TTI SUCCESS INSIGHTS®

TriMetrix®

Management-Staff Coaching

Samuel Sample
VP of Samples
TTI
10-11-2023

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Introduction

Where Opportunity Meets Talent

The TTI TriMetrix® Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces and attributes. Understanding strengths and weaknesses in each of the three 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.

Attributes

This section of the report will give you detailed information about your individual thought process. Understanding how you think will identify your preferences, strengths and weaknesses. This increased understanding will lead to personal and professional development.

Introduction
Behaviors

Behavioral research suggests that the most effective people are those who understand their strengths and weaknesses, because they can best 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 which are true and areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

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

Samuel Sample
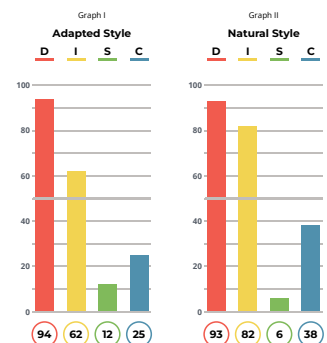Copyright © 2006-2023. TTI Success Insights LTD.

Behavioral Characteristics

Based on Samuel'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 Samuel's natural behavior.

Samuel embraces visions not always seen by others. Samuel's creative mind allows him to see the "big picture." He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He prefers an environment with variety and change. He is at his best when many projects are underway at once. Samuel is extremely results-oriented, feeling a sense of urgency to complete projects quickly. He is deadline conscious and becomes irritated if deadlines are delayed or missed. Many people see him as a self-starter dedicated to achieving results. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. Samuel seeks his own solutions to problems. In this way, his independent nature comes into play. He is a goal-oriented individual who believes in harnessing people to achieve goals. He needs people with other strengths on his team.

Samuel will work long hours until a tough problem is solved. After it is solved, Samuel may become bored with any routine work that follows. He likes to make decisions quickly. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He prefers authority equal to his responsibility. Samuel is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion.

Graph I

Adapted Style

D I S C

100

80

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94 62 12 25

Graph II

Natural Style
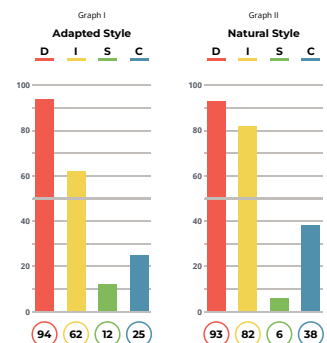
D I S C

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93 82 6 38

Samuel Sample

Behavioral Characteristics

Continued

Samuel tends to be intolerant of people who seem ambiguous or think too slowly. He challenges people who volunteer their opinions. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may sometimes mask his feelings in friendly terms. If pressured, Samuel's true feelings may emerge. Samuel may lack the patience to listen and communicate with slower acting people. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lose interest in what others are saying if they ramble and fail to speak to the point. His active mind is already moving ahead. He tends to influence people by being direct, friendly, and results-oriented.

Graph I

Adapted Style

D   I   S   C

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94 62 12 25

Graph II

Natural Style

D   I   S   C

100

80

60

40

20

0

93 82   6 38

Samuel Sample

Value to the Organization

This section of the report identifies the specific talents and behavior Samuel 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, making him an integral part of the team.

✔ Thinks big.

✔ Self-starter.

✔ Forward-looking and future-oriented.

✔ Ability to change gears fast and often.

✔ Accomplishes goals through people.

✔ Usually makes decisions with the bottom line in mind.

✔ Will join organizations to represent the company.

✔ Sense of urgency.

Graph I
Adapted Style

D	I	S	C

100
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| 94 | 62 | 12 | 25 |

Graph II
Natural Style

D	I	S	C

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40
20
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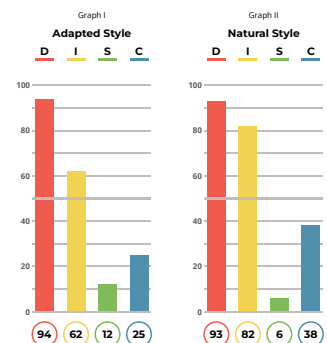| 93 | 82 | 6 | 38 |

Samuel Sample

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 Samuel. 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 Samuel most frequently.

Ways to Communicate

✔ Give strokes for his involvement.

✔ Understand his sporadic listening skills.

✔ Put projects in writing with deadlines.

✔ Support the results, not the person, if you agree.

✔ Support and maintain an environment where he can be efficient.

✔ Present the facts logically; plan your presentation efficiently.

✔ Be specific and leave nothing to chance.

✔ Read the body language—look for impatience or disapproval.

✔ Verify that the message was heard.

✔ Come prepared with all requirements, objectives, and support material in a well-organized "package."

✔ Provide time for fun and relaxing.

✔ Ask specific (preferably "what?") questions.

Graph I
Adapted Style

D	I	S	C
94	62	12	25

Graph II
Natural Style

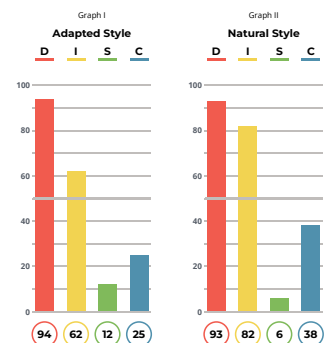| D	I	S	C
93	82	6	38

Samuel Sample

Continued

This section of the report is a list of things NOT to do while communicating with Samuel. Review each statement with Samuel 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 or waste his time.

🚫 Assume he heard what you said.

🚫 Ask rhetorical questions or useless ones.

🚫 Try to build personal relationships.

🚫 Come with a ready-made decision or make it for him.

🚫 Let him change the topic until you are finished.

🚫 Reinforce agreement with "I'm with you."

🚫 Forget to follow-up.

🚫 Use a paternalistic approach.

🚫 Try to convince by "personal" means.

🚫 Be redundant.

🚫 Let disagreement reflect on him personally.

Graph I
Adapted Style

D	I	S	C
94	62	12	25

Graph II
Natural Style

D	I	S	C
93	82	6	38

Samuel Sample

Communication Tips

This section provides suggestions for methods which will improve Samuel'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, Samuel 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.

Ⓒ Compliance

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

- ✔ Prepare your "case" in advance.
- ✔ Stick to business.
- ✔ Be accurate and realistic.
- 🚫 Being giddy, casual, informal, or loud.
- 🚫 Pushing too hard or being unrealistic with deadlines.
- 🚫 Being disorganized or messy.

Ⓓ Dominance

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

- ✔ Be clear, specific, brief, and to the point.
- ✔ Stick to business.
- ✔ Be prepared with support material in a well-organized "package."
- 🚫 Talking about things that are not relevant to the issue.
- 🚫 Leaving loopholes or cloudy issues.
- 🚫 Appearing disorganized.

Ⓢ Steadiness

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

- ✔ Begin with a personal comment—break the ice.
- ✔ Present your case softly, non-threateningly.
- ✔ Ask "how?" questions to draw their opinions.
- 🚫 Rushing headlong into business.
- 🚫 Being domineering or demanding.
- 🚫 Forcing them to respond quickly to your objectives.

Ⓘ Influence

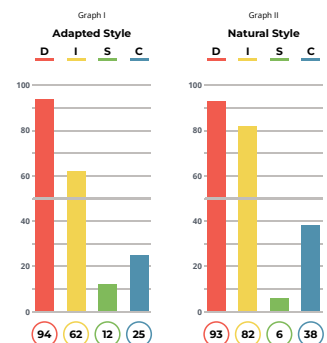*When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative, and political:*

- ✔ Provide a warm and friendly environment.
- ✔ Don't deal with a lot of details (put them in writing).
- ✔ Ask "feeling" questions to draw their opinions or comments.
- 🚫 Being curt, cold, or tight-lipped.
- 🚫 Controlling the conversation.
- 🚫 Driving on facts and figures or alternatives and abstractions.

Ideal Environment

This section identifies the ideal work environment based on Samuel's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Samuel enjoys and also those that create frustration.

✔ Working for a manager who makes quick decisions.

✔ Freedom from long, detailed reports.

✔ Evaluation based on results, not the process.

✔ Support team with a sense of urgency.

✔ Freedom from controls, supervision, and details.

✔ Activities and more activities.

✔ Forum to express ideas and viewpoints.

✔ An innovative and futuristic-oriented environment.

Graph I
Adapted Style

D	I	S	C
94	62	12	25

Graph II
Natural Style

D	I	S	C
93	82	6	38

Samuel Sample
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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 Samuel's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Samuel to project the image that will allow him to control the situation.

Samuel usually sees himself as being:

- Pioneering
- Confident
- Assertive
- Positive
- Competitive
- Winner

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

- Demanding
- Egotistical
- Nervy
- Aggressive

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

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Descriptors

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

Natural & Adapted Style

Samuel'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.

D Problems & Challenges

Natural

Samuel tends to deal with problems and challenges in a demanding, driving, and self-willed manner. He is individualistic in his approach and actively seeks goals. Samuel will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

Adapted

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

People & Contacts

Natural

Samuel is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Samuel is trusting and also wants to be trusted.

Adapted

Samuel feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.

Natural & Adapted Style

S Pace & Consistency

Natural

Samuel is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

Samuel 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.

C Procedures & Constraints

Natural

Samuel is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

Adapted

Samuel sees the environment with few constraints. He feels the necessity to rebel at too many constraints and may even flaunt this independence.
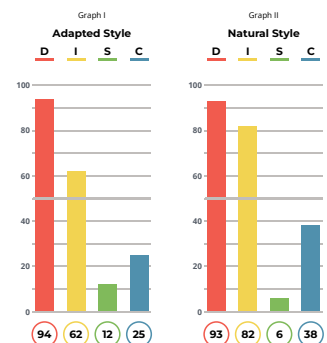
Adapted Style

Samuel 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.

✔ Questioning the status quo and seeking more effective ways of accomplishment.

✔ A competitive environment combined with a high degree of people skills.

✔ Quickly responding to crisis and change with a strong desire for immediate results.

✔ Exhibiting an active and creative sense of humor.

✔ Moving quickly from one activity to another.

✔ Having the ability to see the "big picture" as well as the small pieces of the puzzle.

✔ A good support team to handle paperwork.

✔ Dealing with a wide variety of work activities.

✔ Skillful use of vocabulary for persuasive situations.

✔ Working without close supervision.

✔ Handling a variety of activities.

Graph I
Adapted Style
D I S C
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94 62 12 25

Graph II
Natural Style
D I S C
100
80
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20
0
93 82 6 38

Samuel Sample

Keys to Motivating

This section of the report was produced by analyzing Samuel's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Samuel and highlight those that are present "wants."

Samuel wants:

✔ More time in the day.

✔ Changing environments in which to work and play.

✔ Travel or changing work stations.

✔ Big picture approaches.

✔ A wide scope of activities.

✔ Opportunity for rapid advancement.

✔ Prestige, position, and titles so he can control the destiny of others.

✔ Opportunity to verbalize his ideas and demonstrate his skills.

✔ New challenges and problems to solve.

✔ Outside activities so there is never a dull moment.

✔ Support system to help with details and follow through.

✔ A variety of work activities.

✔ To be seen as a leader.

Graph I
Adapted Style
D   I   S   C

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94 62 12 25

Graph II
Natural Style
D   I   S   C

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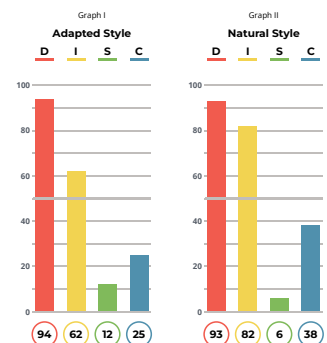20
0

93 82 6 38

Samuel Sample

Keys to Managing

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

Samuel needs:

- To display empathy for people who approach life differently than he does.

- An awareness of the parameters or rules in writing.

- Budgets to help prioritize his purchases.

- A work environment with many activities.

- Systems to follow.

- To adjust his intensity to match the situation.

- Appreciation of slower-moving people.

- Consistency.

- Vacations or periods of reduced activity level.

- Deadlines for completion of work.

- To pace himself.

Graph I
Adapted Style

D	I	S	C
94	62	12	25

Graph II
Natural Style

D	I	S	C
93	82	6	38

Samuel Sample

Areas for Improvement

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

Samuel has a tendency to:

✔ Dislike routine work or routine people—unless he sees the need to further his goals.

✔ Keep too many balls in the air; if his support is weak, he will have a tendency to drop some of those balls.

✔ Have no concept of the problems that slower-moving people may have with his style.

✔ Have trouble delegating—can't wait, so does it himself.

✔ Be so concerned with the big picture that he forgets to see the details.

✔ Blame, deny, and defend his position—even if it is not needed.

✔ Resist participation as part of the team, unless seen as a leader.

✔ Make "off the cuff" remarks that are often seen as personal prods.

✔ Be disruptive because of his innate restlessness and disdain for sameness.

Graph I
Adapted Style

D	I	S	C

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20
0

94 62 12 25

Graph II
Natural Style

D	I	S	C

100
80
60
40
20
0

93 82 6 38

Samuel Sample

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 _____:
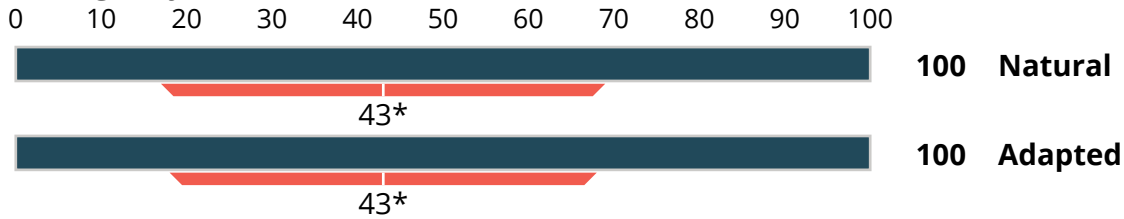
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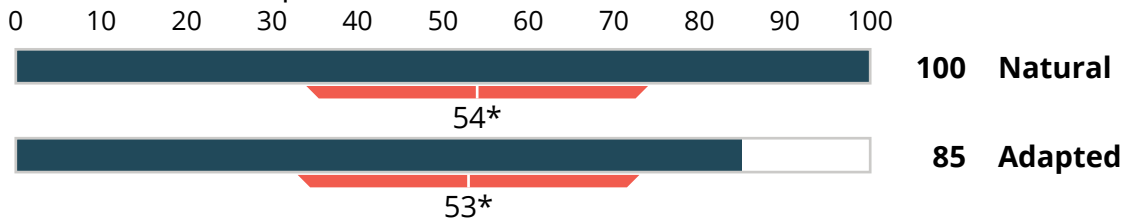   _____

Behavioral Hierarchy

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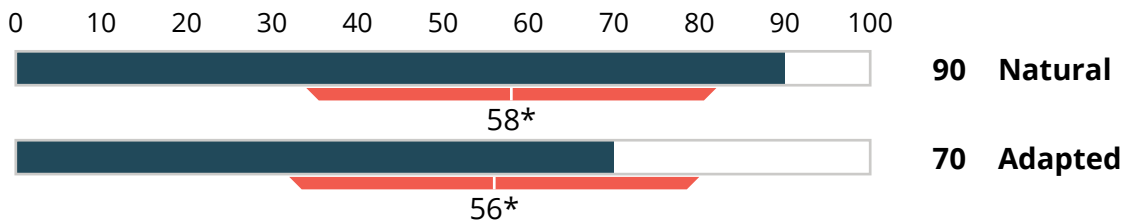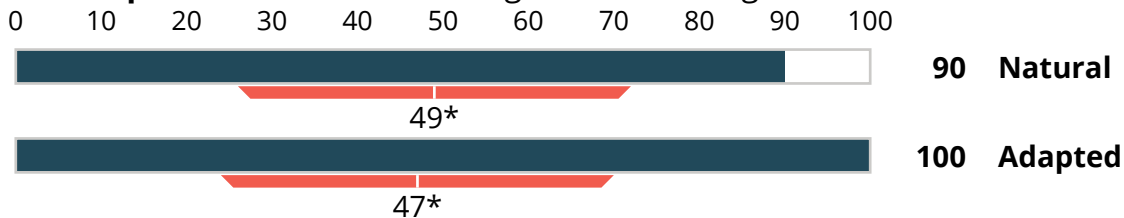
1. **Urgency** - Take immediate action.

0	10	20	30	40	50	60	70	80	90	100

100 Natural
43*

100 Adapted
43*

2. **Versatile** - Adapt to various situations with ease.

0	10	20	30	40	50	60	70	80	90	100

100 Natural
54*

85 Adapted
53*

3. **Interaction** - Frequently engage and communicate with others.

0	10	20	30	40	50	60	70	80	90	100

90 Natural
58*

70 Adapted
56*

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

0	10	20	30	40	50	60	70	80	90	100

90 Natural
49*

100 Adapted
47*

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

5. Frequent Change - Rapidly shift between tasks.

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

90 Natural

52*

88 Adapted

51*

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

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

60 Natural

64*

50 Adapted

62*

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

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

43 Natural

63*

37 Adapted

62*

8. Persistence - Finish tasks despite challenges or resistance.

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

30 Natural

62*

35 Adapted

63*

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

9. Analysis - Compile, confirm and organize information.

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

25   **Natural**

54*

35   **Adapted**

57*

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

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

25   **Natural**

61*

28   **Adapted**

62*

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

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

22   **Natural**

53*

25   **Adapted**

56*

12. Consistent - Perform predictably in repetitive situations.

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

20   **Natural**

62*

25   **Adapted**

63*

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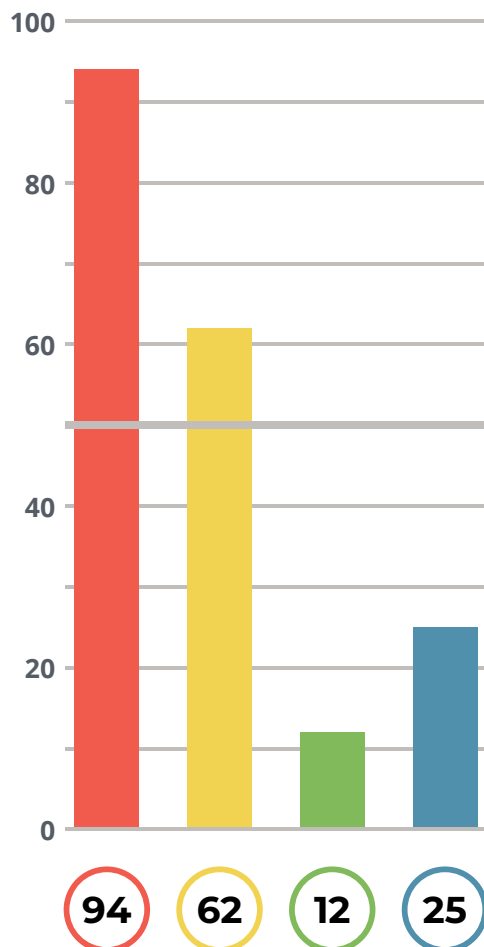* 68% of the population falls within the shaded area.
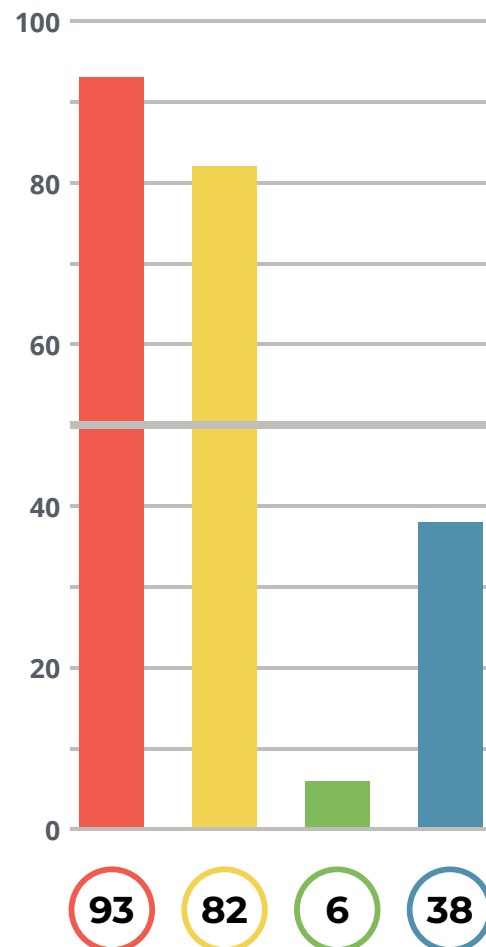
Style Insights® Graphs

Graph I

Adapted Style

D I S C

D	I	S	C
94	62	12	25

Graph II

Natural Style

D I S C

D	I	S	C
93	82	6	38

Norm 2021 R4
10-11-2023
T: 7:12

Samuel Sample
Copyright © 2006-2023. TTI Success Insights LTD.
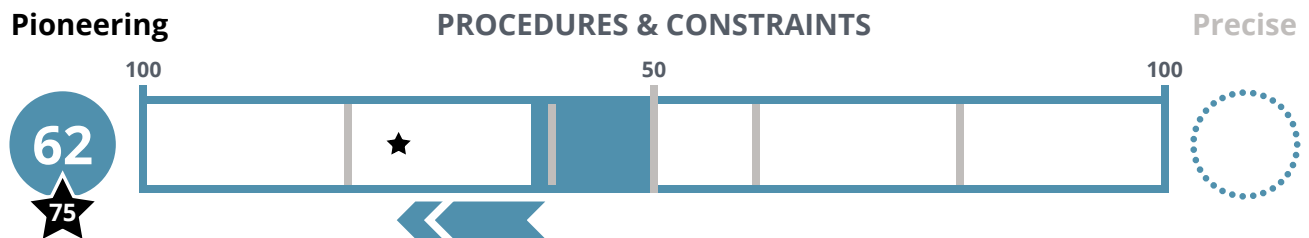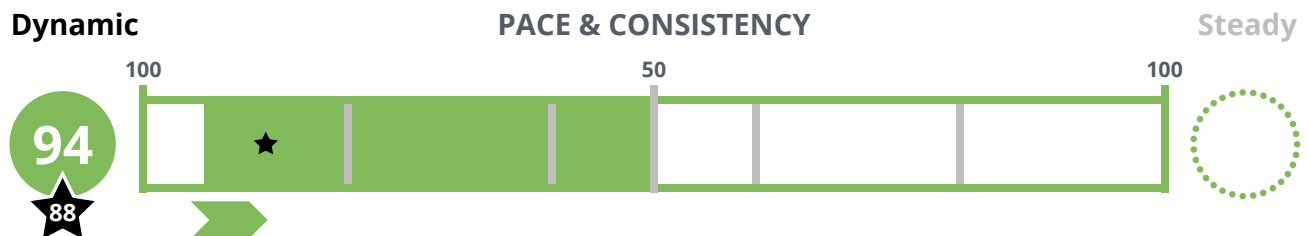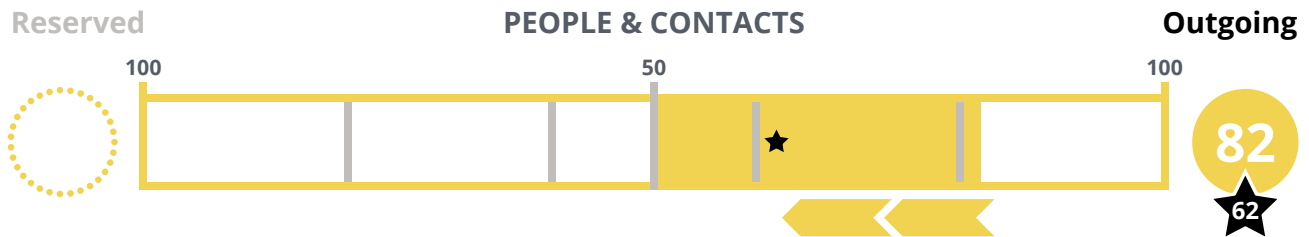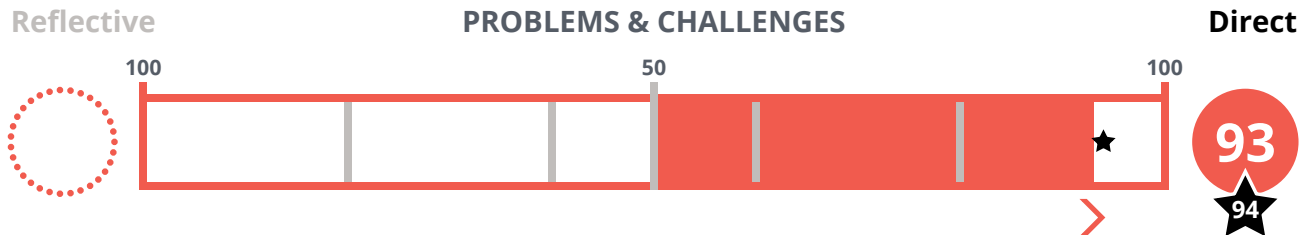
Behavioral Continuum

Everyone has a varying level of the four main behavioral factors that create their own personal style. Each side of those factors lives on a continuum, and the combination influences individuals' levels of engagement in different situations. The graph below is a visual representation of where Samuel falls within each continuum.

PROBLEMS & CHALLENGES

Reflective | Direct

100 · 50 · 100

93
94

PEOPLE & CONTACTS

Reserved | Outgoing

100 · 50 · 100

82
62

PACE & CONSISTENCY

Dynamic | Steady

100 · 50 · 100

94
88

PROCEDURES & CONSTRAINTS

Pioneering | Precise

100 · 50 · 100

62
75

★ Adapted Position
◄ Adapted Movement

Norm 2021 R4
10-11-2023
T: 7:12

Samuel Sample

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The TTI Success Insights® Wheel

The TTI Success Insights® Wheel is a powerful tool first 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 to which you are adapting your behavior.

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

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

The TTI Success Insights® Wheel

Samuel Sample
TTI
10-11-2023
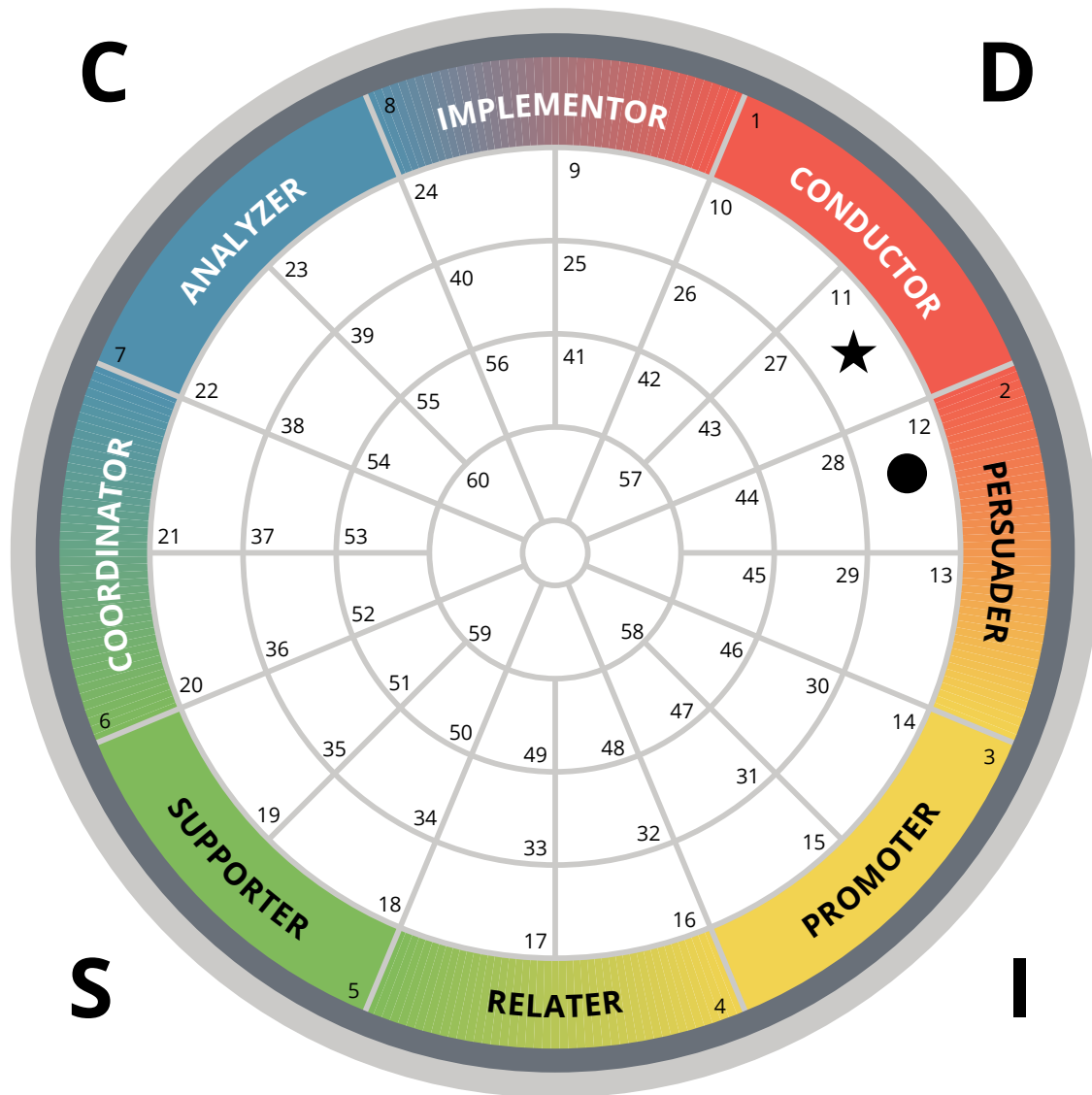
Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (12) CONDUCTING PERSUADER
Norm 2021 R4

T: 7:12

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 both work and life. You will learn how your passions from the 12 Driving Forces® frame your perspectives, providing 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 how they have a strong pull on 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 such that communication can be improved

Driving Characteristics

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

Samuel is motivated by increasing productivity and efficiency. He is driven by a long list of wants and will work hard to achieve them. He is driven to be very diligent and resourceful. He views people as a resource to achieve results. Samuel can buffer the feelings of others to drive business. He sees the world as a toolset with which to accomplish his goals. He will challenge the status quo to keep momentum moving. He is always looking for new ways to accomplish routine tasks. When Samuel feels strongly about a situation, he will argue that the "end justifies the means.". He wants to control his own destiny and impact the destiny of others. If knowledge of a specific subject is not of interest, or is not required for success, Samuel will have the tendency to rely on his intuition or practical information in this area. He may prefer pleasant experiences for himself and others.

Samuel will focus on creating processes to ensure efficiency going forward. He is driven to maximize opportunities in order to create financial flexibility. He follows a philosophy of "it's not personal, it's just business.". He will help develop an individual if he sees opportunities for future return. Samuel can be an out-of-the-box thinker. Given the choice, Samuel would choose to experience new opportunities. He can go to extremes to win or control the situation. He has the desire to create a winning strategy. In those areas where Samuel has a special interest, he will be good at integrating past knowledge to solve current problems. If Samuel 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. At times Samuel will look for opportunities to tie beauty and harmony into the experiences of others. He may look at the totality of a situation to ensure a rewarding interaction.

Driving Characteristics

Samuel may look for ways to create a positive customer experience. He will seek knowledge based on his needs in individual situations. He is driven by public recognition. He likes to set his own plan to guide and direct his actions. Samuel believes it's important to keep emotions out of business decisions. He will not normally allow himself to be directed by others unless it will enhance his own self-interest. He has a strong desire to build resources for the future. He will be creative when resources are scarce.

Strengths & Weaknesses

The following section will give you a general understanding of the strengths and weaknesses of Samuel's top four Driving Forces, otherwise known as the Primary Driving Forces Cluster. Remember, an overextension of a strength can be perceived as a weakness to others.

Potential Strengths

- Samuel configures resources to maximize output.

- He tends to focus on the return on investment.

- He tends to maximize efficiency and productivity.

- He will help others when others are willing to work hard.

- Samuel will seek to develop or help others when he can see future opportunities.

- He will adopt aspects of systems if he sees a benefit.

- He strives to advance his position.

Potential Weaknesses

- Samuel tends to view people and resources as tools to achieve an outcome.

- He may view material possessions and money as a scorecard.

- He may be perceived as a workaholic.

- He may create scenarios that benefit himself more than others.

- Samuel may expect something in return each time he helps or serves others.

- He resists overly structured ways of thinking and approaches.

- He can be driven by the desire to achieve status and recognition.

Energizers & Stressors

The following section will give you a general understanding of the energizers and stressors of Samuel's top four Driving Forces, otherwise known as the Primary Driving Forces Cluster. Remember, an overextension of an energizer can be perceived as a stressor to others.

⚡ Potential Energizers

✔ Samuel tries to eliminate waste.

✔ He strives to obtain practical results.

✔ He likes to be compensated based on performance.

✔ He is energized by purposeful people.

✔ Samuel likes to develop internal advocates.

✔ He likes to question unnecessary protocols.

✔ He likes to create and control his destiny.

⚠ Potential Stressors

🚫 Samuel does not like when resources are used inefficiently.

🚫 He gets frustrated when processes are redundant.

🚫 He is stressed when others ignore the return on investment.

🚫 He does not act without personal benefit.

🚫 Samuel does not like to make emotion-based decisions.

🚫 He is stressed when he must support the status quo.

🚫 He does not like a small workspace.

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 it to create your unique driving force.

1. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy, and resources.
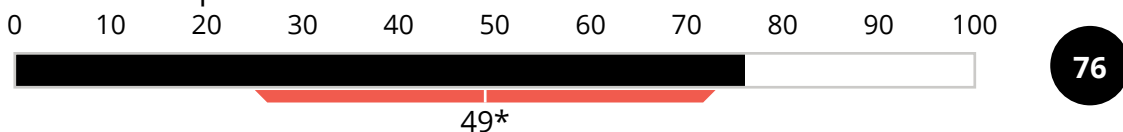
0   10   20   30   40   50   60   70   80   90   100

100

42*
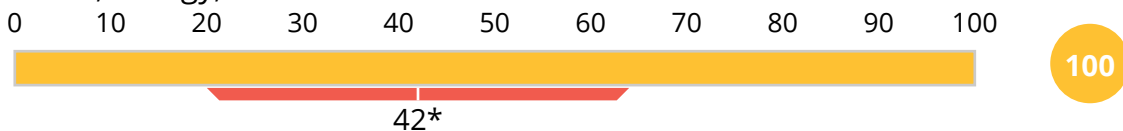
2. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

0   10   20   30   40   50   60   70   80   90   100

97

49*
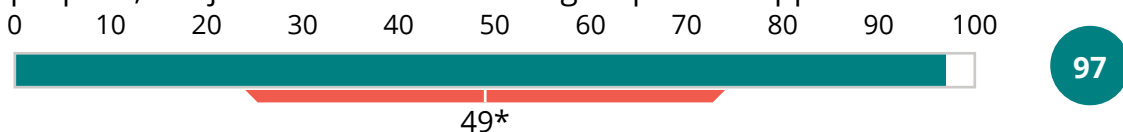
3. Receptive - People who are driven by new ideas, methods, and opportunities that fall outside a defined system for living.

0   10   20   30   40   50   60   70   80   90   100

85

47*
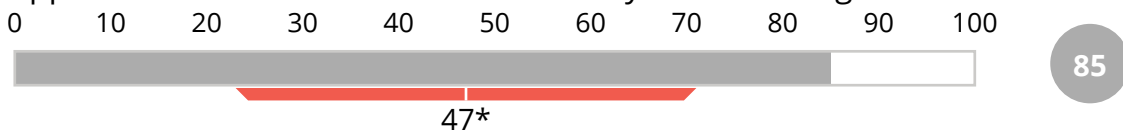
4. Commanding - People who are driven by status, recognition, and control over personal freedom.

0   10   20   30   40   50   60   70   80   90   100

76

49*

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Samuel Sample

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Situational Driving Forces Cluster

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

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

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

53*
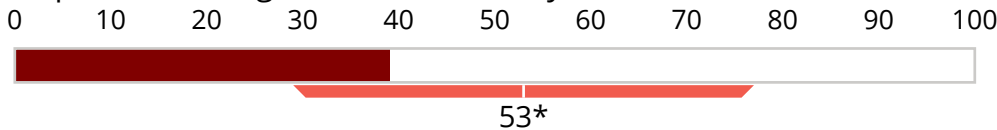
39

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

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

36*
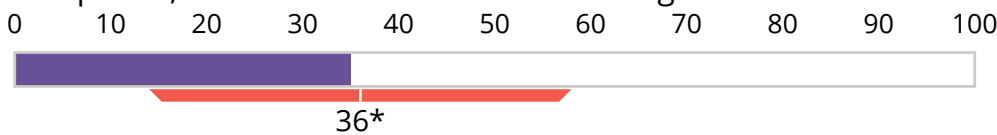
35

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

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

49*
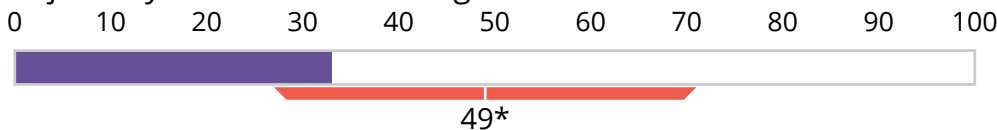
33

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

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

29*

29

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Samuel Sample
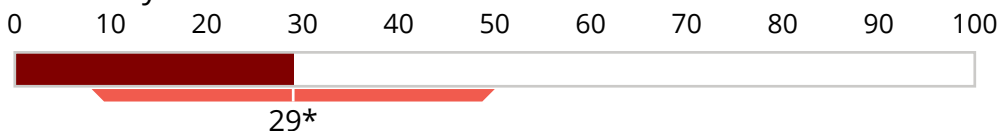
Indifferent Driving Forces Cluster

*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.

0   10   20   30   40   50   60   70   80   90   100

35*
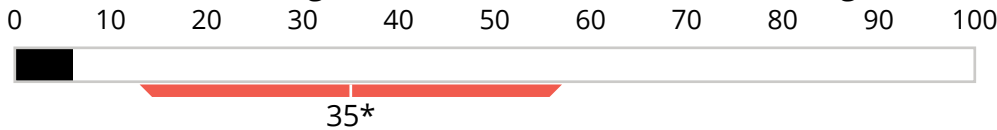
6

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

0   10   20   30   40   50   60   70   80   90   100

35*
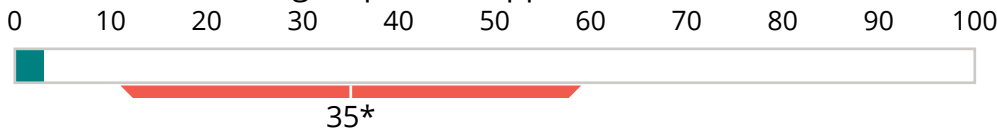
0

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

0   10   20   30   40   50   60   70   80   90   100

36*
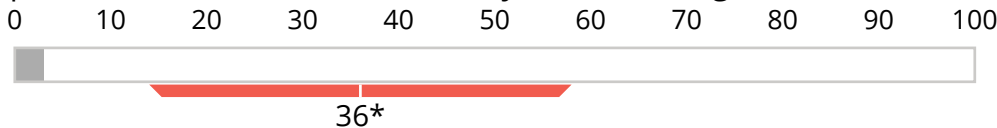
0

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

0   10   20   30   40   50   60   70   80   90   100

40*

0

Norm 2021

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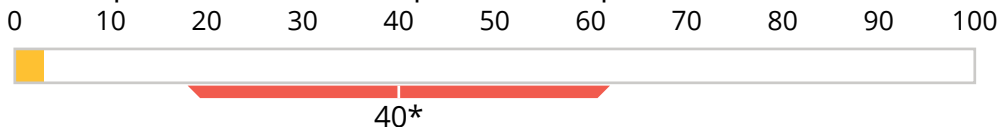
Areas for Awareness

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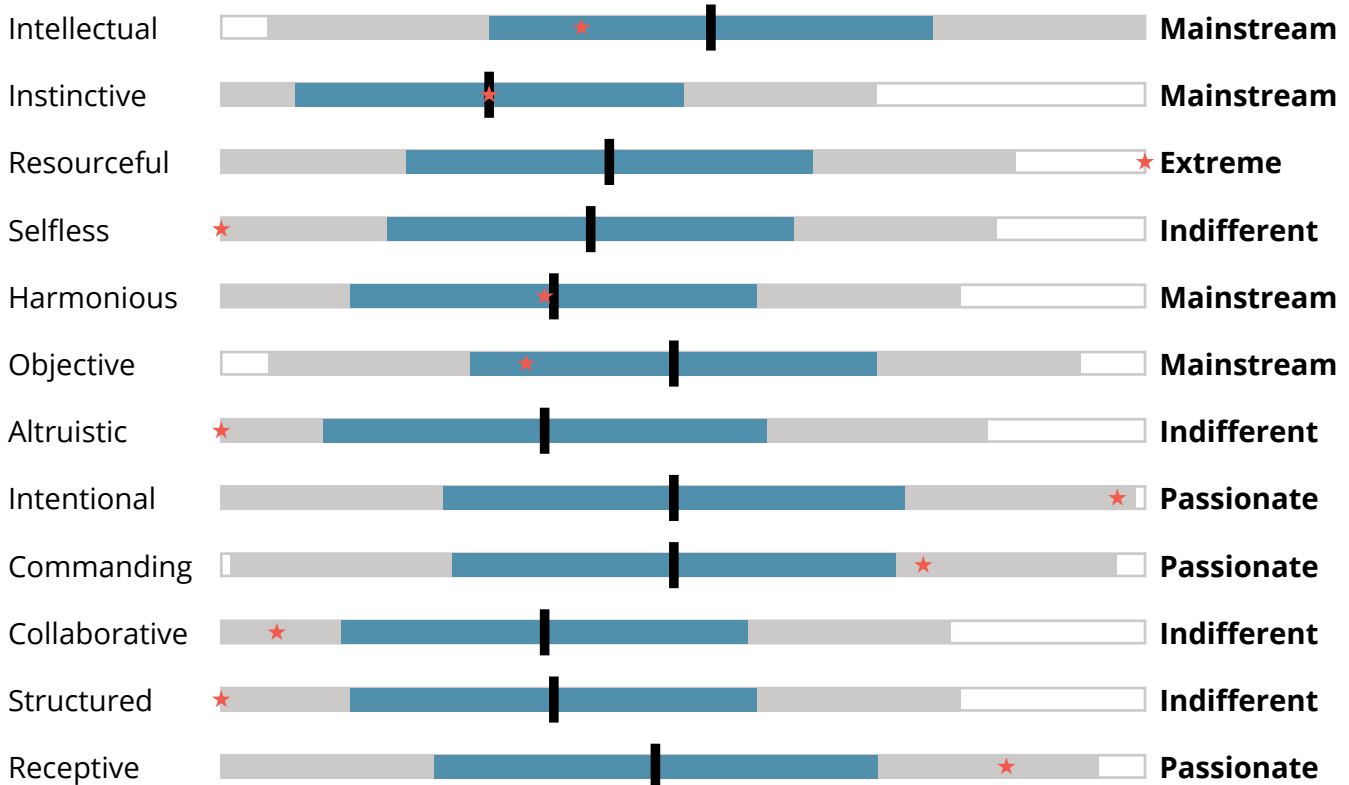
This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside of the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside of the mainstream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

Norms & Comparisons Table - Norm 2021

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

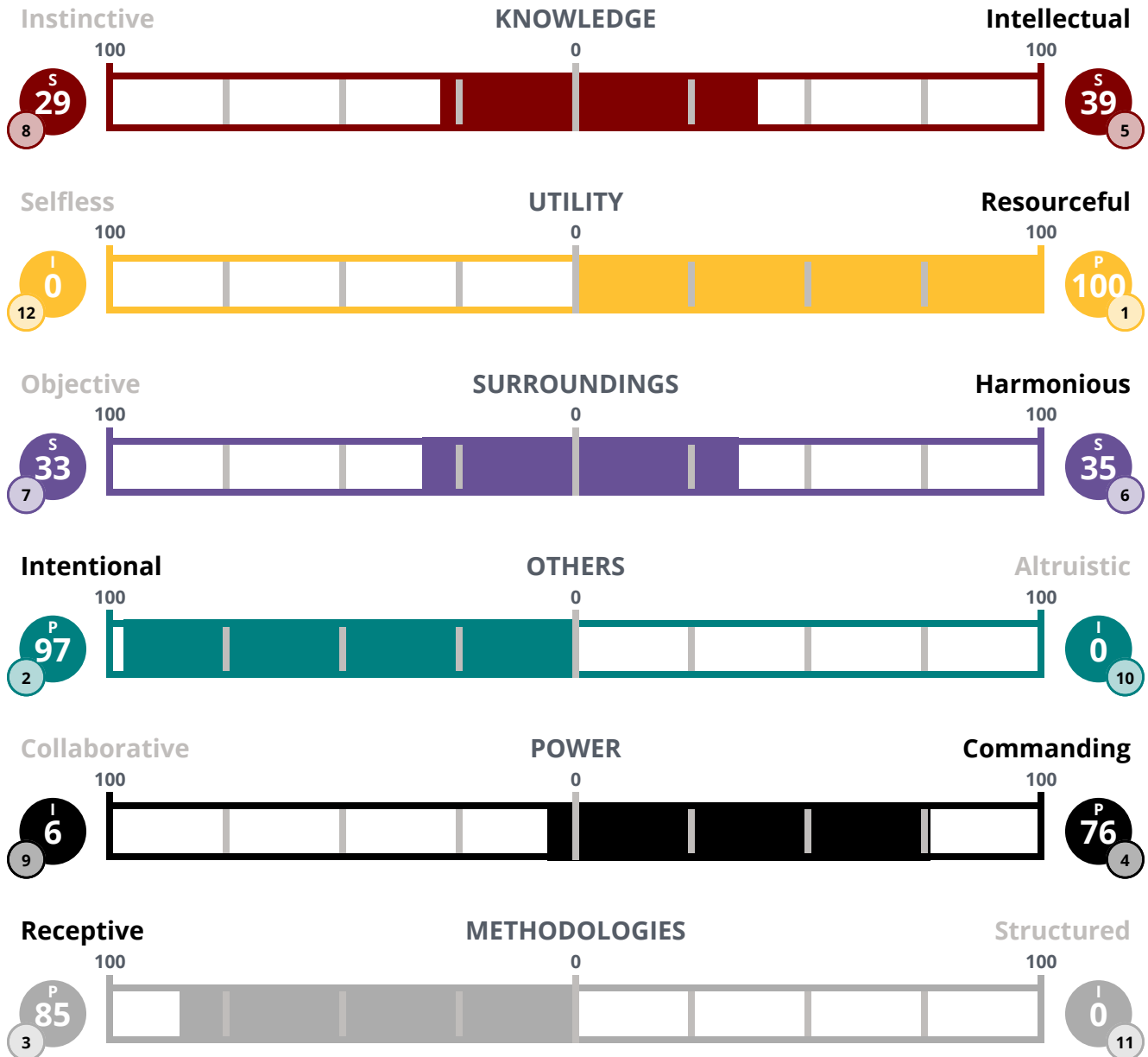■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ▮ - national mean ★ - your score

■ - 2nd Standard Deviation

□ - 3rd Standard Deviation

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

Driving Forces Graph

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

Instinctive	KNOWLEDGE	Intellectual
S 29 (8)		**S 39** (5)

Selfless	UTILITY	Resourceful
I 0 (12)		**P 100** (1)

Objective	SURROUNDINGS	Harmonious
S 33 (7)		**S 35** (6)

Intentional	OTHERS	Altruistic
P 97 (2)		**I 0** (10)

Collaborative	POWER	Commanding
I 6 (9)		**P 76** (4)

Receptive	METHODOLOGIES	Structured
P 85 (3)		**I 0** (11)

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

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Samuel Sample

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Driving Forces Wheel

Receptive · TRA - 85
Intellectual · THE - 39
Resourceful · UTI - 100
Harmonious · AES - 35
Altruistic · SOC - 0
Commanding · IND - 76
Structured · TRA - 0
Instinctive · THE - 29
Selfless · UTI - 0
Objective · AES - 33
Intentional · SOC - 97
Collaborative · IND - 6

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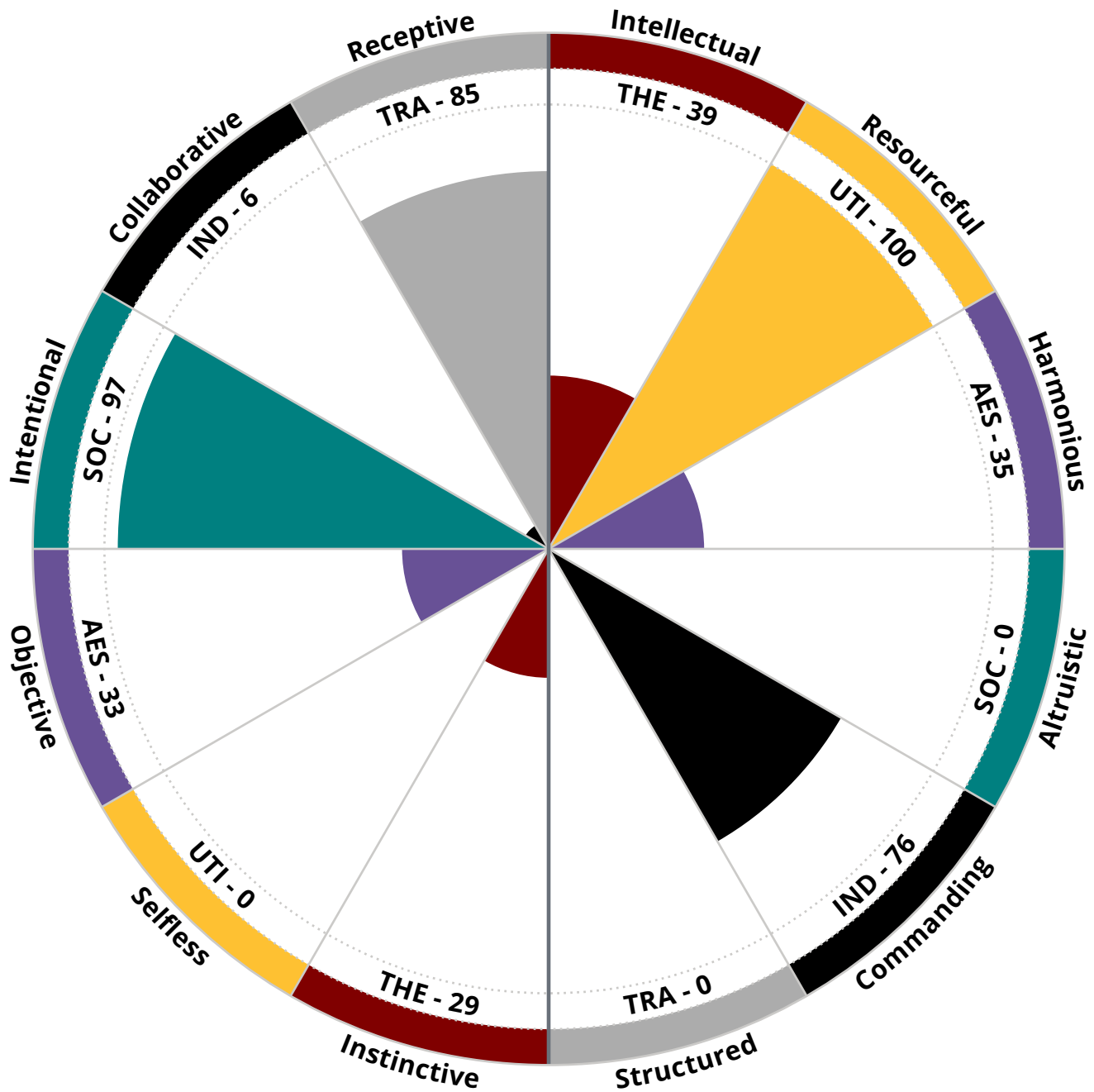
Descriptors Wheel

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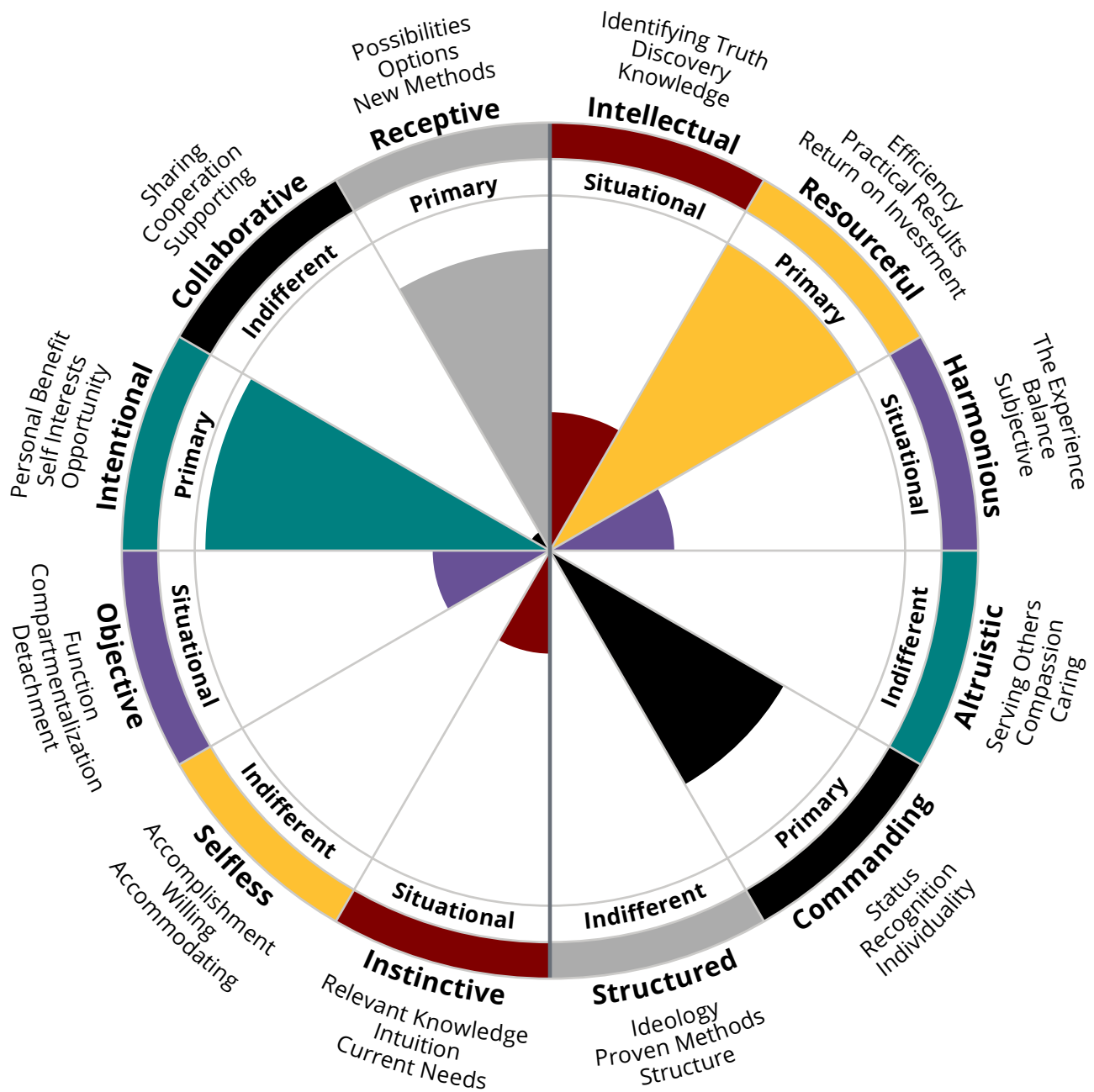
World View

This is how Samuel sees the world around him. This view measures his clarity and understanding of people, tasks and systems. It could also be looked at in terms of feeling, doing and thinking from an external standpoint. The statements below are based primarily on the 3 dimensions on the left side of the dimensional balance page and are in a random order.

- Samuel needs to associate with people who can take care of the details and the process of implementing the plan or idea.

- He has a high understanding of people and can build and maintain relationships.

- He delegates specific assignments or tasks from a base of authority or from the overall plan.

- He could avoid mistakes by paying more attention to the details and the task at hand.

- Samuel prefers not to get bogged down in the details.

- He could benefit from paying more attention to practical matters.

- He may do well in positions that involve the management, coaching or leadership of others.

- He has good thinking and planning ability, as well as good organizational skills.

- Samuel could benefit from the actual doing of detail work.
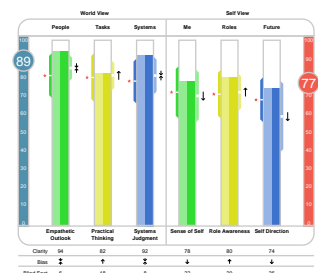
Self View

This is how Samuel sees himself. This view measures his clarity and understanding of himself, his roles in life and his direction for the future. The internal dimensions are a reflection of him from both personal and professional viewpoints. The statements below are based primarily on the 3 dimensions on the right side of the dimensional balance page and are in a random order.

- Samuel has a clear understanding of his current roles, but may be uncertain about how to develop his potential.

- He is more concerned about what is happening in the present than with organizing and planning a clear and definite future.

- He could benefit from paying more attention to his planning and where he is going in the future.

- Samuel's understanding of himself and his plans for the future are heavily reliant on his current roles.

- Samuel has a strong emphasis on actually performing and fulfilling various role responsibilities.

- He could benefit from valuing himself for who he is, not just for his accomplishments.

- He has the ability to perform well in multiple roles.

- He could benefit by asking himself questions about the future and to not stay solely focused on the present.

- Samuel bases his self-worth on role satisfaction, and this is where he places most of his energy.

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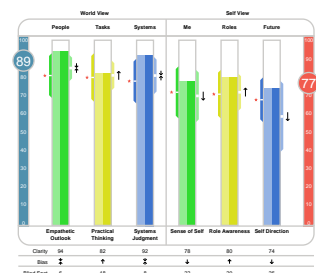
Summary of Strengths and Weaknesses

The key lies in being able to measure these individual preferences in the way we think, and understanding how they shape our decisions. It is this understanding of our individual strengths and weaknesses that will enable us to effect change in our lives and achieve greater personal success. It is only by first understanding something that we are then able to change it.

The top five and bottom five scores on your Core Skills List determines the information below. Please take the national mean and the requirements of your position into consideration when determining a development plan.

Strengths	Weaknesses
• Correcting Others	• Self Direction
• Evaluating Others	• Consistency and Reliability
• Concrete Organization	• Job Ethic
• Theoretical Problem Solving	• Personal Drive
• Conceptual Thinking	• Handling Rejection

Samuel Sample

Correcting Others

Everyone knows that there are many occasions on which an individual must be able to be objective and non-emotional during difficult discussions. People have all experienced controversy and arguments in the workplace. Anyone who has supervised employees or managed a work group knows that it is even more difficult addressing performance issues or disciplinary matters with a subordinate.
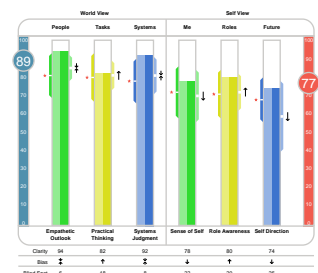
Correcting Others is an individual's ability to confront controversial or difficult issues in an objective manner. It is a person's ability to have non-emotional discussions about disciplinary matters. This capacity is directly related to a person's balance in his or her ability to evaluate others and be empathetic.

Possible Strengths:

- Provides constructive criticism to an individual without insulting or degrading.
- Adequately balances and addresses the needs of the situation versus the needs of the individual.

Continuous Development:

- Develop performance goals for individuals in order to have a framework for discussing performance issues.
- Maintain the respect and trust of employees in all situations, not just emotionally charged or difficult ones.
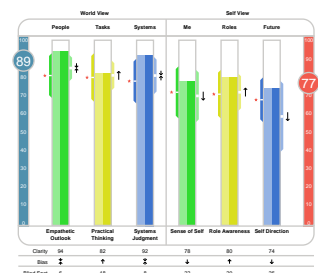
Samuel Sample

Evaluating Others

Evaluating Others is the ability to make realistic and accurate judgments about others, to evaluate their strengths and weaknesses, and to understand their manner of thinking, acting and behaving. Examples would include being able to identify why someone did well or poorly in a specific task, identifying whether the performance factor was caused by the person or something in the environment. This ability does not necessarily rely on an individual's ability to quantitatively measure another's performance, but rather on his or her ability to discern the key components of the person's performance and accurately predict levels of performance in future or different tasks. This involves the ability to use a strong gut-intuition. Success in this capacity is dependent on the absence of undue prejudice, or bias.

Possible Strengths:

- Is cautiously optimistic yet realistically objective about other people's capabilities.
- Builds, develops, and sustains instincts in terms of evaluating others, but supports that instinctive evaluation with objective data.
- Uses objective data over gut instinct wherever possible.

Continuous Development:

- Look for patterns in people's behavior and use that information to interact with them in future situations.
- Recognize that everyone has strengths and weaknesses.
- Seek information about other people's motivations and values.

Samuel Sample

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Concrete Organization

Concrete Organization is an individual's ability to understand the immediate, concrete needs of a situation and to establish an effective action plan for meeting those needs. This capacity deals primarily with a person's ability to properly allocate resources to accomplish a goal or plan. These resources are not only limited to physical components, but take into account the person's ability to evaluate and utilize both human and physical resources.

Possible Strengths:

- Is able to isolate and initiate action necessary to reach targeted goals.
- Possesses the ability to stay focused on following an organized set of activities.
- Ensures plans are initiated, followed, and adjusted as necessary.

Continuous Development:

- Make time for planning, even when time is of the essence.
- Develop a checklist for essential items needed for doing a job.
- List the components necessary for success.

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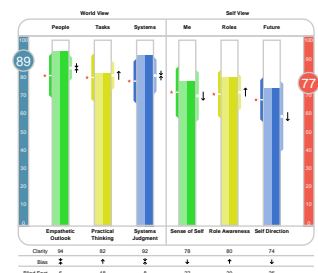
Theoretical Problem Solving

Theoretical Problem Solving is an abstract version of Problem Solving Ability. This capacity involves an individual's ability to apply problem solving in a mental scenario. This ability involves creating, operating and identifying problems in a hypothetical situation and then to manufacture the appropriate response to resolve the problem. The difference is that this takes place strictly in one's mind and requires very little quantifiable data.

Possible Strengths:

- Synthesizes and/or simplifies data, ideas, models, processes or systems.
- Develops and tests new theories to explain or resolve complex issues.
- Imagines new or revolutionary concepts or methods of managing things.

Continuous Development:

- Combine people of different backgrounds and disciplines to work on solving a problem.
- Challenge self and others to be creative. Don't just accept the traditional way of doing something.
- Try diagramming or drawing problem situations on paper or a whiteboard.

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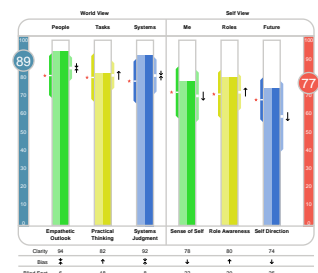
Conceptual Thinking

Conceptual Thinking skills allows a person to see the "big picture," helping to determine what direction to take and what resources to use to attain the outcome that is desired. Imagining and/or predicting changes in current reality seem to come naturally to some people.

This is an individual's ability to identify and evaluate resources and plan for their utilization throughout the execution of comprehensive, long-range plans. Schematic thinking is much more abstract than concrete organization and deals with an individual's ability to allocate resources in a mental scenario and accurately visualize outcomes.

Possible Strengths:

- Mentally role-plays the execution of a long-range projection.
- Makes accurate predictions concerning possible outcomes.
- Can see the "big picture".

Continuous Development:

- Focus majority of efforts on the most important 20% off all initiatives.
- Establish desired outcome and gain support from critical resources.
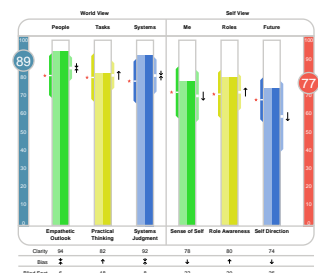
Self Direction

Strong Self Direction originates with an internal drive to excel in a chosen career path. If Role Awareness is a person's "objective", then 'Self-Direction' is the "path" to that objective, or the way in which a person envisions fulfilling roles. This fact makes this capacity somewhat dependent on Role Awareness since you first need an objective before a person can determine the path to that objective. It also requires an individual to have a strong desire to be "better" than he or she currently is, no matter how good the individual actually becomes.

Possible Limitations:

- May only do what is asked.
- May be averse to change.
- May not work up to full potential.

Developmental Suggestions:

- When a mistake is made, turn it into a learning experience.
- Remember, the easiest and most efficient way to do something is not always the most effective.
- Keep raising the bar. (Don't compete with other people compete with own personal best).

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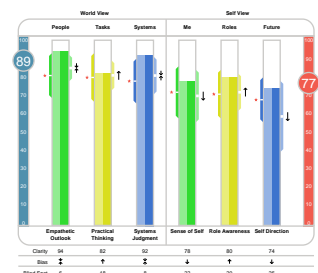
Consistency and Reliability

Consistency and Reliability is the ability to feel an internal motivation to be conscientious in personal or professional efforts. It is the need to be consistent and reliable in life roles.

Possible Limitations:

- May need external motivators to stay on task.
- May not maintain personal composure in the face of adversity.
- May not have an equal commitment to the job and other life priorities.

Developmental Suggestions:

- Try to monitor and manage interruptions.
- Keep promises made.
- Prioritize tasks both personally and professionally.

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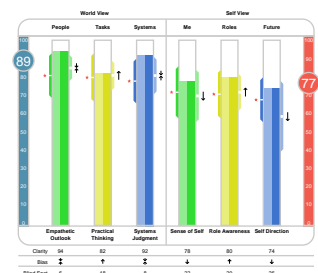
Job Ethic

Job Ethic is the personal commitment an individual makes to execute a specific task by doing the most and the best during the hours a person is at work and by becoming the most reliable, personally, professionally and civically.

Possible Limitations:

- May have a poor understanding of role.
- May have trouble applying abilities to a given task.
- May procrastinate.

Developmental Suggestions:

- Create an inventory of tasks and projects.
- Stay focused!
- Be consciously goal-directed.

Samuel Sample
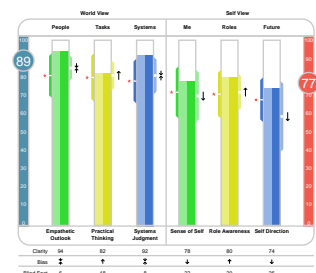
Personal Drive

A strong Personal Drive is related to the level of personal motivation an individual is capable of bringing to bear on any given task that a person feels is important. People who have strong personal drives tend to focus considerable intent on the completion of a task or objective once they are convinced of the benefits associated with its completion.

This is a measurement of how strongly a person feels the need to achieve, accomplish or complete something. This "drive" can take many forms (e.g., tasks, knowledge, career, physical, etc.), but it involves the level of personal motivation a person is capable of bringing to bear on any given task which one feels is important.

Possible Limitations:

- May have difficulty committing substantial internal resources towards completing a task.
- Has trouble avoiding procrastination.
- May not be aware of what is expected.

Developmental Suggestions:

- Know what the job description is and what the supervisor expects.
- Remember if something is put off today, it will probably be put off repeatedly until it becomes bigger and more unpleasant.
- Avoid distractions, disturbances, and interruptions that prevent meaningful work from being done.

Handling Rejection

Handling Rejection on a personal level is based very heavily on a person's self-esteem and his or her ability to see themselves as valuable, separate and apart from a role or position in life. By not personalizing professional rejection and associating it with having oneself as an individual rejected, a person maintains a higher level of resiliency and assumes less stress.

Possible Limitations:

- May view rejection as a personal affront.
- May react to rejection in a defensive manner.
- Rejection may have a negative impact on self-esteem.

Developmental Suggestions:

- Do not take "no" personally.
- Create an image for oneself as a person who can handle tough times with confidence and dignity.
- Develop psyche to the point that rejection isn't expected to happen. Instead, expect success and anticipate acceptance.

Samuel Sample

Dimensional Balance

World View

	People	Tasks	Systems
	Understanding Others	Practical Thinking	Systems Judgment

Self View

	Me	Roles	Future
	Sense of Self	Role Awareness	Self Direction

89 External Clarity Average

77 Internal Clarity Average

	Understanding Others	Practical Thinking	Systems Judgment	Sense of Self	Role Awareness	Self Direction
Clarity	94	82	92	78	80	74
Bias	⤯	↑	⤯	↓	↑	↓
Blind Spot	6	18	8	22	20	26

Rev: 0.96-0.90

↑ Overvaluation	🟢 Intrinsic
⤯ Mixed valuation	🟡 Extrinsic
↓ Undervaluation	🔵 Systemic

⭐ Population mean
89 External Clarity Average
77 Internal Clarity Average

Core Skills List

For consulting and coaching

Clarity	Mean	Description
100	79	Correcting Others
99	81	Personal Relationships
98	77	Evaluating Others
97	76	Concrete Organization
94	83	Theoretical Problem Solving
94	73	Conceptual Thinking
94	79	Attitude Toward Others
94	78	Freedom from Prejudices
94	79	Leading Others
94	79	Sensitivity to Others
94	81	Empathetic Outlook
93	75	Accountability for Others
93	73	Results Orientation
93	77	Evaluating What is Said
93	78	Monitoring Others
92	80	Following Directions
92	82	Realistic Goal Setting for Others
92	80	Respect for Policies
92	78	Systems Judgment
90	80	Attention to Detail
90	79	Conveying Role Value
90	79	Emotional Control
88	73	Surrendering Control
88	81	Understanding Motivational Needs
88	81	Self Improvement
87	70	Intuitive Decision Making
87	77	Realistic Expectations
87	70	Handling Stress
87	74	Developing Others
86	78	Relating to Others
86	75	Sense of Timing
86	80	Material Possessions
85	73	Project Scheduling
85	74	Enjoyment of the Job
83	74	Project and Goal Focus
83	75	Problem Solving
83	71	Gaining Commitment
83	79	Proactive Thinking
82	72	Personal Accountability
82	75	Quality Orientation
82	69	Meeting Standards
82	76	Integrative Ability
82	80	Practical Thinking
81	76	Status and Recognition

Clarity	Mean	Description
81	77	Sense of Belonging
80	67	Self Assessment
80	76	Using Common Sense
80	71	Role Awareness
79	74	Self Management
78	70	Balanced Decision Making
78	78	Persuading Others
78	73	Sense of Self
78	71	Role Confidence
77	74	Self Confidence
77	69	Initiative
77	72	Persistence
75	76	Long Range Planning
75	71	Internal Self Control
74	76	Realistic Personal Goal Setting
74	69	Self Direction
72	73	Consistency and Reliability
72	73	Job Ethic
71	73	Sense of Mission
69	71	Personal Drive
66	74	Handling Rejection

Samuel Sample

Core Skills List
For consulting and coaching

Clarity	Mean	Description
93	75	Accountability for Others
90	80	Attention to Detail
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94	73	Conceptual Thinking
97	76	Concrete Organization
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100	79	Correcting Others
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94	81	Empathetic Outlook
85	74	Enjoyment of the Job
98	77	Evaluating Others
93	77	Evaluating What is Said
92	80	Following Directions
94	78	Freedom from Prejudices
83	71	Gaining Commitment
66	74	Handling Rejection
87	70	Handling Stress
77	69	Initiative
82	76	Integrative Ability
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83	75	Problem Solving
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85	73	Project Scheduling
82	75	Quality Orientation
87	77	Realistic Expectations
92	82	Realistic Goal Setting for Others
74	76	Realistic Personal Goal Setting
86	78	Relating to Others

Clarity	Mean	Description
92	80	Respect for Policies
93	73	Results Orientation
80	71	Role Awareness
78	71	Role Confidence
80	67	Self Assessment
77	74	Self Confidence
74	69	Self Direction
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79	74	Self Management
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78	73	Sense of Self
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