



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Management-Staff

Paul Hannan
Director
The Alternative Board
9-17-2017

Shared Wisdom, Bottom Line Success
The Alternative Board
11031 Sheridan Boulevard
Westminster, CO 80020
3038391200
srhoads@thealternativeboard.com





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

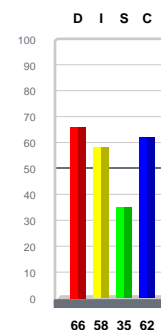
Based on Paul's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general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

Paul likes to develop people and build organizations. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He, because of high standards, is sensitive to criticism of his work. Sometimes he does his best work in order to gain acceptance from others. He is gregarious and sociable. He will be seen as a good mixer both on or off the job. Paul is good at creating enthusiasm in others. He prefers working for a participative manager. He does his best work in this kind of environment. He tries to influence others through a personal relationship and many times will perform services to develop this relationship. He has a good sense of urgency. Paul wants to know what others think of him. He wants and tries to please. He places his focus on people. To him, strangers are just friends he hasn't met!

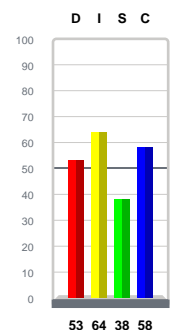
Paul may be inconsistent in disciplining others. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He is good at solving problems that deal with people. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Paul likes working for managers who make quick decisions. He likes to be involved in the decision-making process. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful.



Adapted Style



Natural Style



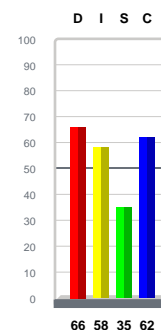


General Characteristics Continued

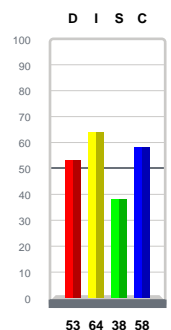
Paul is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! It is important for Paul to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He will optimistically interact with people in an assured, diplomatic and poised manner. Paul is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Paul will attempt to put them at ease. He usually uses many gestures when talking. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. He is good at calming conflict situations. Others can sense that he is truly interested in helping people in a conciliatory role.



Adapted Style



Natural Style



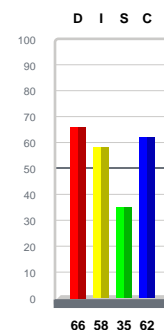


Value to the Organization

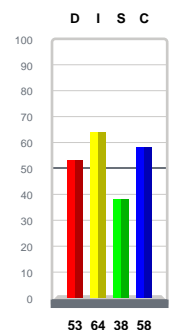
This section of the report identifies the specific talents and behavior Paul brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Few dull moments.
- Verbalizes his feelings.
- People-oriented.
- Good mixer.
- Positive sense of humor.
- Team player.
- Builds confidence in others.
- Ability to handle many activities.
- Creative problem solving.

Adapted Style



Natural Style





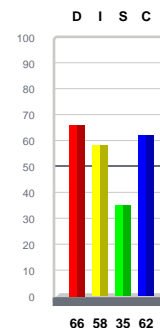
Checklist for Communicating

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 Paul. 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 Paul most frequently.

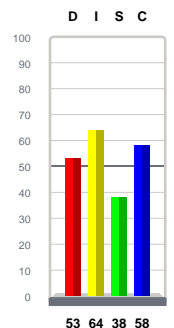
Ways to Communicate

- Talk about him, his goals and the opinions he finds stimulating.
- Put projects in writing, with deadlines.
- Provide ideas for implementing action.
- Read the body language for approval or disapproval.
- Leave time for relating, socializing.
- Give strokes for his involvement.
- Be specific and leave nothing to chance.
- Understand his sporadic listening skills.
- Provide systems to follow.
- Ask for his opinions/ideas regarding people.
- Use his jargon.

Adapted Style



Natural Style





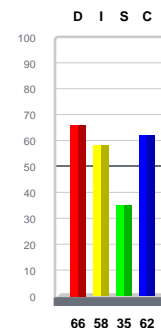
Checklist for Communicating Continued

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

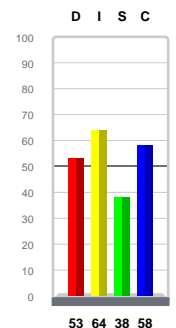
Ways NOT to Communicate

- Use paternalistic approach.
- Be dictatorial.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Talk too slowly, or dwell on details to excess.
- Kid around too much, or "stick to the agenda" too much.
- Forget to follow-up.
- Legislate or muffle--don't overcontrol the conversation.
- Be curt, cold or tight-lipped.
- Drive on to facts, figures, alternatives or abstractions.
- Leave decisions hanging in the air.
- Let him change the topic until you are finished.
- Talk down to him.
- Take credit for his ideas.

Adapted Style



Natural Style





Communication Tips

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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



Perceptions

See Yourself as Others See You

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

Self-Perception

Paul usually sees himself as being:

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

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

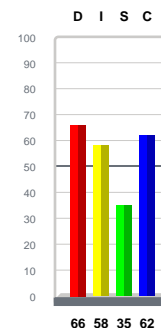
Others' Perception - Extreme

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

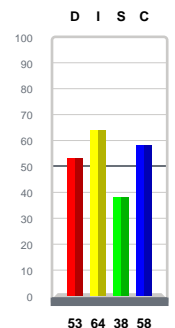
- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter



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.

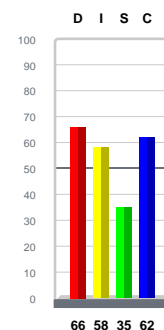
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- The need for juggling many tasks at once may jeopardize quality.
- Avoid positions that revolve around routine work.
- Avoid projects that require constant focus without any room for variance in task.

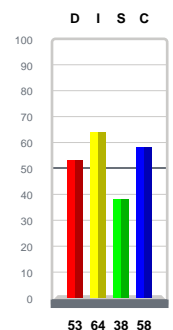
Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with S above the energy line and/or tips for seeking environments that will be conducive to the low S.

- Recognize that others may move at a slower pace.
- Understand and recognize that the avoidance of delegation may have a negative impact long-term.
- Rambling, written or verbal, will be avoided to the point of missing a deadline.

Adapted Style



Natural Style





Descriptors

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

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



Natural and Adapted Style

Paul'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

Paul 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. Paul is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.

Adapted

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

People - Contacts

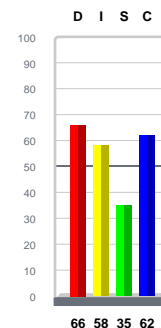
Natural

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

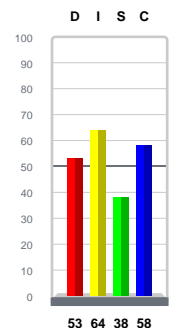
Adapted

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

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Paul likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

Adapted

Paul 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.

Procedures - Constraints

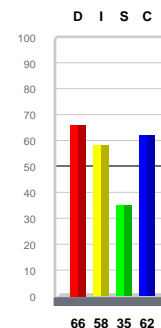
Natural

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

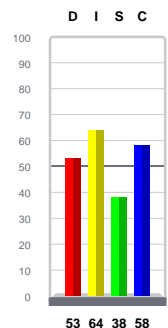
Adapted

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

Adapted Style



Natural Style



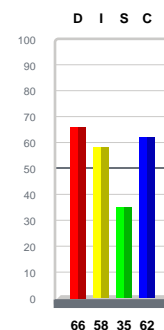


Adapted Style

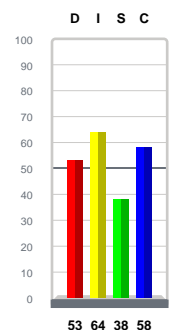
Paul sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Moving quickly from one activity to another.
- Anticipating and solving problems.
- Exhibiting an active and creative sense of humor.
- Dealing with a wide variety of work activities.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Skillful use of vocabulary for persuasive situations.
- Persistence in job completion.
- Acting without precedent, and able to respond to change in daily work.
- Working without close supervision.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- A competitive environment, combined with a high degree of people skills.

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.

Desire To Be Involved With Too Many People

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

Possible Causes:

- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

Possible Solutions:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view

Inability To Say No

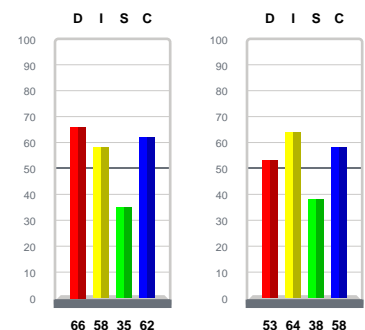
The inability to say no is when you are unable to or feel powerless to refuse any request.

Possible Causes:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

Adapted Style

Natural Style





Time Wasters Continued

Possible Solutions:

- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

Procrastination

Procrastination is the process of delaying action. It is also the inability to begin action.

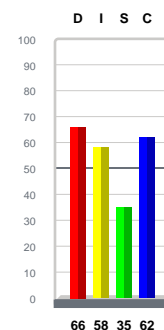
Possible Causes:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

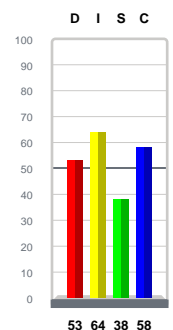
Possible Solutions:

- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute

Adapted Style



Natural Style





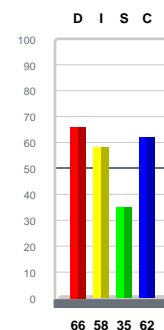
Areas for Improvement

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

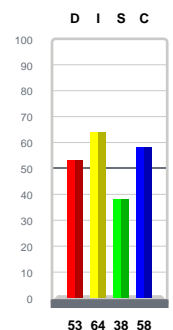
Paul has a tendency to:

- Be so enthusiastic that he can be seen as superficial.
- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Be too verbal in expressing criticism.
- Trust people indiscriminately if positively reinforced by those people.
- Overuse praise in motivating others.
- Have difficulty planning and controlling time expenditure.
- Make decisions based on surface analysis.

Adapted Style



Natural Style

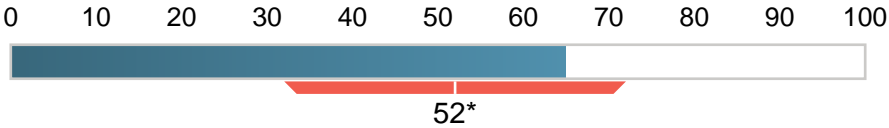




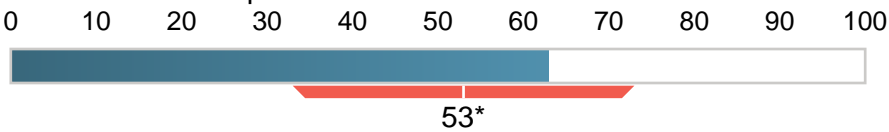
Behavioral Hierarchy

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.

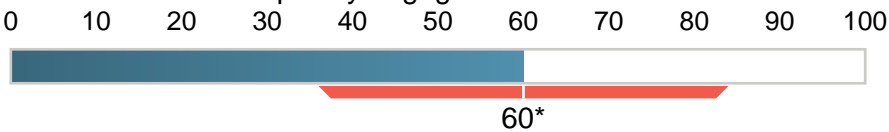
1. Frequent Change - Rapidly shift between tasks.



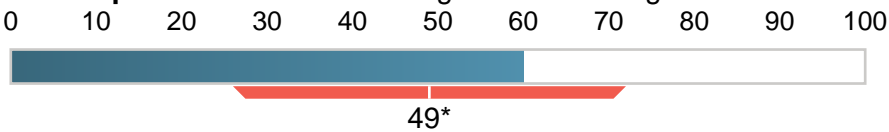
2. Versatile - Adapt to various situations with ease.



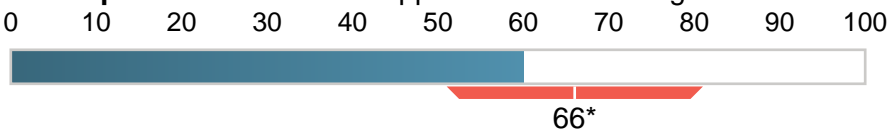
3. Interaction - Frequently engage and communicate with others.



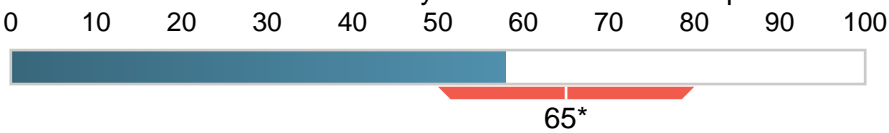
4. Competitive - Want to win or gain an advantage.



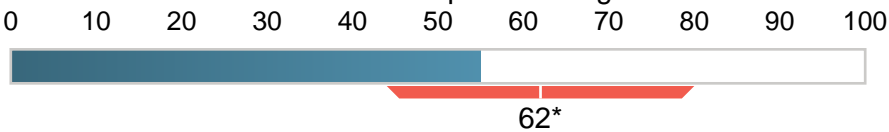
5. People-Oriented - Build rapport with a wide range of individuals.



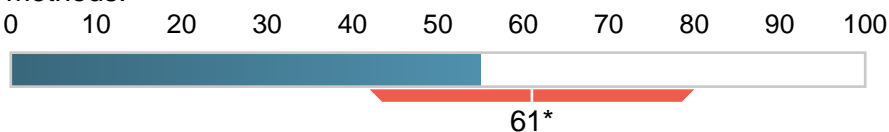
6. Customer-Oriented - Identify and fulfill customer expectations.



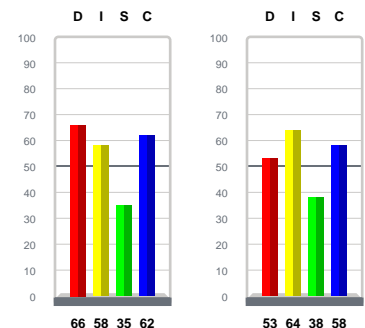
7. Persistence - Finish tasks despite challenges or resistance.



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



Adapted Style Natural Style

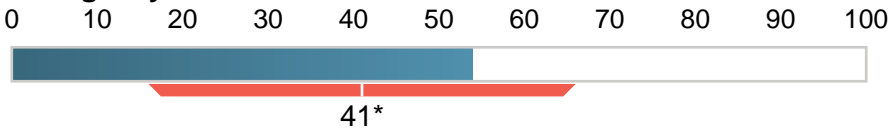


* 68% of the population falls within the shaded area.



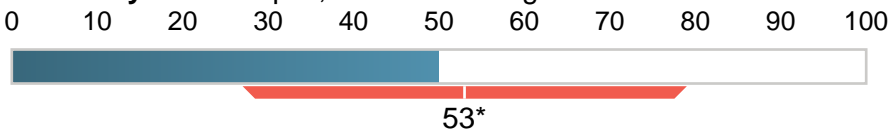
Behavioral Hierarchy

9. Urgency - Take immediate action.



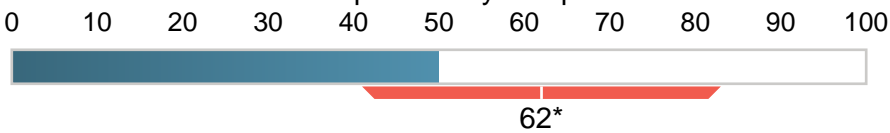
54

10. Analysis - Compile, confirm and organize information.



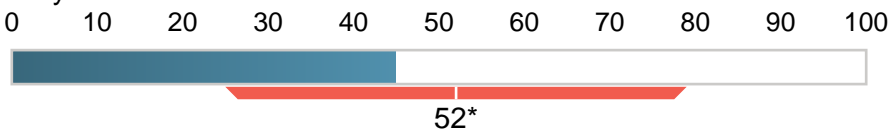
50

11. Consistent - Perform predictably in repetitive situations.



50

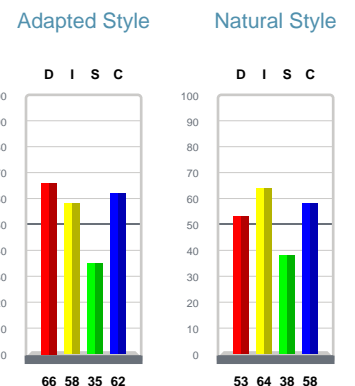
12. Organized Workplace - Establish and maintain specific order in daily activities.



45



SIA: 66-58-35-62 (25) SIN: 53-64-38-58 (46)
* 68% of the population falls within the shaded area.



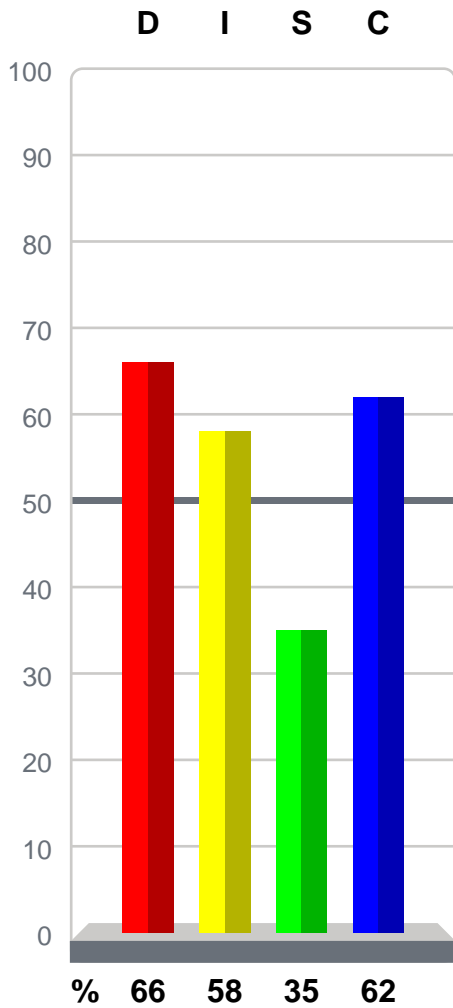


Style Insights® Graphs

9-17-2017

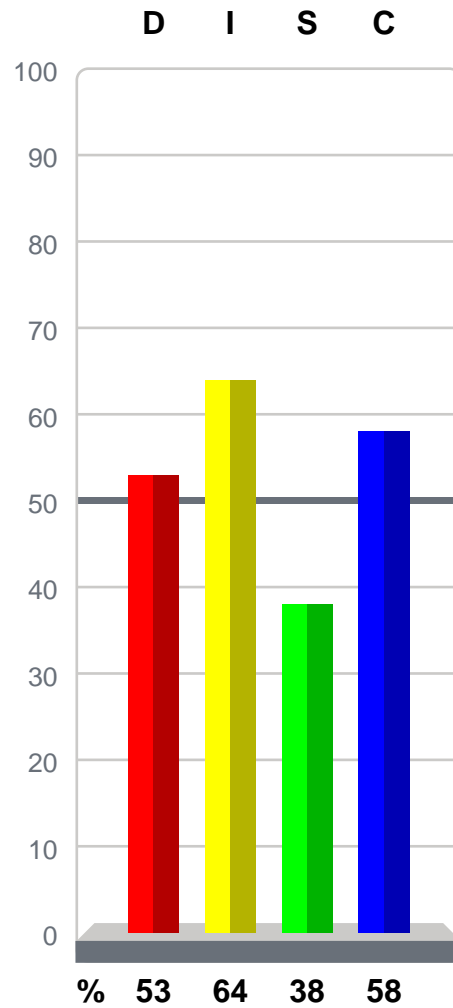
Adapted Style

Graph I



Natural Style

Graph II



AU/NZ Norm 2017 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.

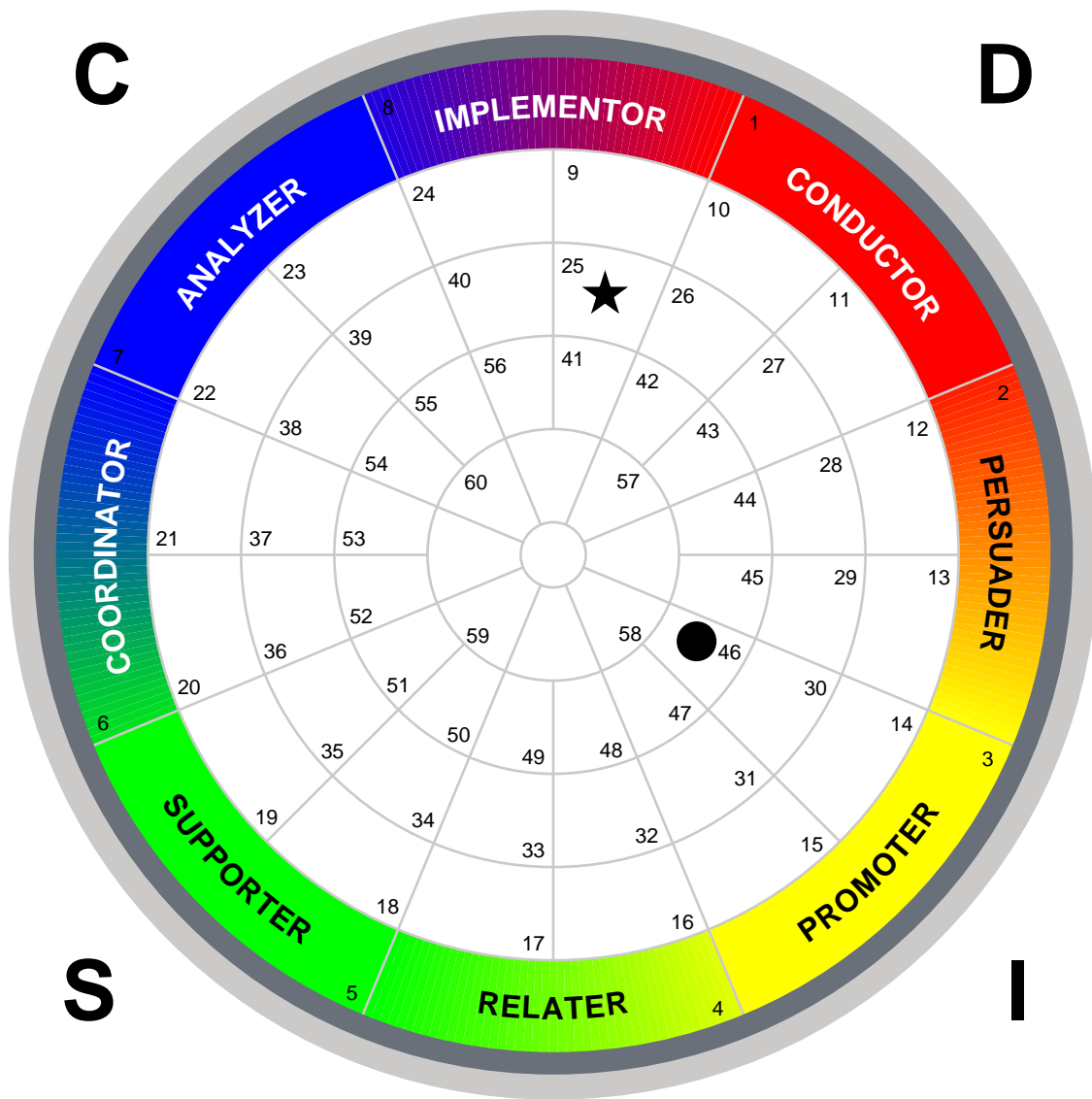
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

9-17-2017



Adapted: ★ (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)
 Natural: ● (46) PERSUADING PROMOTER (ACROSS)

AU/NZ Norm 2017 R4

T: 11:51



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.

Paul will struggle if helping others is in conflict with his own self-interest. He tends to believe people should learn to do things themselves versus relying on others. He will tend to follow others if it will enhance his goals. He can set aside his own agenda for the good of the company. Paul likes to be behind the scenes and get things done. He will relinquish control as long as the task at hand is completed to his standards. He is driven to be very diligent and resourceful. He is motivated by increasing productivity and efficiency. Paul insists rules and regulations must be followed by all. He sees the importance of following a system and how he can apply it in business situations. He will seek knowledge based on his needs in individual situations. He will focus on the objective before the harmony of a situation.

Paul tends to believe hard work and persistence is within everyone's reach. He may be firm in his decisions and not be swayed by unfortunate circumstances. He is a natural fit playing the supporting role. He focuses on the greater good versus advancing his position. Paul will focus on creating processes to ensure efficiency going forward. He will be creative when resources are scarce. He looks for proven methods to accomplish everyday objectives. He is driven by the security and consistency of a system within the organization. In those areas where Paul has a special interest he will be good at integrating past knowledge to solve current problems. He has the potential to become an expert in his chosen field. He may be able to compartmentalize the situation to ensure a rewarding interaction. He may attempt to balance the functionality and harmony of his workday.



General Characteristics

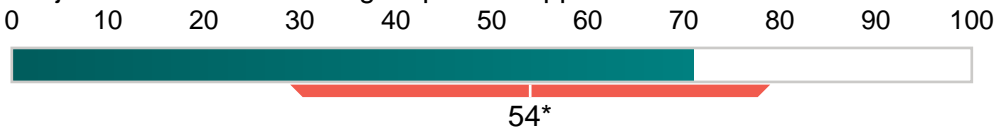
Paul may be able to mask personal issues and focus on professional productivity. If Paul is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth. He will use a systematic approach in formulating a plan of action. He is driven by a long list of wants and will work hard to achieve them. Paul excels when working for a powerful leader. He is likely to go with the flow of life versus having a strategic approach. He may prioritize his work responsibilities over assisting others. He is willing to help others if they are working to achieve their goals.



Primary Driving Forces Cluster

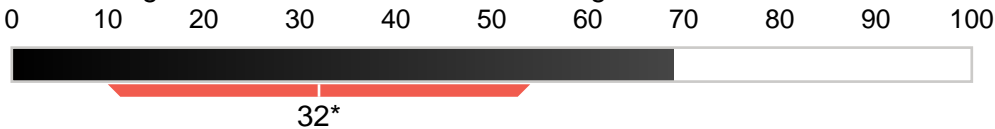
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



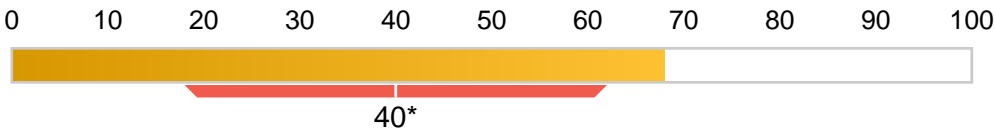
71

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



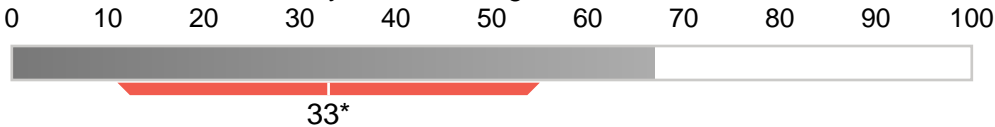
69

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



68

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



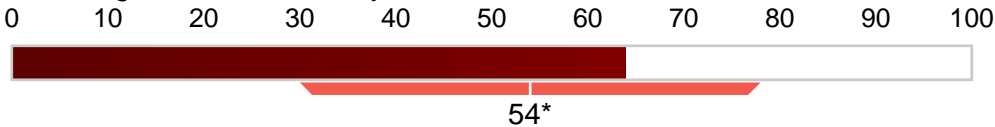
67



Situational Driving Forces Cluster

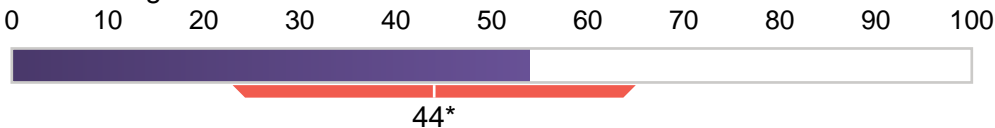
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



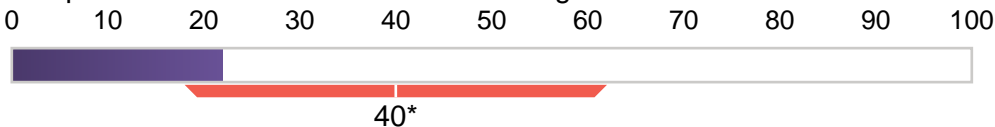
64

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



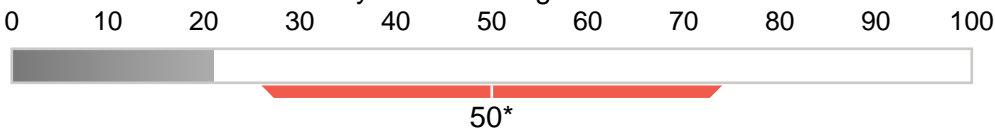
54

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



22

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



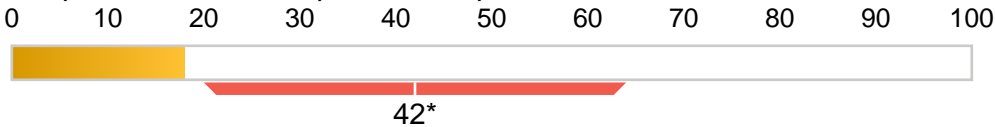
21



Indifferent Driving Forces Cluster

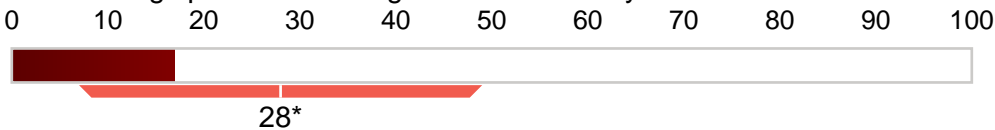
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



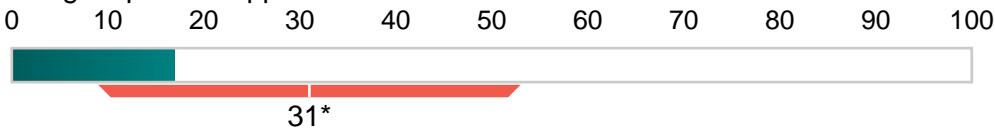
18

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



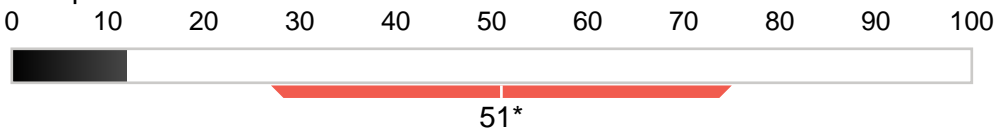
17

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



17

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



12

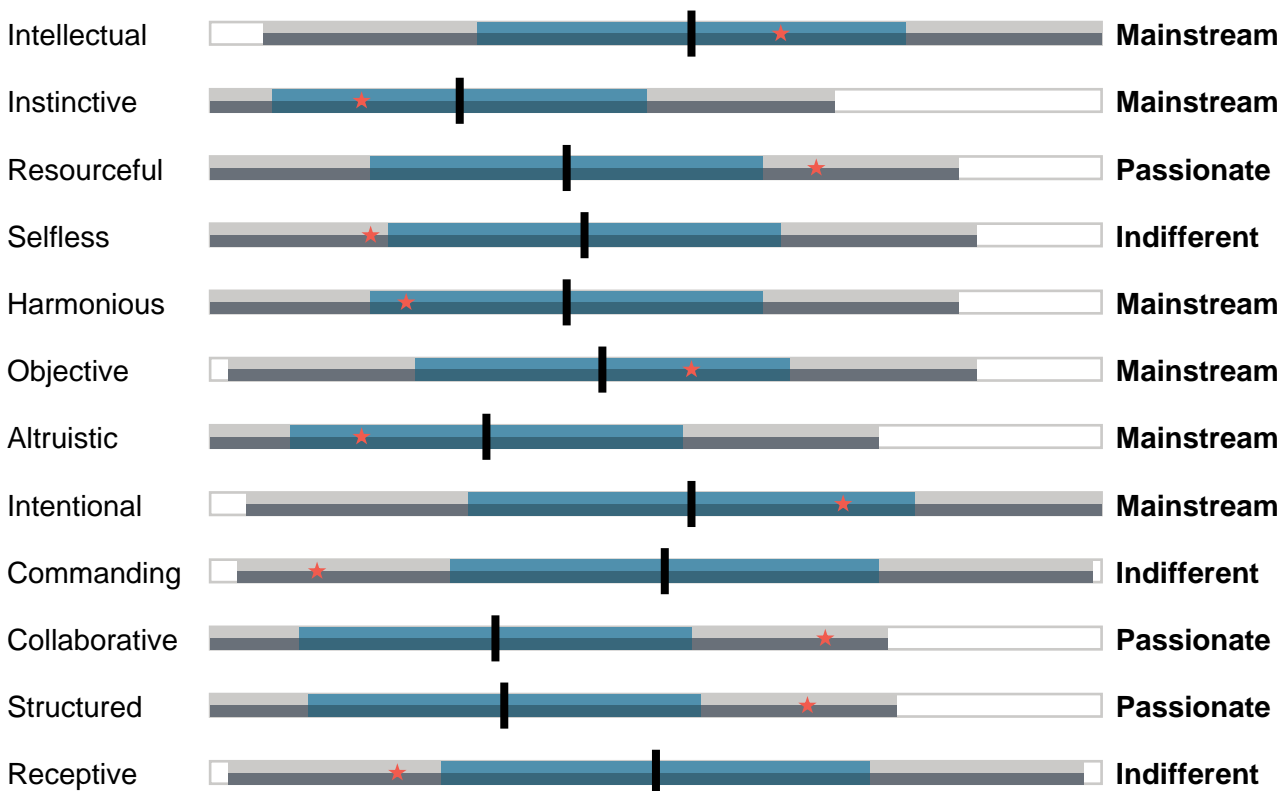


Areas for Awareness

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 - AU/NZ Norm 2017

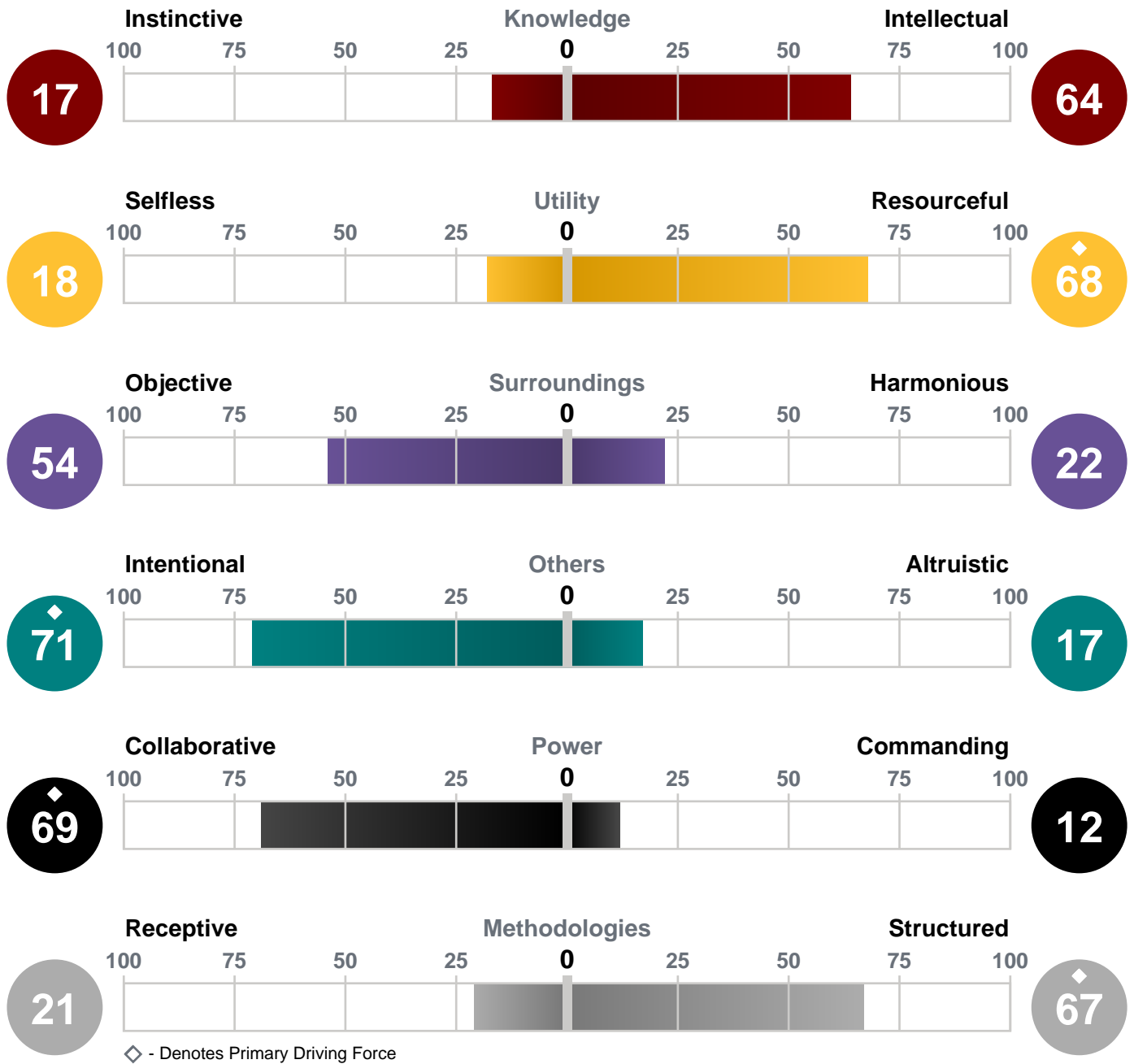


■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
 ■ - 2nd Standard Deviation
 □ - 3rd Standard Deviation

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

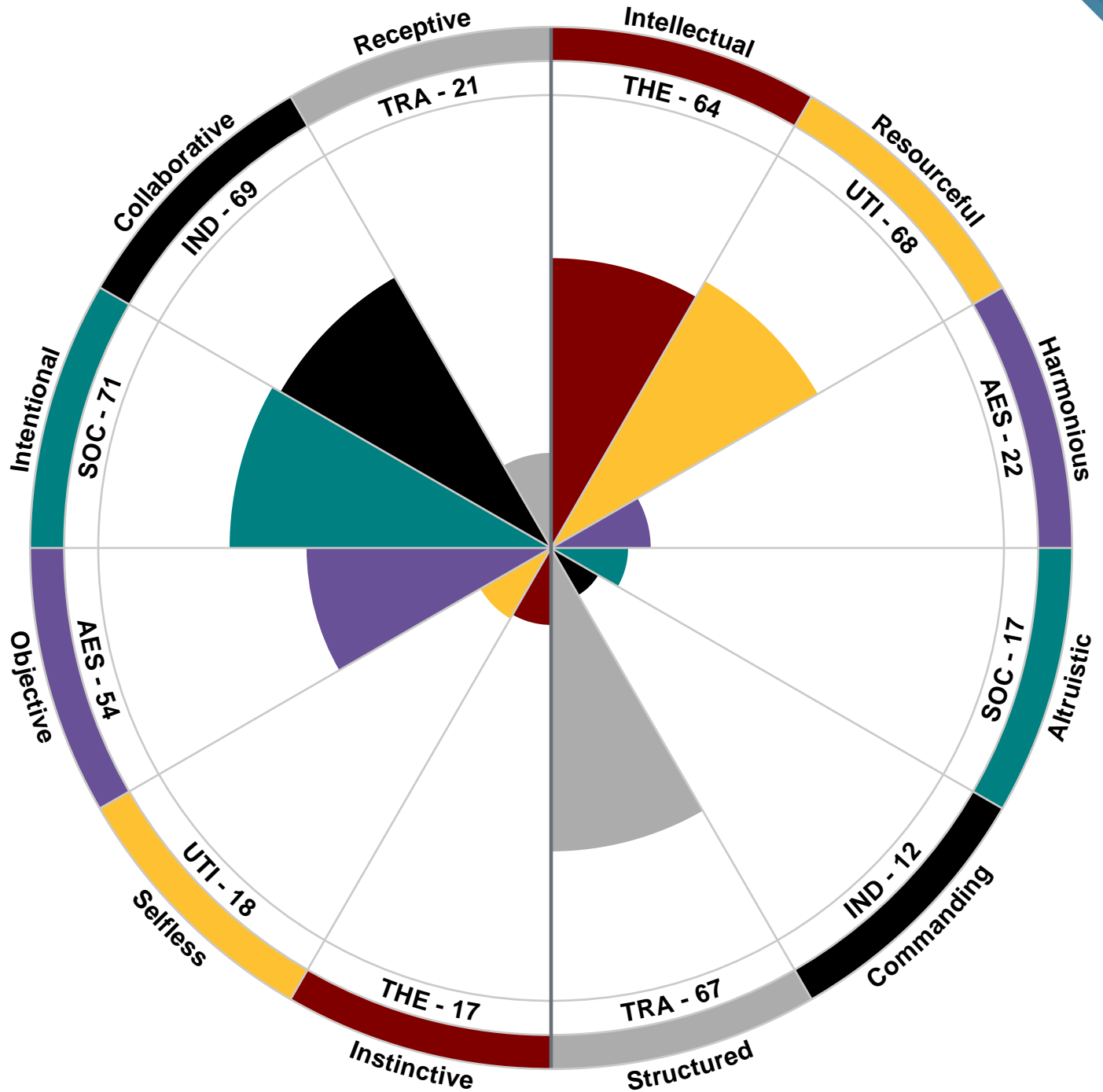


Driving Forces Graph



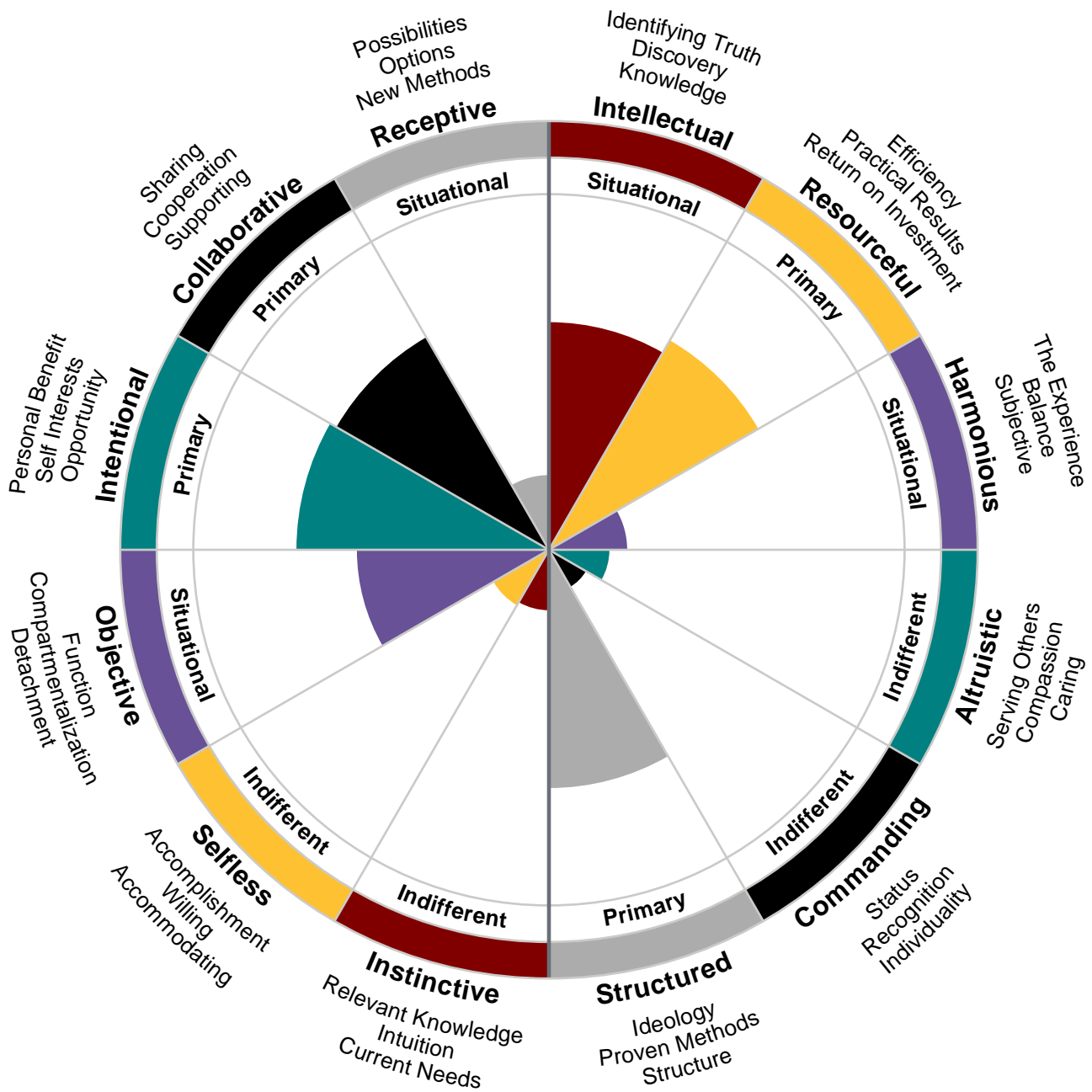


Driving Forces Wheel





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 Paul'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.

- Willing to offer time and perspective when he sees others focused on a common goal.
- Great at generating excitement in others when viewed as a future resource.
- Wants to be seen as a leader in maximizing the production of people.
- Working for an optimistic leader.
- Can be the spokesperson or play a supporting role for the team.
- Collaborates with people to accomplish goals.
- Resourceful and influential in creating effective results.
- Tends to be futuristic and entrepreneurial in attaining results.
- Promotes efficiency and results.
- Always looking to say or do the "right" thing.
- Expresses all that is great about a system of living.
- Tends to promote traditional ideas and beliefs of the organization.



Potential Behavioral and Motivational Conflict

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

- High trust and a desire to succeed could lead to being taken advantage of.
- May have trouble making difficult people decisions that don't directly drive business.
- When utilizing skills of others, he may slow the progress by talking too much.
- May be viewed as someone who over promises but works hard to deliver.
- Constructive criticism can be very beneficial if he can focus on the details.
- When supporting others he may over focus on their needs.
- Overestimates what others will contribute.
- Efficiency is diminished with small talk.
- Struggles balancing financial advice with actual results.
- Will be frustrated when new and exciting opportunities conflict with the system.
- May over look contradictions in his own way of living.
- May be ineffective in sharing his system of living with 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 Paul's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Paul enjoys.

- Ability to showcase desired achievements in order to get the right people involved.
- Ability to develop and interact with individuals that may lead to future opportunities.
- A forum to work with people as it relates to moving the organization forward.
- An environment to express ideas and work with similar people.
- Opportunity to display excitement and fun while getting things done.
- A supportive environment filled with optimistic people.
- A manager that brings people and excitement into the act of doing business.
- People-oriented returns are rewarded higher than task-oriented returns.
- The experience is seen as a part of the desired return on investment.
- Ability to blend his optimistic and traditional approach to solving problems.
- A forum to express the experience of following the system or process.
- Ability to celebrate the success of a project being completed within the ideal paradigm.



Keys to Motivating

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

Paul wants:

- The flexibility to be creative in utilizing people assets.
- To promote programs that produce results by utilizing the skills of others.
- An opportunity to express how he improved productivity.
- Public recognition for a great team effort.
- Recognition for supporting accomplishments and the results.
- To be part of a group working toward a common vision.
- To be the spokesperson for team and organizational accomplishments.
- Freedom to include others in the celebration of achievements.
- Public recognition of financial rewards for returns and efficiency.
- To be recognized as a promoter for the organization and the belief system within the organization.
- To implement systems for others by spreading the organizational message.
- Recognition for his ability to recruit others to the new idea, structure or belief.



Keys to Managing

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

Paul needs:

- Assistance in managing time to meet his goals while working through other people.
- To be realistic about how hard others are working before giving assistance.
- Support in handling situations when others fail to do their part.
- A manager that understands equal "air-time" during meetings will progress ideas.
- To understand the power of listening to others in order to meet objectives.
- To ensure the proper details are given when delegating or presenting group strategies.
- Assistance in establishing realistic expectations of others in order to maximize contributions.
- To manage enthusiasm in order to be an effective listener.
- Help balancing the desire for return and the need for people interactions.
- Assistance in propagating his enthusiasm for systems and structure.
- To manage time and avoid getting "bogged-down" with fitting the people and the work into the system.
- To be realistic about his ability to influence people to his way of thinking.



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 _____:
