



TTI
SUCCESS
INSIGHTS®

Talent Insights®

Management-Staff

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Company
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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.



General Characteristics

Based on John's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural 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 John's natural behavior.

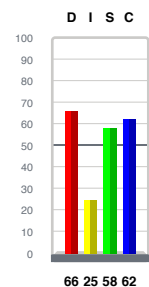
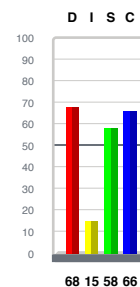
John is an aggressive individual who wins through hard work and persistence; that is, he will come up with a good idea and follow through. He establishes many standards for himself and others. His high ego strength demands that his standards will be met. He can be incisive, analytical and argumentative at times. He has high ego strengths and may be viewed by some as egotistical. John may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. He embraces visions not always seen by others. John's creative mind allows him to see the "big picture." He appreciates others who are team players and will reward those who are loyal. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. John can be analytical, calm, steady and persevering. He likes people, but can be seen occasionally as cold and blunt. He may have his mind on project results, and sometimes may not take the time to be empathetic toward others.

John is logical, incisive and critical in his problem-solving activities. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. He should realize that at times he needs to think a project through, beginning to end, before starting the project. He finds it easy to share his opinions on solving work-related problems. 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. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Logic and people who have the facts and data to support this logic influence him. He admires the patience required to gather facts and data.



Adapted Style

Natural Style



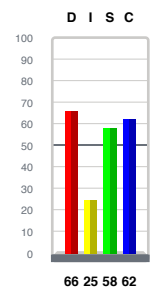
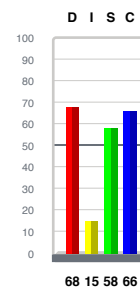


General Characteristics *Continued*

John 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! When communicating with others, John must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details. He may display a lack of empathy for others who cannot achieve his standards. He could improve his communication skills by being patient, listening and displaying genuine care for the people with whom he comes in contact. John likes people who communicate with him in a clear, precise and brief conversation. He could improve his communication with others by being more flexible and showing a sincere interest in what they are saying. He has the ability to ask the right questions and destroy a shallow idea. Some people may feel these questions are a personal attack upon their integrity; however, this is just his way of getting the appropriate facts. He is not influenced by people who are overly enthusiastic. They rarely get his attention.



Adapted Style Natural Style



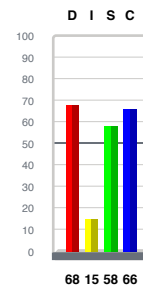


Value to the Organization

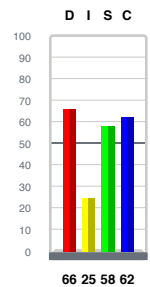
This section of the report identifies the specific talents and behavior John brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Places high value on time.
- Forward-looking and future-oriented.
- Innovative.
- Tenacious.
- Always looking for logical solutions.
- Will join organizations to represent the company.
- Suspicious of people with shallow ideas.

Adapted Style



Natural Style





Checklist for Communicating

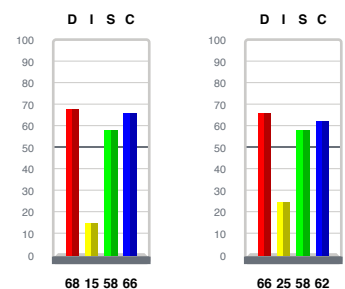
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with John. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with John most frequently.

Ways to Communicate

- Use the proper buzz words that are appropriate to his expertise.
- Respect his quiet demeanor.
- Be prepared with the facts and figures.
- Read the body language--look for impatience or disapproval.
- Show him a sincere demeanor by careful attention to his point of view.
- Motivate and persuade by referring to objectives and results.
- Provide details in writing.
- Take issue with facts, not the person, if you disagree.
- Support and maintain an environment where he can be efficient.
- Listen to him.
- Be clear, specific, brief and to the point.



Adapted Style Natural Style





Ineffective Communication

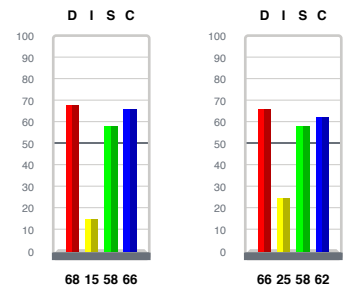
This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Ways NOT to Communicate

- Let disagreement reflect on him personally.
- Be superficial.
- Leave things open to interpretation.
- Ask rhetorical questions, or useless ones.
- Use high speed, intense inputs.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Be disorganized.
- Pretend to be an expert, if you are not.
- Direct or order.
- Make statements you cannot prove.
- Come with a ready-made decision, or make it for him.



Adapted Style Natural Style





Communication Tips

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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



Perceptions

See Yourself as Others See You

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

Self-Perception

John usually sees himself as being:

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

Others' Perception - Moderate

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

- Demanding
- Egotistical
- Nervy
- Aggressive

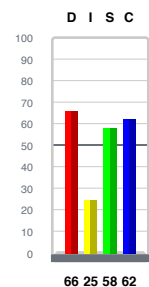
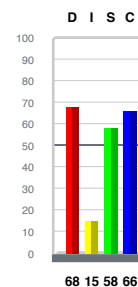
Others' Perception - Extreme

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

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Adapted Style

Natural Style





The Absence of a Behavioral Factor

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

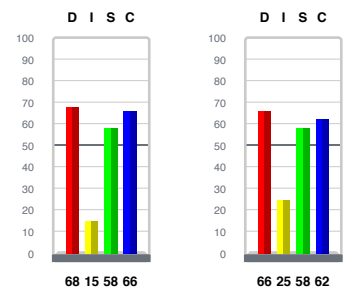
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid working environments that see a realistic nature as purely pessimistic.
- Avoid giving public presentations, as doing so will cause stress.
- Avoid work environments that require an open door policy.

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

- Daily and repetitive team meetings will detract from productivity and add to stress.
- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.
- Not verbalizing feelings and perspectives may delay desired outcomes.

Adapted Style Natural Style





Descriptors

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

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



Natural and Adapted Style

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



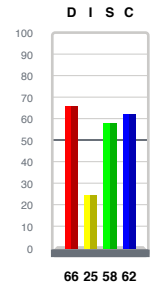
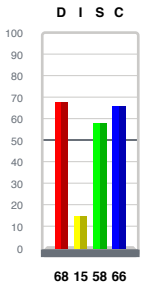
Problems - Challenges

Natural	Adapted
John is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. John is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.	John sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People - Contacts

Natural	Adapted
John is undemonstrative in his approach to influencing others and likes to let facts and figures stand for themselves. He feels persuasion needs to be objective and straightforward. His trust level is based on each interaction--the past is the past. He presents facts without embellishments.	John sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Adapted Style Natural Style





Natural and Adapted Style Continued

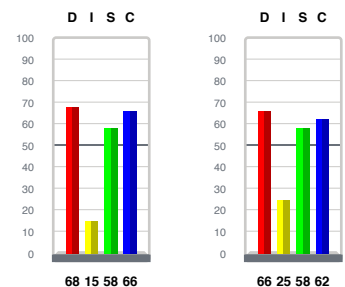
Pace - Consistency

<p>Natural</p> <p>John is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.</p>	<p>Adapted</p> <p>John sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.</p>
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Procedures - Constraints

<p>Natural</p> <p>John is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.</p>	<p>Adapted</p> <p>John shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and John sees little or no need to change his response to the environment.</p>
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Adapted Style Natural Style





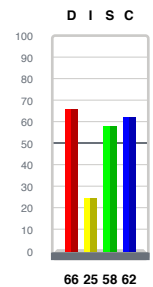
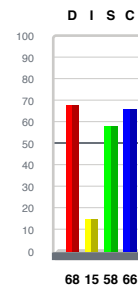
Adapted Style

John 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.

- Being precise in the collection of data.
- Projecting a limited display of emotion.
- Persistence in job completion.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Accomplishing tasks without many people contacts.
- Being attentive and dependable with detailed work activities.
- Anticipating and solving problems.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Working in a systematic, nondemonstrative manner.

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.

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

Possible Solutions:

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

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:

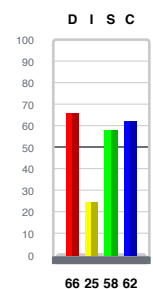
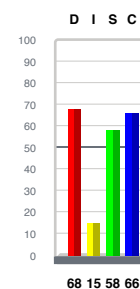
- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

Possible Solutions:

- Have a well defined operational plan
- Target key individuals to handle specific problems

Adapted Style

Natural Style





Time Wasters Continued

- Ask for recommendations from key people
- Delegate authority and responsibility when possible

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:

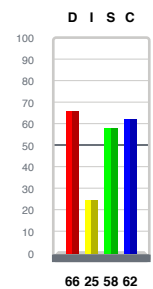
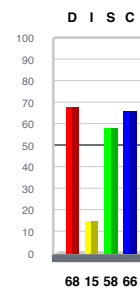
- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

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

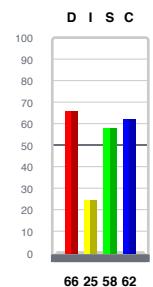
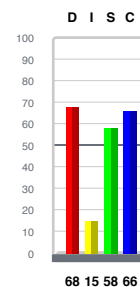
In this area is a listing of possible limitations without regard to a specific job. Review with John and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

John has a tendency to:

- Set standards for himself and others so high that impossibility of the situation is common place.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Blame, deny and defend his position--even if it is not needed.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Lack tact and diplomacy as long as he gets the results he wants.
- Overuse fear as a motivator by being overly demanding.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.
- Make "off the cuff" remarks that are often seen as personal prods.

Adapted Style

Natural Style

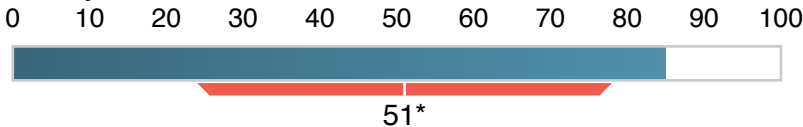




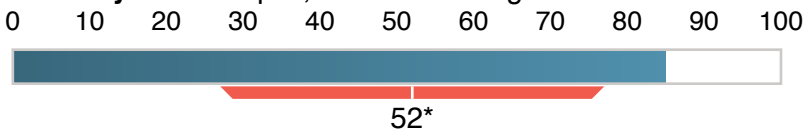
Behavioral Hierarchy

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

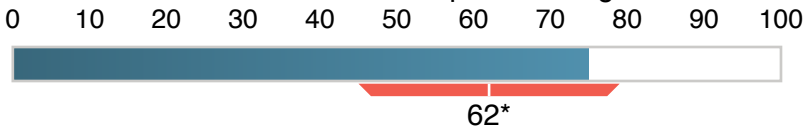
1. Organized Workplace - Establish and maintain specific order in daily activities.



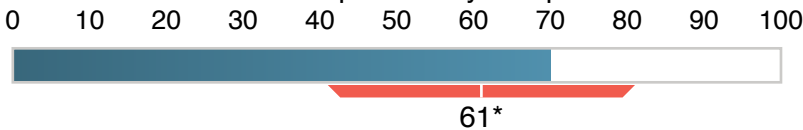
2. Analysis - Compile, confirm and organize information.



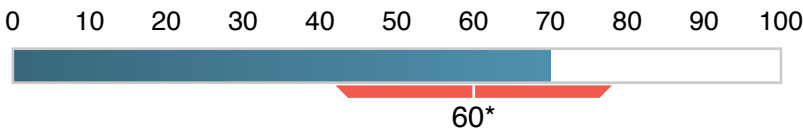
3. Persistence - Finish tasks despite challenges or resistance.



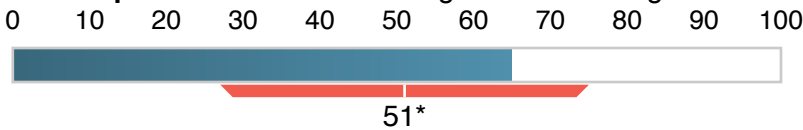
4. Consistent - Perform predictably in repetitive situations.



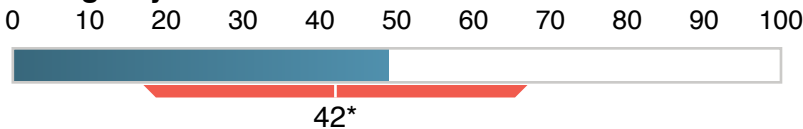
5. Following Policy - Adhere to rules, regulations, or existing methods.



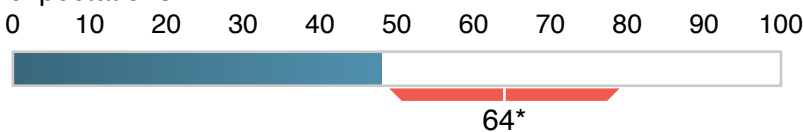
6. Competitive - Want to win or gain an advantage.



7. Urgency - Take immediate action.



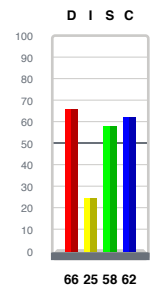
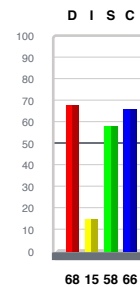
8. Customer-Oriented - Identify and fulfill customer expectations.



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

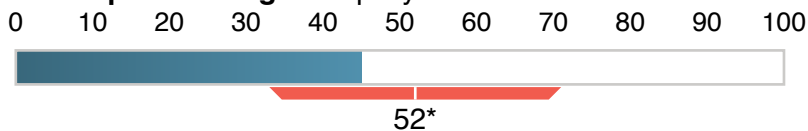
Adapted Style

Natural Style



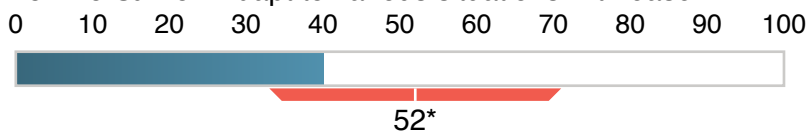
Behavioral Hierarchy

9. Frequent Change - Rapidly shift between tasks.



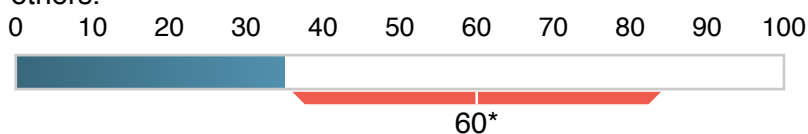
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10. Versatile - Adapt to various situations with ease.



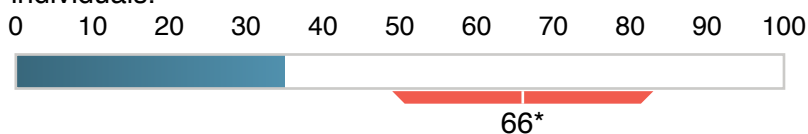
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11. Interaction - Frequently engage and communicate with others.



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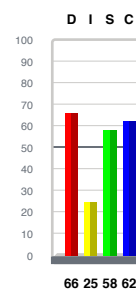
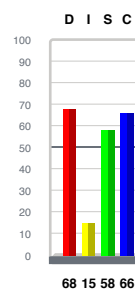
12. People-Oriented - Build rapport with a wide range of individuals.



35

Adapted Style

Natural Style



SIA: 68-15-58-66 (41) SIN: 66-25-58-62 (41)
* 68% of the population falls within the shaded area.

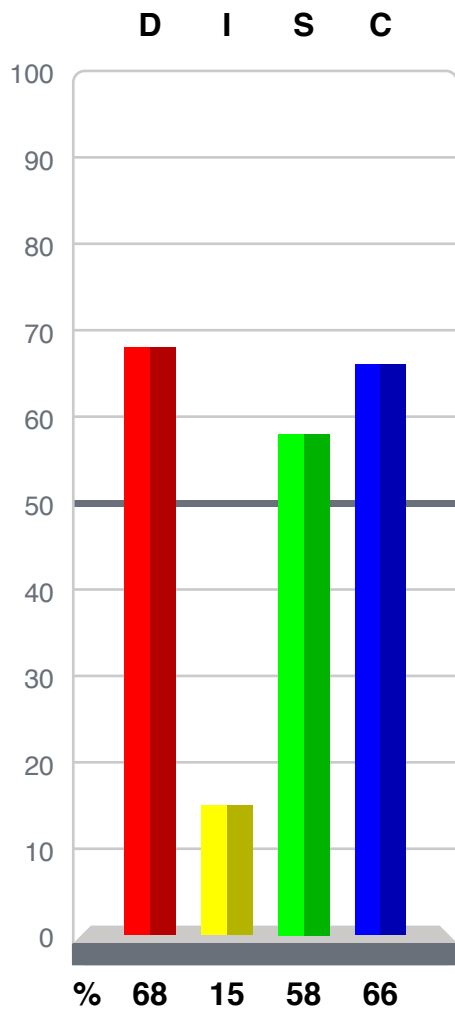


Style Insights® Graphs

11-26-2017

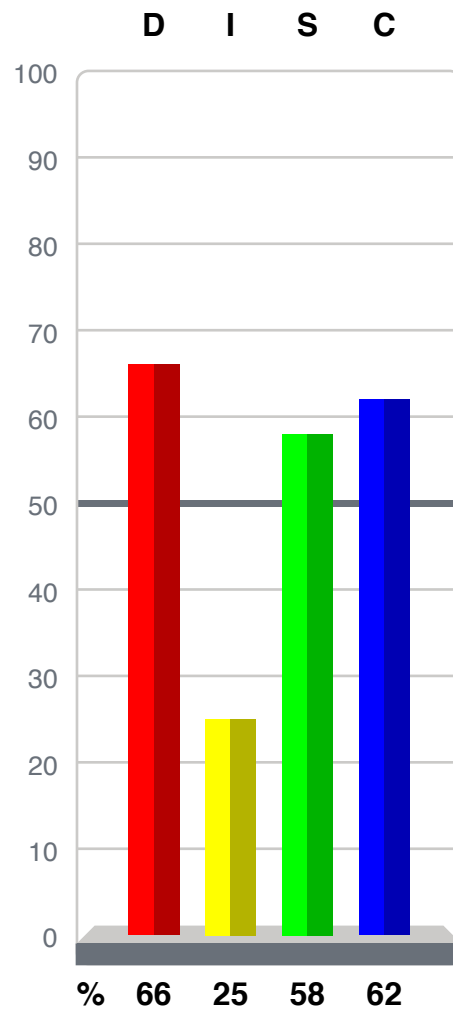
Adapted Style

Graph I



Natural Style

Graph II



German Norm 2017 R4

T: 20:53



The Success Insights® Wheel

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

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

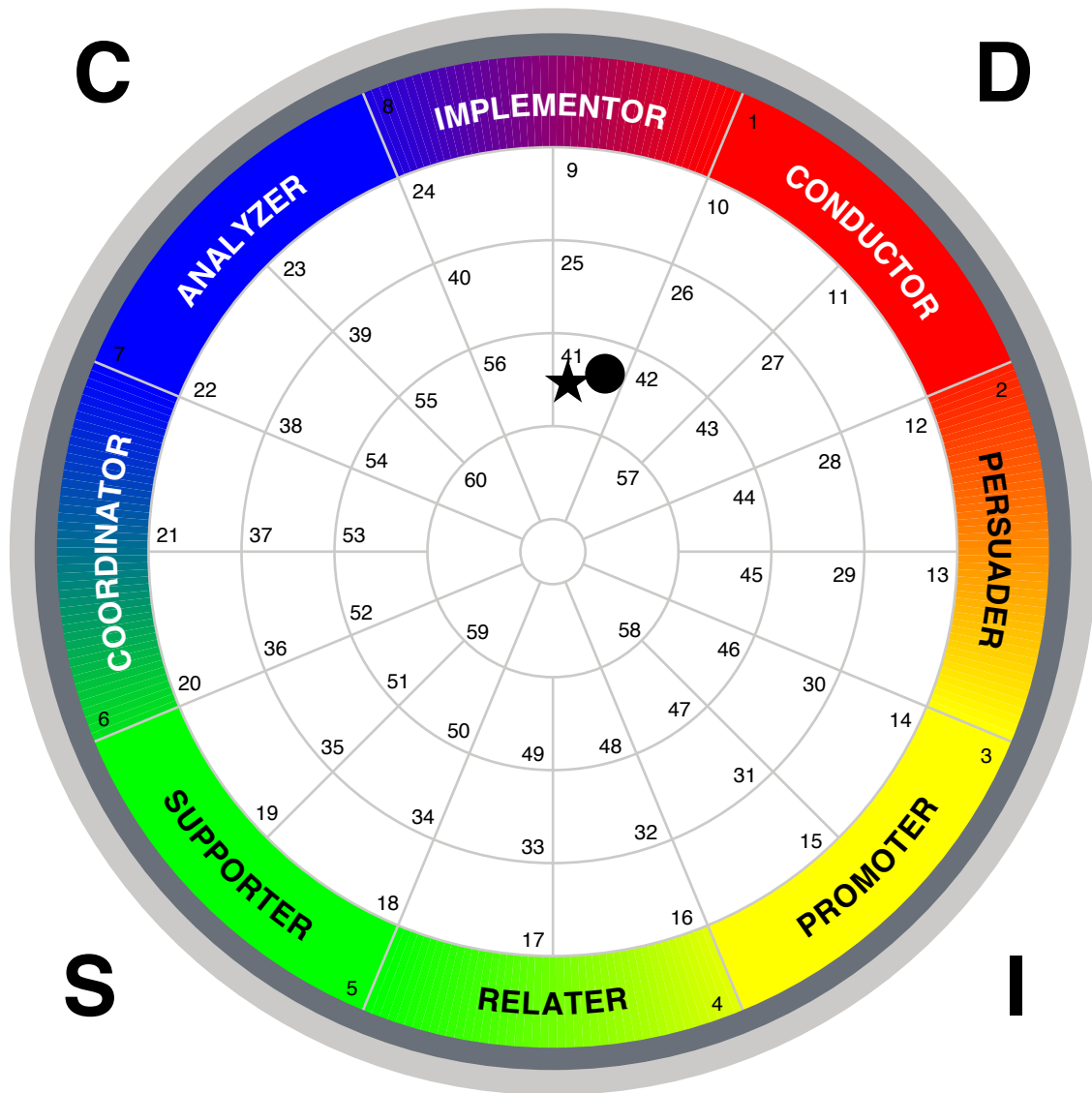
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



The Success Insights® Wheel

11-26-2017



Adapted: ★ (41) CONDUCTING IMPLEMENTOR (ACROSS)
Natural: ● (41) CONDUCTING IMPLEMENTOR (ACROSS)

German Norm 2017 R4

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Understanding Your Driving Forces

Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

With TTISI's additional insights into Spranger's original work, the 12 Driving Forces® came to life. The 12 Driving Forces® are established by looking at each motivator on a continuum and describing both ends. All of the twelve descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies.

You will learn how to explain, clarify and amplify some of the driving forces in your life. This report will empower you to build on your unique strengths, which you bring to work and life. You will learn how your passions from 12 Driving Forces® frame your perspectives and provide the most accurate understanding of you as a unique person.

Please pay careful attention to your top four driving forces, as they highlight what most powerfully moves you to action. As you examine the next tier of four driving forces, you'll recognize they may have strong pull for you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

Once you have reviewed this report you will have a better grasp of one of the key areas in the Science of Self™ and will:

- Identify and understand your unique Driving Forces
- Understand and appreciate the Driving Forces of others
- Establish methods to recognize and understand how your Driving Forces interact with others to improve communication



General Characteristics

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

John will be a great resource to help with identifying valuable and informational resources. He sees himself as an intellectual and will seek opportunities to bring new information to the organization. He will be energized in any position in which advancement is based on continuous learning. He can divide the personal and professional relationships within the same person. John will compartmentalize issues to keep the momentum moving forward. He can focus on the task at hand regardless of his surroundings. He tends to interpret and dissect other systems and/or traditions and is creative when applying them. In many cases, John would prefer to set his own plan of action. John may use wealth as a way to measure his success. He may focus on efficiency to minimize the squandering of resources. He can be patient and sensitive to others if they have a common cause. He may strive to maintain individuality in certain group settings.

John has a keen interest in formulating theories and asking questions to assist in problem solving. He will continue researching until all information is discovered. He will thrive in an environment filled with chaos. He won't get distracted by the form and beauty in his environment. John seeks new ways to accomplish routine tasks. He will not be afraid to explore new and different ways of interpreting his own belief system. He tends to be creative when working with limited resources. John's enterprising tendencies may cause him to be sensitive to wasting time, resources and/or opportunities. John's intention to help others is determined on an individual basis. He will be generous with time, research and information if the cause appeals to his own self-interest. He will evaluate each situation to determine how much control to apply. In certain situations John may go to extremes to win or control the outcome.



General Characteristics

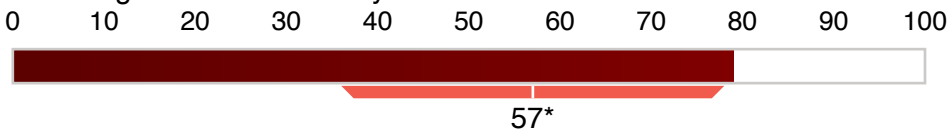
If John does not have strong feelings about a situation he does not see the need to exert control. He may attempt to assist an individual or group overcome adversity. He evaluates situations and looks for the potential return on investment. He tends to overlook traditions or boundaries to complete a task. John tends to see things in pieces. He tends to concentrate on what is tangible versus subjective feelings. He sees value in consuming current information from many sources. He sees documentation of the process as important as the results.



Primary Driving Forces Cluster

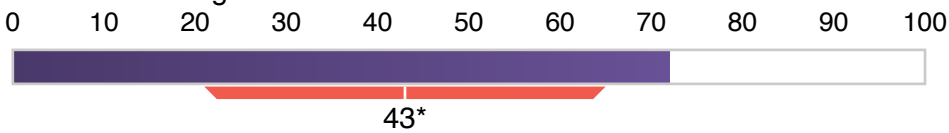
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



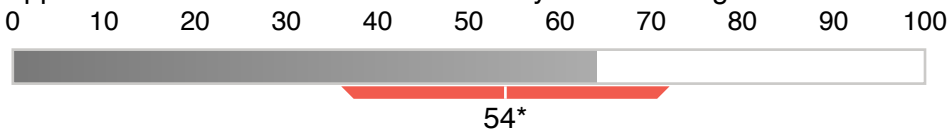
79

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



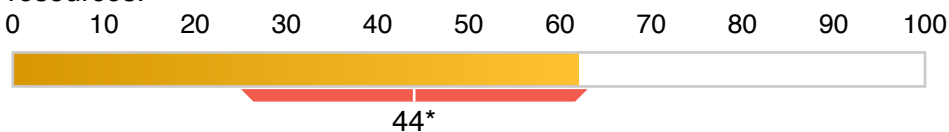
72

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



64

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



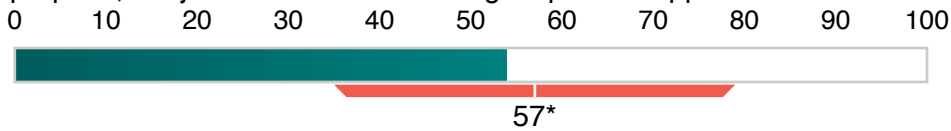
62



Situational Driving Forces Cluster

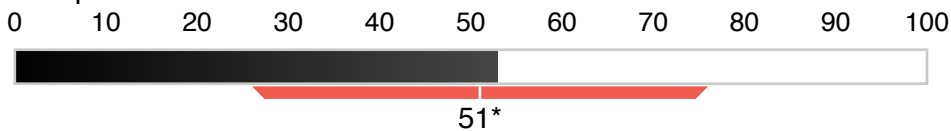
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



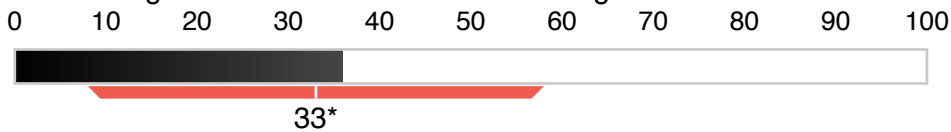
54

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



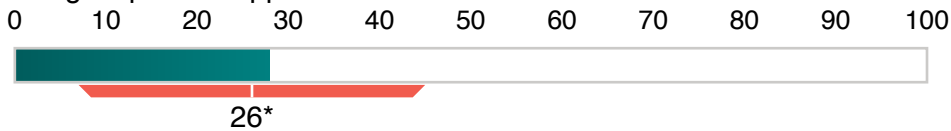
53

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



36

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



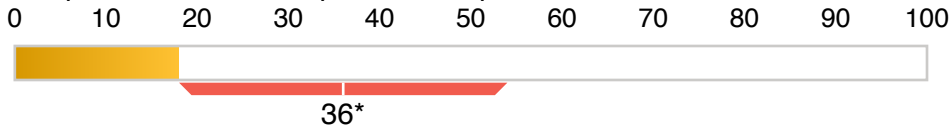
28



Indifferent Driving Forces Cluster

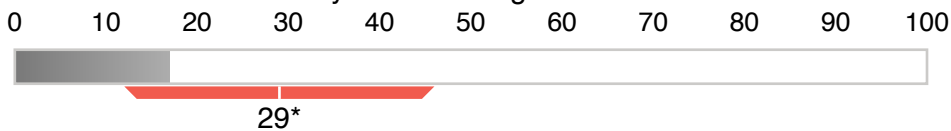
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



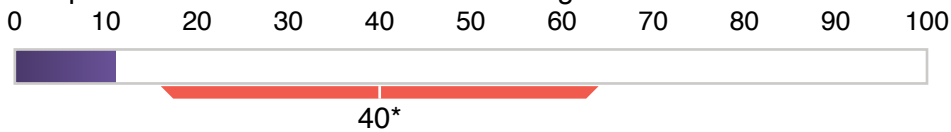
18

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



17

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



11

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



6

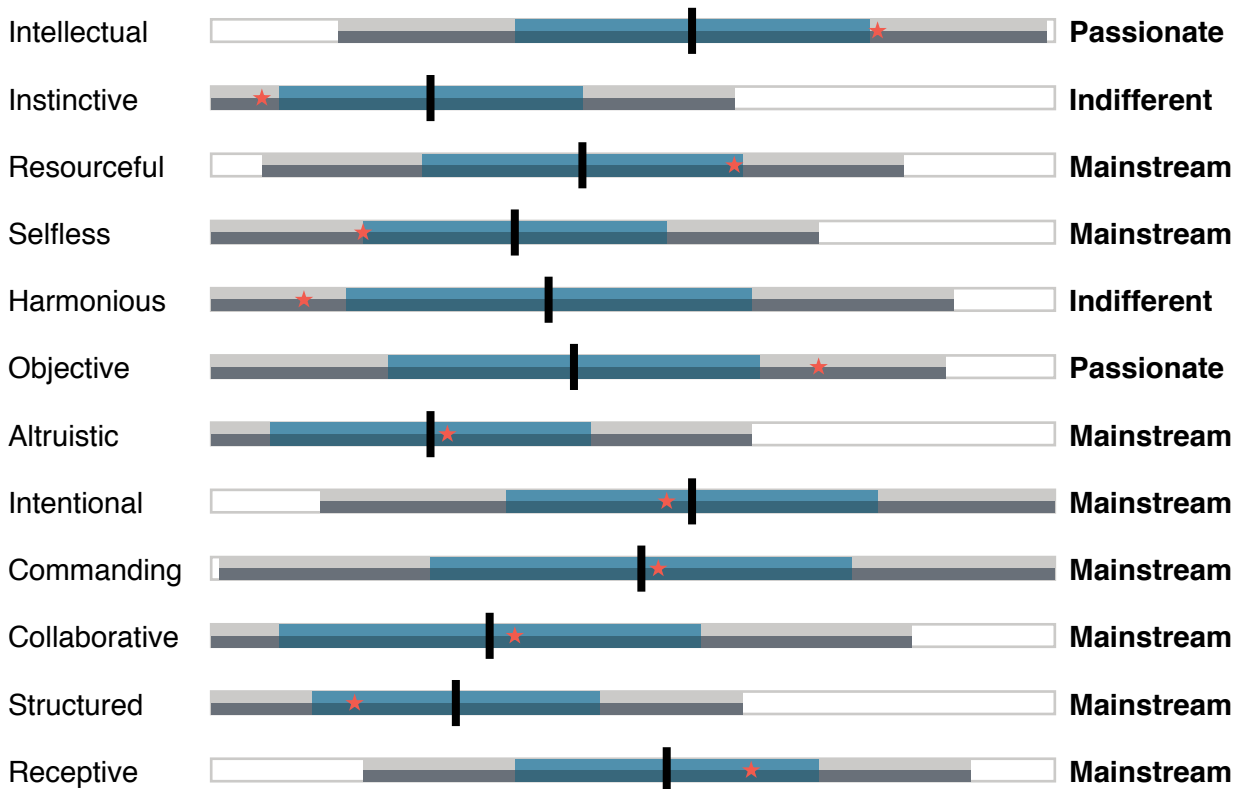


Areas for Awareness

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 - German Norm 2017

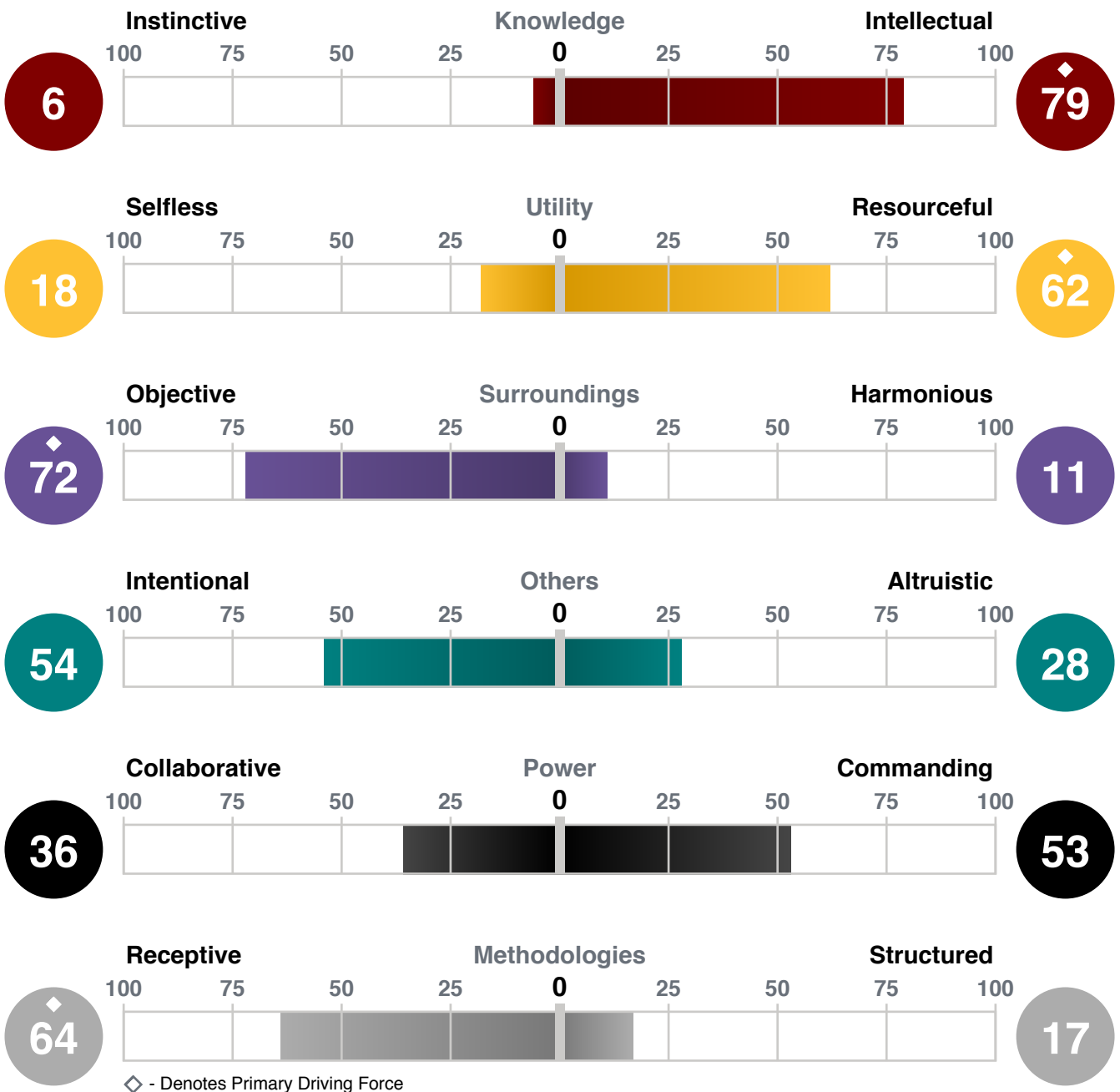


■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
 ■ - 2nd Standard Deviation
 □ - 3rd Standard Deviation

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



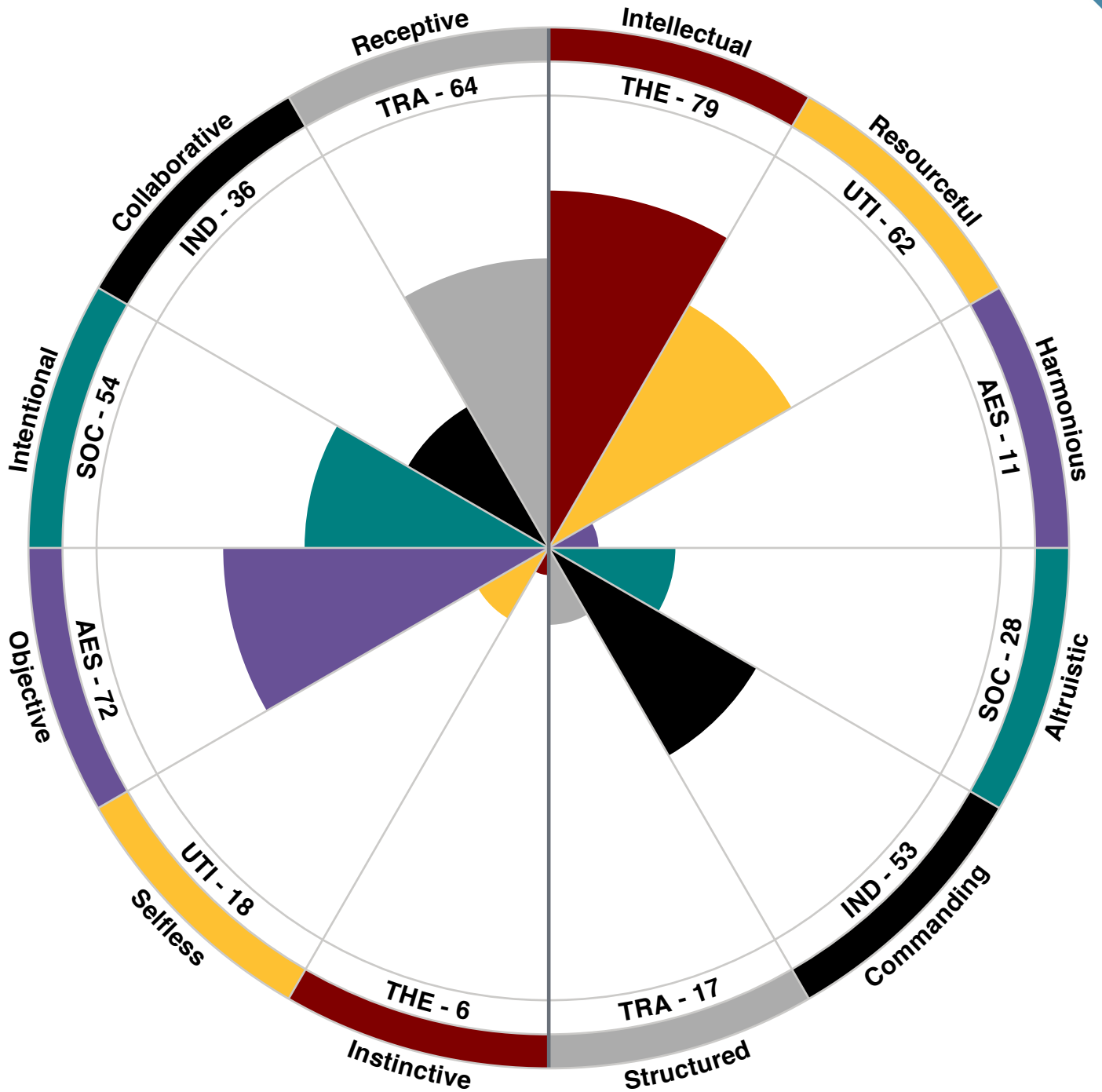
Driving Forces Graph



T: 17:06



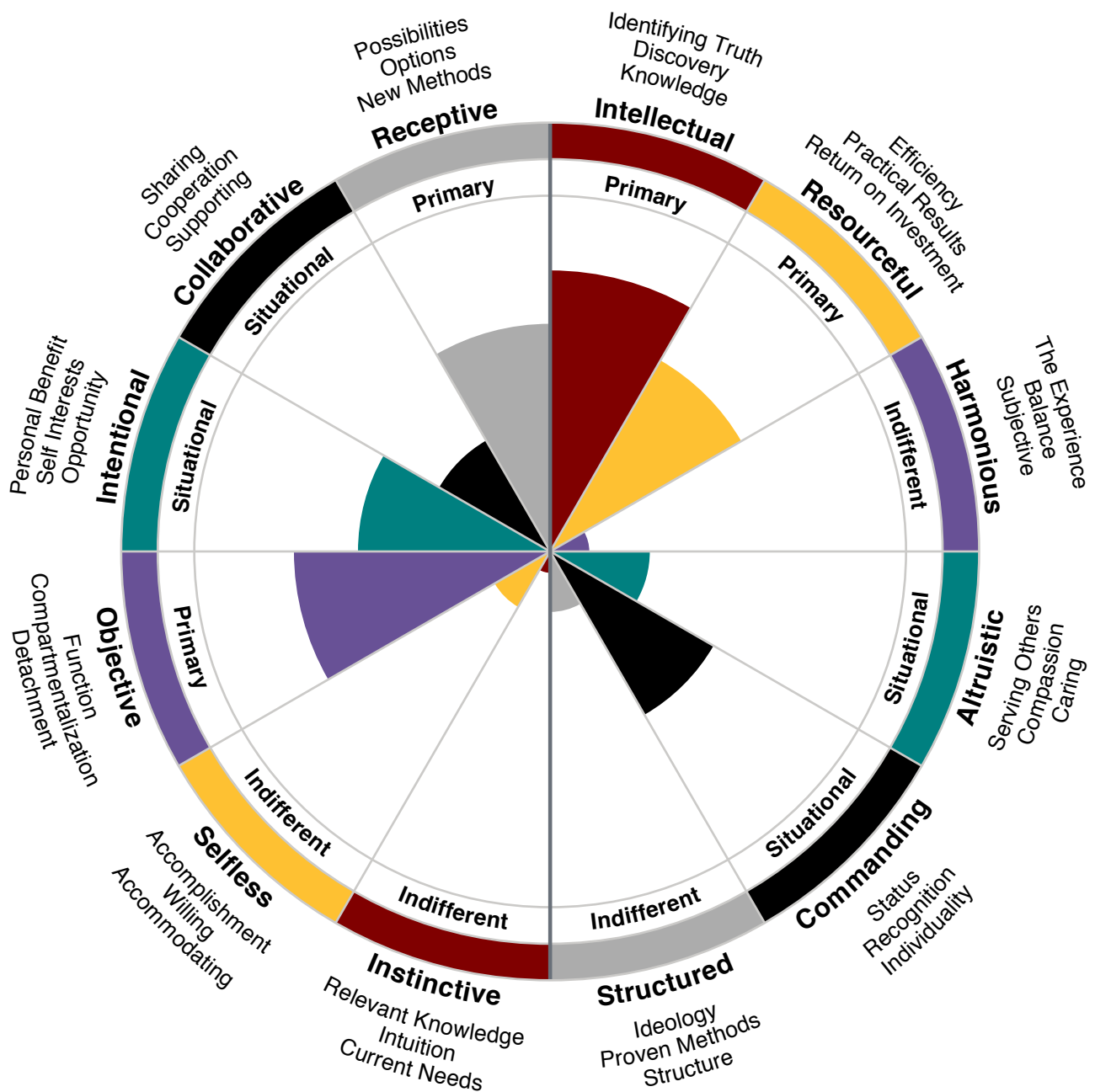
Driving Forces Wheel



T: 17:06



Descriptors Wheel



T: 17:06



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 John'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.

- Demonstrates a forward-looking approach to old questions.
- Initiates action to get questions answered.
- Thrives on the challenge of solving problems.
- May take a leadership position to focus on specific aspects of the organization.
- An independent self-starter who will focus on function over appearance.
- Initiates action to stir up activity.
- Good at directing others to challenge the status quo.
- Will champion change and focus on out of the box results
- Lives by an open system and will do anything to enhance it.
- Very resourceful in solving problems.
- Tends to be futuristic.
- Can be resourceful to influence others to get results.



Potential Behavioral and Motivational Conflict

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

- Impatient when gathering information.
- Ability to communicate knowledge in a tactful way will be hindered when frustrated with the knowledge level of others.
- A focus on quick results may hinder quality of information.
- Enjoyment of working through chaos does not always translate to winning.
- Will only see his objectives in the here and now.
- May communicate bluntly and not fully express what he thinks and feels.
- Standards may be unreachable with his desire to try new things.
- A desire for better results may be prohibited by his need for something new.
- Willing to listen to outside viewpoints to build a creative solution.
- Tends to think bigger is always better.
- May offend others with too much discussion of results.
- May make a quick decision that results in a bad investment and/or wasted time.



Ideal Environment

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

- Active problems that require researched-based solutions.
- New and challenging theoretical-based questions or projects.
- Appreciation for a research-based approach to problem solving.
- The ability to compartmentalize when facing challenges and in achieving results.
- Freedom to focus on the functionality over the appearance.
- Fast-paced chaotic activity based situations.
- Forum to champion new ways in which to improve existing methods.
- Opportunity to alter existing systems to make them bigger, better and faster.
- An environment to challenge rules in which he doesn't agree.
- An environment where direct, bottom-line efforts are appreciated.
- Having economic, competitive and challenging incentives.
- Rewards for being quicker, faster, better.



Keys to Motivating

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

John wants:

- Complete information in bulleted format for his own investigation.
- Challenging problems where his knowledge and research capabilities can be maximized.
- All possible information at his fingertips in order to conquer challenges.
- To be seen as someone who is passionate about results even within a chaotic environment.
- Things done quickly and to the highest level of functionality.
- The understanding from management that working and focusing on tangible results is the desired outcome.
- Goals and results that stem from a creative and open approach.
- All systems and structures to be current and moving toward the desired result.
- A manager and a team that appreciates that every system should be challenged.
- Opportunities for achieving things faster and of more value.
- Freedom to get desired results and improve efficiency.
- Focus on results and rewards, not the process or journey.



Keys to Managing

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

John needs:

- 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.
- To be able to seek out new ways to achieve desired results.
- Assistance in understanding how his emotional intensity affects the performance of the team.
- To set clear expectations for the team in order to obtain tangible results.
- To compartmentalize activities in order to accomplish the objectives.
- To understand that there is a time and a place for arguing his point of view.
- A manager that understands his potentially explosive nature is from the desire to achieve and win in new and different ways.
- Support in properly displaying his passion for the way things could be.
- To understand that not all people are driven by return and challenges.
- To understand that people who do not move at his pace may still offer value and a return on investment.
- To be an active listener instead of dominating the discussion.





Action Plan

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

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

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____