TTI Talent Insights®

Management-Staff

John Bryant
Procurement
ABC Company
04.06.2021

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

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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 & 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

Behavioral Characteristics

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

John likes public recognition for his achievements. One of his motivating factors is recognition and praise. He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He likes to get results through others. He is at his best when he has people working with him. He, an outgoing person, feels at home with strangers. John, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. He is driven by status and power. He is optimistic about his ability to do any job. He wants to be seen as his own person, but usually projects it in friendly terms. John is optimistic and usually has a positive sense of humor. He tends to trust people and may be taken advantage of because of his high trust level.

John tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He likes to be involved in the decision-making process. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. Sometimes he will seek a quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He believes rules exist to serve rather than to be followed by him. He likes working for managers who make quick decisions. He is good at solving problems that deal with people.

Graph I
Adapted Style

D	I	S	C
58	83	28	38

Graph II
Natural Style

D	I	S	C
69	82	8	42

John Bryant

John may have a tendency to oversell certain styles. He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, John will attempt to put them at ease. It is important for John to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He can be intense and may not always fit the intensity to the situation. John usually uses many gestures when talking. He is good at negotiating conflict between others. John feels that "if everyone would just talk it out, everything would be okay!" Sometimes he can get caught short on the facts and figures needed to support his ideas. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports.
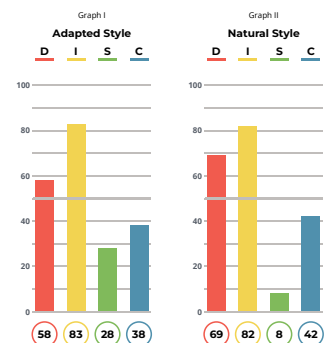
Graph I

Adapted Style

D	I	S	C
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Graph II

Natural Style

D	I	S	C
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Value to the Organization

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

- ✔ Ability to handle many activities.

- ✔ Ability to change gears fast and often.

- ✔ Good mixer.

- ✔ Positive sense of humor.

- ✔ Few dull moments.

- ✔ Creative problem solving.

- ✔ Negotiates conflicts.

Graph I

Adapted Style

D	I	S	C
58	83	28	38

Graph II

Natural Style

D	I	S	C
69	82	8	42

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

Ways to Communicate

- ✔ Provide testimonials from people he sees as important.

- ✔ Provide a warm and friendly environment.

- ✔ Be open, honest and informal.

- ✔ Plan interaction that supports his dreams and intentions.

- ✔ Offer special, immediate and continuing incentives for his willingness to take risks.

- ✔ Deal with details in writing, have him commit to modes of action.

- ✔ Be specific and leave nothing to chance.

- ✔ Use his jargon.

- ✔ Provide ideas for implementing action.

- ✔ Expect acceptance without a lot of questions.

- ✔ Read the body language for approval or disapproval.

- ✔ Be isolated from interruptions.

- ✔ Verify that the message was heard.

Graph I

Adapted Style

D I S C

58 83 28 38

Graph II

Natural Style

D I S C

69 82 8 42

Checklist for Communicating
Continued

This section of the report is a list of things NOT to do while communicating with John. Review each statement with John 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 <u>NOT</u> to Communicate

🚫 Leave decisions hanging in the air.

🚫 Forget to follow-up.

🚫 Be curt, cold or tight-lipped.

🚫 Assume he heard what you said.

🚫 Talk down to him.

🚫 Let him change the topic until you are finished.

🚫 Waste time trying to be impersonal, judgmental or too task-oriented.

🚫 Dictate to him.

🚫 Use a paternalistic approach.

🚫 Legislate or muffle—don't overcontrol the conversation.

🚫 Drive on to facts, figures, alternatives or abstractions.

🚫 Take credit for his ideas.

🚫 Be dictatorial.

Graph I — Adapted Style: D 58, I 83, S 28, C 38
Graph II — Natural Style: D 69, I 82, S 8, C 42

Communication Tips

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

Ⓒ Compliance

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

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

Ⓓ Dominance

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

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

Ⓢ Steadiness

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

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

Ⓘ Influence

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

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

John usually sees himself as being:

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

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

- ✔ Self-Promoting
- ✔ Glib
- ✔ Overly Optimistic
- ✔ Unrealistic

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

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

The Absence of a Behavioral Factor

The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral style, we are able to better articulate a person's talents and create environments where people can be more effective.

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

- The need for juggling many tasks at once may jeopardize quality.

- Avoid positions that revolve around routine work.

- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.

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

- Seek environments where change is rewarded versus discouraged.

- Recognize that others may move at a slower pace.

- Understand and recognize that the avoidance of delegation may have a negative impact long-term.

Graph I

Adapted Style

D	I	S	C

100
80
60
40
20
0

58	83	28	38

Graph II

Natural Style

D	I	S	C

100
80
60
40
20
0

69	82	8	42

Descriptors

Based on John's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	**Influence**	**Steadiness**	**Compliance**
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

John Bryant

Natural & Adapted Style

John'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

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

Adapted

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

People & Contacts

Natural

John is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. John is trusting and also wants to be trusted.

Adapted

John sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Natural & Adapted Style

Ⓢ Pace & Consistency

Natural

John is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

John wants an environment that is variety-oriented. He feels a great sense of urgency to get things completed quickly. He is eager to accept change and work on many activities.

Ⓒ Procedures & Constraints

Natural

John is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

Adapted

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

Adapted Style

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

✔ Participative decision making.

✔ Handling a variety of activities.

✔ Motivating people to take action by using persuasive skills.

✔ Moving quickly from one activity to another.

✔ Maintaining an ever-changing, friendly, work environment.

✔ Questioning the status quo and seeking more effective ways of accomplishment.

✔ Possessing a strong sense of urgency toward results.

✔ Making tactful decisions.

✔ Contacting people using a variety of modes.

✔ Preferring people involvement over task focus.

✔ Obtaining results through people.

Graph I
Adapted Style

D	I	S	C

| 58 | 83 | 28 | 38 |

Graph II
Natural Style

D	I	S	C

| 69 | 82 | 8 | 42 |

John Bryant

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.

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

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

Graph I
Adapted Style
D I S C

Graph II
Natural Style
D I S C

58 83 28 38

69 82 8 42

John Bryant

Time Wasters
Continued

- 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
- 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

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

Graph I
Adapted Style
D   I   S   C

Graph II
Natural Style
D   I   S   C

58 83 28 38

69 82 8 42

John Bryant

Time Wasters
Continued

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

Inability To Say No

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

Possible Causes:

- 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

Graph I

Adapted Style

D	I	S	C

100

80

60

40

20

0

| 58 | 83 | 28 | 38 |

Graph II

Natural Style

D	I	S	C

100

80

60

40

20

0

| 69 | 82 | 8 | 42 |

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

Areas for Improvement

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

John has a tendency to:

✔ Trust people indiscriminately if positively reinforced by those people.

✔ Be a situational listener if not given an opportunity to tell his ideas.

✔ Be inattentive to details—only attentive to results: "Don't ask how I did it, just if I succeeded."

✔ Be too verbal in expressing criticism.

✔ Have difficulty planning and controlling time expenditure.

✔ Overuse praise in motivating others.

✔ Underinstruct and overdelegate—will rely on personality as opposed to a disciplined approach to follow-up.

✔ Be so enthusiastic that he can be seen as superficial.

✔ Be unrealistic in appraising people—especially if the person is a "friend."

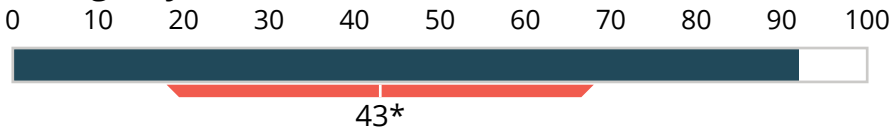| Graph I					Graph II			
Adapted Style					**Natural Style**			
D	I	S	C		D	I	S	C
58	83	28	38		69	82	8	42

John Bryant

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.
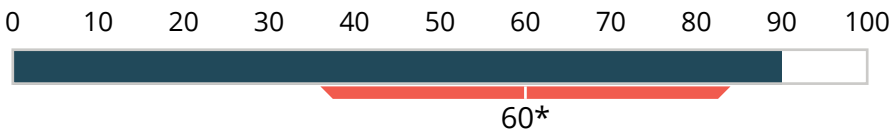
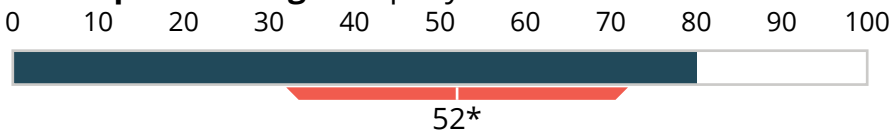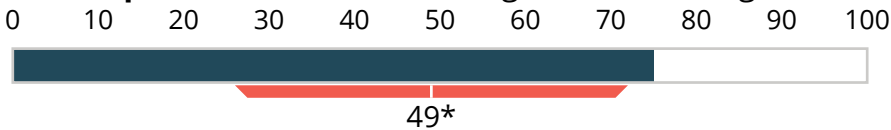**1. Versatile** - Adapt to various situations with ease.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

100

54*
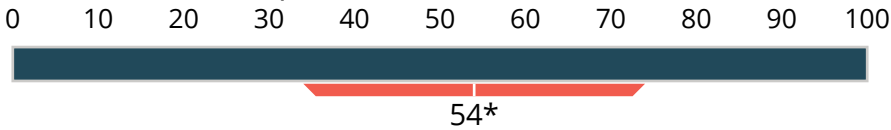
2. Urgency - Take immediate action.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

92

43*

3. Interaction - Frequently engage and communicate with others.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

90

60*

4. Frequent Change - Rapidly shift between tasks.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

80

52*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

75

49*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

60

65*

Graph I
Adapted Style

D   I   S   C
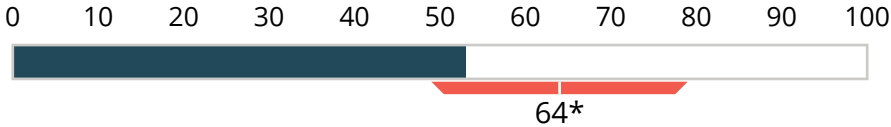
Graph II
Natural Style

D   I   S   C

58 83 28 38

69 82 8 42
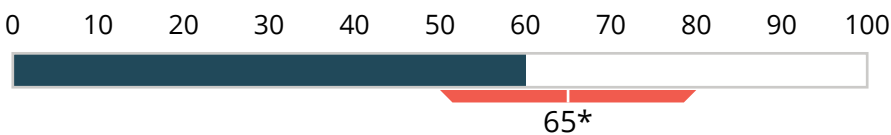
* 68% of the population falls within the shaded area.

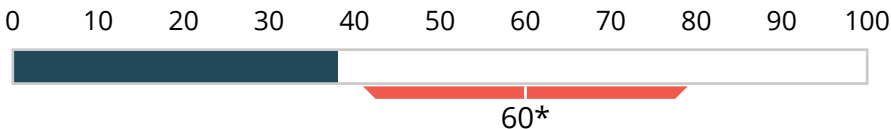**7. Customer-Oriented** - Identify and fulfill customer expectations.

0   10   20   30   40   50   60   70   80   90   100

64*

53

8. Persistence - Finish tasks despite challenges or resistance.

0   10   20   30   40   50   60   70   80   90   100

61*
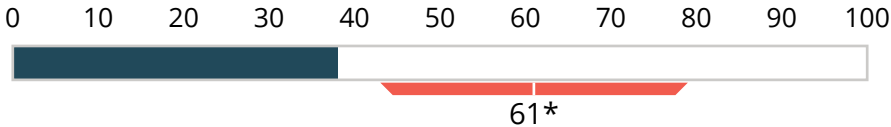
38

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

0   10   20   30   40   50   60   70   80   90   100

60*

38

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

0   10   20   30   40   50   60   70   80   90   100

51*
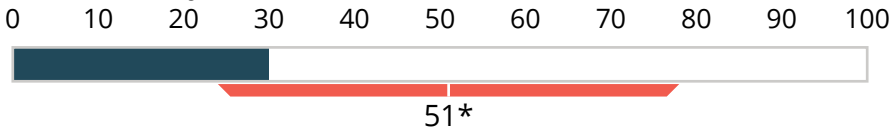
30

11. Analysis - Compile, confirm and organize information.

0   10   20   30   40   50   60   70   80   90   100

53*
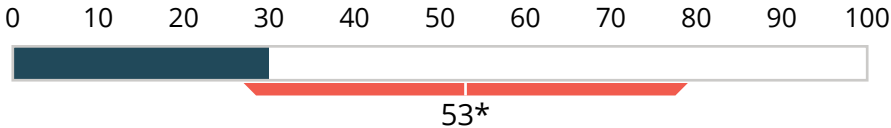
30

12. Consistent - Perform predictably in repetitive situations.

0   10   20   30   40   50   60   70   80   90   100

61*

30

Graph I
Adapted Style
D   I   S   C

Graph II
Natural Style
D   I   S   C

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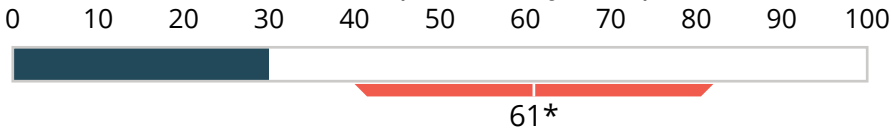
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* 68% of the population falls within the shaded area.

Style Insights® Graphs

Graph I

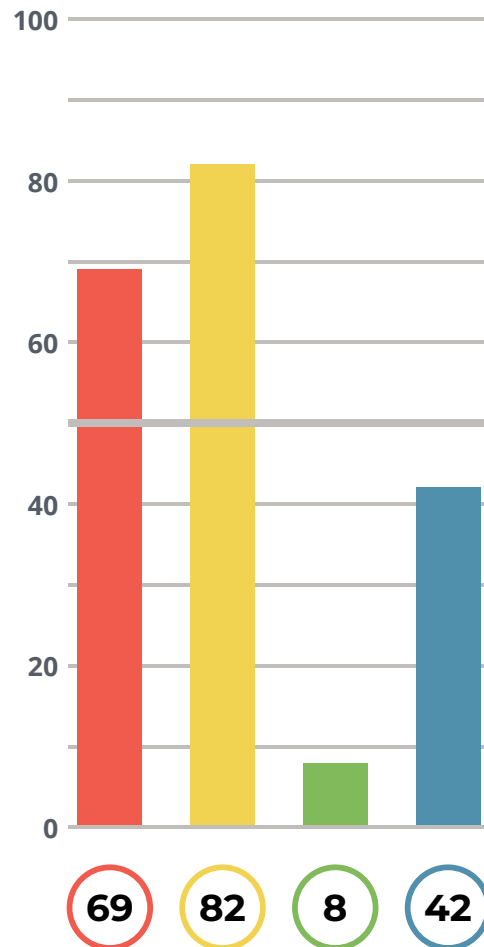## Adapted Style

D I S C

Graph II

Natural Style

D I S C

58	83	28	38

69	82	8	42

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Copyright © 1984-2021. Target Training International, Ltd.
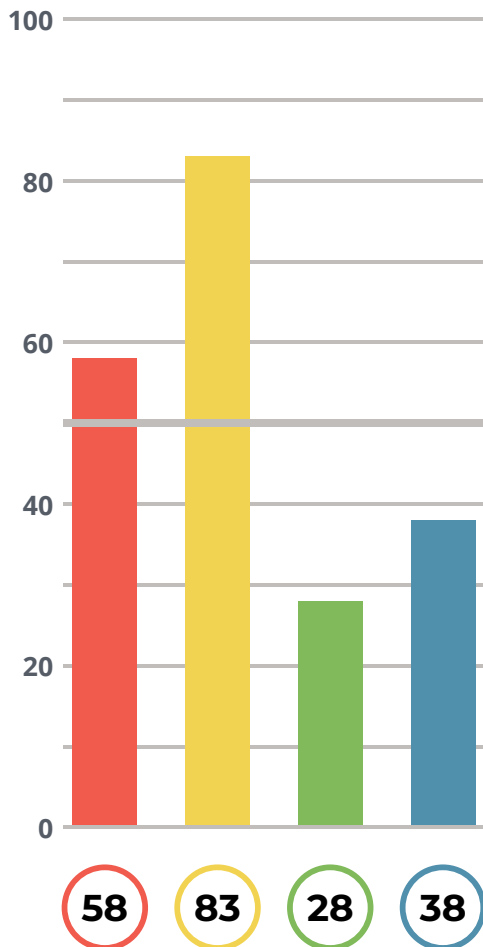
The Success Insights® Wheel

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.
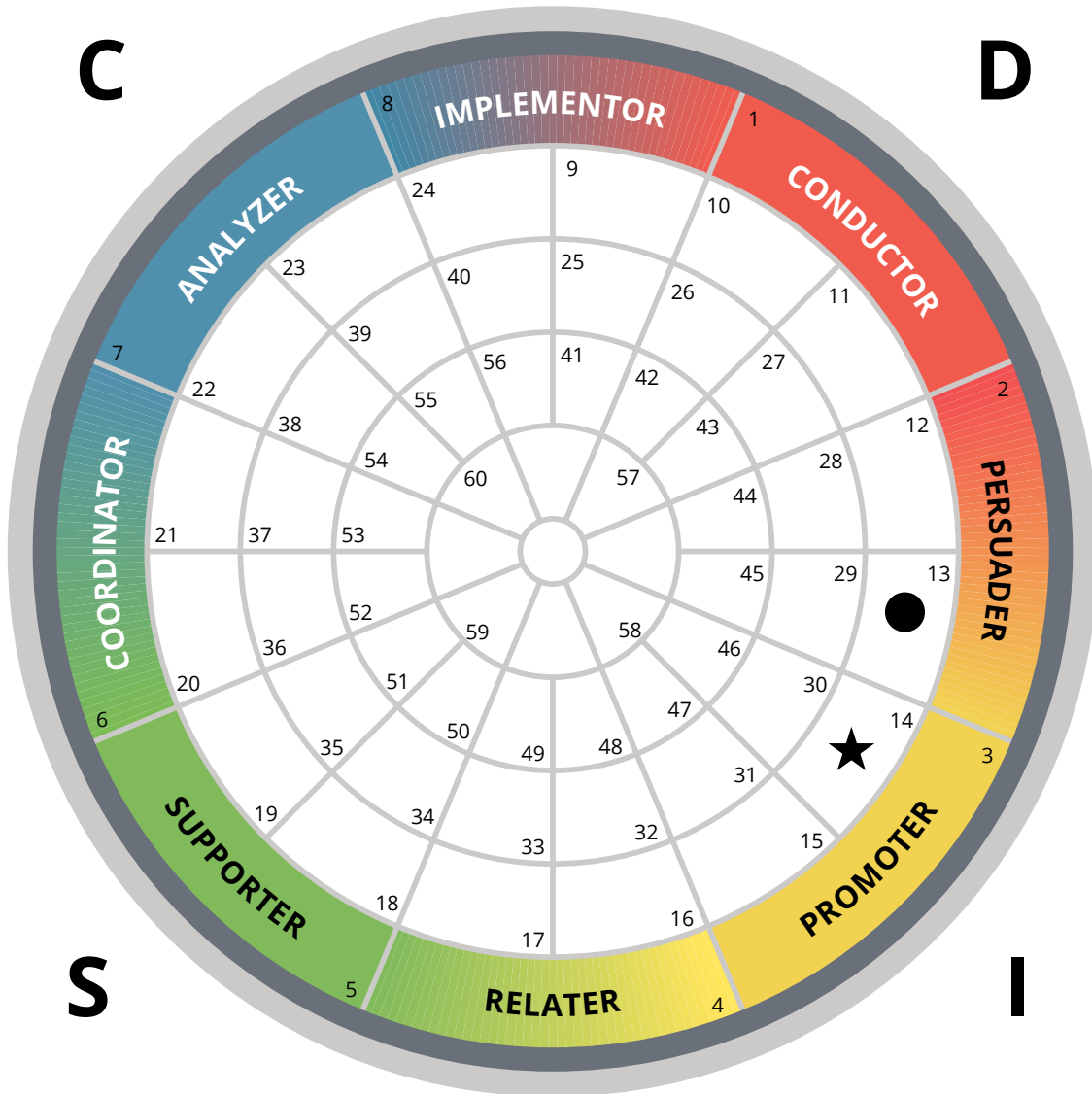
The Success Insights® Wheel

John Bryant
ABC Company
4-6-2021

Adapted: ★ (14) PERSUADING PROMOTER
Natural: ● (13) PROMOTING PERSUADER
Norm 2017 R4

T: 13:21

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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.

John is driven by a long list of wants and will work hard to achieve them. He will focus on creating processes to ensure efficiency going forward. He is driven to maximize opportunities in order to create financial flexibility. He can buffer the feelings of others to drive business. John follows a philosophy of "it's not personal, it's just business." He will help develop an individual if he sees opportunities for future return. He wants to control his own destiny and impact the destiny of others. He has the desire to create a winning strategy. John will view and use knowledge as a needed resource or a means to an end. He may prefer a summary rather than the full-length version. He may be able to pick and choose the traditions to which he will adopt. He may look for ways to create a positive customer experience.

John is energized by building a framework that maximizes his time and talent invested in a project. He is motivated by increasing productivity and efficiency. He feels things must be earned, not given, because he believes all are capable of hard work and persistence. He views people as a resource to achieve results. John is driven by public recognition. He looks for opportunities to take control of situations. He is comfortable in situations when he can rely on past experiences. He will learn based on his perception of what's important from the situation. John may gather elements from multiple systems to implement as needed. He may seek new ways to accomplish routine tasks. He may look at the totality of a situation to ensure a rewarding interaction. He may prefer pleasant experiences for himself and others.

Driving Characteristics

At times John will look for opportunities to tie beauty and harmony into the experiences of others. He may overlook traditions or boundaries to complete a task. He is comfortable starting a project before gathering all the necessary information. When John feels strongly about a situation, he will apply the "end justifies the means" concept. John sees the world as a toolset to accomplish his goals. He prioritizes his work responsibilities over social causes. He is driven to be very diligent and resourceful. He will create opportunities for others if he sees a greater return in the future.

Strengths & Weaknesses

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

✔ John tends to focus on the return on investment.

✔ He configures resources to maximize output.

✔ He tends to be sensitive to wasting time, resources, or opportunities.

✔ He will seek to develop or help others when he can see future opportunities.

✔ John will help others when others are willing to work hard.

✔ He creates winning strategies and outcomes.

✔ He may be efficient, seeking specific information to address a current situation.

Potential Weaknesses

🚫 John may view material possessions and money as a scorecard.

🚫 He tends to view people and resources as tools to achieve an outcome.

🚫 He tends to allow return on investment to supersede purpose and logic.

🚫 He may expect something in return each time he helps or serves others.

🚫 John may create scenarios that benefit himself more than others.

🚫 He tends to have a "me" versus "we" attitude.

🚫 He may disregard excess information.

Energizers & Stressors

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

- ✔ John strives to obtain practical results.

- ✔ He tries to eliminate waste.

- ✔ He is energized by a personal return.

- ✔ He likes to develop internal advocates.

- ✔ John is energized by purposeful people.

- ✔ He enjoys leading a group.

- ✔ He learns on demand.

⚠ Potential Stressors

- 🚫 John gets frustrated when processes are redundant.

- 🚫 He does not like when resources are used inefficiently.

- 🚫 He is stressed when there is no personal reward for his efforts.

- 🚫 He does not like to make emotion-based decisions.

- 🚫 John does not act without personal benefit.

- 🚫 He gets frustrated when working behind the scenes.

- 🚫 He does not enjoy discussing theoretical subjects.

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. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.
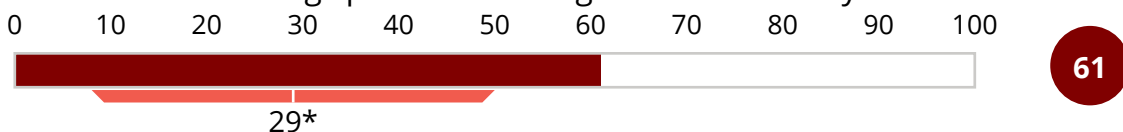
| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

85

42*
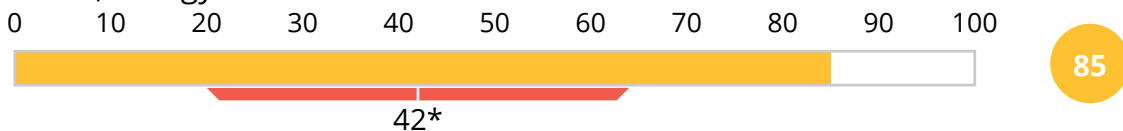
2. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

85

51*
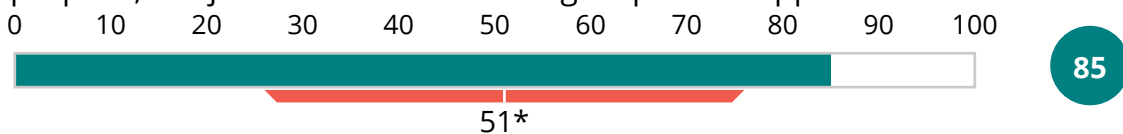
3. Commanding - People who are driven by status, recognition and control over personal freedom.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

81

50*
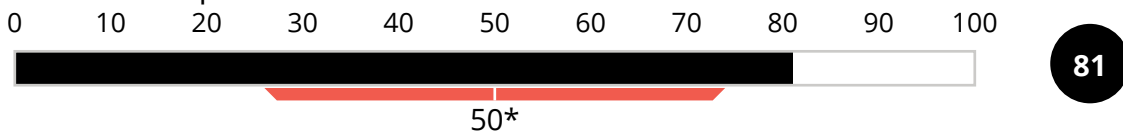
4. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

61

29*

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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. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.
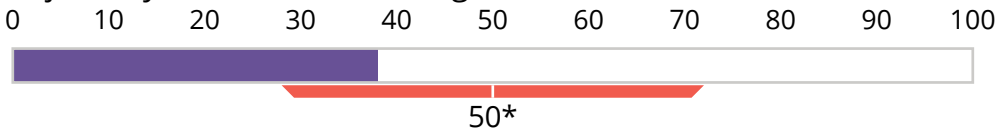
0   10   20   30   40   50   60   70   80   90   100

60

46*
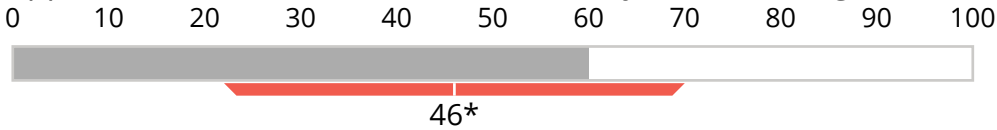
6. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.

0   10   20   30   40   50   60   70   80   90   100

49

35*
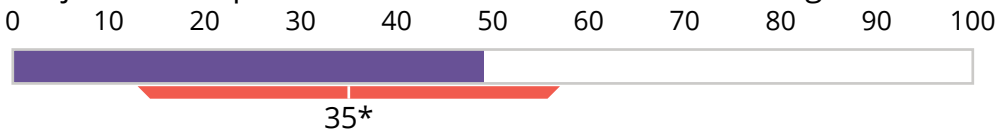
7. Objective - People who are driven by the functionality and objectivity of their surroundings.

0   10   20   30   40   50   60   70   80   90   100

38

50*

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

0   10   20   30   40   50   60   70   80   90   100

17

54*

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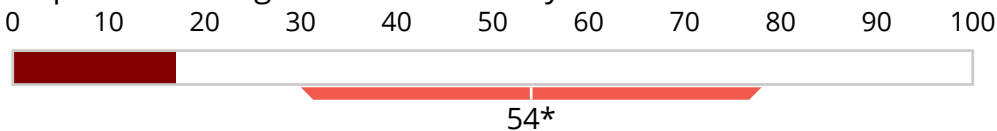
Indifferent Driving Forces Cluster

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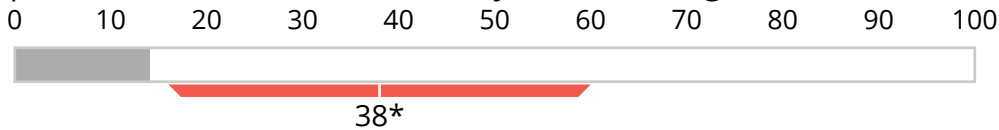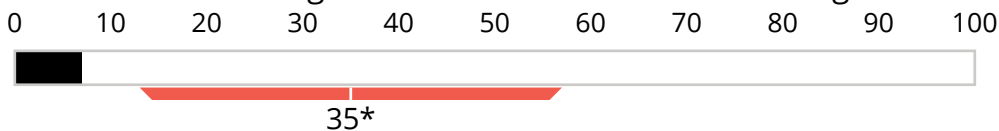
9. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.

0   10   20   30   40   50   60   70   80   90   100

14

38*

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

0   10   20   30   40   50   60   70   80   90   100

7

35*

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

0   10   20   30   40   50   60   70   80   90   100

6

33*
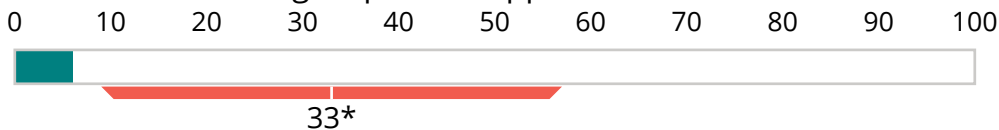
12. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.

0   10   20   30   40   50   60   70   80   90   100

0

40*

John Bryant
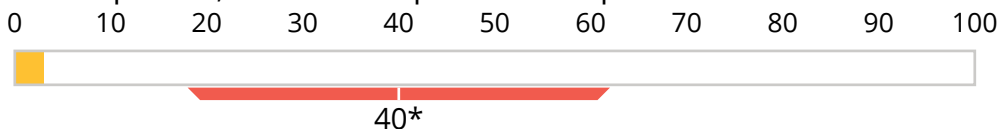
Areas for Awareness

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.

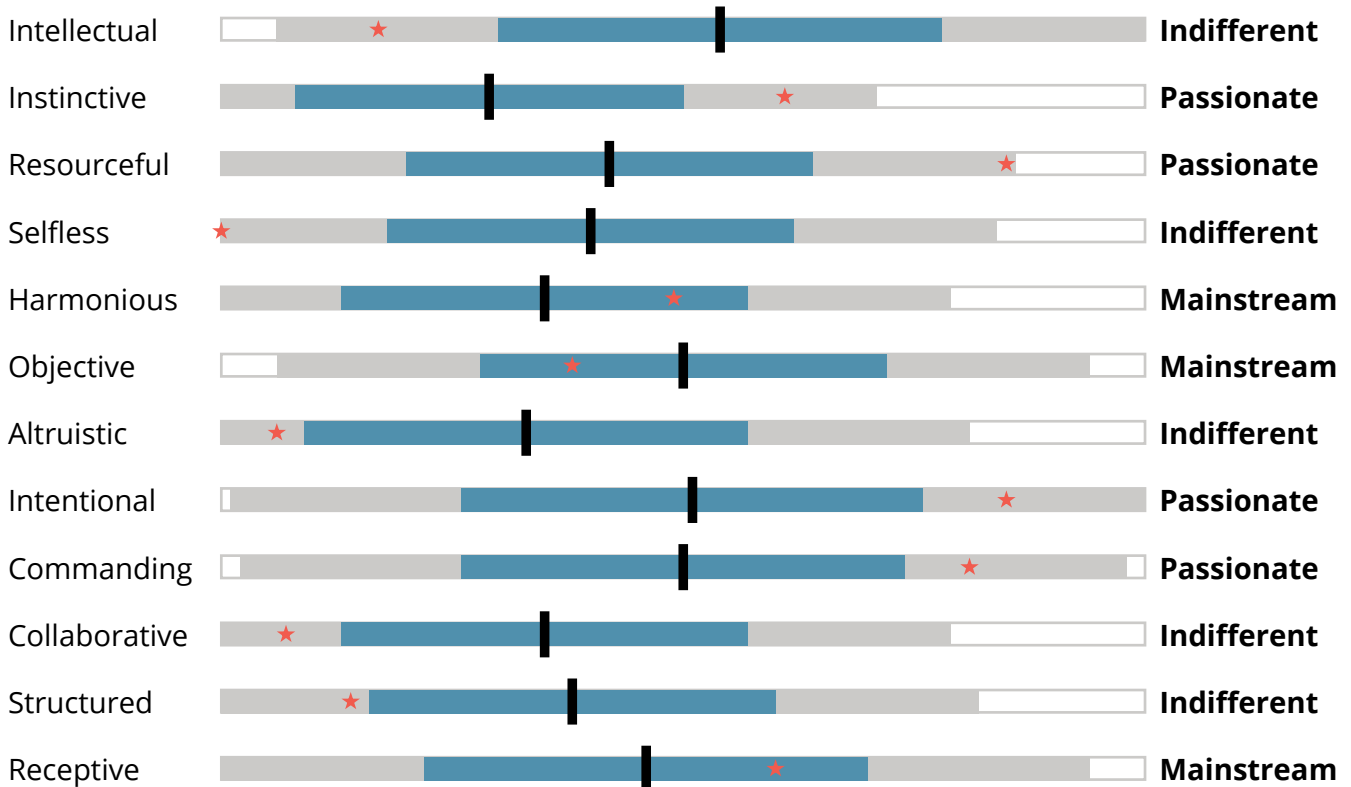This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are,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

Intellectual		**Indifferent**
Instinctive		**Passionate**
Resourceful		**Passionate**
Selfless		**Indifferent**
Harmonious		**Mainstream**
Objective		**Mainstream**
Altruistic		**Indifferent**
Intentional		**Passionate**
Commanding		**Passionate**
Collaborative		**Indifferent**
Structured		**Indifferent**
Receptive		**Mainstream**

■ - 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

Motivational Continuum

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

KNOWLEDGE
Instinctive — **Intellectual**

100 — 0 — 100

P **61** (4) — S **17** (8)

UTILITY
Selfless — **Resourceful**

100 — 0 — 100

I **0** (12) — P **85** (1)

SURROUNDINGS
Objective — **Harmonious**

100 — 0 — 100

S **38** (7) — S **49** (6)

OTHERS
Intentional — Altruistic

100 — 0 — 100

P **85** (2) — I **6** (11)

POWER
Collaborative — **Commanding**

100 — 0 — 100

I **7** (10) — P **81** (3)

METHODOLOGIES
Receptive — Structured

100 — 0 — 100

S **60** (5) — I **14** (9)
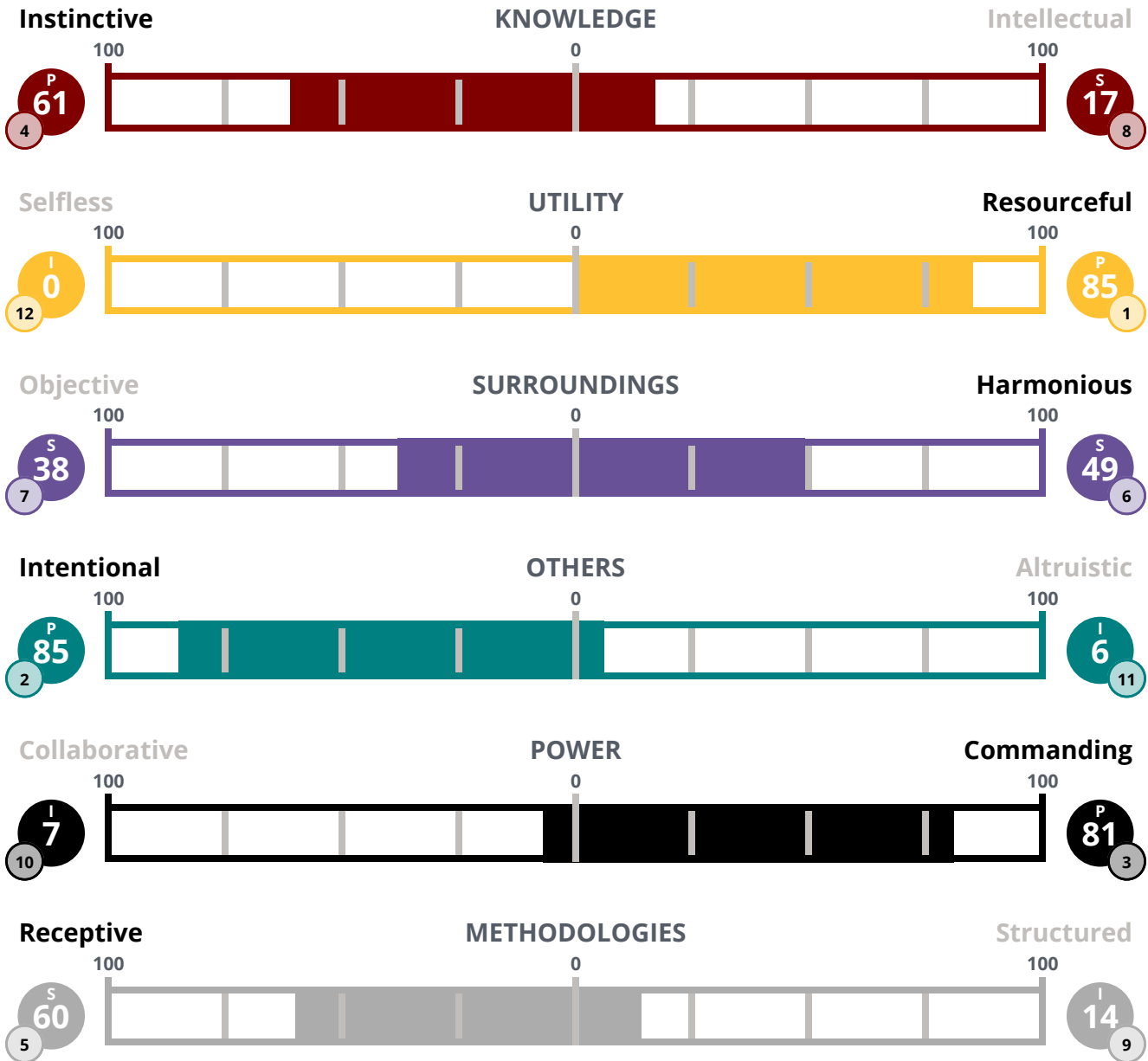
P **76** (3)
······· Primary, Situational, or Indifferent
······· Driving Forces Score
······· Driving Forces Rank

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4-6-2021
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John Bryant

Driving Forces Wheel

Receptive — TRA - 60
Intellectual — THE - 17
Collaborative — IND - 7
Resourceful — UTI - 85
Intentional — SOC - 85
Harmonious — AES - 49
Objective — AES - 38
Altruistic — SOC - 6
Selfless — UTI - 0
Commanding — IND - 81
Instinctive — THE - 61
Structured — TRA - 14

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Descriptors Wheel

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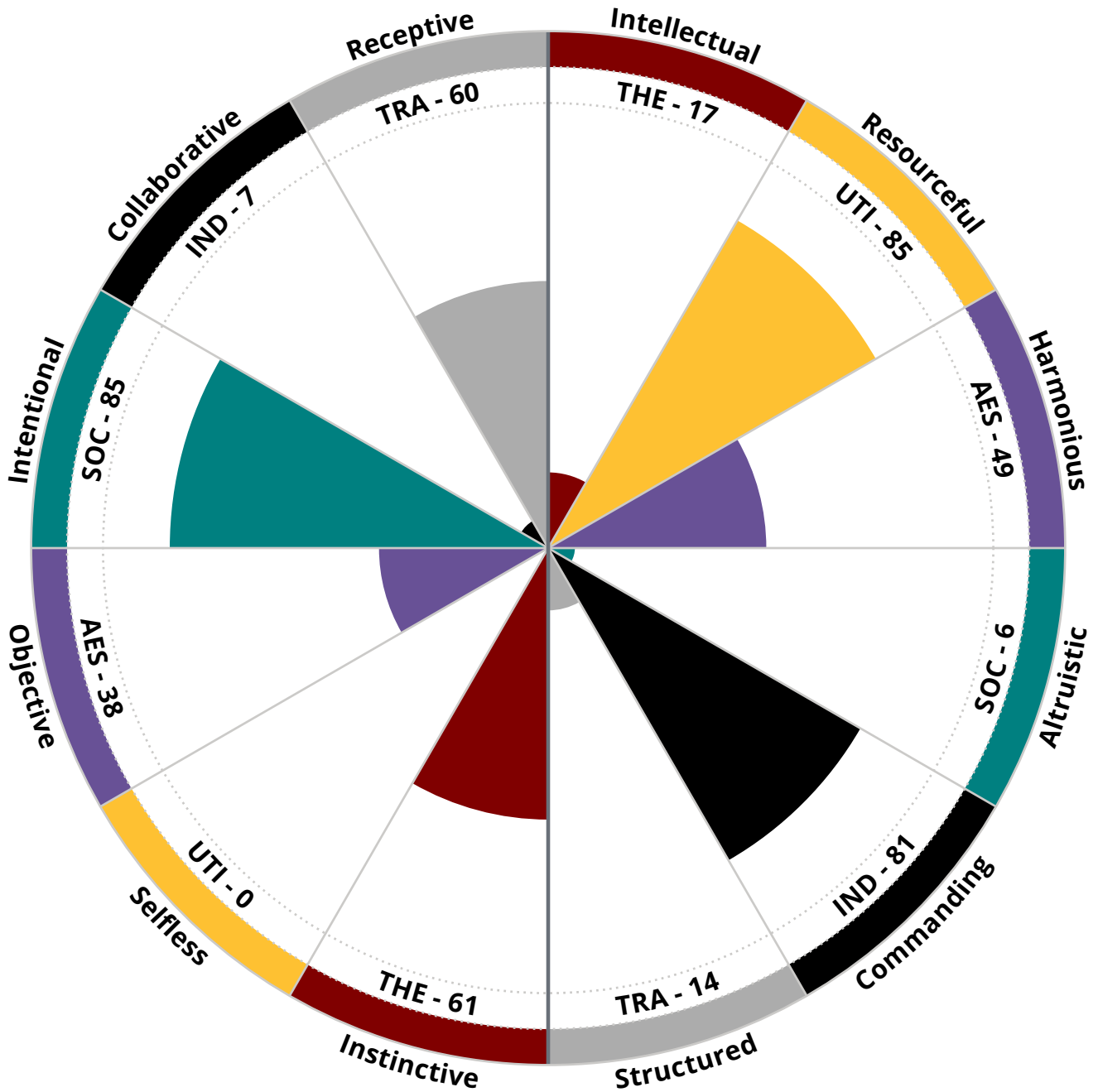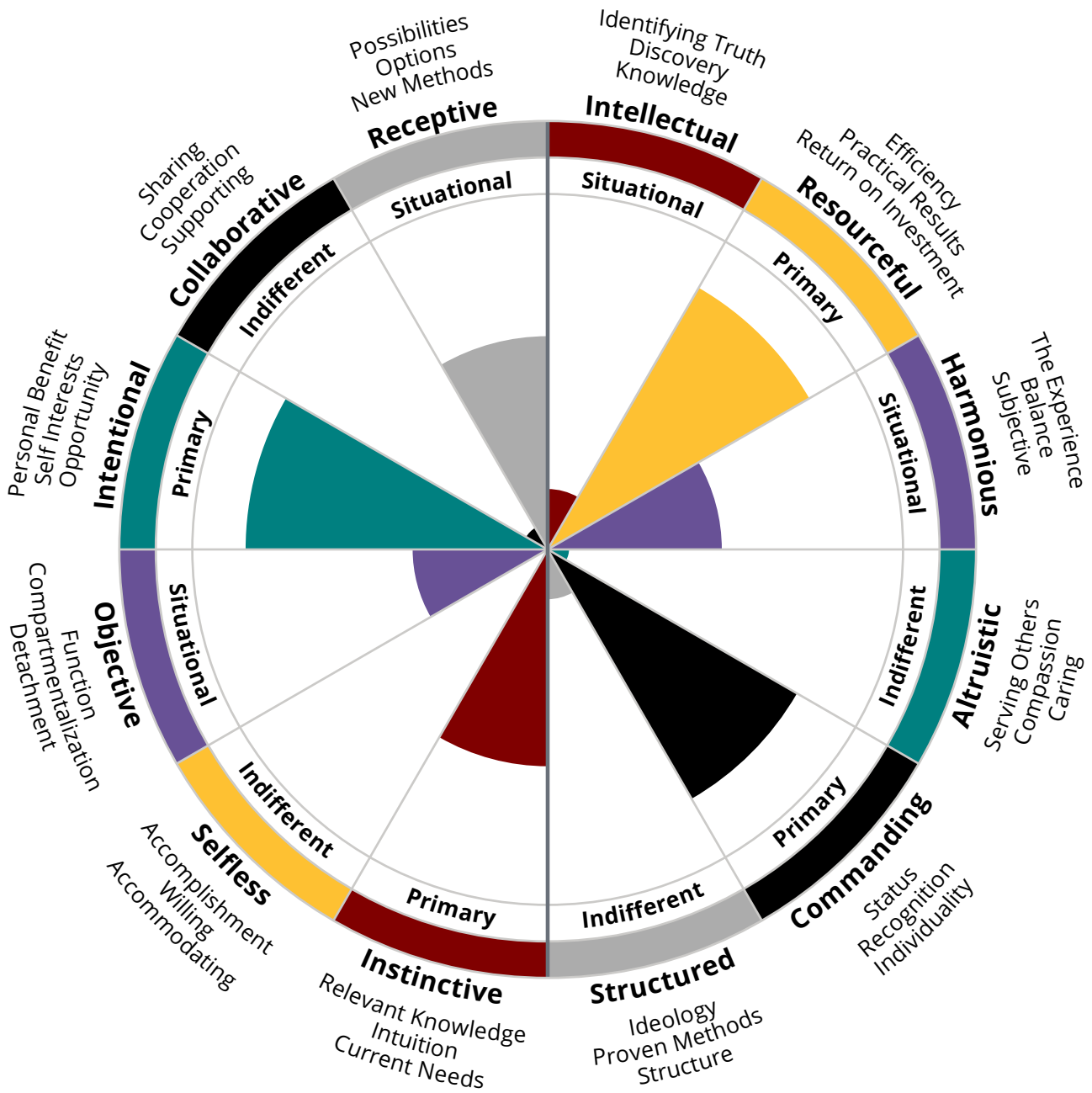
Introduction

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 & Motivational
Strengths

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

- Promotes efficiency and results.

- Tends to be futuristic and entrepreneurial in attaining results.

- Sees the positive in all resources and will want to use resources accordingly.

- Wants to be seen as a leader in maximizing the production of people.

- Sings the praises of peers when they contribute to the bottom-line.

- Willing to offer time and perspective when he sees others focused on a common goal.

- Motivates others to be the best they can be.

- Positively promotes the image of the organization.

- Willing to be the spokesperson for the team.

- Motivates others to look for the right information.

- Willing to share knowledge and past experience to benefit the team or organization.

- Enthusiastically starts a project even without needing all the details.

Potential Behavioral & Motivational
Conflict

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

- Struggles balancing financial advice with actual results.

- Efficiency is diminished with small talk.

- May overlook details when weighing results.

- When utilizing skills of others, he may slow the progress by talking too much.

- May overestimate the impact he can have on driving results.

- High trust and a desire to succeed could lead to being taken advantage of.

- He may overestimate his authority.

- May only interact with those he feels complement his goals.

- May struggle with hearing and applying constructive criticism.

- A desire to share past experiences can impede his ability to listen and learn.

- May be too trusting of intuition as a resource.

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

- A manager that brings people and excitement into the act of doing business.

- The experience is seen as a part of the desired return on investment.

- Optimism about expected results is not frowned upon.

- A forum to work with people as it relates to moving the organization forward.

- Ability to develop and interact with individuals that may lead to future opportunities.

- Ability to showcase desired achievements in order to get the right people involved.

- A "can-do" environment filled with optimistic people.

- A forum to celebrate successes as an individual.

- An environment to express ideas to influence people.

- Flexibility to acquire necessary knowledge in a people-rich environment.

- A team atmosphere where people share information openly.

- 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 John's driving forces. Review each statement produced in this section with John and highlight those that are present "wants."

John wants:

- Public recognition of financial rewards for returns and efficiency.

- Freedom to include others in the celebration of achievements.

- Recognition for solid use of resources and investments.

- To be seen as a resource for those who are willing to work towards a common vision.

- An opportunity to express how he improved productivity.

- The flexibility to be creative in utilizing people assets.

- To lead people toward his vision.

- Opportunities for advancement and new experiences.

- Public recognition of power and prestige.

- Praise for his experience and ability to gather timely information.

- To gather pertinent information in a team environment requiring people interaction.

- 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 John to perform at an optimum level. Some needs can be met by himself, 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 John and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.

John needs:

- Help balancing the desire for return and the need for people interactions.

- To manage enthusiasm in order to be an effective listener.

- Assistance in prioritizing goals not only based on return, but also other organizational needs.

- A manager that promotes his ability to positively influence others to work hard toward a common goal.

- Support in handling situations when others fail to do their part.

- Assistance in managing time to meet his goals while working through other people.

- To minimize his natural way of under informing the details when delegating or giving instruction.

- To set realistic goals that can be accomplished while improving the organizational recognition.

- To understand that others need "air-time" during meetings to share their own ideas.

- To prioritize and connect past experiences and thoughts to organizational objectives.

- To establish a method for bringing the ideal to the practical.

- 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 _____:

   _____

   _____

   _____

John Bryant