



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Executive

Reba Rollins
Production Executive Director
Apex Corporation
12-23-2015



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

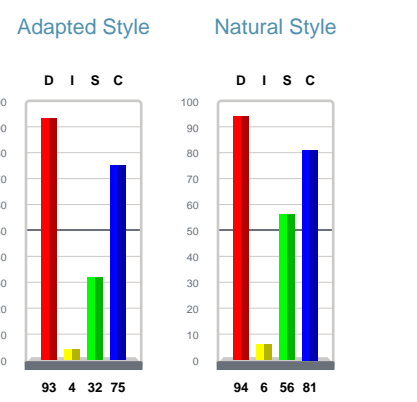
Based on Reba's responses, the report has selected general statements to provide a broad understanding of her work style. **These statements identify the basic natural behavior that she brings to the job.** That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use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

Reba can be **analytical, calm, steady** and **persevering**. She likes to be forceful and direct when dealing with others. Her **desire for results** is readily apparent to the people she manages. She has high ego strengths and may be viewed by some as egotistical. Some may view her as being stubborn and opinionated. She views it as the price you must pay for success. She may try to "explain" her stubbornness in positive terms. Reba can be incisive, analytical and argumentative at times. She likes people, but can be seen occasionally as cold and blunt. She may have her mind on **project results**, and sometimes may not take the time to be empathetic toward others. She is an aggressive individual who **wins through hard work and persistence**; that is, she will come up with a good idea and follow through. She will **work hard at achieving her goals**. She loves to win and hates to lose. Reba is **forward-looking, aggressive and competitive**. Her vision for results is one of her positive strengths. She embraces visions not always seen by others. Reba's **creative** mind allows her to see the "big picture."

Reba finds it easy to share her opinions on solving work-related problems. Logic and people who have the facts and data to support this logic influence her. She admires the patience required to gather facts and data. She can be direct in her approach to discovering the facts and data. She maintains her focus on results. She is **logical, incisive and critical in her problem-solving** activities. Reba should realize that at times she needs to think a project through, beginning to end, before starting the project. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. She has the ability to make high-risk decisions, but sometimes should seek counsel before acting.



These descriptors are what it takes for superior performance - but not in every job. Reba should look for roles where a will to win is required for success.



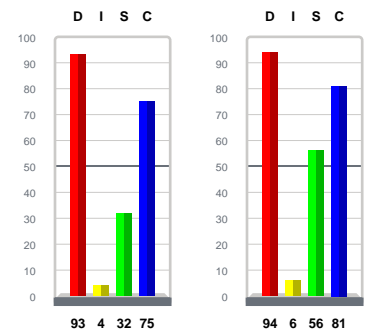


General Characteristics Continued

Reba likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She likes subordinates who communicate with her in a clear, precise and brief conversation. She 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 her way of getting the appropriate facts. She likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! Reba could improve her communication with others by being more flexible and showing a sincere interest in what they are saying. She tries to remain emotionally uninvolved in what the other person is saying. When communicating with others, Reba must carefully avoid being excessively critical or pushy. She tries to get on with the subject, while others may be trying to work through the details. She could improve her communication skills by being patient, listening and displaying genuine care for the people with whom she comes in contact.



Adapted Style Natural Style





Value to the Organization

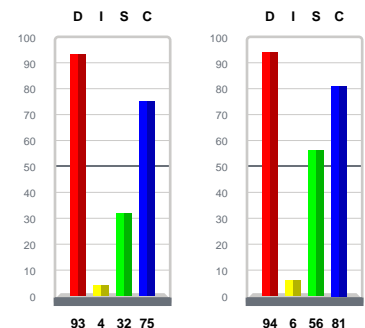
This section of the report identifies the specific talents and behavior Reba brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Excellent troubleshooter.
- Always looking for logical solutions.
- Will join organizations to represent the company.
- Self-starter.
- Places high value on time.
- Usually makes decisions with the bottom line in mind.
- Challenge-oriented.
- Objective and realistic.
- Thinks big.

These are powerful statements that Reba can use when it comes time to communicate her value to an employer. In the meantime, she needs to own this!

You too will be provided with valuable statements of your value to an organization. It is like holding up a mirror and seeing clearly how you look to others.

Adapted Style Natural Style





Checklist for Communicating

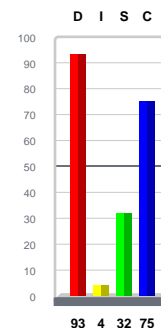
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. *This page provides other people with a list of things to DO when communicating with Reba.* Read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

Ways to Communicate:

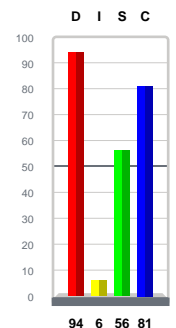
- Motivate and persuade by referring to objectives and results.
- Take issue with facts, not the person, if you disagree.
- Stick to business--let her decide if she wants to talk socially.
- Be prepared with the facts and figures.
- Listen to her.
- Use the proper buzz words that are appropriate to her expertise.
- Respect her quiet demeanor.
- Be clear, specific, brief and to the point.
- Show her a sincere demeanor by careful attention to her point of view.
- Use expert testimonials.
- Provide details in writing.

When Reba is looking for her perfect job, she also needs to find her perfect boss. When she interviews, she'll want to learn about how her potential employer communicates. She will be looking for a boss who communicates this way. Otherwise, it will be frustrating and/or exhausting to communicate with him/her.

Adapted Style



Natural Style





Checklist for Communicating Continued

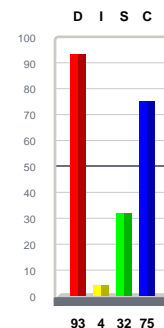
This section of the report is a list of things NOT to do while communicating with Reba. Review each statement with Reba and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Ways NOT to Communicate:

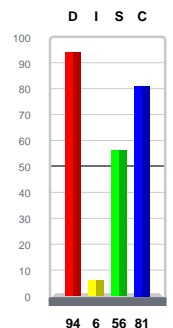
- Direct or order.
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Use high speed, intense inputs.
- Use inappropriate buzz words.
- Let disagreement reflect on her personally.
- Ask rhetorical questions, or useless ones.
- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- Pretend to be an expert, if you are not.
- Touch her body when talking to her.
- Ramble on, or waste her time.
- Be superficial.

Reba will want to look for these signs when interviewing with a potential employer. They will be hints that working for him/her is not her perfect job.

Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Reba's communications with others. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Reba will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. 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.

This page offers great insight for growing your communication skills. Although we encourage finding the best fit between you and your boss, you will always encounter people who are different than you. An expert communicator interacts with others the way the other person wants to be treated.



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

Self-Perception

Reba usually sees herself as being:

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

Others' Perception - Moderate

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

- Demanding
- Nervy
- Egotistical
- Aggressive

Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated

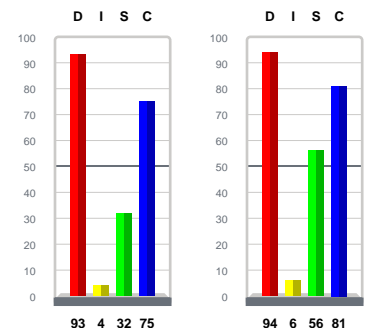
Most people think this page of their report is so negative, and it may be. It is important to recognize that how you view yourself, may not be how others view you. Note that it says when Reba is "under moderate/extreme pressure, stress or fatigue," this is how others may view her.

When we are under stress, we tend to revert to our natural style. In addition, our intended behavior is not how others perceive us. They view us through their own lens, so these moderate/extreme perceptions may be amplified if the other person has a different style.

Understanding this is essential to putting your best foot forward in an interview and in other situations.

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.

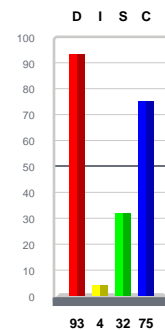
- Avoid situations where forced to trust without supporting data.
- Avoid work environments that require an open door policy.
- Avoid environments that are about quantity over quality.

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.

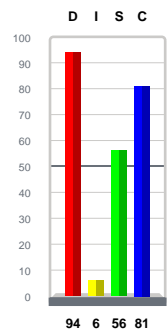
- Daily and repetitive team meetings will detract from productivity and add to stress.
- Understand when an analytical perspective is needed and valued.
- Not verbalizing feelings and perspectives may delay desired outcomes.

This page of Reba's report highlights situations and circumstances that she should avoid. This page in your report will further help you define what your perfect job is by defining what it is not!

Adapted Style



Natural Style





Descriptors

Based on Reba's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she 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

Reba'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

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

Adapted

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

The next two pages of your report will highlight if and how you are adapting in your current environment.

People - Contacts

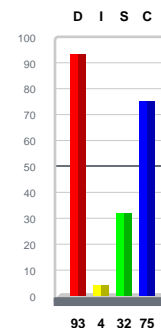
Natural

Reba feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. She rarely displays emotion when attempting to influence others.

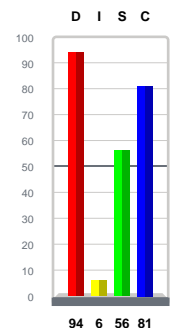
Adapted

Reba sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Adapted Style



Natural Style





Areas for Improvement

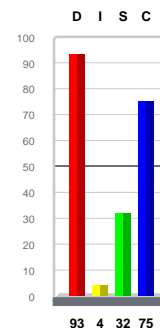
In this area is a listing of possible limitations without regard to a specific job. Review with Reba and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Reba has a tendency to:

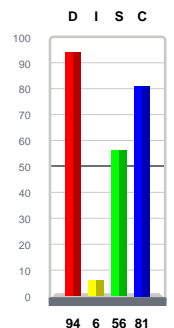
- Lack tact and diplomacy as long as she gets the results she wants.
- Overuse fear as a motivator by being overly demanding.
- Set standards for herself and others so high that impossibility of the situation is common place.
- Have trouble delegating--can't wait, so does it herself.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Make "off the cuff" remarks that are often seen as personal prods.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that she has.

This page in your report provides valuable information for you to reflect and act on for improved performance.

Adapted Style



Natural Style

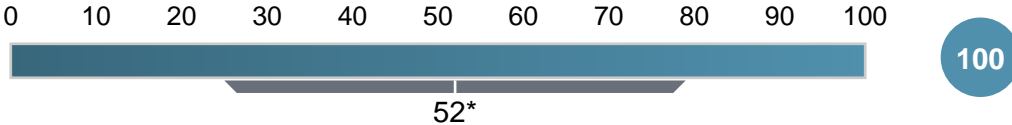




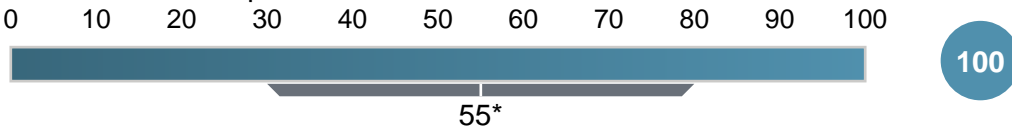
Behavioral Hierarchy

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.

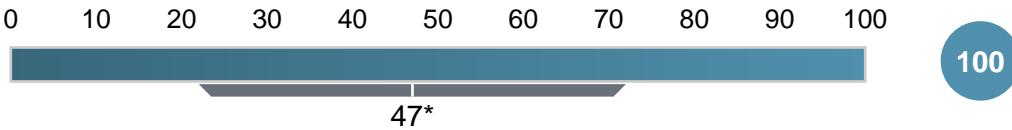
1. Organized Workplace - Systems and procedures followed for success.



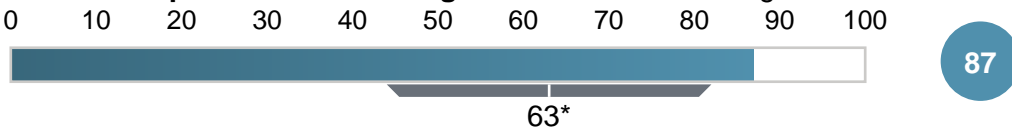
2. Analysis of Data - Information is maintained accurately for repeated examination as required.



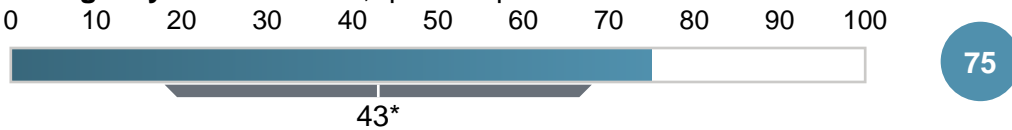
3. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



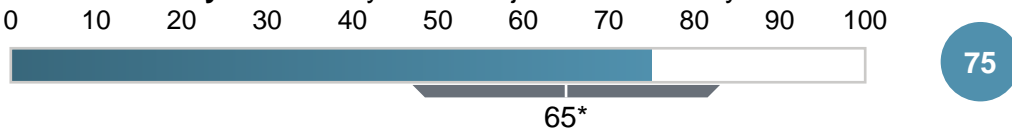
4. Follow Up and Follow Through - A need to be thorough.



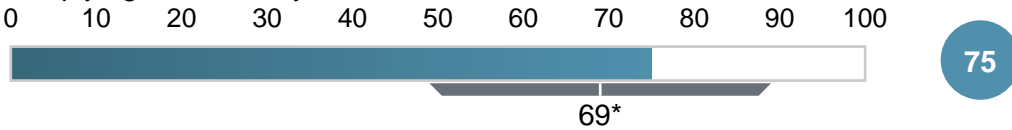
5. Urgency - Decisiveness, quick response and fast action.



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



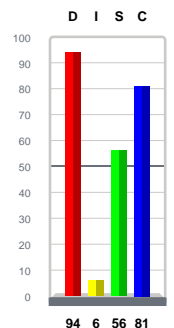
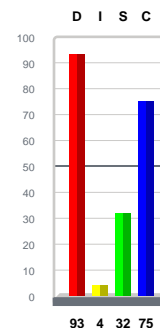
7. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



The next two pages of your report help you gain clarity of the work environment where you will thrive. The longer the blue bar, the more it describes an environment that is a perfect fit for your natural style.

Adapted Style

Natural Style



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



Behavioral Hierarchy

8. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.

0 10 20 30 40 50 60 70 80 90 100



52*

45

The shorter the blue bar, the less desirable that work environment is.

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

0 10 20 30 40 50 60 70 80 90 100



68*

35

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

0 10 20 30 40 50 60 70 80 90 100



53*

30

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

0 10 20 30 40 50 60 70 80 90 100



66*

28

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

0 10 20 30 40 50 60 70 80 90 100

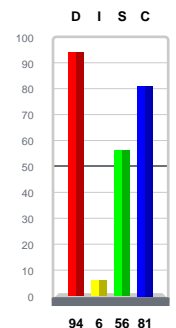
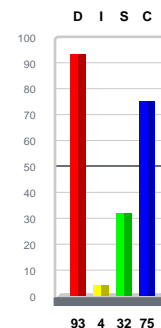


62*

10

Adapted Style

Natural Style



SIA: 93-04-32-75 (10) SIN: 94-06-56-81 (41)

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



Style Insights® Graphs

12-23-2015

Your adapted style is how you think you should behave to be successful in your current environment. This is your conscious mode of behavior.

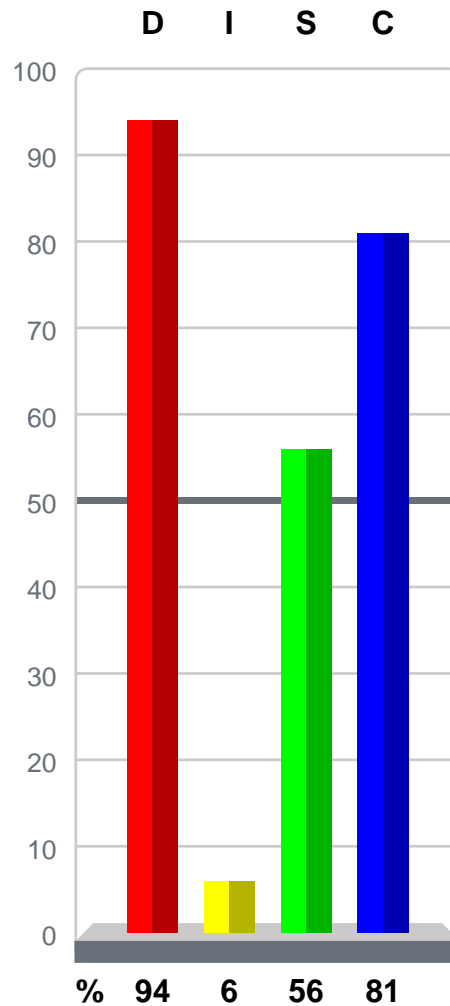
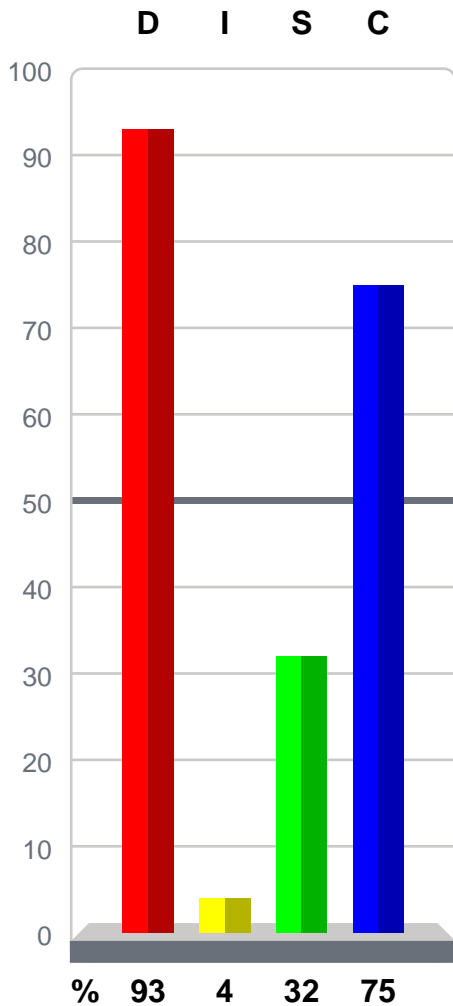
Your natural style is how you prefer to behave. It is your unconscious mode.

Adapted Style

Natural Style

Graph I

Graph II



Norm 2015 R4

The greater the difference between the bars on Graph I and Graph II, the more the person is adapting to their current environment. Your perfect job is one where you can succeed by being who you are naturally. We use this page of the report to recognize the areas of current stress that you will want to minimize in your perfect job.



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.

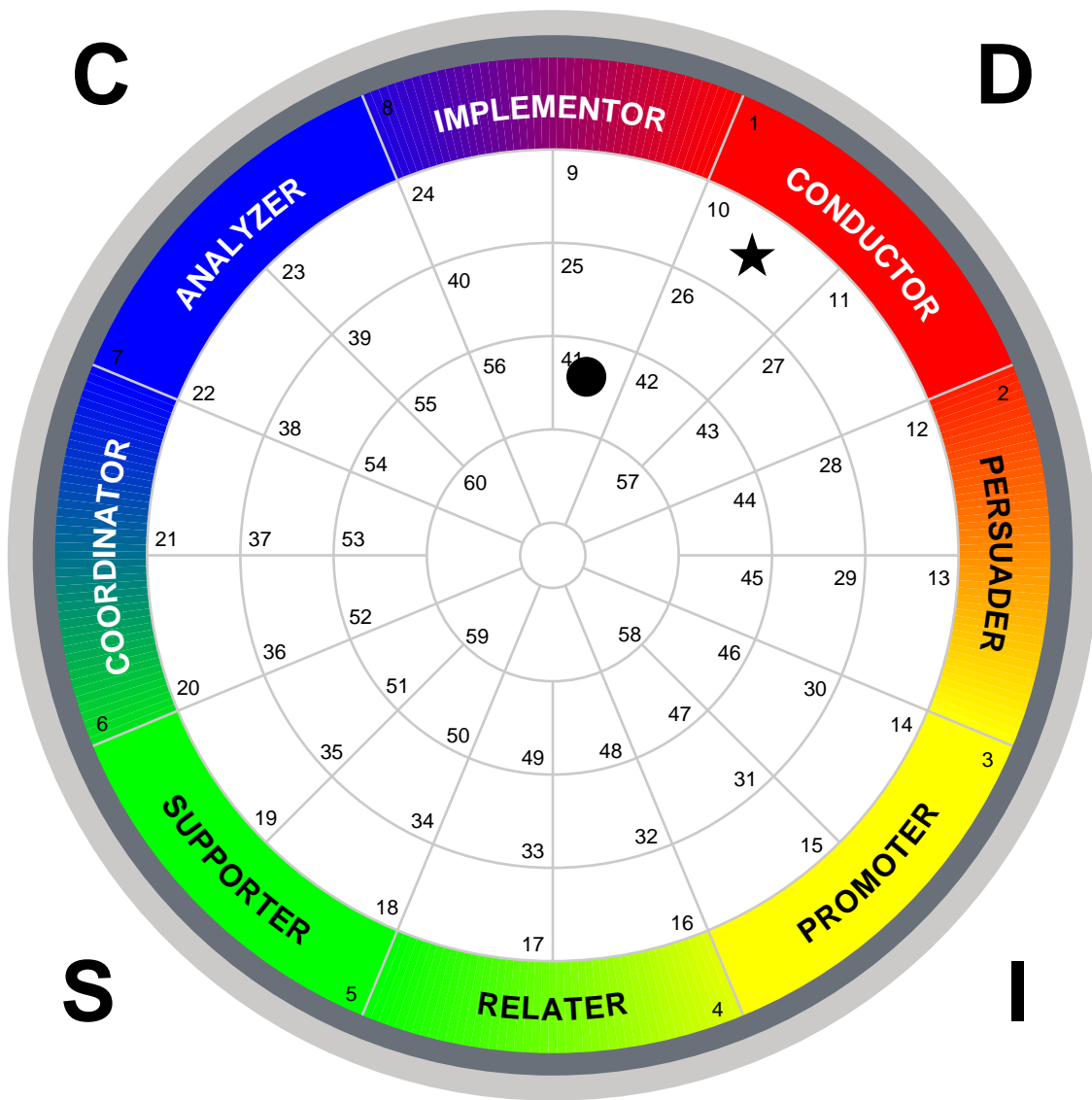
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

12-23-2015



Adapted: ★ (10) IMPLEMENTING CONDUCTOR
Natural: ● (41) CONDUCTING IMPLEMENTOR (ACROSS)

Norm 2015 R4



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.

Reba is driven by a long list of wants and will work hard to achieve them. She is driven to be very diligent and resourceful. She is driven to maximize opportunities in order to create financial flexibility. She will thrive in an environment filled with chaos. Reba will compartmentalize issues to keep the momentum moving forward. She can focus on the task at hand regardless of her surroundings. She can buffer the feelings of others to drive business. She sees the world as a toolset to accomplish her goals. Reba has a keen interest in formulating theories and asking questions to assist in problem solving. She sees herself as an intellectual and will seek opportunities to bring new information to the organization. She may be able to pick and choose the traditions to which she will adopt. She will evaluate each situation to determine how much control to apply.

Reba has a strong desire to build resources for the future. She will focus on creating processes to ensure efficiency going forward. She tends to see things in pieces. She won't get distracted by the form and beauty in her environment. Reba will help develop an individual if she sees opportunities for future return. She believes it's important to keep emotions out of business decisions. She will be energized in any position in which advancement is based on continuous learning. She sees value in consuming current information from many sources. Reba may gather elements from multiple systems to implement as needed. She may seek new ways to accomplish routine tasks. If Reba does not have strong feelings about a situation she does not see the need to exert control. In certain situations Reba may go to extremes to win or control the outcome.



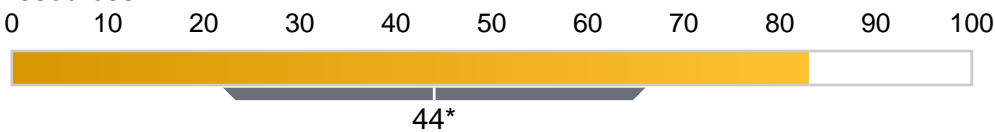
Similar to the General Characteristics of the behavioral style section of your report, the next two pages describe the strengths associated with your motivation.



Primary Driving Forces Cluster

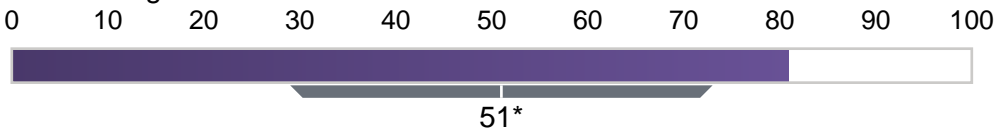
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



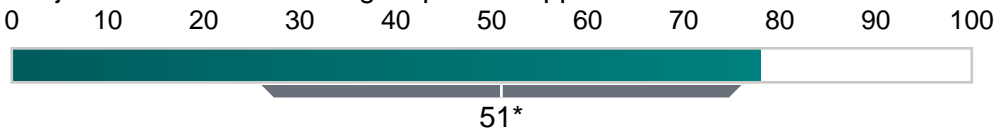
83

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



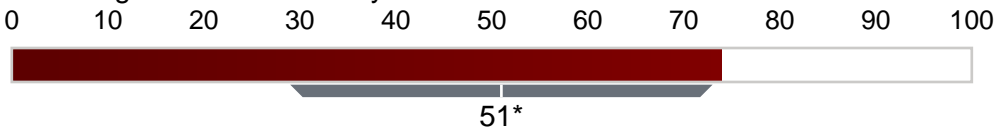
81

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



78

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



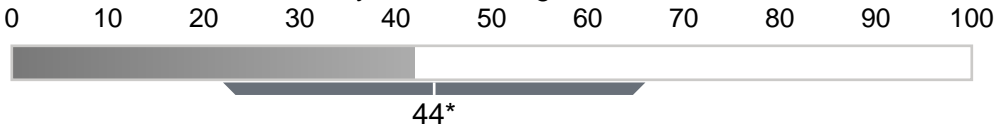
74



Situational Driving Forces Cluster

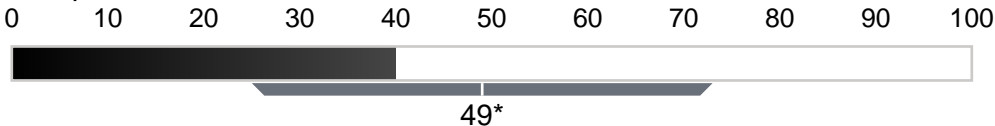
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



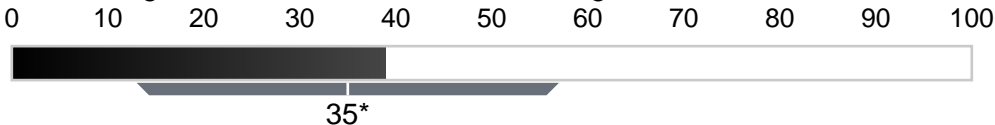
42

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



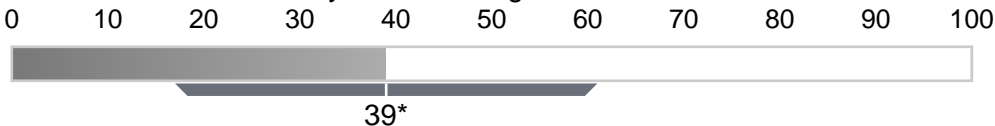
40

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



39

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



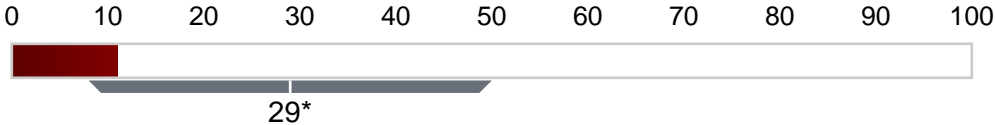
39



Indifferent Driving Forces Cluster

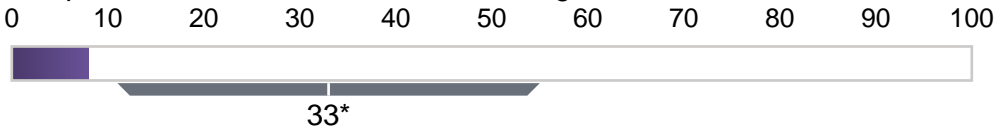
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



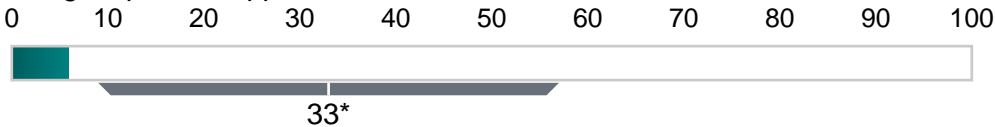
11

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



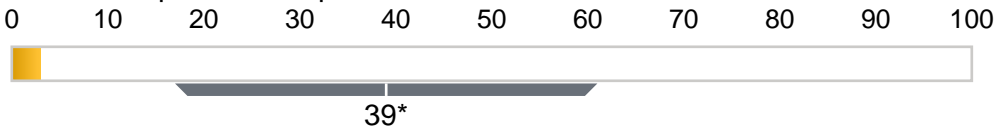
8

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



6

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



0

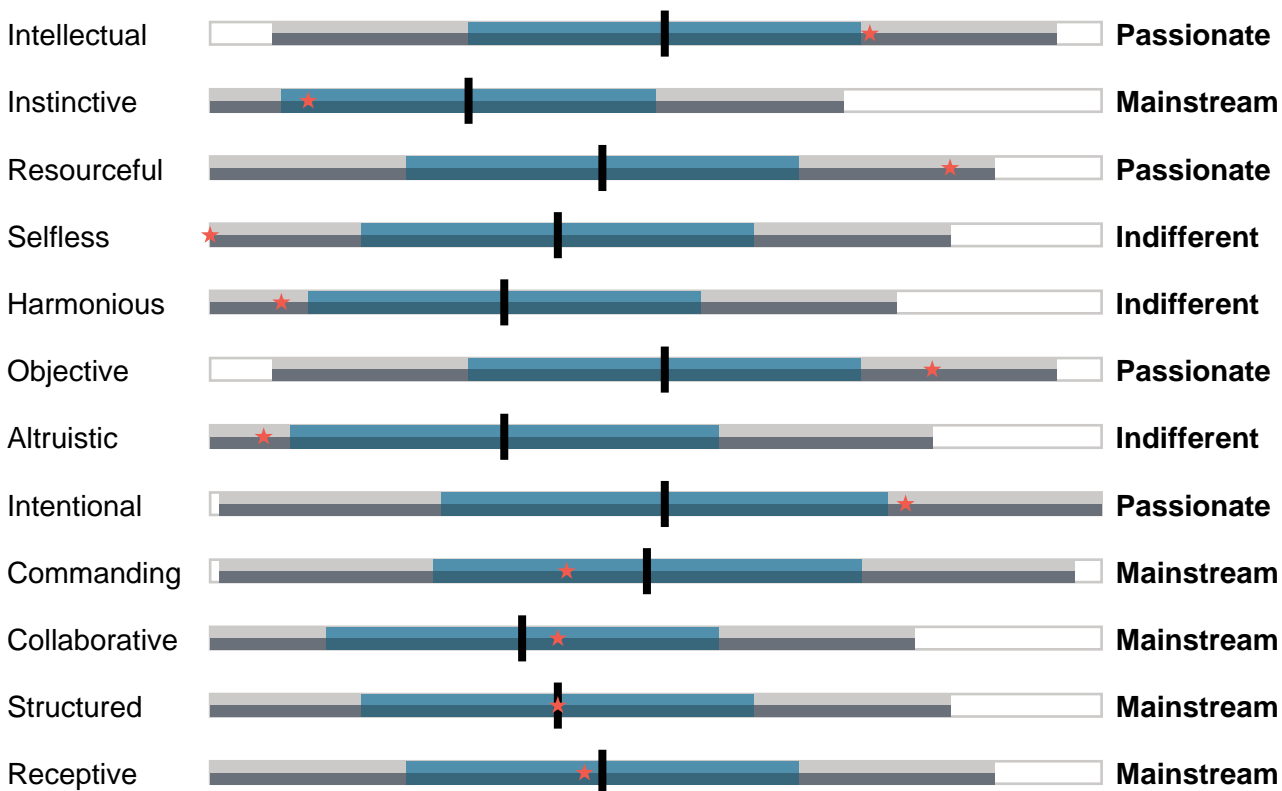


Areas for Awareness

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 2015

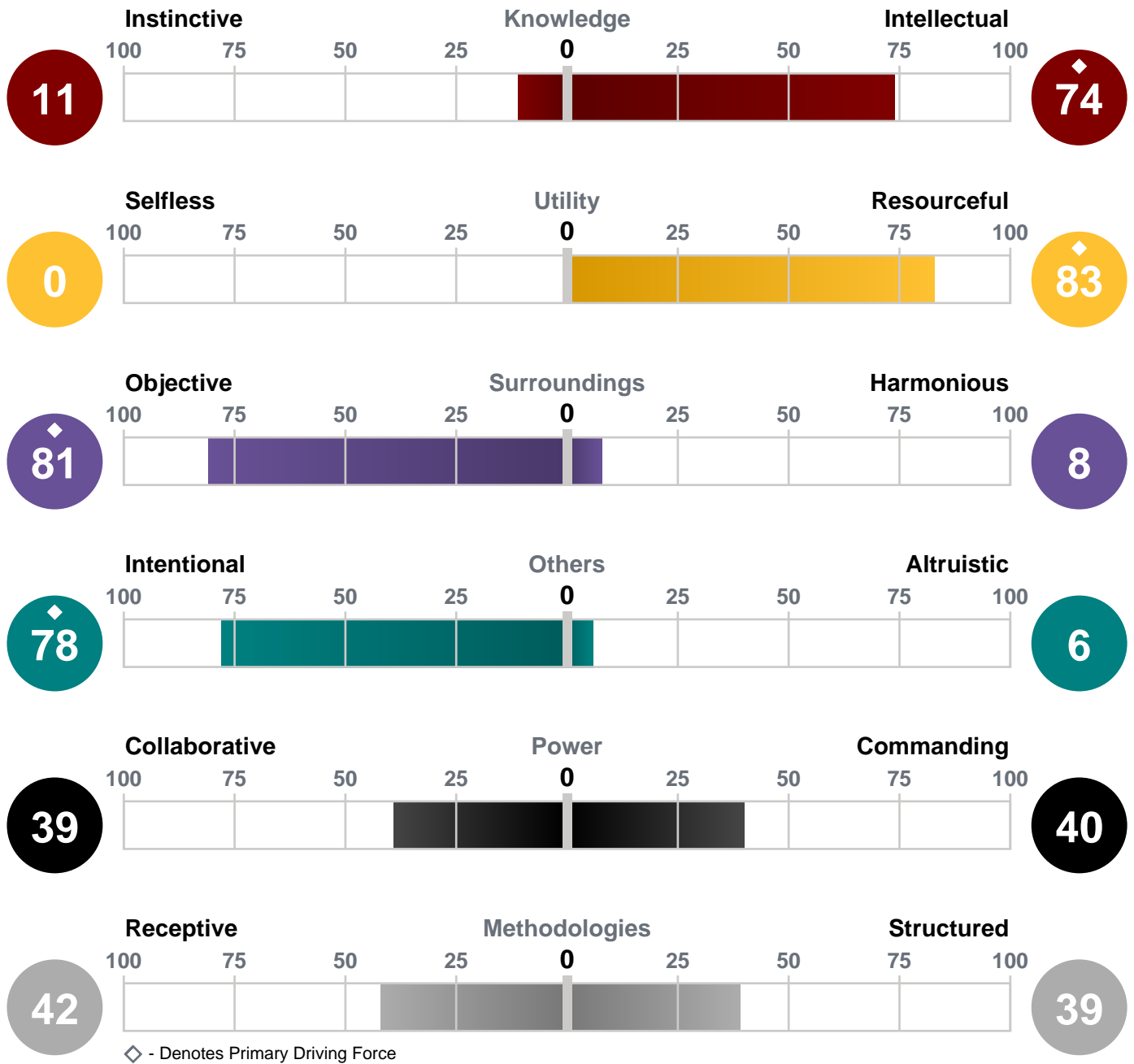


■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
 ■ - 2nd Standard Deviation
 □ - 3rd Standard Deviation

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

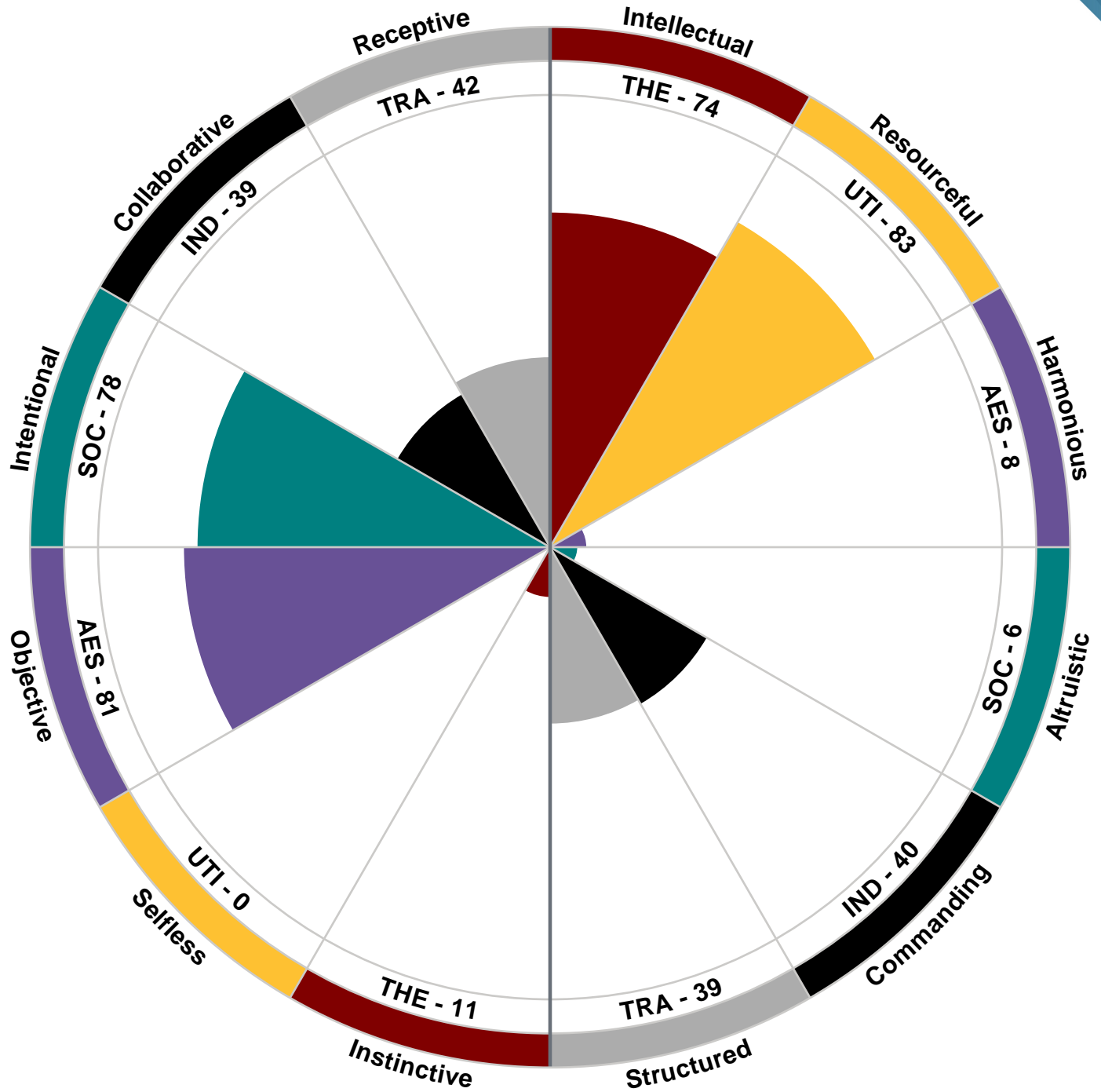


Driving Forces Graph



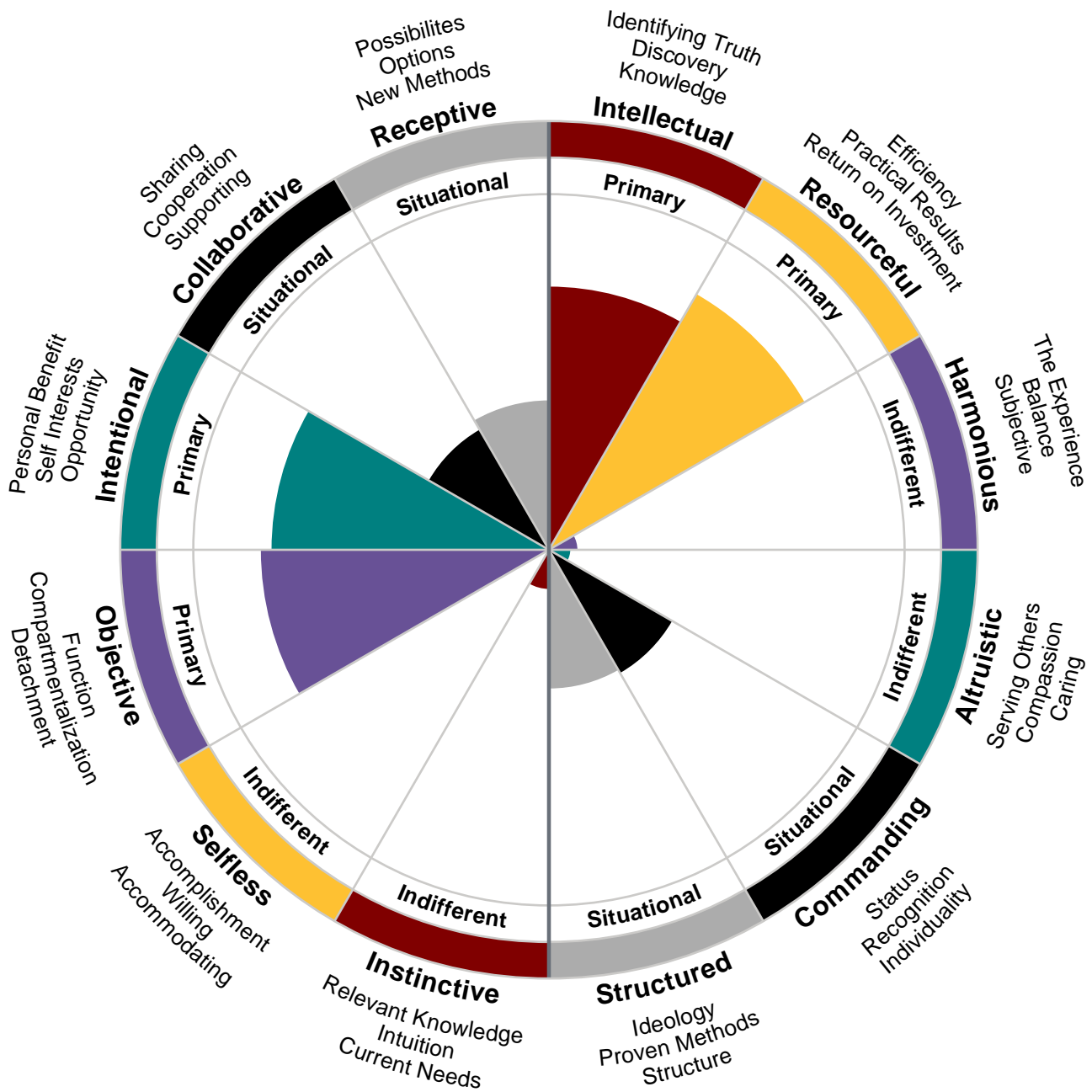


Driving Forces Wheel





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 Conflict

This section describes the potential areas of conflict between Reba'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 offend others with too much discussion of results.
- May take high risk for high reward too often.
- May make a quick decision that results in a bad investment and/or wasted time.
- Will only see her objectives in the here and now.
- The need for function and results could overpower the balance in the organization.
- Will want function and results immediately.
- May try to utilize many people to obtain results.
- May set standards too high that causes others to fall short.
- May over focus on results and over look others.
- Impatient when gathering information.
- Ability to communicate knowledge in a tactful way will be hindered when frustrated with the knowledge level of others.
- When confronted with a major decision, she will want the facts before deciding but may make the decision anyway.

Because we are complex beings, we often have what we call "me-me" conflicts. Awareness of internal conflict can help you seek out opportunities where they will be minimized in order to enhance on-the-job-performance.



Keys to Managing

This section discusses the needs which must be met in order for Reba to perform at an optimum level. Some needs can be met by herself, 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 Reba and identify 3 or 4 statements that are most important to her. This allows Reba to participate in forming her own personal management plan.

Reba needs:

- To understand that not all people are driven by return and challenges.
- To assess the risk and rewards of each decision.
- To understand that people who do not move at her pace may still offer value and a return on investment.
- To compartmentalize activities in order to accomplish the objectives.
- To set clear expectations for the team in order to obtain tangible results.
- To understand the optimal pace of each team member in order to help maintain momentum.
- To be given power and authority to achieve results through people.
- Help to understand how managing her intensity can align others to her objectives.
- To understand desire to win or achieve may cause people to be seen as tools.
- To understand that all battles cannot be conquered through assertiveness and expression of knowledge.
- To exhibit patience for those still learning what she is already an expert in.
- To be able to seek out new ways to achieve desired results.



This page offers ways that you can grow and be more effective in your current or your perfect job.



Action Plan

Professional Development

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

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

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

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



Action Plan

Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

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

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

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