



TTI  
SUCCESS  
INSIGHTS®

# 12 Driving Forces®

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# Understanding Your Driving Forces



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

With 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

# Driving Characteristics



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

Jane is always looking for new ways to accomplish routine tasks. She will challenge the status quo to keep momentum moving. Given the choice, Jane would choose to experience new opportunities. She has the ability to instinctively notice and respond to people in need. Jane has the desire to be empathetic toward those in need. If she thinks it will harm the relationship, Jane will avoid confrontation. She will research a subject if it's something Jane is passionate about. She is comfortable starting a project before gathering all the necessary information. Jane is driven by a long list of wants and will work hard to achieve them. She is motivated by increasing productivity and efficiency. She may look at the totality of a situation to ensure a rewarding interaction. In most situations Jane may look for ways to create collaboration.

Jane is searching for new methods to improve even if it's halfway through the process. She likes to set her own plan to guide and direct her actions. She may sacrifice personal gain in a situation if the outcome is detrimental to others. She looks for ways to help people have positive experiences. Jane will learn based on her perception of what's important from the situation. She is comfortable in situations when she can rely on past experiences. She will focus on creating processes to ensure efficiency going forward. She views return on investment of time, talent and resources as a benchmark for success. At times Jane will look for opportunities to tie beauty and harmony into the experiences of others. She may evaluate situations and objects based on artistic beauty and unique characteristics as well as other qualifications. She may focus on the greater good more than personal advancement. She tends to support those who are leading with a vision.

# Driving Characteristics



Jane may strive to maintain collaboration in group settings. She may be fulfilled by creating positive experiences for others. She is driven to maximize opportunities in order to create financial flexibility. She is more concerned with the application of ideas than the details behind it. Jane will look for faults in a process before blaming an individual. She has a desire to ensure policies are fair for everyone. She is looking for new methods and ways to expand her future opportunities. She is creative when interpreting systems and will adopt aspects of them if she sees a benefit.



# Strengths & 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 will adopt aspects of systems if she sees a benefit.
- ✓ She draws from many systems and ways of thinking to create something new.
- ✓ She seeks new ways to accomplish routine tasks.
- ✓ She will take notice of and responds to people in need.
- ✓ Jane believes that all people should have the opportunity to be the best they can be.
- ✓ She may be efficient, seeking specific information to address a current situation.
- ✓ She may configure resources to maximize output.



## Potential Weaknesses

- ✗ Jane resists overly structured ways of thinking and approaches.
- ✗ She may resist systems or structures being forced on her.
- ✗ She may question every system and every step in a system.
- ✗ She may prioritize others' needs over her own needs.
- ✗ Jane may support others at the expense of her own work.
- ✗ She can rely too much on past experience and intuition.
- ✗ She tends to view people and resources as tools to achieve an outcome.

# Energizers & 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 likes to question unnecessary protocols.
- ✓ She is energized by creating new systems.
- ✓ She enjoys exploring possibilities.
- ✓ She supports humanitarian causes.
- ✓ Jane likes to participate in charitable events.
- ✓ She decides based on intuition.
- ✓ She tries to eliminate waste.

## Potential Stressors

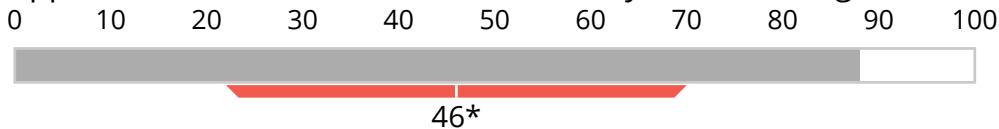
- ✗ Jane is stressed when she must support the status quo.
- ✗ She does not like to follow outdated processes.
- ✗ She does not enjoy working with restrictions.
- ✗ She will not put herself first.
- ✗ Jane is stressed by inconsiderate acts.
- ✗ Conducting extensive research makes Jane stressed.
- ✗ She does not like when resources are used inefficiently.

# Primary Driving Forces Cluster



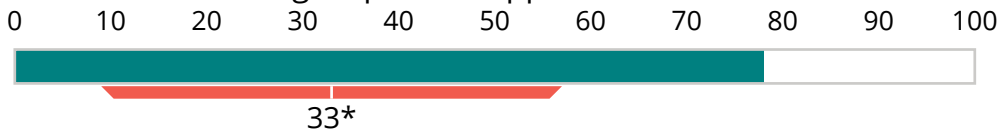
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Receptive** - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



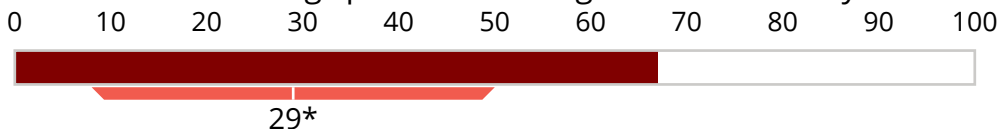
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**2. Altruistic** - People who are driven to assist others for the satisfaction of being helpful or supportive.



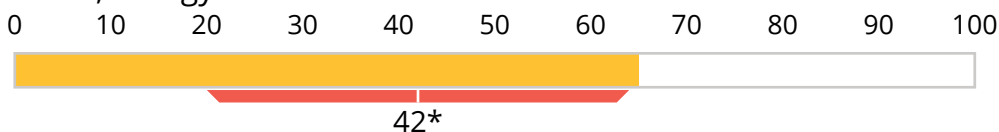
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**3. Instinctive** - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



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



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Norm 2017

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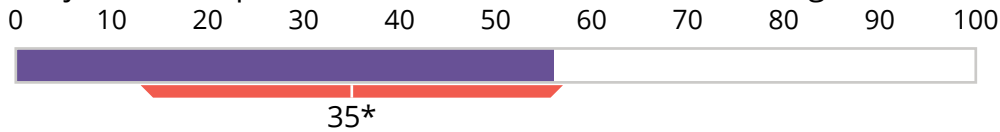


# Situational Driving Forces Cluster



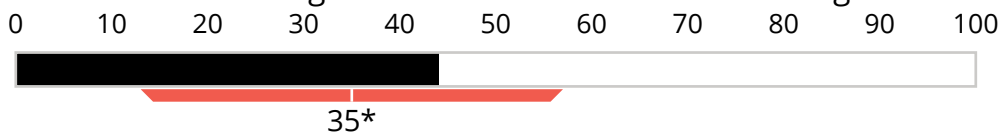
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



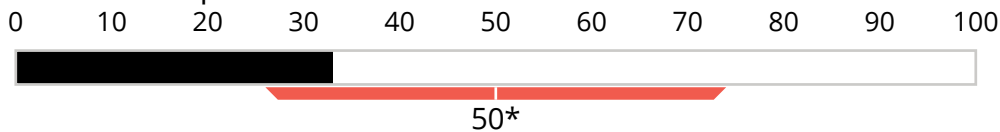
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**6. Collaborative** - People who are driven by being in a supporting role and contributing with little need for individual recognition.



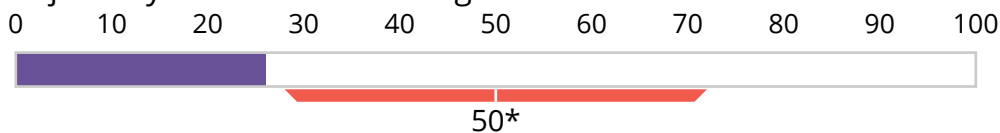
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**7. Commanding** - People who are driven by status, recognition and control over personal freedom.



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



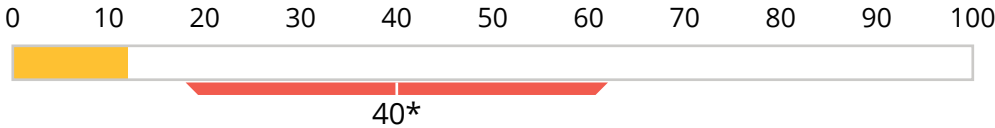
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# Indifferent Driving Forces Cluster



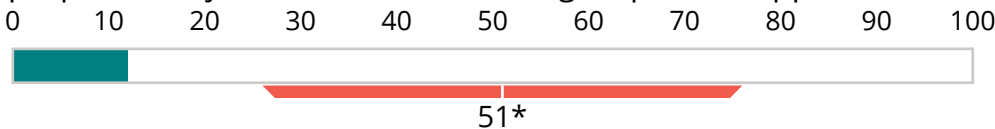
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



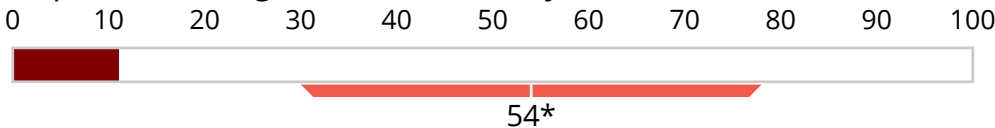
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**10. Intentional** - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



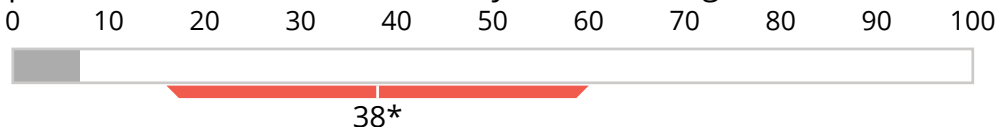
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**11. Intellectual** - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



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



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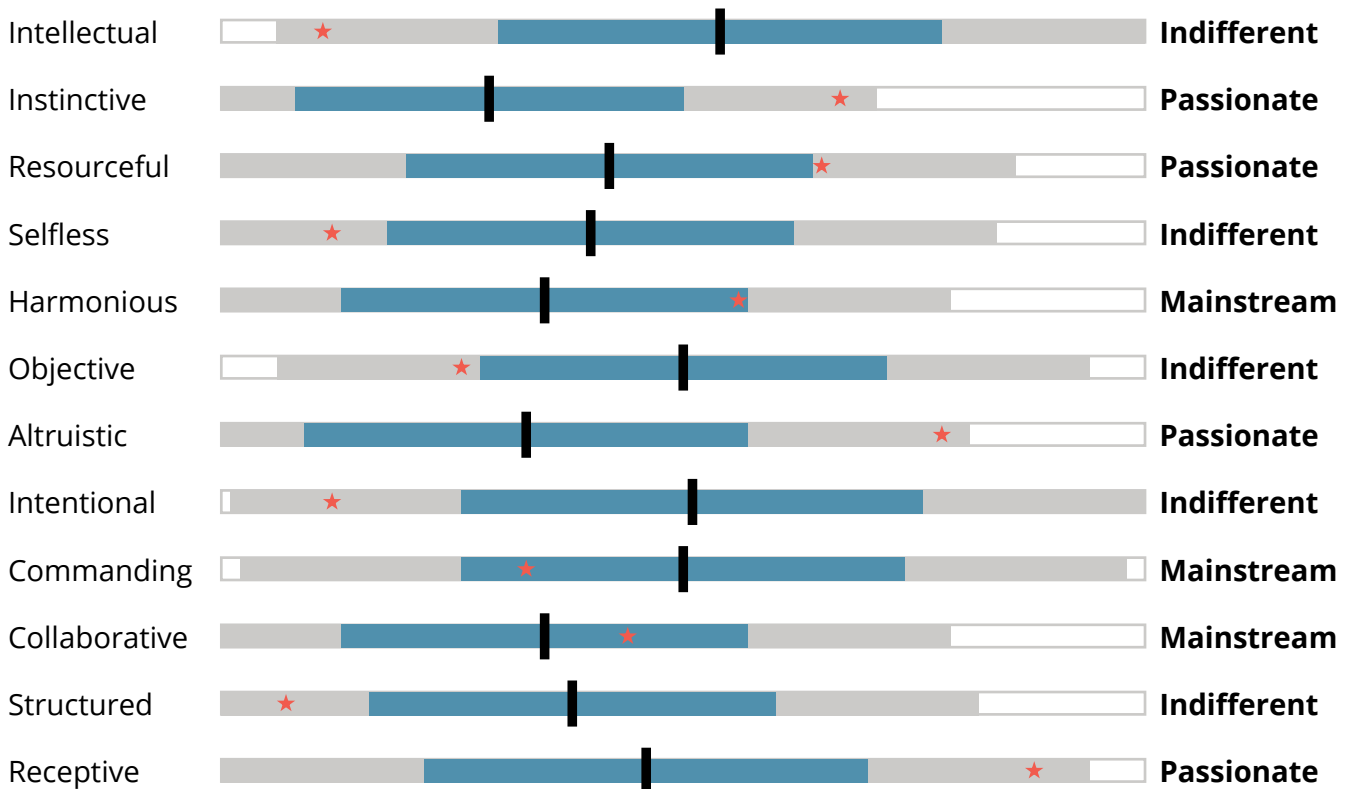
# Areas for Awareness



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

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside 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



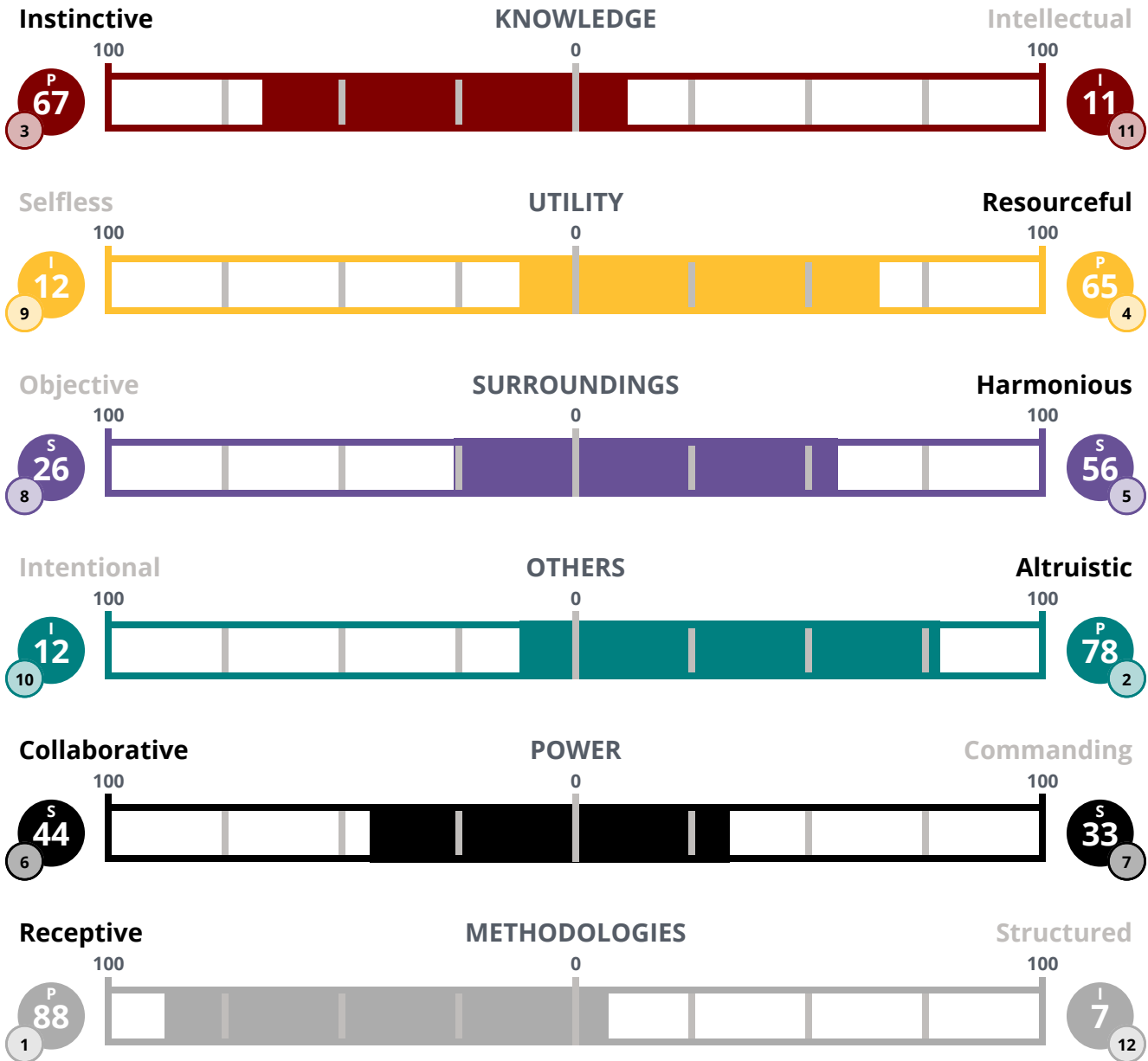
■ - 1st Standard Deviation - \* 68% of the population falls within the shaded area. ■ - national mean ★ - your score  
■ - 2nd Standard Deviation  
■ - 3rd Standard Deviation

**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



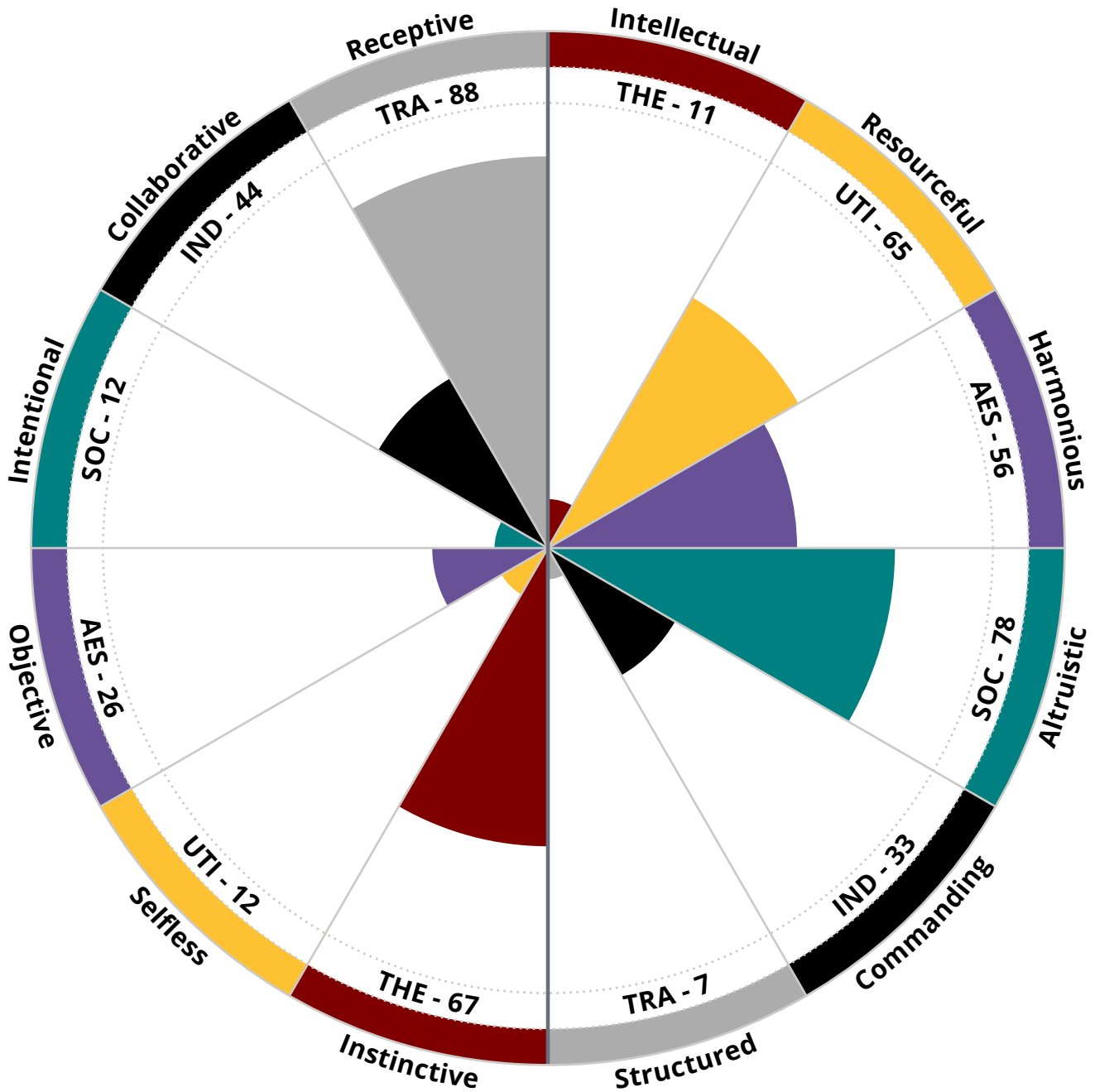
The 12 Driving Forces® Continuum is a visual representation of what motivates Jane and the level of intensity for each category. The letter "P" indicates an individual's primary cluster. These four factors are critical to Jane's motivation and engagement regardless of the situation.



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

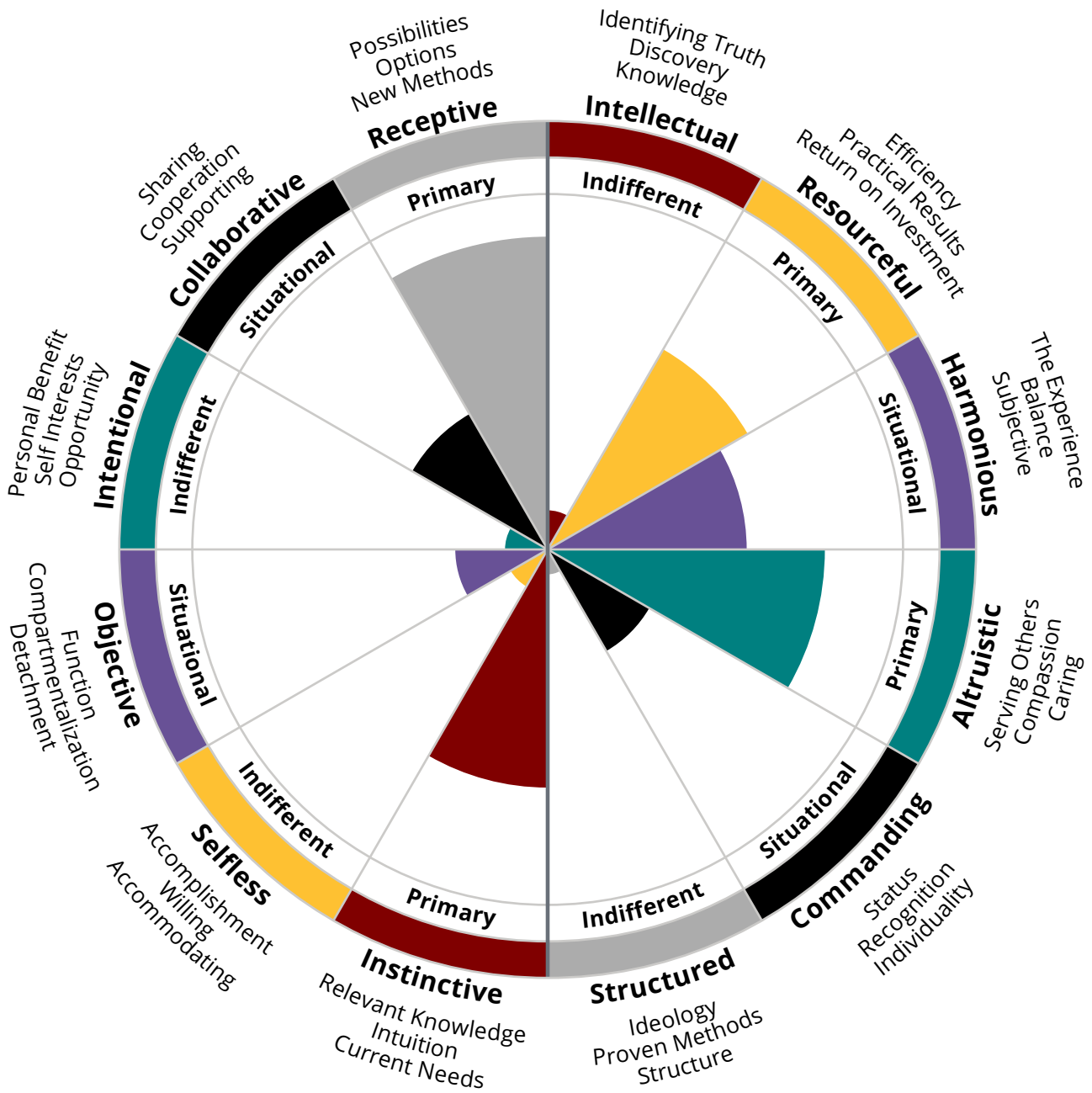
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# Driving Forces Wheel



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# Descriptors Wheel



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