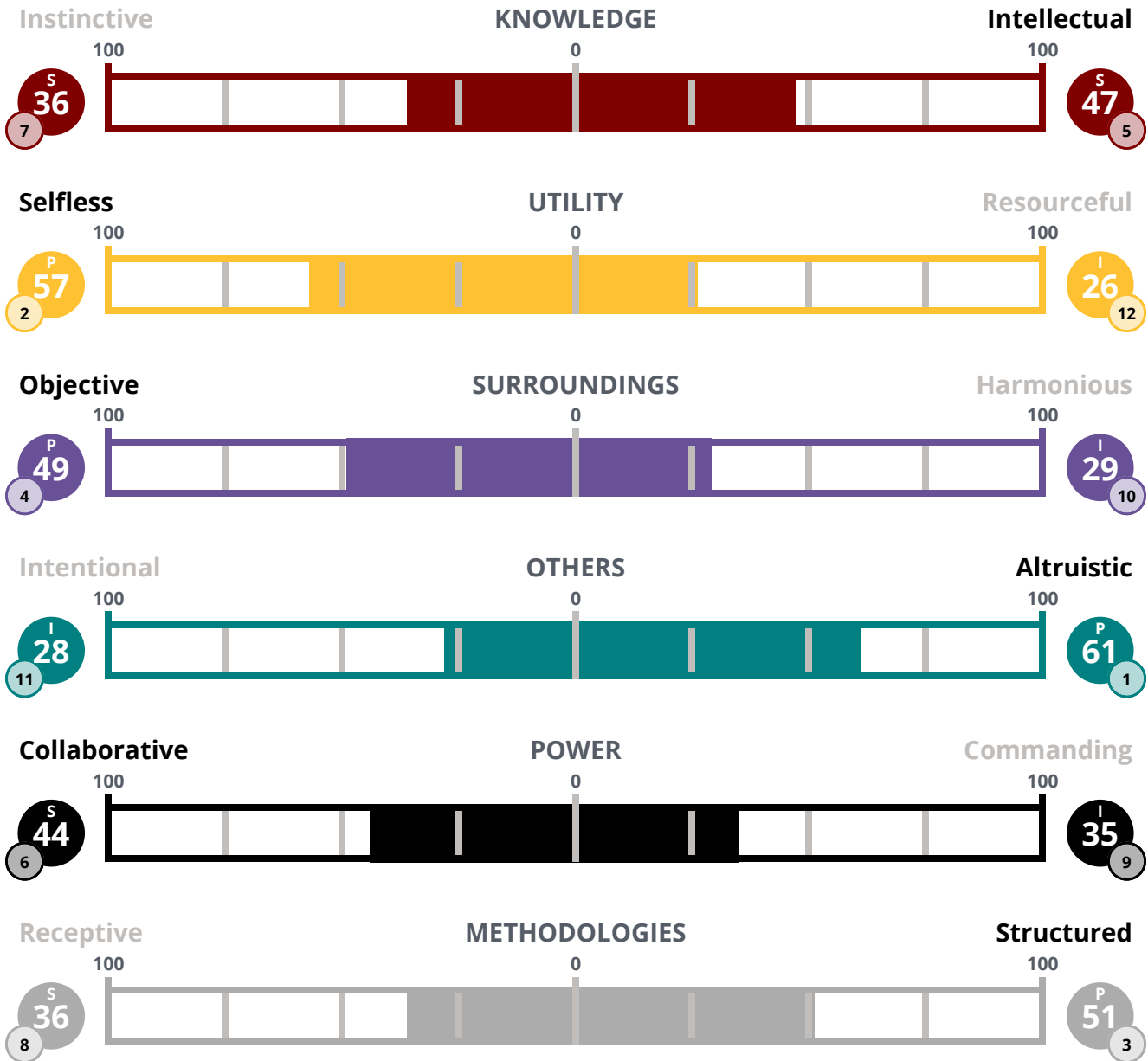
■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
■ - 2nd Standard Deviation
■ - 3rd Standard Deviation

Mainstream - one standard deviation of the national mean
Passionate - two standard deviations above the national mean
Indifferent - two standard deviations below the national mean
Extreme - three standard deviations from the national mean

Driving Forces Graph



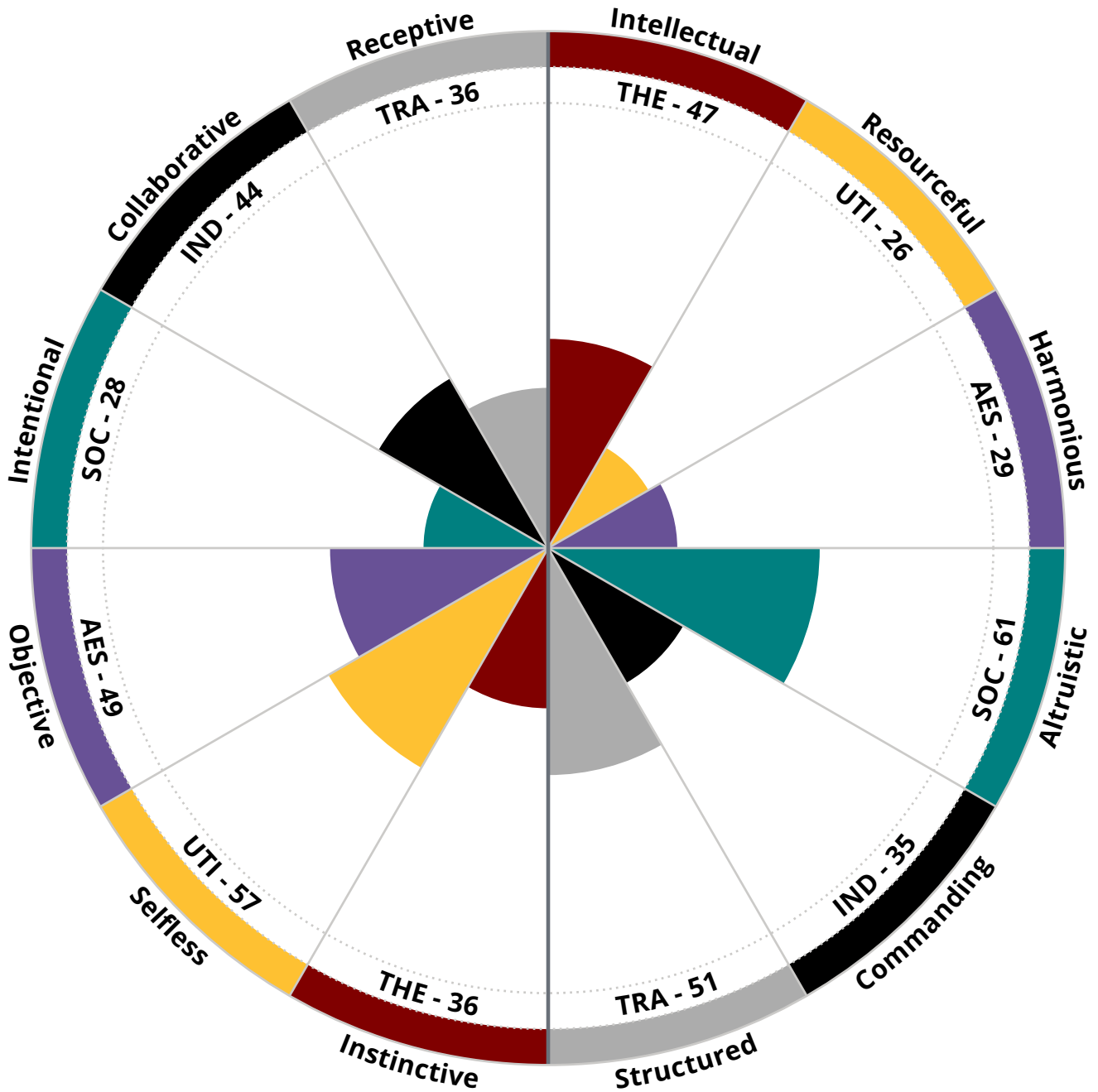
The 12 Driving Forces® Continuum is a visual representation of what motivates Debbie and the level of intensity for each category. The letter "P" indicates an individual's primary cluster. These four factors are critical to Debbie's motivation and engagement regardless of the situation.



P Primary, Situational, or Indifferent
76 Driving Forces Score
3 Driving Forces Rank

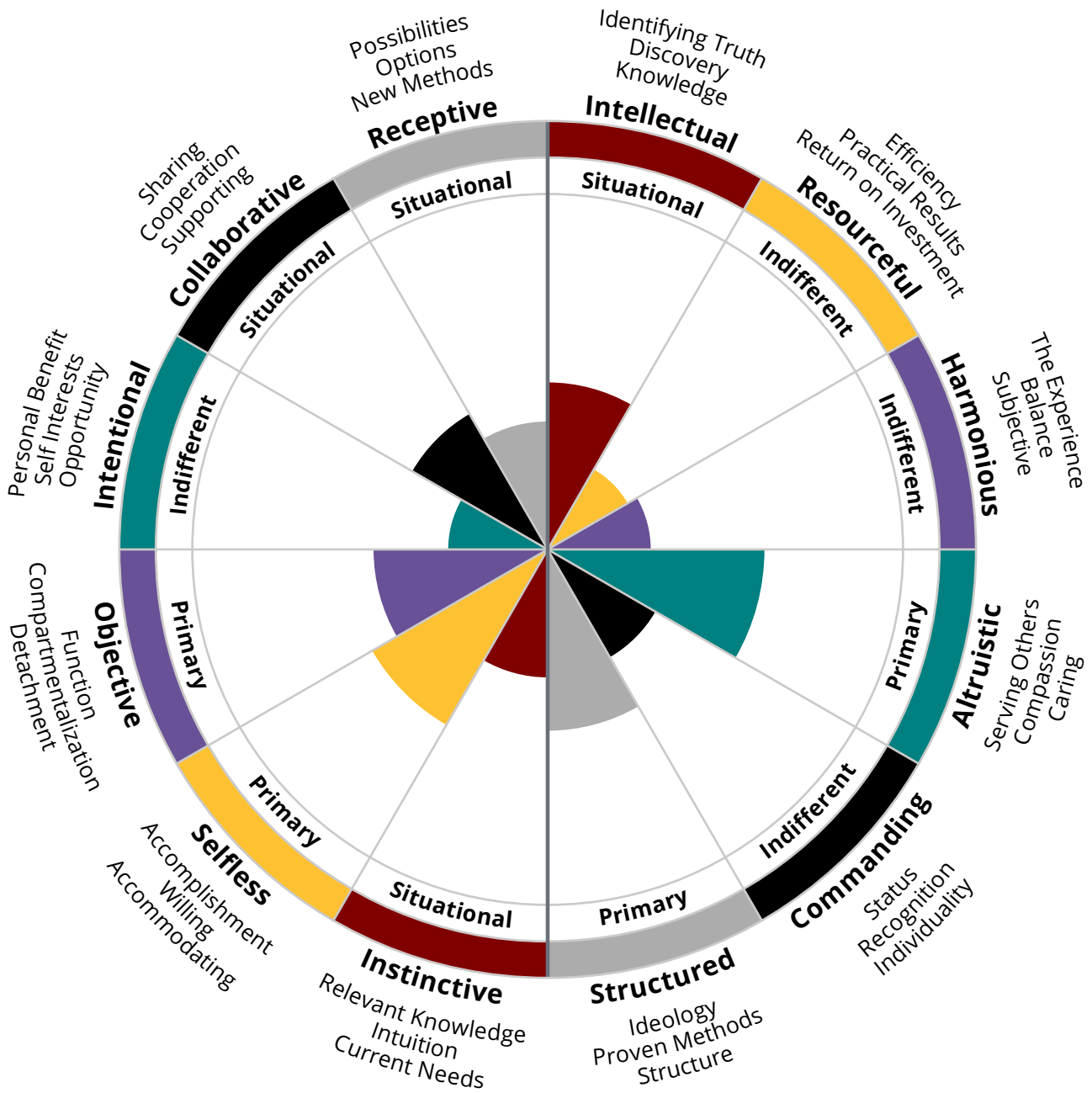
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Driving Forces Wheel



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Descriptors Wheel



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Introduction



Integrating Behaviors and Driving Forces

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 & Motivational Strengths



This section describes the potential area of overlap between Debbie'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.

1. Demonstrates a will and desire to help others in the organization.
2. Sings the praises of peers and the contributions others make.
3. Great at generating excitement in others and getting people on board.
4. Tends to be accommodating while completing tasks.
5. Optimistic about process improvement related to people.
6. Accommodating and influential in creating effective outcomes.
7. Great at recruiting membership in organizations to which she belongs.
8. Tends to promote traditional ideas and beliefs of the organization.
9. The "megaphone" for spreading a message.
10. Brings enthusiasm to all aspects of the process.
11. Expresses and strives to compartmentalize team activities.
12. Creates organizational momentum in a positive and friendly way.

Potential Behavioral & Motivational Conflict



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

1. Does not always listen to those she is helping.
2. May overestimate the impact she can have on others.
3. Has trouble making difficult decisions that affect others.
4. Accomplishments are diminished as a result of too much small talk.
5. Struggles with balancing efficiency and interaction with others.
6. Overestimates what others can accomplish.
7. May interpret her beliefs as flawless.
8. May be ineffective in sharing her system of living with others.
9. Has difficulty hearing what others are saying if it contradicts her beliefs.
10. Can overshare personal feelings which could hinder objectivity.
11. May have difficulty focusing on tangible outcomes.
12. Struggles with balancing people interaction and completing the task at hand.

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

1. Ability to achieve results through interacting with and helping others.
2. Groups and committees are present in order to assist charities and social causes.
3. An environment where interacting with others in an effort to help each person is rewarded.
4. People-oriented activities are rewarded higher than task-oriented activities.
5. Rewards determined by contributions to group efforts.
6. Experience is seen as a part of the desired accomplishment.
7. A forum to express the experience of following the system or process.
8. A leader that understands the need to talk through the system in order to have buy-in.
9. Opportunity to be a spokesperson for the "system" of the organization.
10. A fun and functional working environment.
11. The ability to compartmentalize new ideas with a group of people.
12. A forum to participate in meetings with others regardless of surroundings.

Keys To Motivating



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

Debbie wants:

1. To be the promoter for programs that assist others, both on and off the job.
2. To be seen as an internal resource for people to express problems and challenges.
3. To be a part of the team that contributes to causes and helping others.
4. Freedom to include others in the celebration of organizational achievements.
5. The opportunity to express accomplishments of the company to others.
6. The chance to include others as part of the agenda.
7. To implement systems for others by spreading the organizational message.
8. A manager that values her optimism about the ability to live and stand for a system of living and doing business.
9. To influence anyone and everyone with her way of thinking, but in friendly terms.
10. The focus of the people and the surroundings to be tangible and functional.
11. Optimistic and focused interactions between co-workers and management.
12. To be involved in many people-oriented projects with functional results.

Keys To Managing



This section discusses the needs which must be met in order for Debbie to perform at an optimum level. Some needs can be met by herself, 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 Debbie and identify 3 or 4 statements that are most important to her. This allows Debbie to participate in forming her own personal management plan.

Debbie needs:

1. To be realistic about her ability to help others within the organizational framework.
2. A manager that promotes her ability to positively influence others.
3. To help balance socialization and tangible assistance for others.
4. To manage enthusiasm in order to accomplish the desired outcome.
5. To listen for the answer she wants in order to benefit the organization.
6. Help balancing the desire for accomplishment and the need for people interactions.
7. To manage time and avoid getting "bogged-down" with fitting people and work into the system.
8. Support in being an advocate for organizational systems, as long as they are systems she believes in.
9. To understand that there is a time and a place for influencing others to her system for living.
10. To balance socializing and workload to minimize time management issues.
11. Assistance in setting realistic expectations with tangible objectives.
12. To set functional team objectives to keep momentum.

Action Plan

Professional Development



1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

3. When I make changes to these behaviors, they will have the following impact on my career:

4. I will make the following changes to my behavior, and I will implement them by _____:

Action Plan

Personal Development



1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

4. I will make the following changes to my behavior, and I will implement them by _____:
