



TTI
SUCCESS
INSIGHTS®

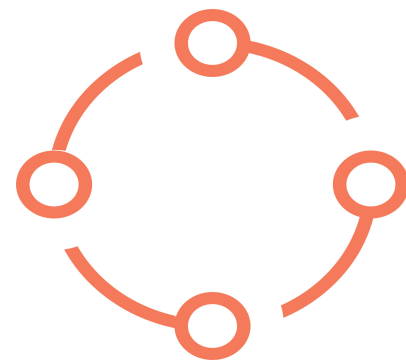
Talent Insights®

Management-Staff

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4-17-2019

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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 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*



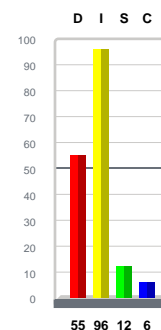
General Characteristics

Based on Jane'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 Jane's natural behavior.

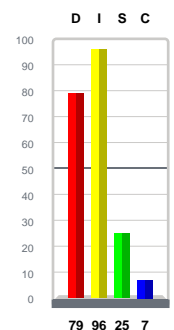
Jane likes feedback from her manager on how she is doing. She prefers working for a participative manager. She does her best work in this kind of environment. She likes to develop people and build organizations. She likes to get results through others. She is at her best when she has people working with her. Jane wants to be seen as her own person, but usually projects it in friendly terms. She does not like close supervision. She, as a manager, supervisor or group leader can use her people skills to build group involvement and increase participation from the group. She tries to influence others through a personal relationship and many times will perform services to develop this relationship. Jane places her focus on people. To her, strangers are just friends she hasn't met! She is optimistic about her ability to do any job.

Jane tends to make snap judgments or impulsive decisions. She will not be overlooked nor uninvolved. She will consistently try to inspire people to her point of view. She makes quick decisions. She may be inconsistent in disciplining others. 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 to be involved in the decision-making process. She tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. Because of her trust and willing acceptance of people, she may misjudge the abilities of others.

Adapted Style



Natural Style



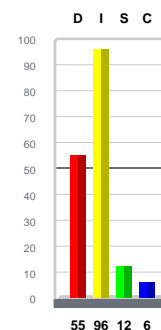


General Characteristics Continued

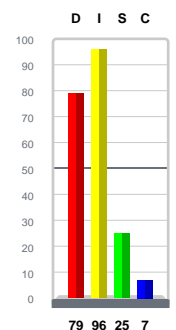
Jane is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! Some see her as too talkative and emotional. She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. She will know 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. Jane can be intense and may not always fit the intensity to the situation. She has a tendency, which she regards as an ability, to talk smoothly, readily and at length. 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 is people-oriented and verbally fluent.



Adapted Style



Natural Style





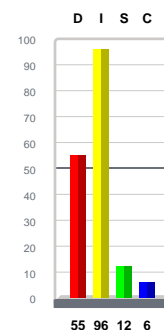
Value to the Organization

This section of the report identifies the specific talents and behavior Jane 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.

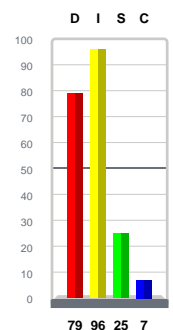
- Has the confidence to do the difficult assignments.
- Pioneering.
- Team player.
- Accomplishes goals through people.
- Big thinker.
- Bottom line-oriented.
- Negotiates conflicts.
- People-oriented.
- Builds confidence in others.



Adapted Style



Natural Style





Checklist for Communicating

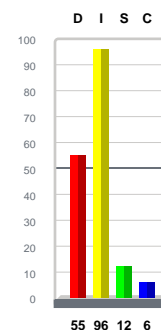
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Jane. Read each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

Ways to Communicate

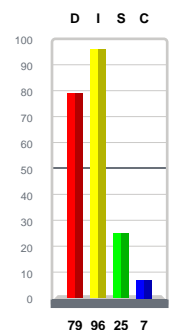
- Ask for her opinions/ideas regarding people.
- Provide testimonials from people she sees as important.
- Use a motivating approach, when appropriate.
- Appeal to the benefits she will receive.
- Deal with details in writing, have her commit to modes of action.
- Talk about her, her goals and the opinions she finds stimulating.
- Confront when in disagreement.
- Speak at a rapid pace.
- Clarify any parameters in writing.
- Provide ideas for implementing action.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Use a balanced, objective and emotional approach.



Adapted Style



Natural Style





Checklist for Communicating Continued

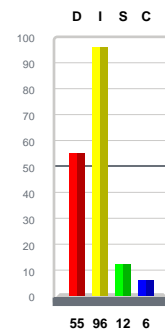
This section of the report is a list of things NOT to do while communicating with Jane. Review each statement with Jane and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Ways NOT to Communicate

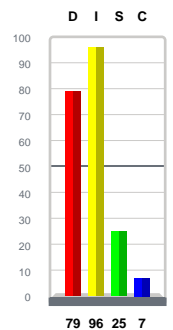
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Be paternalistic.
- Leave decisions hanging in the air.
- Give her your opinion unless asked.
- "Dream" with her or you'll lose time.
- Be dictatorial.
- Hesitate when confronted.
- Let her overpower you with verbiage.
- Legislate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



Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Jane'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, Jane 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 Jane's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Jane to project the image that will allow her to control the situation.

Self-Perception

Jane 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

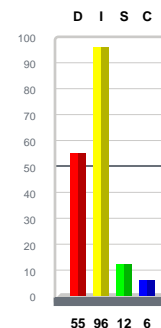
Others' Perception - Extreme

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

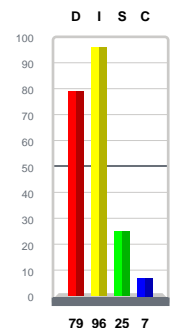
- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter



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.

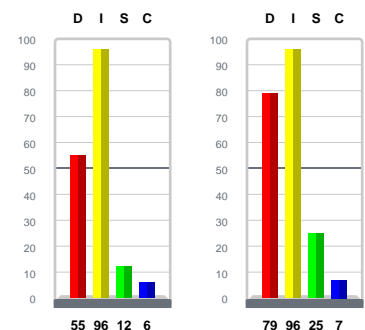
- Avoid situations that require strict adherence to standards without any flexibility.
- Avoid work environments requiring constant diplomacy, as they may cause stress.
- Avoid situations where critical analysis is required, and move toward an out-of-the-box brainstorming environment.

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.

- 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.
- 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.

Adapted Style

Natural Style





Descriptors

Based on Jane'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

Jane'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

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

Adapted

Jane sees the need to be competitive, results-oriented and a little innovative in her approach to problem solving. She has a tendency to evaluate the risk before rushing into solving a problem.

People - Contacts

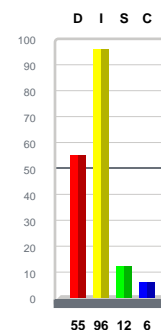
Natural

Jane'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.

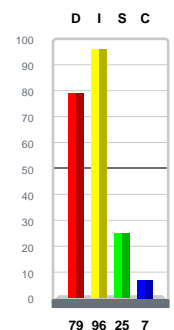
Adapted

Jane 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.

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Jane is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. She usually demonstrates a pronounced sense of urgency. She is eager to initiate change if for nothing else than for change's sake.

Adapted

Jane seeks a wide scope of activities in an environment that is constantly changing. Timetables, deadlines and schedules can be constantly shuffled without obvious consternation. Even electronic communication may not move fast enough for her.

Procedures - Constraints

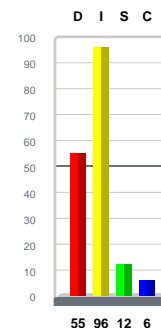
Natural

Jane 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.

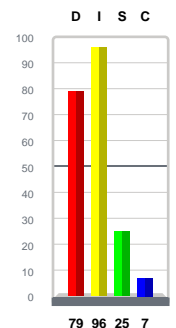
Adapted

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

Adapted Style



Natural Style



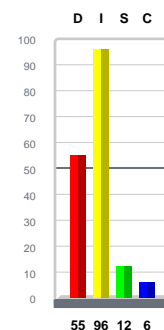


Adapted Style

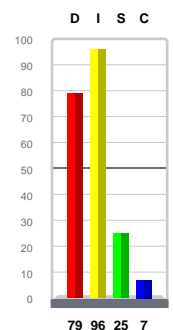
Jane sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Motivating people to take action by using persuasive skills.
- Preferring people involvement over task focus.
- Using a direct, forthright and honest approach in her communications.
- Contacting people using a variety of modes.
- Willing to take risks when others may be hesitant.
- Optimistic, future-oriented outlook.
- Flaunting independence.
- Being independent and innovative.
- Using a creative approach in decision making.
- Making tactful decisions.
- Maintaining an ever-changing, friendly, work environment.
- Acting independently and without precedent.

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.

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

Excessive Socializing

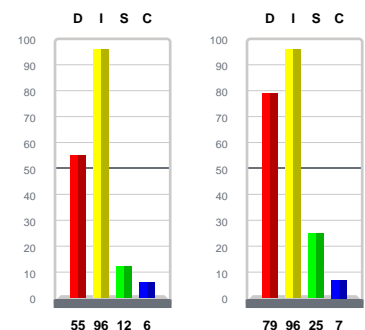
Excessive socializing is defined as those interactions that go beyond the usual required time for discussing a issue or task. It can also be interacting too frequently with those who do not support or contribute to the accomplishment of daily priorities.

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

Adapted Style

Natural Style





Time Wasters Continued

- 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

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

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

Open Door Policy

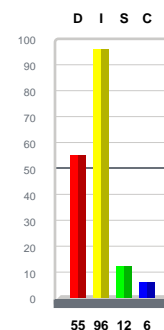
An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.

Possible Causes:

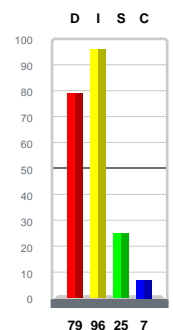
- Want to be seen as supportive and available
- Want the social interaction of people dropping by
- Have a difficult time saying "no"



Adapted Style



Natural Style





Time Wasters Continued

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

Procrastination

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

Possible Causes:

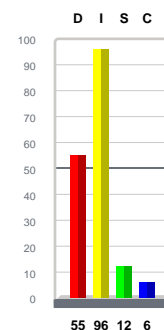
- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

Possible Solutions:

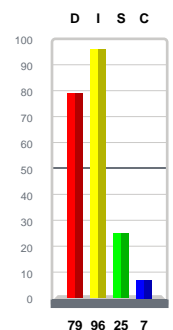
- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute



Adapted Style



Natural Style





Time Wasters Continued

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:

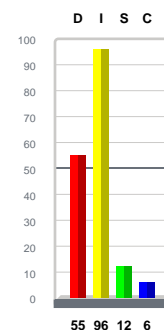
- See organizing and filing activities as a waste of time
- Want everything at fingertips
- Do not conceptualize a system for grouping information and materials
- Have not established a timeline for tasks or projects

Possible Solutions:

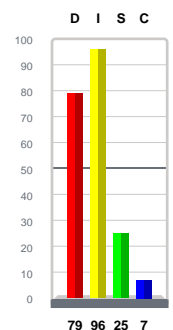
- Handle each piece of mail only once, i.e. pitch it, file it or delegate it
- Set up (or have someone else set up) an information storage and retrieval system
- Get off mailing lists that are of no interest to you
- Remind yourself that the time it takes to open "junk" mail robs you of time for more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



Adapted Style



Natural Style





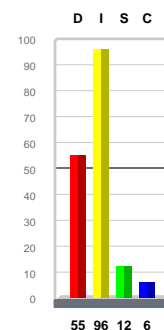
Areas for Improvement

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

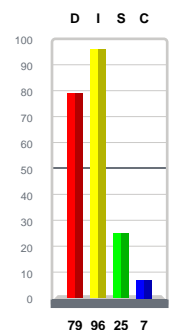
Jane has a tendency to:

- Make decisions based on surface analysis.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Have difficulty planning and controlling time expenditure.
- Be optimistic regarding possible results of her projects or the potential of her people.
- Be so enthusiastic that she can be seen as superficial.

Adapted Style



Natural Style

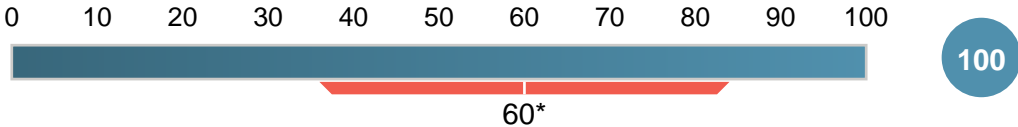




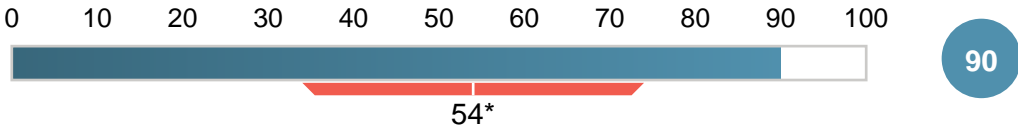
Behavioral Hierarchy

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.

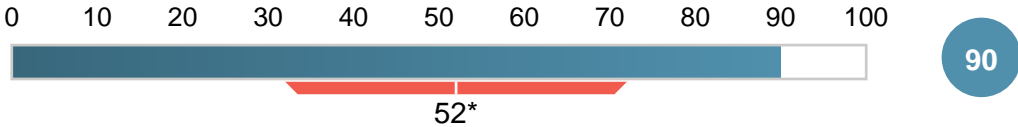
1. Interaction - Frequently engage and communicate with others.



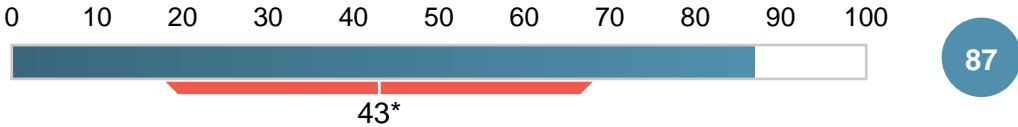
2. Versatile - Adapt to various situations with ease.



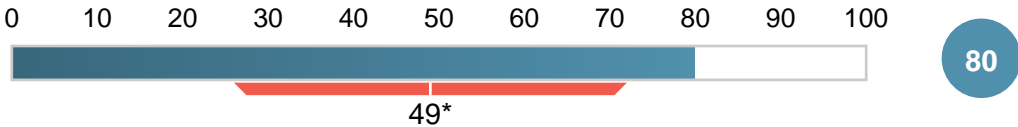
3. Frequent Change - Rapidly shift between tasks.



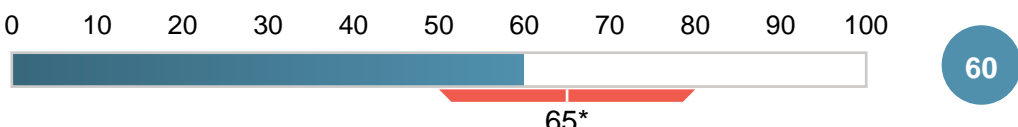
4. Urgency - Take immediate action.



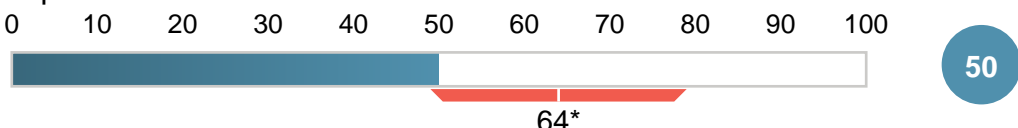
5. Competitive - Want to win or gain an advantage.



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



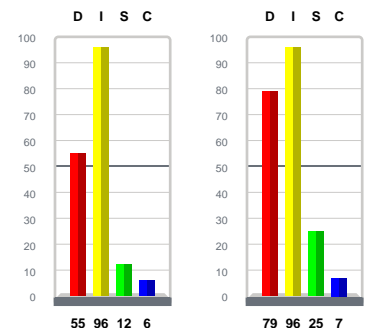
7. Customer-Oriented - Identify and fulfill customer expectations.



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



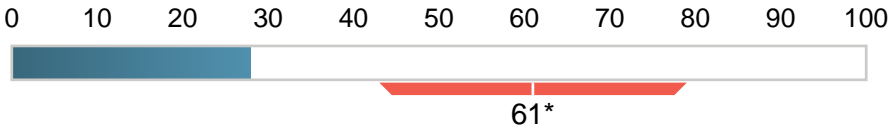
Adapted Style Natural Style





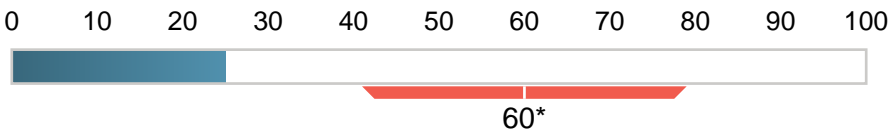
Behavioral Hierarchy

8. Persistence - Finish tasks despite challenges or resistance.



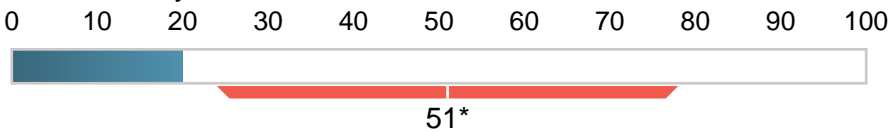
28

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



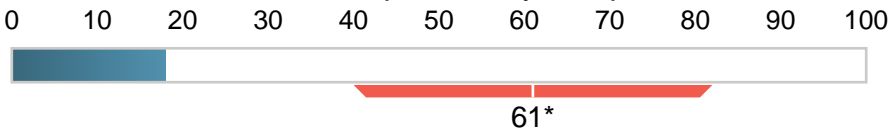
25

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



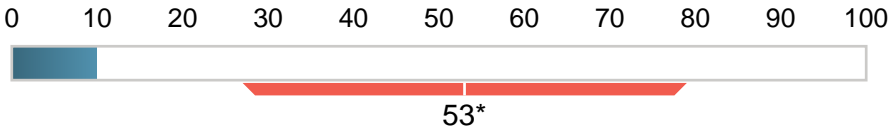
20

11. Consistent - Perform predictably in repetitive situations.



18

12. Analysis - Compile, confirm and organize information.

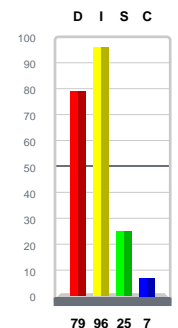
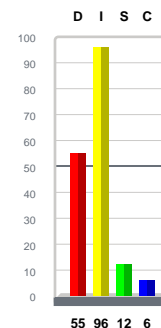


10



Adapted Style

Natural Style



SIA: 55-96-12-06 (14) SIN: 79-96-25-07 (14)
* 68% of the population falls within the shaded area.



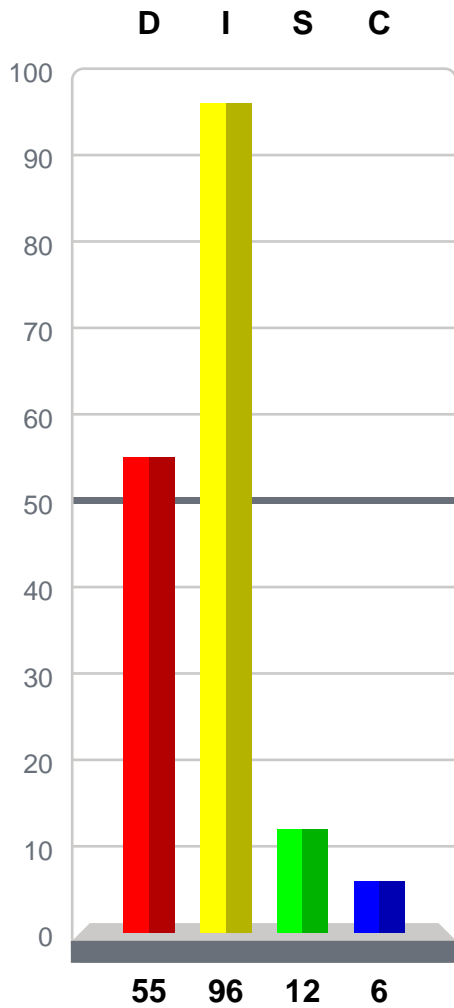
Style Insights® Graphs

4-17-2019



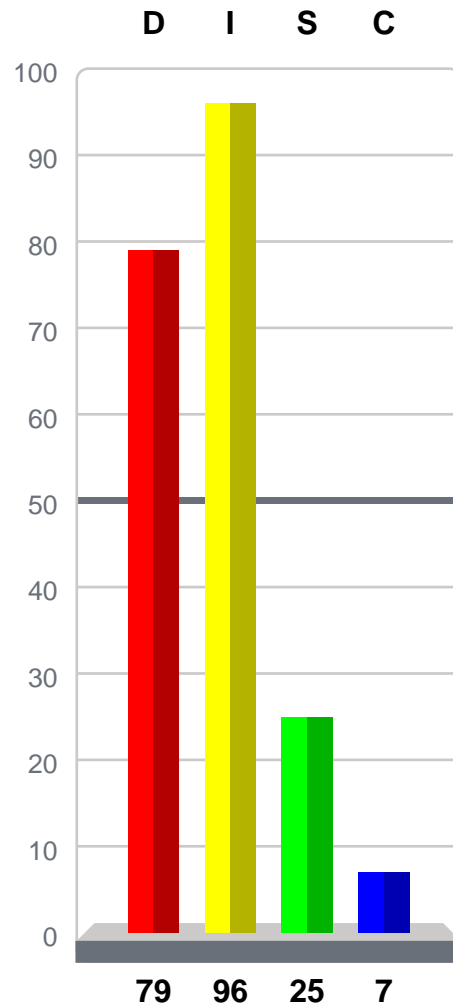
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 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.

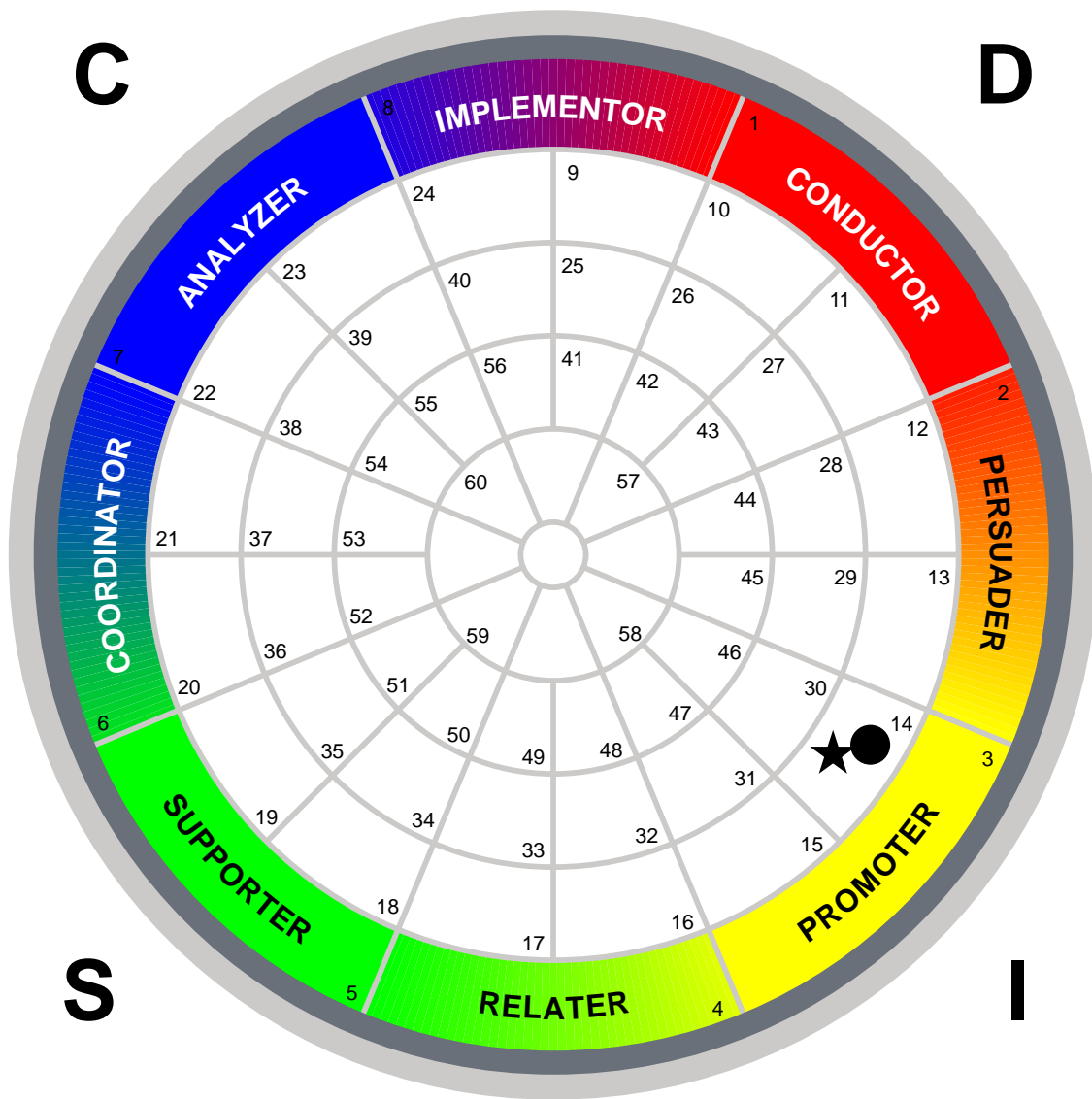
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

4-17-2019



Adapted: ★ (14) PERSUADING PROMOTER
 Natural: ● (14) PERSUADING PROMOTER

Norm 2017 R4

T: 6:42



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 a 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.

Jane can go to extremes to win or control the situation. She has the desire to create a winning strategy. She is passionate about creating something that leads to an enduring legacy. She sees the world as a toolset to accomplish her goals. Jane follows a philosophy of "it's not personal, it's just business." She prioritizes her work responsibilities over social causes. She is comfortable around people who share her interest for knowledge and especially comfortable among people with similar convictions. She is very good at integrating past knowledge to solve present problems. In many cases, Jane would prefer to set her own plan of action. She tends to overlook traditions or boundaries to complete a task. She may look for ways to create a positive customer experience. She evaluates situations and may not feel the need for a return on investment.

Jane is driven to acquire the very best that life has to offer. She looks for opportunities to take control of situations. She believes it's important to keep emotions out of business decisions. She feels things must be earned, not given, because she believes all are capable of hard work and persistence. Jane will often gather information before starting a project. She may have the desire to expand her knowledge to be considered an expert in her chosen field. She may prefer to set her own plan to guide her actions. She will not be afraid to explore new and different ways of interpreting her own belief system. Jane may look at the totality of a situation to ensure a rewarding interaction. She may prefer pleasant experiences for herself and others. She may see money as a necessary tool versus a measurement of success. She tends to give freely of time, talent and resources, but may still value a return on her investment.



General Characteristics

Jane may accomplish tasks for the sake of accomplishment. She may be fulfilled by creating positive experiences for others. She tends to interpret and dissect other systems and/or traditions and is creative when applying them. She will usually have the information to support her convictions. Jane will help develop an individual if she sees opportunities for future return. She can buffer the feelings of others to drive business. She is driven by public recognition. She wants to control her own destiny and impact the destiny of others.



Strengths and Weaknesses

The following section will give you a general understanding of the strengths and weaknesses of Jane'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

- Jane values status and public recognition.
- She strives to set herself apart.
- She seeks to control her own destiny.
- She expects others to be self-reliant and resists intervening until necessary.
- Jane chooses who, when, and how much to help based on the desired outcome.
- She may continually seek new knowledge and information.
- She might be open to new ideas, methods and opportunities.

Potential Weaknesses

- Jane may not consider people in seeking personal advancement.
- She may use the “ends to justify the means” concept in tough situations.
- She may over emphasize the need to control or direct people and projects.
- She may focus on herself, perhaps at the expense of others.
- Jane may be seen as self serving.
- She may pursue knowledge at the expense of practical matters.
- She seeks change for the sake of change.



Energizers and Stressors

The following section will give you a general understanding of the energizers and stressors of Jane'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

- Jane is energized by the pursuit of advancement opportunities.
- She is energized by working to create a personal legacy
- She obtains status symbols.
- She seeks out a personal benefit from others.
- Jane is energized by advancing her personal interest through others.
- She will learn continuously.
- She is energized by thinking Out-of-the-box.

Potential Stressors

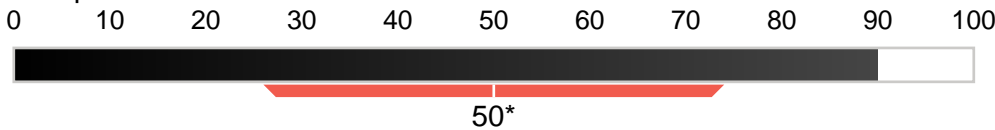
- Jane gets stressed when she lacks authority.
- She is stressed by a lack of respect.
- She does not enjoy when personal advancement is delayed.
- She gets stressed when supporting others in need.
- Jane is frustrated when people assist others for no apparent reason.
- She is stressed when knowledge is restricted.
- She is frustrated by repetitive acts.



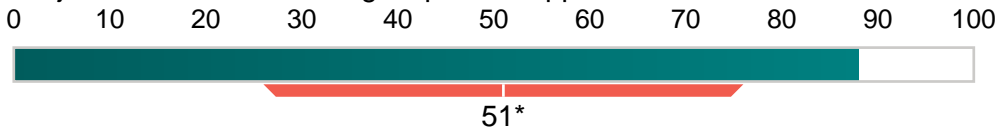
Primary Driving Forces Cluster

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.

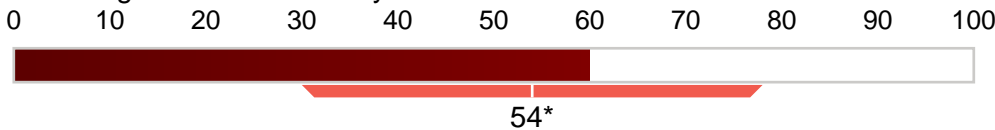
1. Commanding - People who are driven by status, recognition and control over personal freedom.



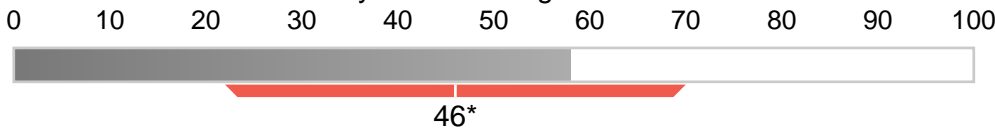
2. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



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



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

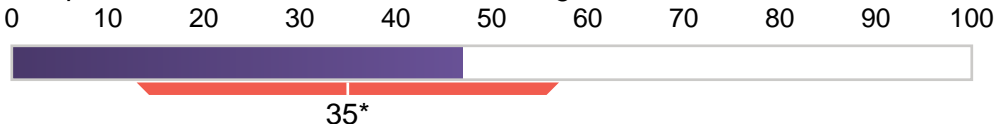




Situational Driving Forces Cluster

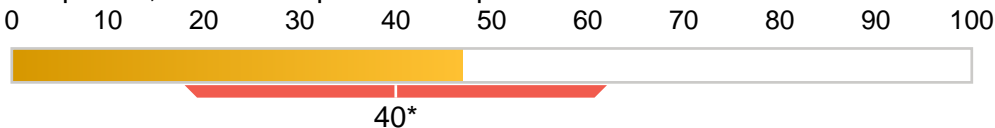
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



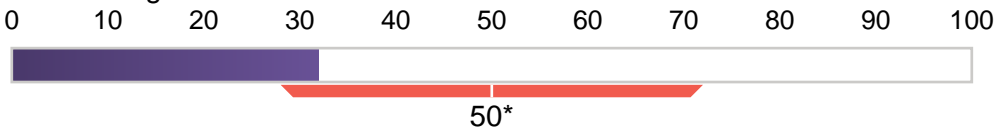
47

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



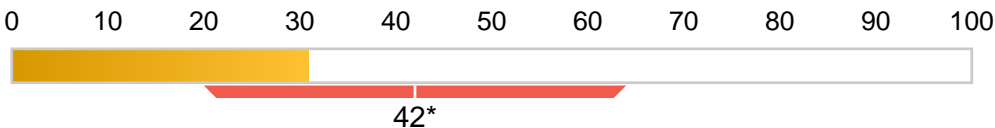
47

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



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



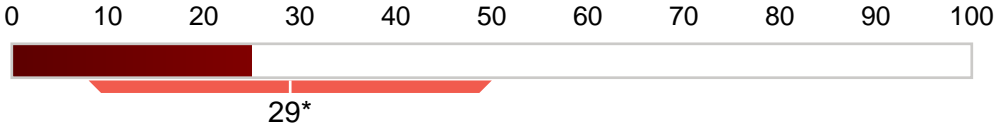
31



Indifferent Driving Forces Cluster

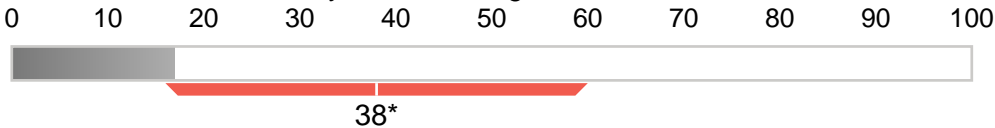
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



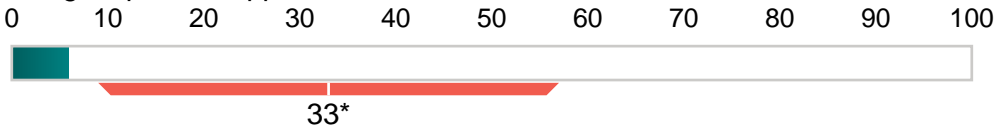
25

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



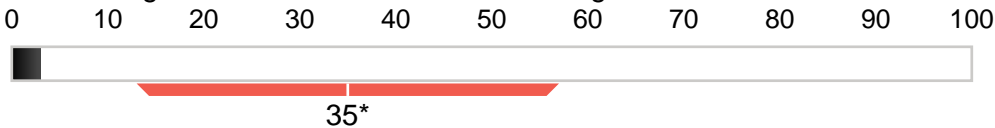
17

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



6

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



0

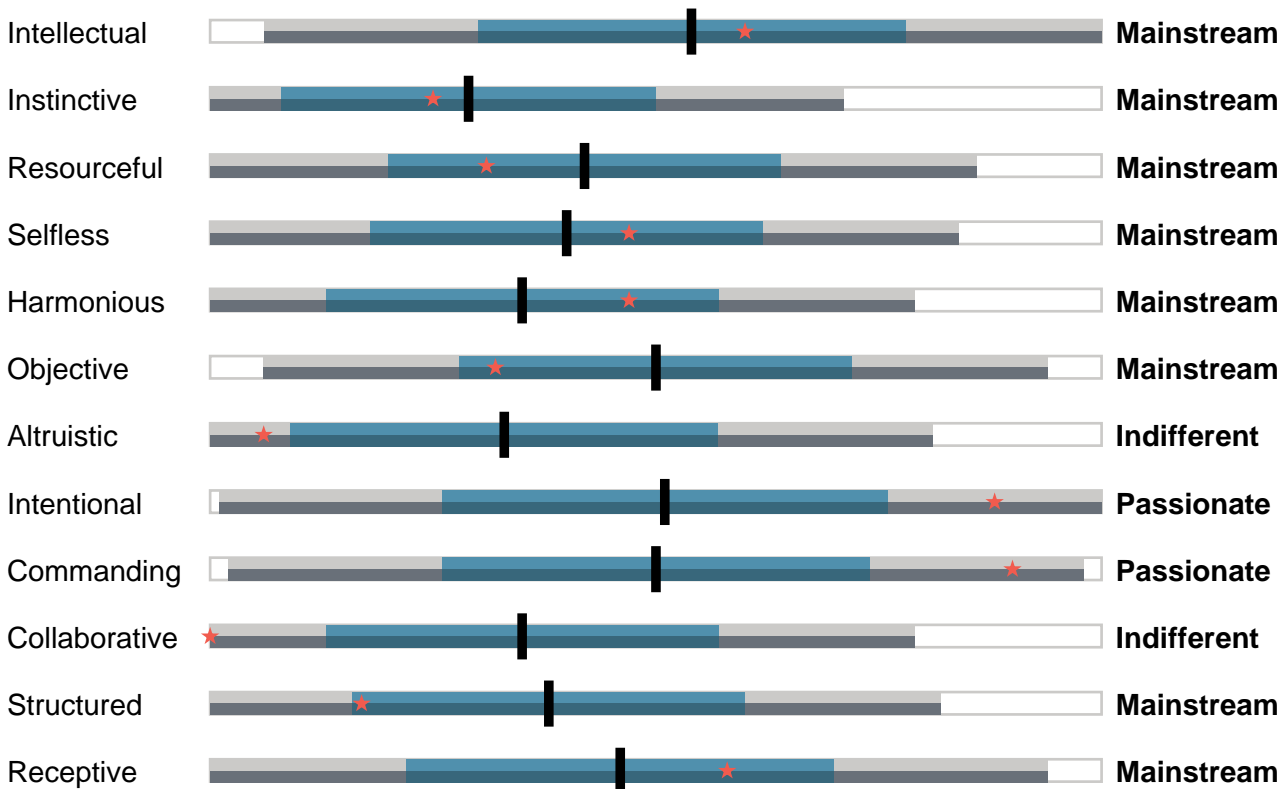


Areas for Awareness

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 2017

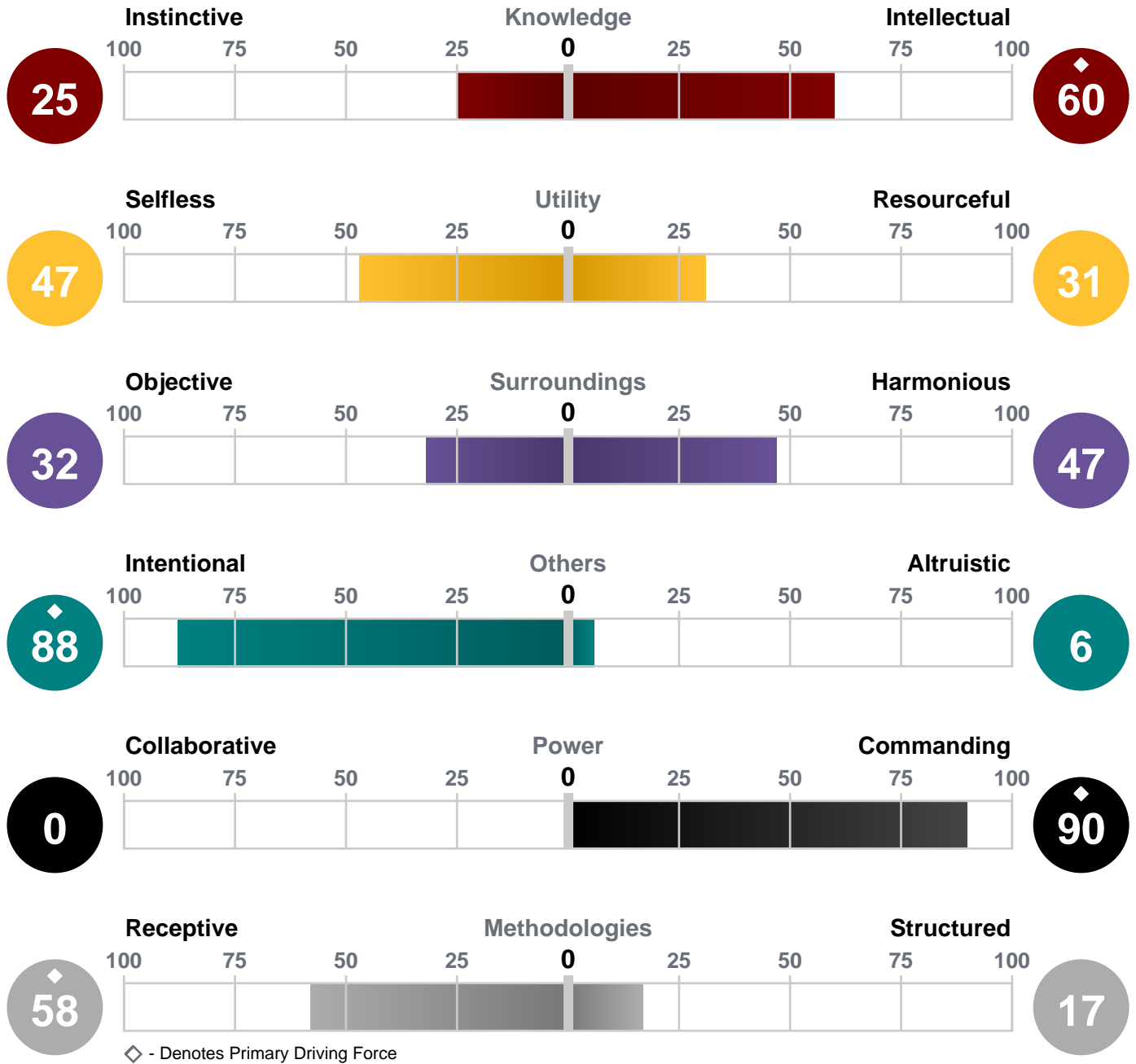


■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
 ■ - 2nd Standard Deviation
 □ - 3rd Standard Deviation

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



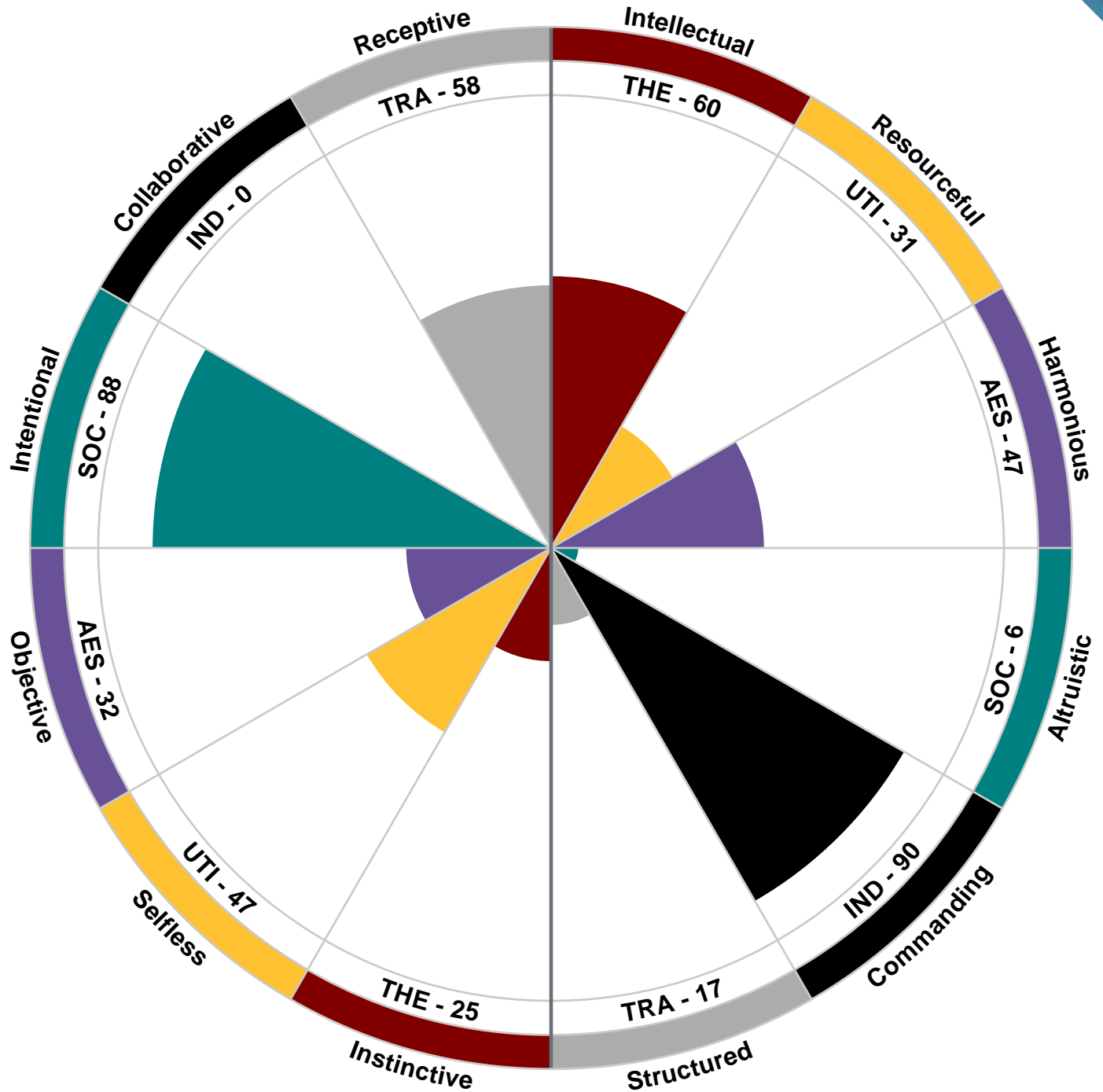
Driving Forces Graph



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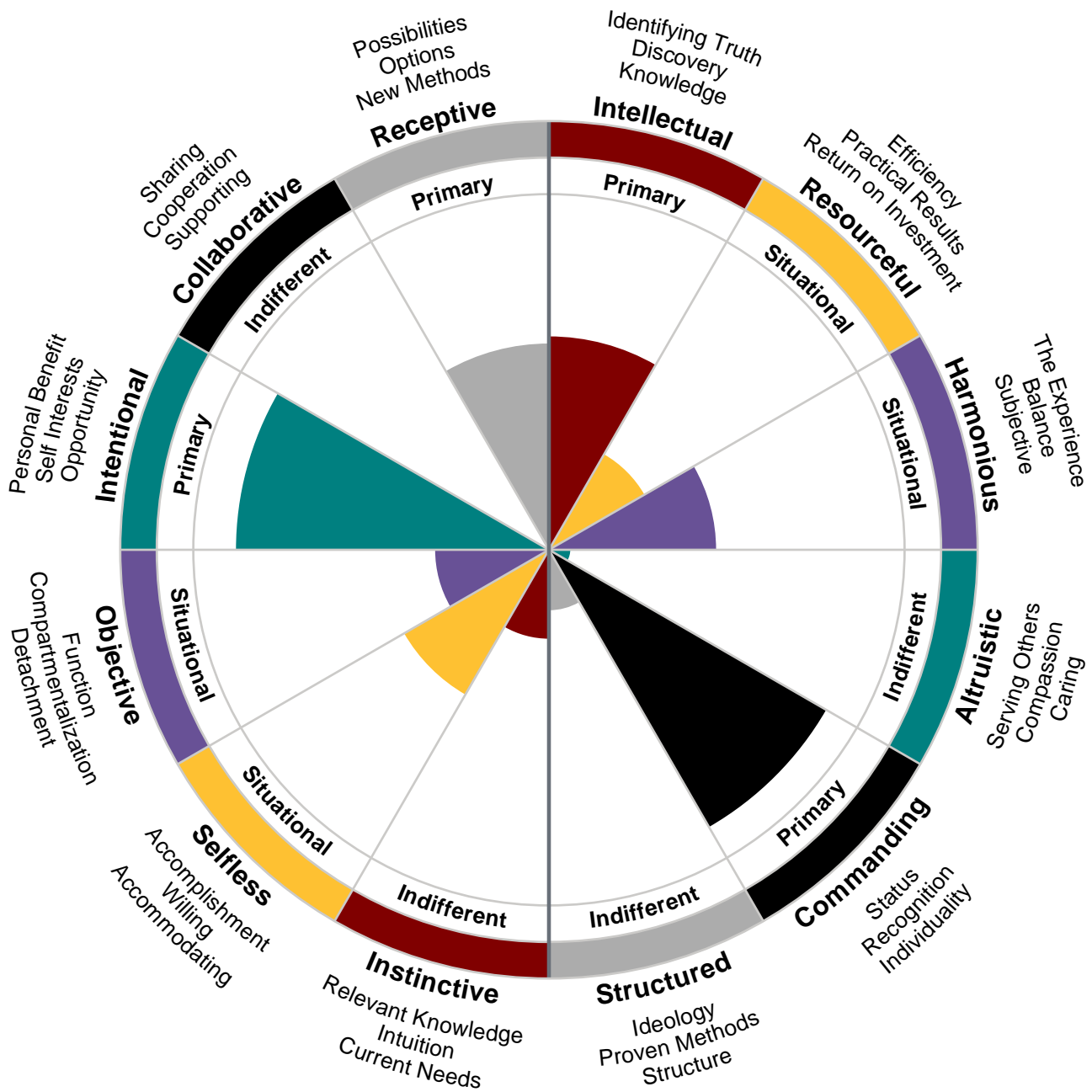
Driving Forces Wheel



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Descriptors Wheel



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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 Jane'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.

- Capable of addressing conflict for a win-win scenario.
- Utilizes people to win and accomplish goals.
- Willing to be the spokesperson for the team.
- Good at promoting causes that show potential return.
- Willing to offer time and perspective when she sees others focused on a common goal.
- Demonstrates optimism when helping others if they are contributing to the organization.
- Motivates others to continue education.
- Will bring high energy and enthusiasm to the researching process.
- Volunteers her knowledge on many subjects.
- Willing to talk to all types of people about multiple topics.
- Expresses all that is great about a new concept.
- Good at recruiting membership in organizations she enjoys.



Potential Behavioral and Motivational Conflict

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

- Can disclose their agenda to the wrong people.
- As a leader may over focus on self and her own needs.
- May struggle with hearing and applying constructive criticism.
- Would rather move on to a new person than have a difficult conversation with a direct report.
- High trust and a desire to succeed could lead to being taken advantage of.
- Does not always listen to those she is working with.
- A desire to share information can impede her ability to listen and learn.
- Ability to learn is diminished due to her lack of focus on one thing.
- May present facts and figures with too much emotion.
- May use inappropriate forums to express new ideas.
- May over look contradictions in her out-of-the-box thinking.
- May think her optimistic view of new ideas is flawless.



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

- An environment where she can "lead the parade".
- A forum to celebrate successes as an individual.
- Opportunity to display excitement and fun while getting others to act.
- An environment where interacting with others in an effort to achieve results.
- Ability to showcase desired achievements in order to get the right people involved.
- Groups and committees are available to assist and drive desired outcomes.
- Flexibility to explore a variety of outlets for learning in a people-rich environment.
- A forum to be curious about the discovery of new information.
- Flexibility to attend tradeshow and seminars in order to gain information and share with others.
- Ability to blend her creative and optimistic problem-solving approaches.
- Opportunity to be a spokesperson for change in the organization.
- Ability to celebrate the success of a project being completed using an innovative approach.



Keys to Motivating

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

Jane wants:

- Recognition for leadership accomplishments and the results she receives.
- Public recognition of power and prestige.
- A podium to express ideas, vision and experiences.
- To be a part of a high performing team that contributes to corporate objectives.
- The flexibility to be creative in utilizing people assets.
- To promote programs that produce results by utilizing the skills of others.
- Praise for her knowledge base and research capabilities.
- To be able to seek out new information that will be valuable to share with others.
- The opportunity to share knowledge with others.
- To be recognized as a promoter of new opportunities within the organization.
- To influence everyone to consider new possibilities, but in friendly terms.
- Recognition for her ability to recruit others to new ideas, structures or beliefs.



Keys to Managing

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

Jane needs:

- To listen to others and understand different perspectives in order to meet objectives.
- To understand that others need "air-time" during meetings to share their own ideas.
- A manager that recognizes her need for public recognition of accomplishments.
- Balance between socializing and obtaining tangible assistance from others.
- Assistance in managing time to meet her goals while working through other people.
- To be realistic about how hard others are working before giving assistance.
- Learn to prioritize ideas and thoughts according to organizational objectives.
- To seek out ways to organize thoughts in order to effectively convey all information.
- To understand that others do not share the same excitement for new information.
- Assistance in propagating her enthusiasm for modernizing systems and structures.
- To understand that there is a time and a place for influencing others to her new and creative ideas.
- To be realistic about her ability to influence people to her out-of-the-box way of thinking.



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 _____:
