



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

Loni

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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 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

Behavioral Characteristics



Based on Loni'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 Loni's natural behavior.

Loni is alert and sensitive to her errors and mistakes. She constantly seeks to avoid errors in her work. While she may not be a perfectionist with all things, she has certain activities that will always be done with the same high standards in mind. Becoming acquainted with her can be difficult since she tends to withhold her emotions. She may appear to be cool and distant. She prefers that things be orderly, and she will approach work in a systematic manner. Loni is a real stickler for quality and systems. She doesn't appreciate a dirty or messy work station, since she equates dirt and disorganization with lower quality work. When Loni sees something that is wrong, she wants to fix it. She is oriented toward achieving practical results. She wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. Because Loni has such high standards, sometimes she feels that only she can perform a particular task. Her aggressiveness is tempered by her sensitivity to quality work. This is a positive strength of Loni's, and others appreciate this tendency.

Loni tends to become bogged down in details. She may accumulate so much data that the details overwhelm her. She likes to assemble facts and data before making decisions. This allows her time to review the facts and think about the decision to be made. She usually judges others by the quality of their work. She may find it difficult to recognize others' strengths if their work does not meet her high standards. She is the type of person who will accept challenges and accept them seriously. Loni follows company policy, if aware of it. She is a critical and systematic thinker, and this strength may not be easily recognized by others. She, capable of routinely making daily decisions, usually becomes cautious about the bigger decisions; she wants to be absolutely certain her decision is correct. She has an acute awareness of social, economic and political implications of her decisions.



Behavioral Characteristics

Continued



Loni likes to know what is expected of her in a working relationship; they also like to know what the duties and responsibilities are for others who will be involved. Communication is accomplished best by well-defined avenues. She enjoys analyzing the motives of others. This allows her to develop her intuitive skills. Loni's work represents her true self, and she will take issue when people attack the quality of her work. People who show up early or late for appointments may upset her, since her work plans are disrupted. Loni makes an agenda and prefers that others not change it. People may often see Loni as formal and reserved. She may be assessing the situation before "letting her guard down" and may do so only when she feels comfortable with the circumstances. Because Loni wants to be certain she is performing her work assignments correctly, she enjoys working for a manager who explains what is expected of her. She is intuitive and is able to ask good questions in order to get the critical, complete information she seeks. Loni's logical, methodical way of gathering data is demonstrated by her ability to ask the right questions at the right time.



Value to the Organization



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

- ✓ Proficient and skilled in her technical specialty.
- ✓ Defines, clarifies, gets information, criticizes and tests.
- ✓ Comprehensive in problem solving.
- ✓ Always looking for logical solutions.
- ✓ Conscientious and steady.
- ✓ Presents the facts without emotion.
- ✓ Suspicious of people with shallow ideas.



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 Loni. 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 Loni most frequently.

Ways to Communicate

- ✓ Provide details in writing.
- ✓ Respect her quiet demeanor.
- ✓ Have the facts in logical order.
- ✓ Use the proper buzz words that are appropriate to her expertise.
- ✓ Make an organized presentation of your position, if you disagree.
- ✓ Make an organized contribution to her efforts, present specifics and do what you say you can do.
- ✓ Be prepared with the facts and figures.
- ✓ Keep at least three feet away from her.
- ✓ Provide solid, tangible, practical evidence.
- ✓ Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.
- ✓ Prepare your "case" in advance.
- ✓ Listen to her.



Checklist for Communicating

Continued



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

- ❌ Use testimonies of unreliable sources; don't be haphazard.
- ❌ Make statements about the quality of her work unless you can prove it.
- ❌ Provide special, personal incentives.
- ❌ Use inappropriate buzz words.
- ❌ Use gimmicks or clever, quick manipulations.
- ❌ Be redundant.
- ❌ Say "trust me"—you must prove it.
- ❌ Use high speed, intense inputs.
- ❌ Make statements you cannot prove.
- ❌ Leave things to chance or luck.
- ❌ Leave things open to interpretation.
- ❌ Make conflicting statements.



Communication Tips



This section provides suggestions for methods which will improve Loni's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Loni 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 Loni's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Loni to project the image that will allow her to control the situation.



Loni usually sees herself as being:

- ✓ Precise
- ✓ Thorough
- ✓ Moderate
- ✓ Diplomatic
- ✓ Knowledgeable
- ✓ Analytical



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

- ✓ Pessimistic
- ✓ Picky
- ✓ Worrisome
- ✓ Fussy



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

- ✓ Perfectionistic
- ✓ Hard-to-Please
- ✓ Strict
- ✓ Defensive

The Absence of a Behavioral Factor



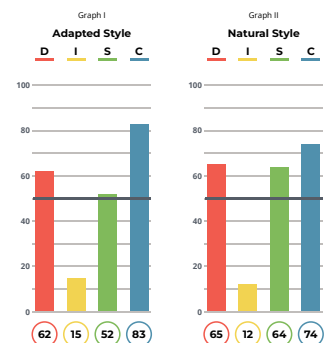
The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral 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 they are forced to trust without supporting data.
- Avoid working environments that see a realistic nature as purely pessimistic.
- 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.

- Understand when an analytical perspective is needed and valued.
- Daily and repetitive team meetings will detract from productivity and add to stress.
- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.



Descriptors



Based on Loni'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



Loni'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

Loni is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. She is results-oriented and likes to be innovative in her approach to problem solving. Loni is not necessarily confrontational by nature; but if a problem does exist, she will not turn down the opportunity for confrontation.

Adapted

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

People & Contacts

Natural

Loni 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

Loni 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

Loni is deliberate and steady. She is willing to change if the new direction is meaningful and consistent with the past. She will resist change for change's sake.

Adapted

Loni 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

Loni naturally is cautious and concerned for quality. She likes to be on a team that takes responsibility for the final product. She enjoys knowing the rules and can become upset when others fail to comply with the rules.

Adapted

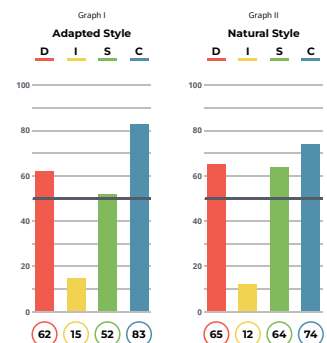
Loni shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant, and Loni sees little or no need to change her response to the environment.

Adapted Style



Loni 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.

- ✓ Sensitivity to existing rules and regulations.
- ✓ Being attentive and dependable with detailed work activities.
- ✓ Precise, analytical approach to work tasks.
- ✓ Working in a systematic, non-demonstrative manner.
- ✓ Careful, thoughtful approach to decision making.
- ✓ Accurate adherence to high quality standards.
- ✓ Accomplishing tasks without many people contacts.
- ✓ Traditional, quality-oriented work model to follow.
- ✓ Maintaining a clean and organized work station.
- ✓ Critical appraisal of data.
- ✓ Calculation of risks before taking action.
- ✓ Limited contact with people.
- ✓ Being precise in the collection 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.

Seeking "All" of The Facts

Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.

Possible Causes:

- Want to be certain/prepared
- Want to avoid mistakes
- Want extended time for getting tasks done

Possible Solutions:

- Set a timeline for gathering new information or evaluating old information and then take action
- Evaluate importance or risk factors to how much information is actually needed

Fear of Mistakes

Fearing mistakes is the mental process of focusing on negative outcomes and is often a preoccupation with past mistakes.

Possible Causes:

- Want to avoid criticism
- Take criticism personally
- Want to be seen as efficient and competent

Possible Solutions:

- Practice focusing on past successes
- For every mistake that you think might happen, write down two positive possible outcomes for a completed task
- Focus on several possible future outcomes





Time Wasters

Continued

Overreacting To Constructive Criticism

Overreacting to constructive criticism is the inappropriate overt or covert response to feedback and recommendations.

Possible Causes:

- Have a high comfort level with past methods
- Have high standards for work performance
- Think that your way is the correct way
- Don't see the benefit of doing things differently

Possible Solutions:

- Practice listening without evaluating comments from others
- Begin responding mentally with "that's interesting" or "that's a possibility" as a way of controlling immediate negative response
- Communicate feelings with peers and supervisors

Looking For "Hidden Meaning"

The habitual practice of looking for hidden meanings demonstrates the inability to take messages, information and people-signals at face value. It may indicate that issues and people are suspect or have potential negative impact on you and your work.

Possible Causes:

- Critical listening ability may cause you to read more into a situation
- Want to look beyond the obvious
- Have a need for additional information
- Do not have a high level of trust in others

Possible Solutions:

- Ask questions
- Share initial evaluation/opinion with others



Areas for Improvement



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

Loni has a tendency to:

- ✓ Have difficulty making decisions because she's mostly concerned about the "right" decision. If precedent does not give direction, her tendency is to wait for directions.
- ✓ Lean on technical achievement.
- ✓ Select people much like herself.
- ✓ Be suspicious and pessimistic of any new project. Wants more support than is necessary.
- ✓ Tell ideas as opposed to sell ideas.
- ✓ Be critical of any approach that is not regarded as purely logical or factual (to her standards).
- ✓ Lean on supervisors if information and direction is not clear.

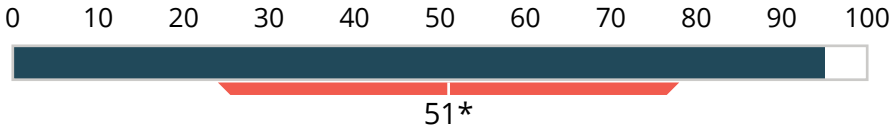


Behavioral Hierarchy

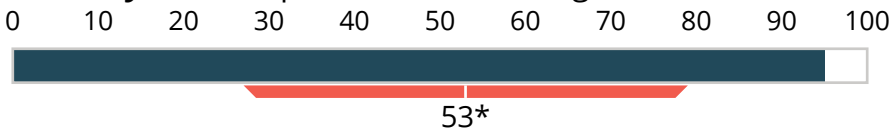


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

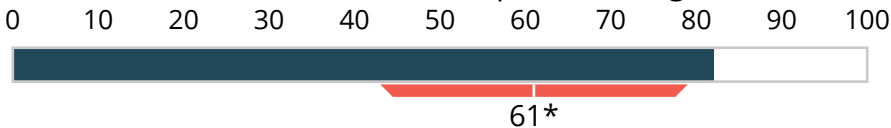
1. Organized Workplace - Establish and maintain specific order in daily activities.



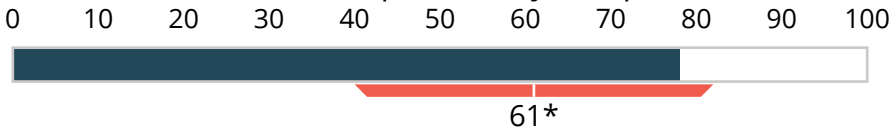
2. Analysis - Compile, confirm and organize information.



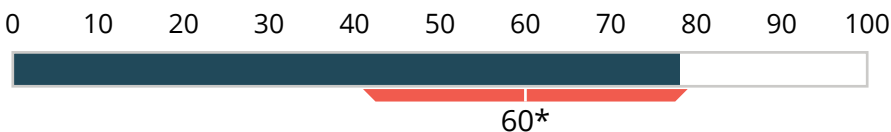
3. Persistence - Finish tasks despite challenges or resistance.



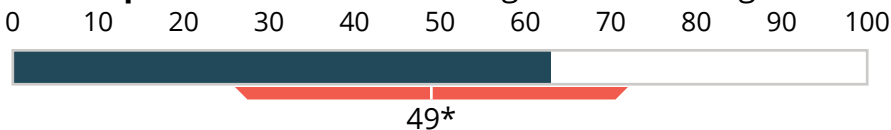
4. Consistent - Perform predictably in repetitive situations.



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



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

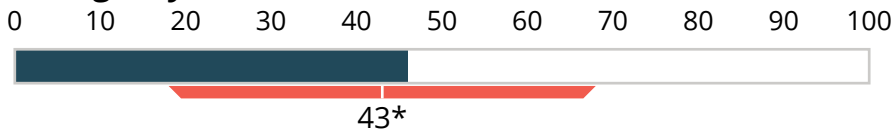


* 68% of the population falls within the shaded area.

Behavioral Hierarchy

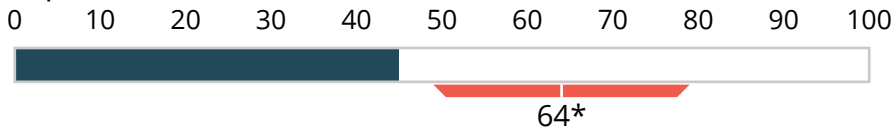


7. Urgency - Take immediate action.



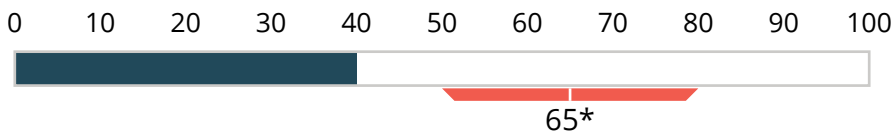
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8. Customer-Oriented - Identify and fulfill customer expectations.



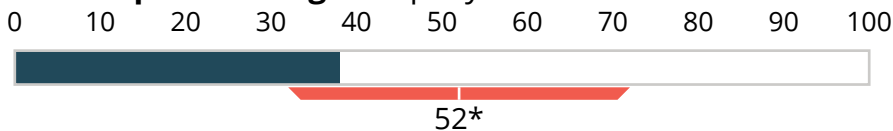
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9. People-Oriented - Build rapport with a wide range of individuals.



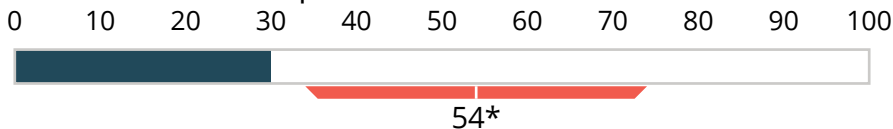
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10. Frequent Change - Rapidly shift between tasks.



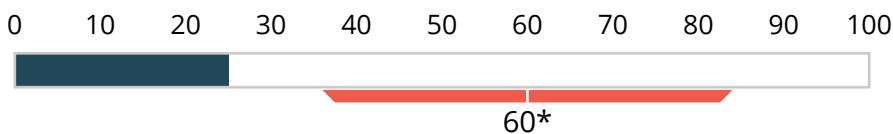
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11. Versatile - Adapt to various situations with ease.

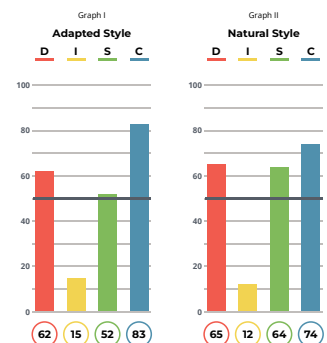


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12. Interaction - Frequently engage and communicate with others.



25



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

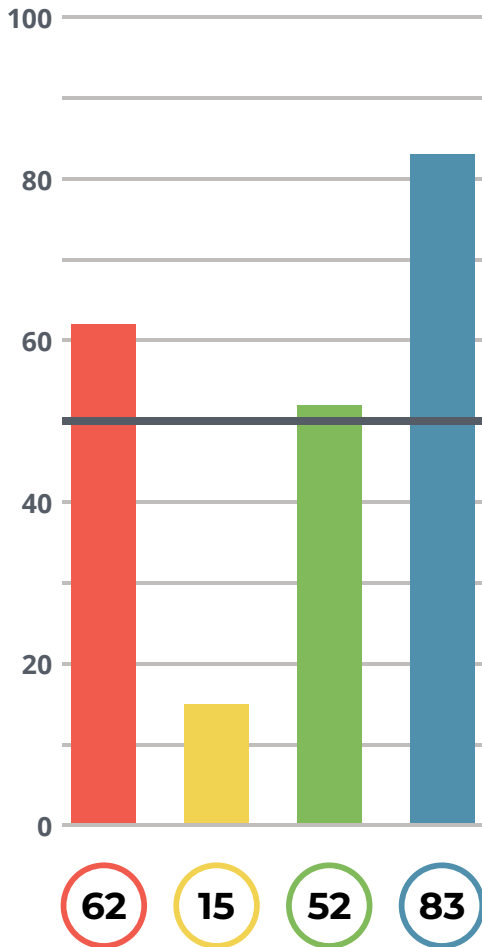
Style Insights® Graphs



Graph I

Adapted Style

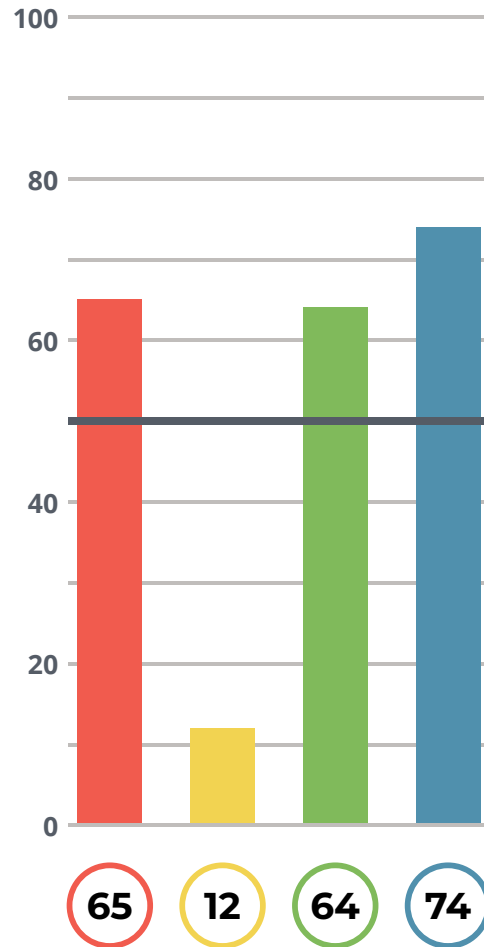
D **I** **S** **C**



Graph II

Natural Style

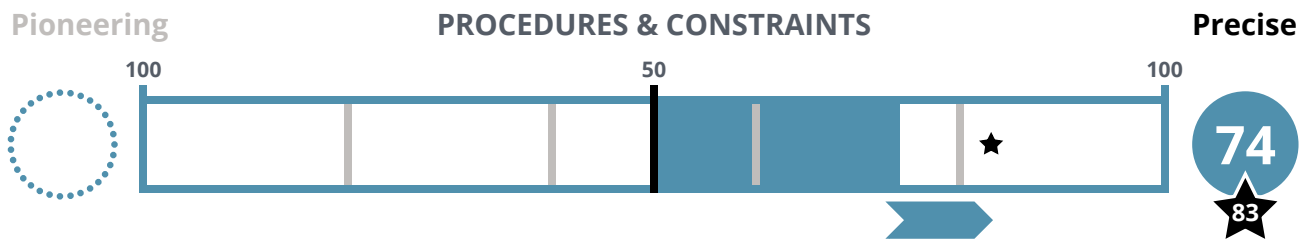
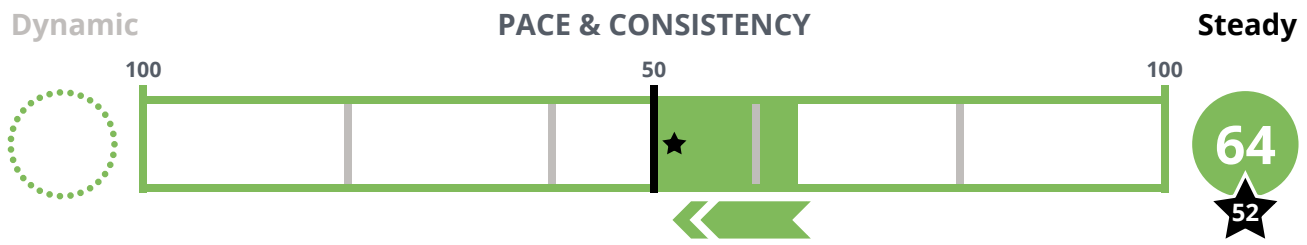
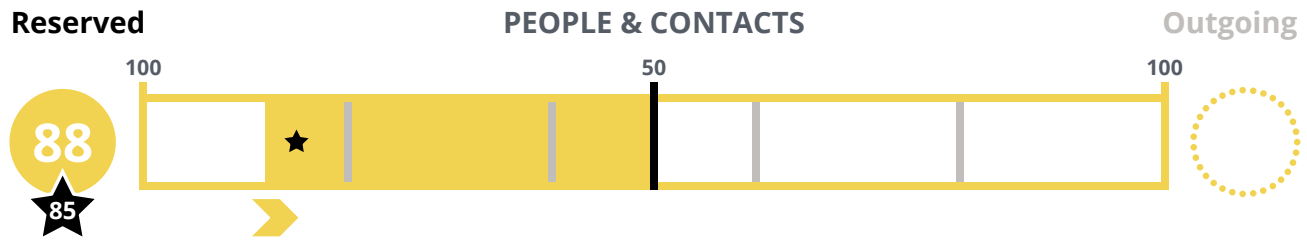
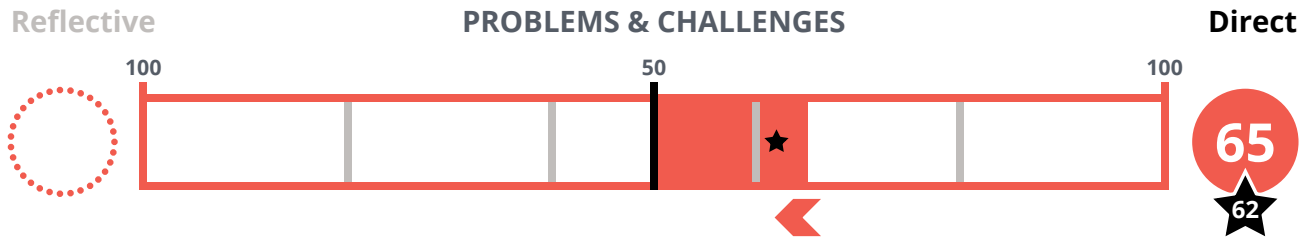
D **I** **S** **C**



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 Loni falls within each continuum.



★ Adapted Position
 ◀ Adapted Movement

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The Success Insights® Wheel



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

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

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

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

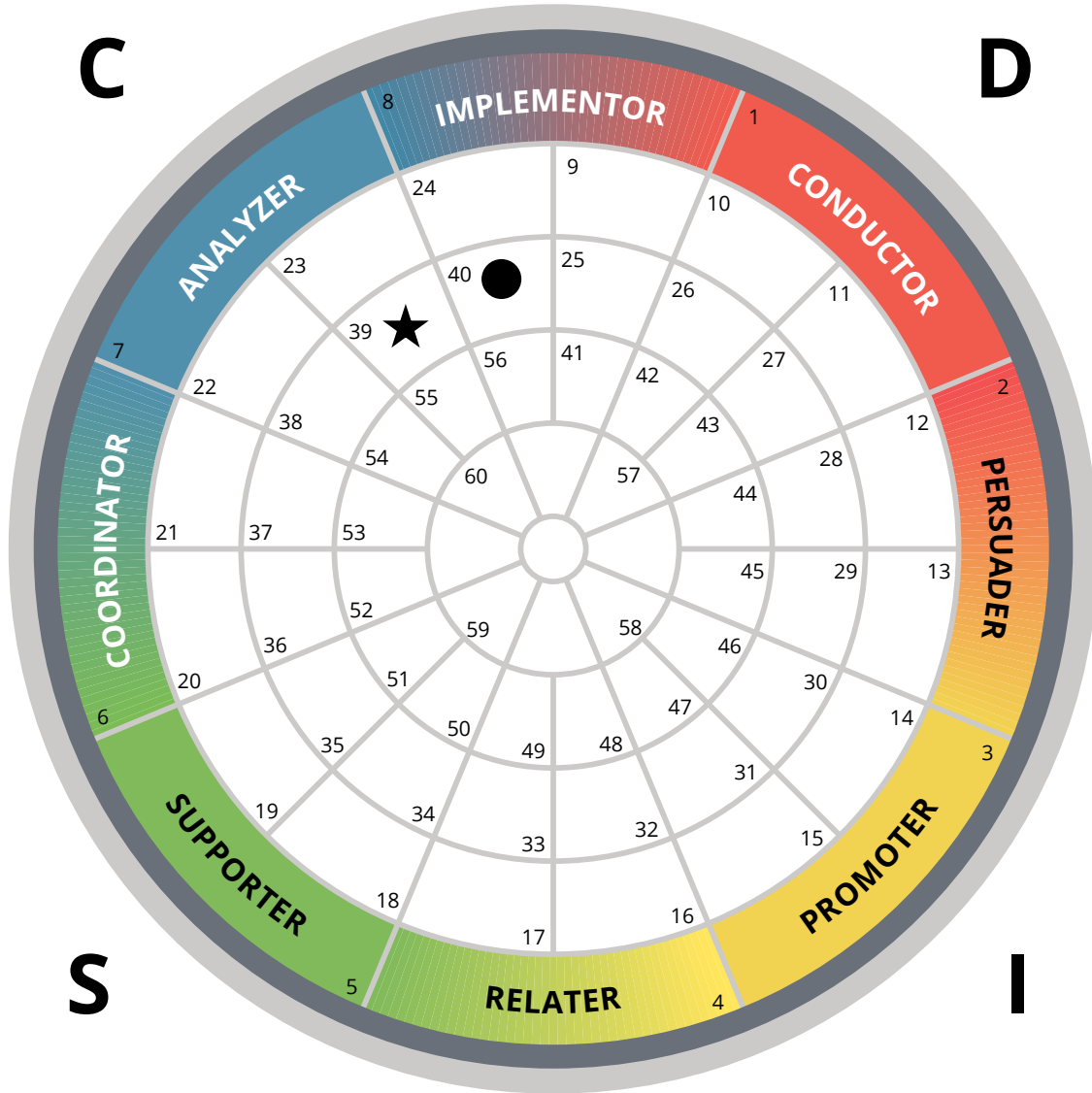
The Success Insights® Wheel



Loni Welch

PDR CPAs + Advisors

12-29-2020



Adapted: ★ (39) IMPLEMENTING ANALYZER (FLEXIBLE)
 Natural: ● (40) ANALYZING IMPLEMENTOR (FLEXIBLE)
 Norm 2017 R4

T: 7:08

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 Email: info@selectassesstrain.com

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.

Loni could be instrumental in identifying informational resources. She will usually have the information to support her convictions. She will benefit from a role that allows her to gain new knowledge. She is able to isolate personal issues and focus on professional productivity. Loni tends to have an objective view of the task at hand. She may choose to see the world in pieces, not as a whole. She will be creative when resources are scarce. She is energized by building a framework that maximizes her time and talent invested in a project. Loni is a natural fit when playing the supporting role. She prefers to be part of a work group or team. She may be able to pick and choose the traditions to which she will adopt. Loni's desire to help others is evaluated on an individual basis.

Loni will tend to seek new methods or information rather than relying on past experiences. She may spend considerable time researching a topic of interest. She is capable of functioning in an environment filled with chaos. She will focus on the objective of a situation more than the harmony of a situation. Loni will focus on creating processes to ensure efficiency going forward. She will create opportunities for others if she sees a greater return in the future. She will relinquish control as long as the task at hand is completed to her standards. Job security is more important to Loni than a prestigious title. Loni may gather elements from multiple systems to implement as needed. She may seek new ways to accomplish routine tasks. She may attempt to help an individual or group to overcome adversity. She will be generous with time, research and information if the cause appeals to her.

Driving Characteristics



Loni will evaluate a situation and determine if it's more valuable to assist people or achieve results. She tends to dissect other systems and/or traditions and may be creative when applying them. She excels when working for a powerful leader. She is driven to maximize opportunities in order to create financial flexibility. Loni tends to focus on the task at hand regardless of her surroundings. In general, unpleasant surroundings will not impact her productivity. She will often gather information before starting a project. She is very good at integrating past knowledge to solve present problems.

Strengths & Weaknesses



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

- ✓ Loni may continually seek new knowledge and information.
- ✓ She seems to focus on information and facts.
- ✓ She could research much more thoroughly compared to others.
- ✓ She might compartmentalize and focus only on the situation.
- ✓ Loni can succeed in chaotic environments.
- ✓ She sometimes focuses on achieving measurable and practical results.
- ✓ She may feel comfortable in a supporting role.



Potential Weaknesses

- ✗ Loni may pursue knowledge at the expense of practical matters.
- ✗ She can value discovery over other priorities.
- ✗ She may make decisions without subjective or emotional considerations.
- ✗ She may overemphasize the function with disregard for appearance.
- ✗ Loni tends to miss the overall experience by focusing only on tangible components.
- ✗ She may only be willing to give if there is an opportunity for a return.
- ✗ She may pass on leadership opportunities.

Energizers & Stressors



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

- ✓ Loni will learn continuously.
- ✓ She is energized by the opportunity to objectively analyze ideas.
- ✓ She will devote time to learn.
- ✓ She likes to provide tangible outcomes.
- ✓ Loni appreciates functionality.
- ✓ She is energized by efficiency.
- ✓ She wants to feel included.

Potential Stressors

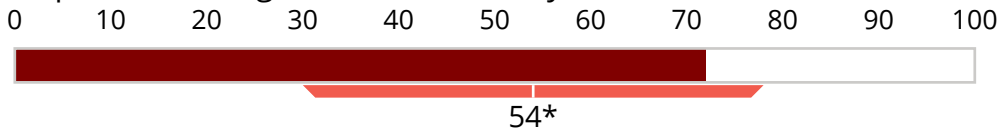
- ✗ Loni is stressed when knowledge is restricted.
- ✗ She is turned off when people approach ideas subjectively.
- ✗ She will not simply make educated guesses.
- ✗ She gets frustrated when appearance is placed over function.
- ✗ Loni is stressed when the focus is on harmony.
- ✗ She will not waste time.
- ✗ She gets stressed when individual achievements are recognized.

Primary Driving Forces Cluster

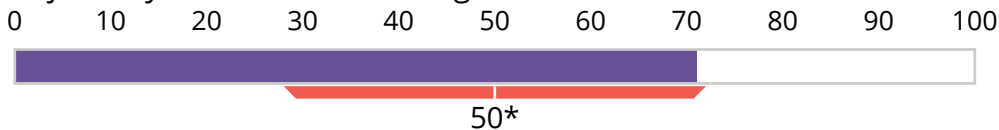


Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver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

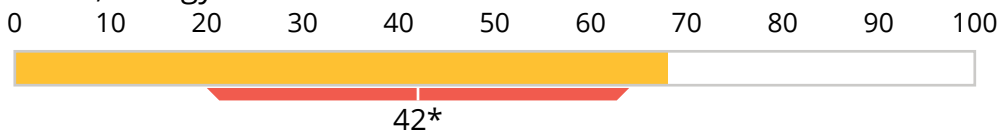
1. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



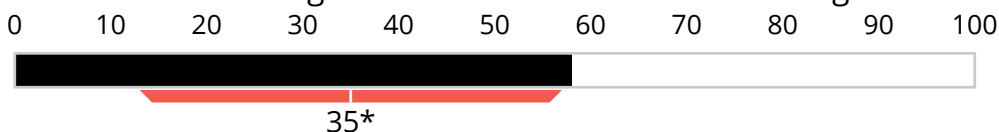
2. Objective - People who are driven by the functionality and objectivity of their surroundings.



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



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



Norm 2017

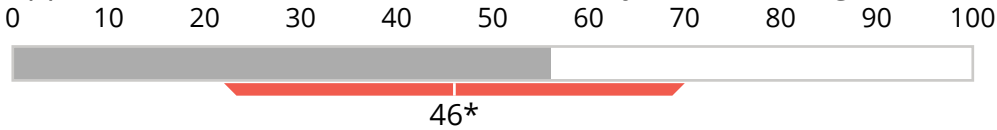
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Situational Driving Forces Cluster



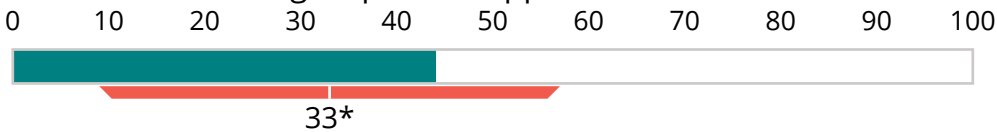
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



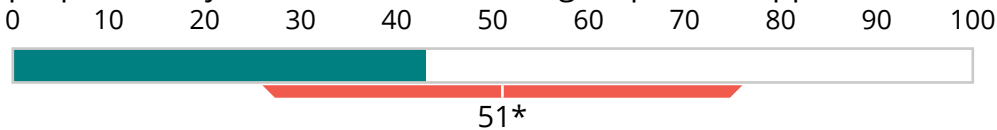
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6. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



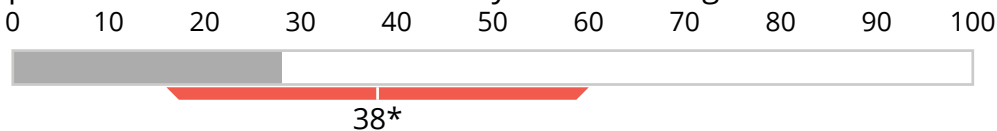
44

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



43

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



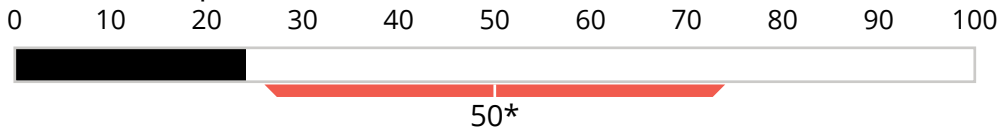
28

Indifferent Driving Forces Cluster

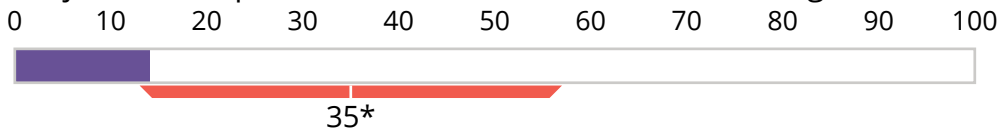


You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

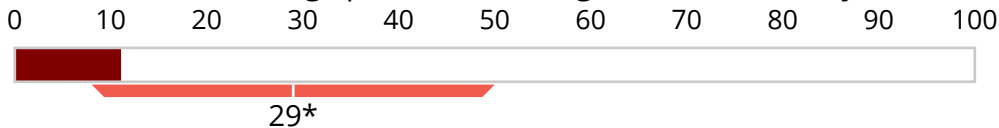
9. Commanding - People who are driven by status, recognition and control over personal freedom.



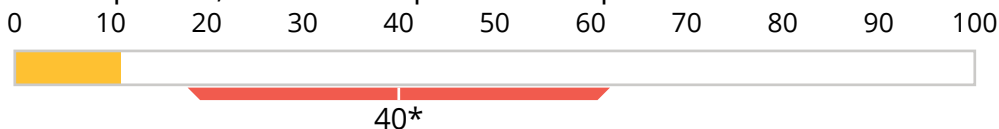
10. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



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



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



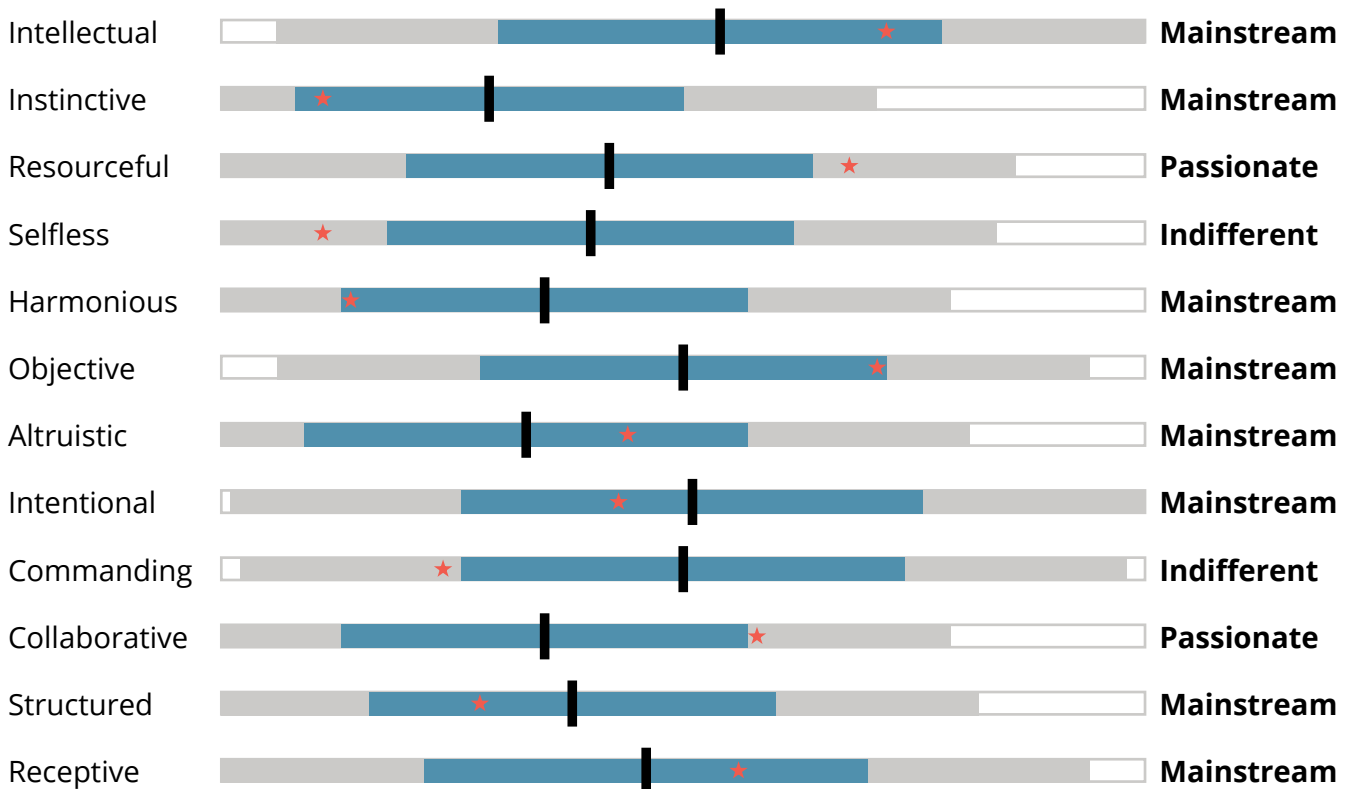
Areas for Awareness



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

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

Norms & Comparisons Table - Norm 2017



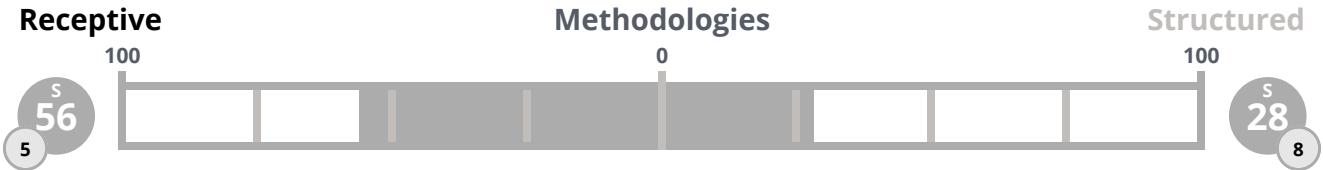
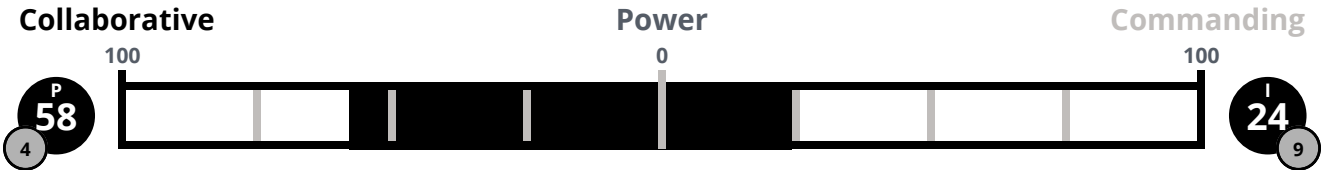
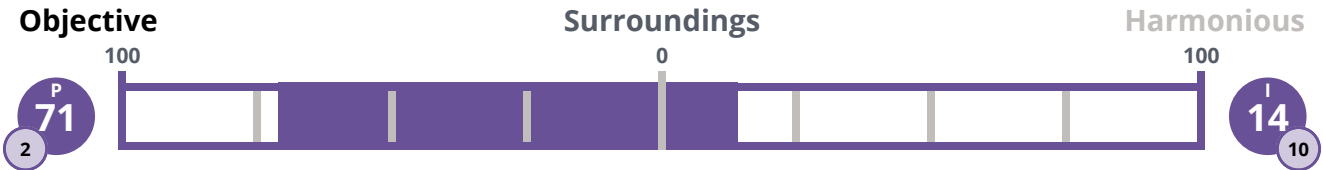
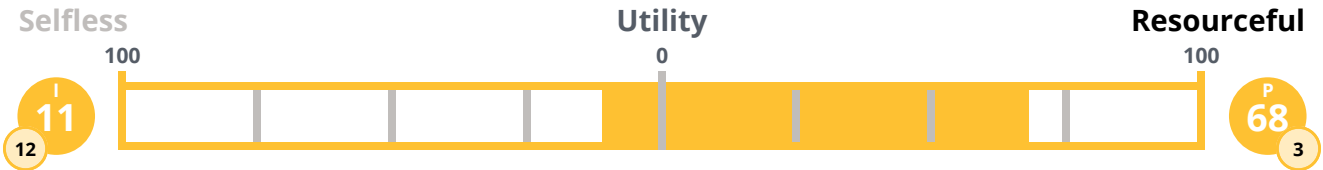
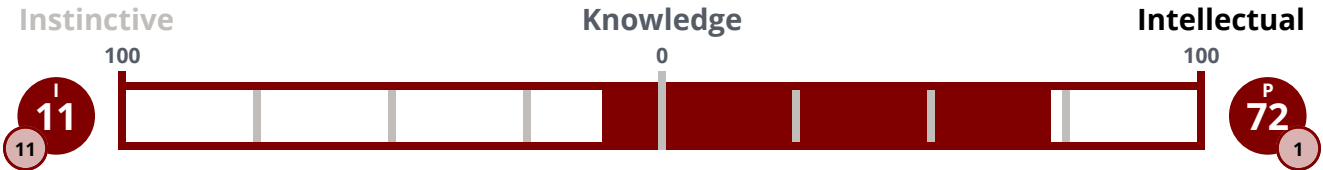
- 1st Standard Deviation - * 68% of the population falls within the shaded area.
 - 2nd Standard Deviation
 - 3rd Standard Deviation
 - national mean
 - your score

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



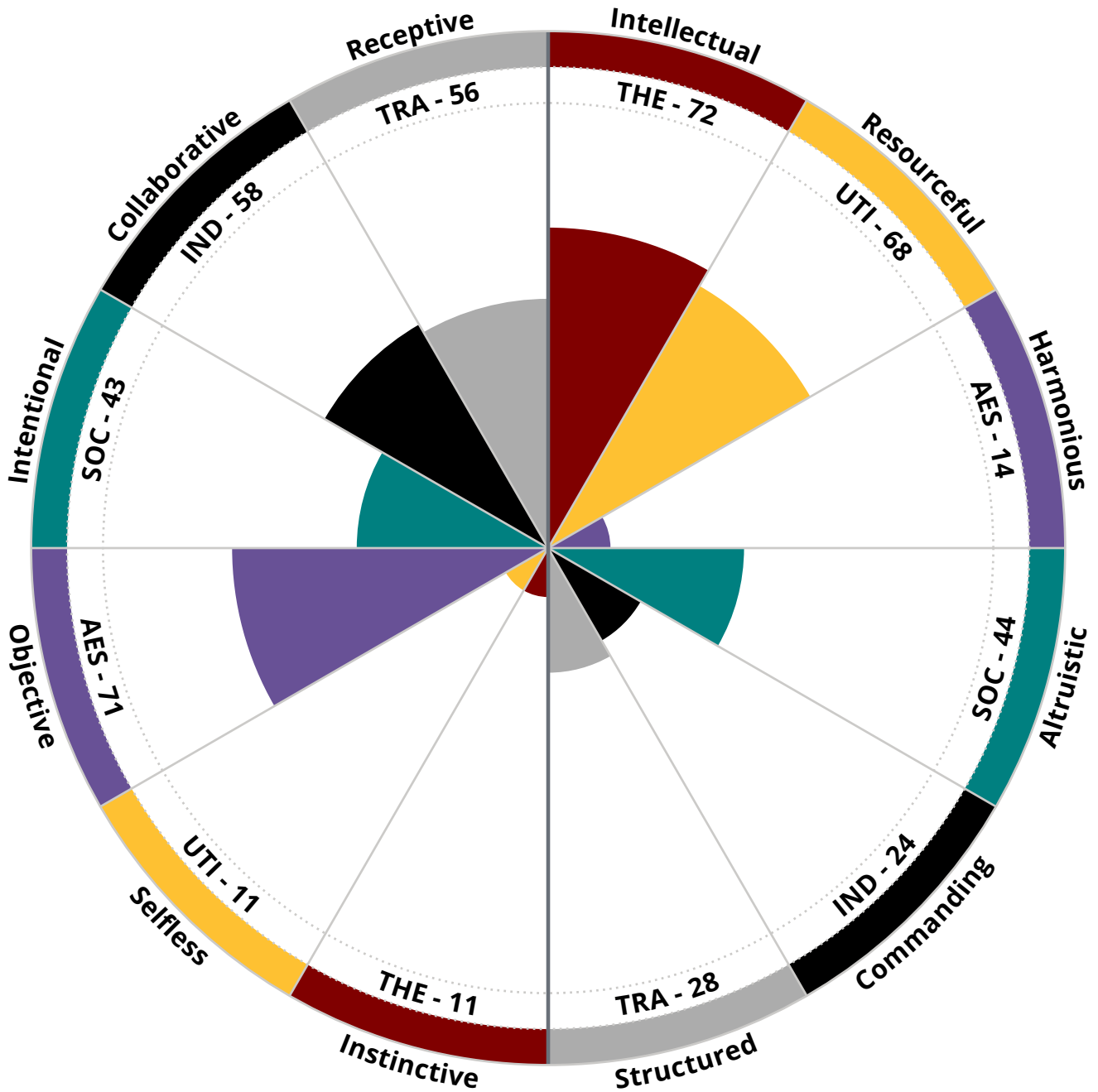
The 12 Driving Forces® Continuum is a visual representation of what motivates Loni and the level of intensity for each category. Diamonds indicate an individual's primary cluster. These four factors are critical to Loni's motivation and engagement regardless of the situation.



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

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 12-29-2020
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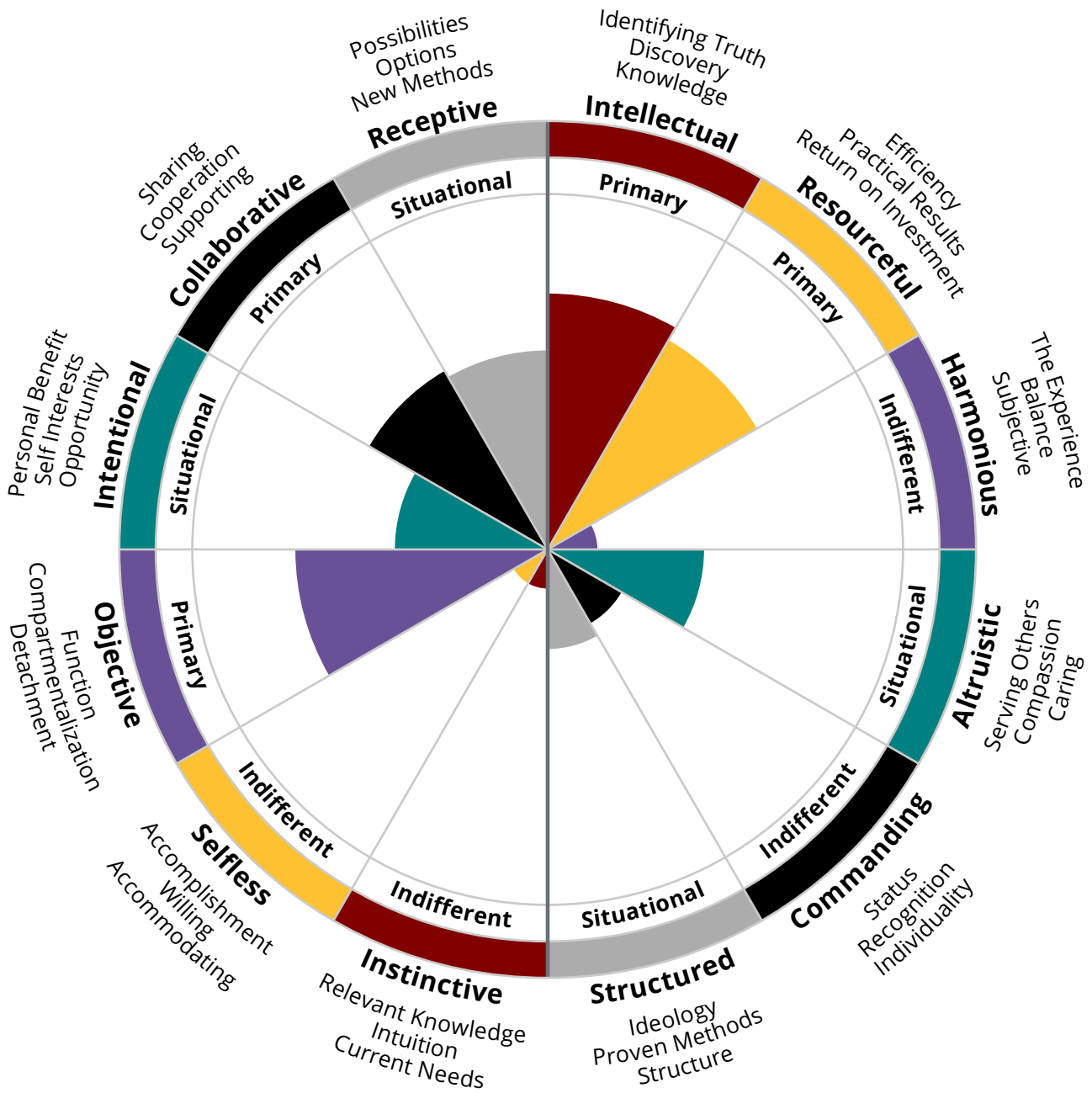
Driving Forces Wheel



T: 5:35

Select, Assess & Train
 Tel: 919-787-8395
 Email: info@selectassesstrain.com

Descriptors Wheel



T: 5:35

Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com



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 & Motivational Strengths



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

- Wants to know everything about the process, which leads to high standards and results.
- Asks many questions to find the correct answers.
- Detailed and compliant about the research process.
- Gives clear, specific instructions to maintain momentum.
- She brings extreme detail and precision to the project in order to ensure the outcome.
- Lets her work demonstrate her unique ability to compartmentalize projects.
- Offers an objective perspective on how the goal can be obtained within the established framework.
- Sees the details and resources needed to achieve desired return.
- Completes a due diligence process when making investments or taking risks.
- Will make sure the team does it right the first time.
- Can relinquish control as long as her high standards are maintained.
- Gives clear instruction to support the goals.

Potential Behavioral & Motivational Conflict



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

- Wants a consistent process but constantly looking to make sure it is correct.
- Can be defensive when hard facts are questioned.
- Needs data for comfort and curiosity but may experience paralysis by analysis when finishing goals.
- Feels a better job could be done if more focus was on the tangible details of the project.
- Takes criticism personally but will move to another aspect of the project.
- May struggle getting started with a new project and having all the details.
- Calculates every variable, which may not be the best use of her time.
- Desires to be seen as resourceful, yet is fearful of making mistakes.
- Only looks for the safe investment of time and resources.
- Can confuse her desire to support the group with her want for enforcing rules.
- Will work toward unreachable standards to support the company's mission.
- Willing to relinquish control if her standards are met.

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

- An environment where being prepared for meetings is rewarded.
- The ability to return to the table with more information in order to present the case.
- An environment to gather all the facts and information.
- An environment where detailed orientation and processes create organizational functionality.
- Rewards for the utilization of facts and data in order to determine a tangible outcome or direction.
- An environment where attention to detail compartmentalization is rewarded.
- Documented and verifiable explanation of compensation and incentive structures.
- Ability to be direct and to-the-point with the appropriate return on investment data.
- An environment where accurate and systematic standards are required to achieve results.
- Ability to be involved in the review and storage of facts and data.
- A familiar group to share ideas and thought processes through facts and data.
- Rewards for supporting and adhering to processes and procedures.

Keys To Motivating



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

Loni wants:

- Information on how to do things right, for fear of making a mistake.
- To be on the team that creates new procedures in order to ensure minimal risk and high standards.
- All background information detailed on the process in order to ensure they are correct.
- Complete and precise procedures to support a functional workplace.
- The freedom to base company initiatives on facts and data.
- The opportunity to put systems and processes in place to support the workings of the organization.
- The understanding from management that the process is as important as achieving the results.
- Policies to follow that have previous evidence of achieving results.
- All facts and details necessary to achieve desired results.
- The opportunity to carefully calculate risks while supporting the plan of action.
- High standards maintained throughout the group.
- Procedures and protocol to be followed for the greater good of the organization.

Keys To Managing



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

Loni needs:

- To understand that too much detail may prevent ideas from moving forward.
- To make presentations on information gained in a palatable manner depending on the given audience.
- The ability to recognize when she is in "paralysis-by-analysis" mode.
- Opportunities to detail and change dysfunctional working conditions.
- Tangible action regarding her suggestions.
- Opportunities to express the specifications required for functionality.
- Time provided for reviewing the procedure and/or systems behind the new project or opportunity.
- A manager that understands that communication will be facts and bottom-line driven.
- Time to review and analyze data in order to understand the potential return on investment before making a decision.
- To set goals that support the organization.
- To be seen as a strong proponent of procedures and protocol.
- A manager that understands her strong stance on issues is from the need to protect the greater good of the organization.

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 _____:
