



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Executive

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Incite Automation

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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 & 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



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

Behavioral Characteristics



Based on Krista'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 Krista's natural behavior.

Krista wants to be seen as a winner and has an inherent dislike for losing or failing. She tends to work hard and long to be successful. She is often considered daring, bold and gutsy. She is a risk taker who likes to be seen as an individualist. She embraces visions not always seen by others. Krista's creative mind allows her to see the "big picture." She is extremely results-oriented, with a sense of urgency to complete projects quickly. Krista is forward-looking, aggressive and competitive. Her vision for results is one of her positive strengths. She may lose interest in a project once the challenge ceases. She may then be ready for another challenging project. She is often frustrated when working with others who do not share the same sense of urgency. She wants to be viewed as self-reliant and willing to pay the price for success. Krista seeks her own solutions to problems. In this way, her independent nature comes into play. She may be so self-confident that others see her as arrogant. This confidence may be something others wish they had.

Krista is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. Many people see her decisions as high-risk decisions. However, after the decision is made, she tends to work hard for a successful outcome. She is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits. Krista finds it easy to share her opinions on solving work-related problems. She likes to make decisions quickly. She prefers authority equal to her responsibility. Sometimes she becomes emotionally involved in the decision-making process.



Behavioral Characteristics

Continued



Krista tends to be intolerant of people who seem ambiguous or think too slowly. She likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She should exhibit more patience and ask questions to make sure that others have understood what she has said. She tends to influence people by being direct, friendly and results-oriented. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead. She challenges people who volunteer their opinions. She may sometimes mask her feelings in friendly terms. If pressured, Krista's true feelings may emerge.



Value to the Organization



This section of the report identifies the specific talents and behavior Krista 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.

- ✓ Will join organizations to represent the company.
- ✓ Few dull moments.
- ✓ Spontaneity.
- ✓ Initiates activity.
- ✓ Sense of urgency.
- ✓ Change agent—looks for faster and better ways.
- ✓ Ability to handle many activities.



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 Krista. 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 Krista most frequently.

Ways to Communicate:

- ✓ Support and maintain an environment where she can be efficient.
- ✓ Be specific and leave nothing to chance.
- ✓ Motivate and persuade by referring to objectives and results.
- ✓ Present the facts logically; plan your presentation efficiently.
- ✓ Verify that the message was heard.
- ✓ Come prepared with all requirements, objectives and support material in a well-organized "package."
- ✓ Stick to business—let her decide if she wants to talk socially.
- ✓ Provide questions, alternatives and choices for making her own decisions.
- ✓ Be clear, specific, brief and to the point.
- ✓ Be isolated from interruptions.
- ✓ Put projects in writing with deadlines.
- ✓ Provide time for fun and relaxing.
- ✓ Be open, honest and informal.



Checklist for Communicating

Continued



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

- ❌ Assume she heard what you said.
- ❌ Direct or order.
- ❌ Ramble on, or waste her time.
- ❌ Reinforce agreement with "I'm with you."
- ❌ Forget to follow-up.
- ❌ Ask rhetorical questions or useless ones.
- ❌ Let disagreement reflect on her personally.
- ❌ Try to convince by "personal" means.
- ❌ Let her change the topic until you are finished.
- ❌ Be redundant.
- ❌ Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- ❌ Be put off by her "cockiness."
- ❌ Dictate to her.



Communication Tips



This section provides suggestions on methods which will improve Krista'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, Krista 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.

Compliance

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

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

Dominance

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

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

Steadiness

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

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

Influence

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

- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures, 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 Krista's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Krista to project the image that will allow her to control the situation.



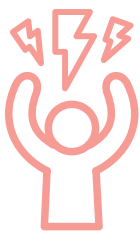
Krista usually sees herself as being:

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



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

The Absence of a Behavioral Factor



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

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

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

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

- Seek environments where change is rewarded versus discouraged.
- When working on a team, the need for collaboration before moving forward can be a deterrent.
- Rambling, written or verbal, will be avoided to the point of missing a deadline.



Descriptors



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

Natural & Adapted Style



Krista'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

Krista is ambitious in her approach to problem solving, displaying a strong will and a need to win against all obstacles. Krista has a tendency to make decisions with little or no hesitation.

Adapted

Krista sees the need to be competitive, results-oriented and a little innovative in her approach to problem solving. She has a tendency to evaluate the risk before rushing into solving a problem.

People & Contacts

Natural

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

Adapted

Krista 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.

Natural & Adapted Style



Pace & Consistency

Natural

Krista is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. She usually demonstrates a pronounced sense of urgency. She is eager to initiate change if for nothing else than for change's sake.

Adapted

Krista sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.



Procedures & Constraints

Natural

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

Adapted

Krista sees the need to be open-minded about rules. However, she is aware and sensitive to the implications of not following rules and procedures.

Adapted Style



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

- ✓ Meeting deadlines.
- ✓ Coping with rapid changes in the work arena.
- ✓ Precise, analytical approach to work tasks.
- ✓ Accurate adherence to high quality standards.
- ✓ Working without close supervision.
- ✓ Sensitivity to existing rules and regulations.
- ✓ Possessing a strong sense of urgency toward results.
- ✓ Calculation of risks before taking action.
- ✓ Careful, thoughtful approach to decision making.
- ✓ Exhibiting an active and creative sense of humor.
- ✓ Handling a variety of activities.
- ✓ Moving quickly from one activity to another.
- ✓ Critical appraisal of data.





Time Wasters

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

Lack of a Written Plan

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

Possible Causes:

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

Possible Solutions:

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

Snap Decisions

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

Possible Causes:

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

Possible Solutions:

- Ask for recommendations
- Establish process for decisions prior to situation occurring





Time Wasters

Continued

- Establish standard operating procedures and alternative procedures for possible problems

Crisis Management

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

Possible Causes:

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

Possible Solutions:

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

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





Time Wasters

Continued

- 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

Firefighting

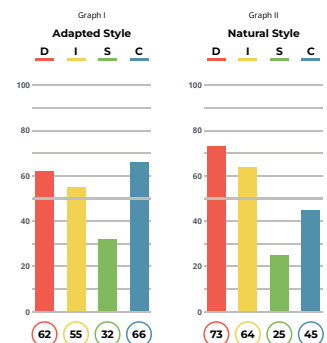
Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

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



Areas for Improvement



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

Krista has a tendency to:

- ✓ Have trouble delegating—can't wait, so does it herself.
- ✓ Be inconsistent because of many stops, starts and ever-changing direction.
- ✓ Set standards for herself and others so high that impossibility of the situation is commonplace.
- ✓ Keep too many balls in the air; if her support is weak, she will have a tendency to drop some of those balls.
- ✓ Be crisis-oriented.
- ✓ Be impulsive and seek change for change's sake. May change priorities daily.
- ✓ Be so concerned with the big picture that she forgets to see the little pieces.
- ✓ Fail to complete what she starts because of adding more and more projects.



Behavioral Hierarchy



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

1. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



82 Natural

43*



67 Adapted

43*

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

0 10 20 30 40 50 60 70 80 90 100



80 Natural

49*



65 Adapted

47*

3. Versatile - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



75 Natural

54*



57 Adapted

53*

4. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100



75 Natural

52*



58 Adapted

51*

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

Behavioral Hierarchy

Continued



5. Interaction - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



70 Natural

58*

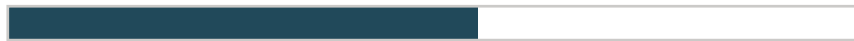


50 Adapted

56*

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

0 10 20 30 40 50 60 70 80 90 100



55 Natural

64*



55 Adapted

62*

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

0 10 20 30 40 50 60 70 80 90 100



47 Natural

63*



52 Adapted

62*

8. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



45 Natural

54*



65 Adapted

57*

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

Behavioral Hierarchy

Continued



9. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



45 Natural

62*



58 Adapted

63*

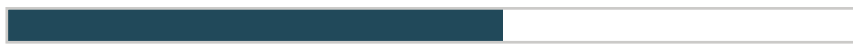
10. Following Policy - Adhere to rules, regulations, or existing methods.

0 10 20 30 40 50 60 70 80 90 100



42 Natural

61*



58 Adapted

62*

11. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



38 Natural

62*



52 Adapted

63*

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

0 10 20 30 40 50 60 70 80 90 100



35 Natural

53*



65 Adapted

56*

SIA: 62-55-32-66 (56) SIN: 73-64-25-45 (12)

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

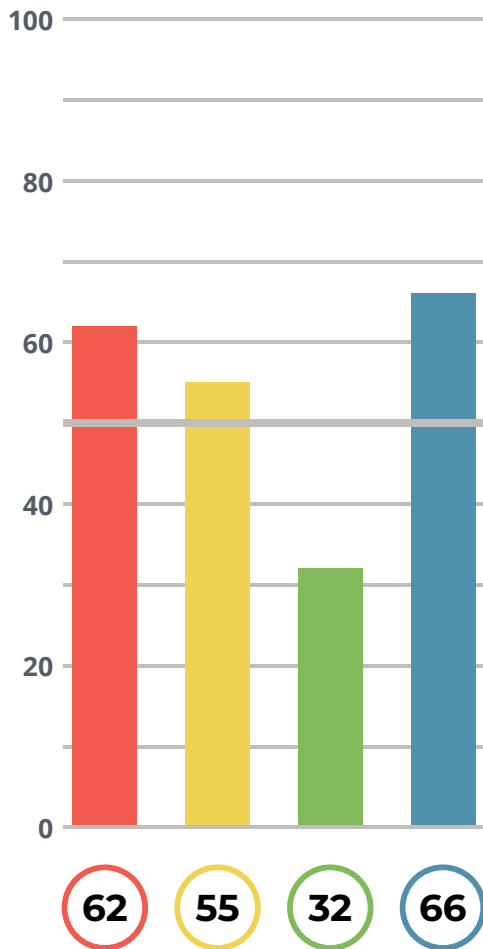
Style Insights® Graphs



Graph I

Adapted Style

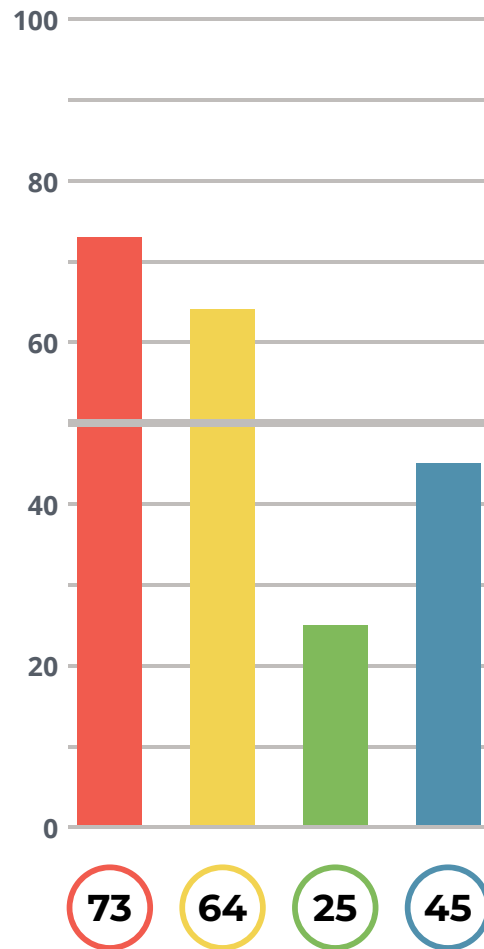
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



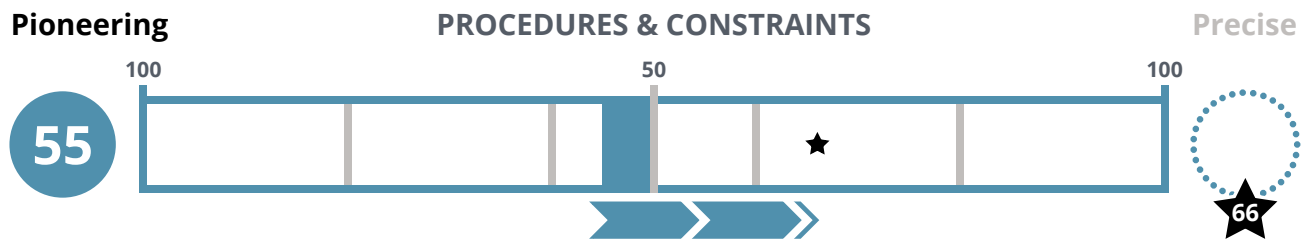
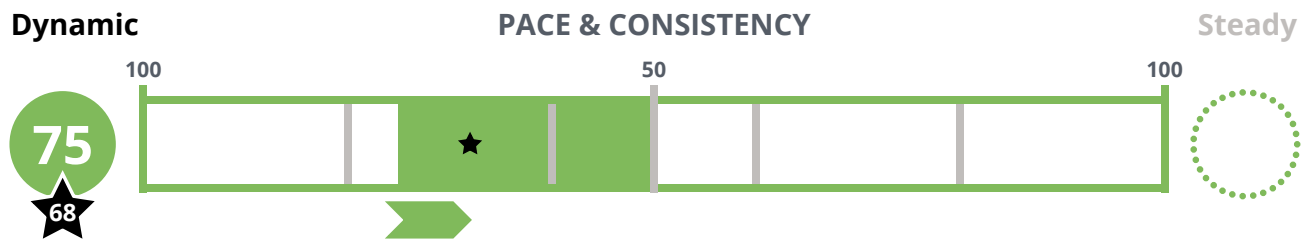
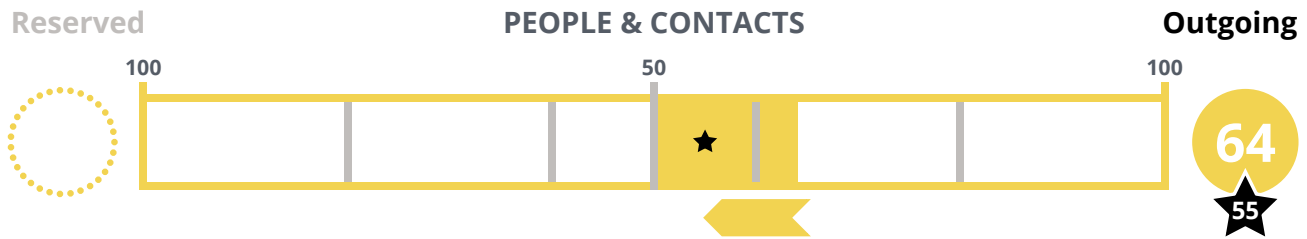
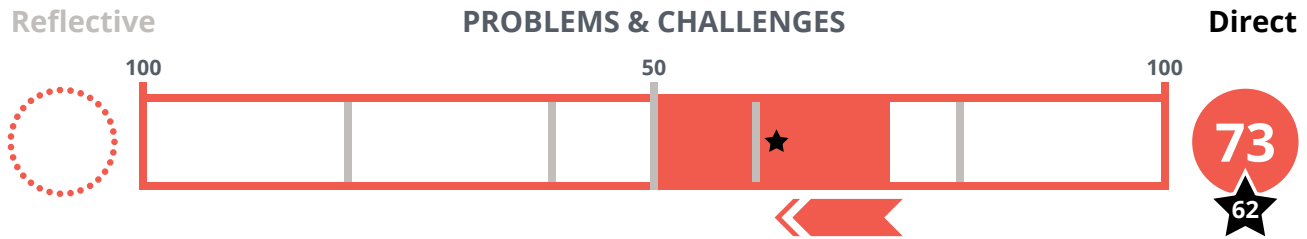
Norm 2021 R4
2-2-2022
T: 9:06

Krista Darrell

Behavioral Continuum



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



★ Adapted Position
 ◀ Adapted Movement

Norm 2021 R4
 2-2-2022
 T: 9:06

Krista Darrell

The TTI Success Insights® Wheel



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

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.

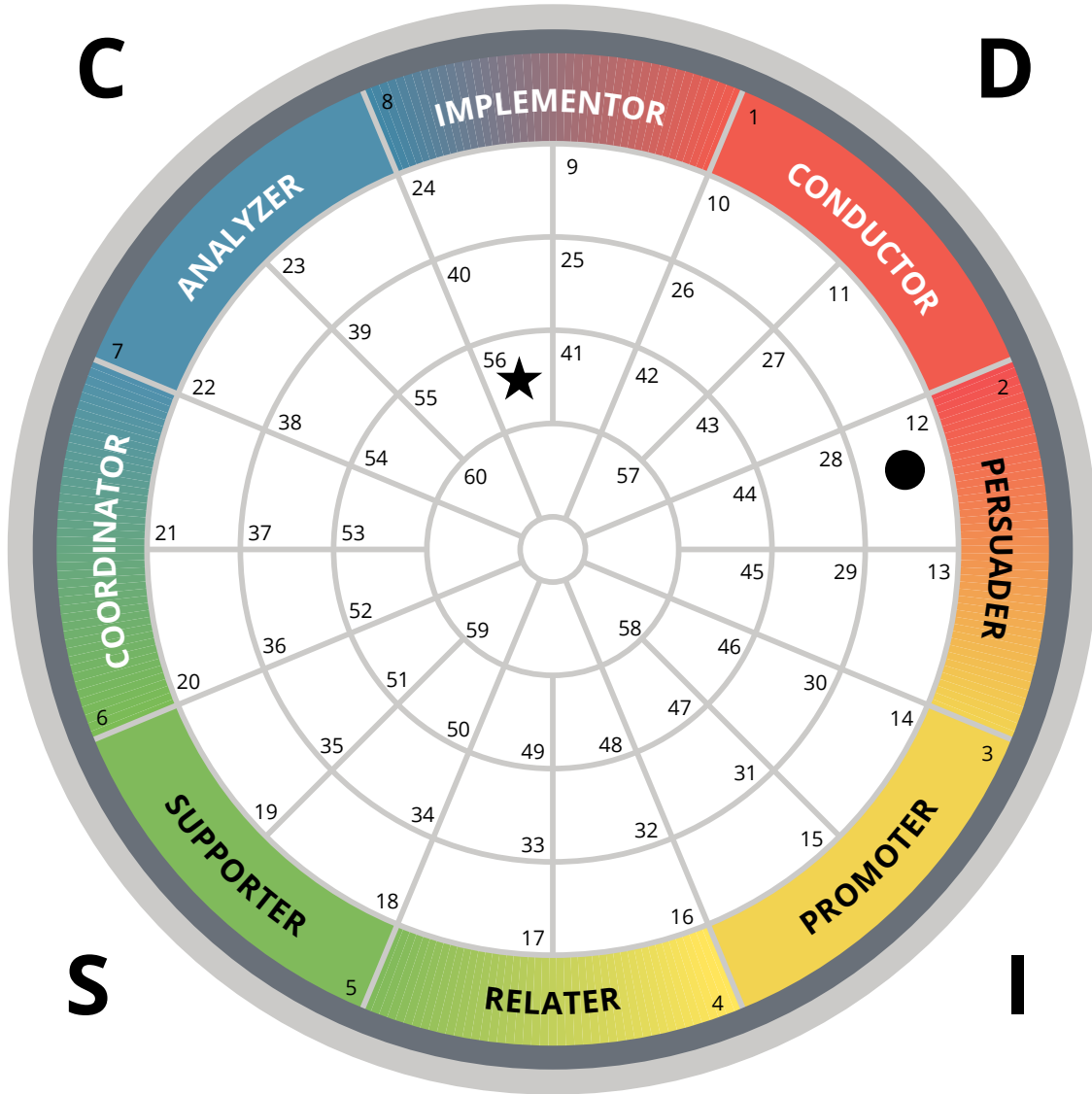
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

The TTI Success Insights® Wheel



Krista Darrell
 Incite Automation
 2-2-2022



Adapted: ★ (56) ANALYZING IMPLEMENTOR (ACROSS)
 Natural: ● (12) CONDUCTING PERSUADER
 Norm 2021 R4

T: 9:06

Understanding Your Driving Forces



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

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

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

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

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

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

Driving Characteristics



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

Krista is willing to help others if they are working to achieve her goals. She may be firm in her decisions and not be swayed by unfortunate circumstances. She tends to believe people should learn to do things themselves versus relying on others. She has the desire to be recognized for her accomplishments. Krista will strive to maintain individuality in group settings. She seeks to achieve leadership roles. She is very good at integrating past knowledge to solve present problems. She may have the desire to expand her knowledge to be considered an expert in her chosen field. Krista is able to isolate personal issues and focus on professional productivity. She tends to have an objective view of the task at hand. She may be able to pick and choose the traditions to which she will adopt. She evaluates situations and may not feel the need for a return on investment.

Krista may see the world as a toolset to accomplish her own self-interest. She will struggle if helping others is in conflict with her own self-interest. She is passionate about creating something that leaves a lasting impact. She wants to control her own destiny and display her independence. Krista could be instrumental in identifying informational resources. She will tend to seek new methods or information rather than relying on past experiences. She may choose to see the world in pieces, not as a whole. She tends to focus on the task at hand regardless of her surroundings. Krista may gather elements from multiple systems to implement as needed. She may seek new ways to accomplish routine tasks. She may see money as a necessary tool versus a measurement of success. She tends to give freely of time, talent and resources, but may still value a return on her investment.

Driving Characteristics



Krista may evaluate situations based on the desired outcome with little regard for utility and economic return. She may overlook traditions or boundaries to complete a task. She will focus on the objective of a situation more than the harmony of a situation. She is comfortable around people who share her interest for knowledge and especially comfortable among people with similar convictions. If necessary, Krista will be assertive to maintain control of a situation. She looks for situations that allow her the freedom to control her destiny. She will tend to follow others if it will enhance her goals. She may prioritize her work responsibilities over assisting others.

Strengths & Weaknesses



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



Potential Strengths

- ✓ Krista might choose who, when, and how much to help based on the desired outcome.
- ✓ She may help others when others are willing to work hard.
- ✓ She might expect others to be self-reliant and resists intervening until necessary.
- ✓ She potentially strives to set herself apart.
- ✓ Krista may strive to advance her position.
- ✓ She may seek to make the unknown known.
- ✓ She may emphasize the destination not the journey.



Potential Weaknesses

- ✗ Krista may be seen as self serving.
- ✗ She may create scenarios that benefit herself more than others.
- ✗ She may focus on herself, perhaps at the expense of others.
- ✗ She may use the “ends to justify the means” concept in tough situations.
- ✗ Krista can be driven by the desire to achieve status and recognition.
- ✗ She may have difficulty when it comes time to apply the knowledge she has gained.
- ✗ She may create chaos by focusing on individual segments of a project.

Energizers & Stressors



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

Potential Energizers

- ✓ Krista is energized by advancing her personal interest through others.
- ✓ She is energized by purposeful people.
- ✓ She seeks out a personal benefit from others.
- ✓ She is energized by working to create a personal legacy
- ✓ Krista likes to create and control her destiny.
- ✓ She is energized by discovering new information.
- ✓ She is energized by specific, measurable outcomes.

Potential Stressors

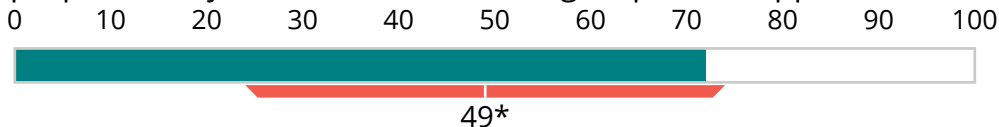
- ✗ Krista is frustrated when people assist others for no apparent reason.
- ✗ She does not act without personal benefit.
- ✗ She gets stressed when supporting others in need.
- ✗ She is stressed by a lack of respect.
- ✗ Krista does not like a small workspace.
- ✗ She is stressed by an environment with no opportunity for intellectual growth.
- ✗ She is frustrated when too much focus is on the experience.

Primary Driving Forces Cluster

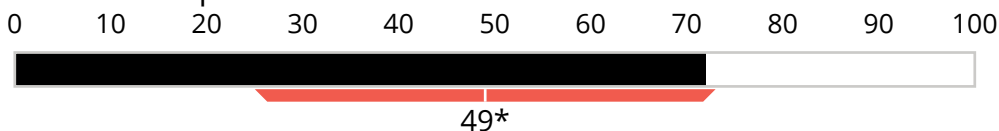


Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement to create your unique driving force.

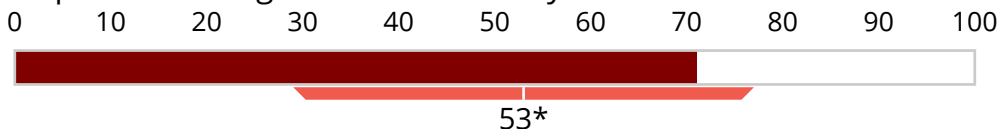
1. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



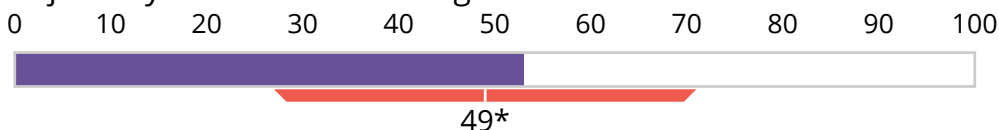
2. Commanding - People who are driven by status, recognition and control over personal freedom.



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



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

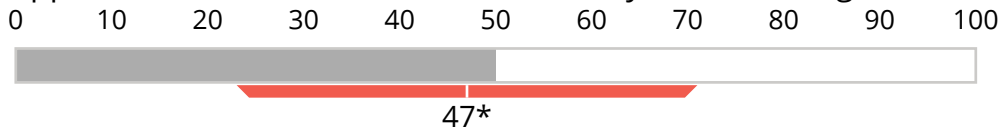


Situational Driving Forces Cluster



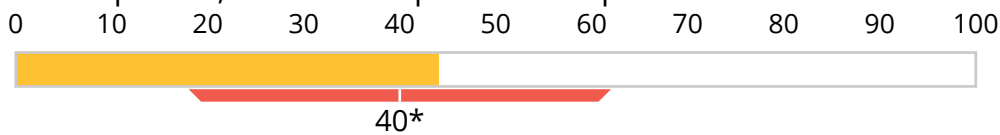
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



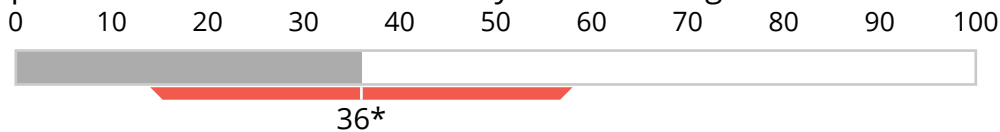
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6. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.



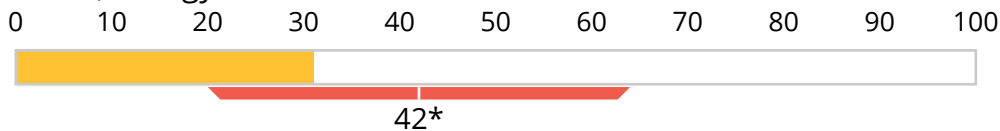
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7. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



36

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



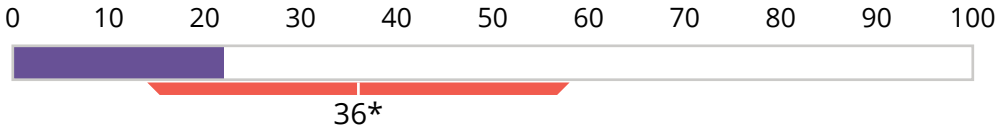
31

Indifferent Driving Forces Cluster



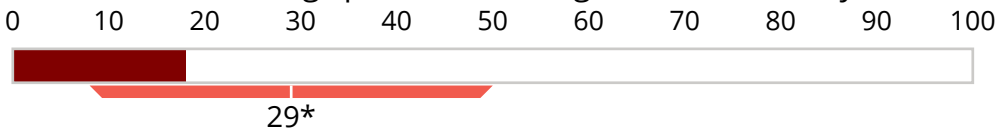
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



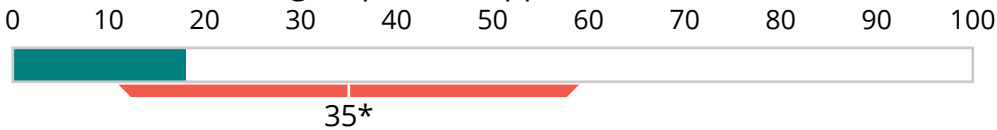
22

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



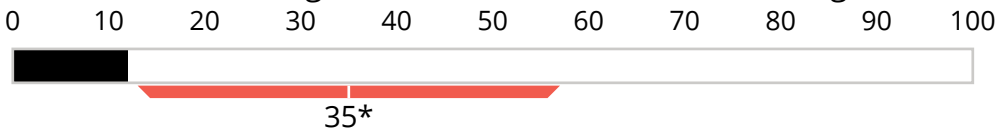
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11. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



18

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



12

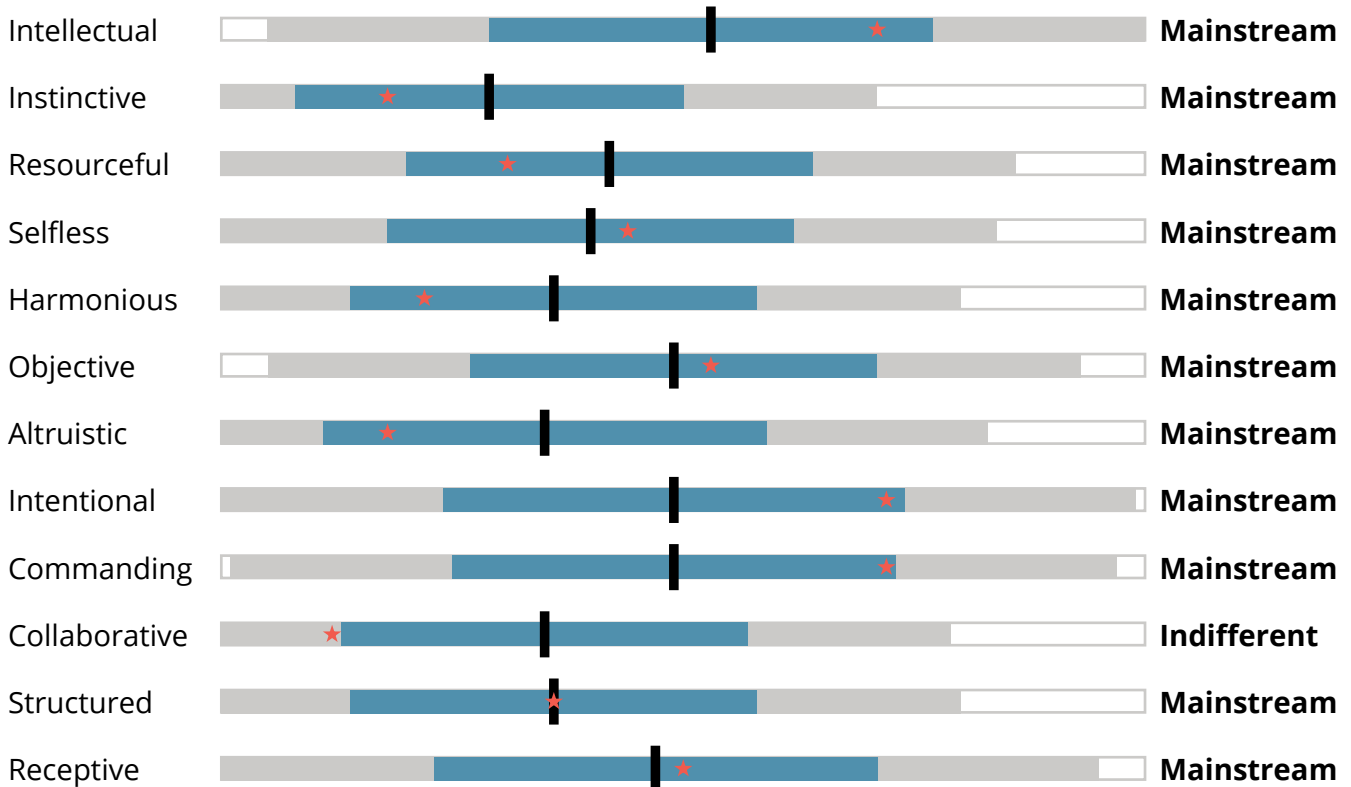
Areas for Awareness



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

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

Norms & Comparisons Table - Norm 2021



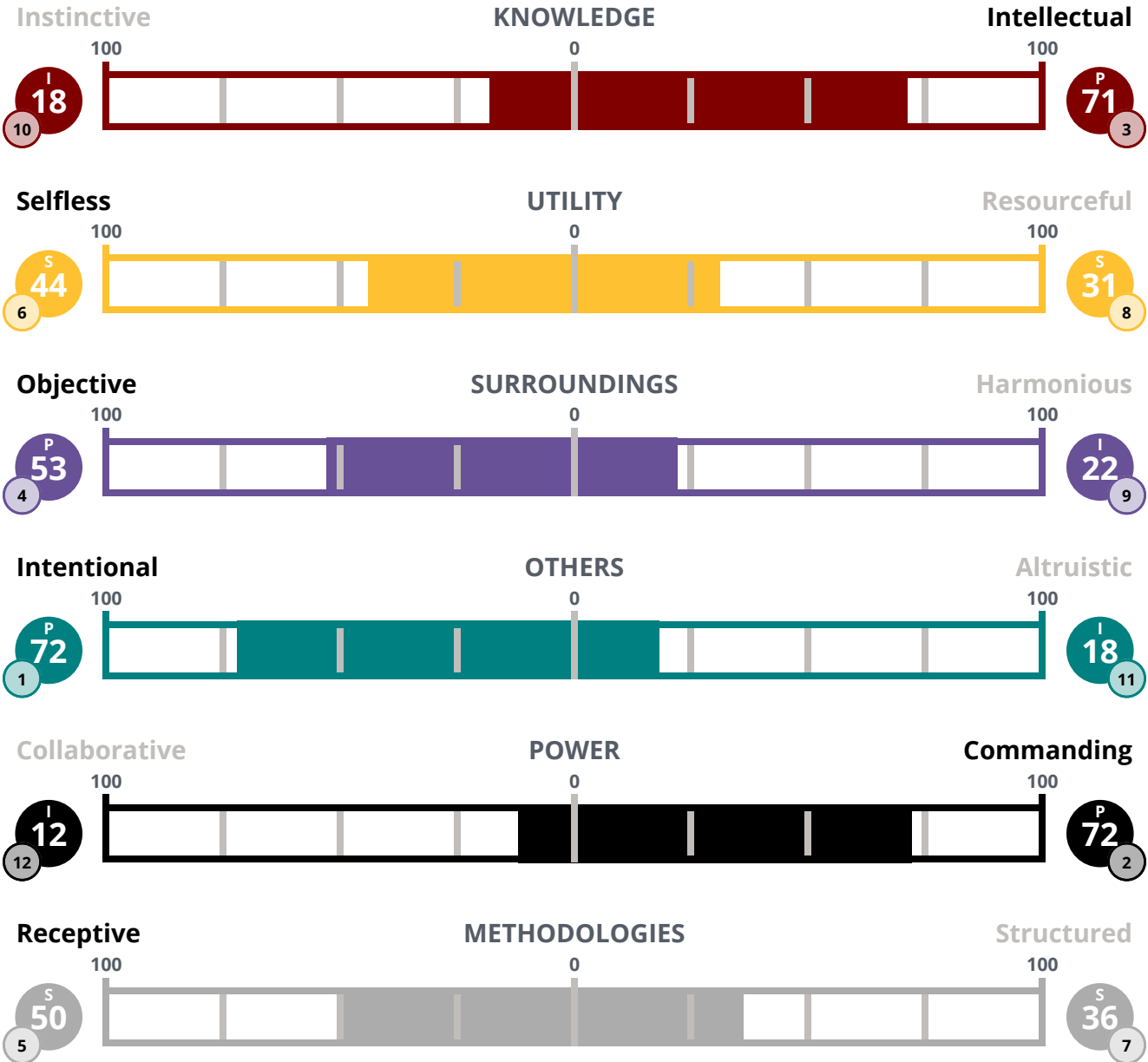
■ - 1st Standard Deviation - * 68% of the population falls within the shaded area.
 ■ - national mean
 ★ - your score
■ - 2nd Standard Deviation
■ - 3rd Standard Deviation

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

Motivational Continuum



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

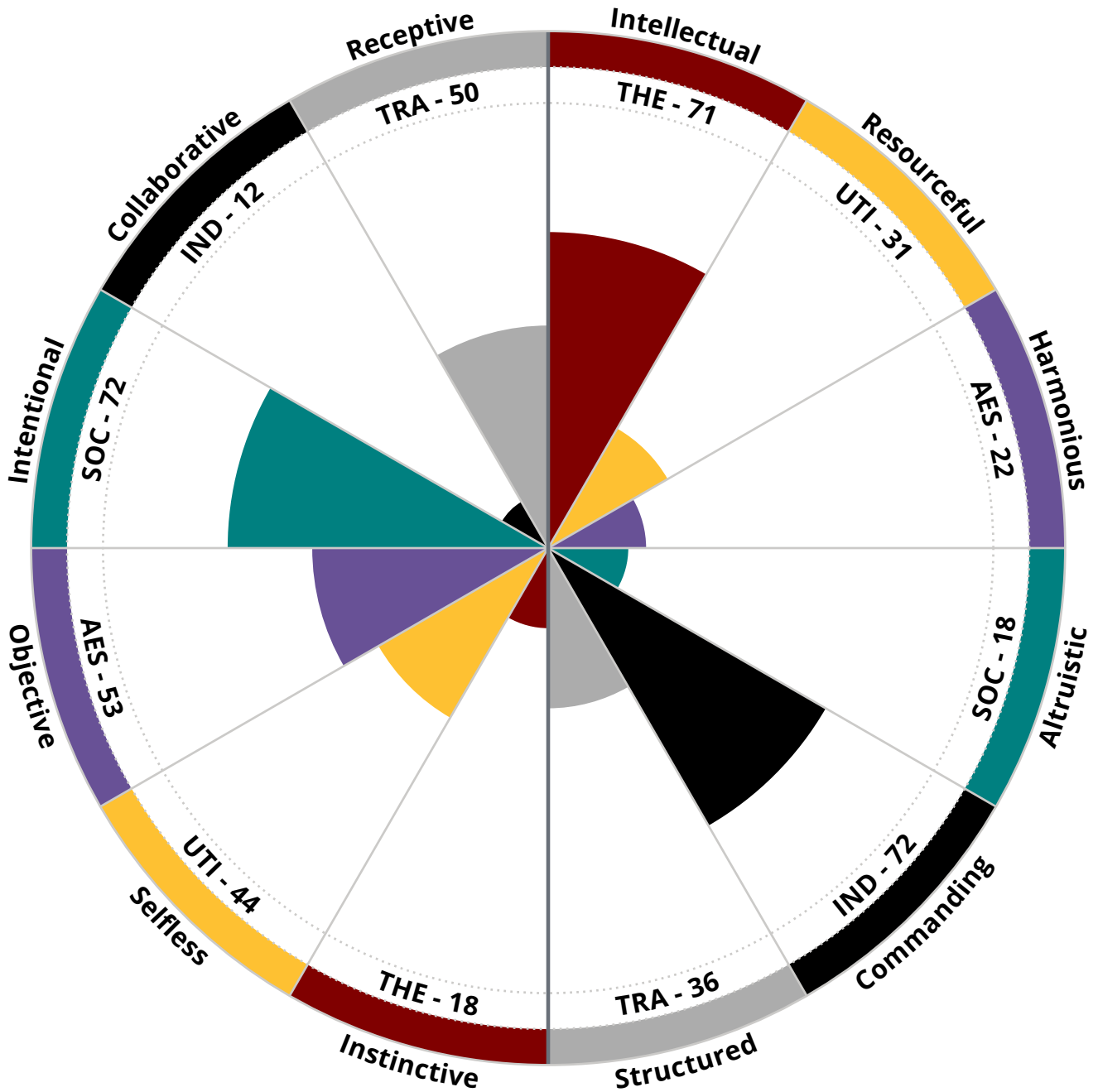


P Primary, Situational, or Indifferent
76 Driving Forces Score
3 Driving Forces Rank

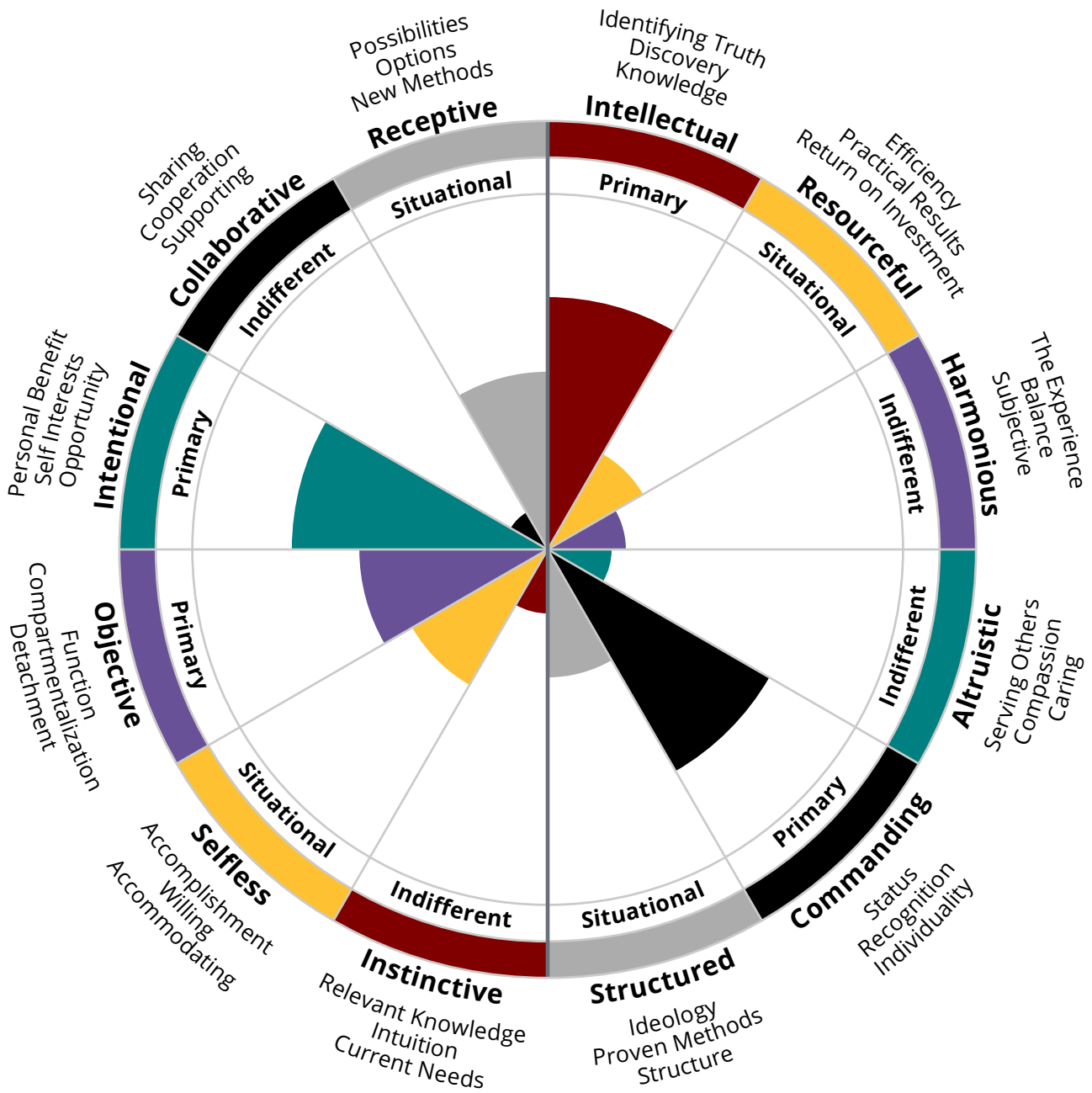
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Krista Darrell

Driving Forces Wheel



Descriptors Wheel





Introduction

Integrating Behaviors and Driving Forces

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 & Motivational Strengths



This section describes the potential areas of strengths between Krista'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.

- Goal focused when assessing how others can help.
- Tough but fair when others are willing to work hard.
- Will champion a worthy cause, as a challenge, if they see a potential return.
- A strong influencer.
- Innovative with strategies for success.
- Forward-looking to improve herself or a situation.
- Initiates action to get questions answered.
- Uses knowledge to support her position.
- Offers informed opinions on a variety of topics.
- Seen as a leader who will focus on the functionality.
- An independent self-starter who will focus on function over appearance.
- Initiates action to stir up activity.

Potential Behavioral & Motivational Conflict



This section describes the potential areas of conflict between Krista'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 over focus on results and overlook others.
- May set standards too high that causes others to fall short.
- May try to utilize many people to obtain results.
- Has to be a big player if not the leader and may miss out on beneficial role-playing opportunities.
- May always want to display her superiority through problems or challenges.
- May not realize the negative consequences of her quick decisions.
- 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.
- The need to research everything and the corresponding need to do everything too soon and too fast.
- May communicate bluntly and not fully express what she thinks and feels.
- May struggle with bonding with peers while constantly focusing on outcomes.
- Will only see her objectives in the here and now.

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

- A forum to champion the needs and desires of others who are willing to work for common results.
- The opportunity to show others their potential in order to drive the desired outcomes.
- A results-driven environment where people are respected for what they can provide.
- Management that appreciates and rewards powerful risk-taking.
- Continual opportunity to challenge and win.
- Opportunity to assertively express her desire to control her own destiny and potentially that of others.
- Ability to be an independent thinker.
- New and challenging theoretical-based questions or projects.
- Active problems that require researched-based solutions.
- The ability to compartmentalize when facing challenges and in achieving results.
- Freedom to focus on the functionality over the appearance.
- Objective, results-driven environment.

Keys To Motivating



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

Krista wants:

- To get results by incorporating the abilities of others.
- Opportunities to accomplish solutions to problems that relate to her vision.
- To be seen as a person who helps others, if they are willing to work hard for the desired results.
- To lead a team that understands the value of short-term and fast-moving ideas and results.
- New and difficult challenges that lead to prestige and status.
- Space and latitude to do what it takes to get the job done.
- Challenging problems where her knowledge and research capabilities can be maximized.
- Complete information in bulleted format for her own investigation.
- All possible information at her 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.
- To focus on the functionality more than physical attributes as an indicator of success.

Keys To Managing



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

Krista needs:

- To understand the desire to win or achieve may cause people to be seen as tools.
- To be given power and authority to achieve results through people.
- Awareness of how her drive can inspire others to accomplish mutual goals.
- Help in limiting interruptions because of the desire to be involved in too many projects.
- Assistance in staying on task when she is not the leader of the project.
- Freedom to determine how results should be achieved.
- 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.
- To understand that others possess information she may not.
- Assistance in understanding how her emotional intensity affects the performance of the team.
- To set clear expectations for the team in order to obtain tangible results.
- Challenges that utilize her objectivity and drive.

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 _____:
