



TTI  
SUCCESS  
INSIGHTS®

## Talent Insights®

Executive

**jay voorhees**  
Founder/Owner  
JVM Lending  
1-25-2021

**COMPLIMENTARY TRIAL REPORT  
NOT FOR SALE OR SEMINAR USE**

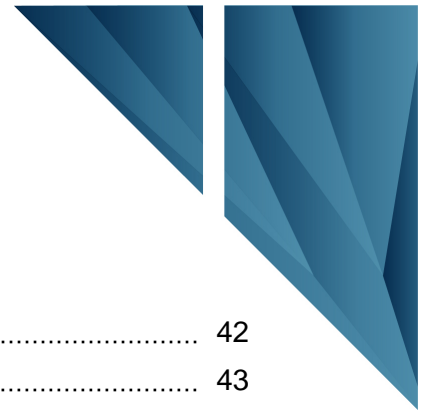


**CEO COACHING™**  
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## Introduction Where Opportunity Meets Talent

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

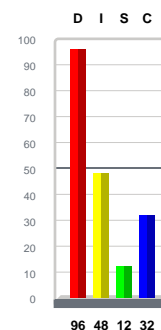
*Based on jay's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general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

Jay is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He is extremely results-oriented, with a sense of urgency to complete projects quickly. He is a goal-oriented manager who believes in harnessing people to help him achieve his goals. He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. Jay is deadline conscious and becomes irritated if deadlines are delayed or missed. He embraces visions not always seen by others. Jay's creative mind allows him to see the "big picture." He may be so self-confident that others see him as arrogant. This confidence may be something others wish they had. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Jay is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He prefers an environment with variety and change. He is at his best when many projects are underway at once.

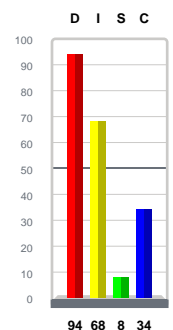
Jay is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. Sometimes he becomes emotionally involved in the decision-making process. When faced with a tough decision, he will try to sell you on his ideas. Jay is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He finds it easy to share his opinions on solving work-related problems. He will work long hours until a tough problem is solved. After it is solved, Jay may become bored with any routine work that follows. He likes to make decisions quickly.



Adapted Style



Natural Style



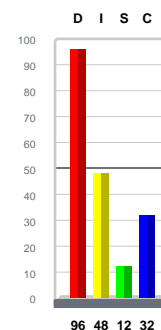


## General Characteristics Continued

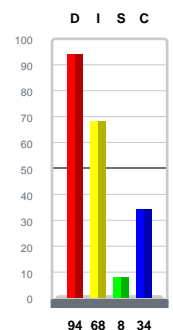
jay challenges people who volunteer their opinions. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He tends to be intolerant of people who seem ambiguous or think too slowly. jay may lack the patience to listen and communicate with slower acting people. 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 should exhibit more patience and ask questions to make sure that others have understood what he has said. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others!



Adapted Style



Natural Style





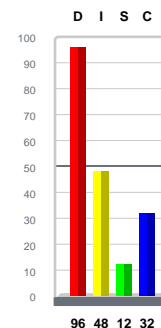
# Value to the Organization

*This section of the report identifies the specific talents and behavior jay 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.*

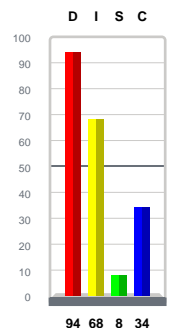
- Will join organizations to represent the company.
- Deadline conscious.
- Change agent—looks for faster and better ways.
- Good mixer.
- Innovative.
- Tenacious.
- Self-starter.
- Competitive.
- Spontaneity.



Adapted Style



Natural Style





# Checklist for Communicating

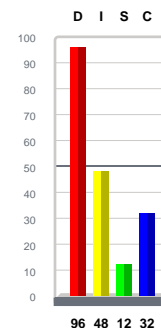
*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with jay. Read each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

## Ways to Communicate:

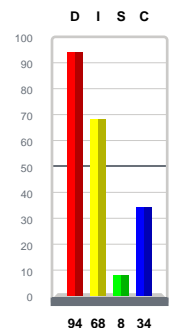
- Provide questions, alternatives and choices for making his own decisions.
- Use his jargon.
- Verify that the message was heard.
- Read the body language—look for impatience or disapproval.
- Understand his sporadic listening skills.
- Put projects in writing with deadlines.
- Provide systems to follow.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Present the facts logically; plan your presentation efficiently.
- Ask specific (preferably "what?") questions.
- Support and maintain an environment where he can be efficient.
- Be specific and leave nothing to chance.
- Provide facts and figures about probability of success or effectiveness of options.



Adapted Style



Natural Style





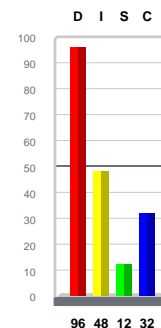
## Checklist for Communicating Continued

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

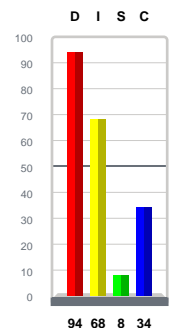
### Ways NOT to Communicate:

- Ask rhetorical questions or useless ones.
- Dictate to him.
- Try to build personal relationships.
- Come with a ready-made decision or make it for him.
- Use a paternalistic approach.
- Let him change the topic until you are finished.
- Be put off by his "cockiness."
- Reinforce agreement with "I'm with you."
- Assume he heard what you said.
- Ramble on, or waste his time.
- Direct or order.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.

Adapted Style



Natural Style





# Communication Tips

*This section provides suggestions on methods which will improve jay's communications with others. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, jay 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, non-threateningly.
- 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 jay's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower jay to project the image that will allow him to control the situation.

### Self-Perception

*jay usually sees himself as being:*

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

### Others' Perception - Moderate

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

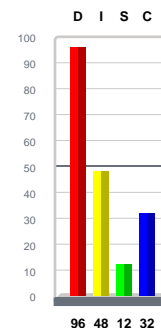
- Demanding
- Nervy
- Egotistical
- Aggressive

### Others' Perception - Extreme

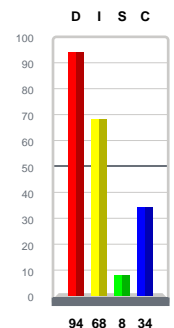
*Under extreme pressure, stress or fatigue, others may see him as being:*

- Abrasive
- Controlling
- Arbitrary
- Opinionated

Adapted Style



Natural Style



jay voorhees



# The Absence of a Behavioral Factor

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

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

- Avoid positions that revolve around routine work.
- The need for juggling many tasks at once may jeopardize quality.
- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.

## 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.

- When working on a team, the need for collaboration before moving forward can be a deterrent.
- Recognize that others may move at a slower pace.
- Be mindful of the signals body language sends and how they affect relationships.





# Descriptors

Based on Jay'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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
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

*Jay'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

Jay 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. Jay will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

### Adapted

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

## People - Contacts

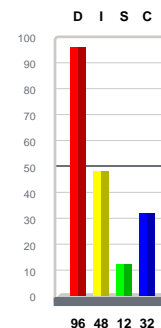
### Natural

Jay 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. Jay is trusting and also wants to be trusted.

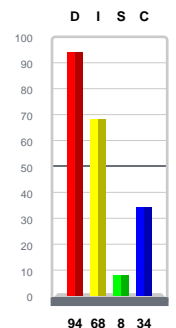
### Adapted

Jay sees a need to be factual and logical while attempting to influence others. He feels a direct and straightforward approach is really what others want before they can be influenced.

Adapted Style



Natural Style



Jay Voorhees



# Natural and Adapted Style Continued



## Pace - Consistency

### Natural

Jay 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

Jay 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

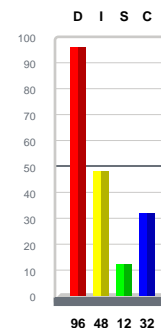
### Natural

Jay 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.

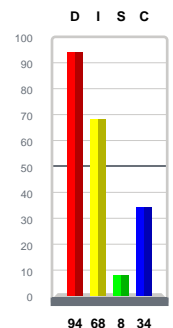
### Adapted

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

Adapted Style



Natural Style



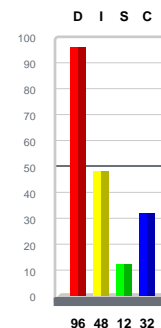


# Adapted Style

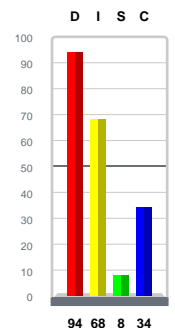
*Jay sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.*

- Dealing with a wide variety of work activities.
- Persistence in job completion.
- Acting without precedent and able to respond to change in daily work.
- Moving quickly from one activity to another.
- A good support team to handle paperwork.
- Questioning the status quo and seeking more effective ways of accomplishment.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Using a flexibility of style, especially with those of different work styles.
- Meeting deadlines.
- Quickly responding to crisis and change with a strong desire for immediate results.
- Working without close supervision.
- Anticipating and solving problems.

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.*

## Lack of a Written Plan

*A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.*

### Possible Causes:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

### Possible Solutions:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

## Snap Decisions

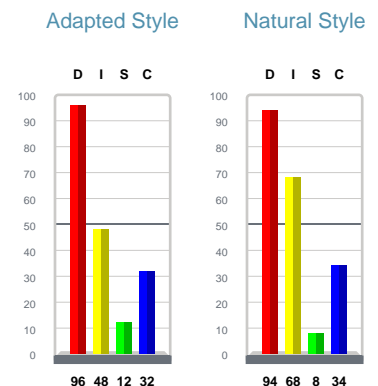
*Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.*

### Possible Causes:

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

### Possible Solutions:

- Ask for recommendations





## Time Wasters Continued

- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

## Crisis Management

*Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.*

### Possible Causes:

- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

### Possible Solutions:

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible

## Firefighting

*Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.*

### Possible Causes:

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation





# Time Wasters Continued

## Possible Solutions:

- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach

## Poor Delegation

*Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.*

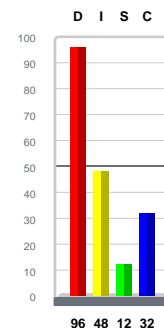
## Possible Causes:

- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

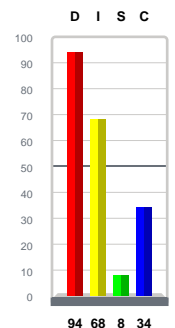
## Possible Solutions:

- Train and mentor others
- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

Adapted Style



Natural Style





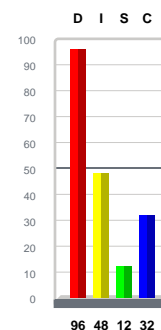
## Areas for Improvement

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

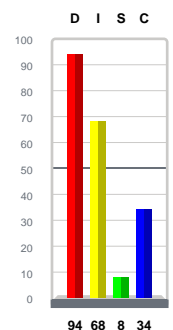
### jay has a tendency to:

- Be disruptive because of his innate restlessness and disdain for sameness.
- Resist participation as part of the team, unless seen as a leader.
- Be so concerned with the big picture that he forgets to see the little pieces.
- Have trouble delegating—can't wait, so does it himself.
- Be explosive by nature and lack the patience to negotiate.
- Set standards for himself and others so high that impossibility of the situation is commonplace.
- Have difficulty finding balance between family and work.

Adapted Style



Natural Style



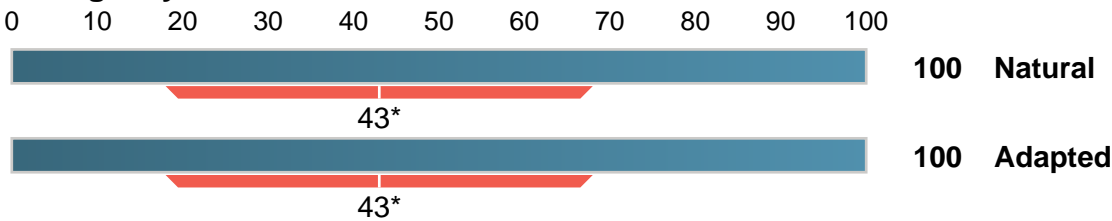
jay voorhees



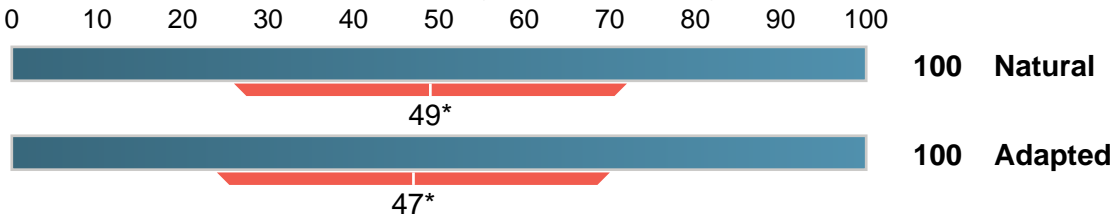
# Behavioral Hierarchy

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.

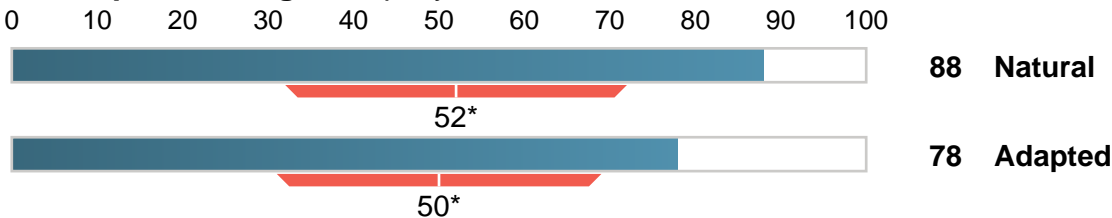
## 1. Urgency - Take immediate action.



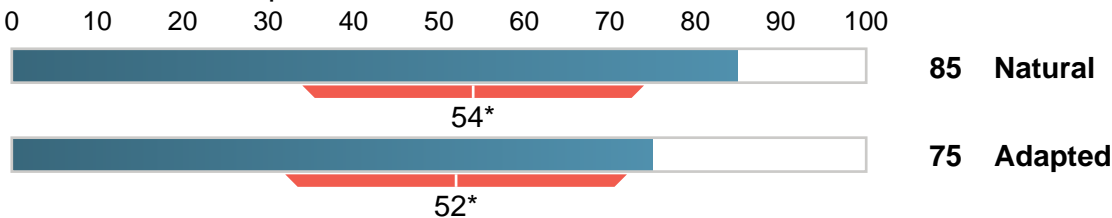
## 2. Competitive - Want to win or gain an advantage.



## 3. Frequent Change - Rapidly shift between tasks.



## 4. Versatile - Adapt to various situations with ease.

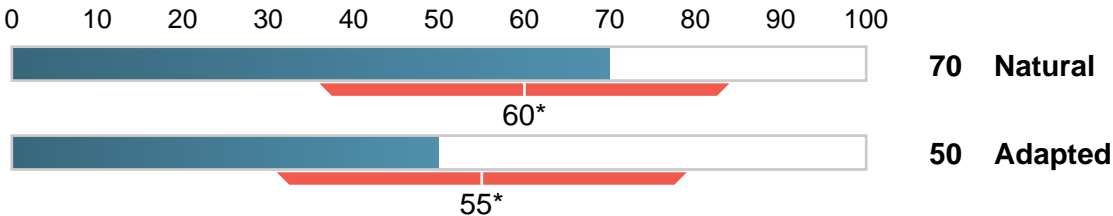


\* 68% of the population falls within the shaded area.

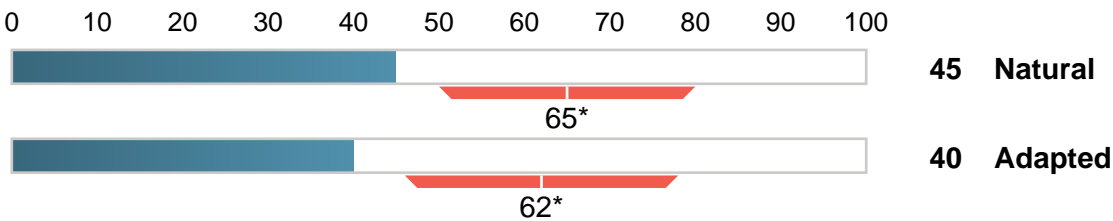


## Behavioral Hierarchy Continued

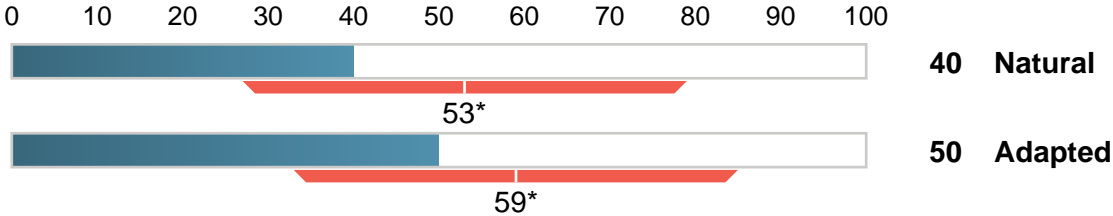
### 5. Interaction - Frequently engage and communicate with others.



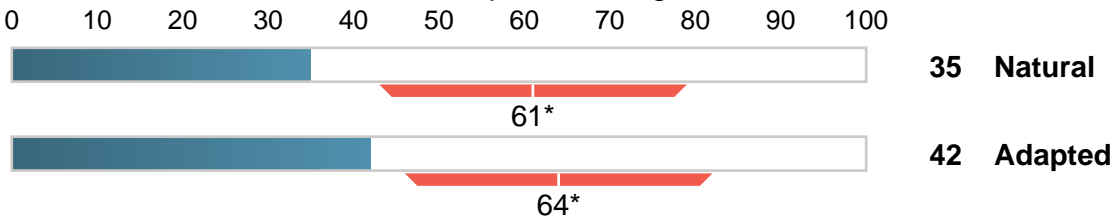
### 6. People-Oriented - Build rapport with a wide range of individuals.



### 7. Analysis - Compile, confirm and organize information.



### 8. Persistence - Finish tasks despite challenges or resistance.

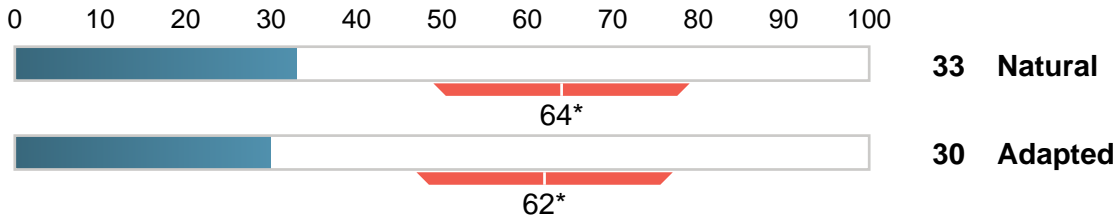


\* 68% of the population falls within the shaded area.

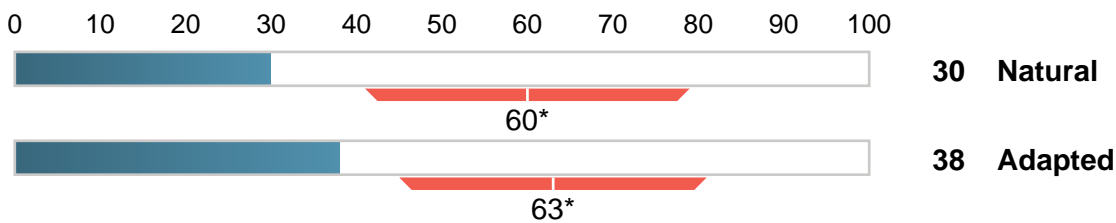


## Behavioral Hierarchy Continued

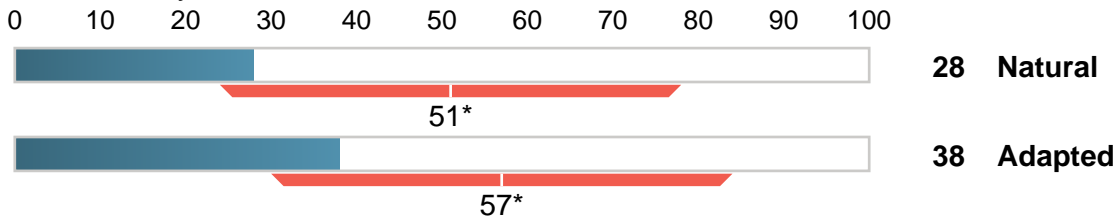
### 9. Customer-Oriented - Identify and fulfill customer expectations.



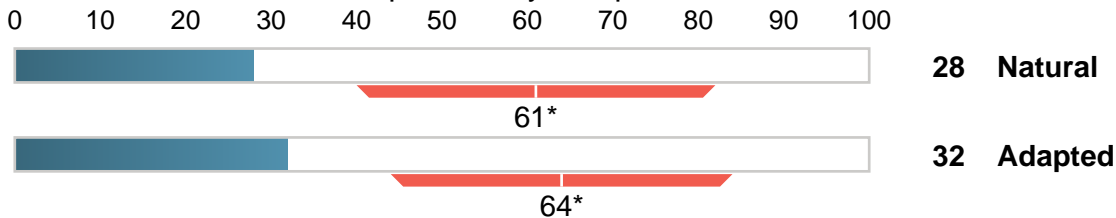
### 10. Following Policy - Adhere to rules, regulations, or existing methods.



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



### 12. Consistent - Perform predictably in repetitive situations.



SIA: 96-48-12-32 (01) SIN: 94-68-08-34 (11)  
\* 68% of the population falls within the shaded area.

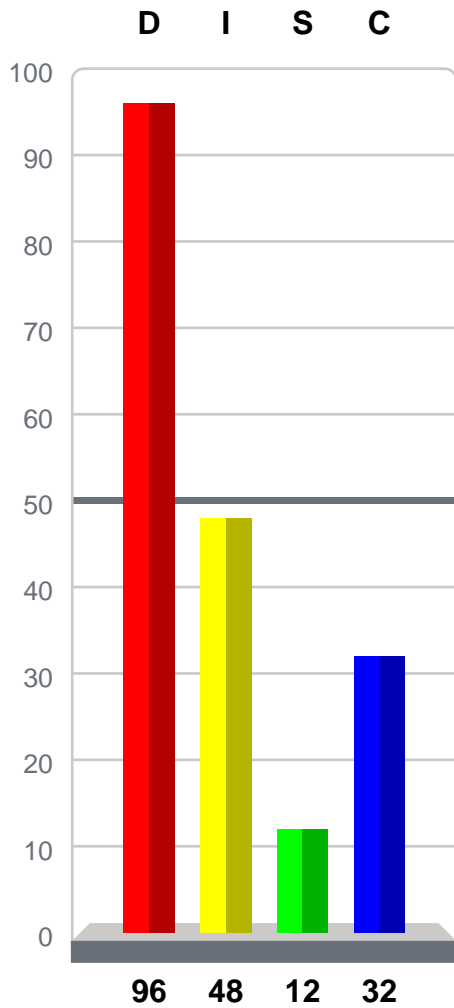


# Style Insights® Graphs

1-25-2021

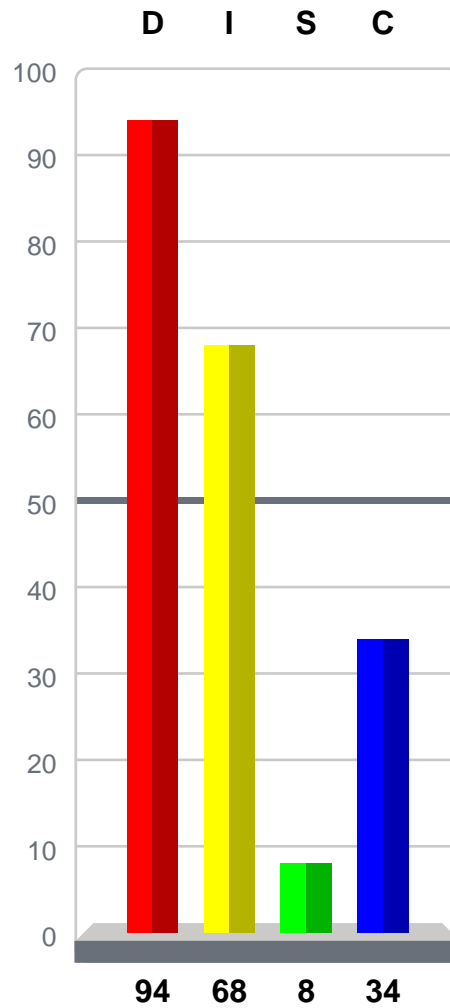
Adapted Style

Graph I



Natural Style

Graph II



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.

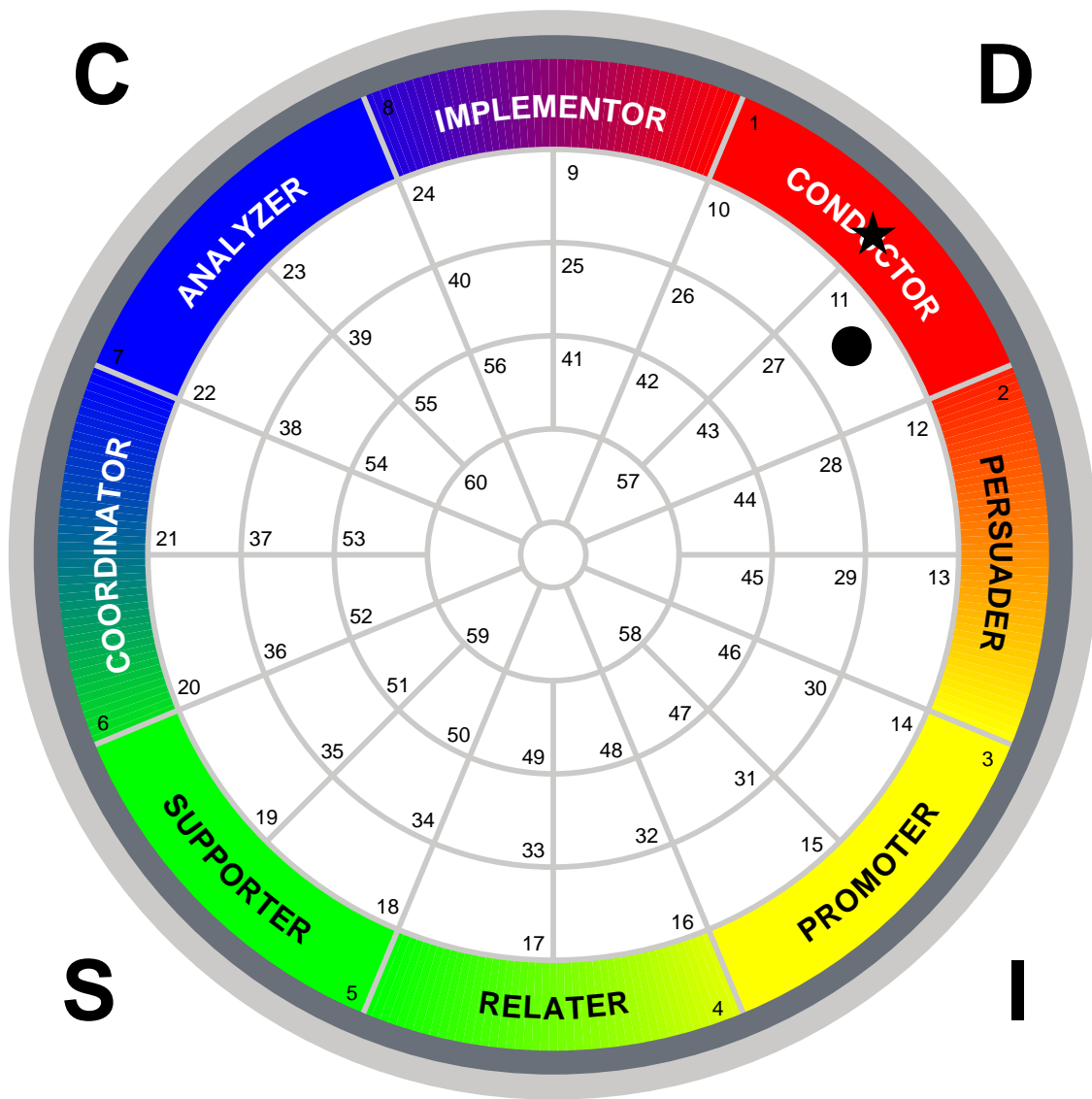
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

1-25-2021



Adapted: ★ (1) CONDUCTOR  
 Natural: ● (11) PERSUADING CONDUCTOR

Norm 2017 R4

T: 11:20

jay voorhees

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COMPLIMENTARY TRIAL REPORT - NOT FOR SALE OR SEMINAR USE



# 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 a 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.*

jay prioritizes his work responsibilities over social causes. He can buffer the feelings of others to drive business. He feels things must be earned, not given, because he believes all are capable of hard work and persistence. He is passionate about creating something that leads to an enduring legacy. jay wants to control his own destiny and impact the destiny of others. He looks for opportunities to take control of situations. He may have the desire to expand his knowledge to be considered an expert in his chosen field. He is comfortable around people who share his interest for knowledge and especially comfortable among people with similar convictions. jay will not be afraid to explore new and different ways of interpreting his own belief system. In many cases, jay would prefer to set his own plan of action. He tends to give freely of time, talent and resources, but may want a return on his investment. He will focus on the purpose as well as the presentation of a project.

jay follows a philosophy of "it's not personal, it's just business." He sees the world as a toolset to accomplish his goals. He has the desire to create a winning strategy. He can go to extremes to win or control the situation. jay sometimes uses knowledge as a benchmark for success. He will tend to seek new methods or information rather than relying on past experiences. He tends to be an out-of-the-box thinker. He won't get hung up on a specific approach and will keep momentum moving forward. jay tends to be less focused on a return versus the success of the project. He may evaluate situations based on his utility and economic return. He may be able to separate issues to keep the momentum moving forward. He may be able to compartmentalize the situation to ensure a rewarding interaction.



## General Characteristics

In general, unpleasant surroundings may not impact jay's productivity. He may use productivity as a measure of his success with activities and tasks. He seeks new ways to accomplish routine tasks. He will benefit from a role that allows him to gain new knowledge. jay strives to achieve leadership roles. He is driven by building a team that is recognized as a winner. He looks for what is useful in people, resources and his surroundings. He questions the amount of time individuals spend assisting other people.



# Strengths and Weaknesses

*The following section will give you a general understanding of the strengths and weaknesses of jay'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

- jay chooses who, when, and how much to help based on the desired outcome.
- He expects others to be self-reliant and resists intervening until necessary.
- He will downplay emotions when making decisions concerning people.
- He strives to set himself apart.
- jay values status and public recognition.
- He may seek to make the unknown known.
- He might consider himself an independent thinker.

## Potential Weaknesses

- jay may be seen as self serving.
- He may focus on himself, perhaps at the expense of others.
- He tends to value people as an opportunity or resource rather than as an individual.
- He may use the "ends to justify the means" concept in tough situations.
- jay may not consider people in seeking personal advancement.
- He may have difficulty when it comes time to apply the knowledge he has gained.
- He may be seen as overly adamant to try something new.



# Energizers and Stressors

*The following section will give you a general understanding of the energizers and stressors of jay'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

- jay is energized by advancing his personal interest through others.
- He seeks out a personal benefit from others.
- He relies on himself.
- He is energized by working to create a personal legacy
- jay is energized by the pursuit of advancement opportunities.
- He is energized by discovering new information.
- He enjoys gathering new ideas.

## Potential Stressors

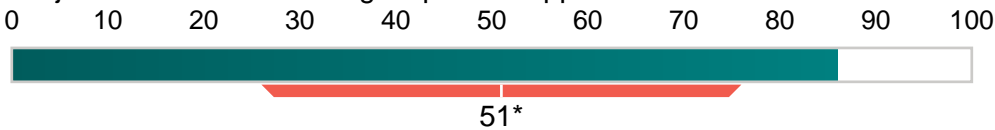
- jay is frustrated when people assist others for no apparent reason.
- He gets stressed when supporting others in need.
- He gets frustrated when his contribution is disregarded.
- He is stressed by a lack of respect.
- jay gets stressed when he lacks authority.
- He is stressed by an environment with no opportunity for intellectual growth.
- He gets frustrated by a “this is the way we have always done it” attitude.



# Primary Driving Forces Cluster

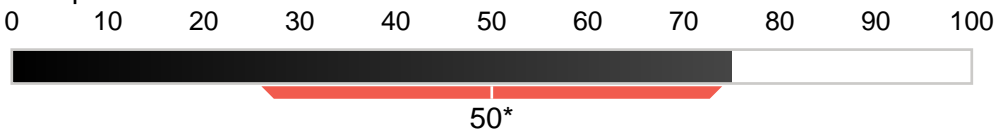
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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.



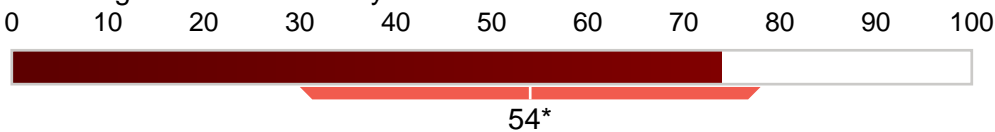
86

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



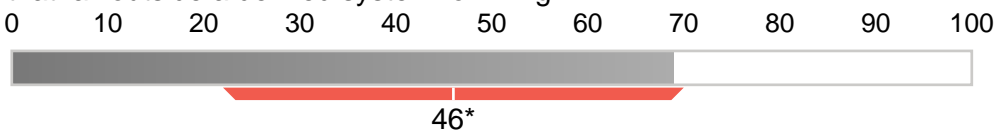
75

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



74

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



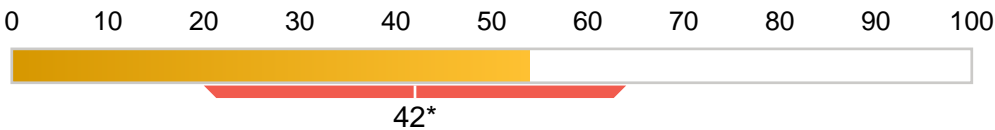
69



# Situational Driving Forces Cluster

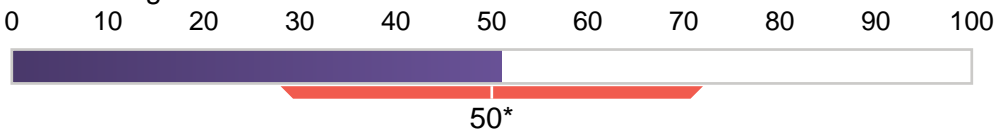
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



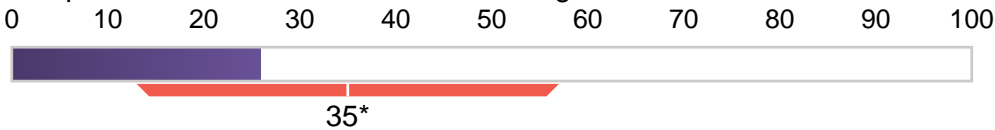
54

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



51

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



26

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



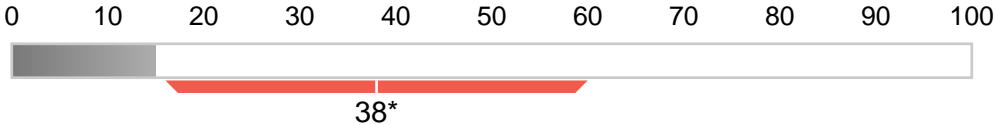
25



# Indifferent Driving Forces Cluster

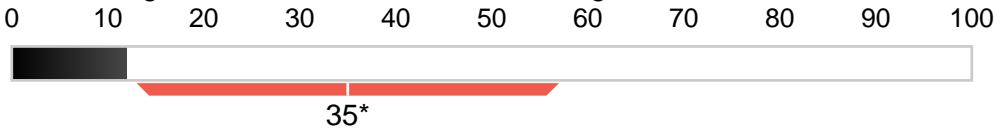
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



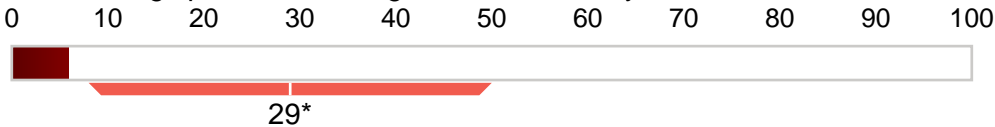
15

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



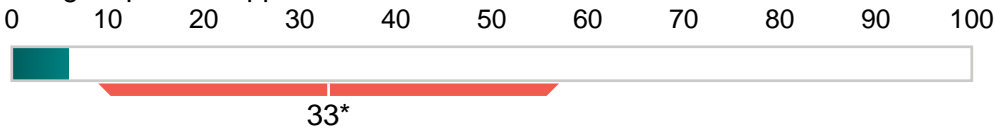
12

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



6

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



6

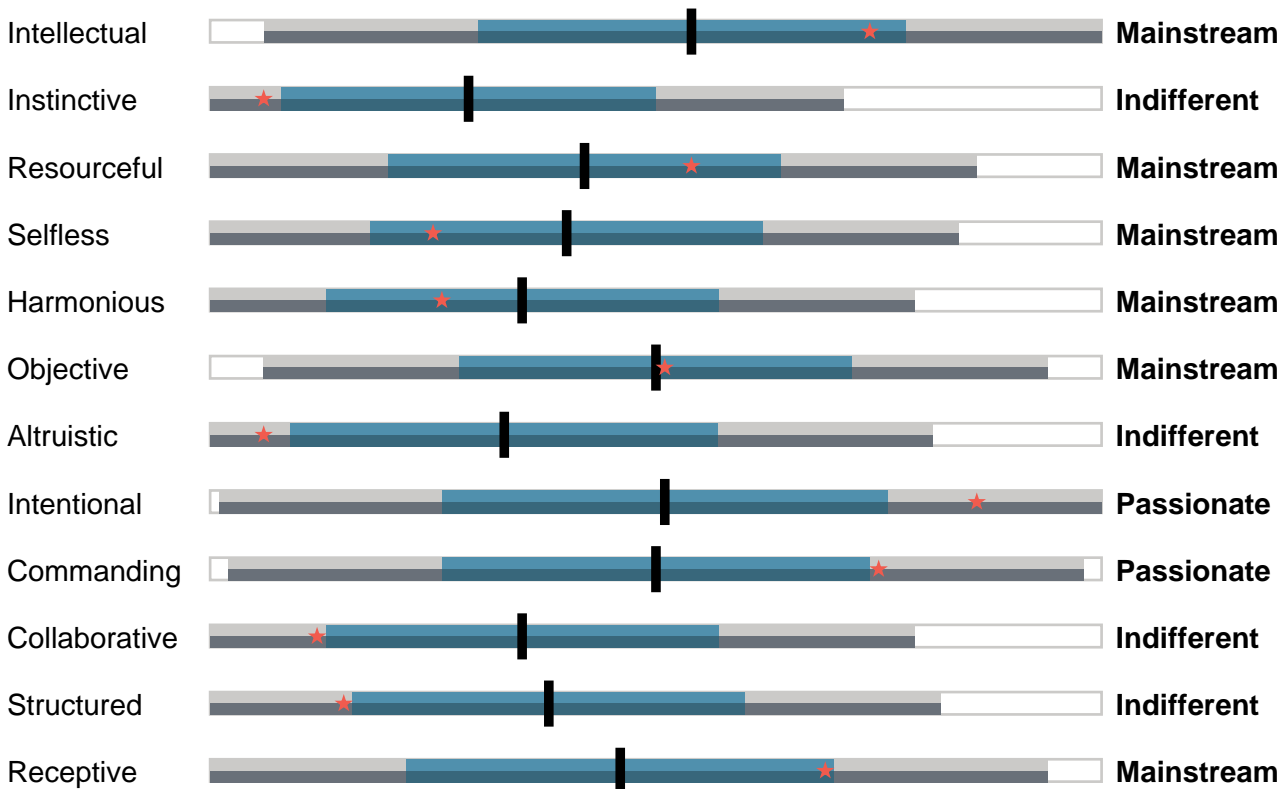


# Areas for Awareness

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

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

## Norms & Comparisons Table - Norm 2017

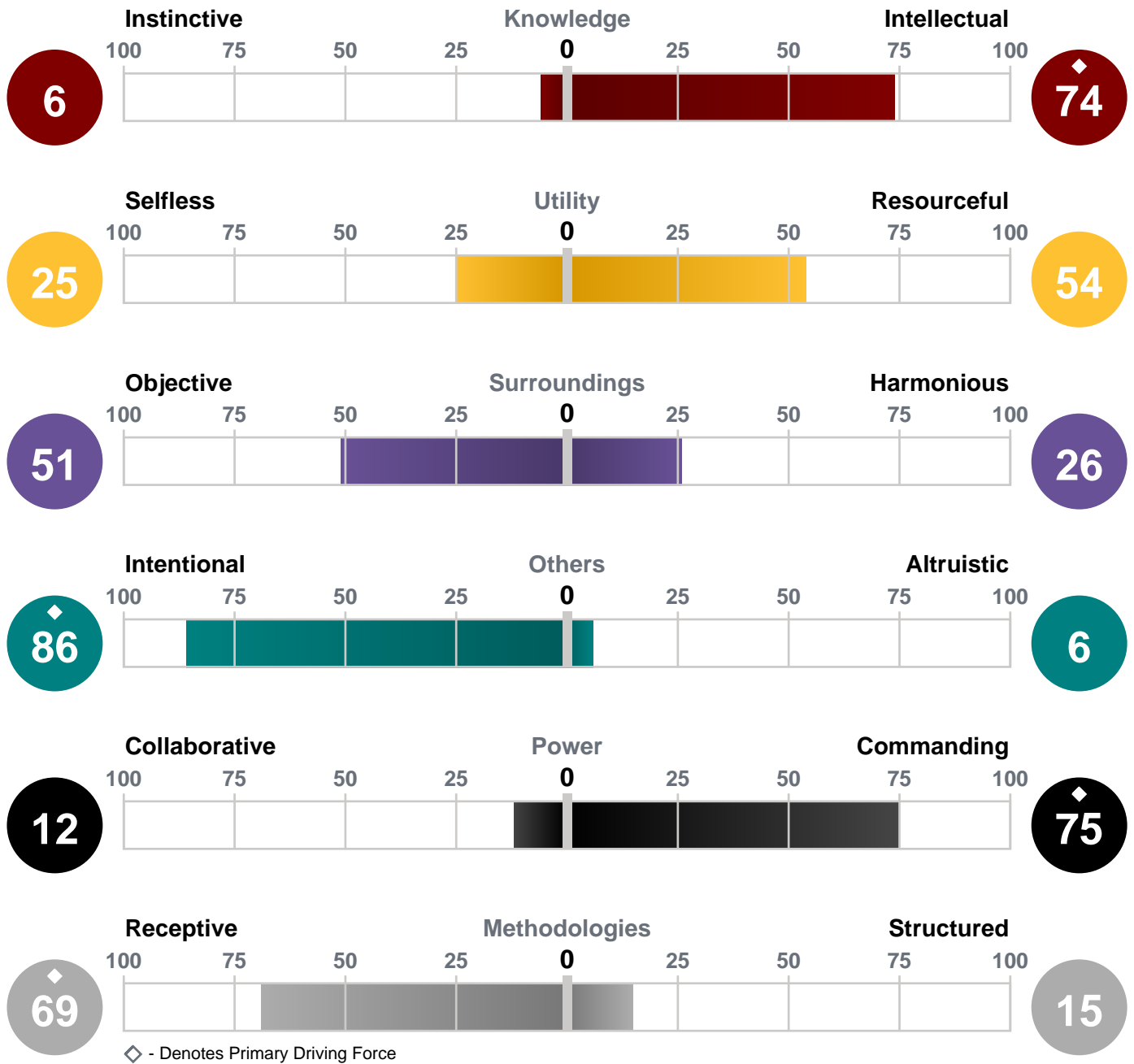


■ - 1st Standard Deviation - \* 68% of the population falls within the shaded area. ■ - national mean ★ - your score  
■ - 2nd Standard Deviation  
■ - 3rd Standard Deviation

**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

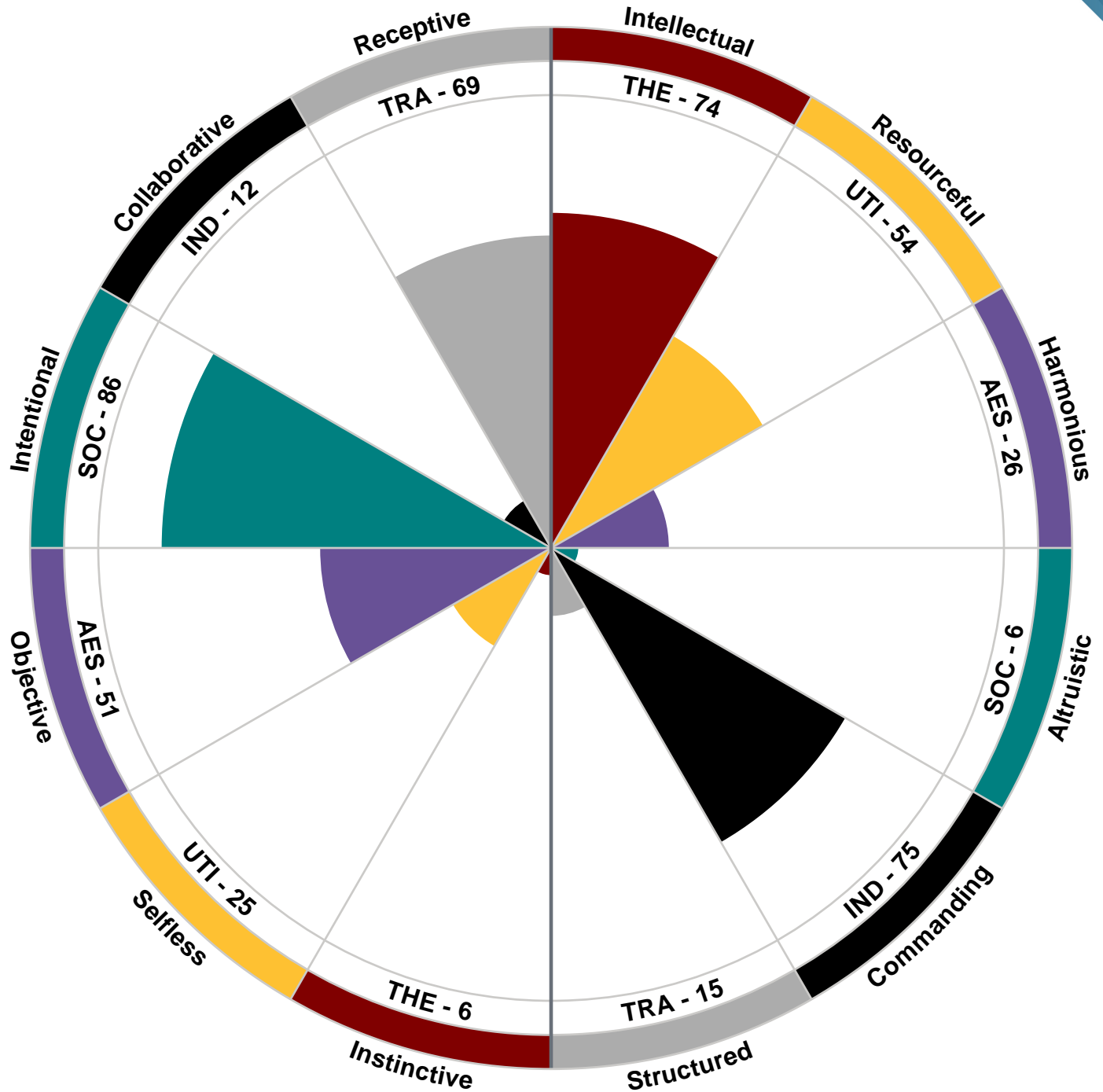


# Driving Forces Graph



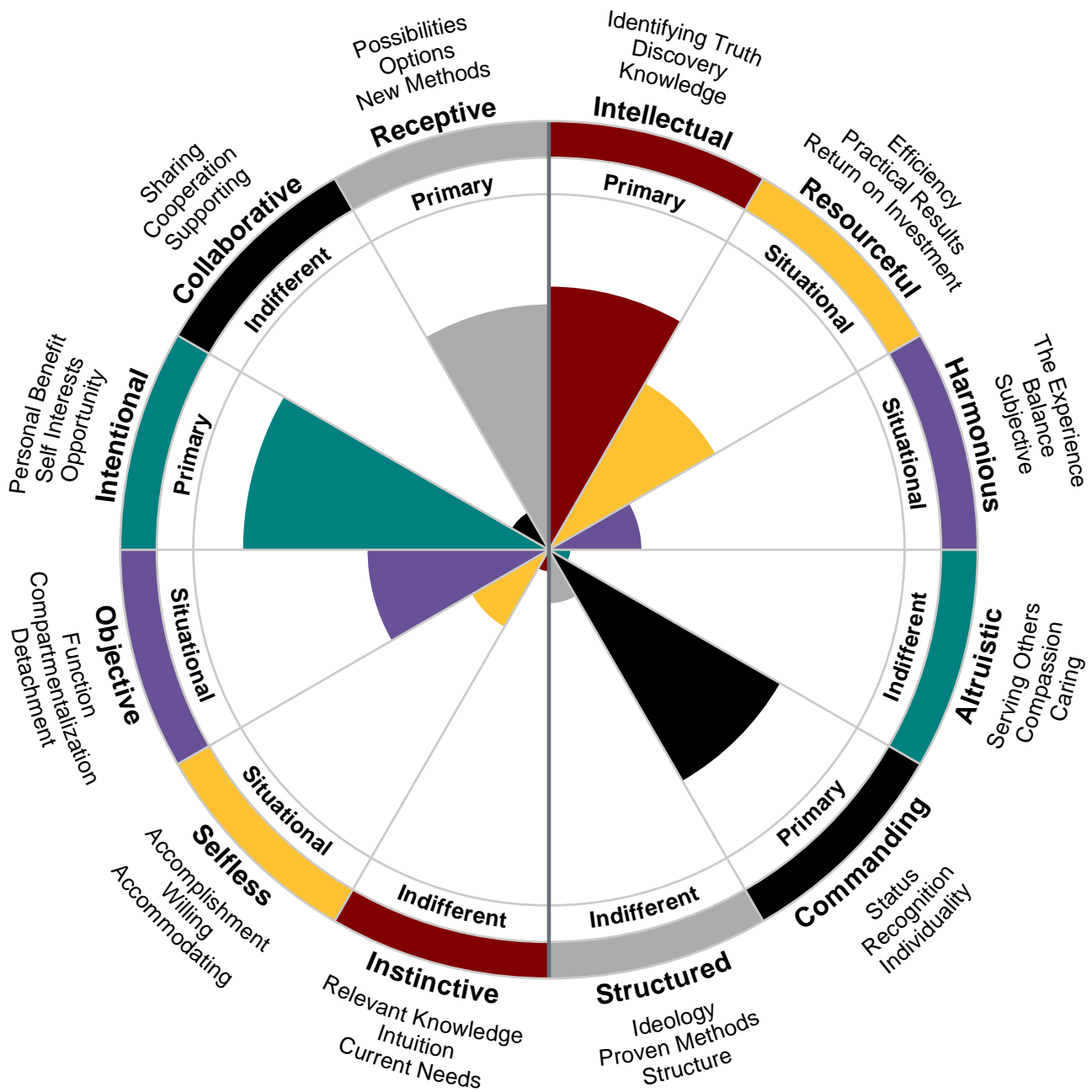


# Driving Forces Wheel





# 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 jay'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.*

- Tough but fair when others are willing to work hard.
- Goal focused when assessing how others can help.
- Calculated with their time, talent, and resources.
- Innovative with strategies for success.
- Not easily deterred by setbacks.
- Bottom-line focused when leading others.
- Offers informed opinions on a variety of topics.
- Thrives on the challenge of solving problems.
- Initiates action to get questions answered.
- A leader for those who question traditions.
- Will champion change and focus on out of the box results
- Good at directing others to challenge the status quo.



# Potential Behavioral and Motivational Conflict

*This section describes the potential areas of conflict between Jay'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.*

- May set standards too high that causes others to fall short.
- May over focus on results and overlook others.
- Has a direct method of developing others if he sees a future return.
- Has to be a big player if not the leader and may miss out on beneficial role-playing opportunities.
- May not realize the negative consequences of his quick decisions.
- Can set personal standards too high.
- The need to research everything and the corresponding need to do everything too soon and too fast.
- A focus on quick results may hinder quality of information.
- Ability to communicate knowledge in a tactful way will be hindered when frustrated with the knowledge level of others.
- By challenging the status quo he may miss the desired results.
- A desire for better results may be prohibited by his need for something new.
- Standards may be unreachable with his desire to try new things.



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

- A forum to champion the needs and desires of others who are willing to work for common results.
- Rewards based on group "wins", as well as individual contributions.
- A results-driven environment where people are respected for what they can provide.
- Management that appreciates and rewards powerful risk-taking.
- Opportunity to assertively express his desire to control his own destiny and potentially that of others.
- An environment where competition and winning is viewed as the ideal.
- Appreciation for a research-based approach to problem solving.
- The ability to be direct and pointed with the discovery of all information related to the problem.
- Ability to be an independent thinker.
- An environment that promotes creative ideas for solving problems and making decisions.
- Opportunity to alter existing systems to make them bigger, better and faster.
- Ability to achieve results by challenging the status quo.



## Keys to Motivating

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

### jay wants:

- To get results by incorporating the abilities of others.
- To be seen as a person who helps others, if they are willing to work hard for the desired results.
- Opportunities to accomplish solutions to problems that relate to his vision.
- To lead a team that understands the value of short-term and fast-moving ideas and results.
- Space and latitude to do what it takes to get the job done.
- Ability to create, share and control the vision.
- All possible information at his fingertips in order to conquer challenges.
- Challenging problems where his knowledge and research capabilities can be maximized.
- Complete information in bulleted format for his own investigation.
- The opportunity to expand his way of thinking.
- All systems and structures to be current and moving toward the desired result.
- The ability to solve problems by examining many new approaches.



## Keys to Managing

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

### jay needs:

- To understand the desire to win or achieve may cause people to be seen as tools.
- Awareness of how his drive can inspire others to accomplish mutual goals.
- To be given power and authority to achieve results through people.
- Help in limiting interruptions because of the desire to be involved in too many projects.
- Freedom to determine how results should be achieved.
- To understand that not all problems are a nail, therefore all solutions cannot be a hammer.
- A manager who realizes that he wants to learn new ways to solve problems and make decisions.
- To understand that all battles cannot be conquered through assertiveness and expression of knowledge.
- To exhibit patience for those still learning what he is already an expert in.
- Support to achieve results through his constantly evolving system for living.
- A manager that understands his potentially explosive nature is from the desire to achieve and win in new and different ways.
- A manager that understands his need to explore many systems to capture all possibilities.



# Action Plan

## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

---

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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# 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)

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---

---

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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