



TTI
SUCCESS
INSIGHTS®

Talent Insights® Management-Staff

John Doe

Reflect

Strategische Personalentwicklung

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Introduction Where Opportunity Meets Talent®

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviours, 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:

Behaviours

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 Behaviours 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 behaviours and driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.



Introduction Behaviours Section

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

In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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.



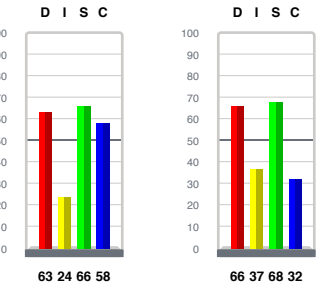
General Characteristics

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

John can be open, patient and tolerant of differences. His natural quality of being nonjudgmental is a great strength. Because he is receptive and listens well, he excels in gathering information. Others see him as a good neighbour, since he is always willing to help those he considers to be his friends. Outwardly, he may appear to be totally accepting of others. He may, however, have deep convictions that are not apparent to others. When challenged, he becomes more objective. John likes to set his own pace. When others try to rush him, he feels threatened and may balk. He likes to win through persistence. He uses his strong, steady tendencies to accomplish his goals. He is family-oriented. He may go to great lengths to ensure the "happiness" of his personal or work family. He wants to be seen as a responsible person, and will avoid behaviour that could be seen by others as irresponsible. John looks to people for support and inner-satisfaction as a way to reach his personal goals. He wants challenging assignments that can be followed through to completion. He prefers work of a technical nature.

John often thinks over major decisions before acting. Once he makes a decision, he can be organised in carrying it out. When challenged he can become objective, searching hard for facts and figures. This may be his way of defending his decisions. He is good at analysing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." John finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family." He uses logic to assist him in decision making. This tendency is helpful to others in his group. Logic is important when trying to influence him. He pays more attention to logic than emotional "hype." He prefers to plan his work and work his plan. Others may find it refreshing to have him on their team.

Adapted Style Natural Style



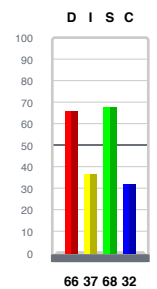
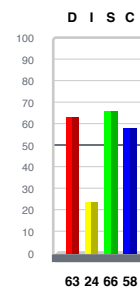


General Characteristics Continued

John 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. Rarely does he display his emotions; that is, he projects a good poker face. Others may get the feeling that he is unfriendly, when in reality he is not. He can be outgoing at times. Basically introverted, he will "engage" in social conversation when the occasion warrants. John is somewhat reserved with those he does not trust or know. After trust has been established, he may be open and candid. 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. 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 usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted.

Adapted Style

Natural Style



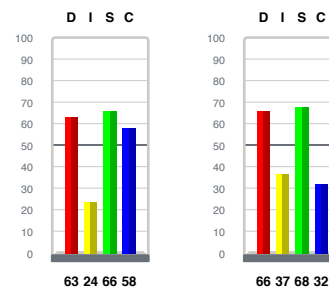


Value to the Organisation

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

- Has the confidence to do the difficult assignments.
- Can support or oppose strongly.
- Always looking for the logical solutions.
- Dedicated to his own ideas.
- Creative approach to problem solving.
- Dependable team player.
- Big thinker.
- Patient and empathetic.

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

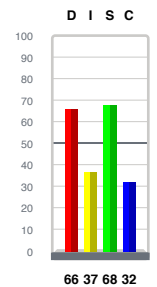
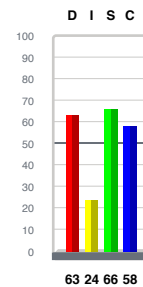
Ways to Communicate

- Provide a friendly environment.
- Start, however briefly, with a personal comment. Break the ice.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Provide solutions--not opinions.
- Understand his defiant nature.
- Stress logic.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Expect him to return to fight another day when he has received a "no" answer.
- Define clearly (preferably in writing) individual contributions.
- Define the problem in writing.
- Be precise about the use of his time.



Adapted Style

Natural Style





Ineffective Communication

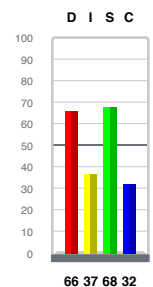
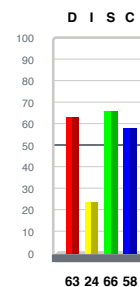
This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Ways NOT to Communicate

- Ramble.
- Feel you have changed his opinion without supporting facts.
- Stick coldly or harshly to business; on the other hand, do not lose sight of goals by being too personal.
- Give him your opinion unless asked.
- Patronise or demean him by using subtlety or incentive.
- Be abrupt and rapid.
- Be paternalistic.
- Rush headlong into business or the agenda.
- Offer assurance and guarantees you cannot fulfil.
- Be vague; do not offer opinions and probabilities.
- Muffle or overcontrol.
- Keep deciding for him, or he will lose initiative. Do not leave him without backup support.



Adapted Style Natural Style





Communication Tips

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

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 disorganised 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-organised "package."

Factors that will create tension or dissatisfaction:

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

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.
- Do not 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 behaviour and feelings may be quickly telegraphed to others. This section provides additional information on John's self-perception and how, under certain conditions, others may perceive his behaviour. Understanding this section will empower John to project the image that will allow him to control the situation.



Self-Perception

John 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

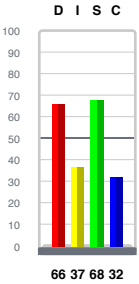
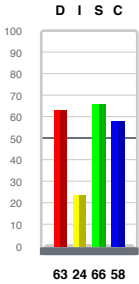
Others' Perception - Extreme

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

- Possessive
- Detached
- Stubborn
- Insensitive

Adapted Style

Natural Style





The Absence of a Behavioural Factor

The absence of a behavioural 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 minimised in a person's day-to-day environment. By understanding the contribution of a low behavioural 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 minimise behavioural stress.

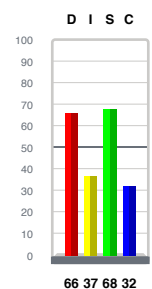
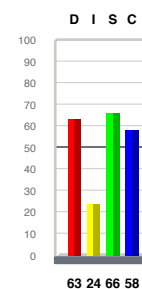
- Avoid working environments where risk taking is not rewarded or encouraged.
- Avoid environments where micro-management is the way of the organisation.
- Avoid situations that require strict adherence to standards without any flexibility.

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

- Breaking rules that others must follow, will be seen as reckless and haphazard.
- Extremely formal and structured interactions may cause stress.
- The lack of caution exhibited may lead to unnecessary high-risk decisions being made.

Adapted Style

Natural Style





Descriptors

Based on John's responses, the report has marked those words that describe his personal behaviour. 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	Sceptical	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

John's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Problems - Challenges

<p>Natural</p> <p>John 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. John is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.</p>	<p>Adapted</p> <p>John sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>
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People - Contacts

<p>Natural</p> <p>John is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.</p>	<p>Adapted</p> <p>John will use an undemonstrative approach to influencing others. He prefers to let the facts and figures stand for themselves. Rarely will he embellish the facts. His trust level is calculated on each interaction.</p>
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Natural and Adapted Style Continued



Pace - Consistency

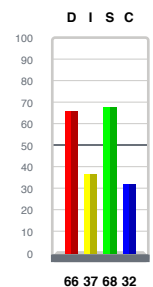
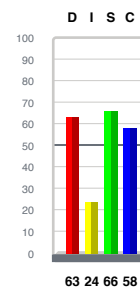
<p>Natural</p> <p>John is comfortable in an environment in which there is a relaxed demeanour, or one in which patience is looked at as a virtue. He prefers to complete one task before starting the next and prefers an environment that is predictable.</p>	<p>Adapted</p> <p>John sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.</p>
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Procedures - Constraints

<p>Natural</p> <p>John is independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.</p>	<p>Adapted</p> <p>John sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.</p>
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Adapted Style

Natural Style





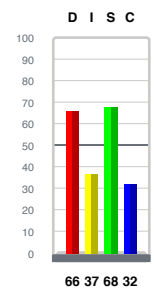
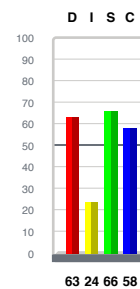
Adapted Style

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

- Accomplishing tasks without many people contacts.
- Working in a systematic, nondemonstrative manner.
- Exhibiting patience and good listening skills.
- Adherence to established guidelines and procedures.
- Limited or prepared changes in routine.
- Using a disciplined approach.
- Being precise in the collection of data.
- Task focus over people focus.
- Steadiness and dependability in task completion.
- Logical solutions.
- Diplomatic cooperation in team interaction.

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 maximising your use of TIME and increasing your PERFORMANCE.

Habits

A habit is a specific thought, behaviour 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 behaviour

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:

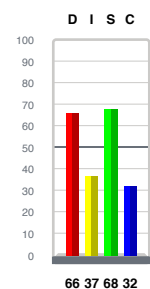
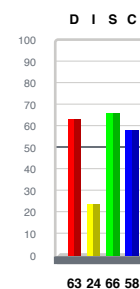
- Do not think others want to know the information
- Unclear of the way the information will be used/received
- Wait until asked before sharing information

Possible Solutions:

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

Adapted Style

Natural Style





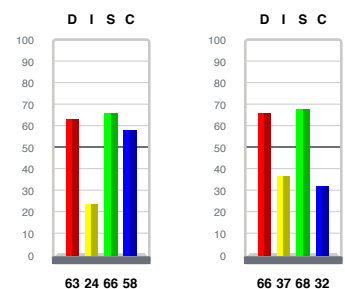
Areas for Improvement

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

John has a tendency to:

- Hold a grudge if his personal beliefs are attacked.
- Become resistive and indecisive when forced to act quickly. Without proper information he will resist in a passive-aggressive manner.
- Take criticism of his work as a personal affront.
- Underestimate his abilities.
- Not let others know where he stands on an issue.
- Need help in prioritising new assignments.
- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.

Adapted Style Natural Style

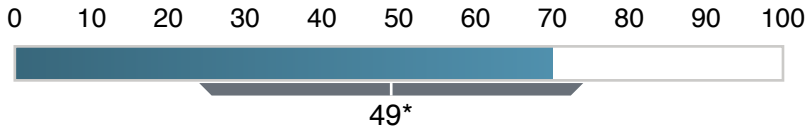




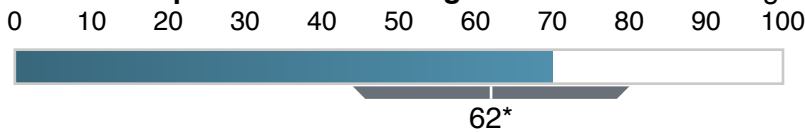
Behavioural Hierarchy

The Behavioural Hierarchy graph will display a ranking of your natural behavioural 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.

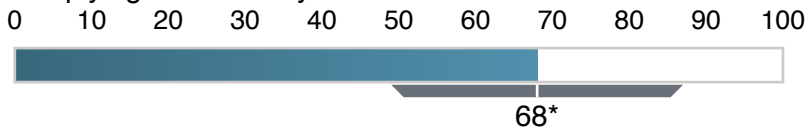
1. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



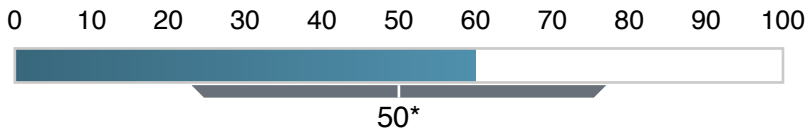
2. Follow Up and Follow Through - A need to be thorough.



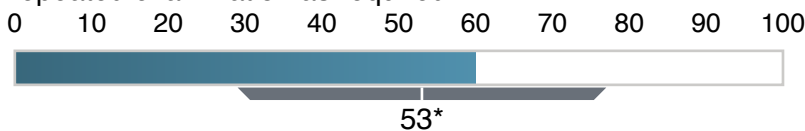
3. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



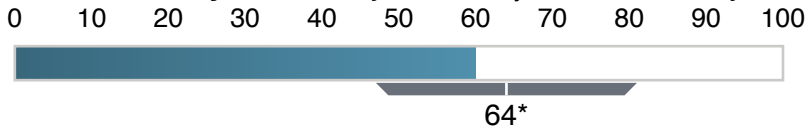
4. Organised Workplace - Systems and procedures followed for success.



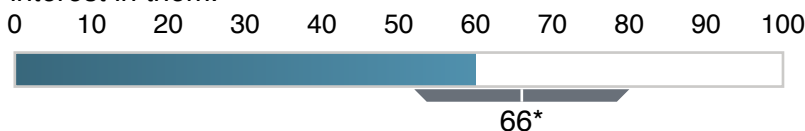
5. Analysis of Data - Information is maintained accurately for repeated examination as required.



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



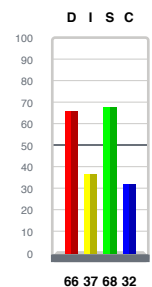
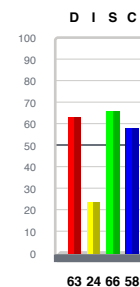
7. Customer Relations - A desire to convey your sincere interest in them.



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

Adapted Style

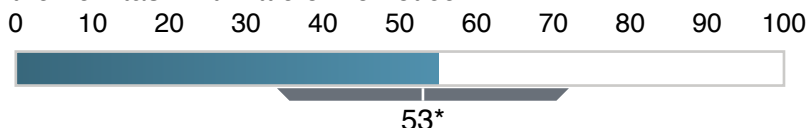
Natural Style





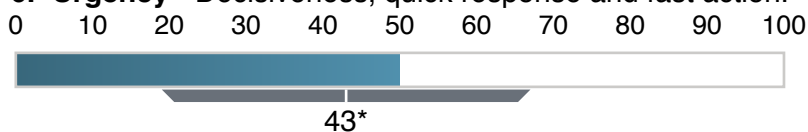
Behavioural Hierarchy

8. 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.



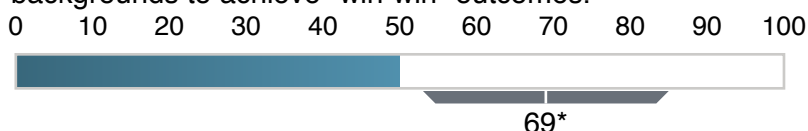
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9. Urgency - Decisiveness, quick response and fast action.



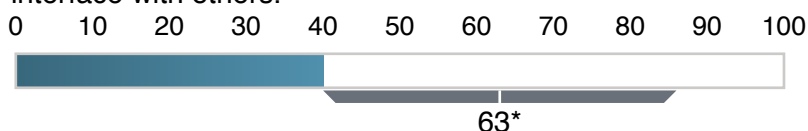
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10. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



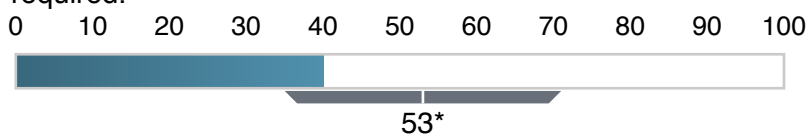
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11. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



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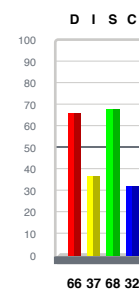
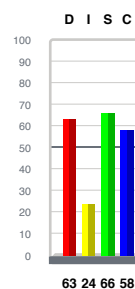
12. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



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Adapted Style

Natural Style



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

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John Doe

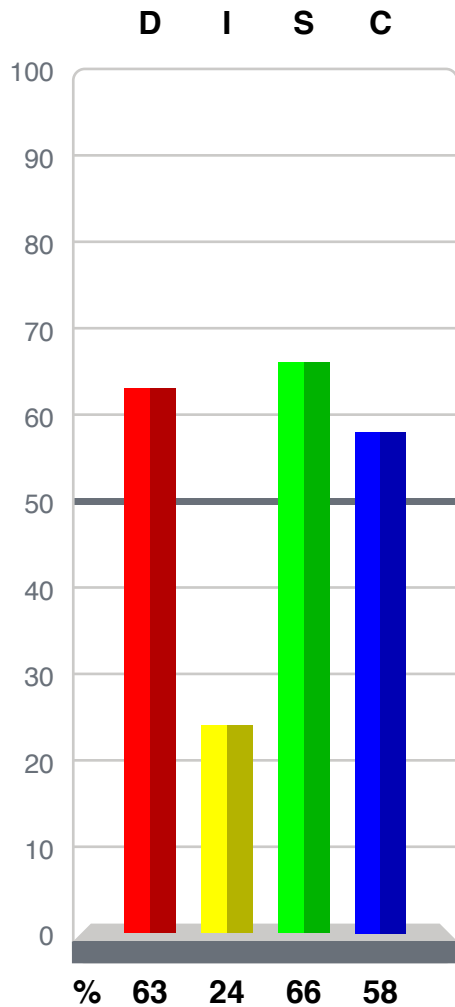


Style Insights® Graphs

19/4/2017

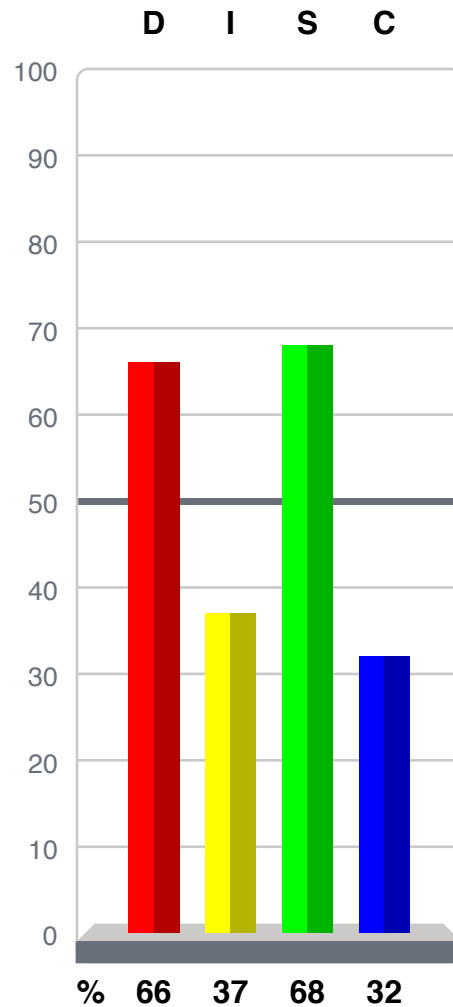
Adapted Style

Graph I



Natural Style

Graph II



German Norm 2014 R4



The Success Insights® Wheel

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

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

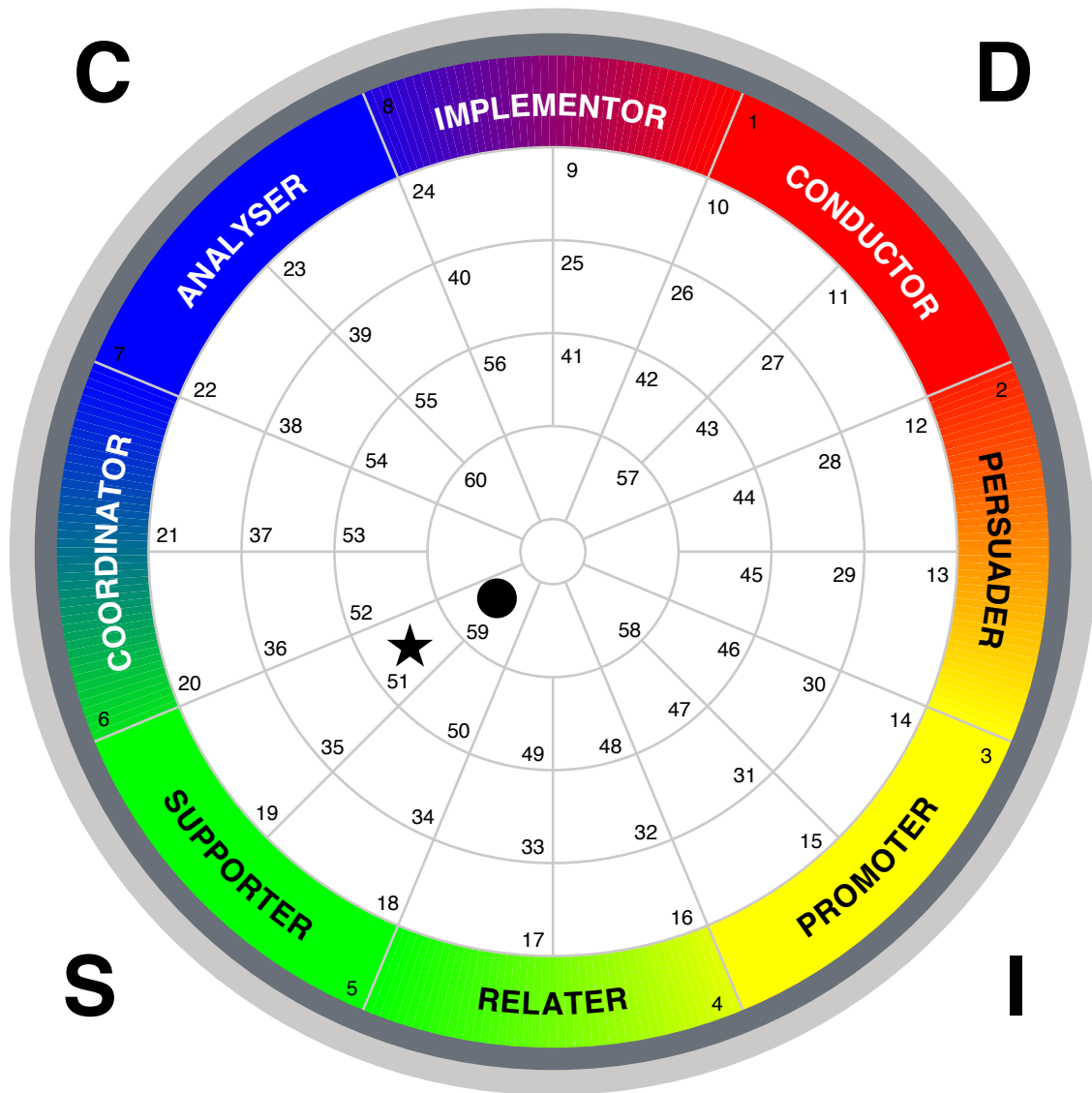
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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

19/4/2017



Adapted: ★ (51) COORDINATING SUPPORTER (ACROSS)
Natural: ● (59) CONDUCTING SUPPORTER (ACROSS)

German Norm 2014 R4

T: 12:07



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 will recognise 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 recognise 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.

John is comfortable performing tasks before conducting a great deal of research. He does not require a full explanation of details. He is comfortable in situations when he can rely on past experiences. He may give freely of time, talent and resources, but will want and expect a return on his investment. John may use wealth as a way to measure his success. John's enterprising tendencies may cause him to be sensitive to wasting time, resources and/or opportunities. He may question the amount of time individuals spend helping other people. He will tend to follow others if it will enhance his goals. John may be energised by public recognition. If necessary, John will be assertive to maintain control of a situation. He may look for ways to create a positive customer experience. He may pick and choose the traditions and beliefs to which he will adhere.

John will learn based on his perception of what is important from the situation. He may prefer a summary rather than the full-length version. He may be driven to maximise opportunities in order to create financial flexibility. He evaluates situations and looks for the potential return on investment. John may be firm in his decisions and not be swayed by unfortunate circumstances. He tends to believe people should learn to do things themselves versus relying on others. He will strive to maintain individuality in group settings. He seeks to achieve leadership roles. John may look at the totality of a situation to ensure a rewarding interaction. At times John will look for opportunities to tie beauty and harmony into the experiences of others. He sees value in following and implementing certain systems. At times John sees the importance of following a system and how he can apply it to a specific situation.



General Characteristics

John may evaluate others based on how and if they follow systems and rules. He may prefer pleasant experiences for himself and others. He has the desire to be recognised for his accomplishments. He is willing to help others if they are working to achieve their goals. John will create opportunities for others if he sees a potential return in the future. He tends to be creative when working with limited resources. He will view and use knowledge as a needed resource or a means to an end. He will Google a topic to address a current situation.

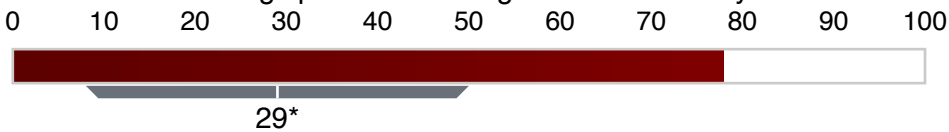




Primary Driving Forces Cluster

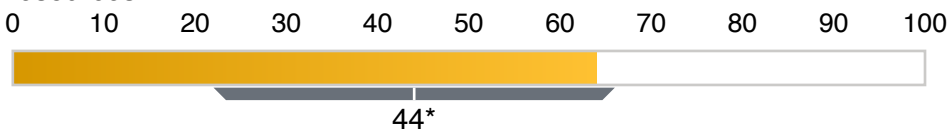
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Instinctive - People who are driven by utilising past experiences, intuition and seeking specific knowledge when necessary.



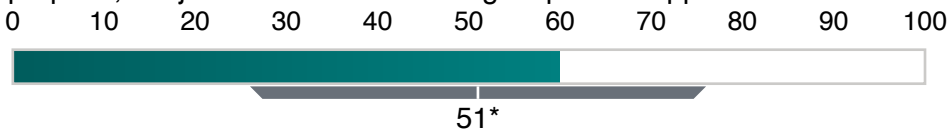
78

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



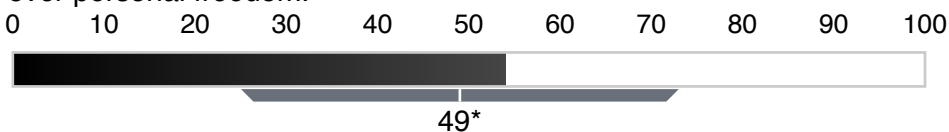
64

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



60

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



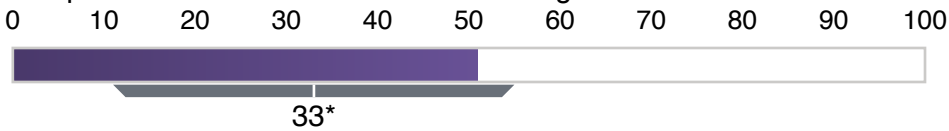
54



Situational Driving Forces Cluster

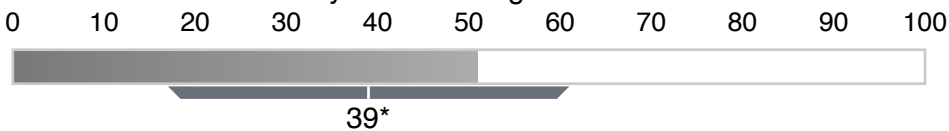
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



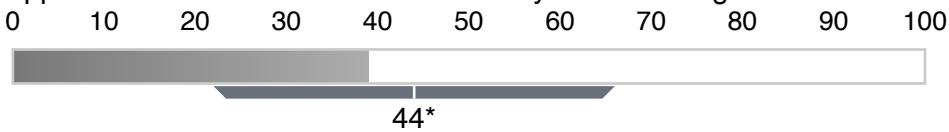
51

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



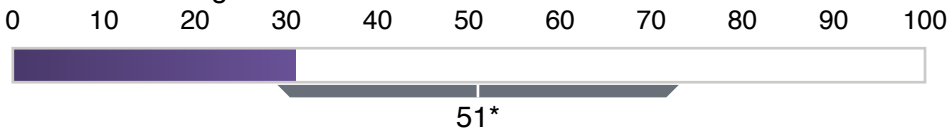
51

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



39

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



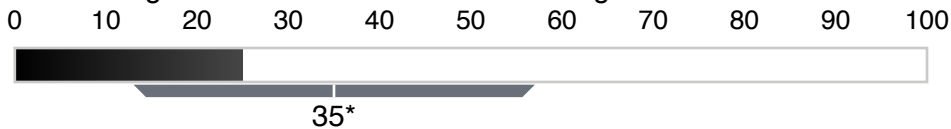
31



Indifferent Driving Forces Cluster

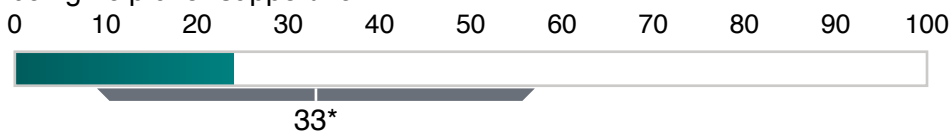
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



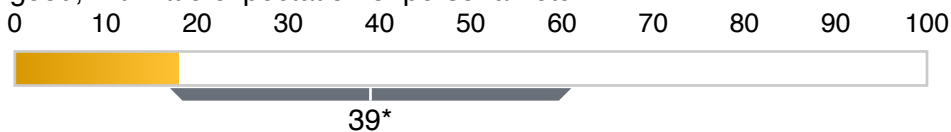
25

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



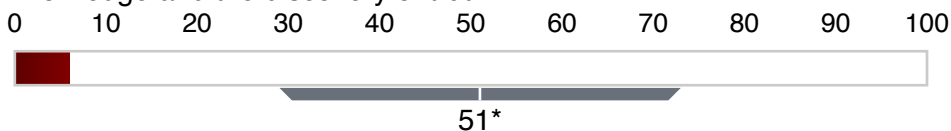
24

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



18

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



6

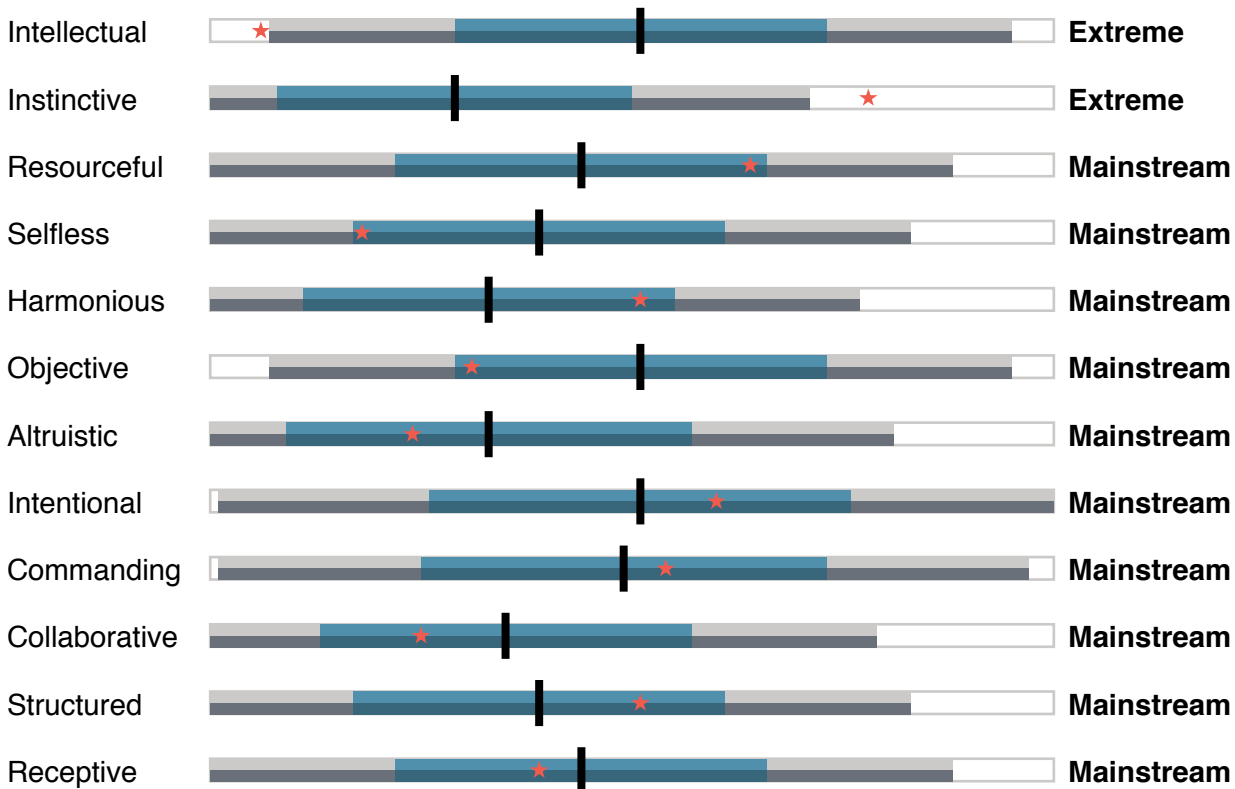


Areas for Awareness

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 energised. 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 away you are from the mainstream on the high side, the more people will notice your passion about that driving force. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about 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 - Intl Norm 2015

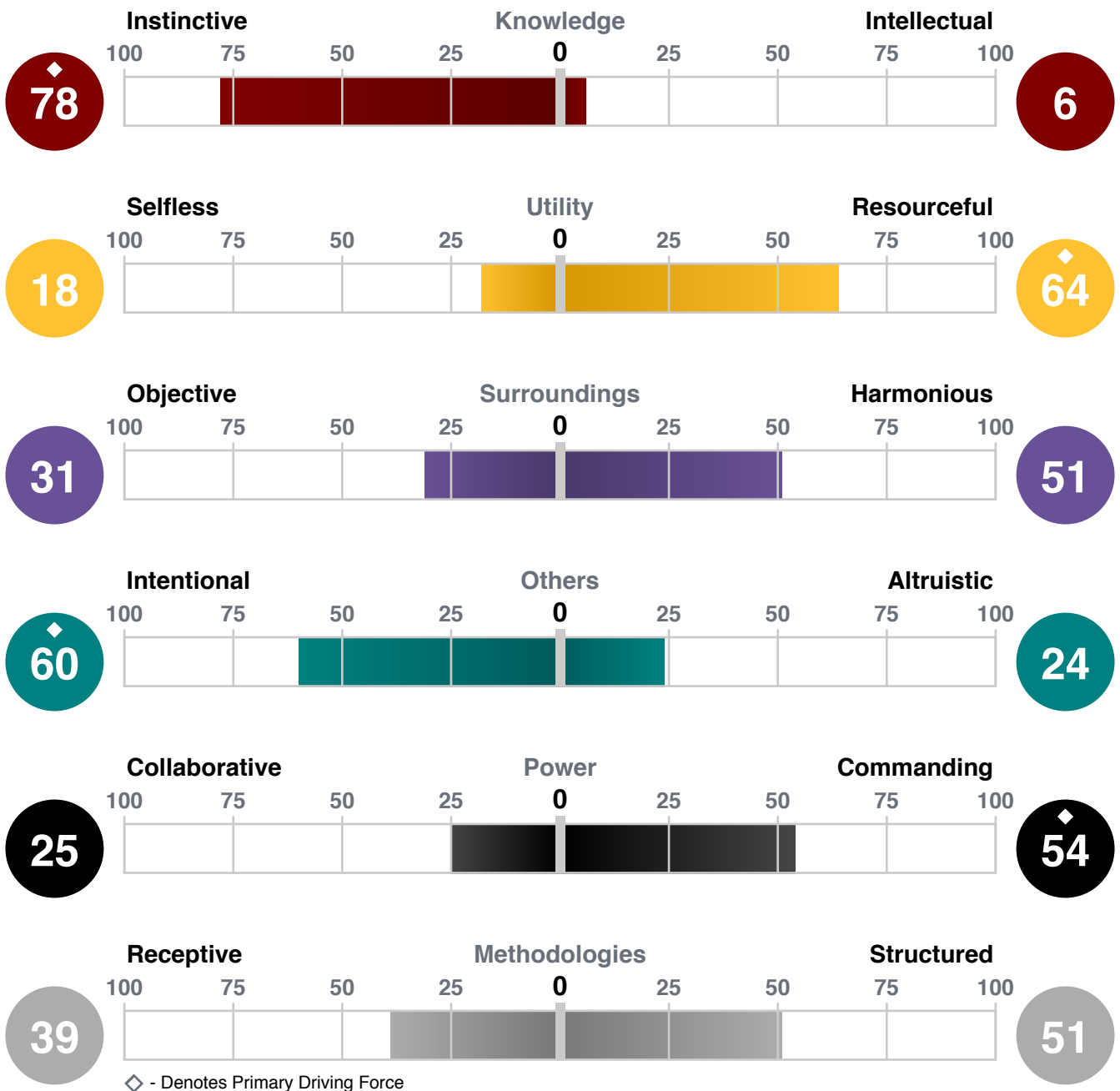


- 1st Standard Deviation - * 68% of the population falls within the shaded area.
 - 2nd Standard Deviation
 - 3rd Standard Deviation
 - national mean
 ★ - your score

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



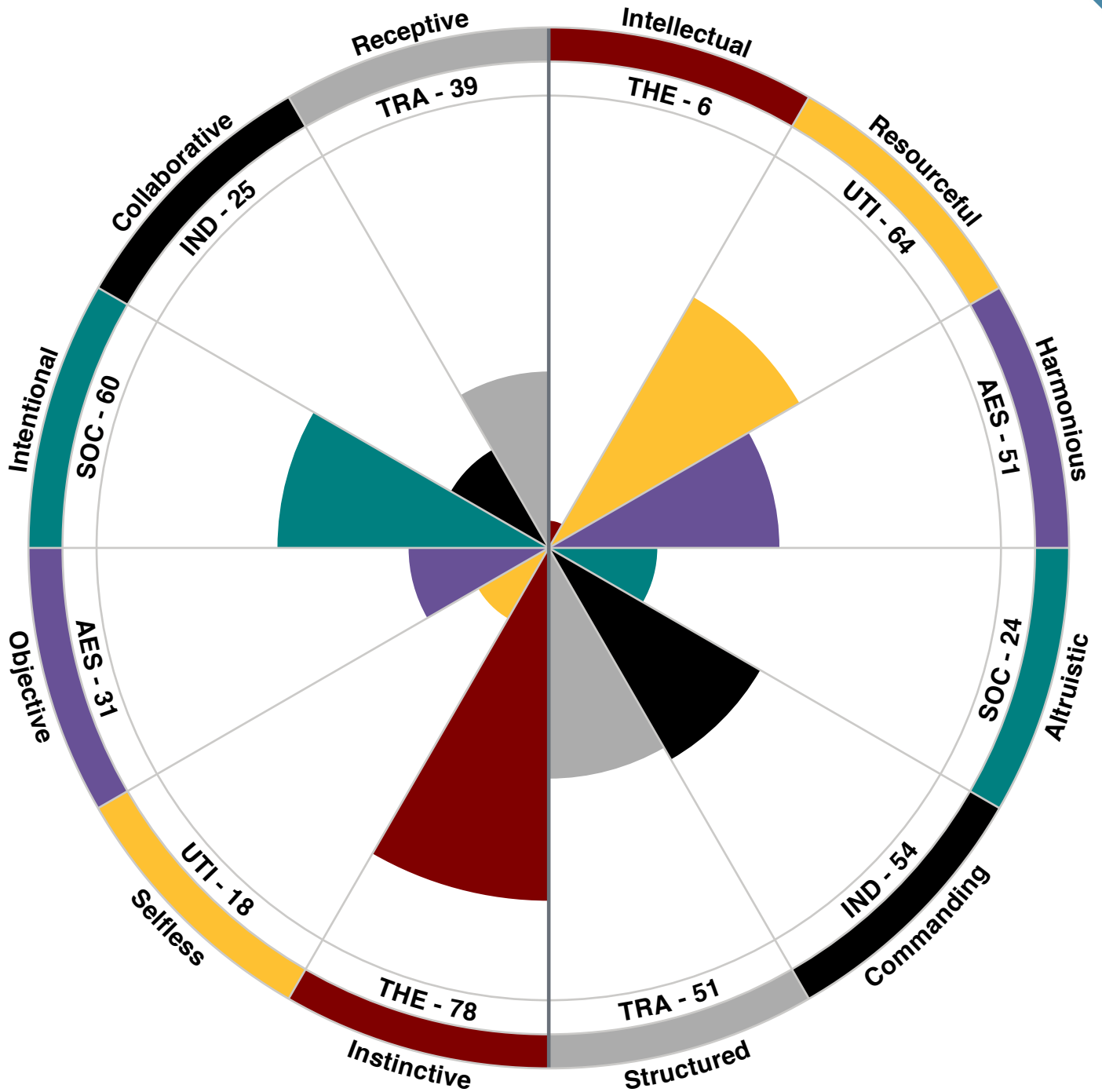
Driving Forces Graph



T: 10:42



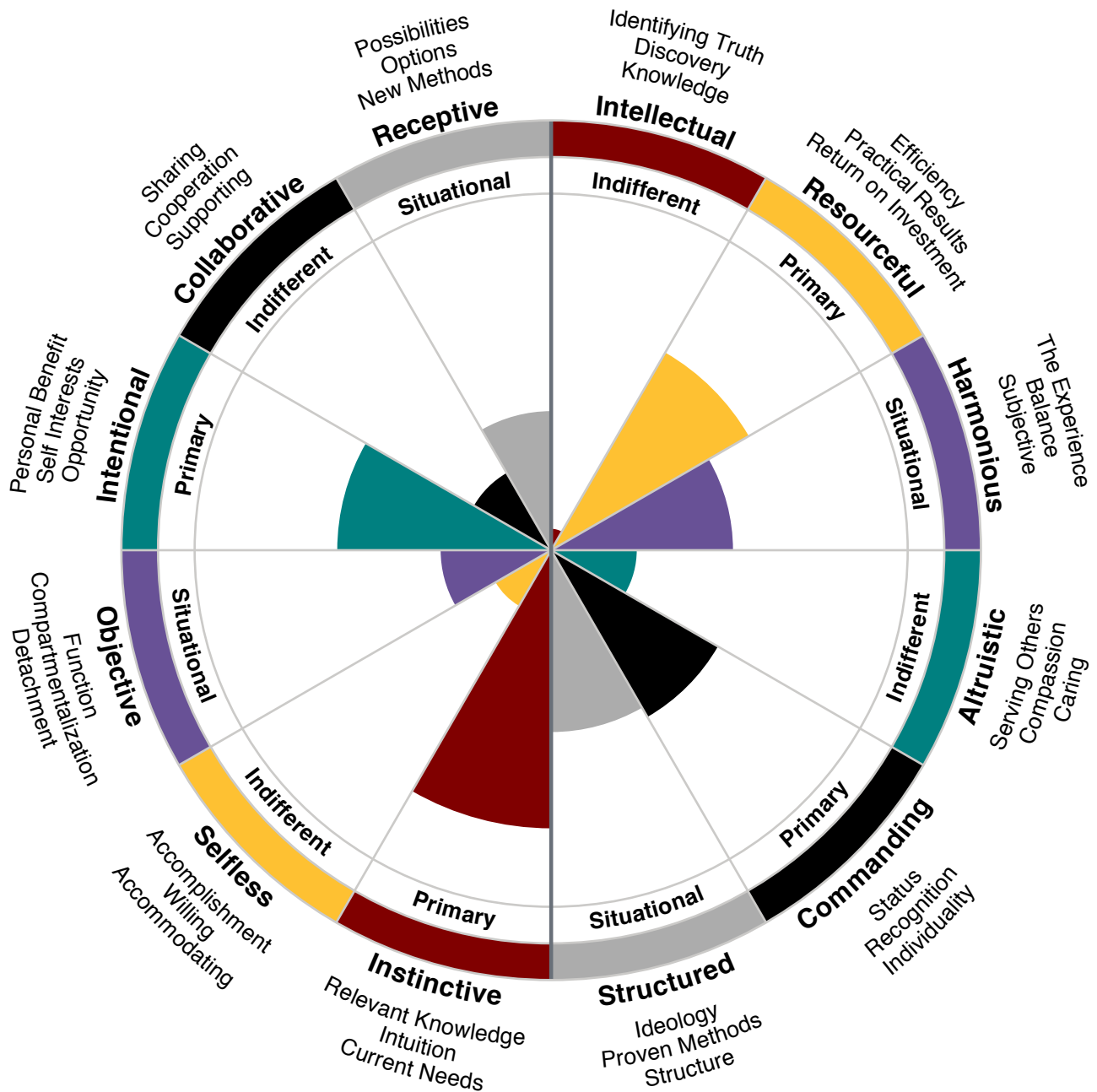
Driving Forces Wheel



T: 10:42



Descriptors Wheel



T: 10:42



Introduction Integrating Behaviours and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviours 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 Behavioural and Motivational Strengths
- Potential Behavioural and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



Potential Behavioural and Motivational Strengths

This section describes the potential areas of strengths between John's behavioural style and top four driving forces. Identify two to three potential strengths that need to be maximised and rewarded in order to enhance on-the-job satisfaction.

- Good listener when being presented with relevant facts and figures.
- Delivers his knowledge and intuition objectively.
- Methodical and reliable when searching for need-to-know information.
- Wants to do his part to keep things efficient and consistent.
- Supports a leader and a cause that will provide a return on investment.
- Takes a methodical approach to implementing changes that will increase return on investment.
- Able to be a strong, objective, non-emotional listener.
- Strong supporter and willing to help when working toward a common goal.
- Accommodating and pleasing others is one of his natural talents, which is maximised when there is a potential personal gain.
- Methodically follows a strategy to achieve.
- The ideal right hand to a goal-driven leader.
- Leads by example and in a quiet and methodical way.





Potential Behavioural and Motivational Conflict

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

- May withhold sharing of past experience to meet his security needs.
- Resents change without specific reasons to support the change.
- Will have difficulty in establishing priorities in learning new matters.
- May overlook opportunity for added efficiency out of fear of change.
- Could miss out on opportunities by not acting swiftly.
- Puts all his "eggs in one basket".
- Can take a long time in addressing sensitive issues that could drive business.
- Struggles with delivering a tough message, even if it is to the company's benefit.
- Difficulty correcting others as he wants to get results but not offend.
- A fear of change prevents him from advancing.
- Listens to others but wants to act to his own interest.
- May let other's criticism of his work continually frustrate him.



Ideal Environment

People are more engaged and productive when their work environment matches the statements described in this section. This section identifies the ideal work environment based on John's behavioural style and top four driving forces. Use this section to identify specific duties and responsibilities that John enjoys.

- A credible manager that provides necessary information.
- Time to make decisions based on clear-cut information.
- Time necessary to gather just enough information to move forward.
- The need for consistent, reliable and stable contributions to the bottom-line.
- Time to allow verification of return on investment, prior to making a change.
- Where protection of the organisation's bottom-line is rewarded and valued.
- Work on a team that is viewed as a resource to achieve results.
- An opportunity to achieve his goals without being in the limelight.
- To be partnered with sincere and genuine co-workers, all working towards a common vision.
- Recognition and rewards for consistency, steadiness and being methodical.
- A forum for leveraging loyalty and long-term relationships for the advancement of his position.
- Desires to be seen as the gatekeeper of information and sensitive materials.



Keys to Motivating

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

John wants:

- To be seen as the keeper of relevant information.
- An opportunity to gather key information at his own pace.
- Time to research critical information as needed.
- Logical, predictable ways to achieve goals and the time needed to achieve them.
- Loyalty and commitment to be seen as a return on investment for the organisation.
- Time to prove the process for achieving return on investment.
- To support the cause if the cause helps the organisation.
- To develop proven ways to help others contribute to the vision.
- Consistency in ways he can contribute to the organisation.
- A manager that appreciates his steadfast approach to leadership.
- Control over keeping the process consistent and methodical.
- The power to protect those he trusts or is loyal to.



Keys to Managing

This section discusses the needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with John and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.

John needs:

- A consistent approach to apply past experience.
- To share specific knowledge when appropriate.
- Support in being seen as a subject matter expert within the organisation.
- To diversify resources in order to yield expected organisational results.
- Support in standing up for the realistic side of the equation.
- To know when to change directions in order to preserve expected return.
- Assistance in showing people why the changes will create a positive result.
- The time to motivate others as it relates to his own performance objectives.
- Awareness about the effects of pushing others.
- A manager that understands his need to be seen as someone that will finish projects and will not let others down.
- Support in his ability to take a stand on loyalty-based issues.
- To be in control of information and how it is utilised in achieving company objectives.





Action Plan

The following are examples of areas in which John may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education
- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____