



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Management-Staff

Terri Talent
Executive
1-12-2016

Leadership Resources & Consulting
PO BOX 2025
Palestine TX 75802
1-800-746-1656
info@disc-report.com





Introduction Where Opportunity Meets Talent®

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

The following is an in-depth look at your personal talents in the three main sections:

Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

Driving Forces

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

Integrating Behaviors And Driving Forces

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.



Introduction Behaviors Section

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



General Characteristics

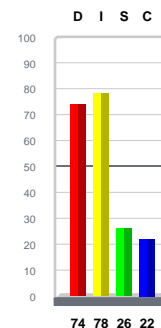
Based on Terri's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the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

Terri, an outgoing person, feels at home with strangers. She likes freedom from many controls. She is driven by status and power. She is optimistic about her ability to do any job. Terri does not like close supervision. She seeks popularity and social recognition. She likes to deal with people in a favorable social environment. Her goal is to have and make many friends. At work, she is good at maintaining friendly public relations. She prefers working for a participative manager. She does her best work in this kind of environment. Terri believes in getting results through other people. She prefers the "team approach." 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."

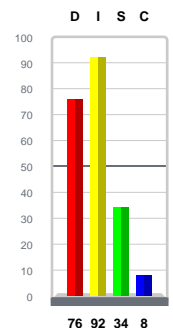
Terri likes working for managers who make quick decisions. Sometimes she will seek the quick and simple decision. Her aversion to detailed work motivates her desire for simplicity. She may be inconsistent in disciplining others. She makes quick decisions. Terri believes rules exist to serve rather than to be followed by her. She likes to be involved in the decision-making process. She tends to make snap judgments or impulsive decisions. She may leap to a favorable conclusion without considering all the facts.



Adapted Style



Natural Style



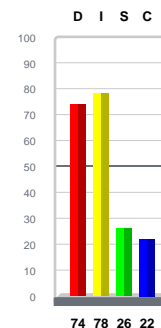


General Characteristics Continued

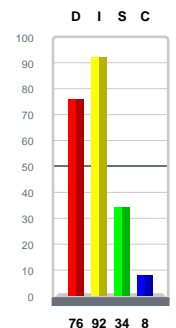
Terri may have a tendency to oversell certain styles. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! She can be intense and may not always fit the intensity to the situation. She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. Sometimes she can get caught short on the facts and figures needed to support her ideas. She will optimistically interact with people in an assured, diplomatic and poised manner. She has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. She will know many people. She has a tendency to be a name dropper. She may do this without thinking, trying to establish rapport with people she may not know well.



Adapted Style



Natural Style





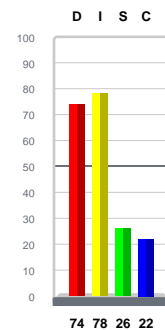
Value to the Organization

This section of the report identifies the specific talents and behavior Terri 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 and make her an integral part of the team.

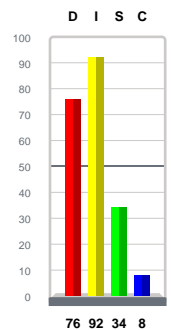
- Optimistic and enthusiastic.
- Bottom line-oriented.
- Positive sense of humor.
- Has the confidence to do the difficult assignments.
- Creative problem solving.
- Can support or oppose strongly.
- Accomplishes goals through people.
- Motivates others towards goals.



Adapted Style



Natural Style





Checklist for Communicating

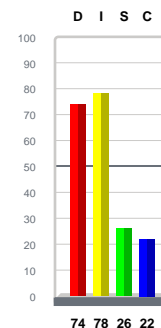
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Terri. Read 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 Terri most frequently.

Ways to Communicate

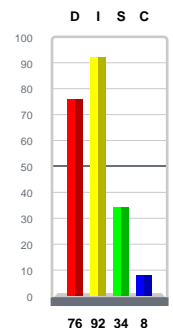
- Clarify any parameters in writing.
- Use a balanced, objective and emotional approach.
- Deal with details in writing, have her commit to modes of action.
- Expect her to return to fight another day when she has received a "no" answer.
- Speak at a rapid pace.
- Confront when in disagreement.
- Ask for her opinions/ideas regarding people.
- Talk about her, her goals and the opinions she finds stimulating.
- Be brief--be bright--be gone.
- Appeal to the benefits she will receive.
- Provide "yes" or "no" answers--not maybe.



Adapted Style



Natural Style





Checklist for Communicating Continued

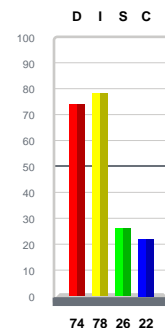
This section of the report is a list of things NOT to do while communicating with Terri. Review each statement with Terri and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Ways NOT to Communicate

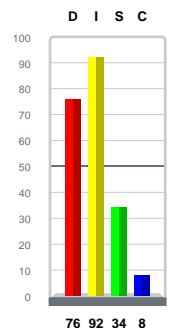
- Drive on to facts, figures, alternatives or abstractions.
- Be curt, cold or tight-lipped.
- Legislate or muffle--don't overcontrol the conversation.
- Be dictatorial.
- Let her overpower you with verbiage.
- Talk down to her.
- Be paternalistic.
- Hesitate when confronted.
- Give her your opinion unless asked.
- Leave decisions hanging in the air.
- Ramble.
- "Dream" with her or you'll lose time.



Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Terri'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, Terri 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.

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.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

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."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

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, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

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.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



Perceptions

See Yourself as Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Terri's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Terri to project the image that will allow her to control the situation.

Self-Perception

Terri usually sees herself as being:

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

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

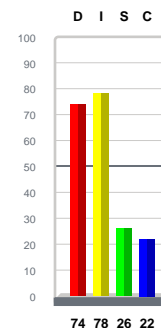
Others' Perception - Extreme

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

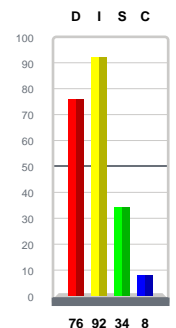
- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter



Adapted Style



Natural Style





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.

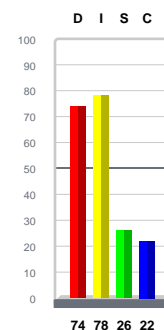
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid situations where critical analysis is required, and move toward an out-of-the-box brainstorming environment.
- Avoid situations that require strict adherence to standards without any flexibility.
- Avoid environments where micro-management is the way of the organization.

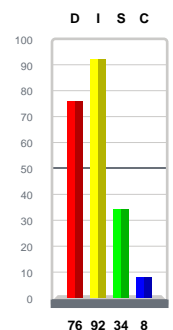
Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with C above the energy line and/or tips for seeking environments that will be conducive to the low C.

- Understand the need for detail in delegation practices, as this may cause unnecessary stress for others, and the desired result will be more difficult to achieve.
- The lack of caution exhibited may lead to unnecessary high-risk decisions being made.
- Extremely formal and structured interactions may cause stress.

Adapted Style



Natural Style





Descriptors

Based on Terri'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	Influencing	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 and Adapted Style

Terri'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

Terri is ambitious in her approach to problem solving, displaying a strong will and a need to win against all obstacles. Terri has a tendency to make decisions with little or no hesitation.

Adapted

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

People - Contacts

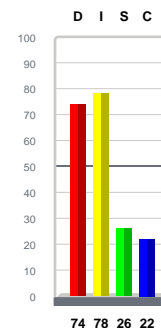
Natural

Terri's natural style is to use persuasion and emotion to the extreme. She is positive and seeks to win by the virtues of her personality and verbal skills. She will convince you that what she is saying is not only right, but is exactly what is needed. She displays enthusiasm for almost any project.

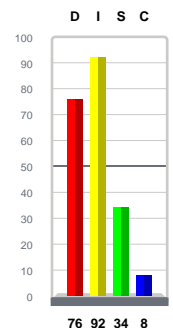
Adapted

Terri projects a positive and enthusiastic attitude toward influencing others. She sees the need to be trusting and wants to be trusted.

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Terri likes mobility and the absence of routine does not traumatize her. She feels comfortable juggling different projects and is able to move from one project to another fairly easily.

Adapted

Terri sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.

Procedures - Constraints

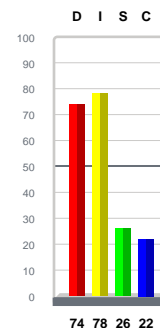
Natural

Terri 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.

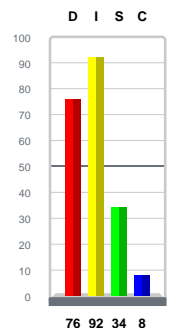
Adapted

Terri sees the environment with few constraints. She feels the necessity to rebel at too many constraints and may even flaunt this independence.

Adapted Style



Natural Style



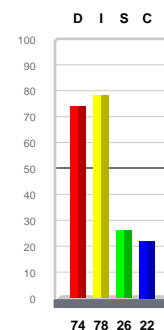


Adapted Style

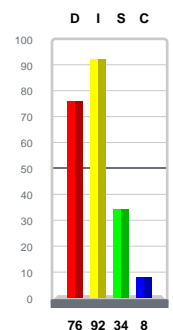
Terri sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Firm commitment to accomplishments.
- Maintaining an ever-changing, friendly, work environment.
- Being independent and innovative.
- Dedicated to "going it alone" when necessary.
- Making tactful decisions.
- Obtaining results through people.
- Flexibility.
- Being creative and unconventional in making a point.
- Using a direct, forthright and honest approach in her communications.
- Participative decision making.
- Optimistic, future-oriented outlook.

Adapted Style



Natural Style





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.

Inability To Say No

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

Possible Causes:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

Possible Solutions:

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

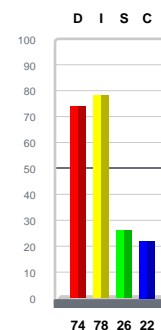
Poor Filing System

A poor filing system is one that has no predetermined method for subject matter grouping. It is one that you may understand but is not usable by others who may need to retrieve information from your files.

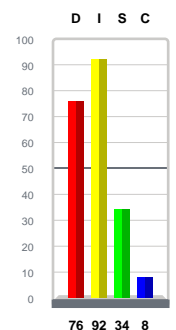
Possible Causes:

- Have not determined or prioritized subject matter groupings
- Categorize by emotions

Adapted Style



Natural Style





Time Wasters Continued

Possible Solutions:

- Set up a cataloging system that you AND others can use easily
- Have someone assist you in setting up a system
- Use cross-referencing indexes
- Computerize information

Excessive Socializing

Excessive socializing is defined as those interactions that go beyond the usual required time for discussing a issue or task. It can also be interacting too frequently with those who do not support or contribute to the accomplishment of daily priorities.

Possible Causes:

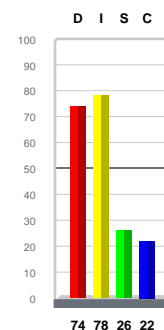
- Enjoy people
- Want to be liked
- Are creatively motivated when with others
- Allow and even encourage visitors and telephone calls
- Haven't prioritized daily requirements
- Confuse deadlines

Possible Solutions:

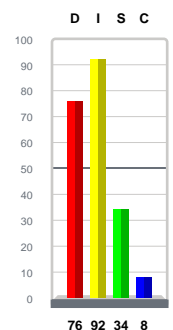
- Keep daily priorities in view to keep you on task
- Set time guidelines for informal conversations, lunches and meetings
- Monitor your open door policy
- Screen and put a time limit on telephone calls
- Be willing to tell visitors and callers that you cannot be interrupted at this time



Adapted Style



Natural Style





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:

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

Possible Solutions:

- Set a specific time for lunch and STICK TO IT
- Have meetings in the office
- Set meetings right after lunch
- Have working lunches

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:

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

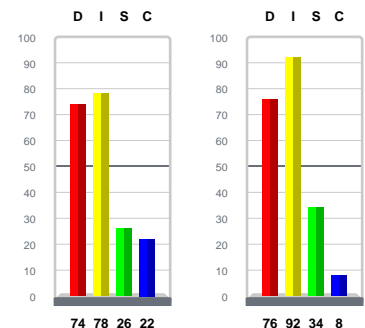
Possible Solutions:

- Set aside time to "close your door" and work on projects
- Set aside time to interact with co-workers
- Learn to prioritize activities and say "no" to low priorities
- Place your desk so that it is not always in "view" of those who pass by



Adapted Style

Natural Style





Time Wasters Continued

- Avoid eye contact with people who walk by your desk or office

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:

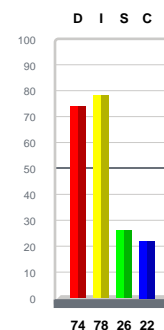
- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

Possible Solutions:

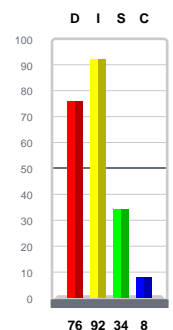
- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view



Adapted Style



Natural Style





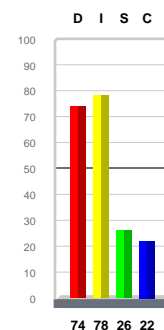
Areas for Improvement

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

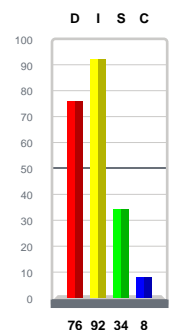
Terri has a tendency to:

- Take information at face value without validation or substantial investigation.
- Act impulsively--heart over mind, especially if her security is not perceived to be threatened.
- Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.
- Be so enthusiastic that she can be seen as superficial.
- Overuse praise in motivating others.
- Be a situational listener if not given an opportunity to tell her ideas.
- Trust people indiscriminately if positively reinforced by those people.
- Make decisions based on surface analysis.

Adapted Style



Natural Style

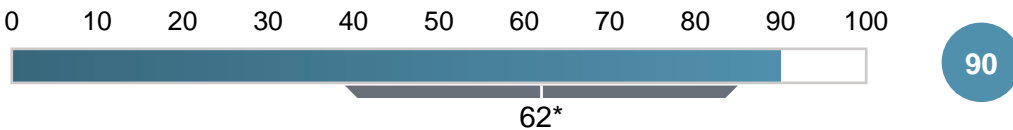




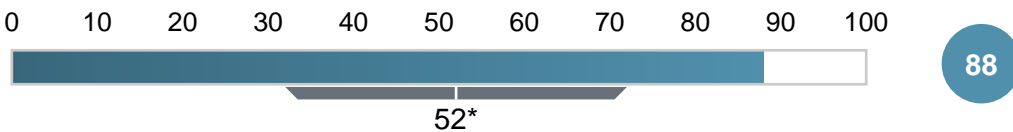
Behavioral Hierarchy

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.

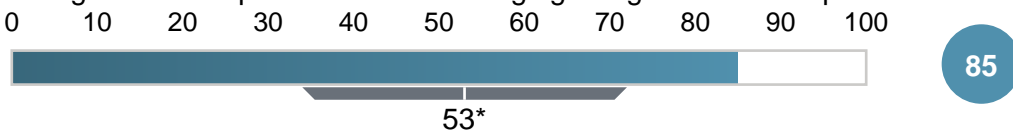
1. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



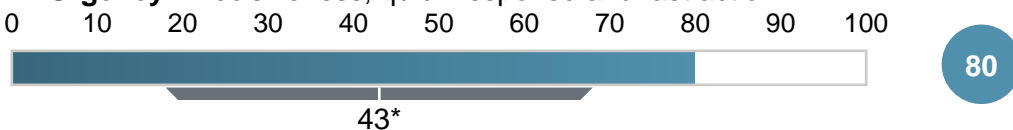
2. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



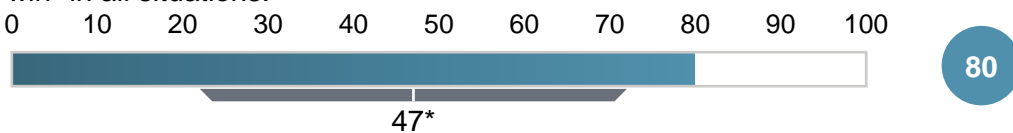
3. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



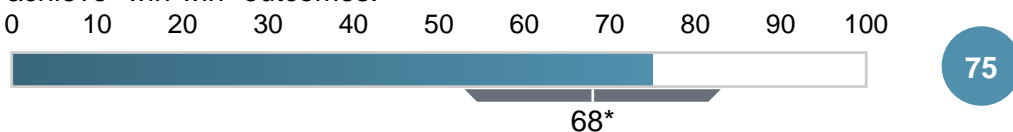
4. Urgency - Decisiveness, quick response and fast action.



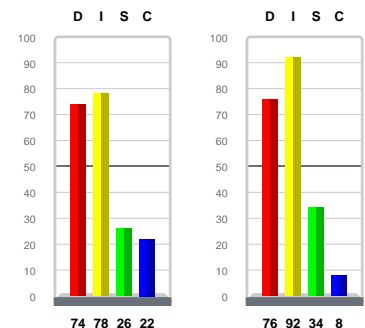
5. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



Adapted Style Natural Style

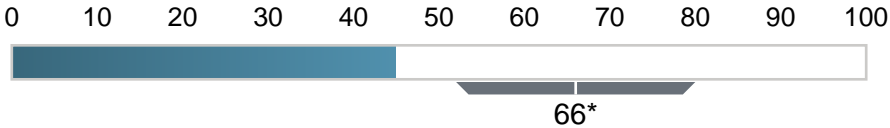


* 68% of the population falls within the shaded area.

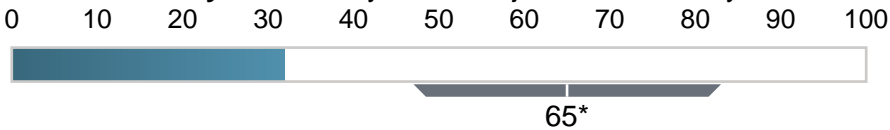


Behavioral Hierarchy

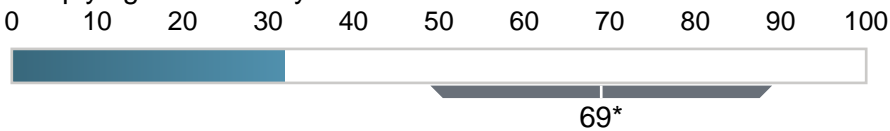
7. Customer Relations - A desire to convey your sincere interest in them.



8. Consistency - The ability to do the job the same way.



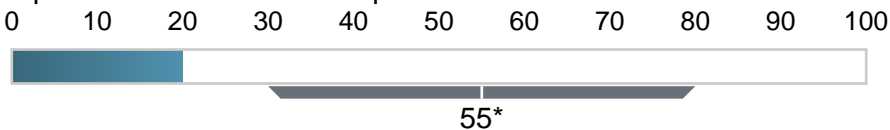
9. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



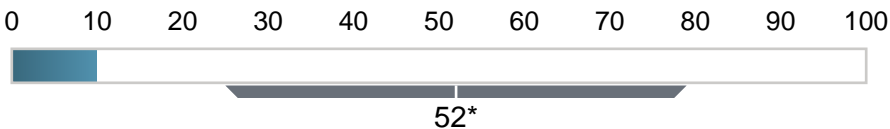
10. Follow Up and Follow Through - A need to be thorough.



11. Analysis of Data - Information is maintained accurately for repeated examination as required.

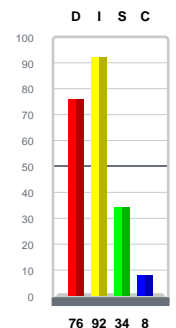
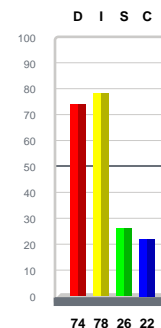


12. Organized Workplace - Systems and procedures followed for success.



Adapted Style

Natural Style



SIA: 74-78-26-22 (13) SIN: 76-92-34-08 (14)
* 68% of the population falls within the shaded area.

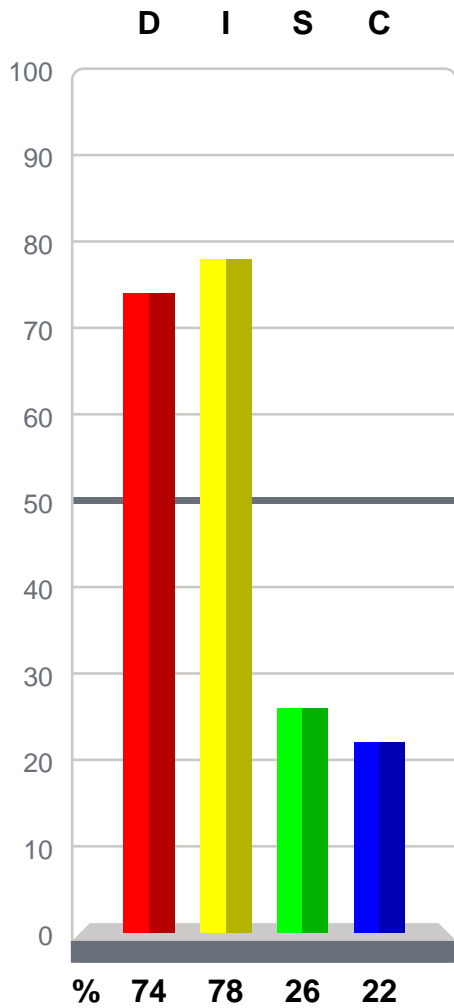


Style Insights® Graphs

1-12-2016

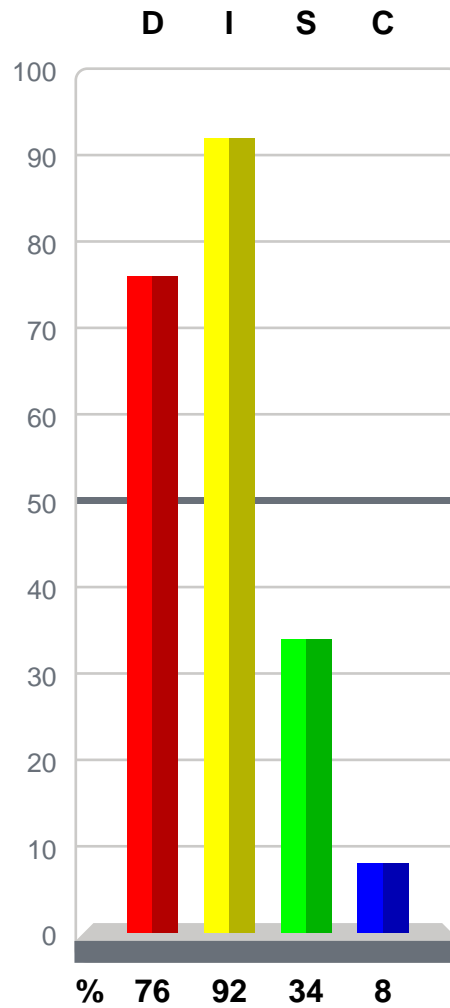
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4



The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

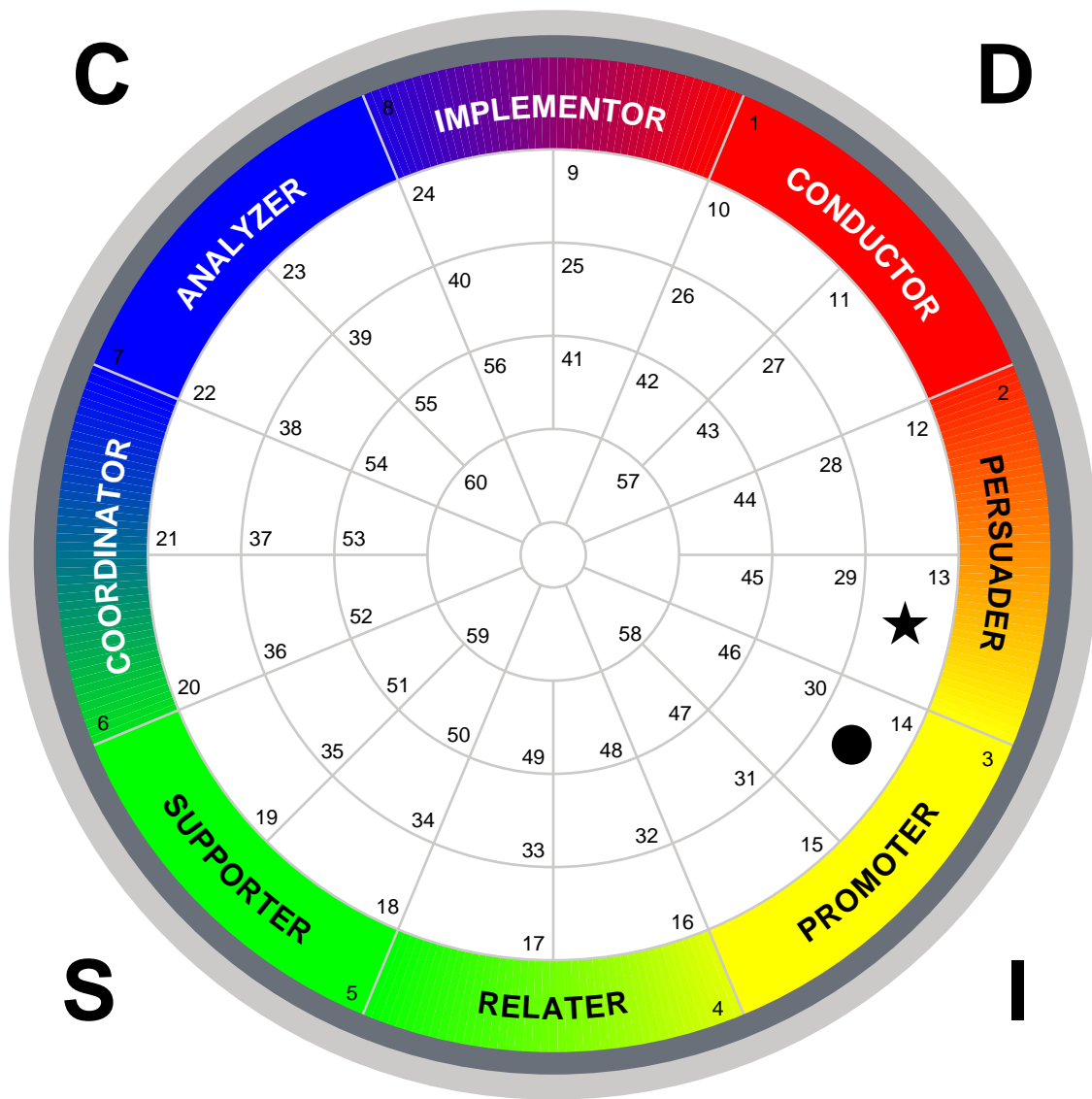
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



The Success Insights® Wheel

1-12-2016



Adapted: ★ (13) PROMOTING PERSUADER
Natural: ● (14) PERSUADING PROMOTER

Norm 2015 R4

T: 12:51



Understanding Your Driving Forces

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

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

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

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

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

- Identify and understand your unique Driving Forces
- Understand and appreciate the Driving Forces of others
- Establish methods to recognize and understand how your Driving Forces interact with others to improve communication



General Characteristics

Based on your responses, the report has generated statements to provide a broad understanding of WHY YOU DO WHAT YOU DO. These statements identify the motivation that you bring to the job. However, you could have a potential Me-Me conflict when two driving forces seem to conflict with each other. Use the general characteristics to gain a better understanding of your driving forces.

Terri is driven to acquire the very best that life has to offer. She can go to extremes to win or control the situation. She wants to control her own destiny and impact the destiny of others. She tends to see things in pieces. Terri will compartmentalize issues to keep the momentum moving forward. She will thrive in an environment filled with chaos. Terri's enterprising tendencies may cause her to be sensitive to wasting time, resources and/or opportunities. She may focus on efficiency to minimize the squandering of resources. Terri will research a subject if it's something Terri is passionate about. She is comfortable performing tasks before conducting a great deal of research. She may seek new ways to accomplish routine tasks. She will be generous with time, research and information if the cause appeals to her.

When Terri feels strongly about a situation, she will apply the "end justifies the means" concept. She looks for opportunities to take control of situations. She can divide the personal and professional relationships within the same person. She will focus on the functionality over harmony of a situation. Terri may use wealth as a way to measure her success. She may give freely of time, talent and resources, but will want and expect a return on her investment. She is comfortable starting a project before gathering all the necessary information. She doesn't require a full explanation of details. Terri may gather elements from multiple systems to implement as needed. She may be able to pick and choose the traditions to which she will adopt. She may attempt to help an individual or group overcome adversity. Terri's desire to help others is evaluated on an individual basis.



General Characteristics

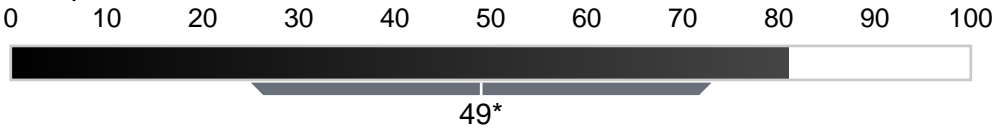
Terri is driven by public recognition. She is driven by building a team that is recognized as a winner. She can focus on the task at hand regardless of her surroundings. She tends to have a realistic view of everyday life. Terri may be driven to maximize opportunities in order to create financial flexibility. She is comfortable in situations when she can rely on past experiences. She may not focus on a specific approach and will keep momentum moving forward. She is willing to help others if they are willing to work to achieve their goals.



Primary Driving Forces Cluster

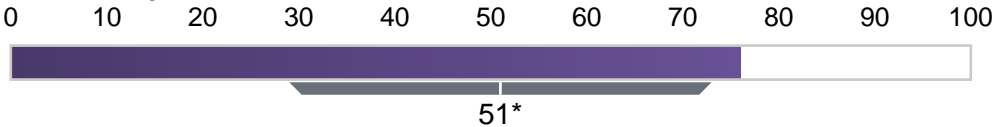
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver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

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



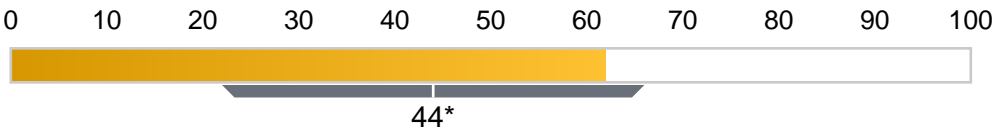
81

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



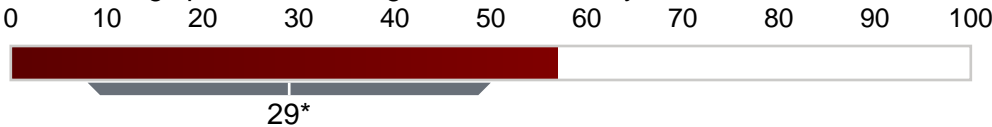
76

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



62

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



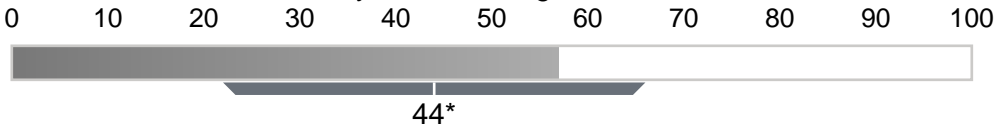
57



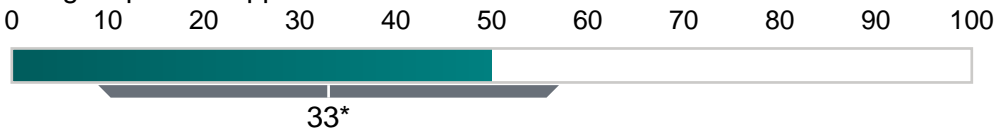
Situational Driving Forces Cluster

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.

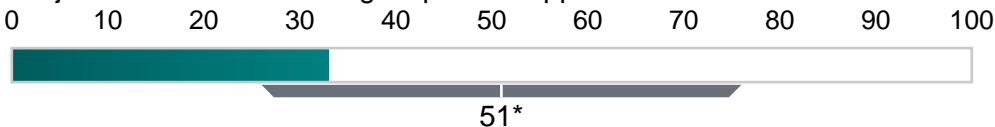
5. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



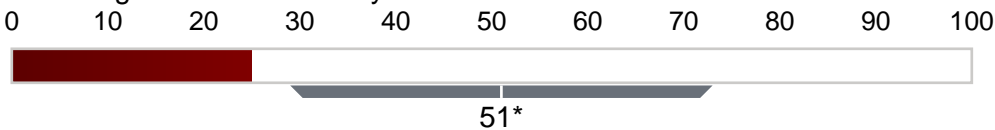
6. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



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



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

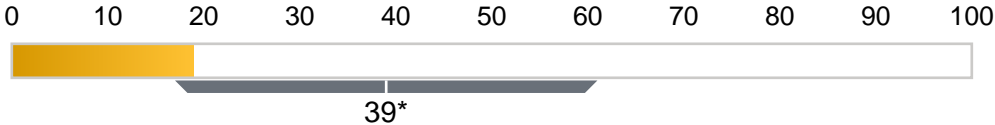




Indifferent Driving Forces Cluster

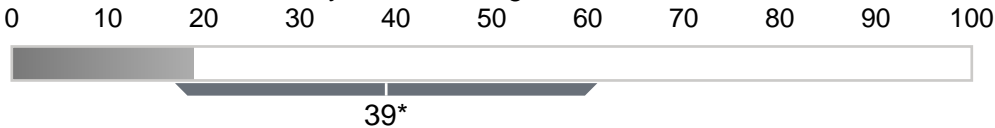
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

9. Selfless - People who are driven by completing tasks for the greater good, with little expectation of personal return.



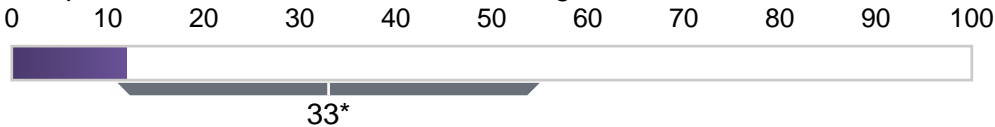
19

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



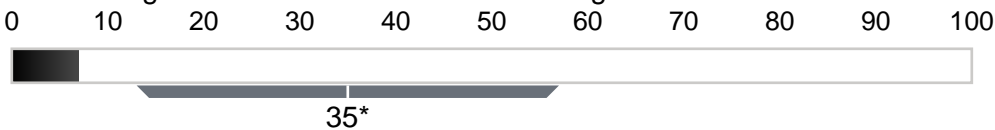
19

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



12

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



7

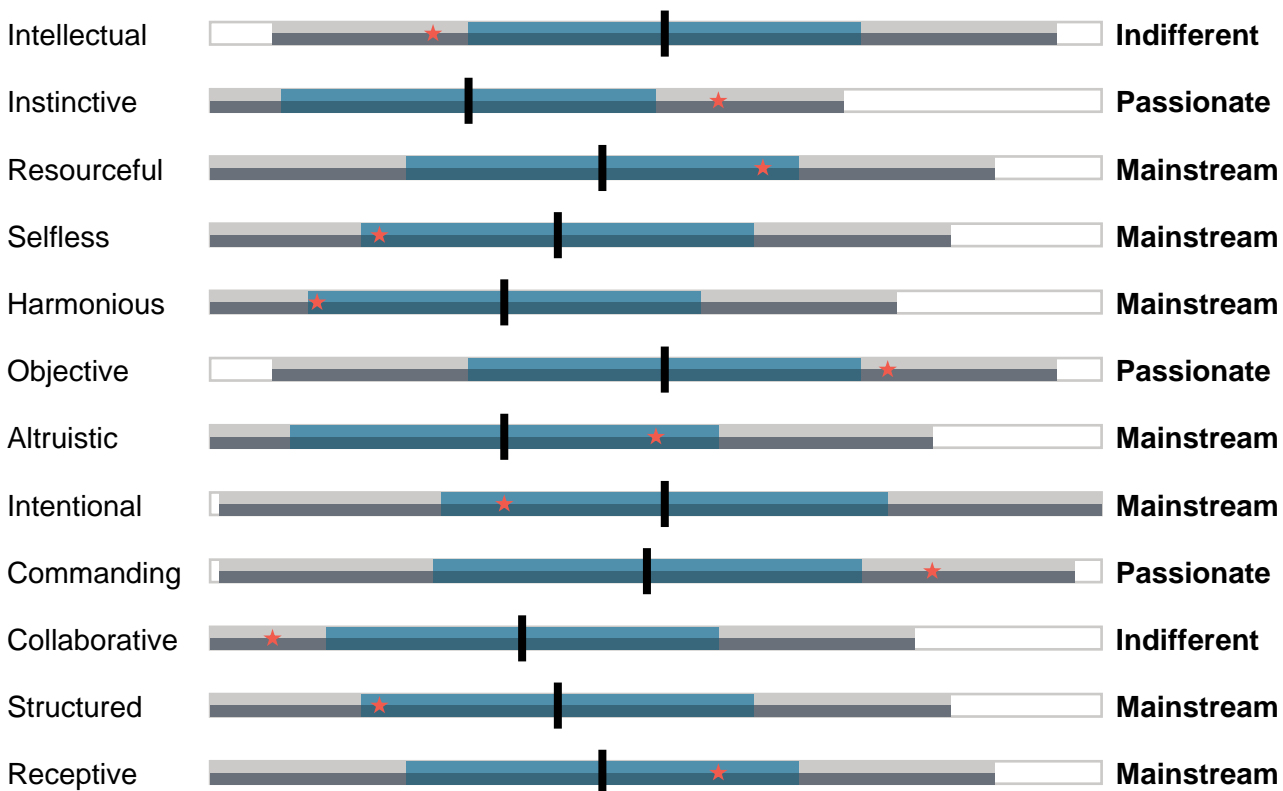


Areas for Awareness

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

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2015

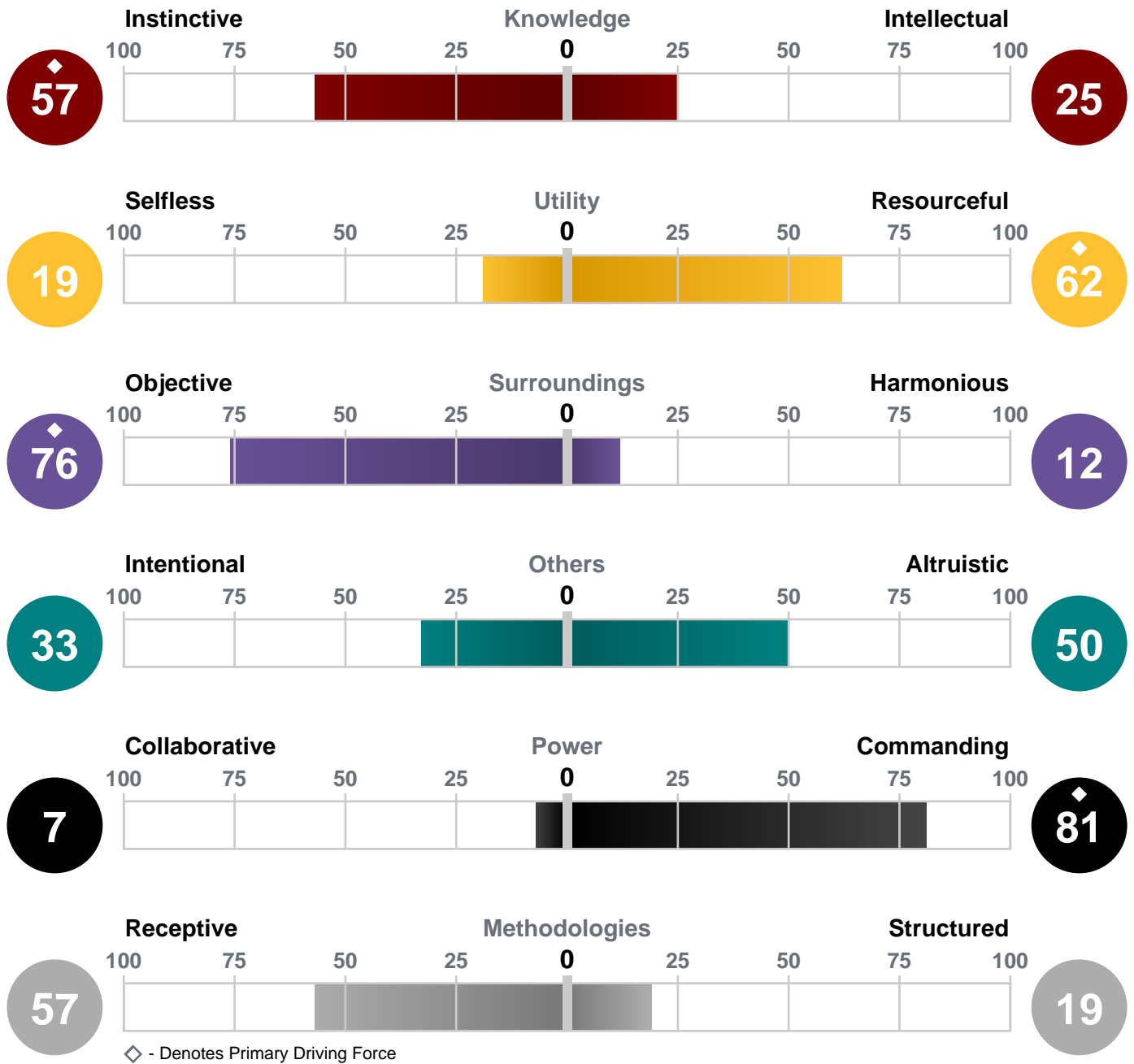


■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
 ■ - 2nd Standard Deviation
 □ - 3rd Standard Deviation

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



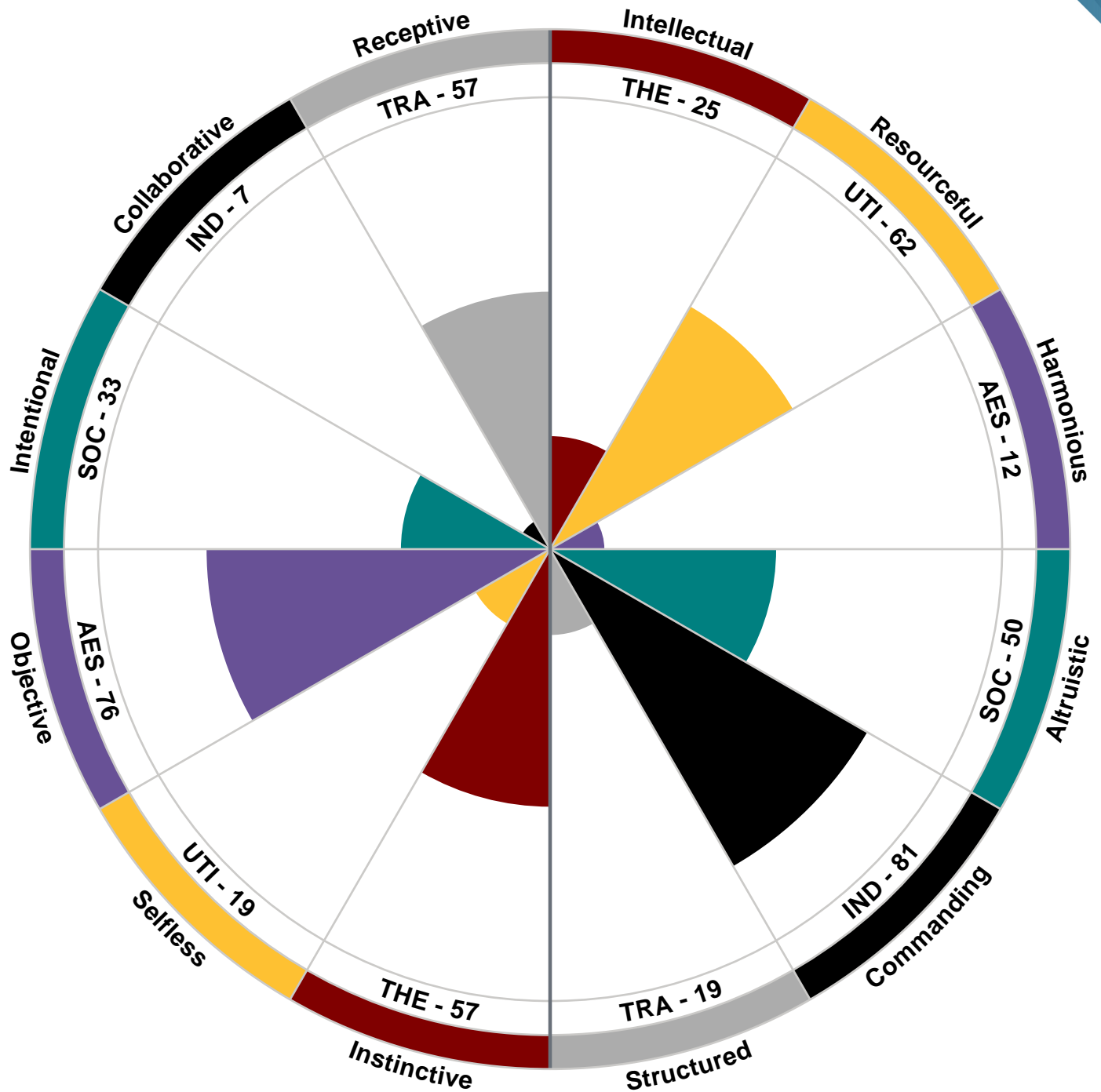
Driving Forces Graph



T: 7:04



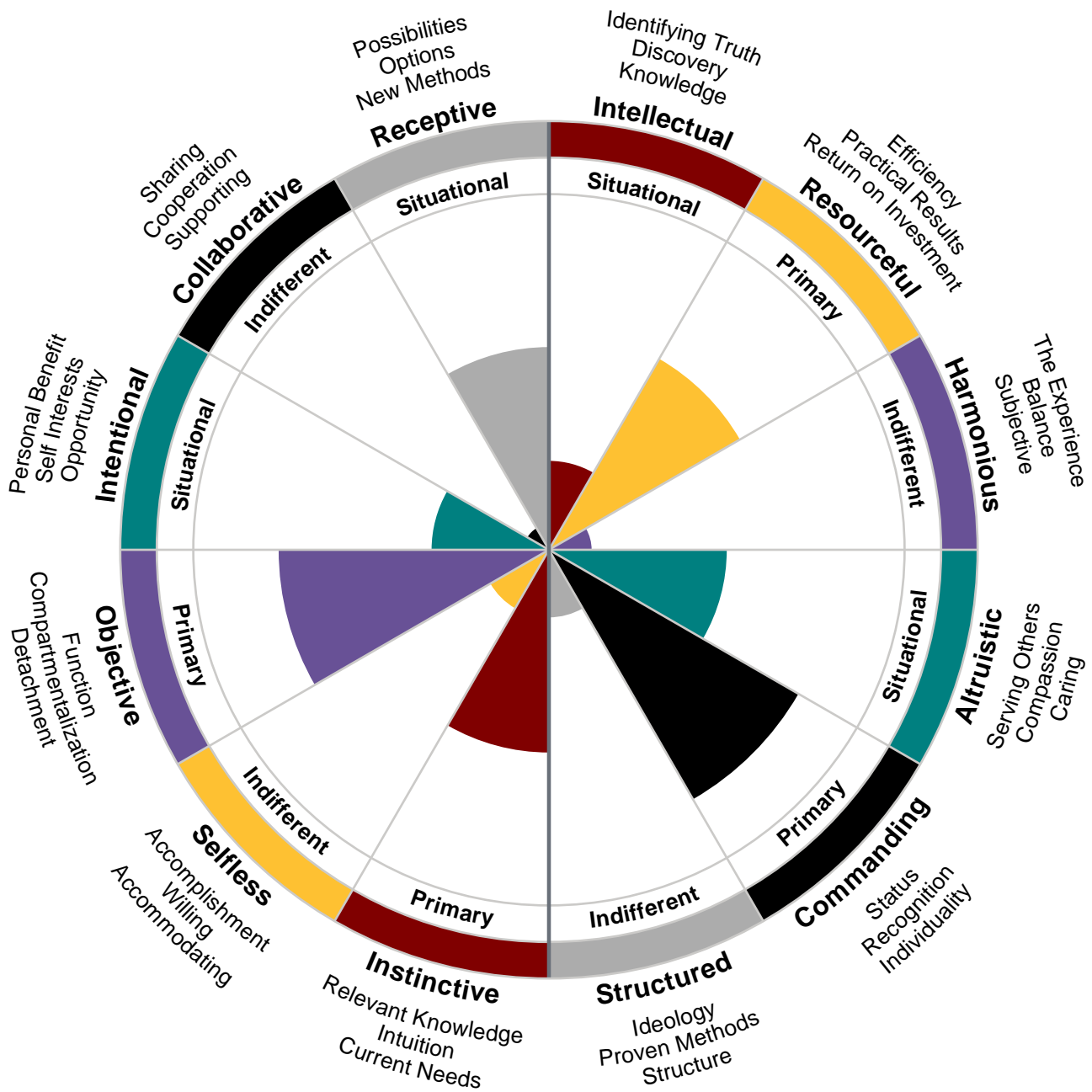
Driving Forces Wheel



T: 7:04



Descriptors Wheel



T: 7:04



Introduction Integrating Behaviors and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and driving forces. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

In this section you will find:

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



Potential Behavioral and Motivational Strengths

This section describes the potential areas of strengths between Terri'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.

- Willing to be the spokesperson for the team.
- Capable of addressing conflict for a win-win scenario.
- Motivates others to be the best they can be.
- Expresses and strives to compartmentalize team activities.
- Creates organizational momentum in a positive and friendly way.
- Brings enthusiasm to all aspects of the process.
- Optimistically looks for ways to improve efficiency and process.
- Tends to be futuristic and entrepreneurial in attaining results.
- Sees the positive in all resources and will want to use resources accordingly.
- Motivates others to look for the right information.
- Volunteers relevant knowledge on many subjects.
- Enthusiastically starts a project even without needing all the details.



Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between Terri's behavioral style and top four driving forces. Identify two to three potential conflicts that need to be minimized in order to enhance on-the-job performance.

- May struggle with hearing and applying constructive criticism.
- Can disclose their agenda to the wrong people.
- She may overestimate her authority.
- May have difficulty focusing on tangible outcomes.
- Struggles with balancing people interaction and completing the task at hand.
- Can over share personal feelings which could hinder objectivity.
- Struggles with balancing efficiency and interaction with others.
- Efficiency is diminished with small talk.
- May overlook details when weighing results.
- A desire to share past experiences can impede her ability to listen and learn.
- May present facts and figures before gathering the necessary data.
- Will tend to elaborate on limited data.



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

- A forum to celebrate successes as an individual.
- Opportunity to display excitement and fun while getting others to act.
- An environment where she can "lead the parade".
- A forum to participate in meetings with others regardless of surroundings.
- The need to be around people while accomplishing tangible outcomes.
- Ability to compartmentalize new ideas with a group of people.
- People-oriented returns are rewarded higher than task-oriented returns.
- Rewards determined by return-on-investment based contributions to team efforts.
- A manager that brings people and excitement into the act of doing business.
- Flexibility to acquire necessary knowledge in a people-rich environment.
- Flexibility to attend tradeshow and seminars in order to gain specific information to share with others.
- A leadership team that is optimistic about learning new concepts as well as relying on intuition.



Keys to Motivating

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

Terri wants:

- To lead people toward her vision.
- Recognition for leadership accomplishments and the results she receives.
- A podium to express ideas, vision and experiences.
- To be involved in many people-oriented projects with functional results.
- To demonstrate the ways she has worked on the compartmentalization of projects.
- Optimistic and focused interactions between co-workers and management.
- Freedom to include others in the celebration of achievements.
- The ability to express accomplishments to others at a large scale.
- To be the spokesperson for team and organizational accomplishments.
- Praise for her experience and ability to gather timely information.
- The opportunity to share relevant knowledge with others.
- To be seen as an expert in a variety of areas and opportunities to share in the discussions.



Keys to Managing

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

Terri needs:

- To minimize her natural way of under informing the details when delegating or giving instruction.
- To listen to others and understand different perspectives in order to meet objectives.
- A manager that recognizes her need for public recognition of accomplishments.
- Assistance in setting realistic expectations with tangible objectives.
- To set functional team objectives to keep momentum.
- To balance socializing and work load to minimize time management issues.
- To manage enthusiasm in order to be an effective listener.
- To listen for the answer she wants in order to maximize return.
- Assistance in establishing realistic expectations of others in order to maximize contributions.
- To prioritize and connect past experiences and thoughts to organizational objectives.
- To understand that others may get more excited about learning new information.
- To gather relevant information in an environment filled with opportunities to share.



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 _____:
