Talent Insights®
Management-Staff

Bob Sample
Operator
ABC Corporation
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THE
PROFESSIONAL DEVELOPMENT
GROUP

Introduction Where Opportunity Meets Talent

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

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

Behaviors

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

Driving Forces

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

Integrating Behaviors And Driving Forces

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

Introduction Behaviors Section

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

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

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

- How you respond to problems and challenges.

- How you influence others to your point of view.

- How you respond to the pace of the environment.

- How you respond to rules and procedures set by others.

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

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

General Characteristics

Based on Bob'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 Bob's natural behavior.

Bob likes to win through persistence. He uses his strong, steady tendencies to accomplish his goals. Once Bob has come to a decision, others may find it difficult to change his mind. If changes are inevitable, and he sees enough benefits, they will be made. He doesn't resist change as much as he resists being changed. He needs to be an active participant in situations that will impact his work. He is family-oriented. He may go to great lengths to ensure the "happiness" of his personal or work family. At times he can be quite skeptical. Others may misinterpret this strength as a negative one, but he is only seeking needed data. He looks to people for support and inner-satisfaction as a way to reach his personal goals. He wins through hard work and persistence. He likes to stay with one task until it is completed. When challenged, he becomes more objective. Bob can be spontaneous and casual in familiar circumstances. The familiar atmosphere allows spontaneity when he is in his comfort zone. At times, Bob would like to slow the world down and cut out some of the activities people want him involved in.

Bob can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. Logic is important when trying to influence him. He pays more attention to logic than emotional "hype." Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably won't want to repeat the process. Once he makes a decision, he can be organized in carrying it out. Bob tries to use balanced judgment. He is the person who brings stability to the entire team. He uses logic to assist him in decision making. This tendency is helpful to others in his group. He prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. Making plans and following those plans is important to him.

Adapted Style | Natural Style

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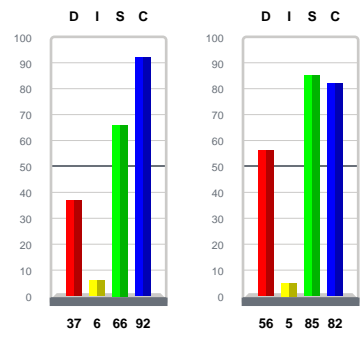
Bob is somewhat reserved with those he doesn't trust or know. After trust has been established, he may be open and candid. He tends to be possessive of information; that is, he doesn't voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors. He likes to know what is expected of him 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. He can be outgoing at times. Basically introverted, he will "engage" in social conversation when the occasion warrants. Bob is more motivated by logic than emotion. To him, logic represents tangible research. He may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic. He usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. He remains aloof from active participation in unfamiliar groups. He will talk more, however, in a group of people he trusts and has known for a long time.

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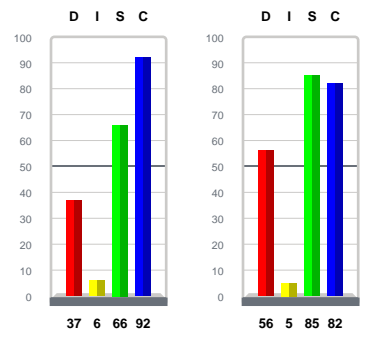| 56	5	85	82

Bob Sample

Value to the Organization

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

- Builds good relationships.

- Always looking for the logical solutions.

- Good at reconciling factions--is calming and adds stability.

- Excellent troubleshooter.

- Presents the facts without emotion.

- Tough-minded.

- Service-oriented.

- Dependable team player.

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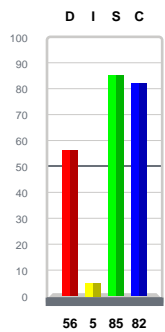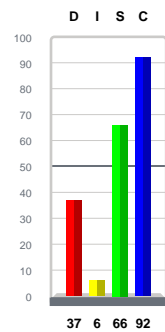
Checklist for Communicating

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 Bob. 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 Bob most frequently.

Ways to Communicate

- ☐ Provide a friendly environment.

- ☐ Be patient and persistent.

- ☐ Give pros and cons on ideas.

- ☐ Use the proper buzz words that are appropriate to his expertise.

- ☐ Present your case softly, nonthreateningly with a sincere tone of voice.

- ☐ Have the facts in logical order.

- ☐ Be prepared with the facts and figures.

- ☐ Watch carefully for possible areas of early disagreement or dissatisfaction.

- ☐ Keep at least three feet away from him.

- ☐ Respect his quiet demeanor.

- ☐ Look for hurt feelings or personal reasons if you disagree.

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Bob Sample
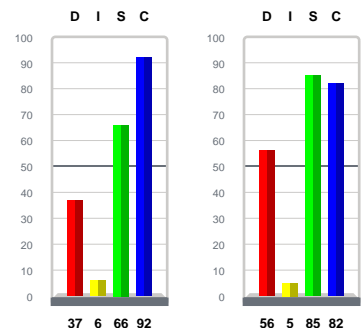
Checklist for Communicating Continued

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

☐ Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.

☐ Rush headlong into business or the agenda.

☐ Be redundant.

☐ Patronize or demean him by using subtlety or incentive.

☐ Pretend to be an expert, if you are not.

☐ Be abrupt and rapid.

☐ Make statements you cannot prove.

☐ Touch his body when talking to him.

☐ Leave things open to interpretation.

☐ Be vague; don't offer opinions and probabilities.

☐ Manipulate or push him into agreeing because he probably won't fight back.

☐ Be disorganized.

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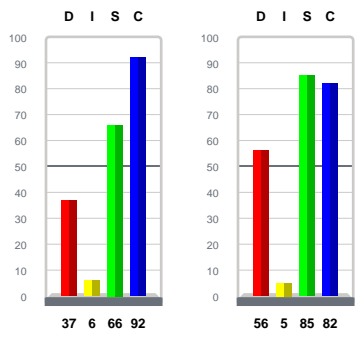
Communication Tips

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

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

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

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

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

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

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

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

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

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

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

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

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

Perceptions
See Yourself as Others See You

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

Self-Perception

Bob usually sees himself as being:

- Considerate
- Good-Natured
- Team player

- Thoughtful
- Dependable
- Good listener

Others' Perception - Moderate

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

- Nondemonstrative
- Unconcerned

- Hesitant
- Inflexible

Others' Perception - Extreme

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

- Possessive
- Detached

- Stubborn
- Insensitive

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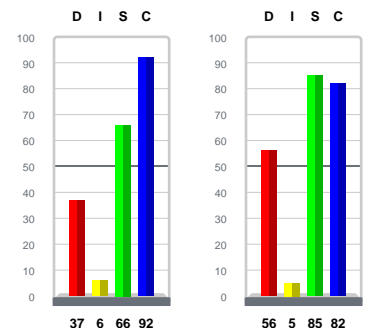
The Absence of a Behavioral Factor

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

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

- Avoid working environments that see a realistic nature as purely pessimistic.

- Avoid giving public presentations, as doing so will cause stress.

- Avoid environments that are about quantity over quality.

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

- Not verbalizing feelings and perspectives may delay desired outcomes.

- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.

- Daily and repetitive team meetings will detract from productivity and add to stress.

Adapted Style

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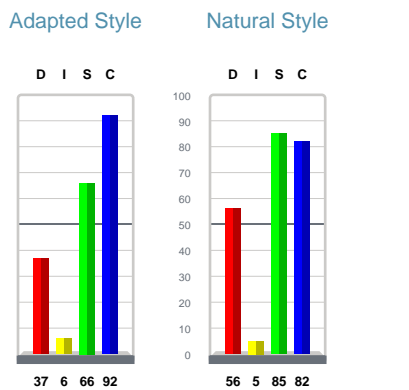
Descriptors

Based on Bob'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	**Influencing**	**Steadiness**	**Compliance**
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Natural and Adapted Style

Bob'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

Bob is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. Bob is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.

Adapted

Bob sees the need to be somewhat conservative in his approach to solving problems. He wants to accept challenges but will be calculated in his response.

People - Contacts

Natural

Bob feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.

Adapted

Bob 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.

Adapted Style

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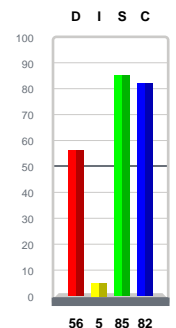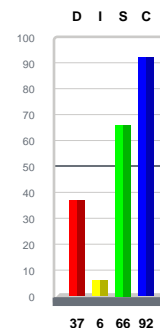
Pace - Consistency

Natural

Bob is comfortable in an environment in which there are few projects going on concurrently. He is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.

Adapted

Bob sees a need to be deliberate and steady. He will change if the new direction is meaningful and consistent with the past, attempting to resist change for change's sake.

Procedures - Constraints

Natural

Bob naturally is cautious and concerned for quality. He likes to be on a team that takes responsibility for the final product. He enjoys knowing the rules and can become upset when others fail to comply with the rules.

Adapted

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

Adapted Style

Natural Style

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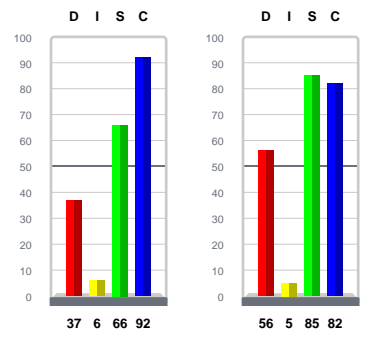
Adapted Style

Bob 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.

- Being attentive and dependable with detailed work activities.

- Traditional, quality-oriented work model to follow.

- Precise, analytical approach to work tasks.

- Maintaining a clean and organized work station.

- Careful, thoughtful approach to decision making.

- Sensitivity to existing rules and regulations.

- Working in a systematic, nondemonstrative manner.

- Precedence of quality over efficiency.

- Using a proven, procedure-oriented method when implementing change.

- Being precise in the collection of data.

- Compliance to high standards.

- Making decisions in an objective, unemotional manner.

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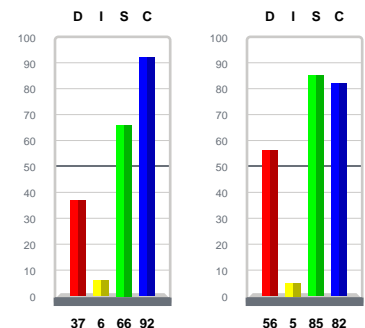
Time Wasters

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.

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
- 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

Failure To Share Information

The failure to share information is the inability or unwillingness to discuss with others.

Possible Causes:

- Don't think others want to know the information
- Unclear of the way the information will be used/received
- Wait until asked before sharing information

Possible Solutions:

- Let others know that they need to ask for information
- Share with those whose opinions you trust

Adapted Style   Natural Style

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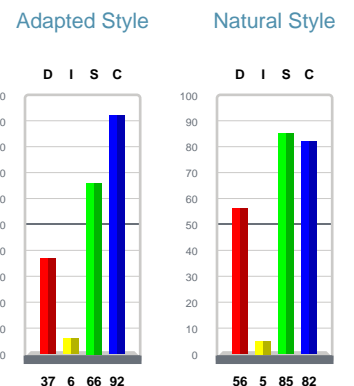
Areas for Improvement

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

Bob has a tendency to:

- Take criticism of his work as a personal affront.

- Hold a grudge if his personal beliefs are attacked.

- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.

- Underestimate his abilities.

- Need help in prioritizing new assignments.

- Not take action against those who challenge or break the rules or guidelines.

- Become resistive and indecisive when forced to act quickly. Without proper information he will resist in a passive-aggressive manner.

- Not let others know where he stands on an issue.

Adapted Style

Natural Style

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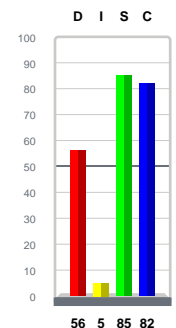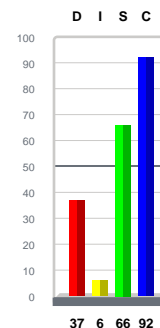
Behavioral Hierarchy

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.
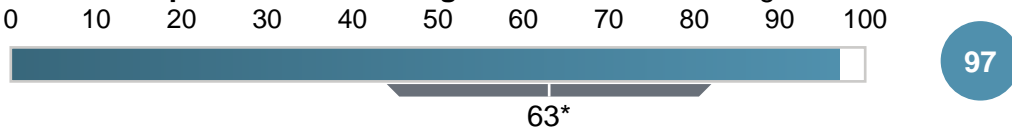
1. Organized Workplace - Systems and procedures followed for success.
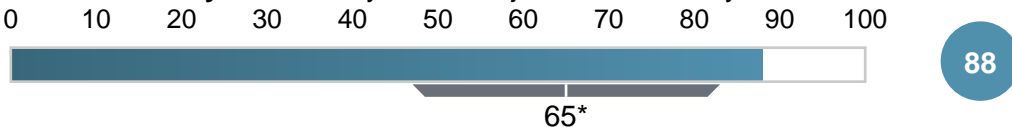
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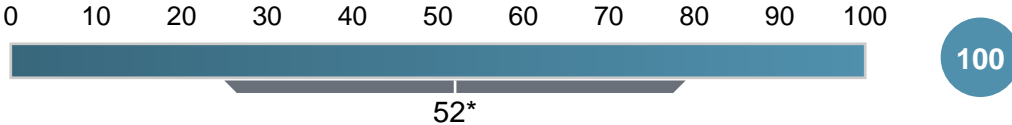
2. Analysis of Data - Information is maintained accurately for repeated examination as required.

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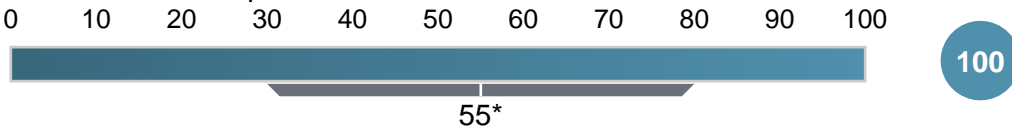
3. Follow Up and Follow Through - A need to be thorough.

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63*

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

0　10　20　30　40　50　60　70　80　90　100

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65*

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

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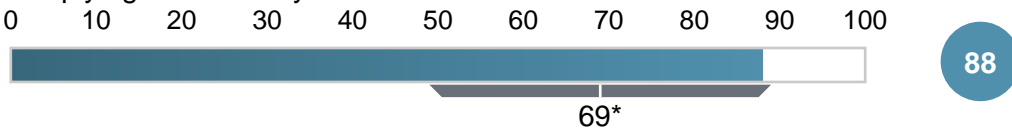
6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

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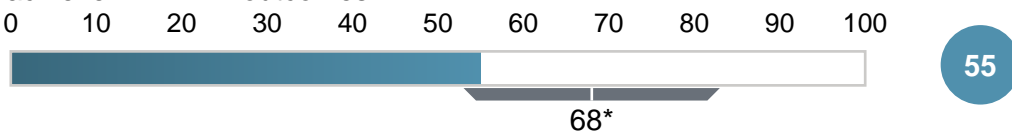
7. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.
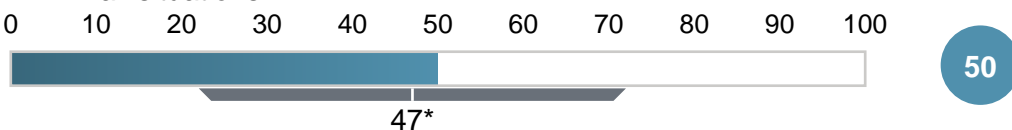
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* 68% of the population falls within the shaded area.

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Bob Sample
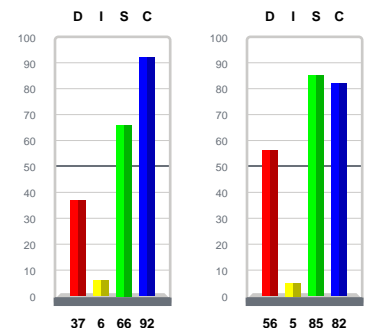
Behavioral Hierarchy

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

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

45

66*
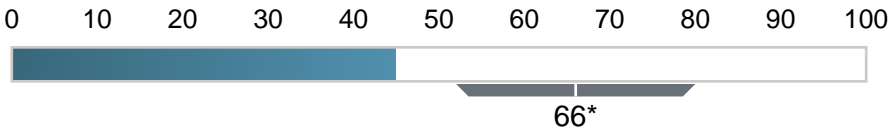
9. Urgency - Decisiveness, quick response and fast action.

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

30

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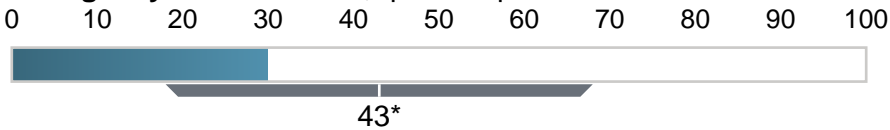
10. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.

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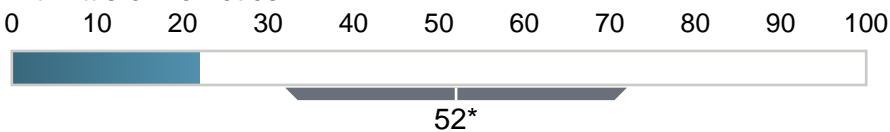
11. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.

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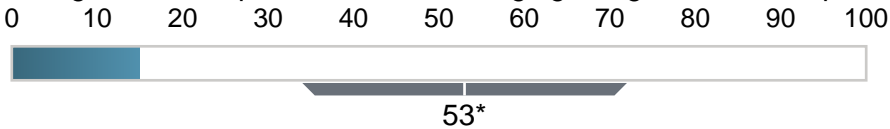
12. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

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

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62*

Adapted Style

Natural Style

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37 6 66 92

56 5 85 82
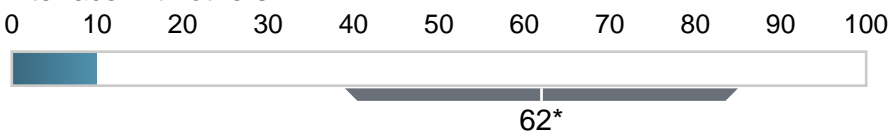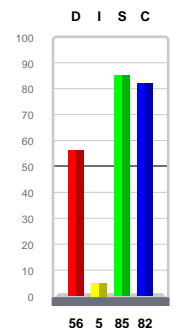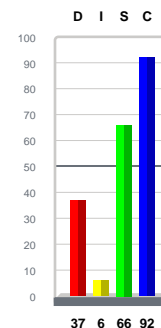
SIA: 37-06-66-92 (22)   SIN: 56-05-85-82 (52)
* 68% of the population falls within the shaded area.

Bob Sample

Style Insights® Graphs
3-29-2016

Adapted Style

Graph I

D   I   S   C

| % | 37 | 6 | 66 | 92 |
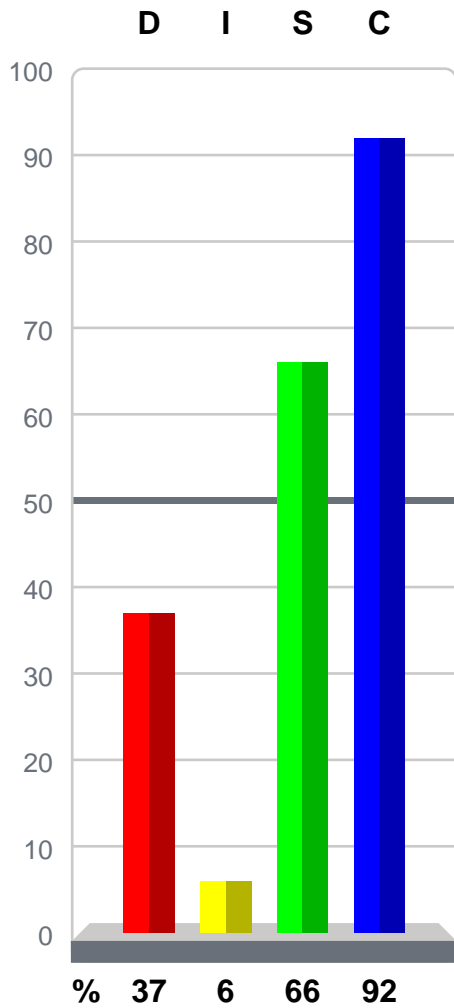
Natural Style

Graph II

D   I   S   C

| % | 56 | 5 | 85 | 82 |

Norm 2015 R4

T: 14:03
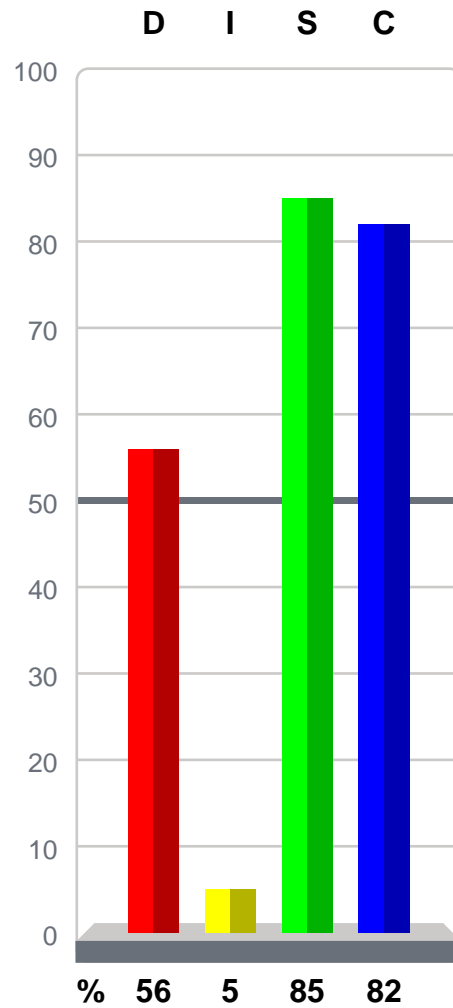
The Success Insights® Wheel

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

- View your natural behavioral style (circle).

- View your adapted behavioral style (star).

- Note the degree you are adapting your behavior.

- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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

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

The Success Insights® Wheel
3-29-2016

C **D**

IMPLEMENTOR
ANALYZER
CONDUCTOR
COORDINATOR
PERSUADER
SUPPORTER
PROMOTER
RELATER

S **I**
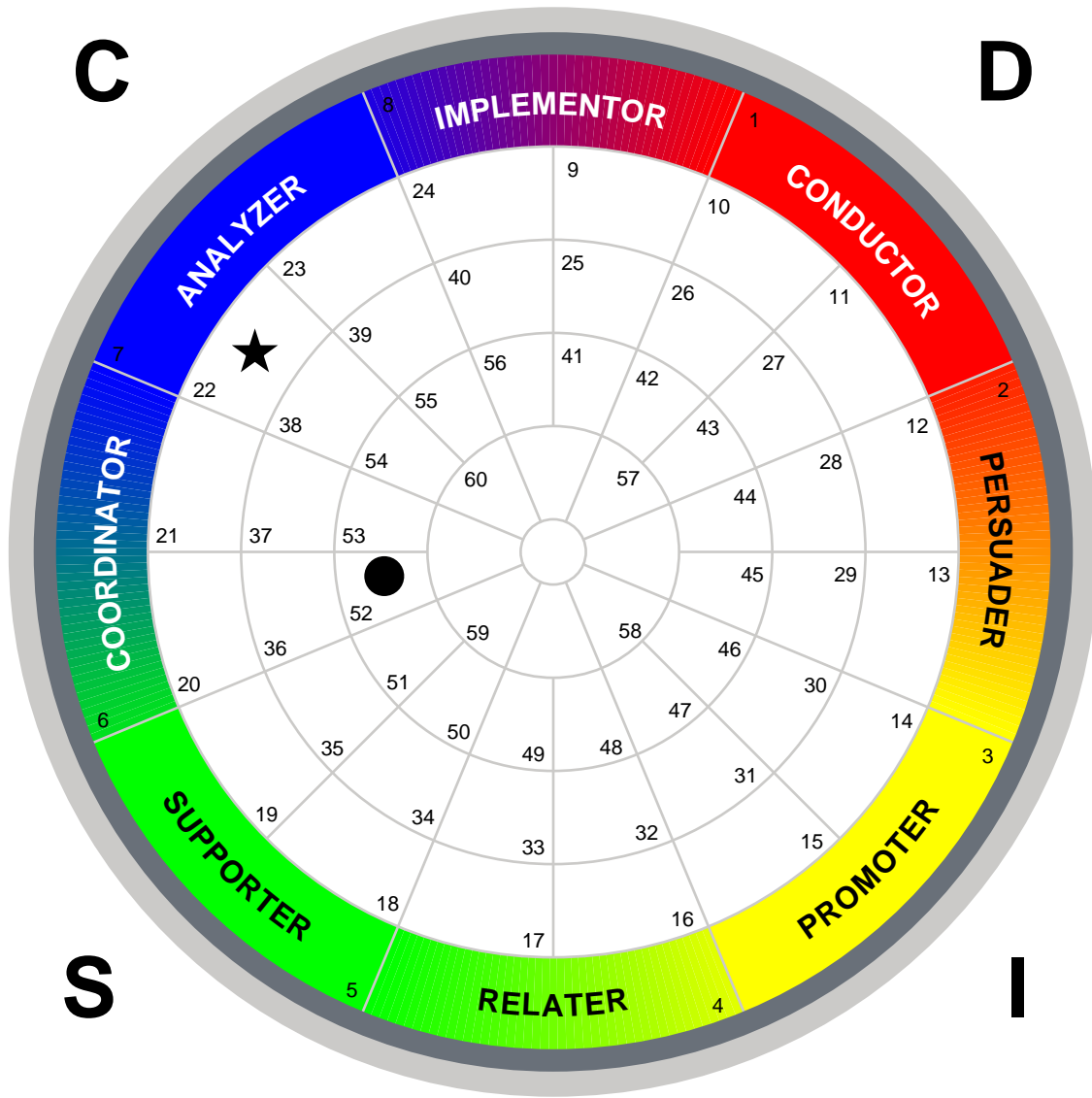
Adapted: ★ (22) COORDINATING ANALYZER

Natural: ● (52) SUPPORTING COORDINATOR (ACROSS)

Norm 2015 R4

T: 14:03

Bob Sample

21

Understanding Your Driving Forces

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

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

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

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

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

- Identify and understand your unique Driving Forces

- Understand and appreciate the Driving Forces of others

- Establish methods to recognize and understand how your Driving Forces interact with others to improve communication

General Characteristics

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

Given the choice, Bob would choose to experience new opportunities. He will challenge the status quo to keep momentum moving. He can be an out-of-the-box thinker. He will continue researching until all information is discovered. Bob will be a great resource to help with identifying valuable and informational resources. He sees himself as an intellectual and will seek opportunities to bring new information to the organization. He does not let ego get in the way of the work that needs to be done. He sees collaboration of the team as more important than the individual team members. Bob tends to give freely of time, talent and resources, but may want a return on his investment. He may see money as less important than what it will buy. He may prefer pleasant experiences for himself and others. He may look at the totality of a situation to ensure a rewarding interaction.

Bob is seeking opportunities to enhance his ever changing system for living. He is always looking for new ways to accomplish routine tasks. He sees value in consuming current information from many sources. He has a keen interest in formulating theories and asking questions to assist in problem solving. Bob will complete tasks and projects without the desire for public recognition. As long as Bob's beliefs are not threatened, he will allow others to set the tone and direction of his work. He may evaluate situations based on their utility and economic return. He evaluates situations and may look for the potential return on investment. At times Bob will look for opportunities to tie beauty and harmony into the experiences of others. He may look for ways to create a positive customer experience. He may focus on the overall situation and strive for harmony. He may be fulfilled by creating positive experiences for others.

General Characteristics

Bob may evaluate situations and objects based on artistic beauty and unique characteristics as well as other qualifications. He tends to prefers working in an aesthetically pleasing environment. He may use productivity as a measure of his success with activities and tasks. Being in total control of a situation is not a primary driving factor. Adding to the body of knowledge is more important than the application of knowledge. He will be energized in any position in which advancement is based on continuous learning. He is looking for new methods and ways to expand his future opportunities. He likes to set his own plan to guide and direct his actions.

Primary Driving Forces Cluster

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

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

0   10   20   30   40   50   60   70   80   90   100

79

44*
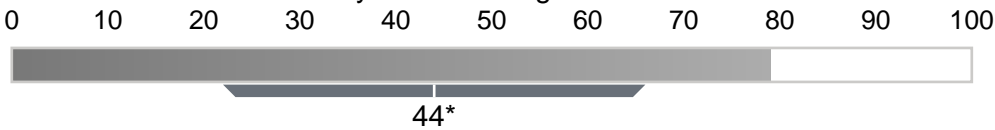
2. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.

0   10   20   30   40   50   60   70   80   90   100

79

51*
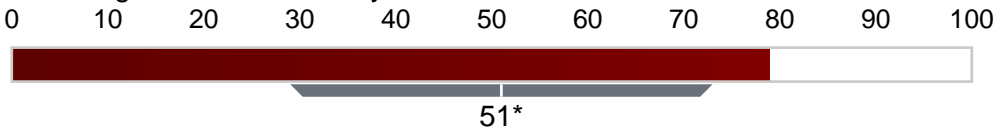
3. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.

0   10   20   30   40   50   60   70   80   90   100

44

35*
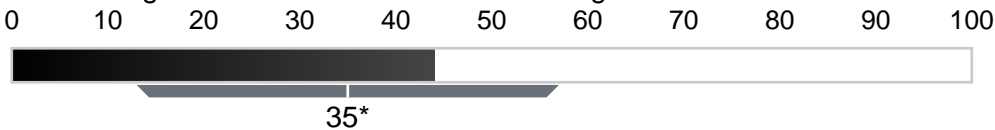
4. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.

0   10   20   30   40   50   60   70   80   90   100

43

44*
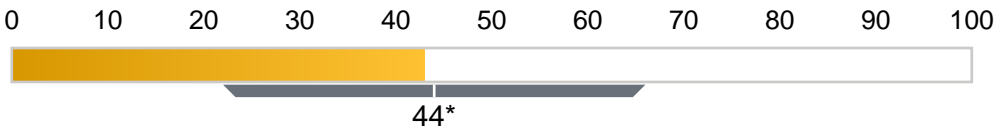
Situational Driving Forces Cluster

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

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

0	10	20	30	40	50	60	70	80	90	100

42

33*

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

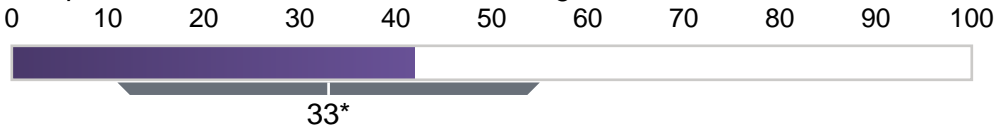| 0	10	20	30	40	50	60	70	80	90	100

42

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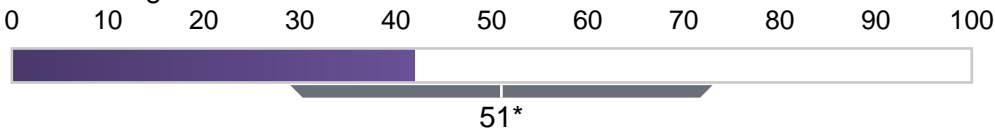
7. Commanding - People who are driven by status, recognition and control over personal freedom.

0	10	20	30	40	50	60	70	80	90	100

38

49*
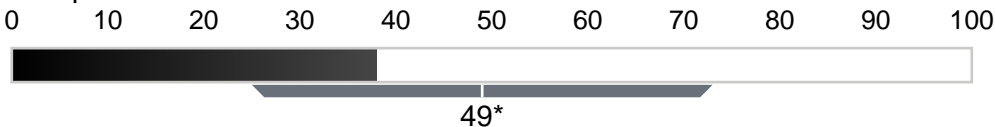
8. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

0	10	20	30	40	50	60	70	80	90	100

38

51*

Norm 2015
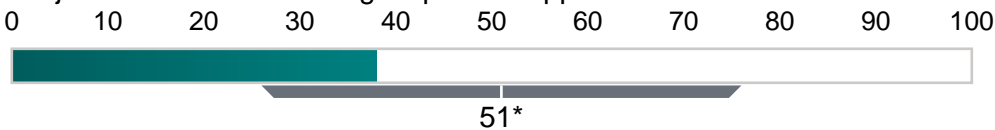
Indifferent Driving Forces Cluster

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. 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 |

36

33*
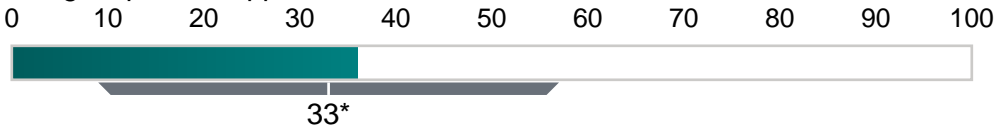
10. Selfless - People who are driven by completing tasks for the greater good, with little expectation of personal return.

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

36

39*
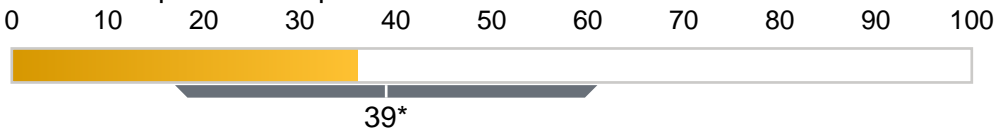
11. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.

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

12

39*
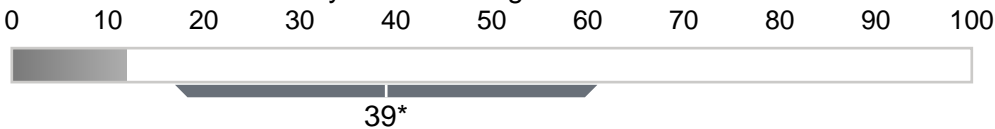
12. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.

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

11

29*

Norm 2015
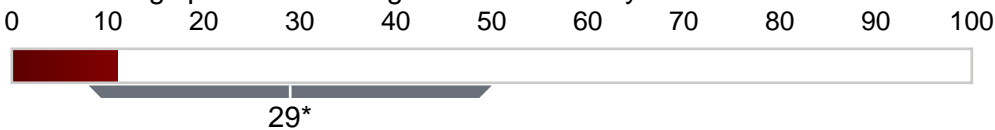
Areas for Awareness

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 b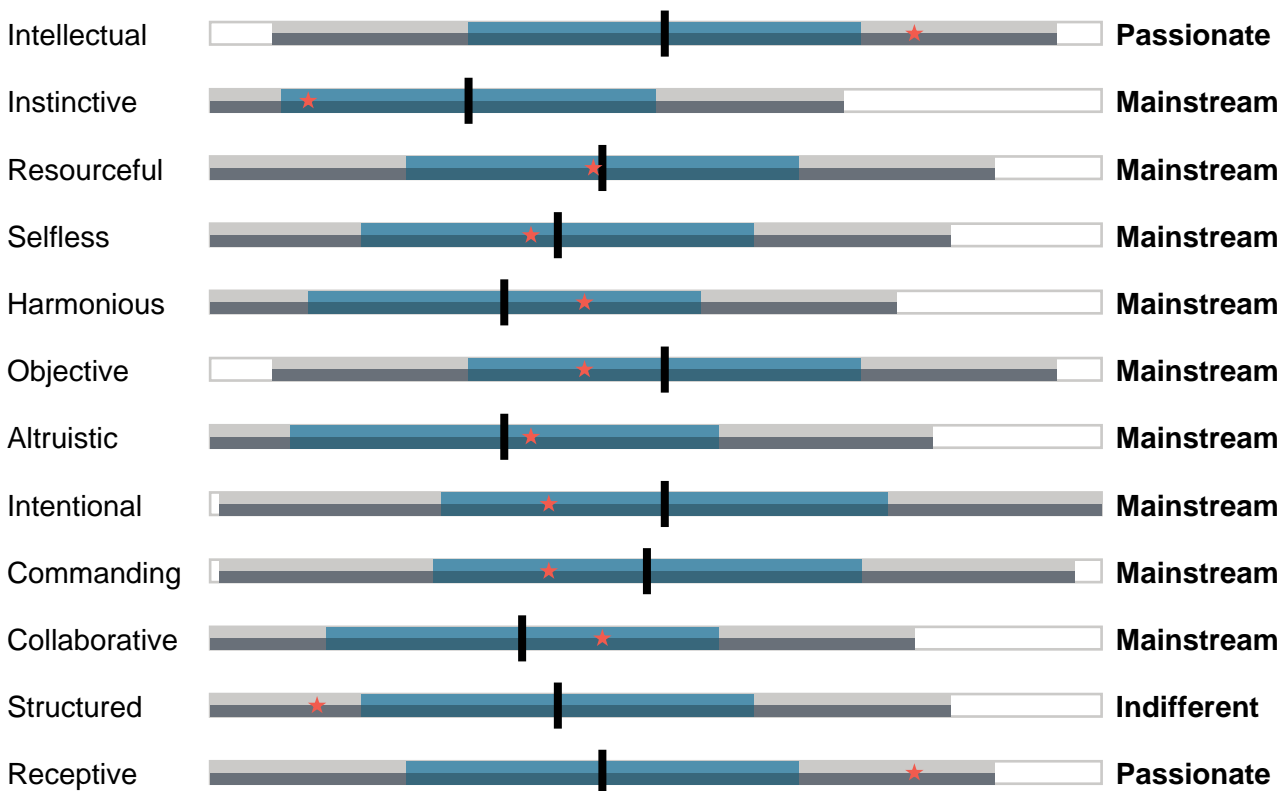elow the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2015

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

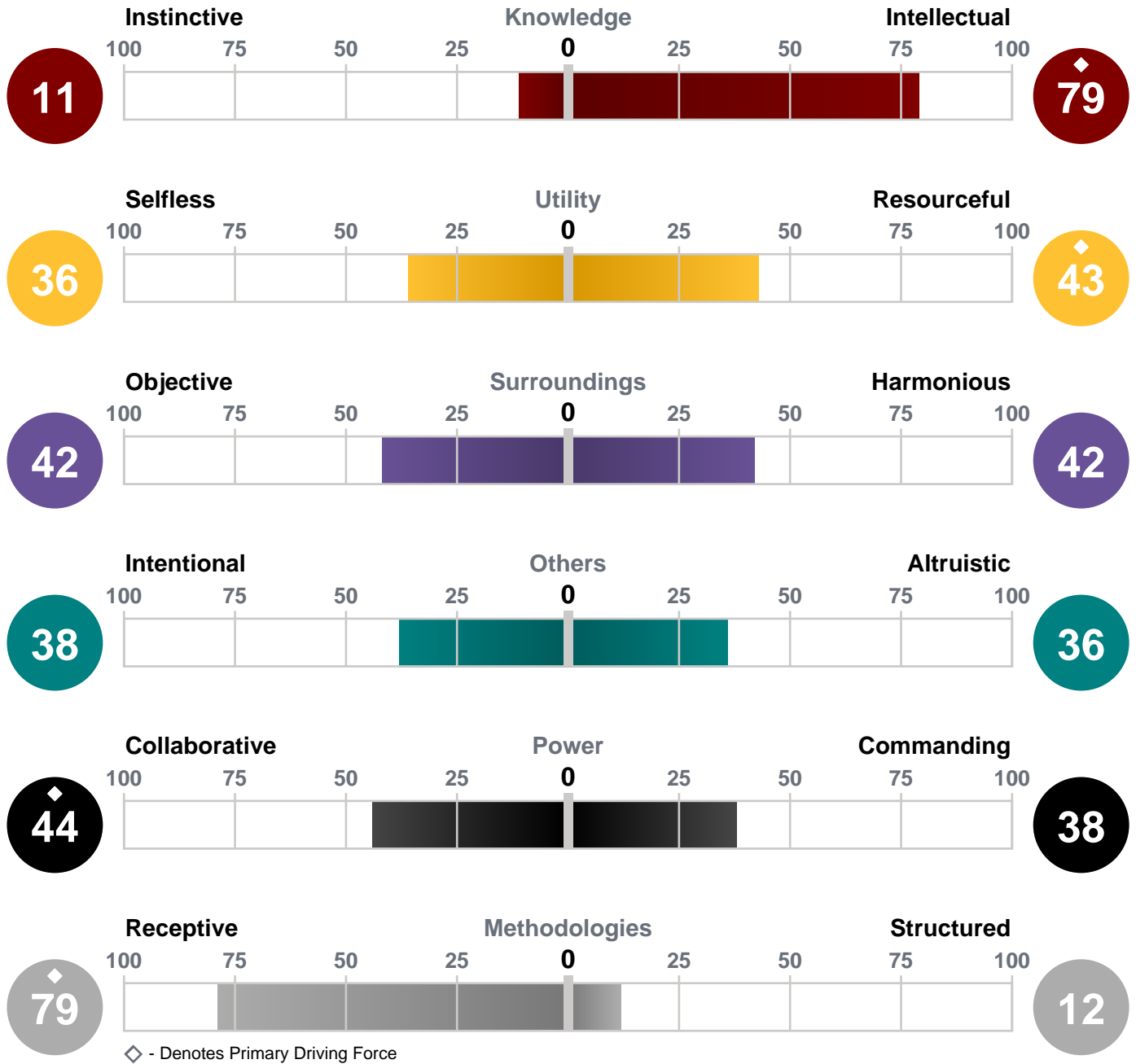- 1st Standard Deviation - * 68% of the population falls within the shaded area. ▌ - national mean ★ - your score
- 2nd Standard Deviation
- 3rd Standard Deviation

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

Instinctive — **Knowledge** — **Intellectual**

100 75 50 25 **0** 25 50 75 100

11 | | **79** ◆

Selfless — **Utility** — **Resourceful**

100 75 50 25 **0** 25 50 75 100

36 | | **43** ◆

Objective — **Surroundings** — **Harmonious**

100 75 50 25 **0** 25 50 75 100

42 | | **42**

Intentional — **Others** — **Altruistic**

100 75 50 25 **0** 25 50 75 100

38 | | **36**

Collaborative — **Power** — **Commanding**

100 75 50 25 **0** 25 50 75 100

◆ **44** | | **38**

Receptive — **Methodologies** — **Structured**

100 75 50 25 **0** 25 50 75 100

◆ **79** | | **12**

◇ - Denotes Primary Driving Force

T: 7:24
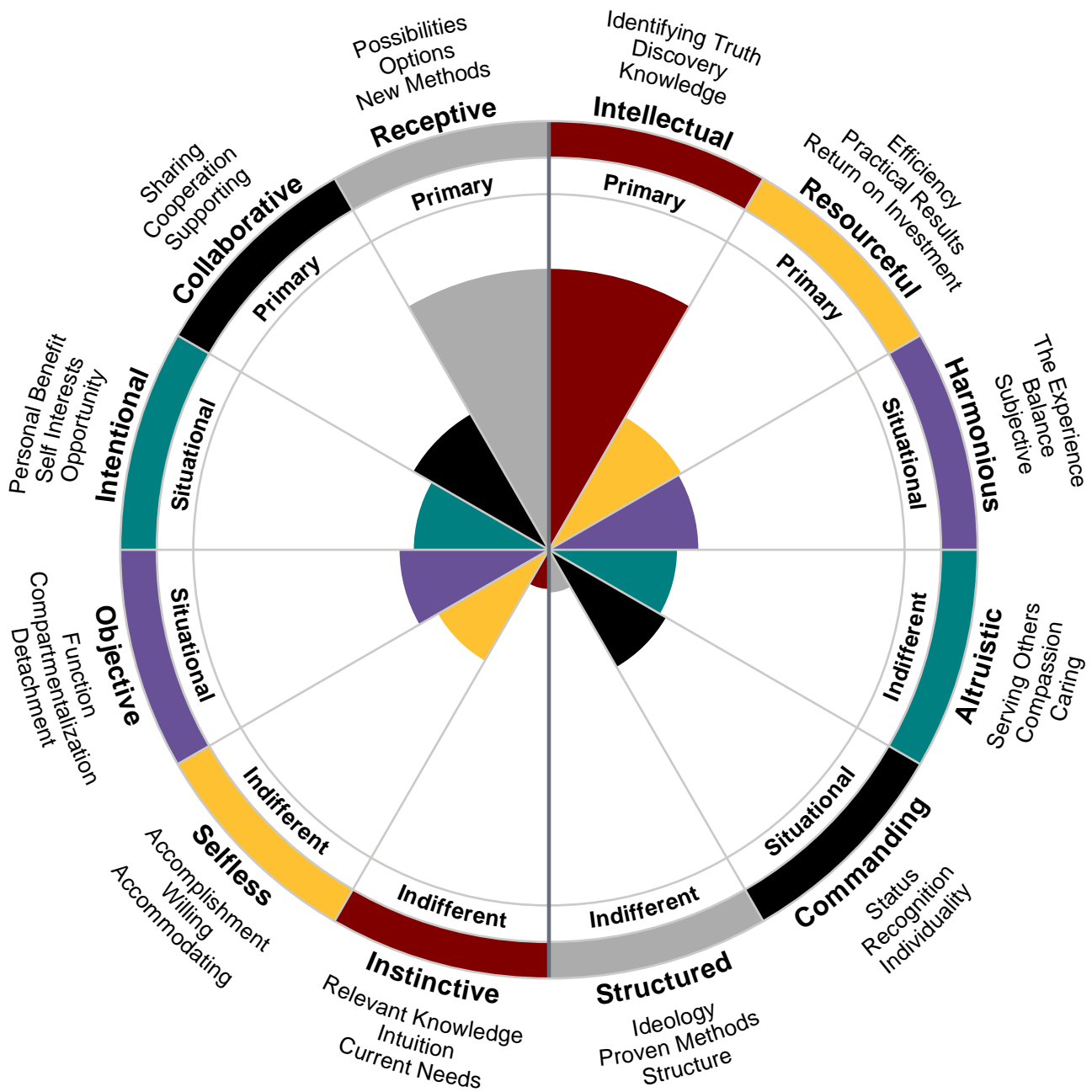
Bob Sample
Copyright © 1990-2016. Target Training International, Ltd. 29

Driving Forces Wheel

Introduction Integrating Behaviors and Driving Forces Section

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

In this section you will find:

- Potential Behavioral and Motivational Strengths

- Potential Behavioral and Motivational Conflict

- Ideal Environment

- Keys to Motivating

- Keys to Managing

Potential Behavioral and Motivational Strengths

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

- Will maintain consistency for the team that builds the legacy.

- Loyal to changes that are made for the right reasons.

- Great at maintaining and improving a system or process.

- Will keep sensitive information under lock and key.

- Desire for continuous learning is one of his greatest strengths.

- Good listener when being presented with accurate facts and figures.

- Will support a leader in a quiet and methodical way.

- Wants to secure his role, but does so in a collaborative manner.

- Will take a quiet but firm stance when his security or loyalty is questioned.

- Wants to do his part to keep things efficient and consistent.

- Supports a leader and a cause that will provide a return on investment.

- When stability is established, he can become entrepreneurial.

Potential Behavioral and Motivational Conflict

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

- Can come off passive/aggressive especially when his new ideas are challenged.

- Diverse situations can be highly stressful when forced to stay in line with corporate structure.

- May struggle with change even when it complements his own discovery.

- May not pursue knowledge if it jeopardizes his security.

- May have difficulty sharing subjective information.

- May withhold sharing of knowledge to meet his security needs.

- May tolerate others' criticism for the good of the company.

- Has strong opinions but may only share them to support the company objective.

- Can come across as stubborn and unwilling to change unless he supports the leader's vision.

- May overlook opportunity for added efficiency out of fear of change.

- Could miss out on opportunities by not acting swiftly.

- May have difficulty breaking unwanted work-related habits for fear of wasting time.

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

- An opportunity to persistently experiment with ways to solve business issues.

- Rewards for persistently questioning established systems and processes.

- To be seen as a reliable and trustworthy team player working to improve the system.

- Information to support the reasons for change.

- Time to make decisions based on all available information.

- A credible manager that provides enough information.

- An environment where knowing when to be the gatekeeper of information and when to share materials is rewarded.

- A forum for leveraging loyalty and long-term relationships for the betterment of the organization.

- Rewards for consistency, steadiness and being persistent.

- Where protection of the organization's bottom-line is rewarded and valued.

- The need for consistent, reliable and stable contributions to the bottom-line.

- Behind-the-scene-work is appreciated as a part of the return on investment.

Keys to Motivating

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

Bob wants:

- Time to adjust when new systems are implemented.

- Private recognition for his out-of-the-box thinking.

- To know that changes are for the greater good of the organization.

- An opportunity to methodically layout research and work through the information-gathering process.

- To support others through the gathering and delivery of information.

- To be seen as the keeper of information.

- The freedom to support those he trusts.

- The freedom to keep the process consistent and methodical.

- A manager that appreciates his steadfast approach to supporting the team.

- Time to prove the process for achieving return on investment.

- Logical, predictable ways to achieve goals and the time needed to achieve them.

- Opportunity to celebrate successes on his own terms.

Keys to Managing

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

Bob needs:

- Support to improve the processes and systems of the organization in a stable and loyal manner.

- To maximize his ability to create new and maintain long-term relationships based and organizational loyalty.

- To understand that some situations are not black and white and discussions are required to facilitate actionable progress.

- To showcase areas of expertise when appropriate.

- Appropriate time to research and understand new information.

- A consistent approach to apply new information.

- To be in control of information and how it's utilized in supporting company objectives.

- Support in his desire to embrace loyalty-based issues.

- A manager that understands his persistent value as part of group project.

- To know when to change directions in order to preserve expected return.

- To diversify resources in order to yield expected organizational results.

- Support in speaking out when returns may be compromised.

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 _____:

_____

_____

_____