TTI SUCCESS INSIGHTS®

Talent Insights®
Executive

patrick ropella
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The Ropella Group
2-22-2020

CEO COACHING™
international

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Introduction Where Opportunity Meets Talent

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

The following is an in-depth look at your personal talents in the three main sections:

Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

Driving Forces

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

Integrating Behaviors And Driving Forces

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.

Introduction Behaviors Section

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- How you respond to problems and challenges.

- How you influence others to your point of view.

- How you respond to the pace of the environment.

- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston

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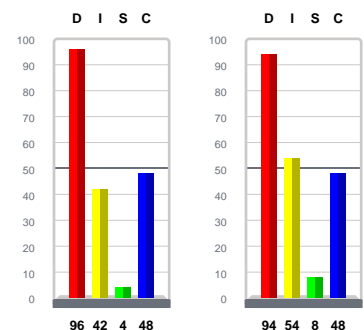
General Characteristics

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

patrick may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people he manages. patrick has high ego strengths and may be viewed by some as egotistical. He wants to be viewed as self-reliant and willing to pay the price for success. He is often frustrated when working with others who do not share the same sense of urgency. Many people see him as a self-starter dedicated to achieving results. patrick is extremely results-oriented, with a sense of urgency to complete projects quickly. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths.

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

Adapted Style   Natural Style

D I S C

96 42 4 48   94 54 8 48

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General Characteristics Continued

patrick may lack the patience to listen and communicate with slower acting people. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He tends to be intolerant of people who seem ambiguous or think too slowly. He may sometimes mask his feelings in friendly terms. If pressured, patrick's true feelings may emerge. patrick challenges people who volunteer their opinions. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He tends to influence people by being direct, friendly and results-oriented. 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.

Adapted Style

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Natural Style

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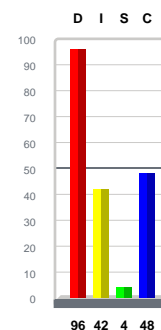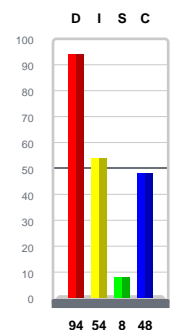
Value to the Organization

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

- Innovative.

- Deadline conscious.

- Creative in his approach to solving problems.

- Forward-looking and future-oriented.

- Challenge-oriented.

- Change agent--looks for faster and better ways.

- Spontaneity.

- Accomplishes goals through people.

Adapted Style

Natural Style

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D I S C

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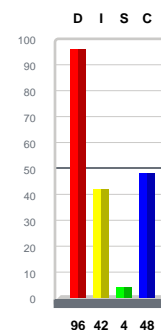
Checklist for Communicating

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 patrick. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with patrick most frequently.

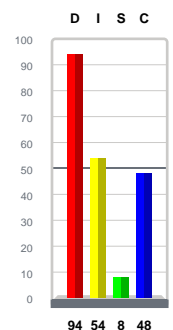## Ways to Communicate:

☐ Read the body language--look for impatience or disapproval.

☐ Ask specific (preferably "what?") questions.

☐ Be clear, specific, brief and to the point.

☐ Support the results, not the person, if you agree.

☐ Provide facts and figures about probability of success, or effectiveness of options.

☐ Provide questions, alternatives and choices for making his own decisions.

☐ Be specific and leave nothing to chance.

☐ Stick to business--let him decide if he wants to talk socially.

☐ Expect acceptance without a lot of questions.

☐ Verify that the message was heard.

☐ Be isolated from interruptions.

☐ Be open, honest and informal.

☐ Provide time for fun and relaxing.

Adapted Style | Natural Style

D I S C | D I S C

96 42 4 48 | 94 54 8 48

patrick ropella

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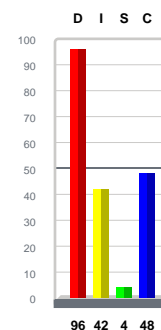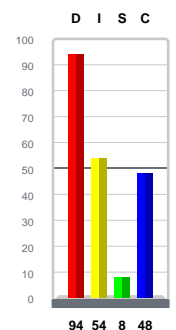
Checklist for Communicating Continued

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

- ☐ Be redundant.

- ☐ Come with a ready-made decision, or make it for him.

- ☐ Forget or lose things, be disorganized or messy, confuse or distract his mind from business.

- ☐ Let him change the topic until you are finished.

- ☐ Reinforce agreement with "I'm with you."

- ☐ Direct or order.

- ☐ Be put off by his "cockiness."

- ☐ Try to build personal relationships.

- ☐ Forget to follow-up.

- ☐ Assume he heard what you said.

- ☐ Let disagreement reflect on him personally.

Adapted Style

Natural Style

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70
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30
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D I S C

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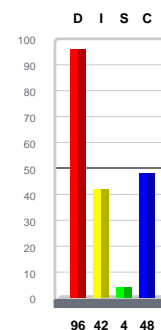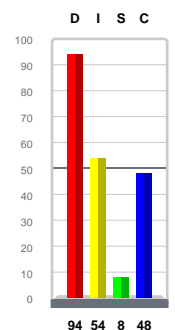
Communication Tips

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

Perceptions
See Yourself as Others See You

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

Self-Perception

patrick usually sees himself as being:

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

Others' Perception - Moderate

Under moderate pressure, tension, stress or fatigue, others may see him as being:
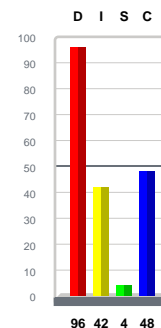
- Demanding
- Egotistical
- Nervy
- Aggressive

Others' Perception - Extreme

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

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Adapted Style

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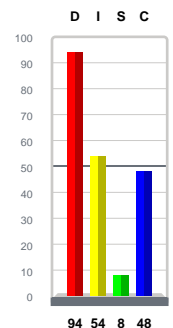
The Absence of a Behavioral Factor

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

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

- Avoid positions that revolve around routine work.

- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.

- The need for juggling many tasks at once may jeopardize quality.

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

- Understand and recognize that the avoidance of delegation may have a negative impact long-term.

- Situations requiring active listening need to have a conscious effort.

- Seek environments where change is rewarded versus discouraged.

Adapted Style   Natural Style

D I S C   D I S C

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Descriptors

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

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

Natural and Adapted Style

patrick'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

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

Adapted

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

People - Contacts

Natural

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

Adapted

patrick sees a need to be factual and logical while attempting to influence others. He feels a direct and straightforward approach is really what others want before they can be influenced.

Adapted Style

Natural Style

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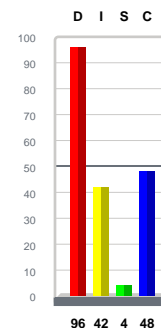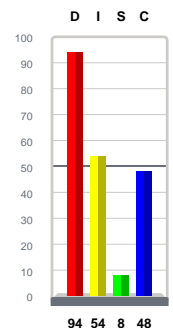
Pace - Consistency

Natural

patrick is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

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

Procedures - Constraints

Natural

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

Adapted

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

Adapted Style   Natural Style

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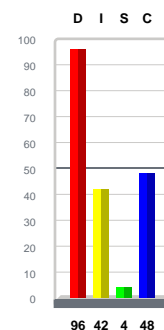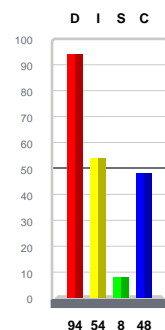
Adapted Style

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

- Quickly responding to crisis and change, with a strong desire for immediate results.

- Persistence in job completion.

- A good support team to handle paperwork.

- Handling a variety of activities.

- Moving quickly from one activity to another.

- Having the ability to see the "big picture" as well as the small pieces of the puzzle.

- Meeting deadlines.

- Using a flexibility of style, especially with those of different work styles.

- Questioning the status quo, and seeking more effective ways of accomplishment.

- Working without close supervision.

- Dealing with a wide variety of work activities.

Adapted Style | Natural Style

D I S C

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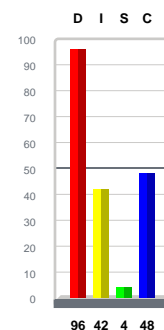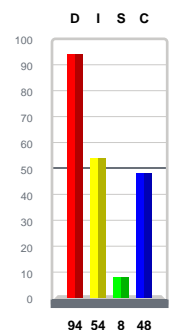
Time Wasters

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.

Crisis Management

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

Possible Causes:

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

Possible Solutions:

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

Snap Decisions

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

Possible Causes:

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

Possible Solutions:

- Ask for recommendations

Adapted Style   Natural Style

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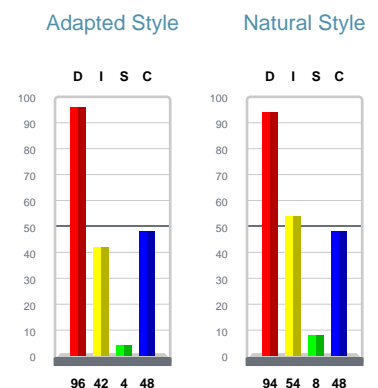
Time Wasters Continued

- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

Lack of a Written Plan

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

Possible Causes:

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

Possible Solutions:

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

Firefighting

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

Possible Causes:

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation

Adapted Style

D I S C

96 42 4 48

Natural Style

D I S C

94 54 8 48

patrick ropella

Possible Solutions:

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

Poor Delegation

Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

Possible Causes:

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

Possible Solutions:

- Train and mentor others
- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

Adapted Style   Natural Style

D I S C   D I S C

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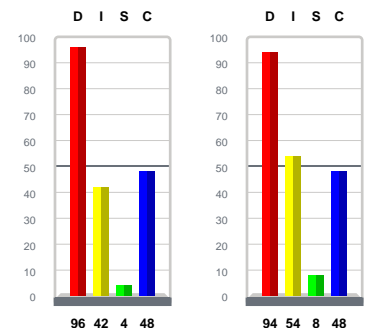
Areas for Improvement

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

patrick has a tendency to:

- Have trouble delegating--can't wait, so does it himself.

- Set standards for himself and others so high that impossibility of the situation is common place.

- Blame, deny and defend his position--even if it is not needed.

- Be a one-way communicator--doesn't listen to the total story before introducing his opinion.

- Dislike routine work or routine people--unless he sees the need to further his goals.

- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.

- Have difficulty finding balance between family and work.

Adapted Style	Natural Style
D I S C	D I S C
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patrick ropella
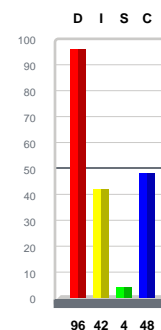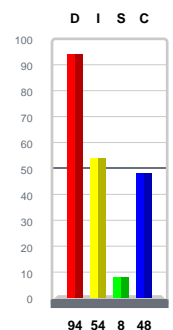
Behavioral Hierarchy

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.

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43*	
100	Adapted
43*	
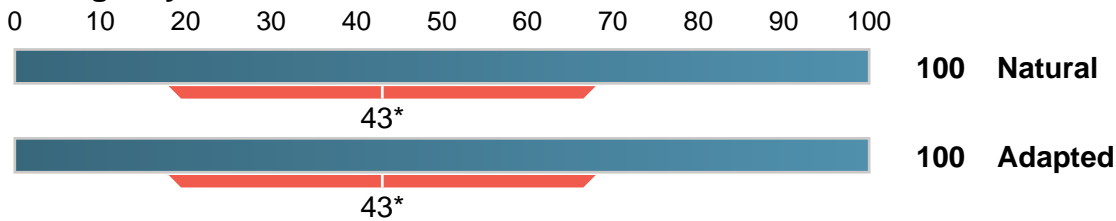
2. Competitive - Want to win or gain an advantage.

100	Natural
49*	
100	Adapted
47*	
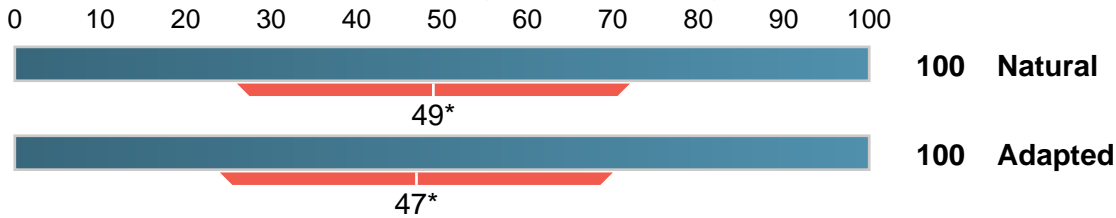
3. Versatile - Adapt to various situations with ease.

80	Natural
54*	
75	Adapted
52*	
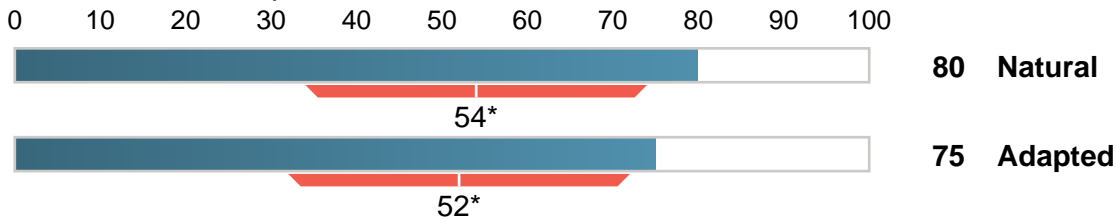
4. Frequent Change - Rapidly shift between tasks.
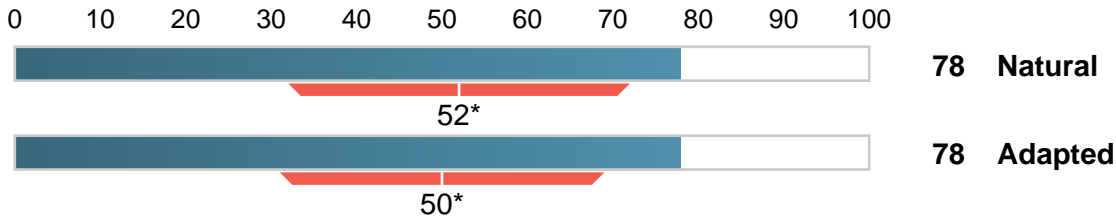
78	Natural
52*	
78	Adapted
50*	

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

5. Interaction - Frequently engage and communicate with others.

| | | | | | | | | | | |
|0|10|20|30|40|50|60|70|80|90|100|

60 Natural

60*

50 Adapted

55*
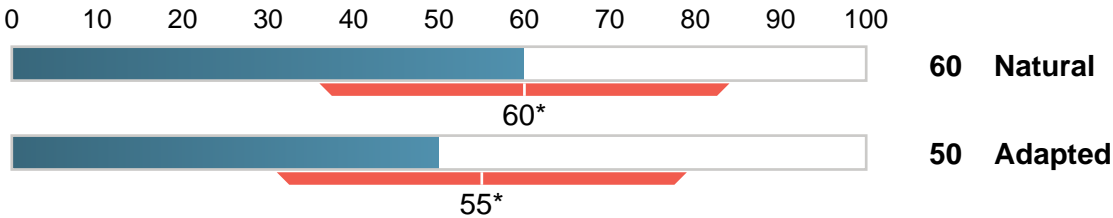
6. Analysis - Compile, confirm and organize information.

| | | | | | | | | | | |
|0|10|20|30|40|50|60|70|80|90|100|

50 Natural

53*

55 Adapted

59*
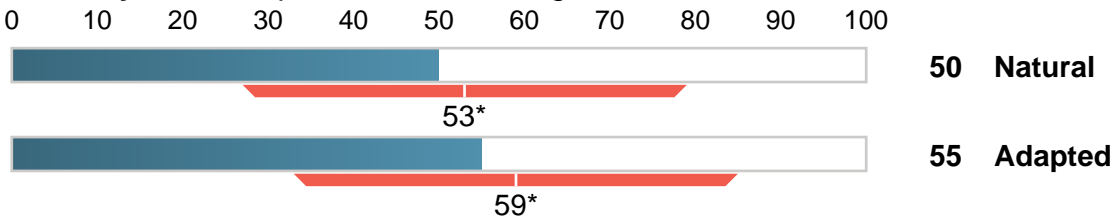
7. People-Oriented - Build rapport with a wide range of individuals.

| | | | | | | | | | | |
|0|10|20|30|40|50|60|70|80|90|100|

40 Natural

65*

35 Adapted

62*
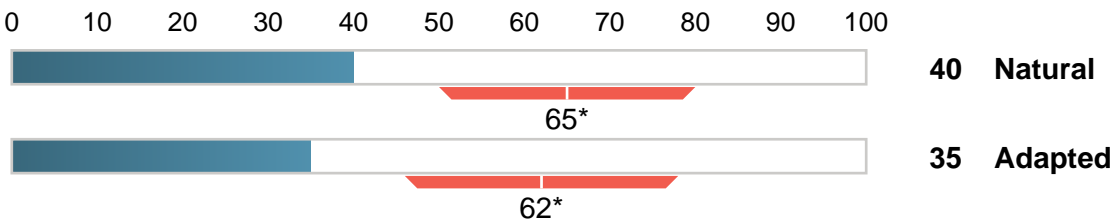
8. Persistence - Finish tasks despite challenges or resistance.
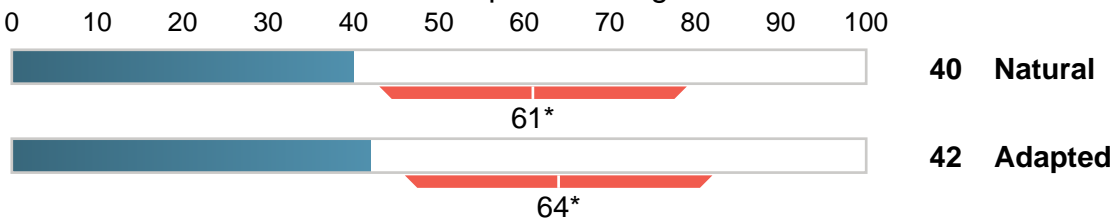
| | | | | | | | | | | |
|0|10|20|30|40|50|60|70|80|90|100|

40 Natural

61*

42 Adapted

64*

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

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

38 Natural

60*

42 Adapted

63*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

35 Natural

51*

40 Adapted

57*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

33 Natural

64*

27 Adapted

62*

12. Consistent - Perform predictably in repetitive situations.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

32 Natural

61*

35 Adapted

64*

SIA: 96-42-04-48 (01)   SIN: 94-54-08-48 (11)
* 68% of the population falls within the shaded area.

Style Insights® Graphs
2-22-2020

Adapted Style

Graph I

	D	I	S	C
	96	42	4	48

Natural Style

Graph II

	D	I	S	C
	94	54	8	48

Norm 2017 R4

T: 7:26

patrick ropella
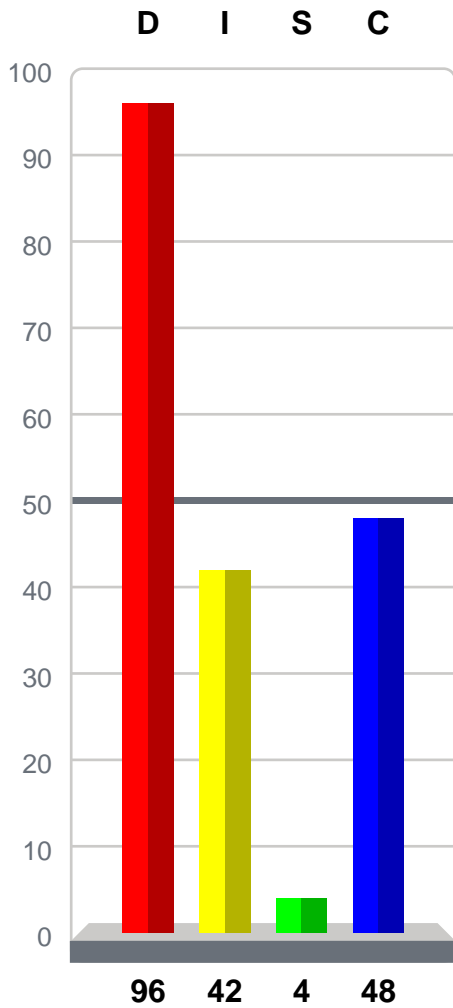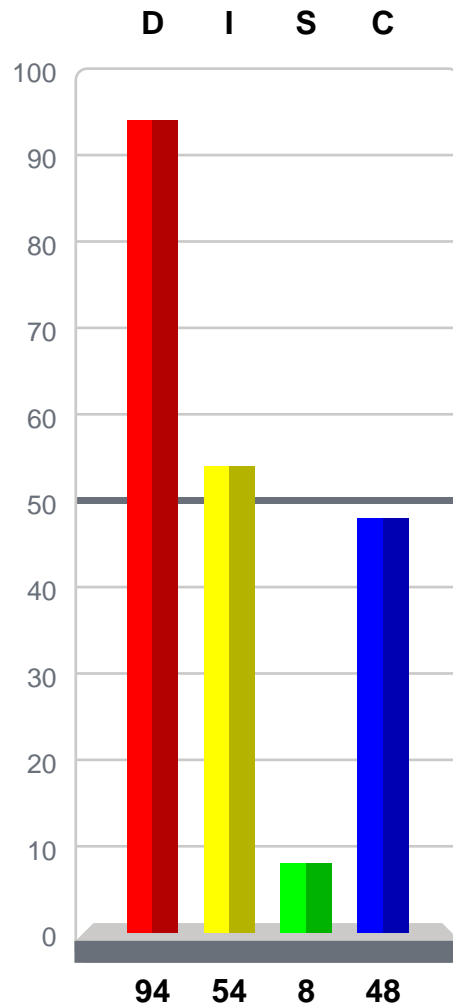
The Success Insights® Wheel

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
2-22-2020
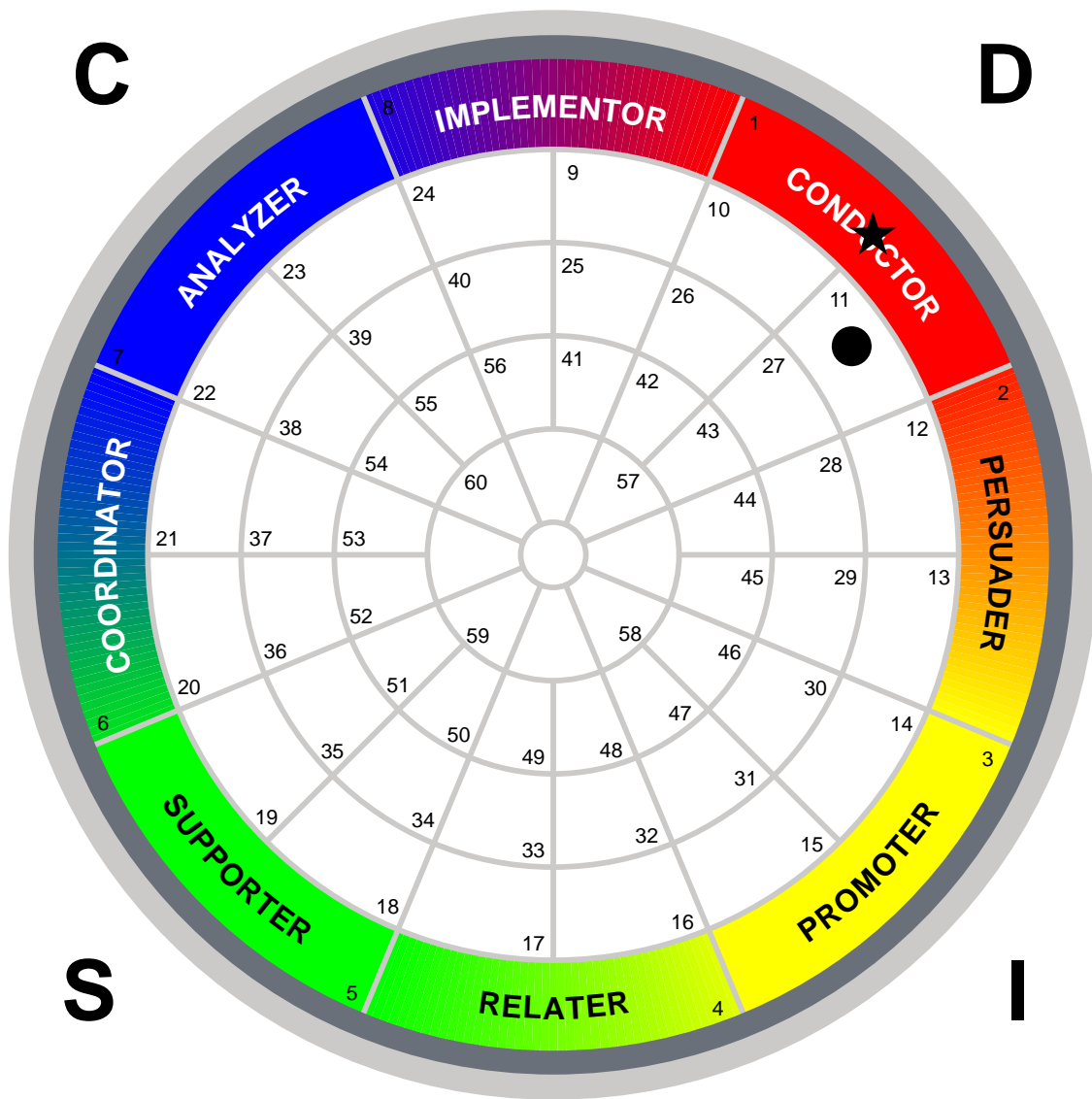
Adapted: ★ (1) CONDUCTOR

Natural: ● (11) PERSUADING CONDUCTOR

Norm 2017 R4

T: 7:26

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

General Characteristics

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

patrick can go to extremes to win or control the situation. When patrick feels strongly about a situation, he will apply the "end justifies the means" concept. He is driven by public recognition. He is driven to be very diligent and resourceful. patrick is motivated by increasing productivity and efficiency. He is driven to maximize opportunities in order to create financial flexibility. He will compartmentalize issues to keep the momentum moving forward. He can divide the personal and professional relationships within the same person. patrick sees the world as a toolset to accomplish his goals. He views people as a resource to achieve results. He may be able to pick and choose the traditions to which he will adopt. He will seek knowledge based on his needs in individual situations.

patrick is driven by building a team that is recognized as a winner. He looks for opportunities to take control of situations. He views return on investment of time, talent and resources as a benchmark for success. He is energized by building a framework that maximizes his time and talent invested in a project. patrick can focus on the task at hand regardless of his surroundings. He tends to have a realistic view of everyday life. He will help develop an individual if he sees opportunities for future return. He questions the amount of time individuals spend assisting other people. patrick may overlook traditions or boundaries to complete a task. He may seek new ways to accomplish routine tasks. In those areas where patrick has a special interest he will be good at integrating past knowledge to solve current problems. If knowledge of a specific subject is not of interest, or is not required for success, patrick will have a tendency to rely on his intuition or practical information in this area.

General Characteristics

If patrick 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 may gather elements from multiple systems to implement as needed. He feels things must be earned, not given, because he believes all are capable of hard work and persistence. He will focus on the functionality over harmony of a situation. patrick is driven by a long list of wants and will work hard to achieve them. He will focus on creating processes to ensure efficiency going forward. He wants to control his own destiny and impact the destiny of others. He has the desire to create a winning strategy.

Strengths and Weaknesses

The following section will give you a general understanding of the strengths and weaknesses of patrick'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	Potential Weaknesses
• patrick creates winning strategies and outcomes.	• patrick tends to have a "me" versus "we" attitude.
• He seeks to control his own destiny.	• He may over emphasize the need to control or direct people and projects.
• He strives to set himself apart.	• He may use the "ends to justify the means" concept in tough situations.
• He tends to focus on the return on investment.	• He may view material possessions and money as a scorecard.
• patrick tends to maximize efficiency and productivity.	• patrick may be perceived as a workaholic.
• He will isolate personal challenges and remain focused on the task.	• He can over compartmentalize and miss the issues of the whole picture.
• He will seek to develop or help others when he can see future opportunities.	• He may expect something in return each time he helps or serves others.

Energizers and Stressors

The following section will give you a general understanding of the energizers and stressors of patrick'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
• patrick enjoys leading a group.
• He obtains status symbols.
• He is energized by working to create a personal legacy
• He strives to obtain practical results.
• patrick likes to be compensated based on performance.
• He is energized by chaos.
• He likes to develop internal advocates.

Potential Stressors
• patrick gets frustrated when working behind the scenes.
• He does not enjoy when personal advancement is delayed.
• He is stressed by a lack of respect.
• He gets frustrated when processes are redundant.
• patrick is stressed when others ignore the return on investment.
• He does not like the pursuit of intangible ideas.
• He does not like to make emotion-based decisions.

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

50*

90
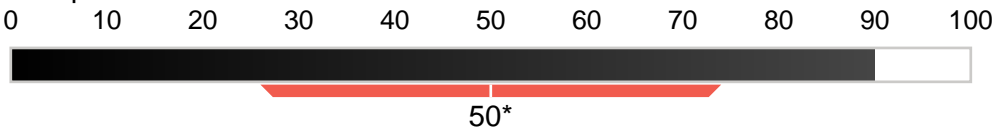
2. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

42*

85
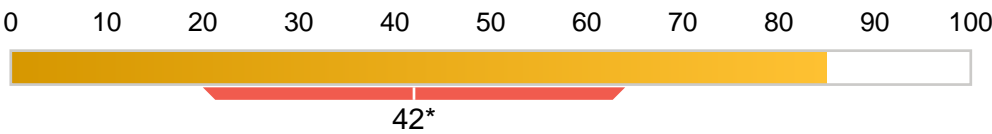
3. Objective - People who are driven by the functionality and objectivity of their surroundings.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

50*

81
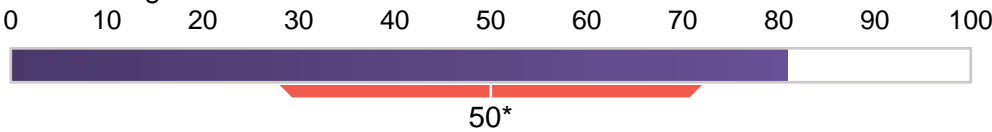
4. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

51*

79

Norm 2017

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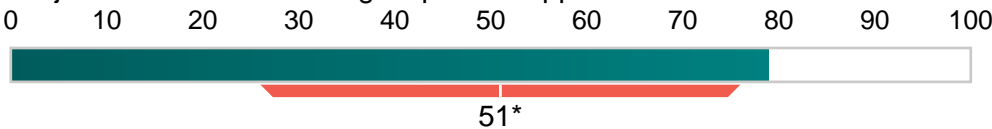
Situational Driving Forces Cluster

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.

0	10	20	30	40	50	60	70	80	90	100

61

46*
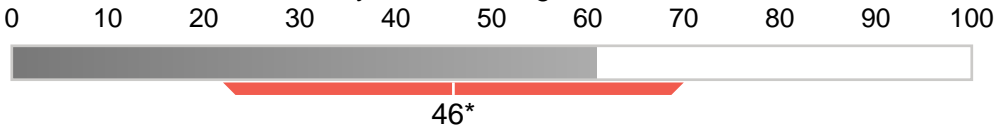
6. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.

0	10	20	30	40	50	60	70	80	90	100

46

54*
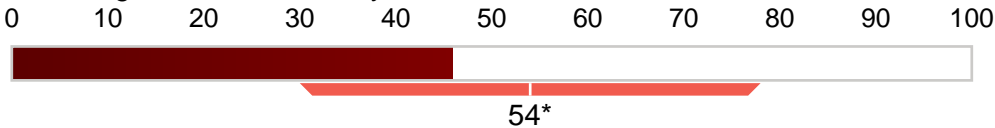
7. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.

0	10	20	30	40	50	60	70	80	90	100

24

29*
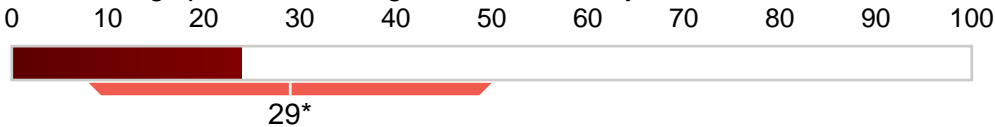
8. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.

0	10	20	30	40	50	60	70	80	90	100

24

38*

Norm 2017

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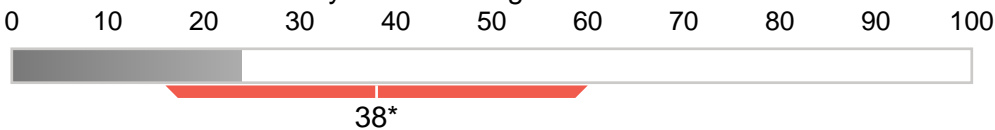
Indifferent Driving Forces Cluster

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

0	10	20	30	40	50	60	70	80	90	100

6

33*
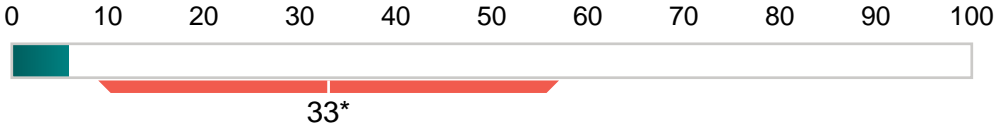
10. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.

0	10	20	30	40	50	60	70	80	90	100

6

40*
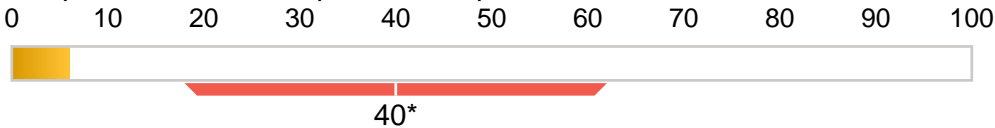
11. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.

0	10	20	30	40	50	60	70	80	90	100

0

35*
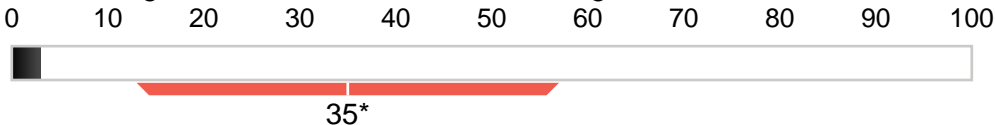
12. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.

0	10	20	30	40	50	60	70	80	90	100

0

35*

Norm 2017

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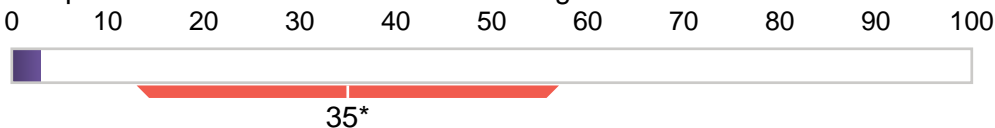
Areas for Awareness

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

Driving Force		Category
Intellectual		**Mainstream**
Instinctive		**Mainstream**
Resourceful		**Passionate**
Selfless		**Indifferent**
Harmonious		**Indifferent**
Objective		**Passionate**
Altruistic		**Indifferent**
Intentional		**Passionate**
Commanding		**Passionate**
Collaborative		**Indifferent**
Structured		**Mainstream**
Receptive		**Mainstream**

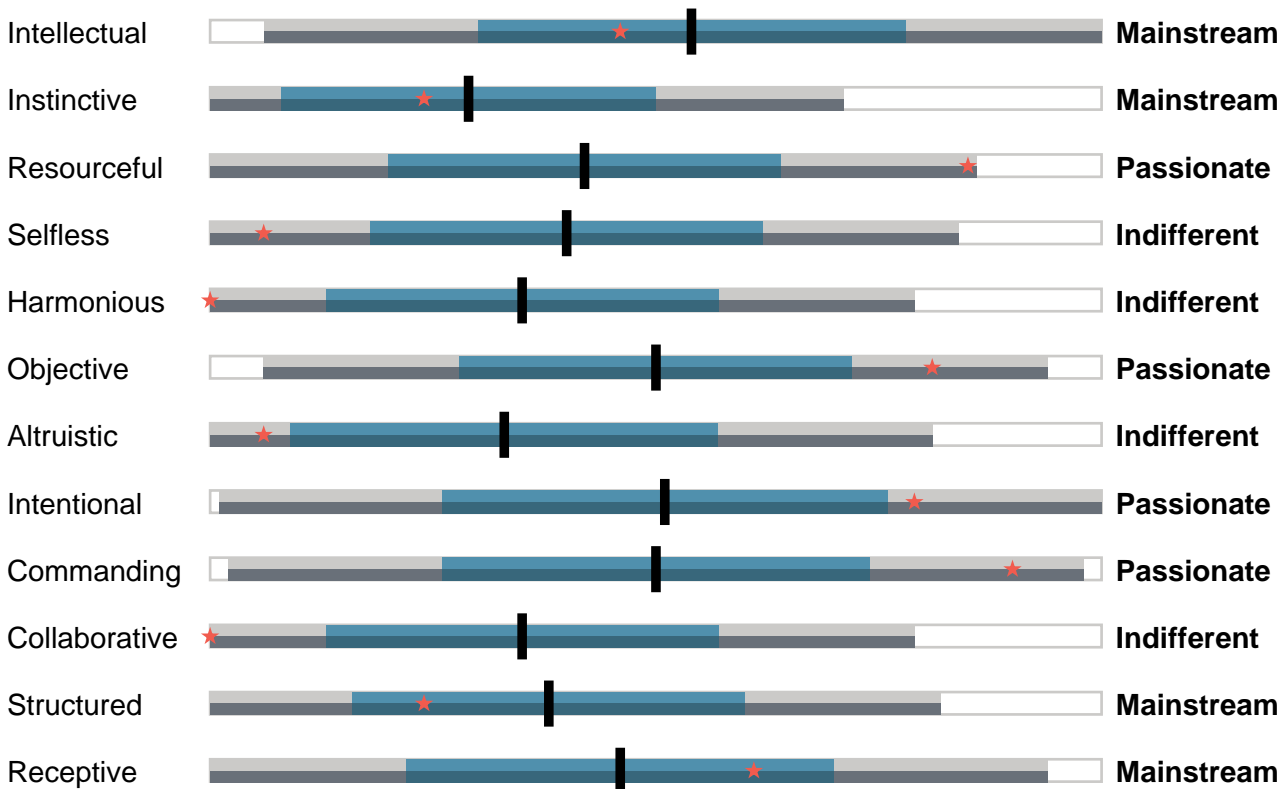- 1st Standard Deviation - * 68% of the population falls within the shaded area.   ▮ - national mean   ★ - your score
- 2nd Standard Deviation
- 3rd Standard Deviation

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

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Driving Forces Graph

TTI SUCCESS INSIGHTS®
DISCOVER • ENGAGE • ADVANCE • PERFORM

Instinctive				Knowledge						Intellectual	
100	75	50	25	0		25	50	75	100		

24 ———————————————————— **46**

Selfless				Utility						Resourceful	
100	75	50	25	0		25	50	75	100		

6 ———————————————————— **85** ◆

Objective				Surroundings						Harmonious	
100	75	50	25	0		25	50	75	100		

81 ◆ ———————————————————— **0**

Intentional				Others						Altruistic	
100	75	50	25	0		25	50	75	100		

79 ◆ ———————————————————— **6**

Collaborative				Power						Commanding	
100	75	50	25	0		25	50	75	100		

0 ———————————————————— **90** ◆

Receptive				Methodologies						Structured	
100	75	50	25	0		25	50	75	100		

61 ———————————————————— **24**

◇ - Denotes Primary Driving Force

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Driving Forces Wheel

T: 5:01

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38
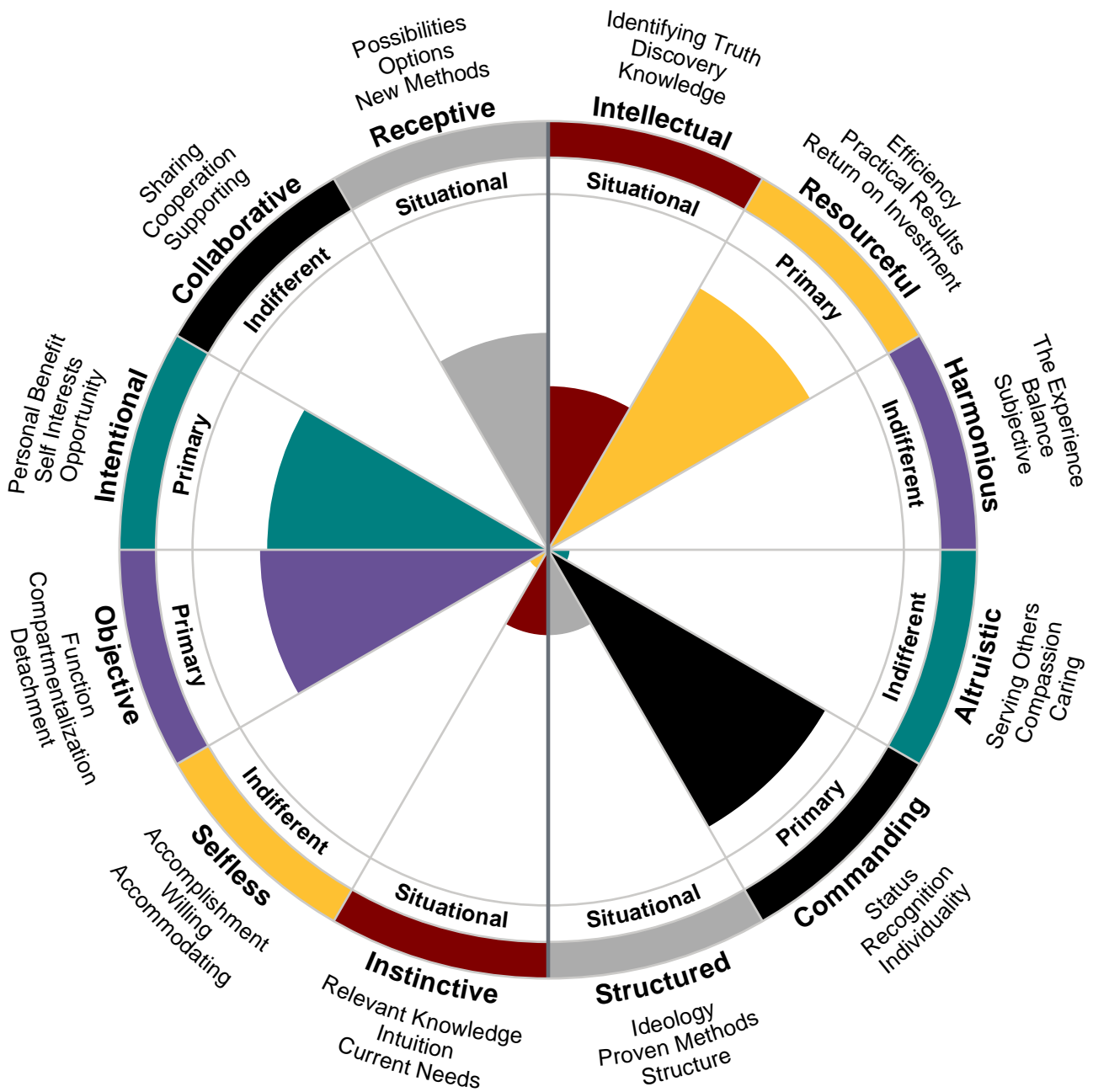
Descriptors Wheel

Introduction Integrating Behaviors and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and driving forces. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

In this section you will find:

- Potential Behavioral and Motivational Strengths

- Potential Behavioral and Motivational Conflict

- Ideal Environment

- Keys to Motivating

- Keys to Managing

Potential Behavioral and Motivational Strengths

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

- Willing to make high-risk decisions.

- Seeks the challenge and opportunity to win.

- Not easily deterred by setbacks.

- Wants to maximize time and resources now, as opposed to later.

- Tends to be futuristic.

- Can be resourceful to influence others to get results.

- May take a leadership position to focus on specific aspects of the organization.

- Initiates action to stir up activity.

- Seen as a leader who will focus on the functionality.

- Tough but fair when others are willing to work hard.

- Calculated with their time, talent, and resources.

- Looks for a better approach to utilize others.

Potential Behavioral and Motivational Conflict

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

- Can set personal standards too high.

- Takes on too much, too soon, too fast to maintain control.

- May not realize the negative consequences of his quick decisions.

- Will override other variables for the sake of an investment.

- May make a quick decision that results in a bad investment and/or wasted time.

- May tend to flaunt success and use money as a scorecard.

- Enjoyment of working through chaos does not always translate to winning.

- Will only see his objectives in the here and now.

- Will want function and results immediately.

- May set standards too high that causes others to fall short.

- Has a direct method of developing others if he sees a future return.

- Can sometimes lack diplomacy when asking for assistance.

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

- An environment where competition and winning is viewed as the ideal.

- Opportunity to assertively express his desire to control his own destiny and potentially that of others.

- Management that appreciates and rewards powerful risk-taking.

- Key performance measured on results and efficiency rather than people and process.

- Having economic, competitive and challenging incentives.

- Rewards for being quicker, faster, better.

- Objective, results-driven environment.

- Fast-paced chaotic activity based situations.

- The ability to compartmentalize when facing challenges and in achieving results.

- A results-driven environment where people are respected for what they can provide.

- Rewards based on group "wins", as well as individual contributions.

- A forum to champion the needs and desires of others who are willing to work for common results.

Keys to Motivating

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

patrick wants:

- Ability to create, share and control the vision.

- Power and control over outcomes and goals.

- Space and latitude to do what it takes to get the job done.

- Freedom to get desired results and improve efficiency.

- Opportunities for achieving things faster and of more value.

- Focus on results and rewards, not the process or journey.

- To focus on the functionality more than physical attributes as an indicator of success.

- The understanding from management that working and focusing on tangible results is the desired outcome.

- To be seen as someone who is passionate about results even within a chaotic environment.

- Recognition for driving business and being a catalyst for changing the world.

- To be seen as a person who helps others, if they are willing to work hard for the desired results.

- Opportunities to accomplish solutions to problems that relate to his vision.

Keys to Managing

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

patrick needs:

- To understand that not all problems are a nail, therefore all solutions cannot be a hammer.

- Help understanding the effect on his image when he disengages from uncontrolled projects.

- Freedom to determine how results should be achieved.

- To assess the risk and rewards of each decision.

- To understand that people who do not move at his pace may still offer value and a return on investment.

- To be an active listener instead of dominating the discussion.

- Challenges that utilize his objectivity and drive.

- To compartmentalize activities in order to accomplish the objectives.

- Assistance in understanding how his emotional intensity affects the performance of the team.

- Help to understand how managing his intensity can align others to his objectives.

- Awareness of how his drive can inspire other's to accomplish mutual goals.

- To be given power and authority to achieve results through people.

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 _____: