



TTI  
SUCCESS  
INSIGHTS®

# TTI Talent Insights®

## Leadership Version

**John Doe**

Sales

TTI

07.14.2025

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# Introduction



## Building Self-Aware Leaders

The TTI Success Insights® Talent Insights Report is designed to enhance understanding of an individual's leadership strengths and areas for development. This report delves into three key areas: behaviors, driving forces, and the integration of the two. By gaining insight into personal preferences within these areas, leaders can achieve both personal growth and increased professional satisfaction.

**The following pages provide a comprehensive look at John's natural leadership approach, presented in three main sections:**

### Behaviors

This section examines John's behavioral style, offering insight into his natural leadership behaviors and those that might require more energy and focus. Adapting to different people, tasks, and environments is crucial for any leader seeking success.

### Driving Forces

This section explores John's personal motivators, which influence the people, tasks, and ideas that feel energizing and those that may be more draining. Understanding both his own motivators and those of the people he manages allows leaders to craft an approach that engages and inspires the people they lead.

### Integrating Behaviors & Driving Forces

This section analyzes how John's behavioral style and personal drivers combine to create his unique approach to leadership. It helps leaders understand how personal preferences shape their style and where they might adjust their approach to effectively engage different people and situations.

# Introduction

## Behaviors Section



**Research suggests that effective leaders understand both their strengths and areas for growth, enabling them to develop strategies that meet the demands of their environment.**

An individual's behavior is a blend of inherent traits and learned experiences, forming the foundation of their leadership style—the "how" behind their actions in various situations.

**This report measures four key dimensions of behavior, which are crucial for understanding leadership tendencies:**

- John's approach to problems and challenges.
- John's approach to people and contact.
- John's approach to pace and consistency.
- John's approach to procedures and constraints.

The insights provided here delve into how a leader tends to lead. While the report aims to be accurate, it may not capture every nuance. For a balanced perspective, consider discussing these insights with colleagues or mentors before making adjustments.

*All people exhibit all four behavioral factors to varying degrees of intensity.*

—W.M. Marston

# Behavioral Characteristics

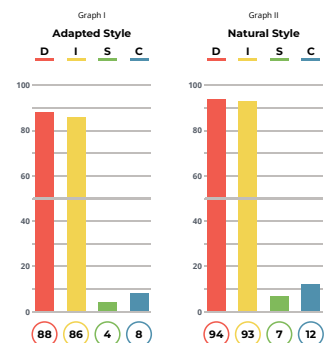


*This section explores John's behavioral style with each paragraph taking a different focus. The first paragraph provides a general behavioral description. The second paragraph explores John's approach to decision making and problem solving. The final paragraph explores John's approach to communication. Use this section to gain a general overview of John's natural leadership approach.*

John embraces visions not always seen by others. John's creative mind allows him to see the "big picture." As a leader, John is committed to driving results and keeping the team focused on their objectives. As a leader, John views risk taking as essential to success, operating under the principle of "nothing ventured, nothing gained." He prefers an environment with variety and change. He is at his best when many projects are underway at once. John leads with a strong results-driven focus and a sense of urgency to complete tasks. He is deadline conscious and becomes irritated if deadlines are delayed or missed. Many people see him as a self-starter dedicated to achieving results. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. John seeks his own solutions to problems. In this way, his independent nature comes into play. He is a results-driven leader who believes in leveraging team strengths to achieve success.

John will work long hours until a tough problem is solved. After it is solved, John may become bored with any routine work that follows. He leads with an emphasis on speed in decision making, preferring a team that acts decisively. He embraces innovative solutions to long-standing problems, often looking for new approaches. He prefers authority equal to his responsibility. As a leader, John values decisiveness and prefers working with a team that can make quick decisions. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He is known for tackling difficult situations with persistence, driving them toward an outcome.

John tends to be intolerant of people who seem ambiguous or think too slowly. He challenges people who volunteer their opinions. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may sometimes mask his feelings in friendly terms. If pressured, John's true feelings



# Behavioral Characteristics

## Continued



may emerge. John may lack the patience to listen and communicate with slower acting people. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lose interest in what others are saying if they ramble and fail to speak to the point. His active mind is already moving ahead. He tends to influence people by being direct, friendly, and results-oriented.



**John Doe**

# Value to the Organization



*This section explores the valuable traits John might bring to an organization, group or team. Use this section to help John better understand the inherent strengths in his leadership approach and how he might apply them.*

- ✓ 1. Thinks big.
- ✓ 2. Self-starter.
- ✓ 3. Forward-looking and future-oriented.
- ✓ 4. Positive sense of humor.
- ✓ 5. Optimistic and enthusiastic.
- ✓ 6. Usually makes decisions with the bottom line in mind.
- ✓ 7. Will join organizations to represent the company.
- ✓ 8. Team player.





# Checklist for Communicating



*This section outlines how others can communicate effectively with John. It highlights key approaches to consider when interacting with him. Use this section to help John develop and share a personalized set of communication guidelines with others.*

## Ways to communicate with John:

- ✓ 1. Plan interaction that supports his dreams and intentions.
- ✓ 2. Offer special, immediate, and continuing incentives for his willingness to take risks.
- ✓ 3. Ask for his opinions/ideas regarding people.
- ✓ 4. Support the results, not the person, if you agree.
- ✓ 5. Support and maintain an environment where he can be efficient.
- ✓ 6. Present the facts logically; plan your presentation efficiently.
- ✓ 7. Use enough time to be stimulating, fun-loving, and fast-moving.
- ✓ 8. Read the body language—look for impatience or disapproval.
- ✓ 9. Deal with details in writing, have him commit to modes of action.
- ✓ 10. Come prepared with all requirements, objectives, and support material in a well-organized "package."
- ✓ 11. Read the body language for approval or disapproval.
- ✓ 12. Ask specific (preferably "what?") questions.



# Checklist for Communicating

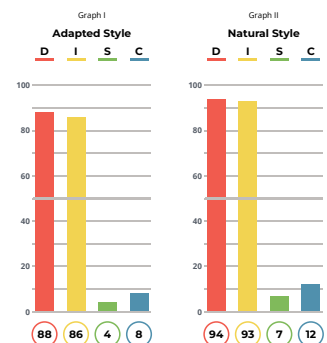
## Continued



*This section outlines what others should avoid when communicating with John. It identifies specific behaviors or approaches that could hinder effective communication with him. Use this section to help John establish and share guidelines on communication pitfalls, ensuring smoother interactions with others.*

### Ways not to communicate with John:

- ❌ 1. Ramble or waste his time.
- ❌ 2. Be dictatorial.
- ❌ 3. Come with a ready-made decision or make it for him.
- ❌ 4. Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- ❌ 5. Let disagreement reflect on him personally.
- ❌ 6. Talk down to him.
- ❌ 7. Direct or order.
- ❌ 8. Take credit for his ideas.
- ❌ 9. Drive on to facts, figures, alternatives, or abstractions.
- ❌ 10. Be curt, cold, or tight-lipped.
- ❌ 11. Reinforce agreement with "I'm with you."



# Communication Tips



This section explores various ways John might adapt his leadership approach to different people and situations. By recognizing and aligning with the preferred communication styles of others, John may enhance his leadership effectiveness. Use this section to understand how he may need to adapt to different behavioral styles.



## Compliance

*When managing or interacting 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, or loud.
- ✗ Pushing too hard or being unrealistic with deadlines.
- ✗ Being disorganized or messy.



## Dominance

*When managing or interacting 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 managing or interacting 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 managing or interacting 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 or alternatives and abstractions.

# Perceptions



## See Yourself As Others See You

*This section explores some potential perceptions and possible gaps in John's understanding of his natural leadership behaviors and how others might perceive it. Use this section to identify how John might need to adapt his approach with certain people and certain situations.*



### John usually sees himself as being:

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



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

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



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

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

# Potential Hidden Influences



*This section explores John's "lowest" behavioral factor, including situations to avoid if possible, as well as suggestions on how John might adapt to his surroundings when required to operate outside his "natural" style.*

## Leadership situations that may create discomfort or deplete John's energy quickly include:

- The need for juggling many tasks at once may jeopardize quality.
- Emotionally charged situations unless prepared to adapt and control the emotional output.
- Situations that require constant focus without any room for variance in task.

**As a leader, adapting to different people, tasks, and systems is sometimes necessary. Below are ideas to consider when faced with situations that may not fully align with the preferred approach.**

- Recognize that others may move at a slower pace.
- Rambling, written or verbal, will be avoided to the point of missing a deadline.
- Seek environments where change is rewarded rather than discouraged.



# Descriptors



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

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

# Natural & Adapted Style



*This section explores the four core behavioral spectrums and any shifts between John's natural and adapted approach. Use it to help John gain a deeper understanding of how he perceives the demands of his environment in relation to approaching problems, people, pace, and procedures.*



## Problems & Challenges

### Natural

John tends to approach problems in a direct, driven manner. He is forceful and goal-oriented, thriving in leadership roles that offer authority and constant challenges, highlighting assertiveness and ambition.

### Adapted

John sees no need to change his approach to tackling problems in the current environment. He likely feels comfortable that his natural approach is fairly well suited to the current environment.



## People & Contacts

### Natural

John naturally uses persuasion and emotion in leadership. He is positive and seeks to influence through personal charisma, demonstrating enthusiasm for projects and a persuasive leadership style.

### Adapted

John sees no need to make major changes to his approach to interacting with people in the current environment. He likely feels that his natural style of engaging with others is well aligned with the expectations of the current setting.

# Natural & Adapted Style

## Continued



### Pace & Consistency

#### Natural

John thrives in constantly changing environments, maintaining equilibrium even in fast-paced situations. He demonstrates resilience and adaptability in leadership, embracing unpredictability.

#### Adapted

John sees little need to drastically alter his natural approach to managing the pace and consistency of work in the current environment.



### Procedures & Constraints

#### Natural

John dislikes constraints and may even be defiant when faced with too many. He prefers an adventurous approach and wishes to be recognized for personal independence, demonstrating a willingness to challenge boundaries.

#### Adapted

John sees no need to dramatically adjust his approach to rules and procedures in his current environment. He likely feels that his natural attention to detail and standards are well suited to the requirements of the current setting.

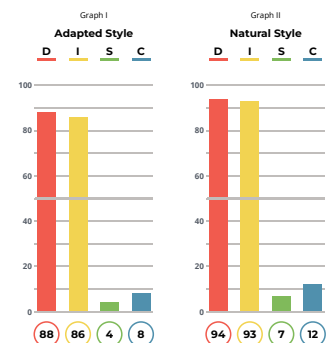


# Adapted Style



*This section provides feedback on John's adapted behavioral style. Use it to help John understand how his leadership approach may be perceived by others and whether those behaviors align with the needs of the team and situation.*

- ✓ 1. Being creative and unconventional in making a point.
- ✓ 2. Possessing a strong sense of urgency toward results.
- ✓ 3. Coping with rapid changes in the work arena.
- ✓ 4. Flaunting independence.
- ✓ 5. Acting independently and without precedent.
- ✓ 6. Dedicated to "going it alone" when necessary.
- ✓ 7. Handling a variety of activities.
- ✓ 8. Being independent and innovative.
- ✓ 9. Responding well to challenges: "You say I can't do it? Just watch me!"
- ✓ 10. Questioning the status quo and seeking more effective ways of accomplishment.
- ✓ 11. Working without close supervision.
- ✓ 12. Moving quickly from one activity to another.



# Productivity Boosters



*This section explores potential ways for John to enhance his productivity and effectiveness as a leader. It offers insights on strengths to leverage, limitations to mitigate, and perceptions to manage based on John's natural behavioral style. Use this section to help John identify and maximize his strengths while addressing any limitations or perceptions.*

## Empower Others

*To challenge himself, John should focus on trusting team members by clearly delegating tasks and providing autonomy, which can promote confidence and help others grow in skill and responsibility.*

### Understanding his preferred approach:

1. He can be controlling and may resist delegating.
2. He often feels he can do things better himself.
3. He may struggle to trust others' abilities.

### How he might increase his productivity:

1. Start delegating smaller tasks first to build trust and allow team members to gain confidence.
2. Avoid constant check-ins after delegating a task to demonstrate trust in others' capacity to handle tasks independently.
3. Praise team members for successful task completion to reinforce confidence in future delegations.

## Be Decisive

*As a potential strength, John should use his decisive action to clearly communicate next steps and set deadlines, ensuring momentum is maintained, which drives others' efficiency and ability to meet targets.*

### Understanding his preferred approach:

1. He thrives in fast-paced environments.
2. He prefers quick decisions and direct actions.
3. He often dislikes delays or over-analysis.

### How he might increase his productivity:

1. Allow time for others to process decisions, ensuring involvement and avoiding a sense of being rushed.



# Productivity Boosters

## Continued



2. Clarify decisions by asking for input and making sure communication is fully understood.
3. Share key deadlines with the team, making sure expectations are clear and realistic for all involved.

## Prioritize Tasks

*To challenge himself, John should focus on prioritizing key tasks to ensure that his energy, and that of others, is directed towards the most critical objectives, helping to prevent overextension and improve efficiency.*

### Understanding his preferred approach:

1. He has a strong desire to take on multiple projects simultaneously.
2. He often dives into tasks quickly, which can slow down the process because of his need for more detail and facts.
3. He may feel compelled to be involved in every detail, spreading himself too thin.

### How he might increase his productivity:

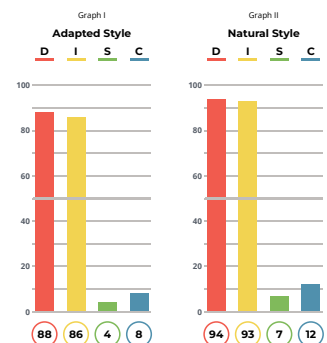
1. Allow team members to take the lead on some tasks to share responsibilities and avoid personal overload.
2. Communicate task priorities clearly to avoid confusion about which projects require immediate attention.
3. Encourage feedback on project prioritization to help balance workload and prevent bottlenecks.

## Think Through Decisions

*To challenge himself, John should consider slowing down his decision making process to gather critical information, helping to prevent rushed decisions that could have a negative impact or lead to mistakes.*

### Understanding his preferred approach:

1. He tends to make quick decisions without full data.
2. He often prefers speed over thoroughness.
3. He might overlook details in favor of fast outcomes.



# Productivity Boosters

## Continued



### How he might increase his productivity:

1. Take time to involve others in decisions by setting checkpoints for gathering critical input.
2. Ask team members for input and perspective before finalizing decisions.
3. Set decision deadlines that allow for thoughtful consideration without causing unnecessary delays.

## Mindful Communication

*To manage perceptions, John should practice mindful communication, ensuring that his direct style remains clear and assertive but is softened to avoid being perceived as blunt or dismissive, which helps maintain positive relationships with others.*

### Understanding his preferred approach:

1. He values directness and efficiency.
2. He prefers quick, no-nonsense communication.
3. He tends to prioritize getting the message across over softening the delivery.

### How he might increase his productivity:

1. Utilize active listening techniques to demonstrate openness to feedback and different perspectives in conversations.
2. Take time to soften the tone of direct messages to ensure others don't feel dismissed or rushed.
3. Follow up with others after direct conversations to ensure clarity and understanding have been reached.

## Embrace Challenges

*As a potential strength, John should use his desire for challenges to drive others' engagement by tackling complex problems, inspiring proactive attitudes, and creating an environment that thrives on overcoming difficult tasks.*



# Productivity Boosters

## Continued

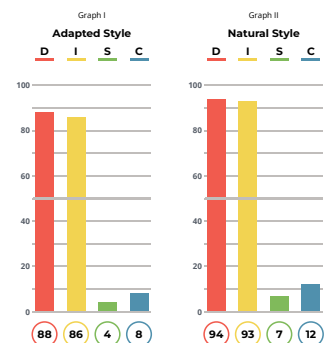


### Understanding his preferred approach:

1. He gets bored with routine tasks.
2. He needs constant challenges to stay motivated.
3. He feels energized by difficult tasks or complex problems.

### How he might increase his productivity:

1. Regularly check in with team members to ensure support is provided and challenges are not overwhelming.
2. Rotate responsibilities to allow others to develop problem solving skills at their own pace.
3. Balance difficult tasks with smaller, achievable ones to maintain energy and avoid team fatigue.



# Areas for Improvement



*This section highlights potential areas for improvement based on John's natural behavioral tendencies. Use this section to help John understand the possible limitations he may need to manage in his leadership approach.*

## John has a tendency to:

- ✓ 1. Dislike routine work or routine people—unless he sees the need to further his goals.
- ✓ 2. Keep too many balls in the air; if his support is weak, he will have a tendency to drop some of those balls.
- ✓ 3. Have no concept of the problems that slower-moving people may have with his style.
- ✓ 4. Have trouble delegating—can't wait, so does it himself.
- ✓ 5. Be so concerned with the big picture that he forgets to see the details.
- ✓ 6. Blame, deny, and defend his position—even if it is not needed.
- ✓ 7. Resist participation as part of the team, unless seen as a leader.
- ✓ 8. Make "off the cuff" remarks that are often seen as personal prods.
- ✓ 9. Be disruptive because of his innate restlessness and disdain for sameness.

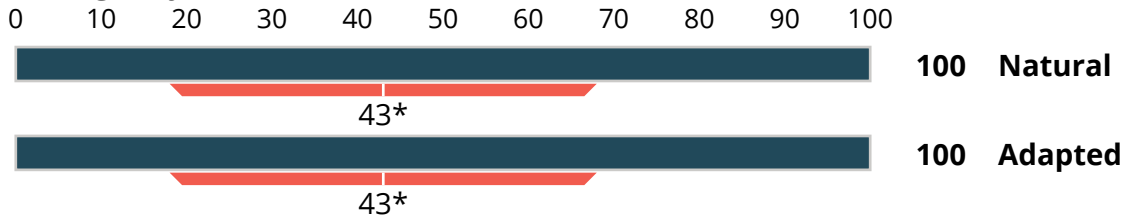


# Behavioral Hierarchy

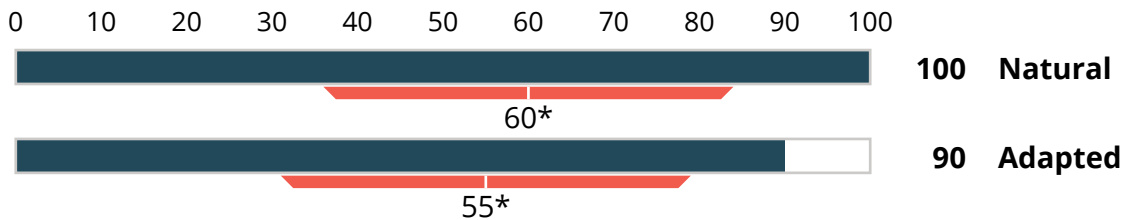


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

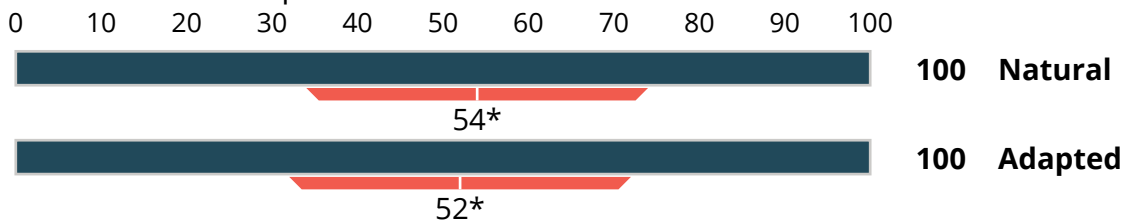
## 1. Urgency - Take immediate action.



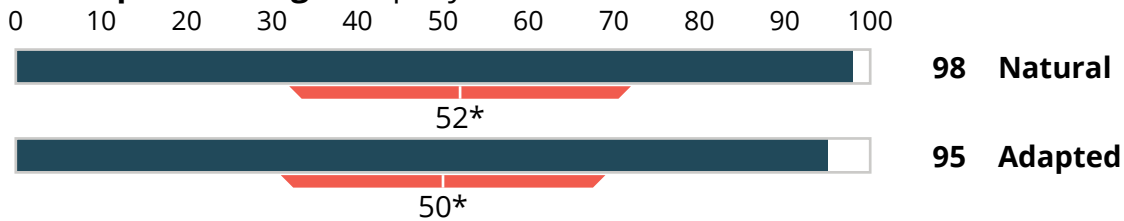
## 2. Interaction - Frequently engage and communicate with others.



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



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



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

# Behavioral Hierarchy

## Continued



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

0 10 20 30 40 50 60 70 80 90 100



90 Natural

49\*



90 Adapted

47\*

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

0 10 20 30 40 50 60 70 80 90 100



50 Natural

65\*



60 Adapted

62\*

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

0 10 20 30 40 50 60 70 80 90 100



37 Natural

64\*



47 Adapted

62\*

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

0 10 20 30 40 50 60 70 80 90 100



22 Natural

61\*



25 Adapted

64\*

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



# Behavioral Hierarchy

## Continued



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

0 10 20 30 40 50 60 70 80 90 100



**18 Natural**

51\*



**15 Adapted**

57\*

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

0 10 20 30 40 50 60 70 80 90 100



**18 Natural**

60\*



**22 Adapted**

63\*

**11. Analysis** - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



**15 Natural**

53\*



**10 Adapted**

59\*

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

0 10 20 30 40 50 60 70 80 90 100



**12 Natural**

61\*



**12 Adapted**

64\*

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

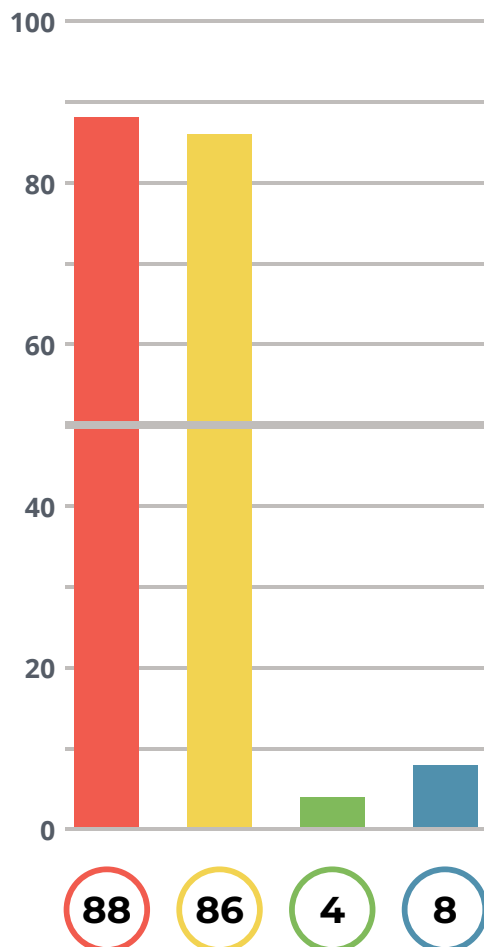
# Style Insights® Graphs



Graph I

## Adapted Style

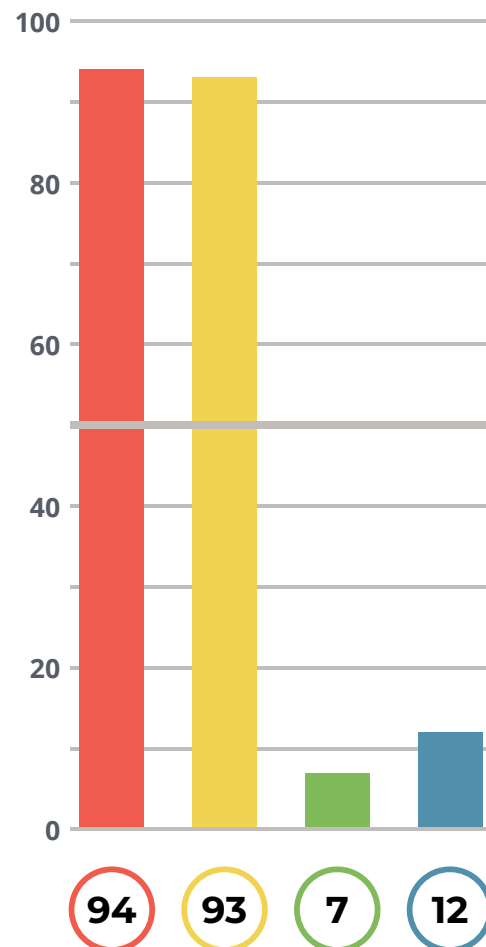
**D** **I** **S** **C**



Graph II

## Natural Style

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



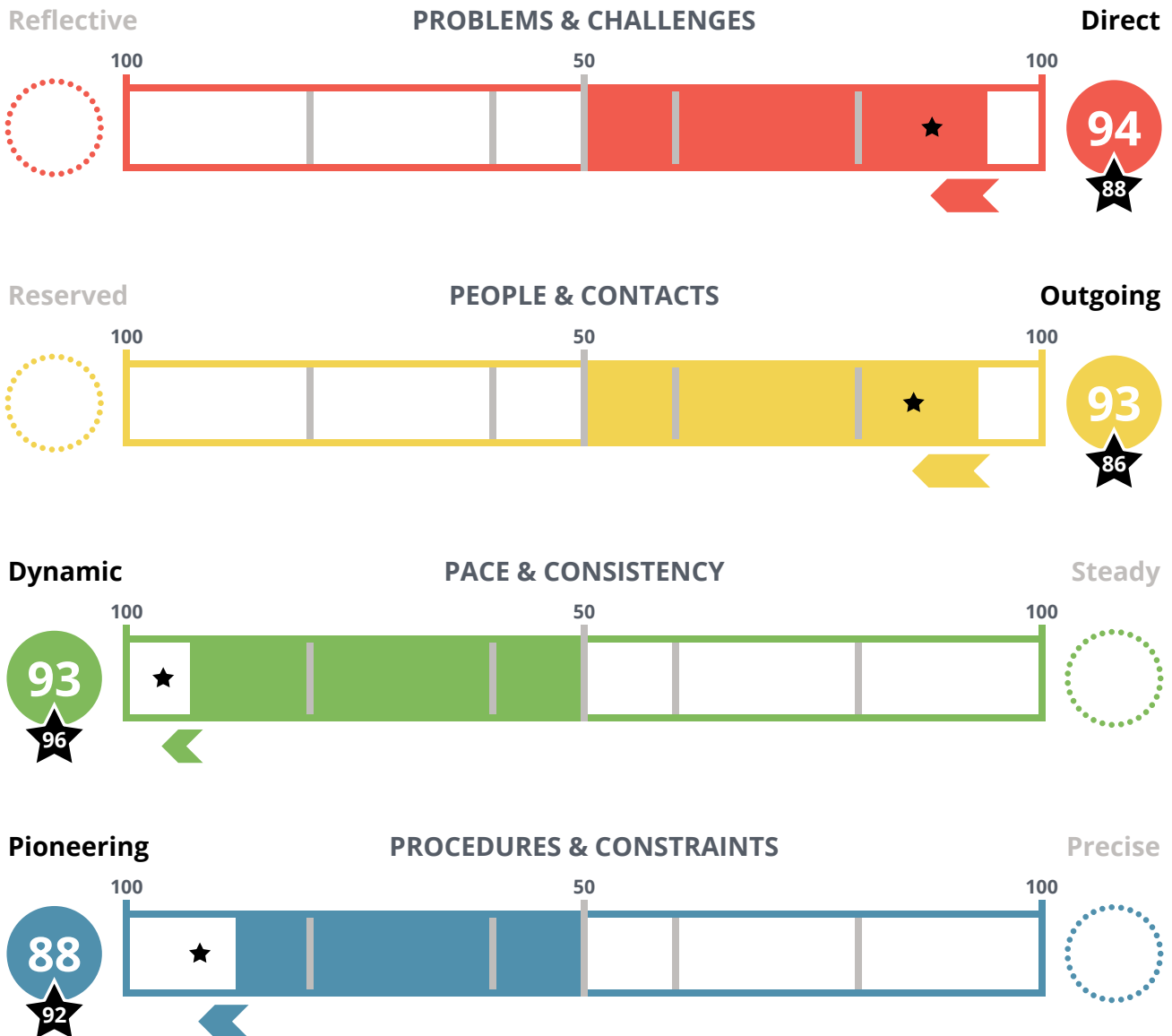
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7-14-2025  
T: 3:47

**John Doe**

# Behavioral Continuum



This section provides a visual representation of John's scores on each of the four core behavioral factors. The combination of all four factors will influence how John will prefer to lead and how he will need to adapt to different people and leadership situations.



★ Adapted Position  
◀ Adapted Movement

Norm 2017 R4  
7-14-2025  
T: 3:47

John Doe

# The TTI Success Insights® Wheel



The TTI Success Insights® Wheel is a powerful tool first 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 to which 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.

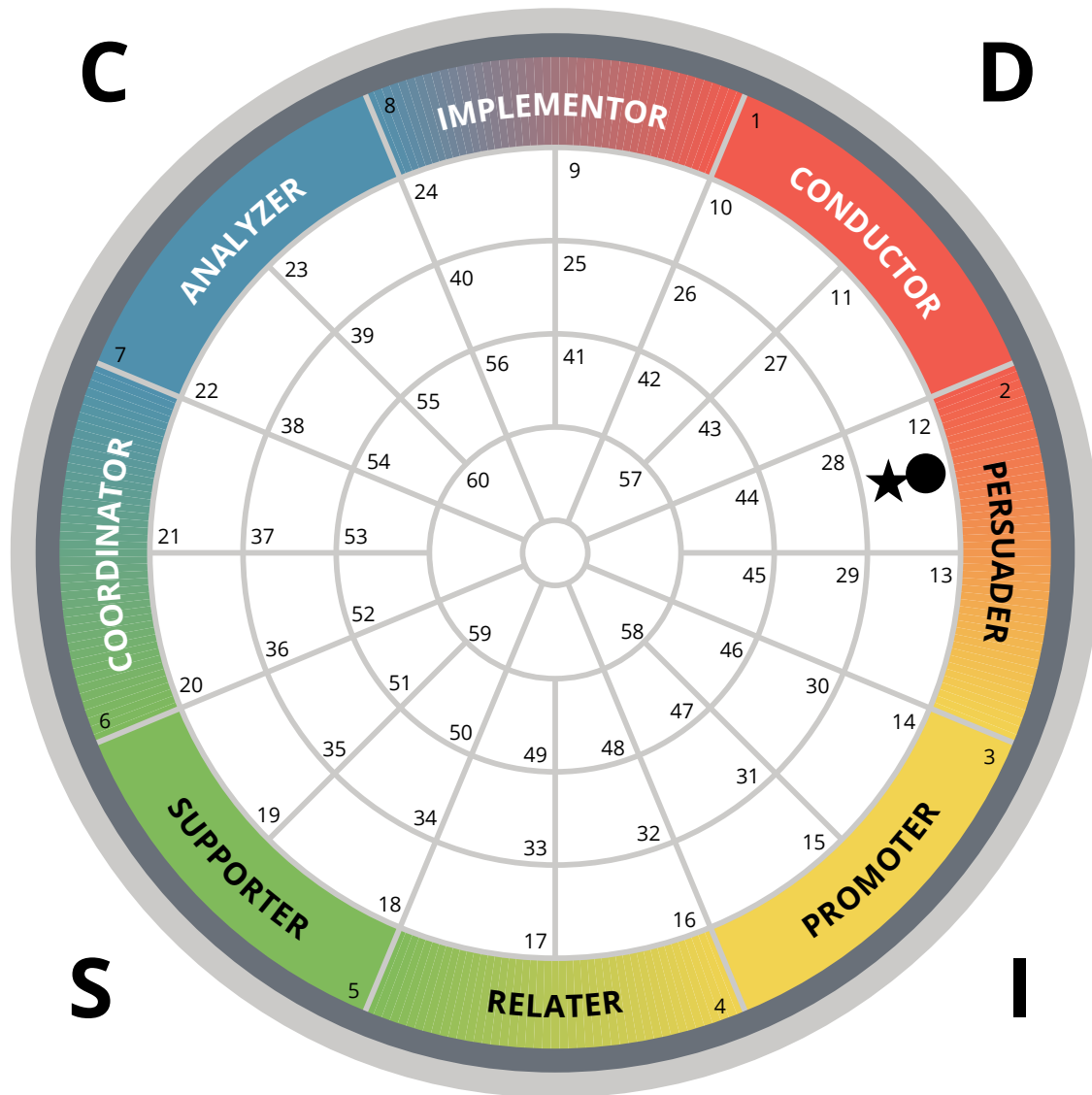
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

# The TTI Success Insights® Wheel



John Doe

TTI  
7-14-2025



Adapted: ★ (12) CONDUCTING PERSUADER  
Natural: ● (12) CONDUCTING PERSUADER  
Norm 2017 R4

T: 3:47

# Introduction

## Driving Forces Section



Effective leaders understand what drives them and those they lead, allowing them to align their approach with the personal drivers of their team and the broader organizational goals. A leader's driving forces shape the energy they bring to different tasks, people, and situations, influencing what they prioritize and how they make decisions.

This section of the report explores 12 key dimensions of motivation, derived from Eduard Spranger's original six categories of human drive. These dimensions help leaders understand the deeper reasons behind their actions and preferences, each of which falls into six primary areas of focus: Knowledge, Utility, Surroundings, Others, Power, and Methodologies.

The goal of this section is to help John better understand the unique passions that shape his leadership style, as well as how those motivations interact with the needs of others. With this understanding, leaders can:

- Align personal motivations with leadership strategies.
- Recognize and appreciate what drives their team members.
- Tailor their approach to engage, inspire, and communicate more effectively with diverse motivations.

By understanding his driving forces, John can refine his approach to leadership, creating a more motivating and engaging environment for both himself and his team.

# Driving Forces Characteristics



*This section explores John's driving forces and how they are likely to manifest in his leadership approach. Use this section to gain insight into how John's personal drivers shape his decision making and influence on others.*

John views people as a resource to achieve results. He can buffer the feelings of others to drive business. He sees the world as a toolset with which to accomplish his goals. He can separate the personal and professional dynamics within relationships. John will thrive in an environment filled with chaos. He will compartmentalize issues to keep the momentum moving forward. He sees the importance of following a system and how he can apply it in business situations. He looks for proven methods to accomplish everyday objectives. John likes to be behind the scenes and get things done. He focuses on the greater good versus advancing his position. If knowledge of a specific subject is not of interest, or is not required for success, John will have the tendency to rely on his intuition or practical information in this area. In those areas where John has a special interest, he will be good at integrating past knowledge to solve current problems.

John follows a philosophy of "it's not personal, it's just business." He will help develop an individual if he sees opportunities for future return. He won't get distracted by the form and beauty in his environment. He can focus on the task at hand regardless of his surroundings. When John believes in a cause, he will work diligently to advance it. He is driven by the security and consistency of a system within the organization. He can set aside his own agenda for the good of the company. He will relinquish control as long as the task at hand is completed to his standards. If John is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth. He will seek knowledge based on his needs in individual situations. He will incorporate knowledge as well as experience when making decisions. A job that challenges John's own knowledge may increase his job satisfaction.

# Driving Forces Characteristics

## Continued



John has the potential to become an expert in his chosen field. He may have the data to support his convictions. He excels when working for a powerful leader. He insists rules and regulations must be followed by all. John tends to see things in pieces. He tends to concentrate on what is tangible as opposed to subjective feelings. He believes it's important to keep emotions out of business decisions. He will not normally allow himself to be directed by others unless it will enhance his own self-interest.



# Strengths & Weaknesses



*This section highlights potential strengths and limitations that can emerge based on John's driving forces. Use this section to discover how John might leverage his strengths and minimize the impact of any potential blind spots.*



## Potential Strengths

- ✓ 1. John will help others when others are willing to work hard.
- ✓ 2. He will seek to develop or help others when he can see future opportunities.
- ✓ 3. He will downplay emotions when making decisions concerning people.
- ✓ 4. He focuses on the function and not on the appearance.
- ✓ 5. John will isolate personal challenges and remain focused on the task.
- ✓ 6. He protects and promotes principles and beliefs.
- ✓ 7. He prefers to lead from behind the scenes to achieve desired outcomes.



## Potential Weaknesses

- ✗ 1. John may create scenarios that benefit himself more than others.
- ✗ 2. He may expect something in return each time he helps or serves others.
- ✗ 3. He tends to value people as an opportunity or resource rather than as an individual.
- ✗ 4. He may ignore environments that are potentially distracting for others.
- ✗ 5. John can over compartmentalize and miss the issues of the whole picture.
- ✗ 6. He may place personal ideology before that of the organization.
- ✗ 7. He tends to back down on issues important to him to not "rock the boat".

# Energizers & Stressors



*This section explores potential leadership energizers and stressors for John based on his driving forces. Understanding our personal energizers and stressors assists in navigating the ups and downs of leadership.*



## Potential Energizers

- ✓ 1. John is energized by purposeful people.
- ✓ 2. He likes to develop internal advocates.
- ✓ 3. He relies on himself.
- ✓ 4. He is able to compartmentalize.
- ✓ 5. John is energized by chaos.
- ✓ 6. He enjoys fitting within a structure.
- ✓ 7. He will actively promote a supportive and team-oriented culture.



## Potential Stressors

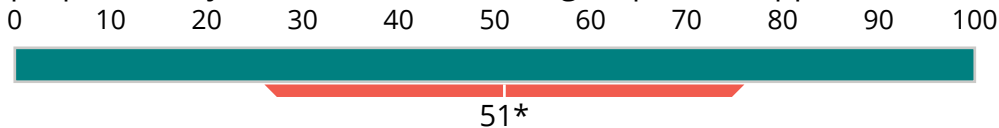
- ✗ 1. John does not act without personal benefit.
- ✗ 2. He does not like to make emotion-based decisions.
- ✗ 3. He gets frustrated when his contribution is disregarded.
- ✗ 4. He does not enjoy subjectivity.
- ✗ 5. John does not like the pursuit of intangible ideas.
- ✗ 6. He does not like the redesigning of existing systems.
- ✗ 7. He may get frustrated when he is left to lead without support.

# Primary Driving Forces Cluster

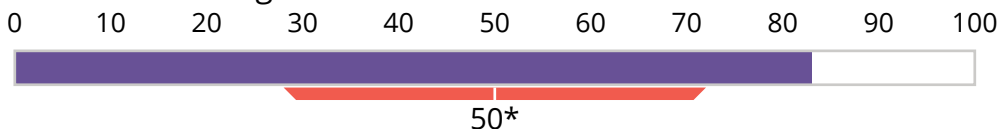


*This section explores John's strongest driving forces. John's driving forces will influence his decisions, actions and approach to leadership. Use this section to understand John's primary driving forces and how they might influence his approach to leadership.*

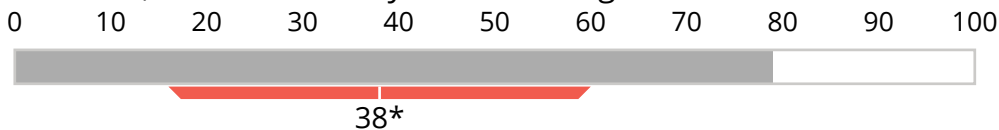
**1. Intentional** - Leaders who value assisting others for a specific purpose, not just for the sake of being helpful or supportive.



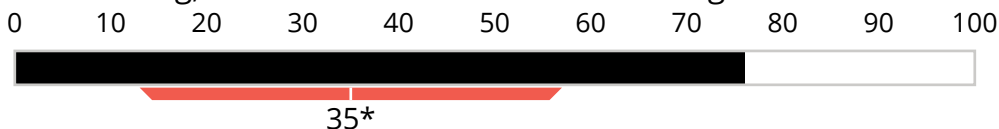
**2. Objective** - Leaders who value the functionality and objectivity of their surroundings.



**3. Structured** - Leaders who value traditional approaches, proven methods, and a defined system for living.



**4. Collaborative** - Leaders who value being in a supporting role and contributing, with little need for individual recognition.

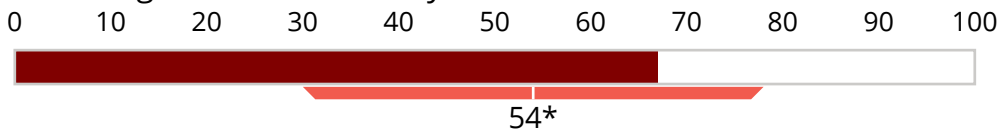


# Situational Driving Forces Cluster



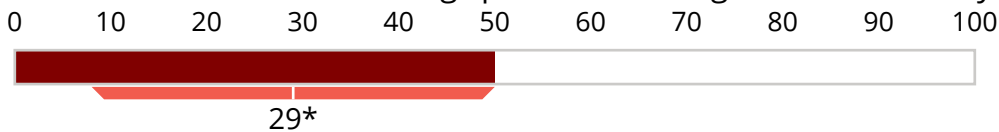
This section explores John's mid-level driving forces. These driving forces may play a role in specific situations or environments, influencing his actions and leadership approach when certain circumstances arise. Use this section to understand how these situational driving forces might shape John's decisions and interactions.

**5. Intellectual** - Leaders who value opportunities to learn, acquire knowledge and the discovery of truth.



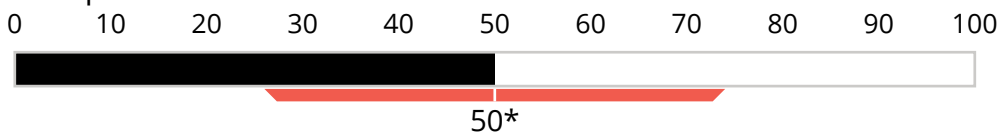
67

**6. Instinctive** - Leaders who value utilizing past experiences and their intuition and are seeking specific knowledge when necessary.



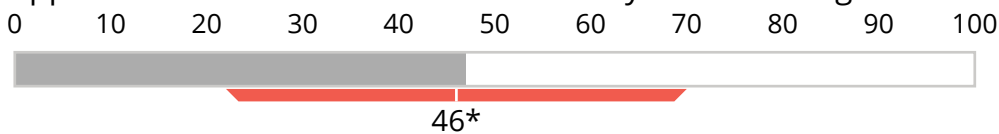
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**7. Commanding** - Leaders who value status, recognition, and control over personal freedom.



50

**8. Receptive** - Leaders who value new ideas, methods, and opportunities that fall outside a defined system for living.



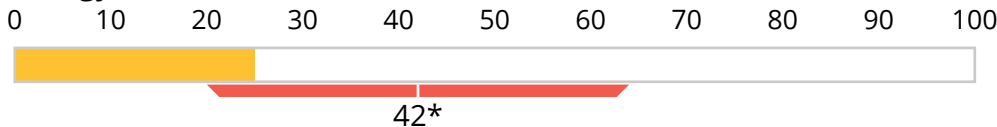
47

# Indifferent Driving Forces Cluster



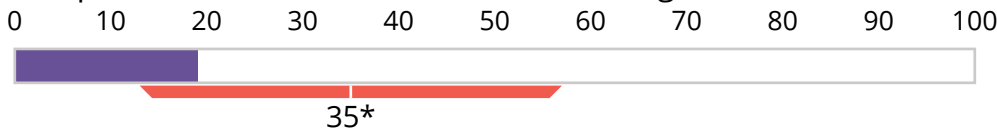
*This section explores John's indifferent driving forces. These are areas where he may feel indifferent, or if low enough, may even actively disengage or move away from. Understanding these driving forces can help identify situations or tasks that may drain John's energy or motivation. Use this section to recognize what he might avoid or deprioritize in his leadership approach.*

**9. Resourceful** - Leaders who value practical results, maximizing both efficiency and returns for their investments of time, talent, energy, and resources.



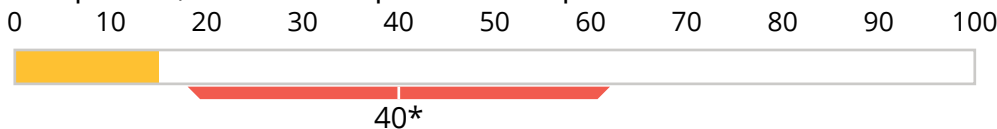
25

**10. Harmonious** - Leaders who value experience, subjective viewpoints, and balance in their surroundings.



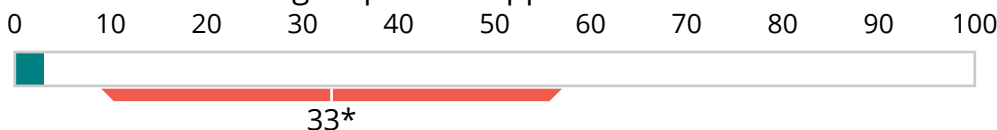
19

**11. Selfless** - Leaders who value completing tasks for the sake of completion, with little expectation of personal return.



15

**12. Altruistic** - Leaders who value assisting others for the satisfaction of being helpful or supportive.



0

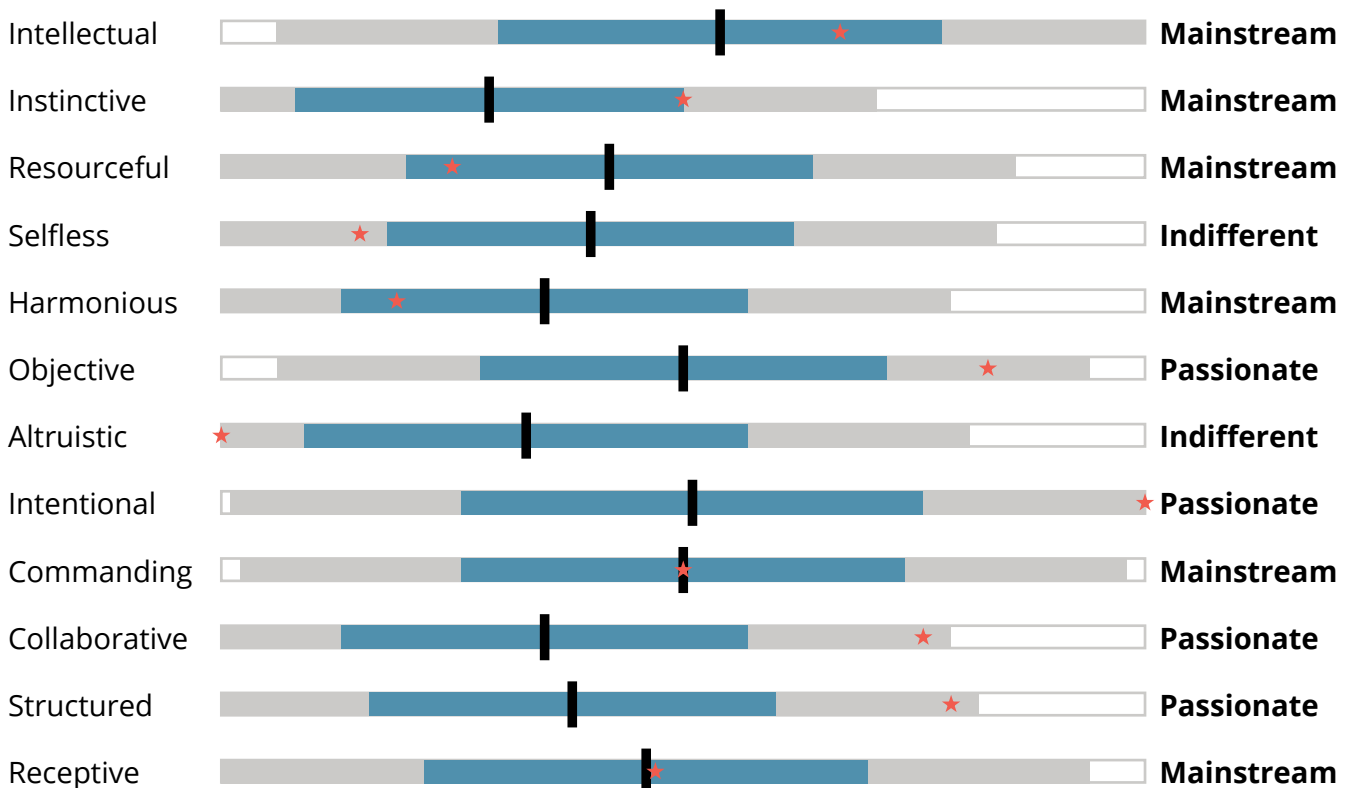
# Areas for Awareness



Understanding individual differences in motivation is key to recognizing how one's driving forces align with or diverge from those of the wider population. When surrounded by people who share similar driving forces, a sense of belonging and energy can flourish. Conversely, being in environments where driving forces differ significantly can create a sense of being outside the mainstream, potentially leading to stress or conflict.

This section highlights where an individual's driving forces stand relative to the broader population, indicating potential areas of alignment or divergence. Scores significantly above the mean reflect a noticeable passion, while those well below may indicate indifference or even active avoidance. The shaded area around each driving force shows where varying percentages of the population fall. Use this information to understand where priorities align or contrast with the broader population.

## Norms & Comparisons Table - Norm 2017



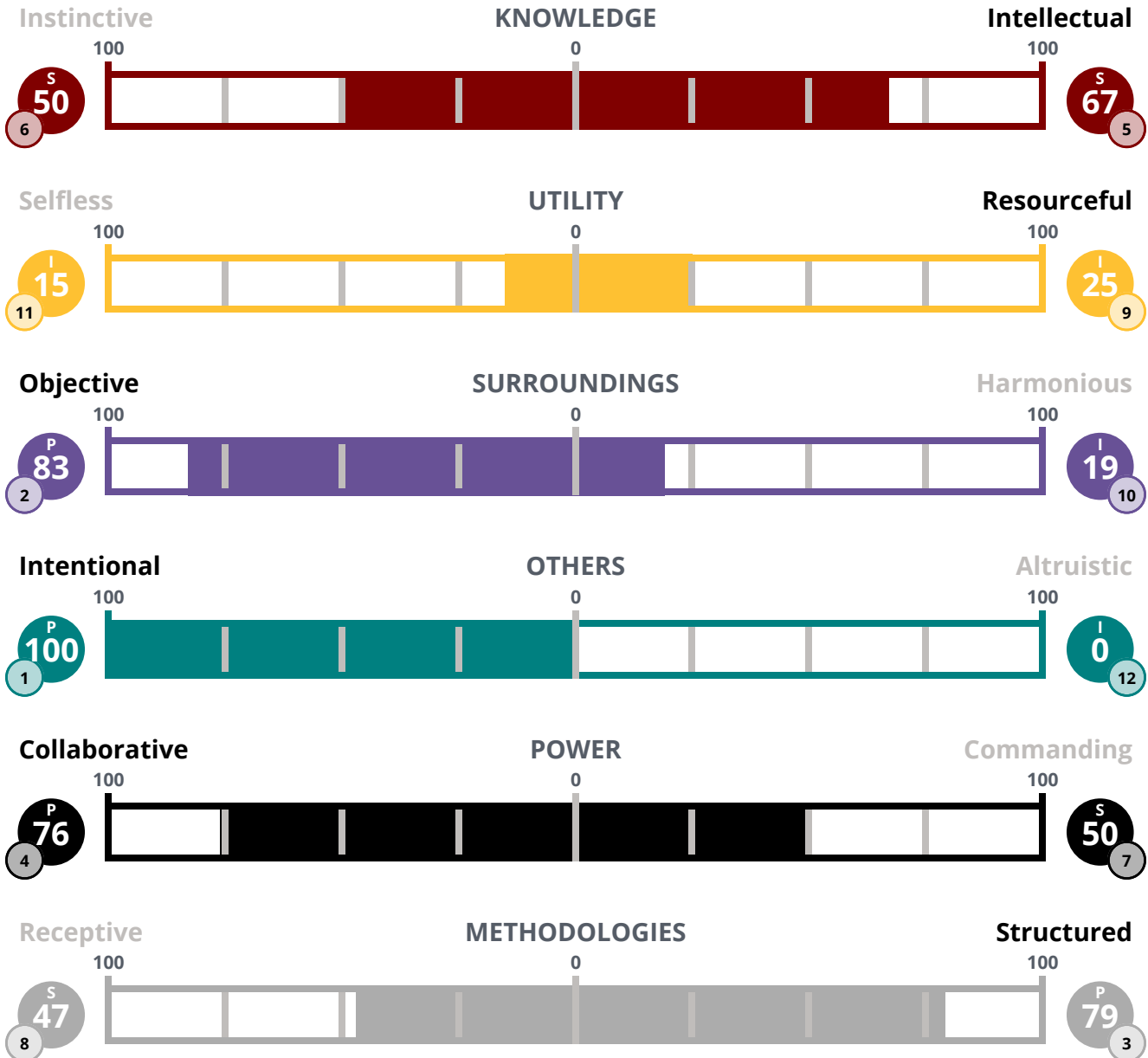
- 1st Standard Deviation - \* 68% of the population falls within the shaded area. 
 - national mean 
 - your score  
 - 2nd Standard Deviation  
 - 3rd Standard Deviation

**Mainstream** - one standard deviation of the national mean  
**Passionate** - two standard deviations above the national mean  
**Indifferent** - two standard deviations below the national mean  
**Extreme** - three standard deviations from the national mean

# Driving Forces Graph



This section provides a visual representation of John's scores across the 12 Driving Forces®. The combination of these drivers influences the people, tasks, and systems that John finds energizing or draining. Use this section to gain insight into the blend of John's drivers and how they may impact his leadership approach.

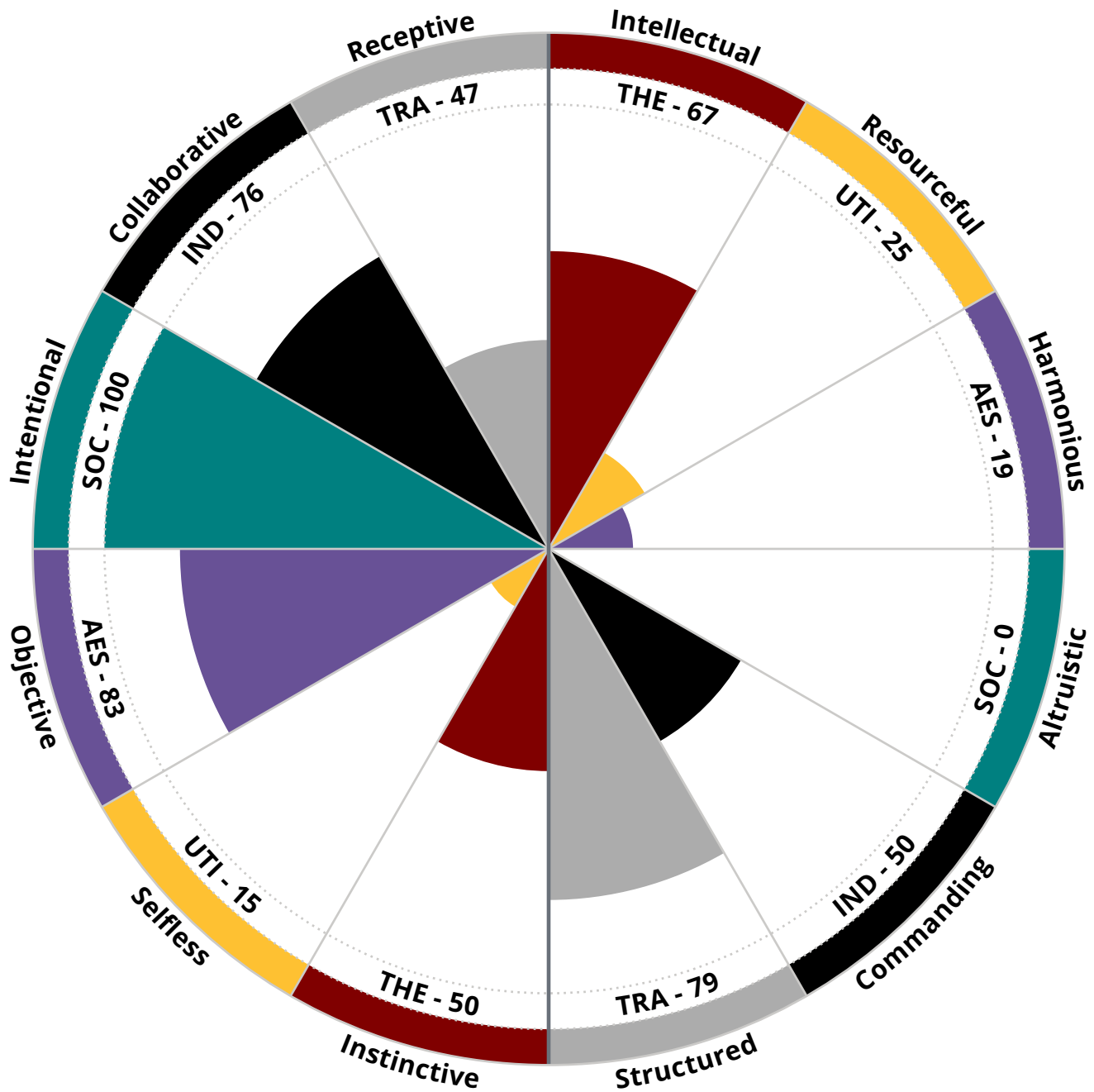


**P** ..... Primary, Situational, or Indifferent  
**76** ..... Driving Forces Score  
**3** ..... Driving Forces Rank

**Norm 2017**  
 7-14-2025  
 T: 2:52

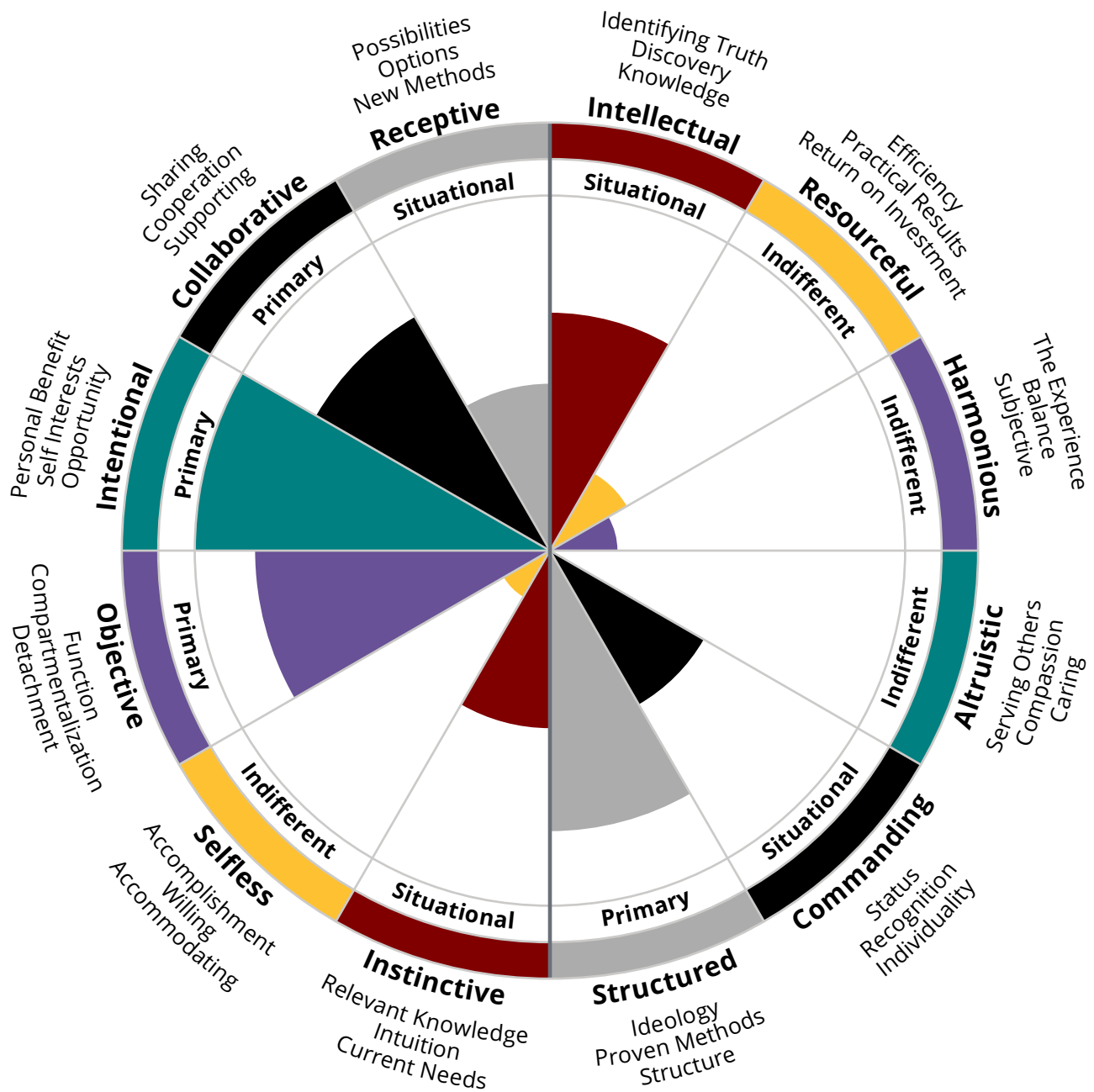
**John Doe**

# Driving Forces Wheel





# Descriptors Wheel



# Introduction



## Integrating Behaviors & Driving Forces Section

The synergy between a leader's behavior and personal motivators significantly impacts how they will approach leadership. While each aspect provides valuable insights individually, the integration reveals how John naturally leads, adapts, and motivates others. This combined understanding helps leaders to refine their approach, creating a more impactful and enriching leadership style.

**This section provides a deeper look at how John's behavioral tendencies and driving forces interact to shape his leadership approach, covering areas such as:**

- **Potential Strengths:** Insights into how the combination of John's behaviors and motivators can be leveraged to enhance leadership impact.
- **Potential Conflicts:** Understanding where John's behavioral style and motivations might clash, creating potential challenges in his leadership.
- **Ideal Environment:** Identifying the type of environment where John's unique blend of behavior and motivation thrives best.
- **Leadership Wants:** Practical strategies for tapping into John's natural motivations to drive engagement and performance.
- **Leadership Needs:** Tips for aligning leadership efforts with both John's strengths and areas for growth.

By exploring these insights, John can develop a more balanced and adaptive leadership style that considers both how he behaves and what drives him. This approach enables leaders to meet the needs of their teams while remaining true to their own leadership identity.

# Potential Strengths

## Blending Behaviors & Driving Forces



*This section explores areas where John's behavioral style and his top four driving forces amplify one another. Use this section to identify potential strengths that John should seek to capitalize on as a leader.*

1. Calculated with their time, talent, and resources.
2. Will champion a worthy cause, as a challenge, if they see a potential return.
3. Goal focused when assessing how others can help.
4. Will initiate action even during chaos.
5. Initiates action to stir up activity.
6. May take a leadership position to focus on specific aspects of the organization.
7. A leader for those who share his traditions.
8. Will champion change and be bottom-line focused for results within the system of living.
9. Puts everything he has into the cause he believes in.
10. Looks for ways to improve a situation for the good of the company.
11. Focused on supporting others to solve problems.
12. Seeks to collaborate while finding opportunities to win.



# Potential Conflicts

## Blending Behaviors & Driving Forces

*This section explores the potential areas of conflict between John's behavioral style and his top four driving forces. Use this section to identify potential leadership situations and topics that may cause John to feel conflicted in how he approaches it.*

1. Has a direct method of developing others if he sees a future return.
2. May try to utilize many people to obtain results.
3. May over focus on results and overlook others.
4. May over focus on productivity over appearance.
5. Will only see his objectives in the here and now.
6. May communicate bluntly and not fully express what he thinks and feels.
7. May contradict his beliefs to get results.
8. A desire for better results may be prohibited by his way of living.
9. May break others' rules to abide by their belief system.
10. Tends to display his support by solving problems or challenges.
11. May not realize how his quick decisions can impact co-workers.
12. Takes on too much, too soon, and too fast to best support the organization.

# Ideal Environment



## Blending Behaviors & Driving Forces

*This section explores how to create the ideal environment around John to help him be at his best. Use this section to identify specific strategies that will help John succeed in a given environment.*

1. Rewards based on group "wins", as well as individual contributions.
2. The opportunity to show others their potential in order to achieve the desired outcomes.
3. The ability to utilize their own strengths to achieve results.
4. An environment where keeping the momentum moving is critical and rewarded.
5. Fast-paced chaotic based situations.
6. The ability to compartmentalize when facing challenges and in achieving results.
7. An environment that aligns with his system for solving problems and making decisions.
8. Opportunity to make an existing system quicker, better, and faster.
9. Ability to achieve results through conformity to traditions.
10. Opportunities to complete tasks and projects for the sake of getting things done.
11. The opportunity to assertively express his desire to collaborate within a group setting.
12. The ability to be self-starting and forward-looking as it relates to being part of a team.

# Leadership Wants

## Blending Behaviors & Driving Forces



*This section explores things that John might want in his work environment to keep him engaged. Use this section to understand how John might become and stay engaged as a leader.*

### As a leader, John tends to want:

1. To be seen as a person who helps others, if they are willing to work hard for the desired results.
2. Opportunities to accomplish solutions to problems that relate to his vision.
3. To be in charge of people, resources, and surroundings.
4. The freedom to compartmentalize issues when solving problems.
5. The understanding from management that working and focusing on tangible results is the desired outcome.
6. To be seen as someone who is passionate about results even within a chaotic environment.
7. A challenge to convince others of his way of thinking.
8. All systems and structures to be efficient and move things toward the desired result.
9. The ability to solve problems with his system at the foundation of the solution.
10. New and difficult challenges that lead to quiet recognition.
11. Space and latitude to complete the given plans of action.
12. Power and control by supporting the outcomes and goals.

# Leadership Needs

## Blending Behaviors & Driving Forces



*This section explores things that John might need to be at his best as a leader. Use this section to understand possible strategies that will strengthen John's leadership approach.*

### **As a leader, John tends to need:**

1. Awareness of how his drive can inspire others to accomplish mutual goals.
2. To be given power and authority to achieve results through people.
3. Needs task-oriented challenges.
4. To understand the optimal pace of each team member in order to help maintain momentum.
5. To compartmentalize activities in order to accomplish objectives.
6. Assistance in understanding how his emotional intensity affects the performance of the team.
7. Support his desire to achieve results through his own system for living.
8. A manager that understands his potentially explosive nature is out of the desire to achieve and win within the system.
9. A manager that understands his need to defend beliefs, potentially in an emotional manner.
10. Assistance in staying on task when he is the leader of the project.
11. Freedom to collaborate while determining how results should be achieved.
12. Help understanding the effect on a project when playing a supportive role.

# Action Plan

## Professional Development



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

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

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

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

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# Action Plan

## Personal Development



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

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

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

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

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