



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Management-Staff

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Accounting Manager
12-22-2015



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*



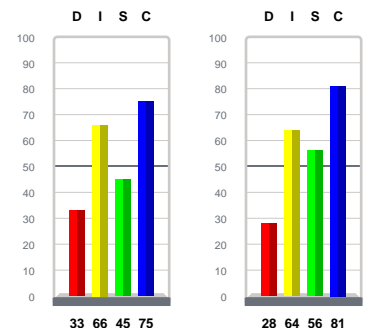
General Characteristics

Based on Amy'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 Amy's natural behavior.

Amy wants to be liked by fellow workers, as well as be recognized for doing quality work. Coworkers know that her projects will always be done correctly. Her motto for work may well be the coined phrase, "quality is job number one." Getting the project or job done right is important to her. If forced to choose between producing quality work or quantities of work, quality will be the winner. She is adaptable. When Amy sees something that is wrong she wants to fix it. She is oriented toward achieving practical results. Amy has a need to achieve in an environment in which the quality is controlled. She can become frustrated when put in a situation that is nothing more than a rambling discussion. She tends to be her own worst critic constantly reminding herself that she could have done better if given more time. She wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. She can be sensitive about any comments regarding the quality of her work. She strives forward constantly to improvement in everything she does. Amy prefers that things be orderly and she will approach work in a systematic manner. She likes to work behind the scene and be seen as someone who is organized and has her life in order.

Amy is the type of person who will accept challenges, and accept them seriously. She is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts." She tends to make her decisions after deliberation and gives weight to all the pros and cons. She sees herself as factual, and "down-to-earth." She is more than casually interested in "theory." When confronted with a problem she will look for a method, a formula, a procedure or a system to solve it. Amy follows company policy, if aware of it. She, capable of making daily decisions routinely, usually becomes cautious about the bigger decisions; she wants to be absolutely certain her decision is correct. She likes to collect data for decision making and may collect so much it makes the decision harder. She feels tension when forced to make major decisions quickly.

Adapted Style Natural Style

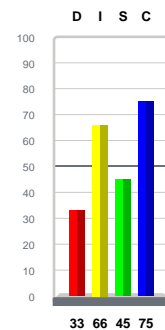


General Characteristics Continued

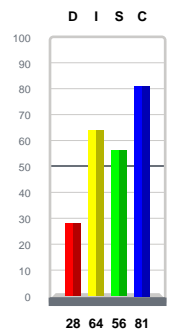
Amy likes to ask questions to clarify the communications. She gathers data in order to be certain she is correct in her work, communications or decision making. Because Amy wants to be certain she is performing her work assignments correctly, she enjoys working for a manager who explains what is expected of her. She is usually soft-spoken, but her demeanor may be deceptive to those who work with her. She may possess strong and unwavering convictions that are not always apparent to others. She wants to establish good will with others and to influence them in a friendly and sociable manner. Amy enjoys analyzing the motives of others. This allows her to develop her intuitive skills. She can be outgoing at times. Basically introverted, she will engage in social conversation when the occasion warrants. She is intuitive and is able to ask good questions in order to get the critical, complete information she seeks. She is patient and persistent in her approach to achieving goals. She responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star."



Adapted Style



Natural Style





Value to the Organization

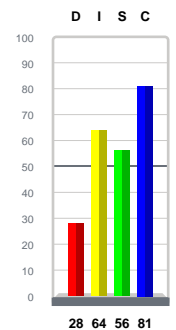
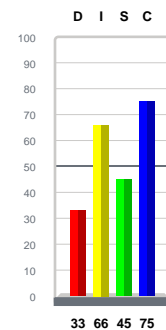
This section of the report identifies the specific talents and behavior Amy brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Comprehensive in problem solving.
- Accurate and intuitive.
- Defines, clarifies, gets information, criticizes and tests.
- Respect for authority and organizational structure.
- Will gather data for decision making.
- Proficient and skilled in her technical specialty.
- Maintains standards.



Adapted Style

Natural Style





Checklist for Communicating

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

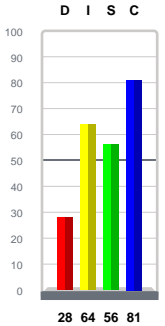
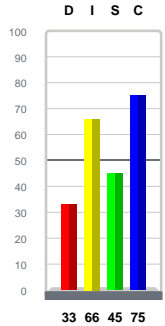
Ways to Communicate

- Take time to be sure that she is in agreement and understands what you said.
- Follow through, if you agree.
- Be sincere and use a tone of voice that shows sincerity.
- Give her time to ask questions.
- Give her time to be thorough, when appropriate.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.
- Give her time to verify reliability of your actions; be accurate, realistic.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.
- Make an organized presentation of your position, if you disagree.
- Give her time to verify reliability of your comments--be accurate and realistic.
- Support your communications with correct facts and data.



Adapted Style

Natural Style





Checklist for Communicating Continued

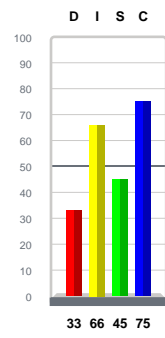
This section of the report is a list of things NOT to do while communicating with Amy. Review each statement with Amy and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually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

Ways NOT to Communicate

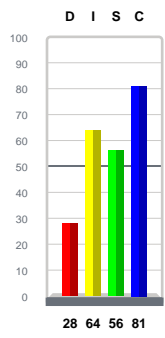
- Don't be haphazard.
- Leave things to chance or luck.
- Make conflicting statements.
- Rush the decision-making process.
- Talk to her when you're extremely angry.
- Be vague about what's expected of either of you; don't fail to follow through.
- Give your presentation in random order.
- Use testimonies of unreliable sources; don't be haphazard.
- Talk in a loud voice or use confrontation.
- Make promises you cannot deliver.
- Say "trust me"--you must prove it.



Adapted Style



Natural Style





Communication Tips

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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



Perceptions

See Yourself as Others See You

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

Self-Perception

Amy usually sees herself as being:

- Precise
- Thorough
- Moderate
- Diplomatic
- Knowledgeable
- Analytical

Others' Perception - Moderate

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

- Pessimistic
- Picky
- Worrisome
- Fussy

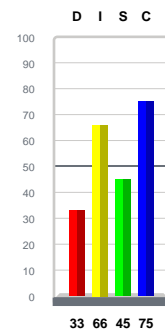
Others' Perception - Extreme

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

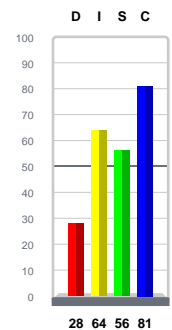
- Perfectionistic
- Hard-to-Please
- Strict
- Defensive



Adapted Style



Natural Style





The Absence of a Behavioral Factor

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

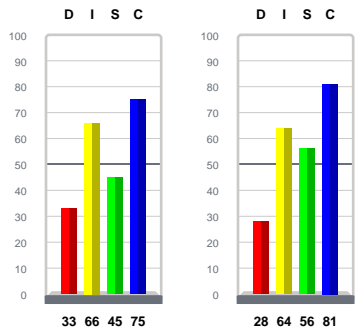
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid situations where competition is a primary factor.
- Avoid work environments with a moving target as the only constant.
- Needs meeting and planning sessions with pre-disclosed agenda items in order to feel prepared.

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 an environment that allows for a humoristic approach to conflict situations.
- Focus on one task at a time to assure quality in problem solving.
- Seek partnership when forced to make decisions that do not have a procedure or set precedence.

Adapted Style Natural Style





Descriptors

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

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



Natural and Adapted Style

Amy'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

Amy is cautious in her approach to problem solving and does not attempt to demand that her view, or opinion, be accepted at face value. Amy likes to solve problems within the framework of a team environment. She will look for a compromise as opposed to a win-lose situation.

Adapted

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

People - Contacts

Natural

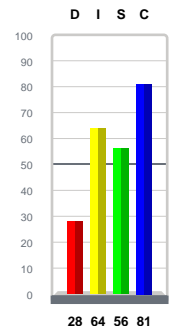
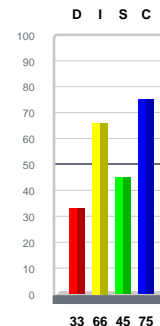
Amy is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She likes to be on a team and may be the spokesman for the team. She will trust others and likes a positive environment in which to relate.

Adapted

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

Adapted Style

Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Amy is deliberate and steady. She is willing to change, if the new direction is meaningful and consistent with the past. She will resist change for change's sake.

Adapted

Amy 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

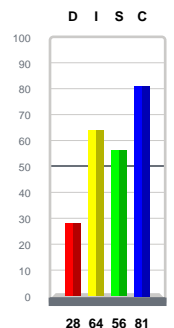
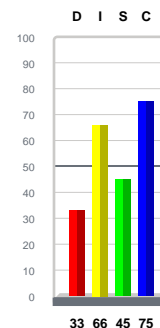
Amy naturally is cautious and concerned for quality. She likes to be on a team that takes responsibility for the final product. She enjoys knowing the rules and can become upset when others fail to comply with the rules.

Adapted

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

Adapted Style

Natural Style





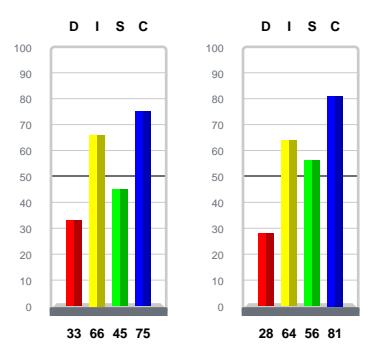
Adapted Style

Amy 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.

- Being cordial and helpful when dealing with new clients or customers.
- Being a good "team player."
- Using restraint when confrontation occurs.
- Careful, thoughtful approach to decision making.
- Precedence of quality over efficiency.
- Compliance to high standards.
- Presenting a practical, proven approach to decision making.
- Sensitivity to existing rules and regulations.
- Critical appraisal of data.
- Precise, analytical approach to work tasks.
- Calculation of risks before taking action.
- Undemanding of others' time and attention.



Adapted Style Natural Style





Time Wasters

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

Seeking The Best, But Not Necessarily Workable Solutions

Always seeking the best solution may prohibit getting the task accomplished. Something better is always on the horizon.

Possible Causes:

- Want to do things right the first time
- Want personal approval for preciseness of work
- Fear criticism if solution doesn't work

Possible Solutions:

- Establish required standards
- Determine the solution that meets or exceeds those standards
- Set a timeline for making a decision or completing a task

Overreacting To Constructive Criticism

Overreacting to constructive criticism is the inappropriate overt or covert response to feedback and recommendations.

Possible Causes:

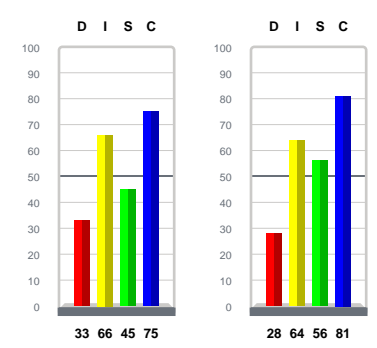
- Have a high comfort level with past methods
- Have high standards for work performance
- Think that your way is the correct way
- Don't see the benefit of doing things differently

Possible Solutions:

- Practice listening without evaluating comments from others
- Begin responding mentally with "that's interesting" or "that's a possibility" as a way of controlling immediate negative response



Adapted Style Natural Style





Time Wasters Continued

- Communicate feelings with peers and supervisors

Waiting For Events To Happen

Although patience may be a virtue, being pro-active allows the decision-maker to be in better control of events within their scope of influence.

Possible Causes:

- Want to affect the here and now
- Fear rushing into something will show unpreparedness
- Need for high standards inhibits getting started

Possible Solutions:

- Plan alternative solutions
- Determine most likely scenarios
- Implement a plan that best meets those needs without jeopardizing other scenarios

Prolong Events In Order To Gain Improved Results

Prolonging events in order to gain improved results is the process of doing and redoing, evaluating and re-evaluating and changing to and changing back as a way of "testing" the best possible outcome.

Possible Causes:

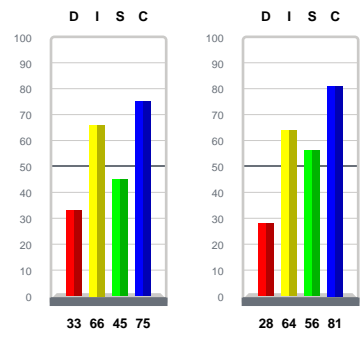
- Want to ensure that success is always achieved
- Feel that if rushed, the results will not be satisfactory
- Hope situations will work out themselves

Possible Solutions:

- Set realistic schedule and timeline
- Follow the schedule
- Seek advice or assistance from others



Adapted Style Natural Style





Time Wasters Continued

Fear of Mistakes

Fearing mistakes is the mental process of focusing on negative outcomes and is often a preoccupation with past mistakes.

Possible Causes:

- Want to avoid criticism
- Take criticism personally
- Want to be seen as efficient and competent

Possible Solutions:

- Practice focusing on past successes
- For every mistake that you think might happen, write down two positive possible outcomes for a completed task
- Focus on several possible future outcomes

Seeking "All" of The Facts

Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.

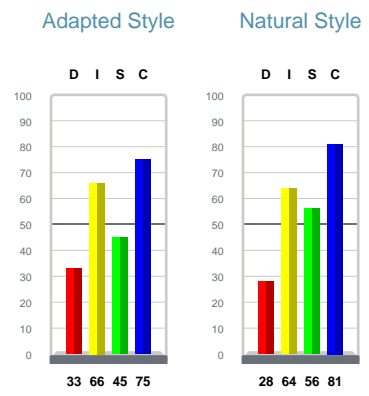
Possible Causes:

- Want to be certain/prepared
- Want to avoid mistakes
- Want extended time for getting tasks done

Possible Solutions:

- Set a timeline for gathering new information or evaluating old information and then take action
- Evaluate importance or risk factors to how much information is actually needed







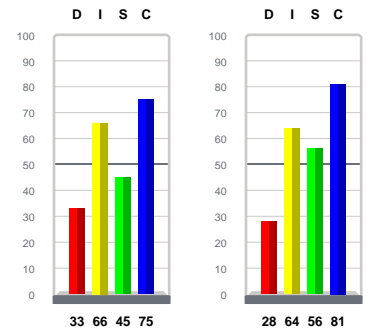
Areas for Improvement

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

Amy has a tendency to:

- Be bound by procedures and methods--especially if she has been rewarded for following these procedures.
- Be self-deprecating--doesn't project self-confidence.
- Yield her position to avoid controversy.
- Have difficulty making decisions because she's mostly concerned about the "right" decision. If precedent does not give direction, her tendency is to wait for directions.
- Select people much like herself.
- Lean on supervisors if information and direction is not clear.
- Fail to tell others where she stands on an issue.
- Get bogged down in details and use details to protect her position.

Adapted Style Natural Style

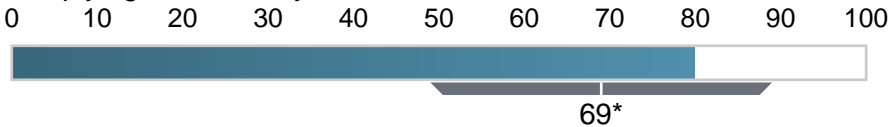




Behavioral Hierarchy

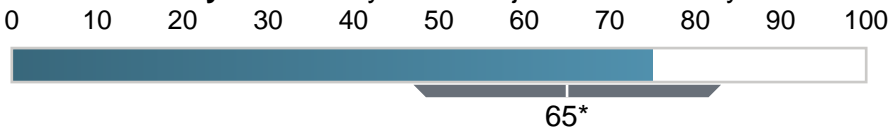
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

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



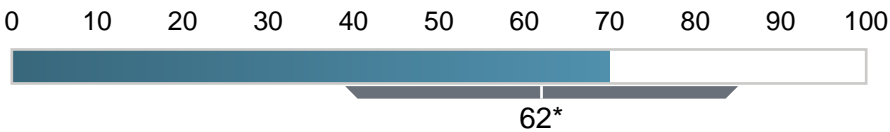
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2. Consistency - The ability to do the job the same way.



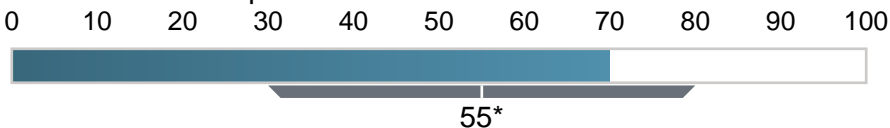
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3. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



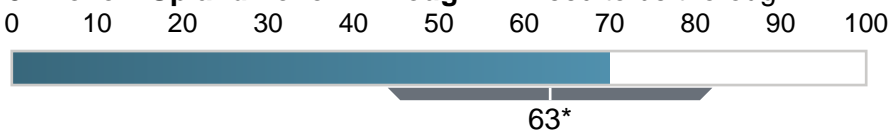
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4. Analysis of Data - Information is maintained accurately for repeated examination as required.



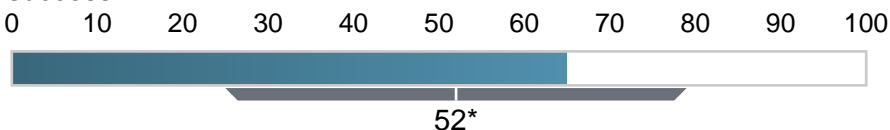
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5. Follow Up and Follow Through - A need to be thorough.



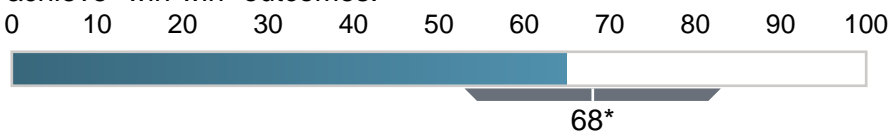
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6. Organized Workplace - Systems and procedures followed for success.



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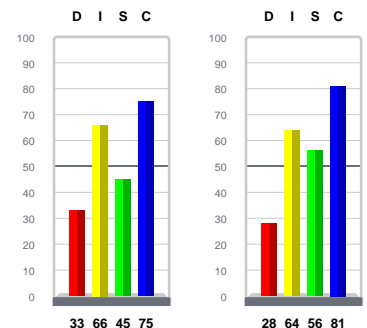
7. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



65



Adapted Style Natural Style

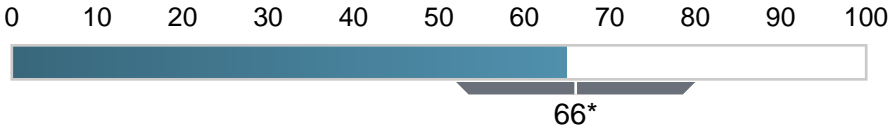


* 68% of the population falls within the shaded area.



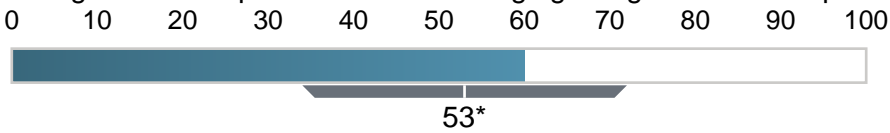
Behavioral Hierarchy

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



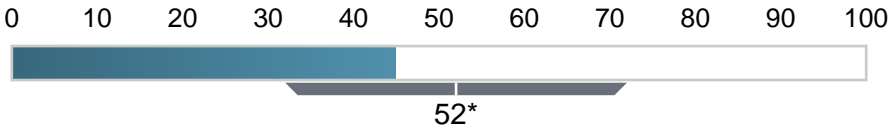
65

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



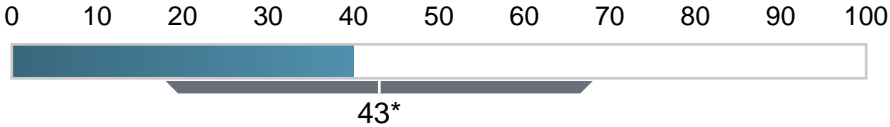
60

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.



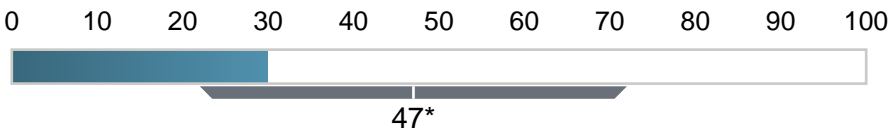
45

11. Urgency - Decisiveness, quick response and fast action.



40

12. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.

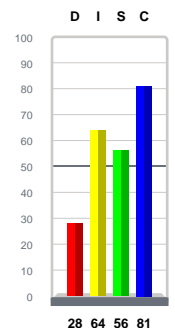
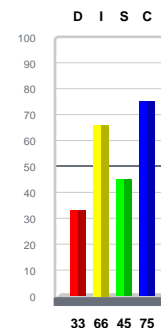


30



Adapted Style

Natural Style



SIA: 33-66-45-75 (60) SIN: 28-64-56-81 (54)
* 68% of the population falls within the shaded area.

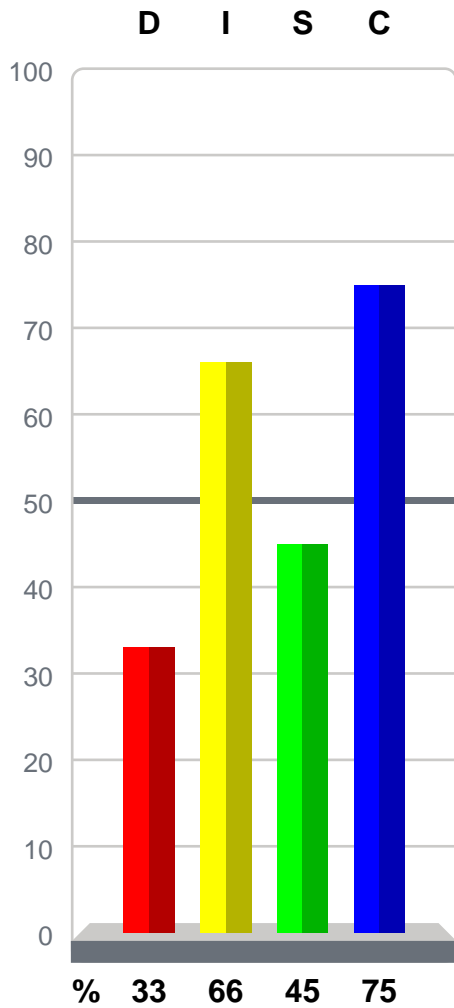


Style Insights® Graphs

12-22-2015

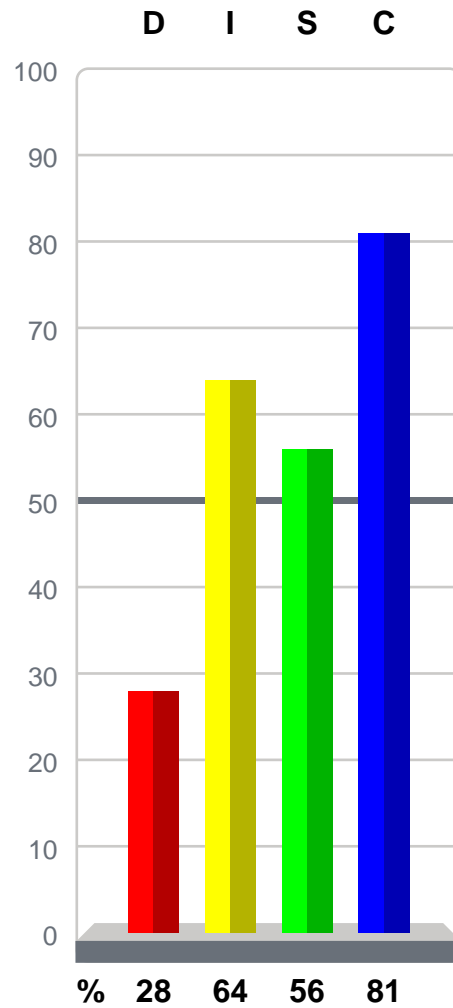
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4



The Success Insights® Wheel

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

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

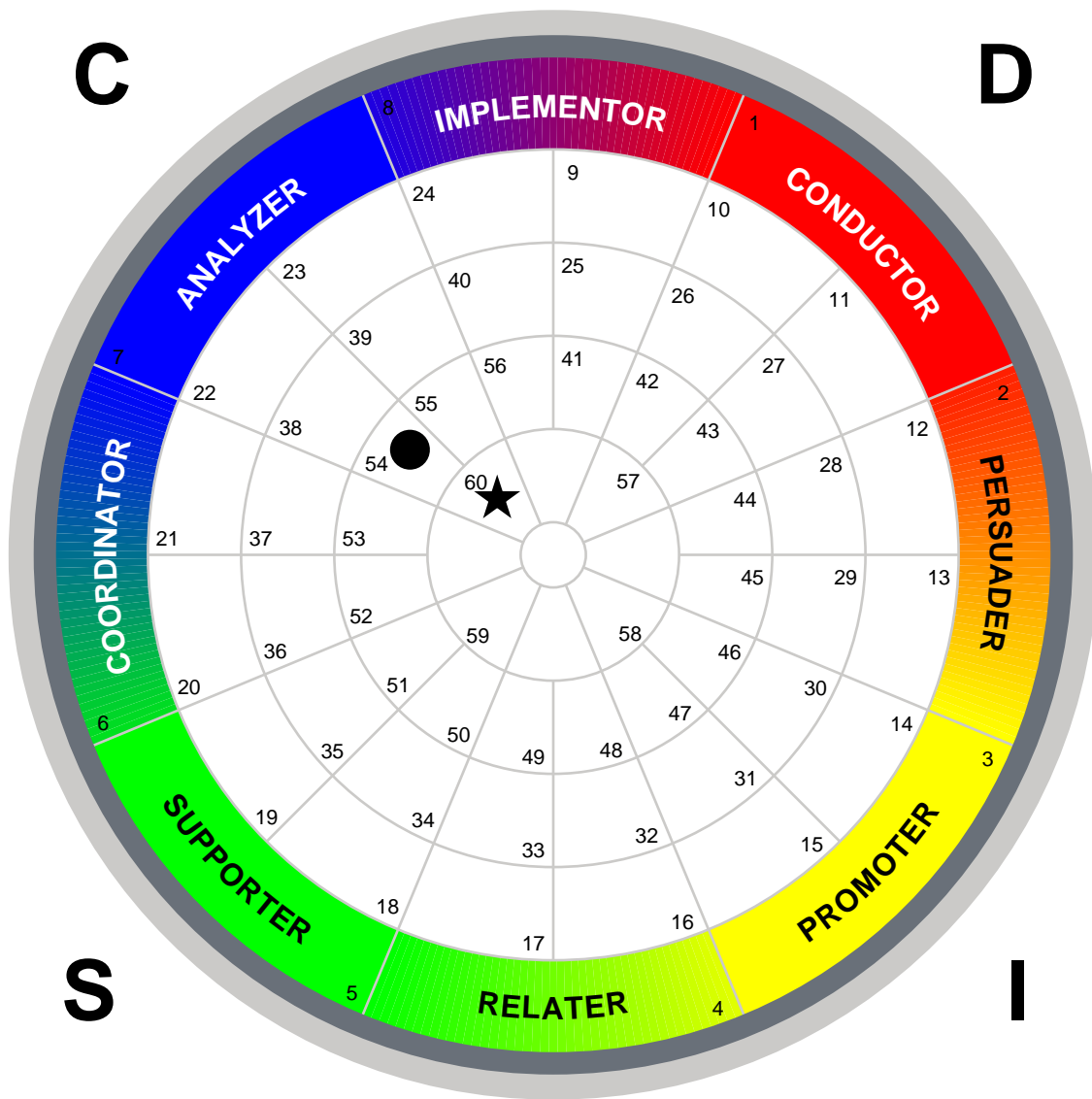
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

12-22-2015



Adapted: ★ (60) PROMOTING ANALYZER (ACROSS)
 Natural: ● (54) COORDINATING ANALYZER (ACROSS)

Norm 2015 R4



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.

Amy values people for who they are versus what they can provide. She will value the process and people involved more than the end result. She will accomplish tasks for the sake of accomplishment. Looking and feeling good enhances her daily productivity. Amy will flourish in an environment where she has the opportunity to create harmony and balance in her surroundings and relationships. She will thrive in a role where she can experience self-realization and gratification. She could be instrumental in identifying informational resources. She may spend considerable time researching a topic of interest. Amy tends to believe people should learn to do things themselves versus relying on others. She may question the amount of time individuals spend helping other people. She may pick and choose the traditions and beliefs to which she will adhere. She will evaluate each situation and determine how much collaboration is needed.

Amy tends to include others as part of the agenda without expecting anything in return. She is able to let go of possessions without looking at future needs or uses. She will focus on the importance of appearance as well as functionality. She will focus on the totality of a situation to ensure a rewarding interaction. Amy sometimes uses knowledge as a benchmark for success. She will benefit from a role that allows her to gain new knowledge. She may prioritize her work responsibilities over assisting others. She tends to believe hard work and persistence is within everyone's reach. At times Amy sees the importance of following a system and how she can apply it to a specific situation. She may be very helpful when working with others who share similar interests. She may focus on the greater good more than personal advancement. She may have the desire to be recognized for building cooperative alliances.



General Characteristics

Being rewarded for her investment of time, talent or resources is not her driving force. She views money as a necessary means of surviving not as a sense of accomplishment. She is able to see the overall situation and strive for harmony. She feels a high level of satisfaction when she is able to create rapport and tranquility with others. Amy may have the desire to expand her knowledge to be considered an expert in her chosen field. She may be firm in her decisions and not be swayed by unfortunate circumstances. Following proven procedures may be more important than quick fixes. She may strive to maintain collaboration in group settings.

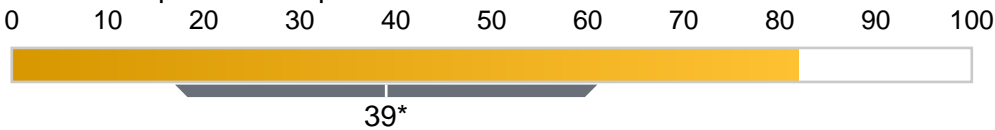




Primary Driving Forces Cluster

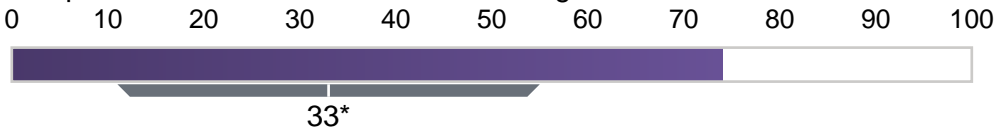
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Selfless - People who are driven by completing tasks for the greater good, with little expectation of personal return.



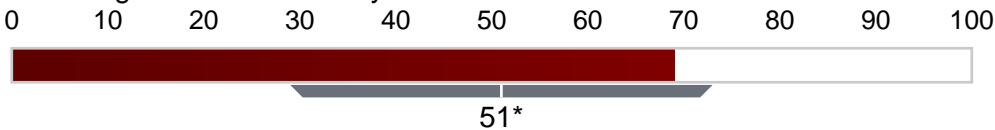
82

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



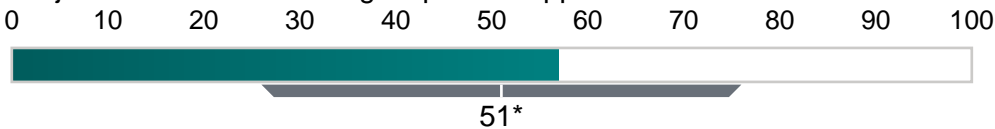
74

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



69

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



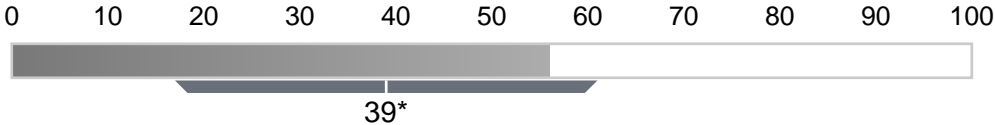
57



Situational Driving Forces Cluster

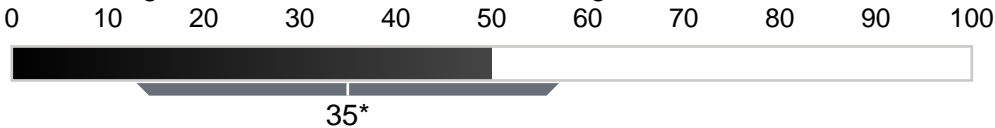
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



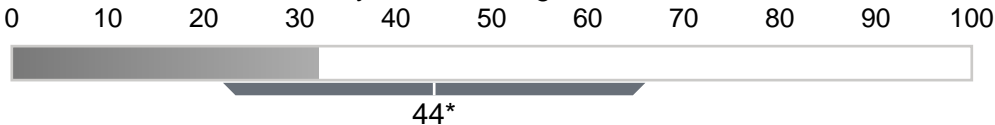
56

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



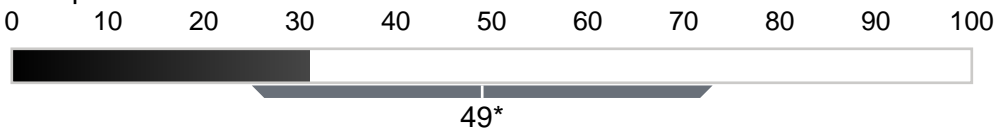
50

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



32

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



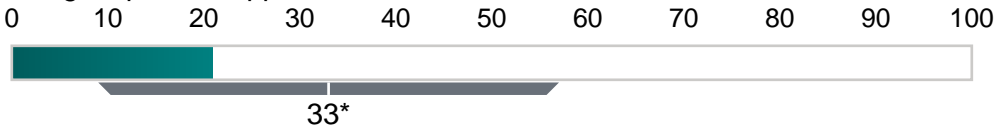
31



Indifferent Driving Forces Cluster

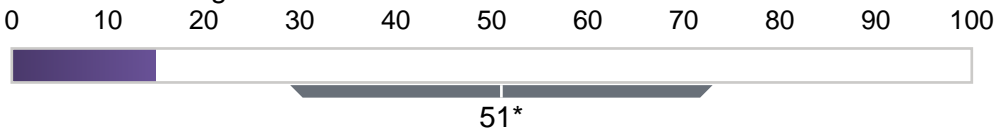
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



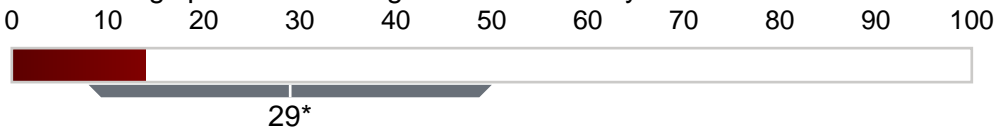
21

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



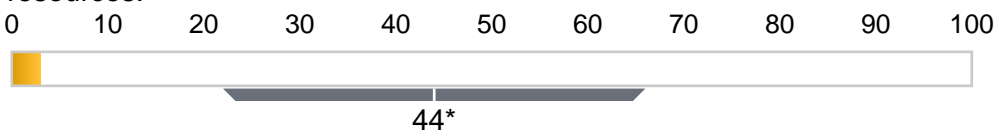
15

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



14

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



0

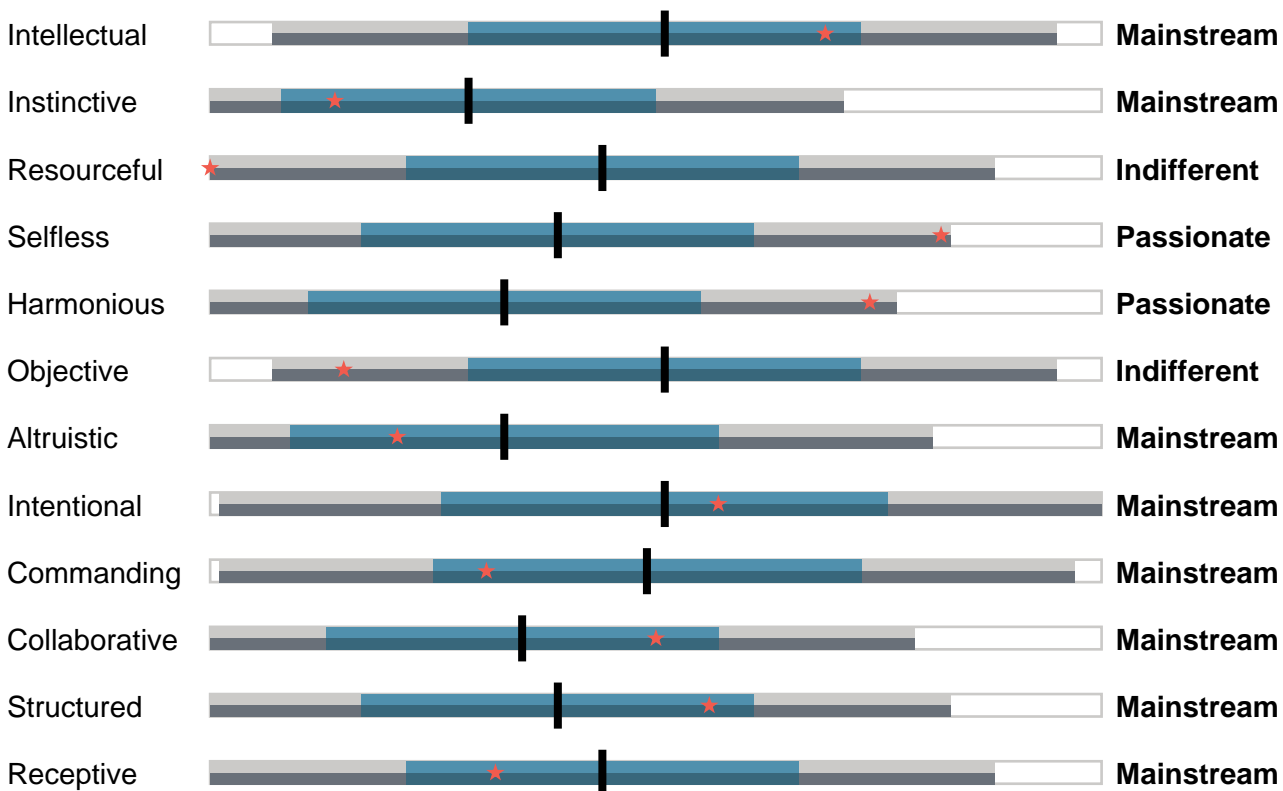


Areas for Awareness

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

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

Norms & Comparisons Table - Norm 2015

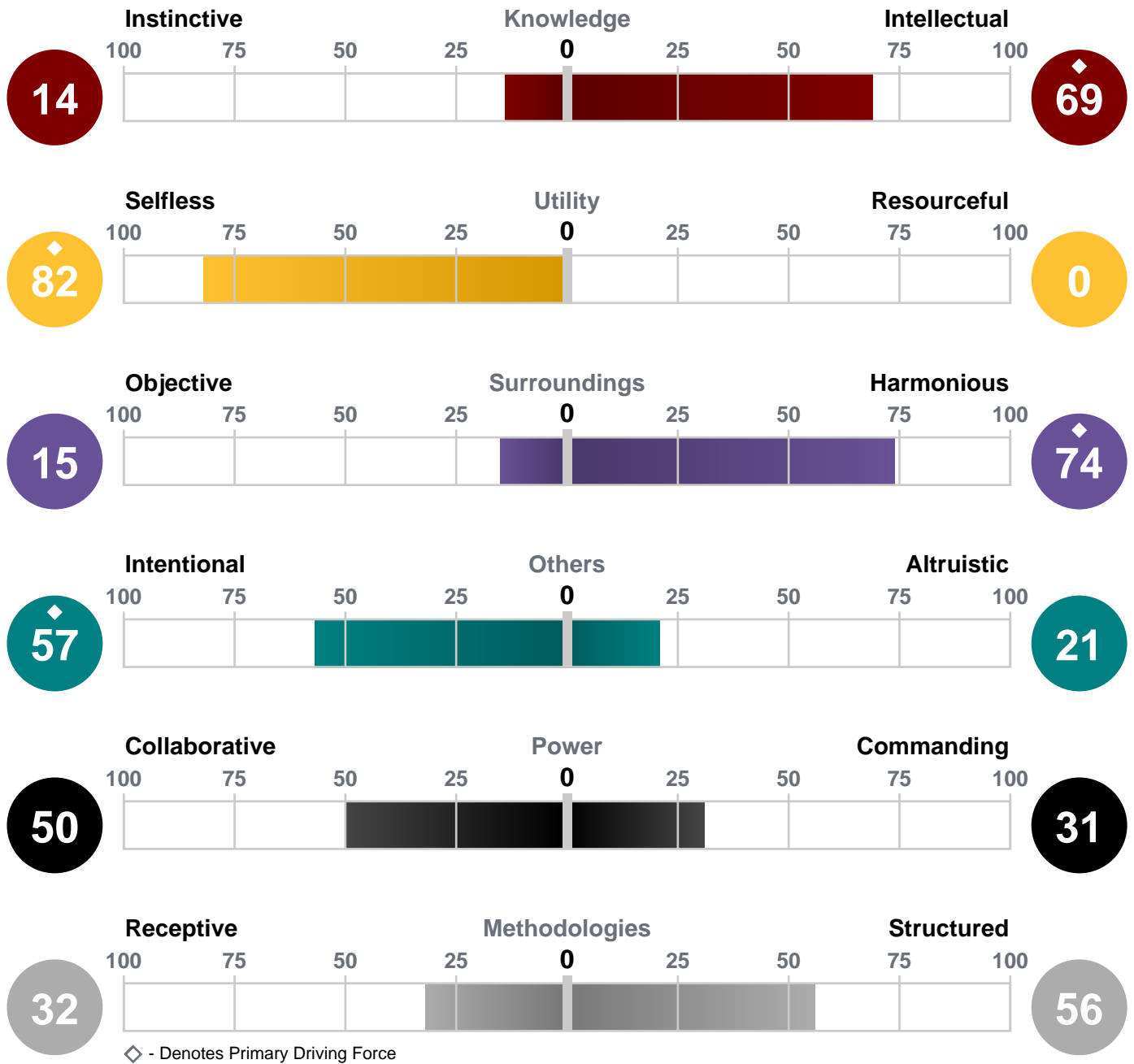


- 1st Standard Deviation - * 68% of the population falls within the shaded area.
 - 2nd Standard Deviation
 - 3rd Standard Deviation
 - national mean
 - your score

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

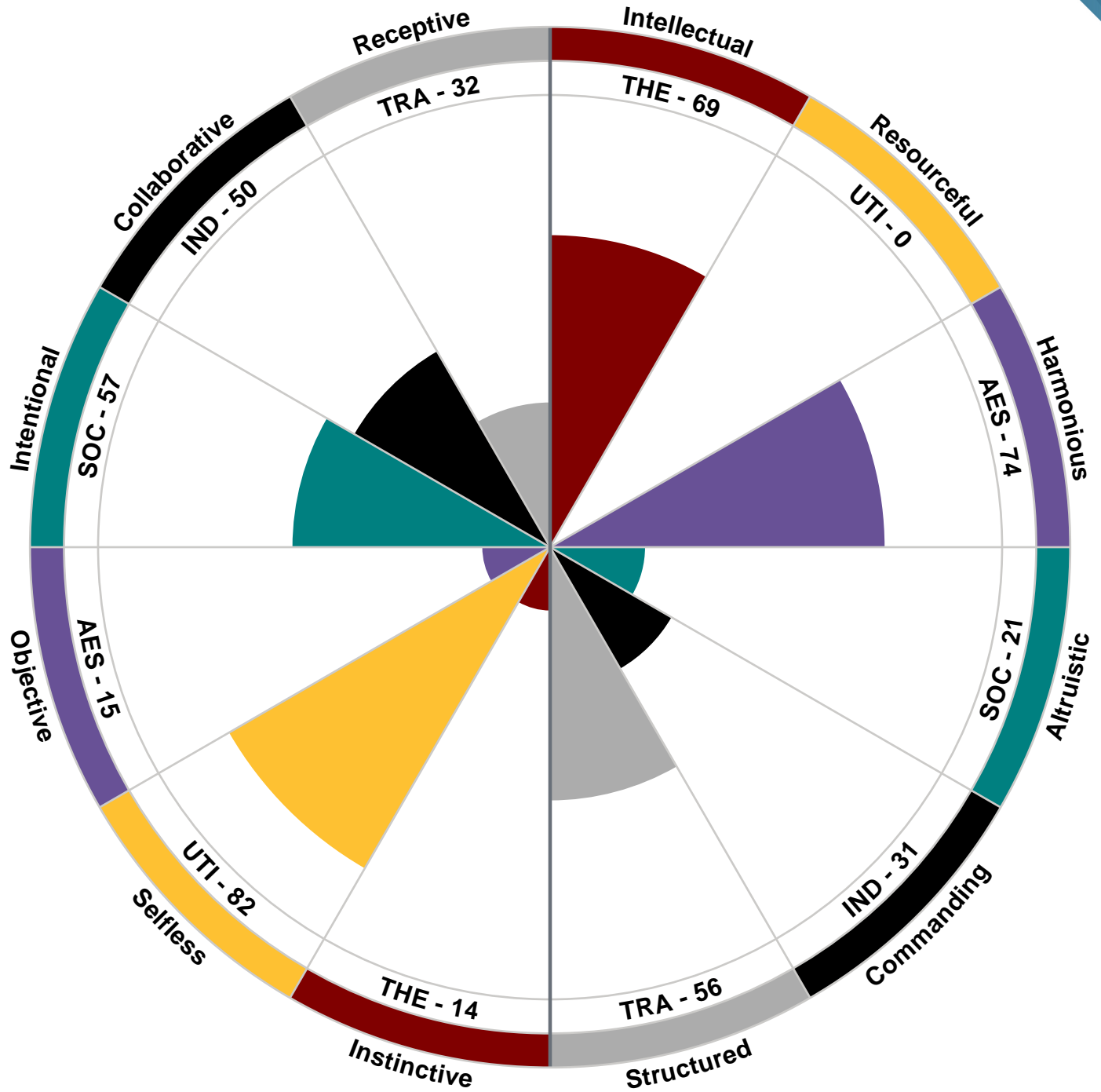


Driving Forces Graph



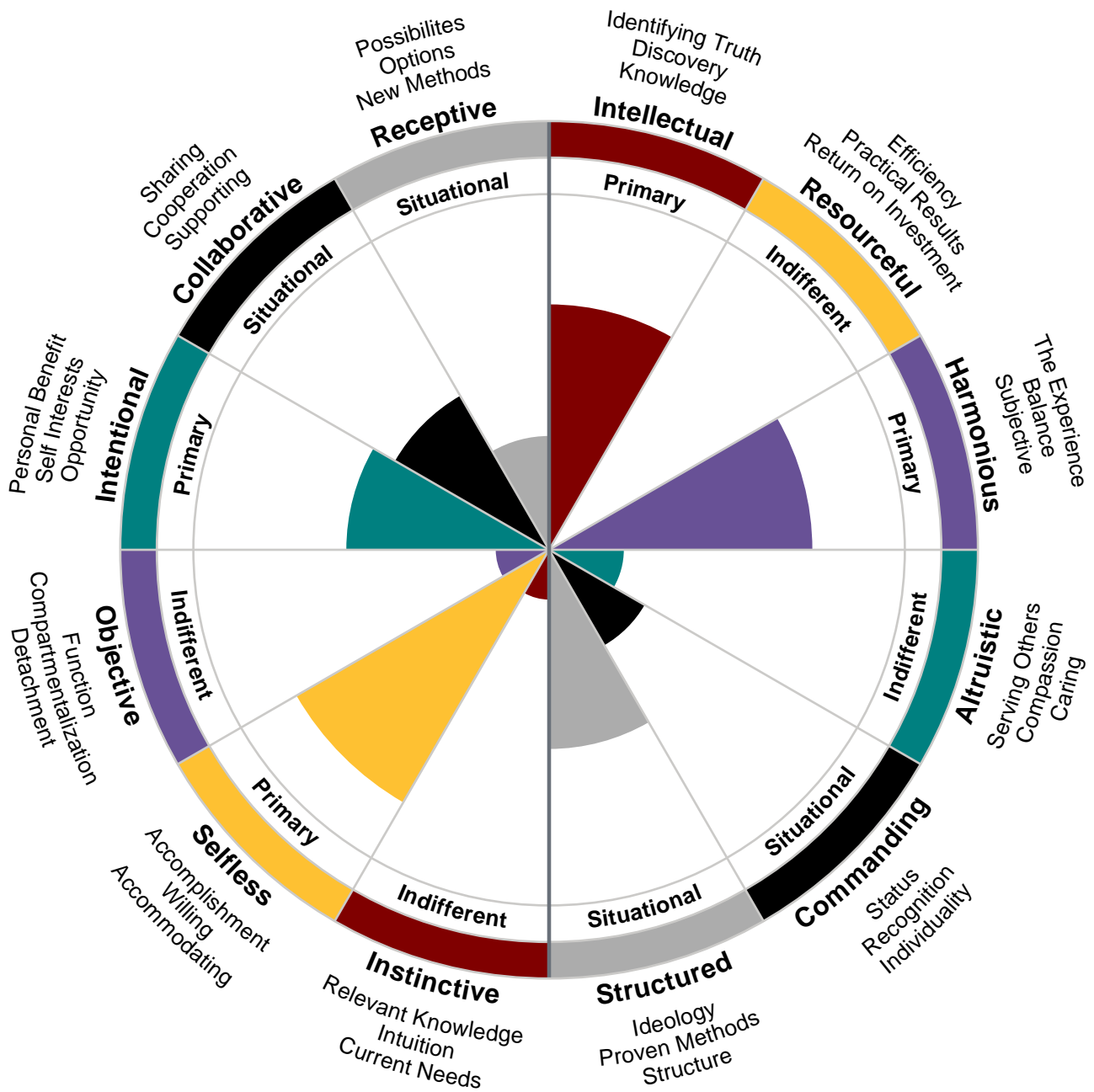


Driving Forces Wheel





Descriptors 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 Amy'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.

- Tends to make decisions based on facts and processes rather than return on investment.
- Completes a due diligence process when working on critical organizational tasks.
- Sees the details and resources needed to achieve the desired outcome.
- Lets her work demonstrate her uniqueness, rather than talking about herself.
- Brings a good mixture of procedure orientation and creativity.
- She brings extreme detail and precision to the project in order to enhance the experience.
- Clearly defines and clarifies procedures by researching and providing all available information.
- Wants to know everything about the process, which leads to high standards and results.
- Will ask all of the questions and gather all the data to make every outcome the best it can be.
- Will judge based on facts.
- Helps those who are willing to work for great results through a detailed process.
- Brings organization for those striving for the same goal.



Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between Amy'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 a desire to accommodate, but will be fearful of failure.
- Only looks for the safe investment regardless of time and resources.
- Desires to be seen as selfless, yet is fearful of making mistakes.
- May feel her view is the only way and not see the subjectivity in her viewpoint.
- Her process may not always translate to beauty or creativity.
- Feels a better job could be done if more focus was on the experience of the project.
- May be seen as a procrastinator due to her desire for all information and fear of making a mistake.
- Wants a consistent process but constantly looking to make sure it is correct.
- May appear overly data- or theory-focused.
- Wants to utilize others skills but sometimes gets upset when others don't follow rules.
- Wants to see results but also has a desire to police the happenings of the organization.
- May micro manage and in turn, unintentionally alienate others.





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



- An environment where accurate and systematic standards are required to ensure results.
- Documented and verifiable explanation of compensation and benefits.
- Clearly defined rules, procedures and pathway to meet organizational objectives.
- An environment where attention to detail in the creative process is rewarded.
- Permission to cross boundaries in order to achieve personal balance.
- Rewards for the utilization of facts and data in order to determine a holistic direction.
- Logical approach to problem solving and information-based solutions.
- An environment where being prepared for meetings is rewarded.
- An environment to gather all the facts and information.
- The opportunity to be objective and diligent in her quest to achieve a desired outcome.
- Ability to utilize others within the organizational framework.
- Able to apply her detail orientation to bring people who are willing to work hard to the next level.



Keys to Motivating

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

Amy wants:

- Documentation of the project to complete organizational goals.
- All facts and details necessary to achieve daily tasks.
- Documented processes to follow that have previous evidence of achieving organizational results.
- The opportunity to put systems and processes in place to support the balance and workings of the organization.
- To have charts and information attractively displayed for the purpose of function.
- The ability to base company morale initiatives on facts and data.
- Time to gather data and facts in order to work through challenges and conflicts.
- Information on how to do things right, for fear of making a mistake.
- To understand why a procedure needs to be changed prior to the start of the project.
- The organization to maintain rules and procedures when assisting those who are willing to work toward organizational goals.
- Processes and procedures for maintaining compliance while getting results.
- The facts and data to ensure the intended assistance is accurate and compliant.





Keys to Managing

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

Amy needs:

- Assistance in recognizing the balance between perfection and doing what needs to be done.
- Time to review and analyze data in order to understand the people and processes before making a decision.
- A manager that understands that communication will be factual and people-oriented.
- Opportunities to express concerns regarding organizational unity.
- A manager who will hold others accountable to company expectations and policies.
- A manager that appreciates the balance in regards to her suggestions.
- The ability to recognize when she is in "paralysis-by-analysis" mode.
- To understand that too much detail may prevent ideas from moving forward.
- To ask questions when evaluating others' efforts instead of making judgments on the perceived lack of detail.
- A manager that applies all rules to drive the business.
- To utilize her drive to show how people fit in the detailed plan.
- To understand how getting bogged down in the details can negatively affect results.





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 _____:
