



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

Dana Malone

Eletter Developer

TAG

09.06.2022

The Abelson Group

Solutions for Hiring, Managing, Team Development, Leading and Coaching

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ABELSON GROUP

Hiring & Performance Solutions for Staff, Teams & Leaders

Table of Contents



Introduction - <i>Where Opportunity Meets Talent</i>	4
Introduction - <i>Behaviors</i>	5
Behavioral Characteristics	6
Value to the Organization	8
Checklist for Communicating	9
Checklist for Communicating - <i>Continued</i>	10
Communication Tips	11
Perceptions - <i>See Yourself as Others See You</i>	12
The Absence of a Behavioral Factor	13
Descriptors	14
Natural & Adapted Style	15
Adapted Style	17
Time Wasters	18
Areas for Improvement	21
Behavioral Hierarchy	22
Style Insights® Graphs	25
The TTI Success Insights® Wheel	26
Understanding Your Driving Forces	28
Driving Characteristics	29
Strengths & Weaknesses	31
Energizers & Stressors	32
Primary Driving Forces Cluster	33
Situational Driving Forces Cluster	34
Indifferent Driving Forces Cluster	35
Areas for Awareness	36
Driving Forces Graph	37
Driving Forces Wheel	38
Descriptors Wheel	39
Introduction - <i>Integrating Behaviors and Driving Forces</i>	40
Potential Behavioral & Motivational - <i>Strengths</i>	41
Potential Behavioral & Motivational - <i>Conflict</i>	42
Ideal Environment	43

Table of Contents

Continued



Keys to Motivating	44
Keys to Managing	45
Action Plan	46

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



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

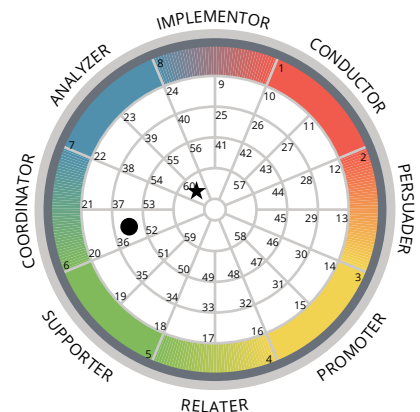
Behavioral Characteristics



Based on Dana'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 Dana's natural behavior.

Dana tends to build a close relationship with a relatively small group of associates. She likes to win through persistence. She uses her strong, steady tendencies to accomplish her goals. Relationships with others are warm, personal and lasting. She is family-oriented. She may go to great lengths to ensure the "happiness" of her personal or work family. Dana requires many good reasons, as well as the benefits involved, before agreeing to making changes. She is eager to please others. She wants others to be satisfied and she may go out of her way to accommodate others, sometimes even to her own discomfort. She can be motivated through teamwork. She likes to know she is a valued team member. Others see her as a good neighbor, since she is always willing to help those she considers to be her friends. Dana may not project a sense of urgency like some people with different behavioral styles. She wins through hard work and persistence. She likes to stay with one task until it is completed.

Dana prefers to take time to analyze situations that can be felt, touched, seen, heard, personally observed or experienced. She tries to use balanced judgment. She is the person who brings stability to the entire team. Occasionally she will underplay bad news if telling it as it will offend someone. She may fear it would disturb the relationship. She prefers to plan her work and work her plan. Others may find it refreshing to have her on their team. Dana may tend to fight for her beliefs or those things she feels passionate about. Making plans and following those plans is important to her. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably won't want to repeat the process. She can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties.



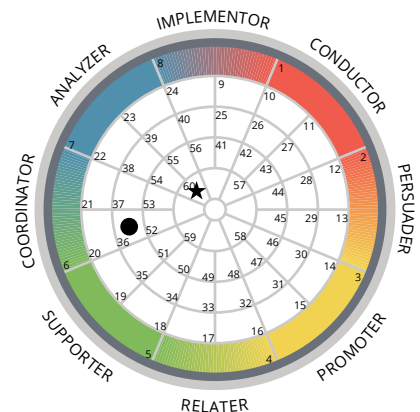
Behavioral Characteristics

Continued



Dana is quick to pick up on group dynamics and skilled in fitting in with a group. She brings both speaking and listening skills to the group. She does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. She likes a friendly, open style of communication. She likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained.

Communication is accomplished best by well-defined avenues. Dana will be open with those she trusts; however, reaching the required trust level may take time. She usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted. She is not easily triggered or explosive, but she may conceal some grievances because she doesn't always state her feelings.

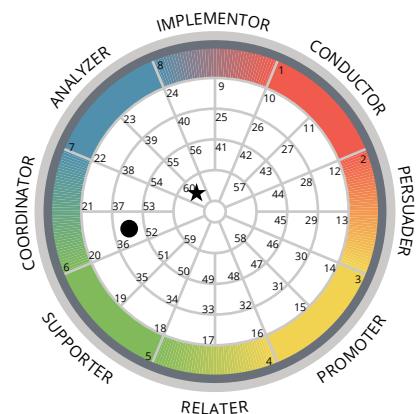


Value to the Organization



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

- ✓ Patient and empathetic.
- ✓ Turns confrontation into positives.
- ✓ Concerned about quality.
- ✓ Builds good relationships.
- ✓ Will gather data for decision making.
- ✓ Works for a leader and a cause.
- ✓ Service-oriented.
- ✓ Dependable team player.
- ✓ Flexible.



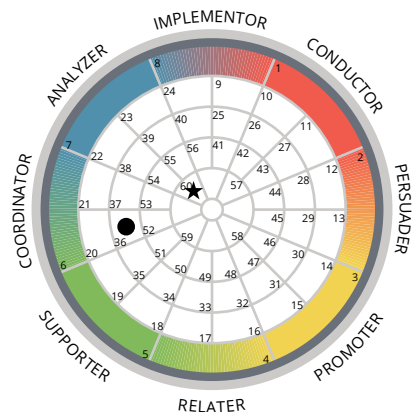
Checklist for Communicating



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 Dana. 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 Dana most frequently.

Ways to Communicate

- ✓ Provide a friendly environment.
- ✓ Clearly define (preferably in writing) individual contributions.
- ✓ Provide solid, tangible, practical evidence.
- ✓ Support your communications with correct facts and data.
- ✓ Patiently draw out personal goals and work with her to help her achieve those goals; listen and be responsive.
- ✓ Keep conversation at discussion level.
- ✓ Take time to be sure that she is in agreement and understands what you said.
- ✓ Look for hurt feelings or personal reasons if you disagree.
- ✓ Be prepared.
- ✓ Present your case softly, non-threateningly, with a sincere tone of voice.
- ✓ Provide personal assurances, clear, specific solutions with maximum guarantees.
- ✓ Give her time to verify reliability of your comments—be accurate and realistic.



Checklist for Communicating

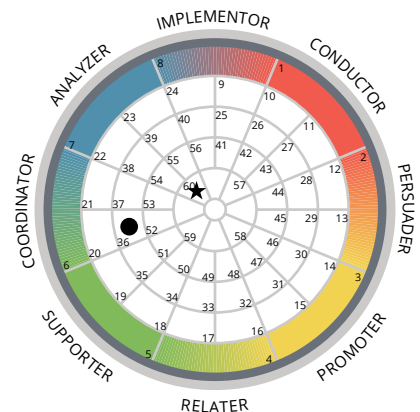
Continued



This section of the report is a list of things NOT to do while communicating with Dana. Review each statement with Dana 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

- ❌ Be abrupt and rapid.
- ❌ Debate about facts and figures.
- ❌ Use testimonies from unreliable sources.
- ❌ Talk to her when you're extremely angry.
- ❌ Talk in a loud voice or use confrontation.
- ❌ Force her to respond quickly to your objectives. Don't say, "Here's how I see it."
- ❌ Be haphazard.
- ❌ Keep deciding for her, or she'll lose initiative. Don't leave her without backup support.
- ❌ Make promises you cannot deliver.
- ❌ Manipulate or push her into agreeing because she probably won't fight back.
- ❌ Be domineering or demanding; don't threaten with a position of power.



Communication Tips



This section provides suggestions for methods which will improve Dana'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, Dana will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

Compliance

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

- ✓ Prepare your "case" in advance.
- ✓ Stick to business.
- ✓ Be accurate and realistic.
- ✗ Being giddy, casual, informal, 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 Dana's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Dana to project the image that will allow her to control the situation.



Dana usually sees herself as being:

- ✓ Considerate
- ✓ Thoughtful
- ✓ Good-Natured
- ✓ Dependable
- ✓ Team Player
- ✓ Good Listener



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

- ✓ Nondemonstrative
- ✓ Hesitant
- ✓ Unconcerned
- ✓ Inflexible



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

- ✓ Possessive
- ✓ Stubborn
- ✓ Detached
- ✓ Insensitive

The Absence of a Behavioral Factor



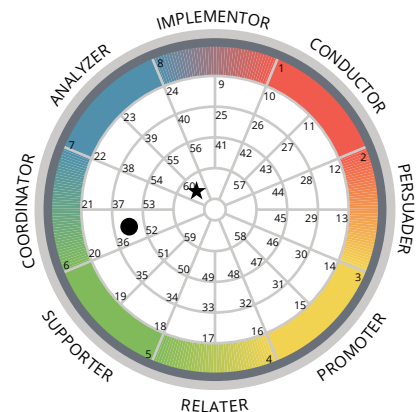
The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral 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.

- Needs a manager or accountability partner that can appreciate the need for reflective problem solving but can also manage the time spent on each situation.
- Needs a manager or work-team that has the ability to extract information as opposed to being required to volunteer information.
- Avoid environments that focus on constant innovation.

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

- Seek positions that do not require a strong need for self-starting.
- Share feelings faster and more often.
- Remove from short term, multifaceted projects and focus on long-term single objectives.



Descriptors



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

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

Natural & Adapted Style



Dana'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

Dana is somewhat conservative in her approach to solving problems. She will accept challenges by being quite calculating in her response to the problem or challenge. Dana will be quite cooperative by nature and attempt to avoid confrontation, as she wants to be seen as a person who is "easy" to work with.

Adapted

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

People & Contacts

Natural

Dana is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She likes to be on a team and may be the spokesman for the team. She will trust others and likes a positive environment in which to relate.

Adapted

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

Natural & Adapted Style



Pace & Consistency

Natural

Dana is comfortable in an environment in which there is a relaxed demeanor or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.

Adapted

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



Procedures & Constraints

Natural

Dana is somewhat open-minded, but aware and sensitive to the implications of not following the rules. She can display balanced judgment in reviewing procedures. Knowing she is doing things well is a key reinforcement for her.

Adapted

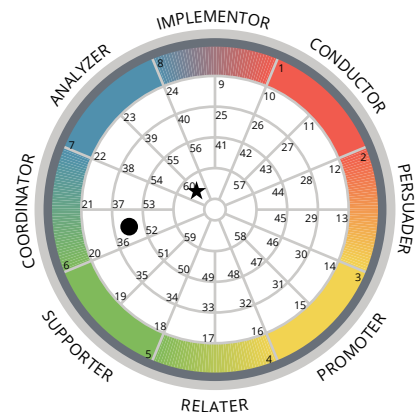
Dana is displaying a natural concern for quality and procedures that acquire quality. She wants to know the rules so she can abide by them.

Adapted Style



Dana 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.

- ✓ Precedence of quality over efficiency.
- ✓ Exhibiting an active and creative sense of humor.
- ✓ Calculation of risks before taking action.
- ✓ Compliance to high standards.
- ✓ Possessing a strong sense of urgency toward results.
- ✓ Moving quickly from one activity to another.
- ✓ Precise, analytical approach to work tasks.
- ✓ Careful, thoughtful approach to decision making.
- ✓ Handling a variety of activities.
- ✓ Coping with rapid changes in the work arena.
- ✓ Critical appraisal of data.
- ✓ Sensitivity to existing rules and regulations.
- ✓ Working without close supervision.



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.

Not Exercising Authority

Not exercising authority is the inability to make decisions that might adversely impact some people and compromises the success of task accomplishment. It is also the resistance to making the tough calls.

Possible Causes:

- Want to be seen as supportive
- Believe people will do what is right
- Fear offending others
- Fear creating conflict between team members

Possible Solutions:

- Have clearly defined and written performance objectives
- Have clearly written rationale for specific decisions
- Assign decision reporting to the deputy/assistant
- Appoint a strong deputy or assistant
- Have a "Good Guy/Bad Guy" image agreement with deputy/assistant

Postpone The Unpleasant

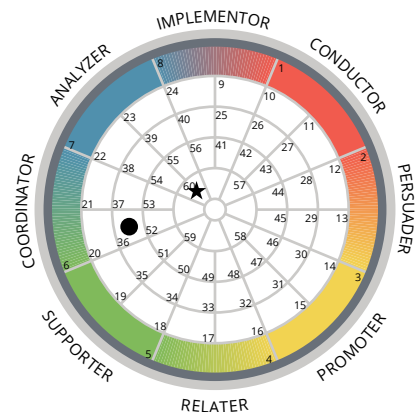
Postponing the unpleasant is similar to procrastinating but is usually a continual reprioritizing of daily tasks. It is often a way to delay something that is not enjoyable.

Possible Causes:

- Like low-conflict environments and relationships
- Want to feel the success of accomplishment so the simple tasks are done first

Possible Solutions:

- Change your routine and, for one week, do the unpleasant tasks first



Time Wasters

Continued

- See the accomplishment of unpleasant tasks as an equal or even greater achievement of success
- Reward yourself for every unpleasant task that you complete without postponing
- Confront those people who are causing you discomfort and discuss the problems

Failure To Clarify Precise Responsibilities With Manager

The failure to clarify precise responsibilities with your manager assumes that you have a full understanding of his/her expectations. It infers that your manager understands your job and concurs with your assessment of requirements.

Possible Causes:

- Unsure of how you will be perceived
- Don't want to overstep authority
- Want to be a team player
- Want to help everyone so you don't object to the manager when requests are being made that are not your responsibility

Possible Solutions:

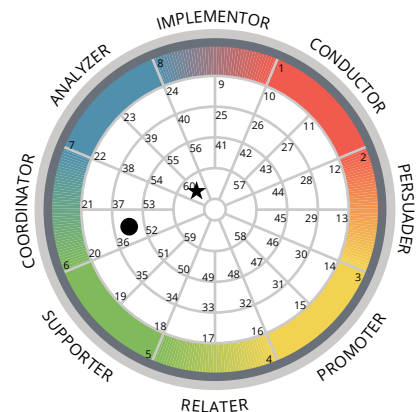
- Have informal conversations with the manager about his/her expectations
- Share with manager your expectations
- Clarify with peers and other managers your duties and responsibilities
- Read and discuss articles on "management by objectives"

Habits

A habit is a specific thought, behavior or way of doing something that was acquired by repetition or by reinforcement from self and/or others.

Possible Causes:

- Have established routines that are comfortable



Time Wasters

Continued



- Routine creates a feeling of security
- Resist change for change's sake
- Have been praised repeatedly for a specific behavior

Possible Solutions:

- Evaluate habits and decide which contribute to your accomplishments and which deter you from success
- Try new ways of performing a certain task
- Ask others for recommendations on different approaches
- Consciously practice changing your routine

Resisting Change

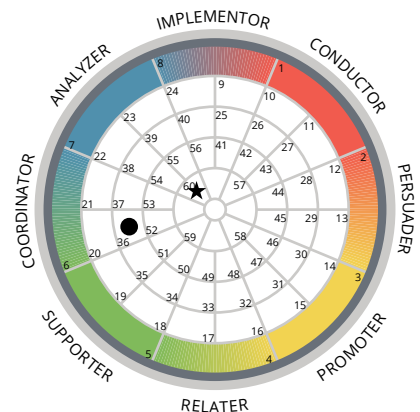
Resisting change is the process of consciously or subconsciously not participating in the change process. Measures of resistance may be active or passive, not doing things the new way, or making excuses for not having tasks accomplished.

Possible Causes:

- Need a high degree of security
- Like to maintain the status quo
- Routine/procedures have worked in the past
- One specific aspect of a proposed change violates sense of values
- A specific change is not seen as contributing to successful accomplishments

Possible Solutions:

- Acknowledge that change is a natural part of any job
- Develop the habit of writing down all of the pros and cons of a specific change
- Evaluate each objection to a change
- If there is one specific objection that is overriding the ability to change, share the specific concern with those involved and seek advice or input from others



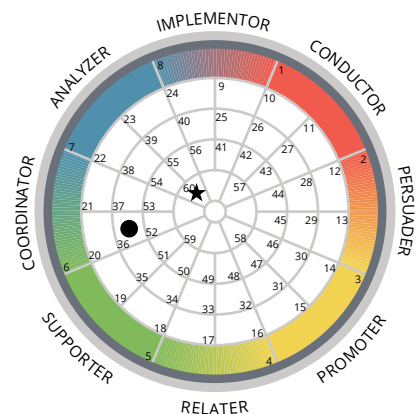
Areas for Improvement



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

Dana has a tendency to:

- ✓ Have difficulty establishing priorities. Have a tendency to make all things a number one priority—may have trouble meeting deadlines.
- ✓ Be dependent on others for decisions, even if she knows she is right.
- ✓ Hold a grudge if her personal beliefs are attacked.
- ✓ Dislike change if she feels the change is unwarranted.
- ✓ Be too conservative—bides time and avoids much that is new.
- ✓ Become resistive and indecisive when forced to act quickly. Without proper information, she will resist in a passive-aggressive manner.
- ✓ Not let others know where she stands on an issue.



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. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



72 Natural

62*



68 Adapted

63*

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

0 10 20 30 40 50 60 70 80 90 100



70 Natural

63*



55 Adapted

62*

3. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



70 Natural

62*



63 Adapted

63*

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

0 10 20 30 40 50 60 70 80 90 100



68 Natural

61*



68 Adapted

62*

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

Behavioral Hierarchy

Continued



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

0 10 20 30 40 50 60 70 80 90 100



65 Natural

53*



75 Adapted

56*

6. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



65 Natural

54*



75 Adapted

57*

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

0 10 20 30 40 50 60 70 80 90 100



65 Natural

64*



55 Adapted

62*

8. Interaction - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



50 Natural

58*



40 Adapted

56*

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

Behavioral Hierarchy

Continued



9. Versatile - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



47 Natural

54*



50 Adapted

53*

10. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100



42 Natural

52*



45 Adapted

51*

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

0 10 20 30 40 50 60 70 80 90 100



40 Natural

49*



40 Adapted

47*

12. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



30 Natural

43*



45 Adapted

43*

SIA: 38-52-38-84 (60) SIN: 34-52-68-64 (36)

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

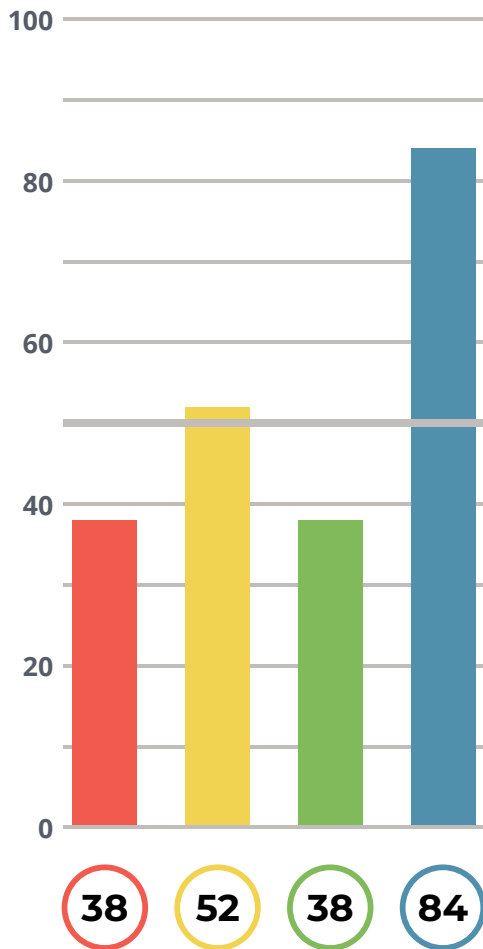
Style Insights® Graphs



Graph I

Adapted Style

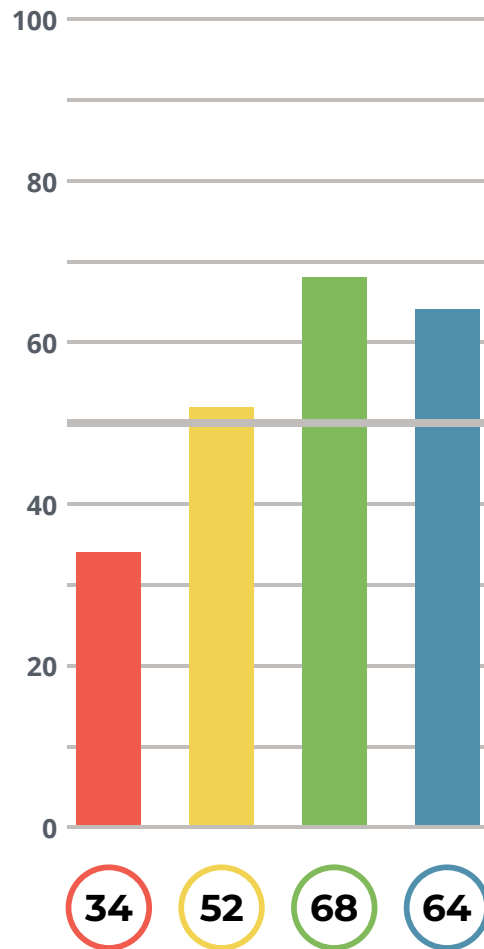
D **I** **S** **C**



Graph II

Natural Style

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



The TTI Success Insights® Wheel



The TTI 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.

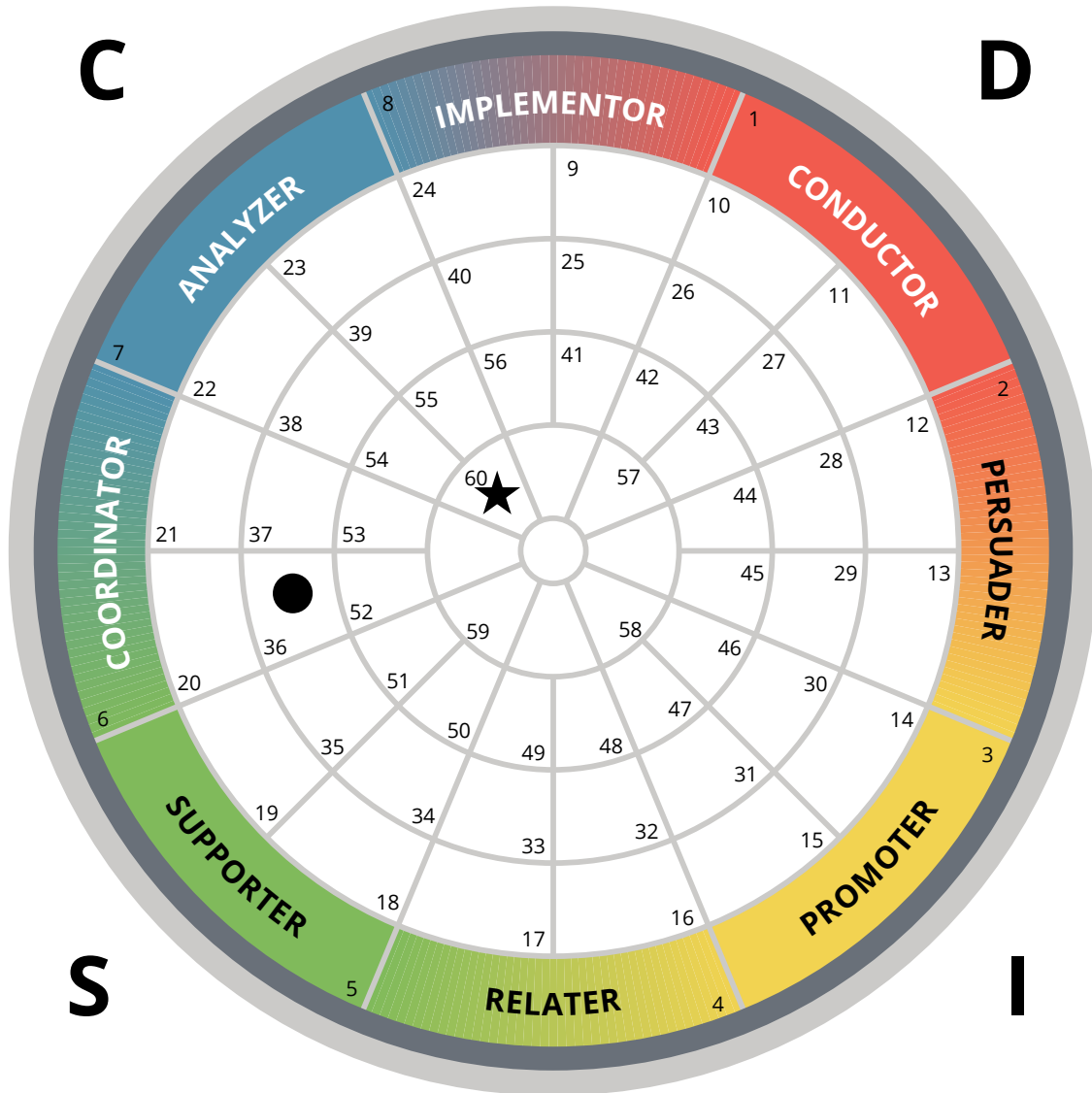
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

The TTI Success Insights® Wheel



Dana Malone

TAG
9-6-2022



Adapted: ★ (60) PROMOTING ANALYZER (ACROSS)
 Natural: ● (36) SUPPORTING COORDINATOR (FLEXIBLE)
 Norm 2021 R4

T: 18:57

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.

Dana will be a great resource to help with identifying valuable and informational resources. She will be energized in any position in which advancement is based on continuous learning. She has a keen interest in formulating theories and asking questions to assist in problem solving. She may question the amount of time individuals spend helping other people. Dana will tend to follow others if it will enhance her goals. She will struggle if helping others is in conflict with her own self-interest. She tends to seek new methods and ways to expand her future opportunities. She tends to interpret and dissect other systems and/or traditions and is creative when applying them. Dana tends to feel more productive when Dana looks and feels good. She will evaluate situations and objects based on artistic beauty and unique qualities. She may strive to maintain collaboration in group settings. She may be open to building a framework to maximize her time and talent invested in a project.

Dana sees value in consuming current information from many sources. She will use knowledge as a benchmark for success. She may be firm in her decisions and not be swayed by unfortunate circumstances. She may see the world as a toolset to accomplish her own self-interest. In many cases, Dana would prefer to set her own plan of action. She will not be afraid to explore new and different ways of interpreting her own belief system. Creating surroundings and experiences that are pleasing to others is fulfilling for Dana. She prefers working in an aesthetically pleasing environment. In most situations Dana may look for ways to create collaboration. She may seek situations that allow her the freedom to partner with others. She may see money as less important than what it will buy. She tends to give freely of time, talent and resources, but may want a return on her investment.

Driving Characteristics



Dana may evaluate situations based on her utility and economic return. She may focus on the greater good more than personal advancement. She wants unity and balance in her work environment. She won't get hung up on a specific approach and will keep momentum moving forward. Dana is willing to help others if they are working to achieve her goals. She tends to believe hard work and persistence is within everyone's reach. She sees herself as an intellectual and will seek opportunities to bring new information to the organization. She sees documentation of the process as important as the results.

Strengths & Weaknesses



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

- ✓ Dana seeks to make the unknown known.
- ✓ She tends to research much more thoroughly compared to others.
- ✓ She is eager to learn and discover.
- ✓ She might choose who, when, and how much to help based on the desired outcome.
- ✓ Dana may seek to develop or help others when she can see future opportunities.
- ✓ She might consider herself an independent thinker.
- ✓ She can see the importance of the experience.



Potential Weaknesses

- ✗ Dana may have difficulty when it comes time to apply the knowledge she has gained.
- ✗ She may make decisions without subjective or emotional considerations.
- ✗ She can be perceived as lacking common sense.
- ✗ She may be seen as self serving.
- ✗ Dana may expect something in return each time she helps or serves others.
- ✗ She may be seen as overly adamant to try something new.
- ✗ She may be unable to perform when she feels out of balance.

Energizers & Stressors



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

- ✓ Dana is energized by discovering new information.
- ✓ She will devote time to learn.
- ✓ She enjoys increasing her knowledge.
- ✓ She is energized by advancing her personal interest through others.
- ✓ Dana likes to develop internal advocates.
- ✓ She enjoys gathering new ideas.
- ✓ She is energized by improving her environment.

Potential Stressors

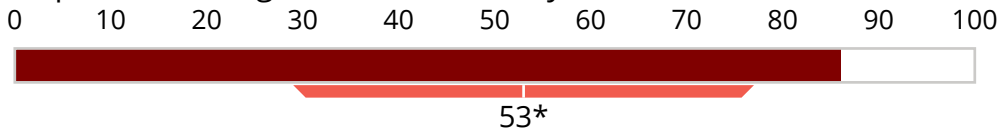
- ✗ Dana is stressed by an environment with no opportunity for intellectual growth.
- ✗ She will not simply make educated guesses.
- ✗ She does not enjoy being rushed through learning.
- ✗ She is frustrated when people assist others for no apparent reason.
- ✗ Dana does not like to make emotion-based decisions.
- ✗ She gets frustrated by a “this is the way we have always done it” attitude.
- ✗ She is stressed when in an unappealing environment.

Primary Driving Forces Cluster



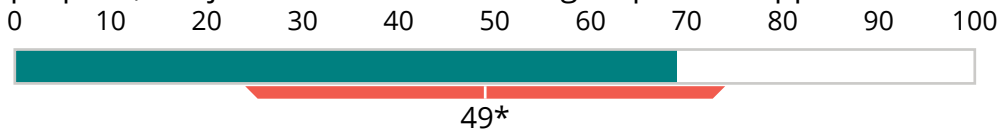
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



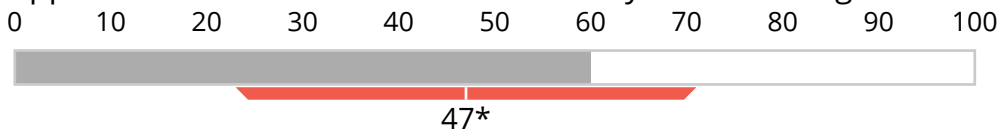
86

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



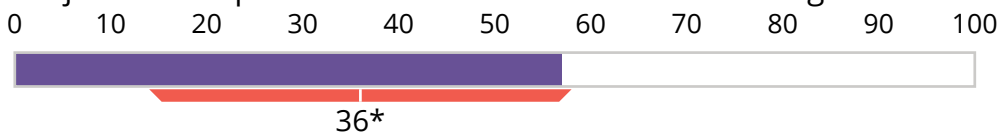
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3. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



60

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



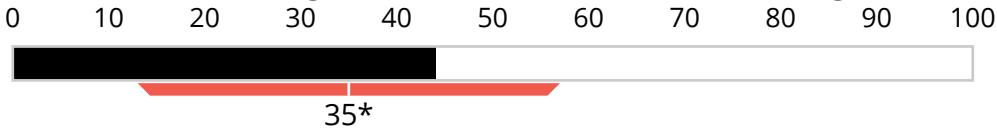
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Situational Driving Forces Cluster

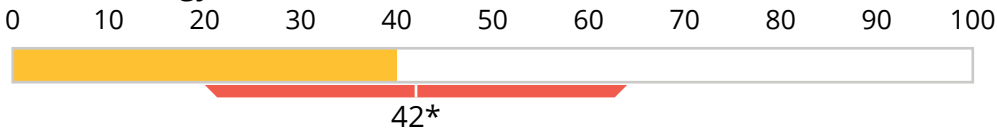


Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

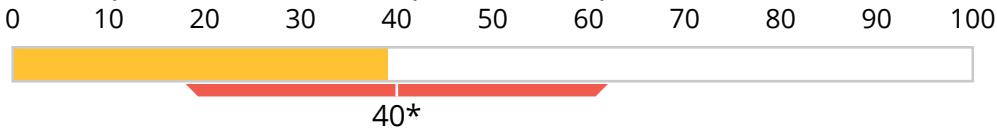
5. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



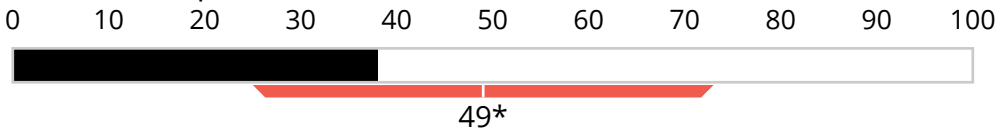
6. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



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



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

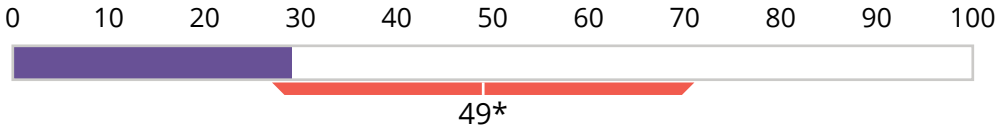


Indifferent Driving Forces Cluster



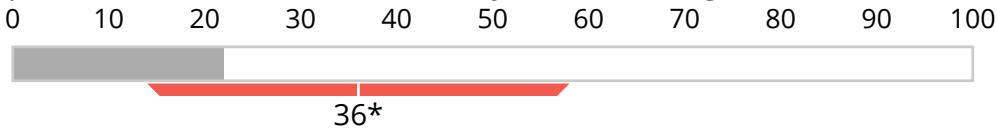
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



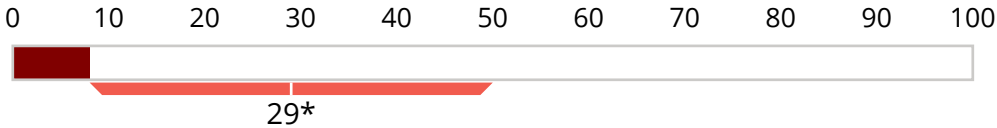
29

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



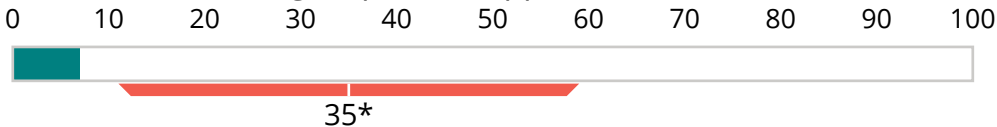
22

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



8

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



7

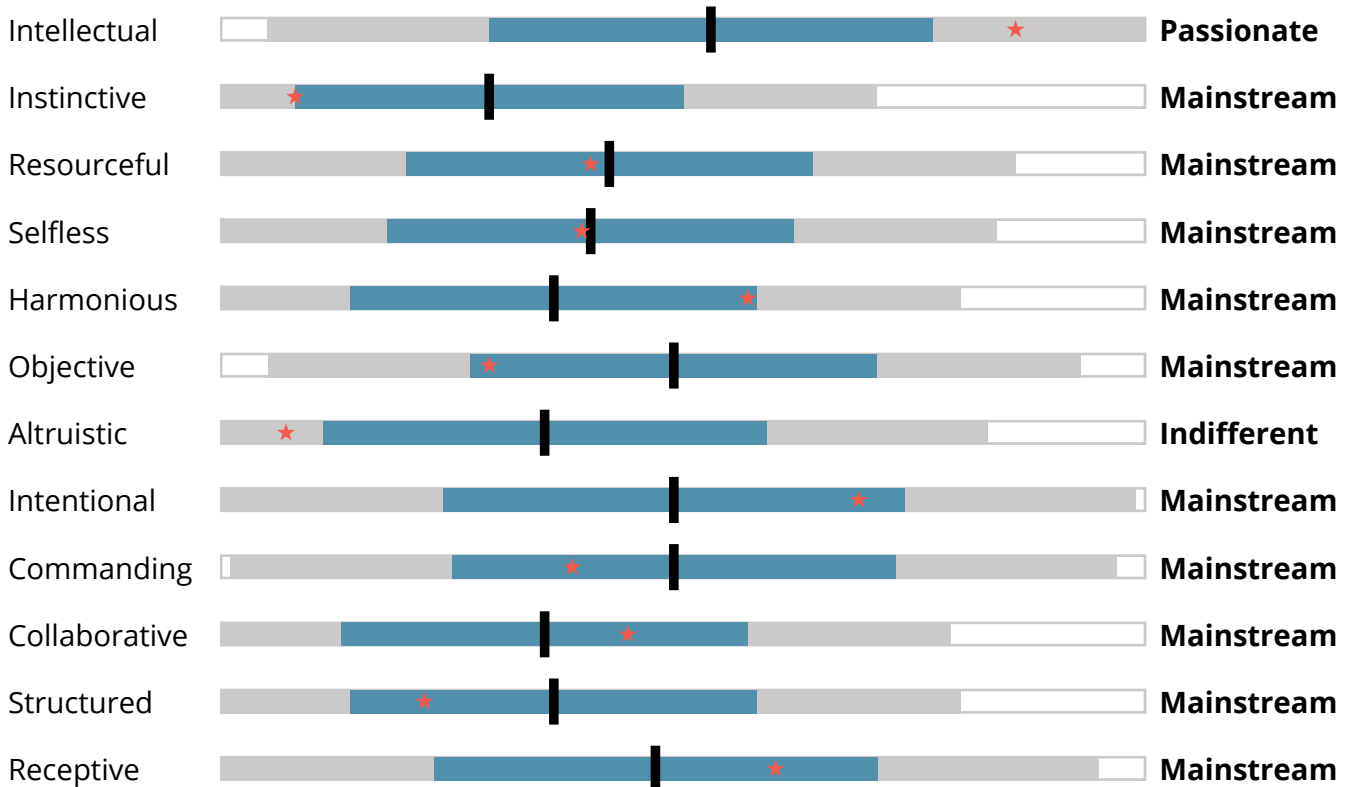
Areas for Awareness



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

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

Norms & Comparisons Table - Norm 2021



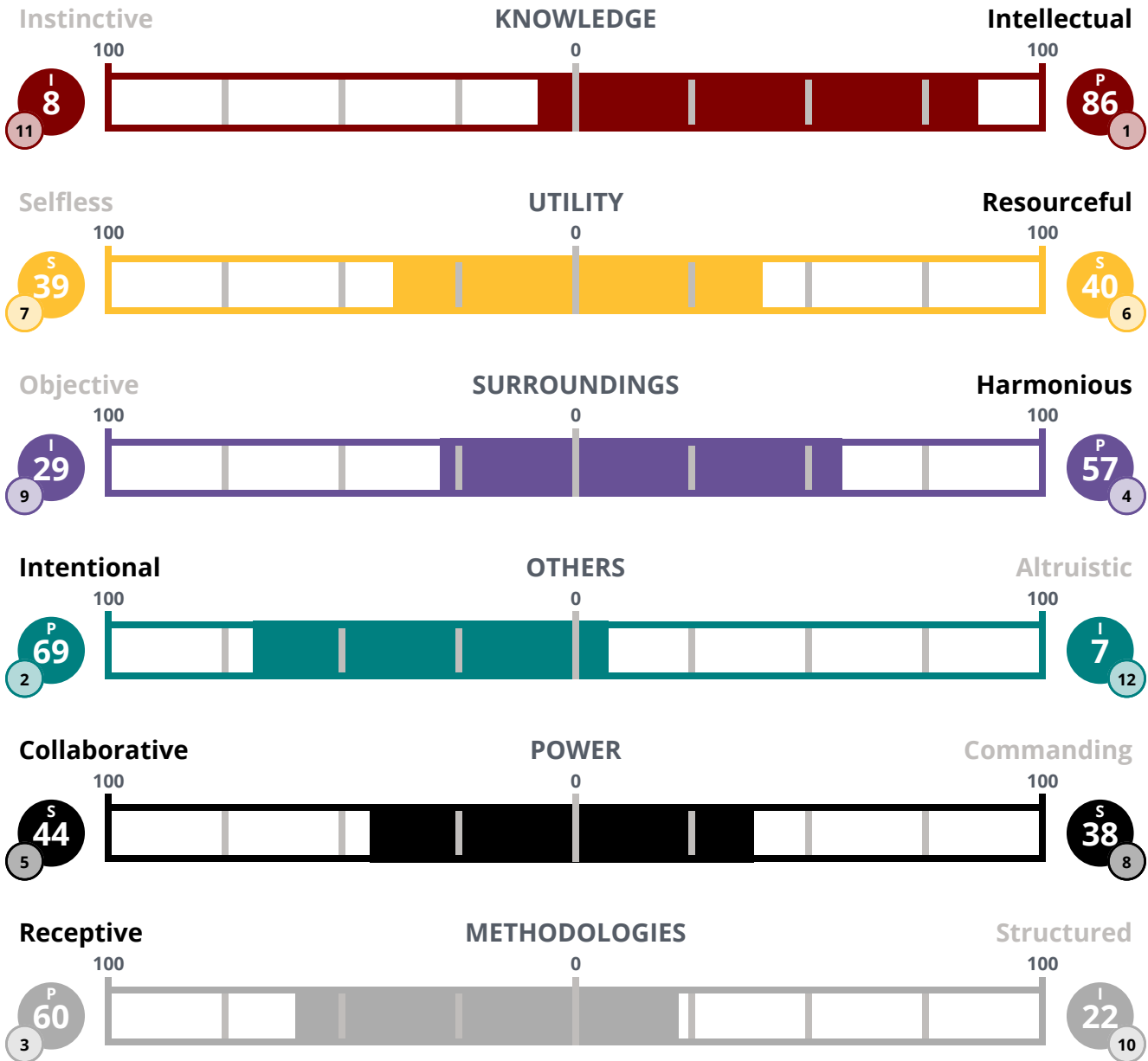
■ - 1st Standard Deviation - * 68% of the population falls within the shaded area.
 ■ - national mean
 ★ - your score
■ - 2nd Standard Deviation
■ - 3rd Standard Deviation

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

Driving Forces Graph



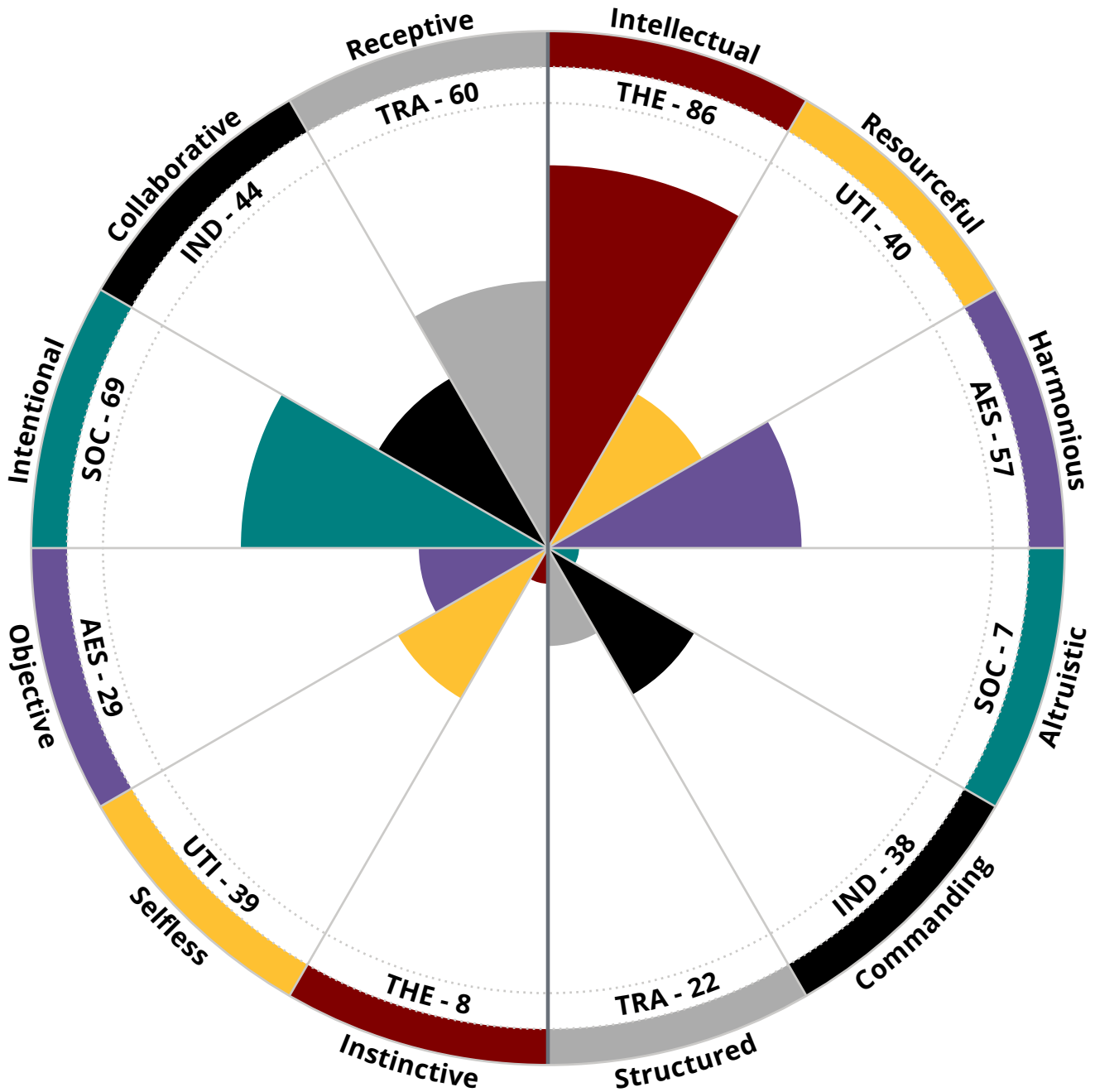
The 12 Driving Forces® Continuum is a visual representation of what motivates Dana and the level of intensity for each category. The letter "P" indicates an individual's primary cluster. These four factors are critical to Dana's motivation and engagement regardless of the situation.



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

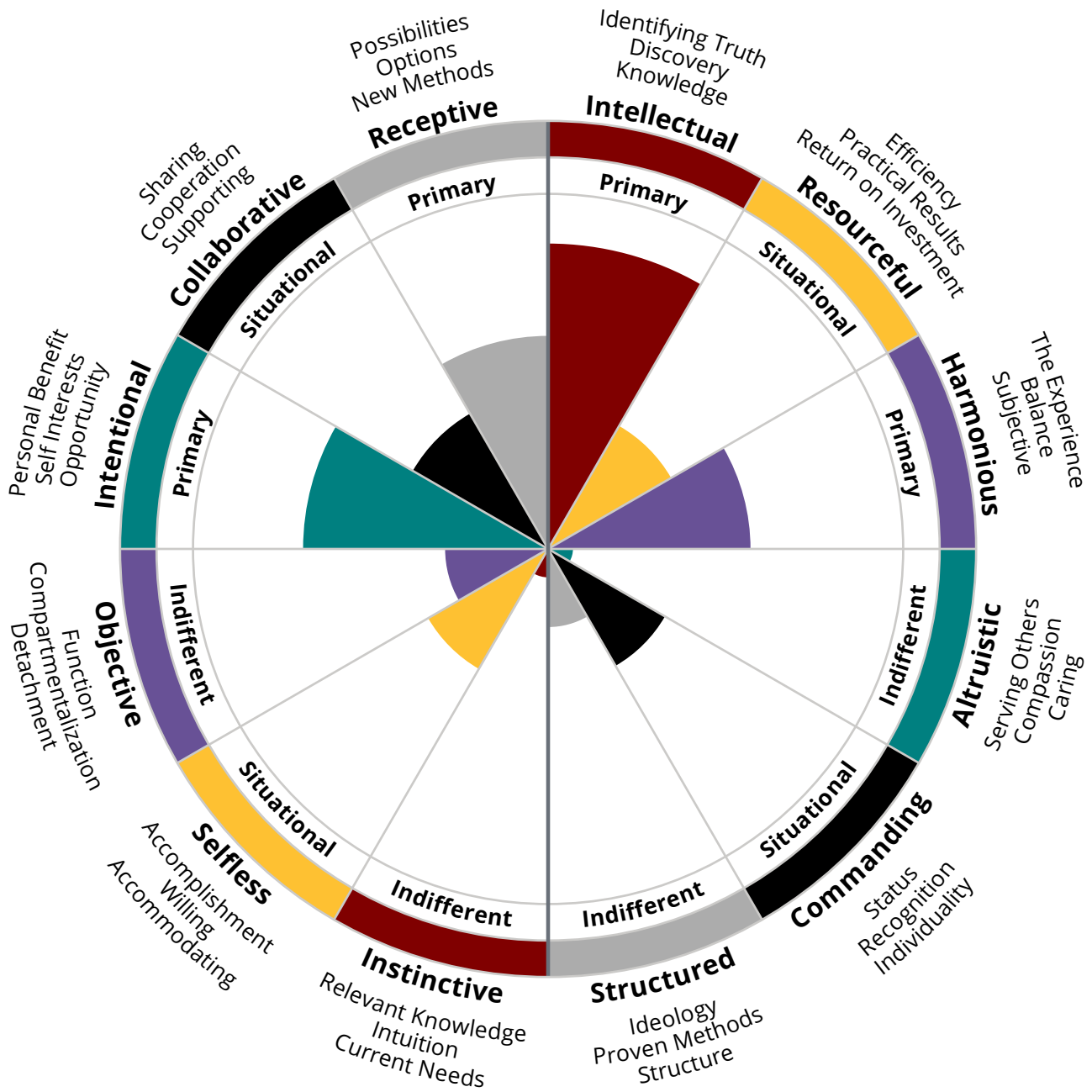
Norm 2021
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Driving Forces Wheel



T: 17:31

Descriptors Wheel



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Introduction

Integrating Behaviors and Driving Forces

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

In this section you will find:

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

Potential Behavioral & Motivational Strengths



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

- Methodical and reliable researcher.
- Will keep sensitive information under lock and key.
- Delivers her knowledge and wisdom objectively.
- Will be persistent about moving toward the common objective.
- Willing to be the support system behind the cause when others are working hard.
- Will keep emotions out of the situation when solving people-related problems that benefit the good of the organization.
- Will maintain consistency for the team that builds the legacy.
- Can maintain long-term relationships with many different groups.
- Acts as the eyes and ears for a pioneering leader.
- The "glue" that harmonizes the overall vision.
- Highly in tune to the environment and synergy within it.
- Supports a leader and a cause that brings beauty or creativity.

Potential Behavioral & Motivational Conflict



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

- Will have difficulty in establishing priorities in learning new matters.
- May not pursue knowledge if it jeopardizes her security.
- Resents change without logical facts and reasoning behind the change.
- Struggles with putting her foot down, even though she knows it is what the business needs.
- Sees change for change's sake as negative for herself and the organization.
- When mistakes are made, she may not place blame on others but focus on how to complete the task at hand.
- May struggle with change even when it complements her own discovery.
- Diverse situations can be highly stressful when forced to stay in line with corporate structure.
- May struggle with accommodating current processes and trying new methods.
- Not willing to share opinions until comfortable about how others will receive it.
- Keeps to herself resulting in unexpressed viewpoints.
- If environment is shaken, she struggles to speak up to realign it.

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

- Time necessary to gather enough information in order to move forward.
- Realistic deadlines that are based on the appropriate amount of information gathering.
- A credible manager that provides enough information.
- Rewards should be earned based on hard work and persistence, not just given.
- An environment where understanding and appreciating the unique abilities of others is rewarded.
- To be partnered with sincere and genuine co-workers, all working towards a common vision.
- An environment that instills a sense of security through the ability to make changes as needed.
- An opportunity to persistently experiment with ways to solve business issues.
- Rewards for persistently questioning established systems and processes.
- Time for personal reflection and an appreciation for staying balanced.
- An environment that supports time-tested, proven processes for completing tasks.
- Ability to complete projects and tasks through a stable and harmonious team.

Keys To Motivating



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

Dana wants:

- The time to research and layout information in a methodical way.
- To support others through the gathering and delivery of information.
- An opportunity to methodically layout research and work through the information-gathering process.
- Time to quietly change things for the better both internally and externally.
- To support others who can enhance the organization's bottom line.
- Consistency in ways she can contribute to the organization.
- To know that changes are for the greater good of the organization.
- Private recognition for her out-of-the-box thinking.
- Respect for her ability to set a new and steady pace.
- Time for the beautification of the workplace and areas around her.
- A proper work/life balance and a physical space that feels like home.
- To support company morale and harmonious causes.

Keys To Managing



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

Dana needs:

- Support in being seen as an expert within the organization.
- Appropriate time to research and understand new information.
- To showcase areas of expertise when appropriate.
- To be involved in long-term planning where people are seen as a resource in the plan.
- To maximize her ability to keep the emotions out of business.
- Awareness about the effects of pushing others.
- To understand that some situations are not black and white and discussions are required to facilitate actionable progress.
- To maximize her ability to create new and maintain long-term relationships based on organizational loyalty.
- A manager that recognizes issues and can extract critical information when something needs new insights.
- A manager who seeks out their opinions and perspective.
- Help in understanding the activities associated with new assignments to maintain balance in the organization.
- Help understanding chain of command when there are issues she needs to address.

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 _____:
