



TTI
SUCCESS
INSIGHTS®

TriMetrix® DNA

Management-Staff

Wayne Fredin

Owner

Action Leadership Inc

10.14.2022

Attract, Hire, Engage and Retain your Employees
Hire Growth Consulting

HIRE GROWTH
CONSULTING

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Introduction



The TTI TriMetrix® DNA Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces and competencies. Understanding strengths and weaknesses in each of the three 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.

Competencies

This section presents 25 key competencies and ranks them from top to bottom, defining your major strengths. The skills at the top highlight well-developed capabilities and reveal where you are naturally most effective in focusing your time.

Introduction

Behaviors



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

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

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

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

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

"All people exhibit all four behavioral factors in varying degrees of intensity."

–W.M. Marston

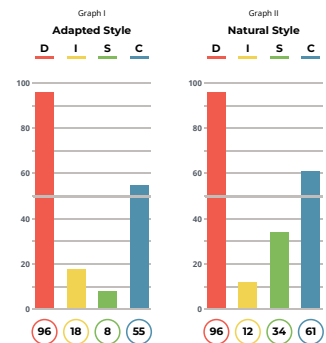
Behavioral Characteristics



Based on Wayne'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 Wayne's natural behavior.

Wayne is extremely results-oriented, with a sense of urgency to complete projects quickly. Many people see him as a self-starter dedicated to achieving results. He is deadline conscious and becomes irritated if deadlines are delayed or missed. He may not trust others enough to delegate projects, especially if they have displayed an inability to perform to his standards. At times, he may be reluctant to delegate certain tasks. Wayne tends to have a "short fuse" and can display anger or displeasure when he feels that people are taking advantage of him. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. He likes people, but can be seen occasionally as cold and blunt. He may have his mind on project results and sometimes may not take the time to be empathetic toward others. Nothing bores Wayne more than the status quo, things becoming routine and people always agreeing or pretending to agree. Wayne can be blunt and critical of people who do not meet his standards. He has little time for details unless he sees the importance of those details in achieving his goals.

Wayne is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He will work long hours until a tough problem is solved. After it is solved, Wayne may become bored with any routine work that follows. He can be direct in his approach to discovering the facts and data. He maintains his focus on results. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting. Wayne likes setting the pace in developing systems to achieve results. He is logical, incisive and critical in his problem-solving activities. He usually takes time when confronted with a major decision; that is, he takes an unemotional approach to analyzing the data and facts. Others may see this as vacillating; however, he is just thinking through all the ramifications of his decision. He sometimes gets so involved in a project that he tends to take charge.



Behavioral Characteristics

Continued



Wayne 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 usually communicates in a cool and direct manner. Some may see him as being aloof and blunt. He could improve his communication with others by being more flexible and showing a sincere interest in what they are saying. He should exhibit more patience and ask questions to make sure that others have understood what he has said. Wayne tends to be intolerant of people who seem ambiguous or think too slowly. When appropriate, he could be more effective by showing warmth, cooperation and more tact at the appropriate time. He has a tendency to tell and not sell. When communicating with others, Wayne must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details. Sometimes he can become so involved with his work that he appears cool and aloof to others.

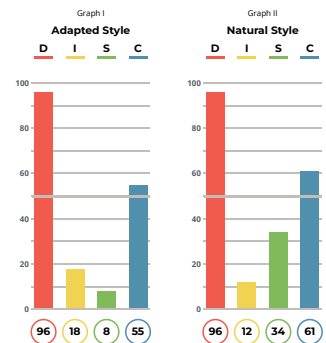


Value to the Organization



This section of the report identifies the specific talents and behavior Wayne 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.
- ✓ Tough-minded.
- ✓ Will join organizations to represent the company.
- ✓ Objective and realistic.
- ✓ Usually makes decisions with the bottom line in mind.
- ✓ Always looking for logical solutions.
- ✓ Initiates activity.
- ✓ Suspicious of people with shallow ideas.



Checklist for Communicating



Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Wayne. 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 Wayne most frequently.

Ways to Communicate

- ✓ Stick to business—let him decide if he wants to talk socially.
- ✓ Use expert testimonials.
- ✓ Give pros and cons on ideas.
- ✓ Take issue with facts, not the person, if you disagree.
- ✓ Keep at least three feet away from him.
- ✓ Come prepared with all requirements, objectives and support material in a well-organized "package."
- ✓ Be prepared with the facts and figures.
- ✓ Support and maintain an environment where he can be efficient.
- ✓ Read the body language—look for impatience or disapproval.
- ✓ Use the proper buzz words that are appropriate to his expertise.
- ✓ Show him a sincere demeanor by careful attention to his point of view.
- ✓ Be patient and persistent.



Checklist for Communicating

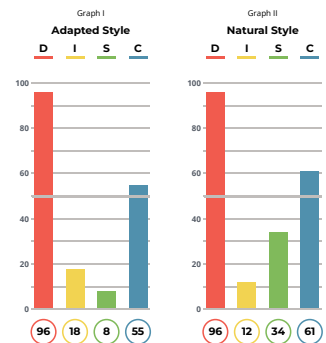
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This section of the report is a list of things *NOT* to do while communicating with Wayne. Review each statement with Wayne and identify those methods of communication that result in frustration or reduced performance. By sharing this information,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

Ways NOT to Communicate

- ❌ Make statements you cannot prove.
- ❌ Let disagreement reflect on him personally.
- ❌ Speculate wildly or offer guarantees and assurances where there is a risk in meeting them.
- ❌ Come with a ready-made decision or make it for him.
- ❌ Leave loopholes or cloudy issues if you don't want to be zapped.
- ❌ Be superficial.
- ❌ Ramble on, or waste his time.
- ❌ Use inappropriate buzz words.
- ❌ Direct or order.
- ❌ Pretend to be an expert if you are not.
- ❌ Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- ❌ Leave things open to interpretation.



Communication Tips



This section provides suggestions for methods which will improve Wayne's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Wayne 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.

Compliance

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

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

Dominance

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

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

Steadiness

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

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

Influence

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

- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures, alternatives, abstractions.

Perceptions



See Yourself As Others See You

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



Wayne 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

The Absence of a Behavioral Factor



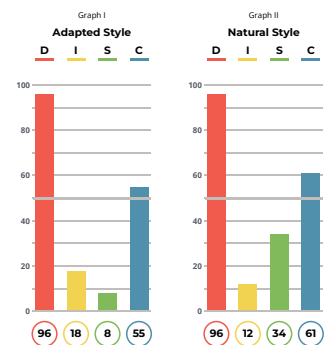
The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral 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 work environments that require an open door policy.
- Avoid giving public presentations, as doing so will cause stress.
- Avoid groups where trust has not been previously established.

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

- Daily and repetitive team meetings will detract from productivity and add to stress.
- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.
- Not verbalizing feelings and perspectives may delay desired outcomes.



Descriptors



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

Natural & Adapted Style



Wayne'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

Wayne 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. Wayne will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

Adapted

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

People & Contacts

Natural

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

Adapted

Wayne sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Natural & Adapted Style



Pace & Consistency

Natural

Wayne likes mobility, and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

Adapted

Wayne seeks a wide scope of activities in an environment that is constantly changing. Timetables, deadlines and schedules can be constantly shuffled without obvious consternation. Even electronic communication may not move fast enough for him.



Procedures & Constraints

Natural

Wayne is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.

Adapted

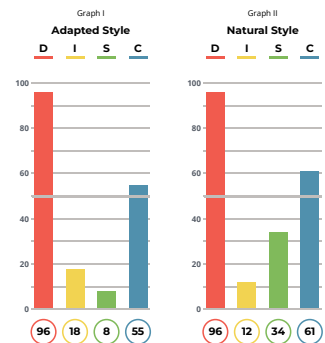
Wayne shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant, and Wayne sees little or no need to change his response to the environment.

Adapted Style



Wayne 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.

- ✓ Anticipating and solving problems.
- ✓ Being sensitive to, but not necessarily controlled by, rules and procedures.
- ✓ Meeting deadlines.
- ✓ Quickly responding to crisis and change with a strong desire for immediate results.
- ✓ Acting without precedent and able to respond to change in daily work.
- ✓ Dealing with a wide variety of work activities.
- ✓ Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- ✓ Using a flexibility of style, especially with those of different work styles.
- ✓ Working without close supervision.
- ✓ Handling a variety of activities.
- ✓ Persistence in job completion.
- ✓ Moving quickly from one activity to another.



Time Wasters



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

Lack of a Written Plan

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

Possible Causes:

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

Possible Solutions:

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

Vacillation

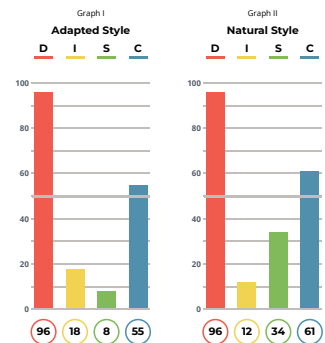
Vacillation is the process of regarding an issue or a requirement in one way at one time and a different or the opposite at another time. It is the inability to make an immediate decision and stick with it.

Possible Causes:

- Lack confidence in information
- Fear making the wrong decision
- Lack a systematic decision making process
- Hope that time will eliminate the problem or issue

Possible Solutions:

- Acknowledge that the decision will be the best based on experience and available information





Time Wasters

Continued

- Establish a time frame for making decisions
- Develop a method for analyzing a problem and choosing a solution
- Seek the advice or input from key people involved in the issue

Crisis Management

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

Possible Causes:

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

Possible Solutions:

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

Poor Delegation

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

Possible Causes:

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



Time Wasters

Continued



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

Firefighting

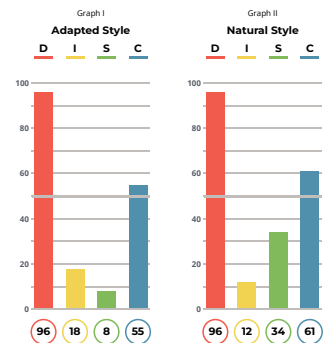
Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

Possible Causes:

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

Possible Solutions:

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



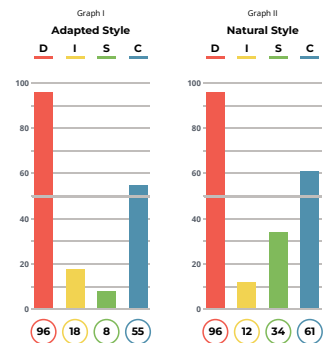
Areas for Improvement



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

Wayne has a tendency to:

- ✓ Be explosive by nature and lack the patience to negotiate.
- ✓ Lack tact and diplomacy as long as he gets the results he wants.
- ✓ Have trouble delegating—can't wait, so does it himself.
- ✓ Have no concept of the problems that slower-moving people may have with his style.
- ✓ Make "off the cuff" remarks that are often seen as personal prods.
- ✓ Be inconsistent because of many stops, starts and ever-changing direction.
- ✓ Blame, deny and defend his position—even if it is not needed.



Behavioral Hierarchy



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

1. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



93 Natural

43*



100 Adapted

43*

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

0 10 20 30 40 50 60 70 80 90 100



90 Natural

53*



50 Adapted

56*

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

0 10 20 30 40 50 60 70 80 90 100



80 Natural

49*



100 Adapted

47*

4. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



77 Natural

54*



80 Adapted

57*

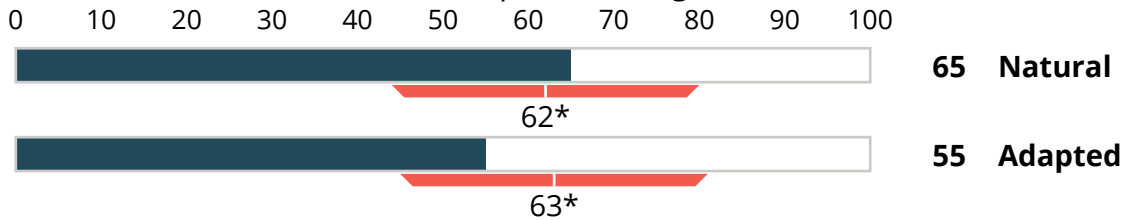
* 68% of the population falls within the shaded area.

Behavioral Hierarchy

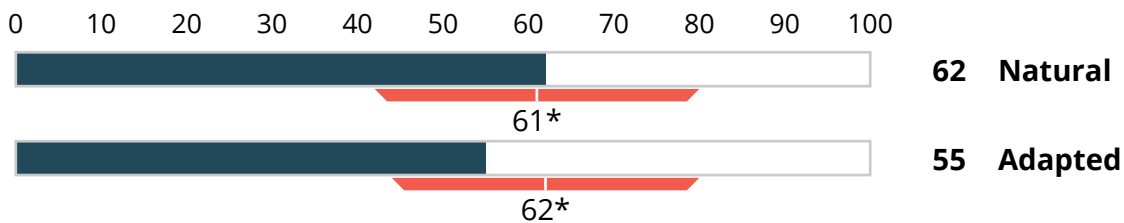
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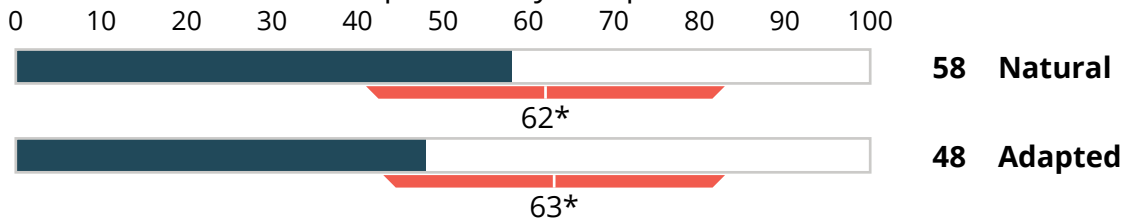
5. Persistence - Finish tasks despite challenges or resistance.



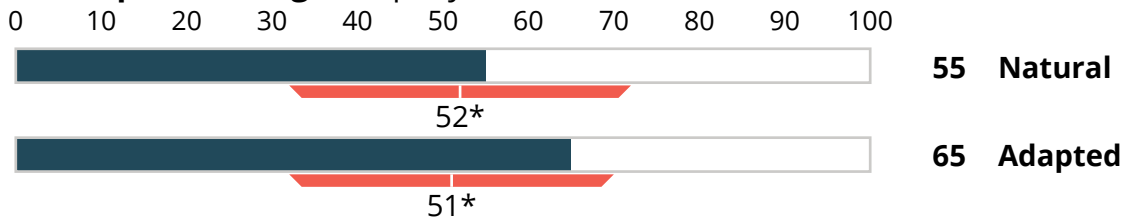
6. Following Policy - Adhere to rules, regulations, or existing methods.



7. Consistent - Perform predictably in repetitive situations.



8. Frequent Change - Rapidly shift between tasks.



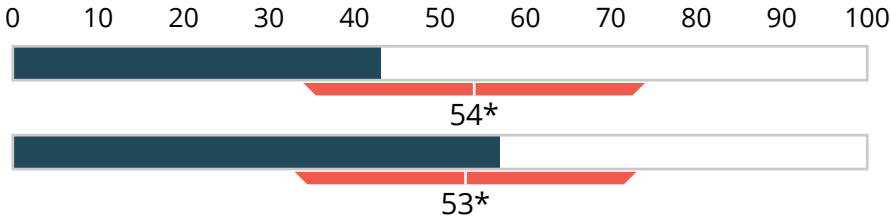
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Behavioral Hierarchy

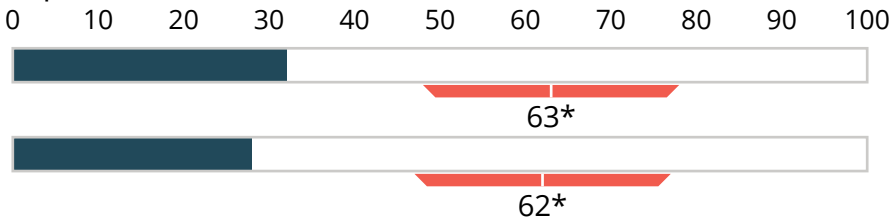
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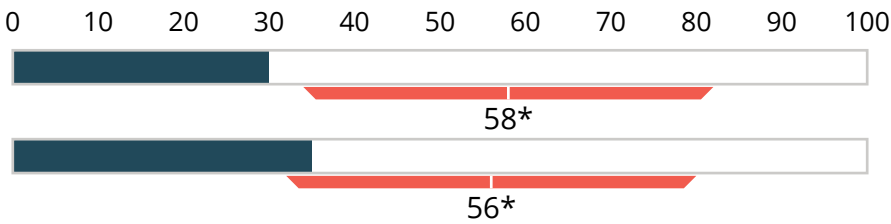
9. Versatile - Adapt to various situations with ease.



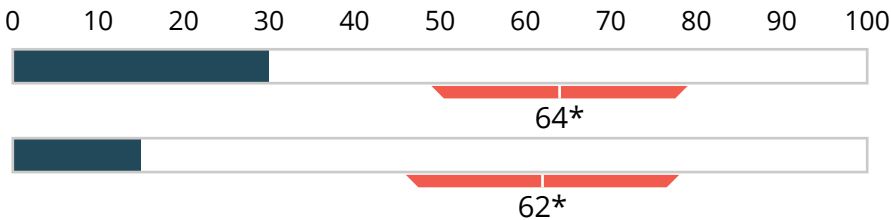
10. Customer-Oriented - Identify and fulfill customer expectations.



11. Interaction - Frequently engage and communicate with others.



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



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

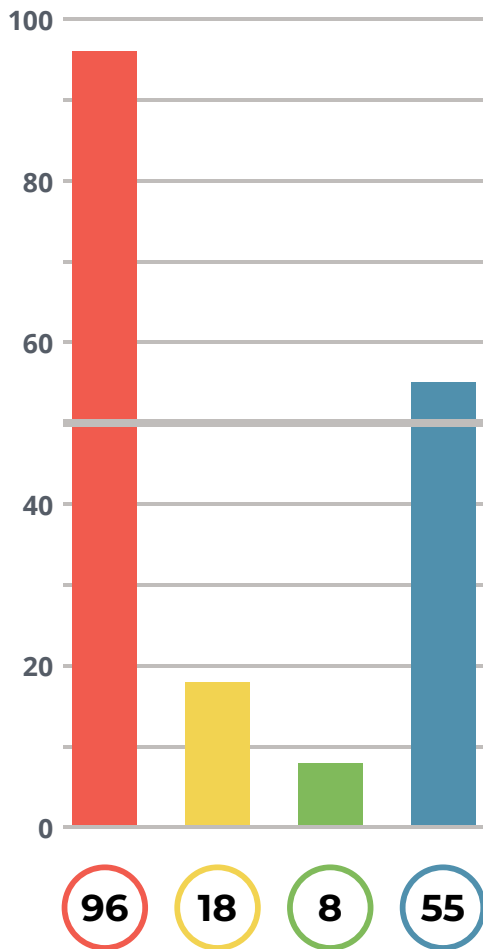
Style Insights® Graphs



Graph I

Adapted Style

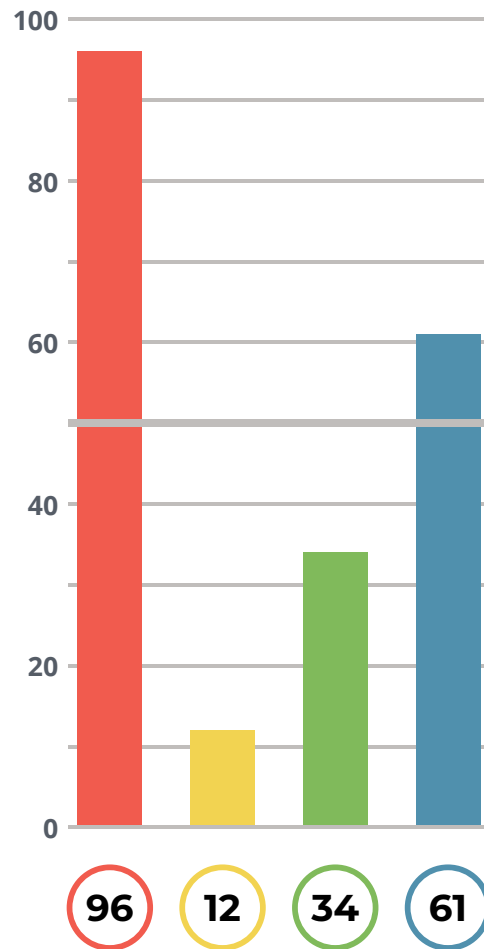
D **I** **S** **C**



Graph II

Natural Style

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



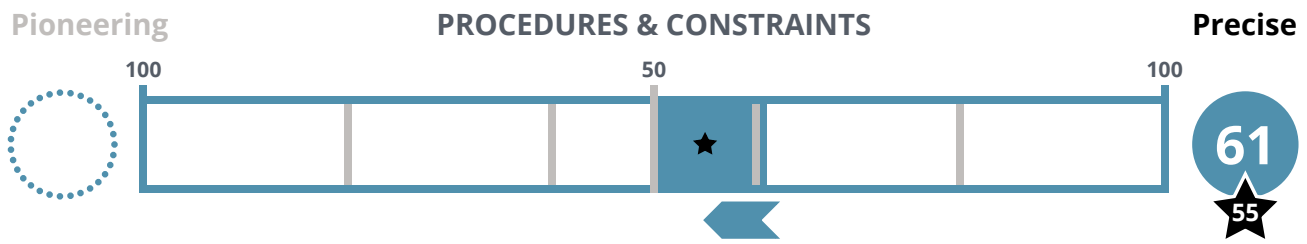
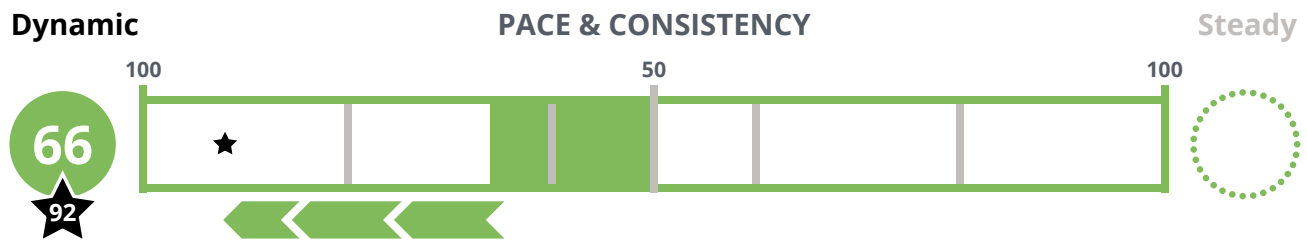
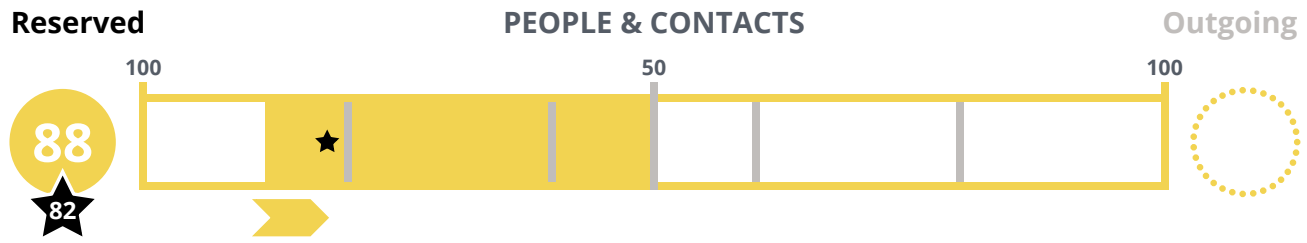
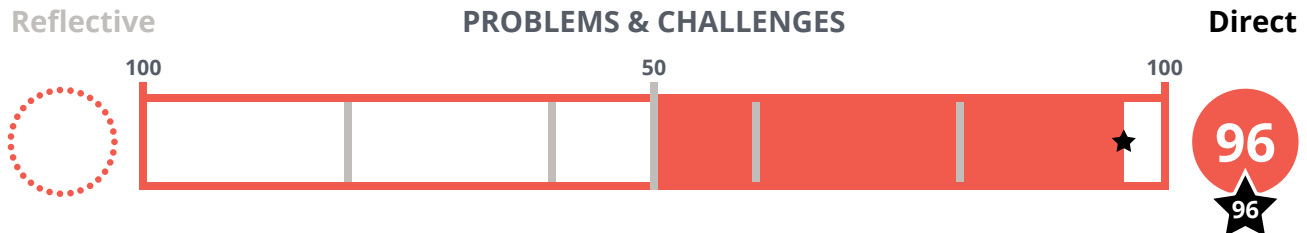
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Wayne Fredin

Behavioral Continuum



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



★ Adapted Position
 ◀ Adapted Movement

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The TTI Success Insights® Wheel



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

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

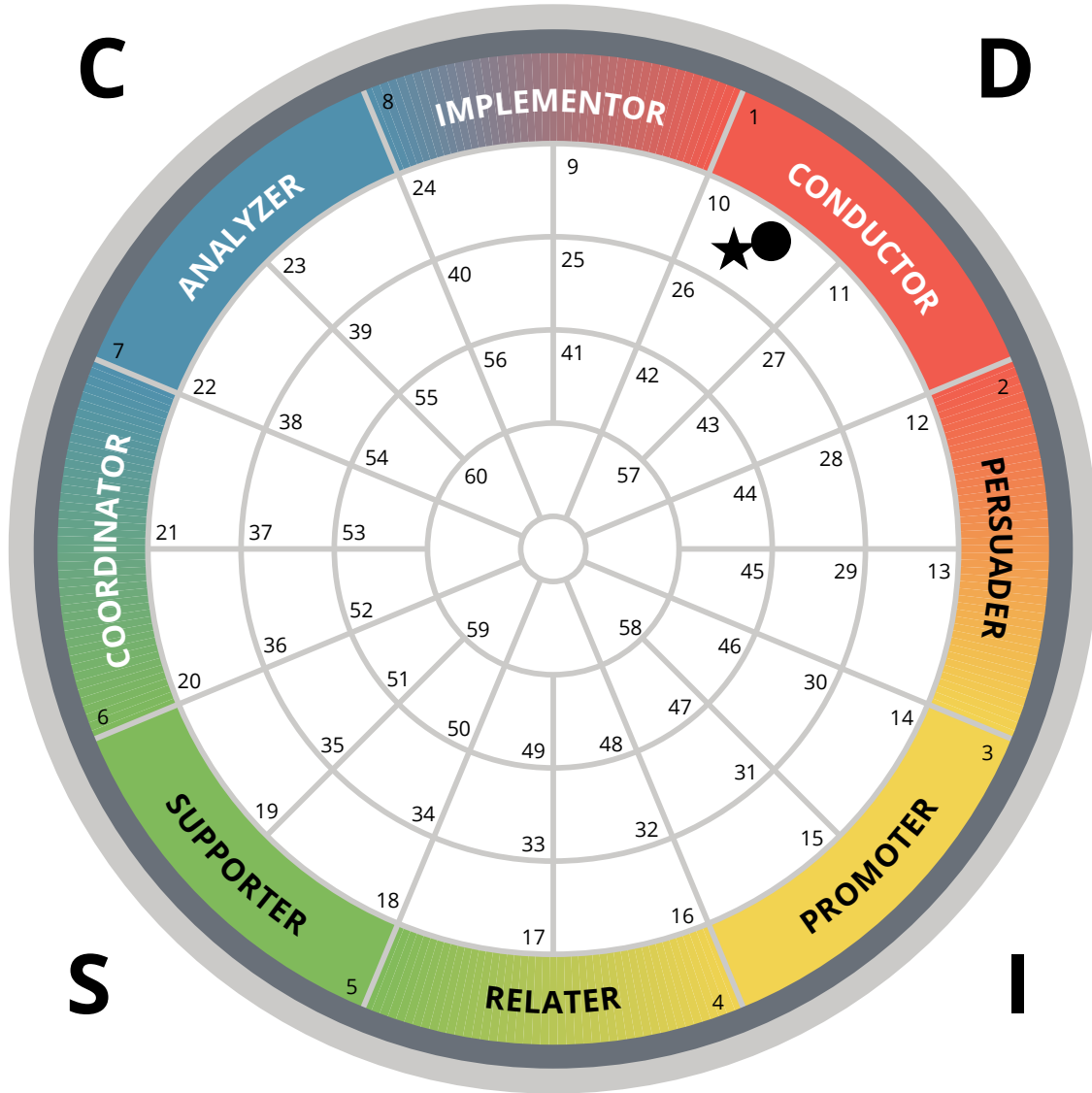
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

The TTI Success Insights® Wheel



Wayne Fredin
 Action Leadership Inc
 10-14-2022



Adapted: ★ (10) IMPLEMENTING CONDUCTOR
 Natural: ● (10) IMPLEMENTING CONDUCTOR
 Norm 2021 R4

T: 7:55

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

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

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

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

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

Driving Characteristics



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

Wayne won't get distracted by the form and beauty in his environment. He will compartmentalize issues to keep the momentum moving forward. He tends to see things in pieces. He has the desire to create a winning strategy. Wayne can go to extremes to win or control the situation. He is driven to acquire the very best that life has to offer. He follows a philosophy of "it's not personal, it's just business." He sees the world as a toolset to accomplish his goals. Wayne looks for proven methods to accomplish everyday objectives. He places a high value on following and implementing systems. He may be open to building a framework to maximize his time and talent invested in a project. He will incorporate experiences as well as knowledge when making decisions.

Wayne can divide the personal and professional relationships within the same person. He isolates personal issues to focus on professional productivity. When Wayne feels strongly about a situation, he will apply the "end justifies the means" concept. He is passionate about creating something that leads to an enduring legacy. Wayne believes it's important to keep emotions out of business decisions. He views people as a resource to achieve results. He will adhere to standards when evaluating others. He enjoys exchanging ideas with the mindset of influencing others. Wayne tends to give freely of time, talent and resources, but may want a return on his investment. He may be interested in increasing productivity and efficiency. He has the potential to become an expert in his chosen field. He has a tendency to read articles that appeal to his interests.

Driving Characteristics



Wayne will Google multiple online sources to gain new insight. He tends to be less focused on a return versus the success of the project. He insists rules and regulations must be followed by all. He prioritizes his work responsibilities over social causes. Wayne looks for opportunities to take control of situations. He is driven by public recognition. He will focus on the functionality over harmony of a situation. He can focus on the task at hand regardless of his surroundings.

Strengths & Weaknesses



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

- ✓ Wayne will isolate personal challenges and remain focused on the task.
- ✓ He focuses on the function not the appearance.
- ✓ He emphasizes the destination not the journey.
- ✓ He creates winning strategies and outcomes.
- ✓ Wayne strives to advance his position.
- ✓ He will seek to develop or help others when he can see future opportunities.
- ✓ He potentially has a "code" by which to live.



Potential Weaknesses

- ✗ Wayne can over compartmentalize and miss the issues of the whole picture.
- ✗ He may ignore environments that are potentially distracting for others.
- ✗ He may create chaos by focusing on individual segments of a project.
- ✗ He tends to have a "me" versus "we" attitude.
- ✗ Wayne can be driven by the desire to achieve status and recognition.
- ✗ He may expect something in return each time he helps or serves others.
- ✗ He tends to resist change to established procedures.

Energizers & Stressors



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

- ✓ Wayne is energized by chaos.
- ✓ He is able to compartmentalize.
- ✓ He is energized by specific, measurable outcomes.
- ✓ He enjoys leading a group.
- ✓ Wayne likes to create and control his destiny.
- ✓ He likes to develop internal advocates.
- ✓ He likes to protect his beliefs.

Potential Stressors

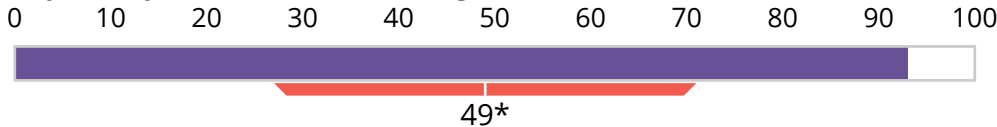
- ✗ Wayne does not like the pursuit of intangible ideas.
- ✗ He does not enjoy subjectivity.
- ✗ He is frustrated when too much focus is on the experience.
- ✗ He gets frustrated when working behind the scenes.
- ✗ Wayne does not like a small workspace.
- ✗ He does not like to make emotion-based decisions.
- ✗ He gets stressed when asked to embrace new ideas.

Primary Driving Forces Cluster



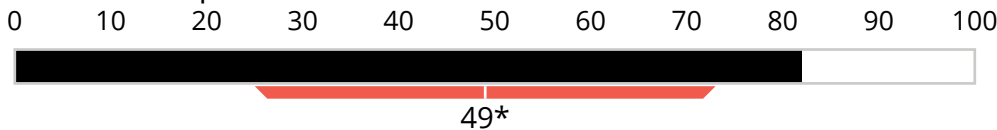
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Objective - People who are driven by the functionality and objectivity of their surroundings.



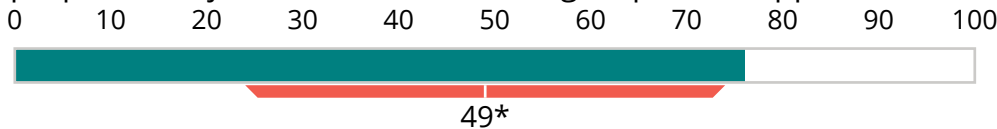
93

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



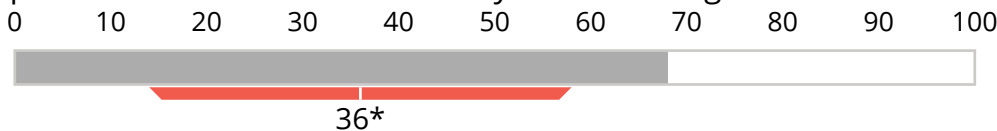
82

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



76

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



68

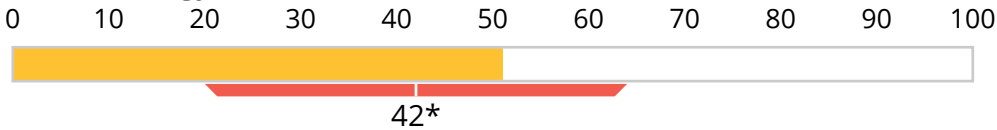
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Situational Driving Forces Cluster



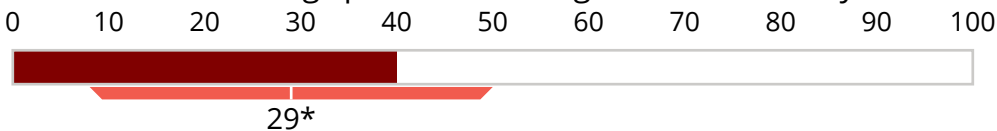
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



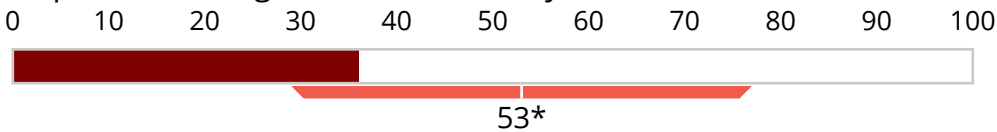
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6. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



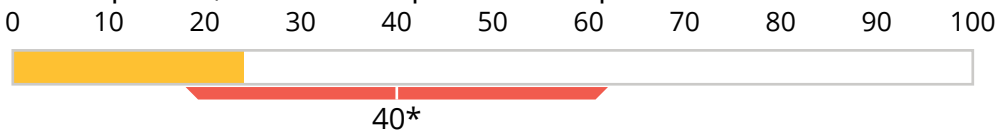
40

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



36

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



24

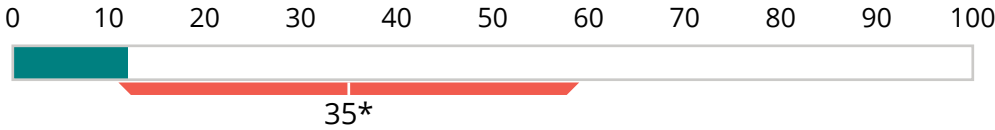
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Indifferent Driving Forces Cluster



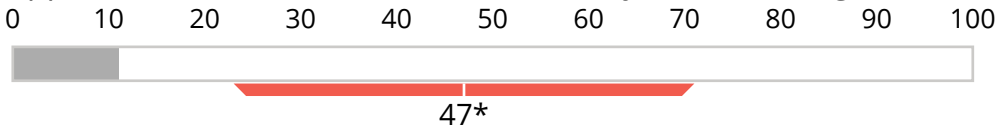
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



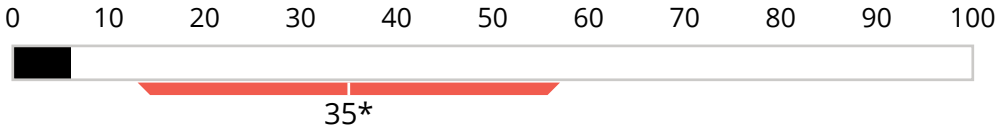
12

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



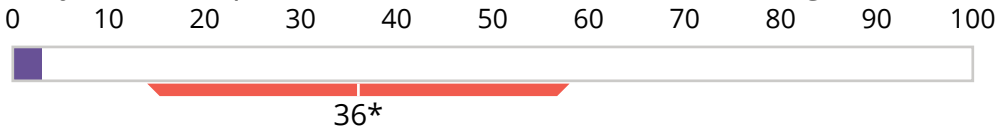
11

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



6

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



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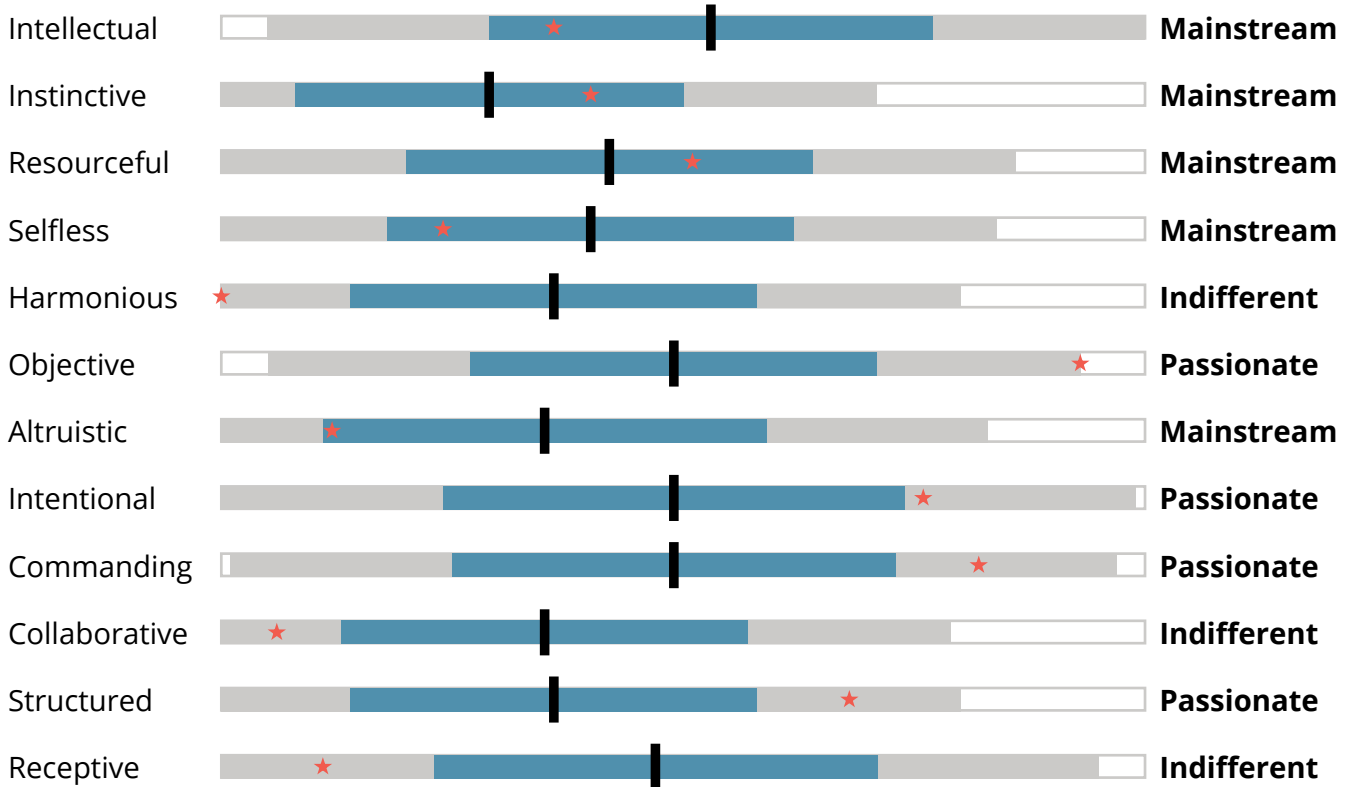
Areas for Awareness



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 2021



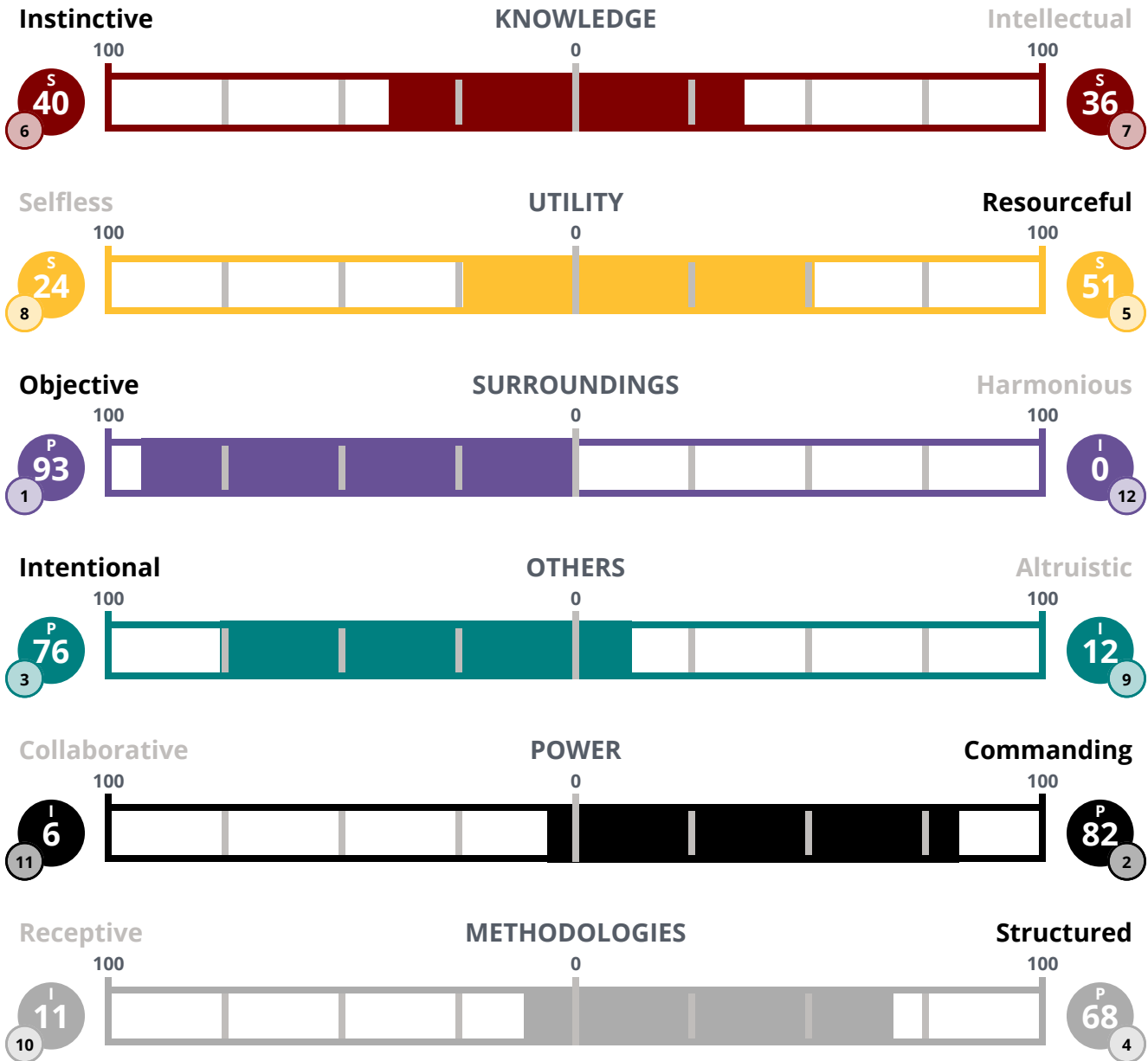
■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
■ - 2nd Standard Deviation
■ - 3rd Standard Deviation

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

Driving Forces Graph



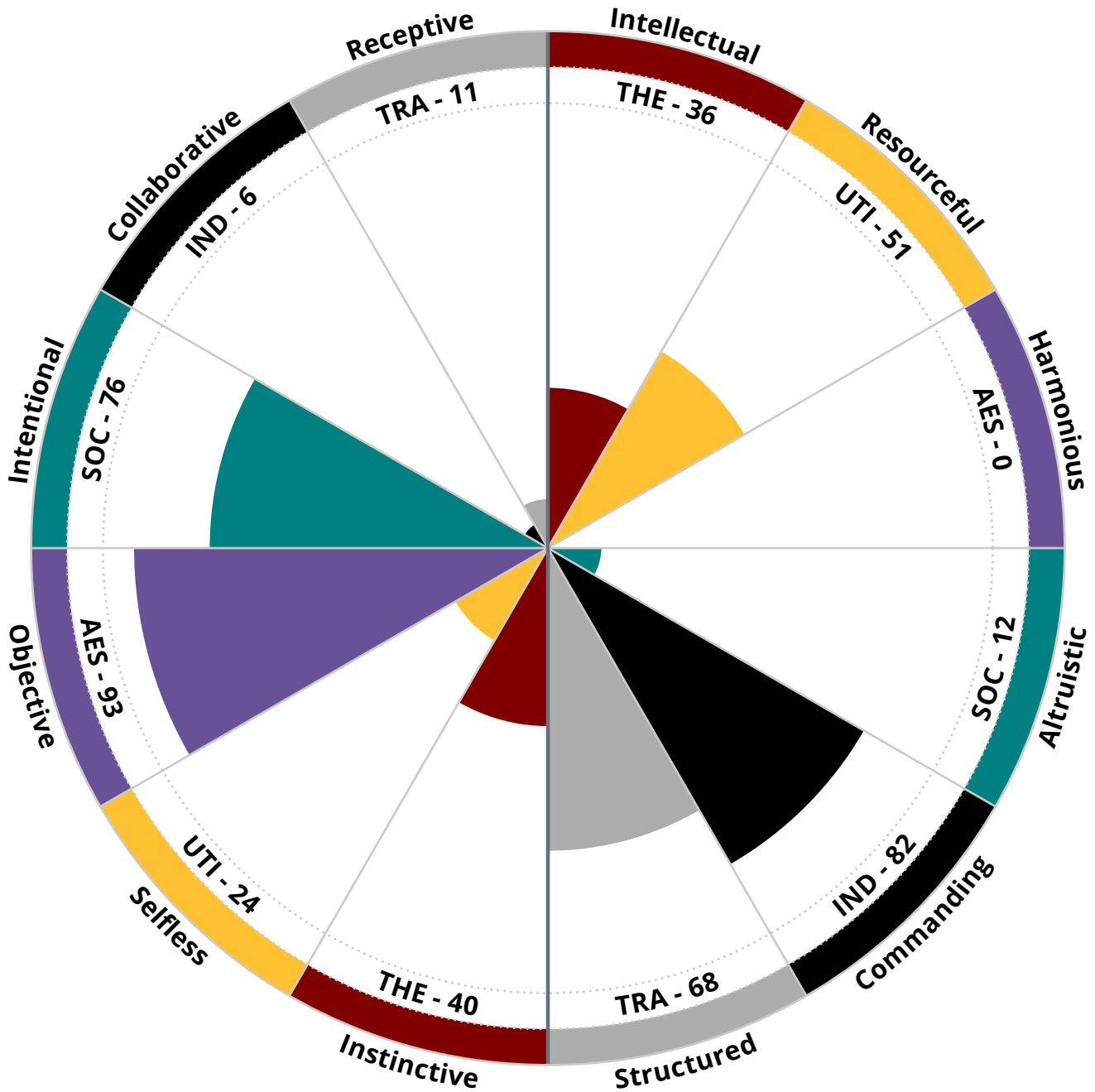
The 12 Driving Forces® Continuum is a visual representation of what motivates Wayne and the level of intensity for each category. The letter "P" indicates an individual's primary cluster. These four factors are critical to Wayne's motivation and engagement regardless of the situation.



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

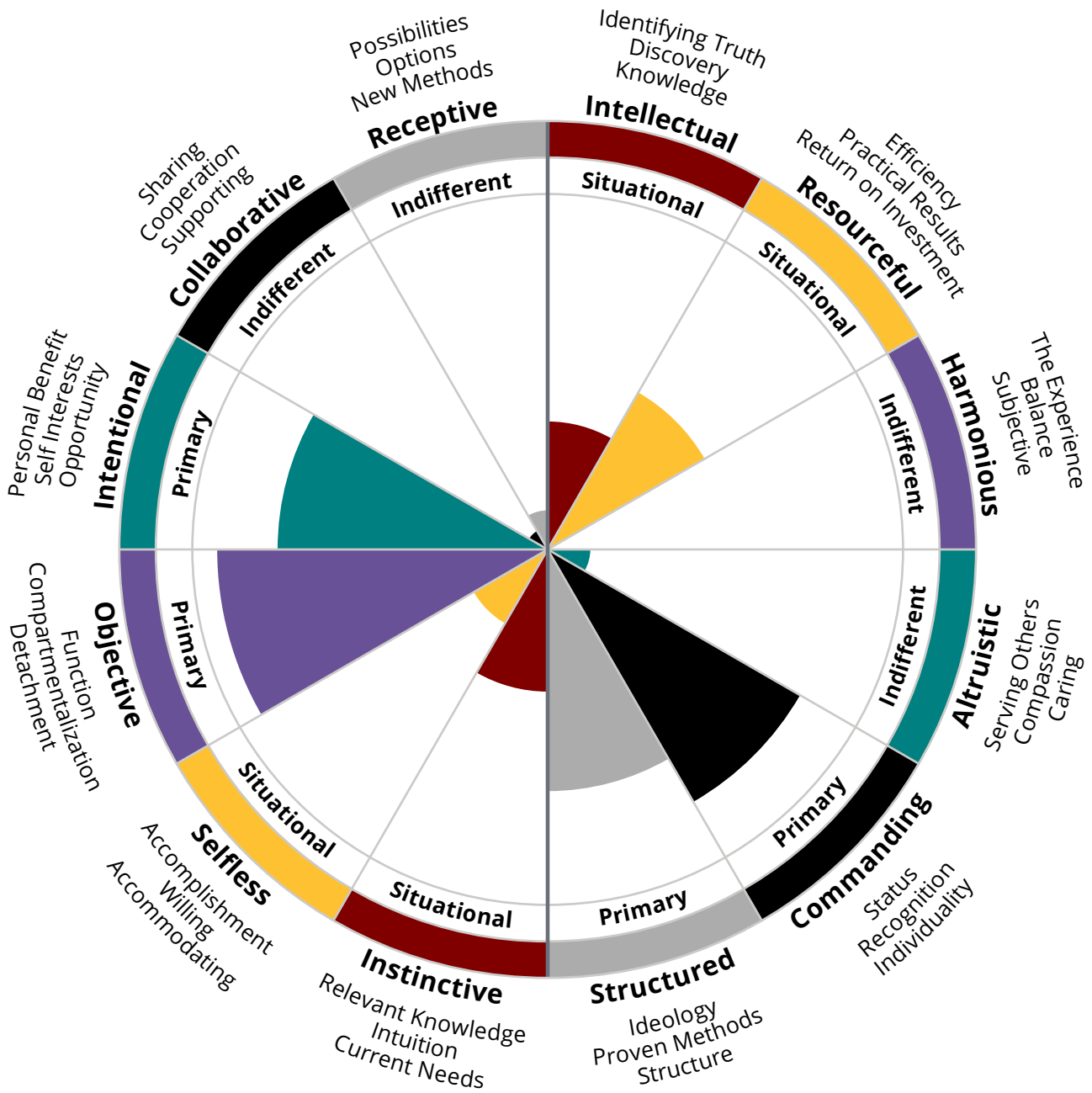
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 10-14-2022
 T: 5:07

Driving Forces Wheel



T: 5:07

Descriptors Wheel



T: 5:07



Introduction

Integrating Behaviors and Driving Forces

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

In this section you will find:

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing

Potential Behavioral & Motivational Strengths



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

- Initiates action to stir up activity.
- An independent self-starter who will focus on function over appearance.
- Seen as a leader who will focus on the functionality.
- Not easily deterred by setbacks.
- A strong influencer.
- Seeks the challenge and opportunity to win.
- Goal focused when assessing how others can help.
- Initiates the activity of developing others if they are putting forth a strong effort on their own.
- Will champion a worthy cause, as a challenge, if they see a potential return.
- A leader for those who share his traditions.
- Lives by a specific system and will do anything to protect it.
- Will champion change and be bottom-line focused for results within the system of living.

Potential Behavioral & Motivational Conflict



This section describes the potential areas of conflict between Wayne's behavioral style and top four driving forces. Identify two to three potential conflicts that need to be minimized in order to enhance on-the-job performance.

- May over focus on productivity over appearance.
- May struggle with bonding with peers while constantly focusing on outcomes.
- Will want function and results immediately.
- Takes on too much, too soon, too fast to maintain control.
- May always want to display his superiority through problems or challenges.
- Has to be a big player if not the leader and may miss out on beneficial role-playing opportunities.
- May over focus on results and overlook others.
- Needs immediate results when involving others.
- May try to utilize many people to obtain results.
- May contradict his beliefs to get results.
- Unwilling to listen to outside viewpoints.
- A desire for better results may be prohibited by his way of living.

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

- Objective, results-driven environment.
- Fast-paced chaotic activity based situations.
- The ability to compartmentalize when facing challenges and in achieving results.
- Ability to be self-starting and forward looking as it relates to challenging the status quo.
- Continual opportunity to challenge and win.
- Management that appreciates and rewards powerful risk-taking.
- Ability to utilize their own strengths to achieve results.
- 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.
- An environment that aligns with his system for solving problems and making decisions.
- A proper forum to challenge rules in which he doesn't agree.
- Ability to achieve results through conformity to traditions.

Keys To Motivating



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

Wayne wants:

- The understanding from management that working and focusing on tangible results is the desired outcome.
- Things done quickly and to the highest level of functionality.
- The freedom to compartmentalize issues when solving problems.
- Power and control over outcomes and goals.
- New and difficult challenges that lead to prestige and status.
- To lead a team that understands the value of short-term and fast-moving ideas and results.
- To get results by incorporating the abilities of others.
- 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.
- A challenge to convince others to his way of thinking.
- A manager and a team that understand if his system is challenged, the disagreement may be discussed in an aggressive way.
- The ability to solve problems with his system at the foundation of the solution.

Keys To Managing



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

Wayne needs:

- To compartmentalize activities in order to accomplish the objectives.
- To set clear expectations for the team in order to obtain tangible results.
- To understand the optimal pace of each team member in order to help maintain momentum.
- Help understanding the effect on his image when he disengages from uncontrolled projects.
- Assistance in staying on task when he is not the leader of the project.
- Help in limiting interruptions because of the desire to be involved in too many projects.
- To understand the desire to win or achieve may cause people to be seen as tools.
- Awareness of how his drive can inspire others to accomplish mutual goals.
- To be given power and authority to achieve results through people.
- Support his desire to achieve results through his own system for living.
- Support in properly displaying his passion for the way things should be.
- A manager that understands his need to defend beliefs, potentially in an emotional manner.

Introduction

Competencies



Your success in any job depends on the value of your contribution to the organization. Managers, mentors and professional coaches can encourage, advise and guide you as you grow professionally. However, the ultimate responsibility for your career development is yours and yours alone.

This report is designed to assist you in managing and developing your career. For many jobs, personal skills are as important as technical skills in producing superior performance. Personal skills are often transferable to different jobs, whereas technical skills are usually more specific.

Based on your responses to the DNA 25 questionnaire, this report indicates your development of 25 personal skills. These 25 personal skills contribute to superior performance in many jobs. Your development of these personal skills are categorized into four levels:

- 1) Well Developed
- 2) Developed
- 3) Moderately Developed
- 4) Needs Development

While personal skills are certainly important for career development, it is not necessary to fully develop every one. In fact, development of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development efforts on the personal skills that are required in your current job, or the job you want.

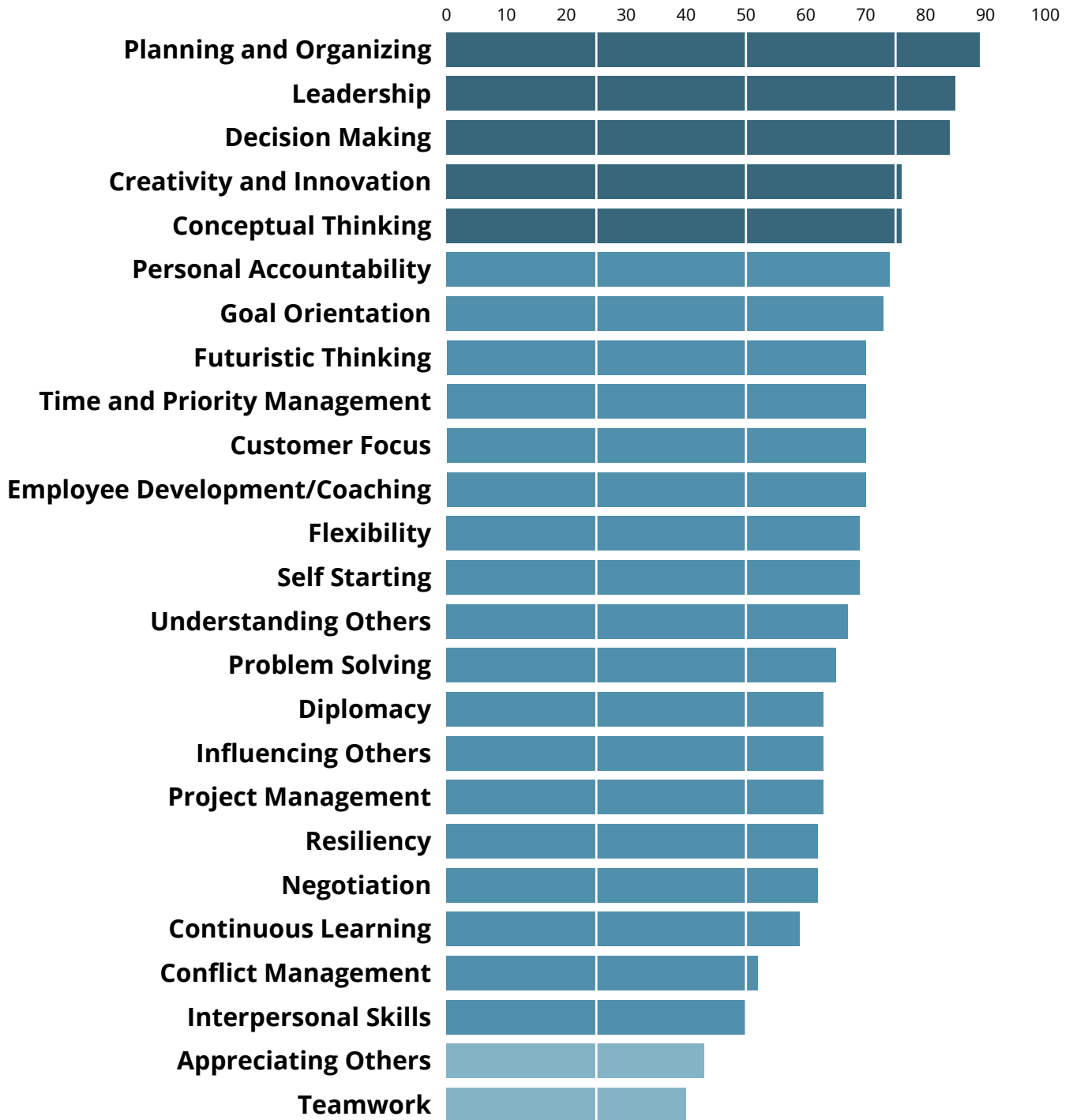
Be sure to read the entire report with an open mind. Everyone has areas where they can improve. Before deciding to work on developing personal skills you have not yet fully developed, you may want to discuss the report with a trusted peer, mentor or professional coach. You may even wish to share the report with your manager. In most cases, management takes a very positive view of individuals who wish to develop their skills.

Development Indicator

Based on Scores



This section of your report shows your development level of 25 personal skills based on your responses to the questionnaire.



T: 8:05

Development Indicator



Based on Means

This section of your report shows your development level of 25 personal skills, based on your responses to the questionnaire. The 25 personal skills have been categorized into four levels, based on means and standard deviations.



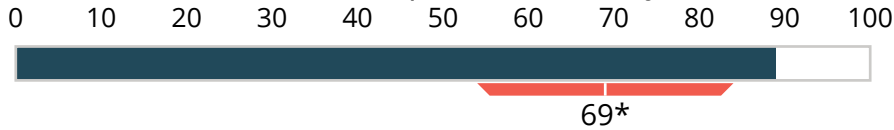
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Competencies Hierarchy



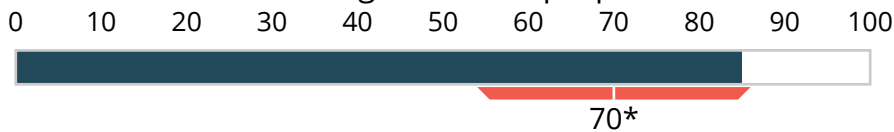
Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.

1. Planning and Organizing - Establishing courses of action to ensure that work is completed effectively.



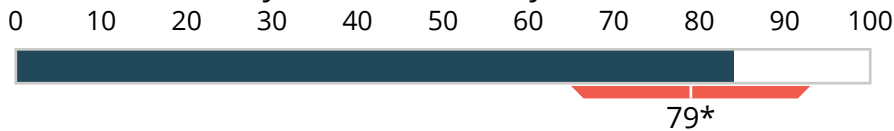
89

2. Leadership - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



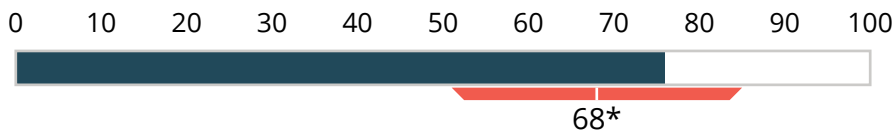
85

3. Decision Making - Analyzing all aspects of a situation to make consistently sound and timely decisions.



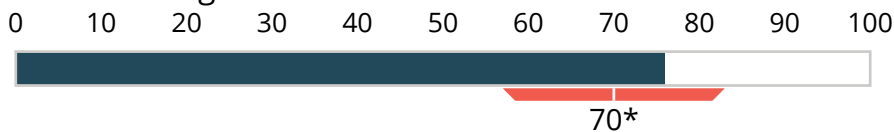
84

4. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



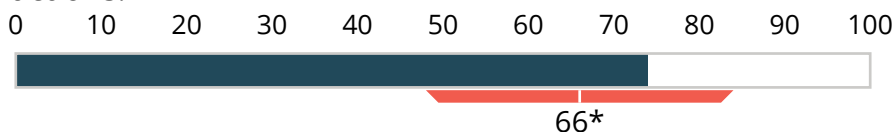
76

5. Conceptual Thinking - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.



76

6. Personal Accountability - Being answerable for personal actions.



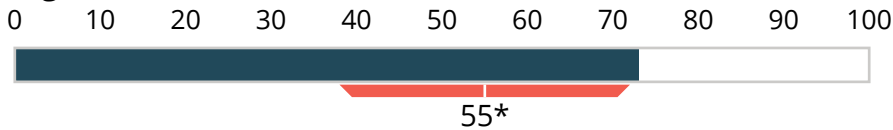
74

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

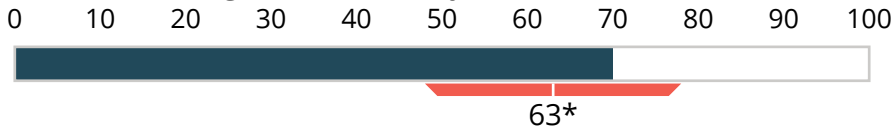
Competencies Hierarchy



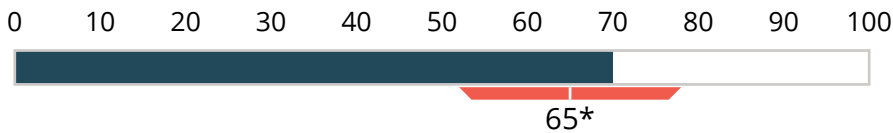
7. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



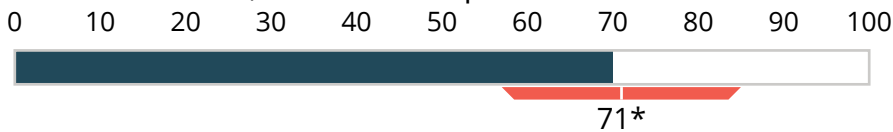
8. Futuristic Thinking - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



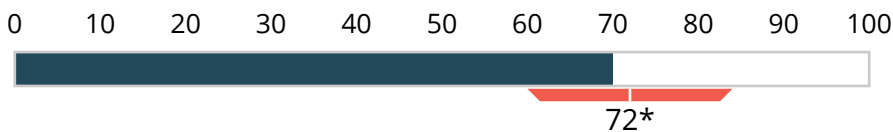
9. Time and Priority Management - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.



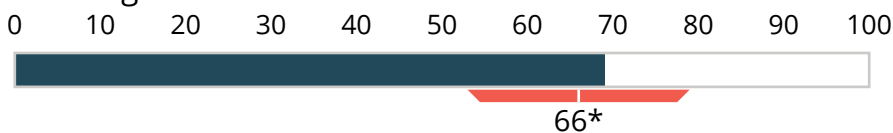
10. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



11. Employee Development/Coaching - Facilitating, supporting and contributing to the professional growth of others.



12. Flexibility - Readily modifying, responding and adapting to change with minimal resistance.

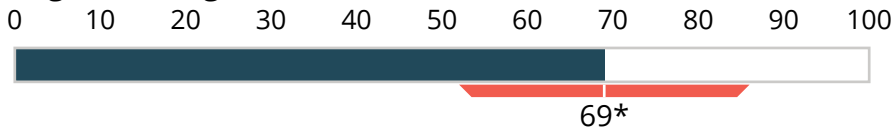


* 68% of the population falls within the shaded area.

Competencies Hierarchy

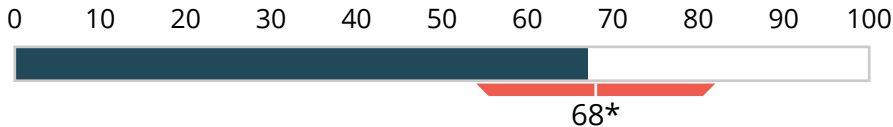


13. Self Starting - Demonstrating initiative and willingness to begin working.



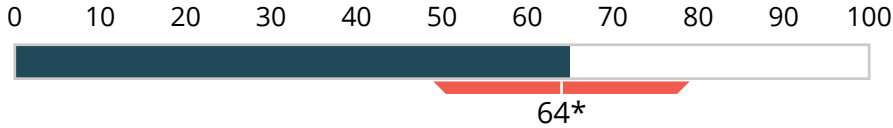
69

14. Understanding Others - Understanding the uniqueness and contributions of others.



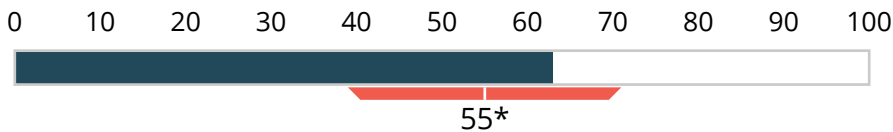
67

15. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



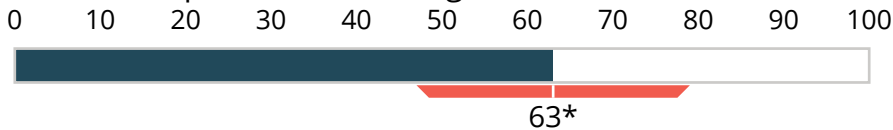
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16. Diplomacy - Effectively and tactfully handling difficult or sensitive issues.



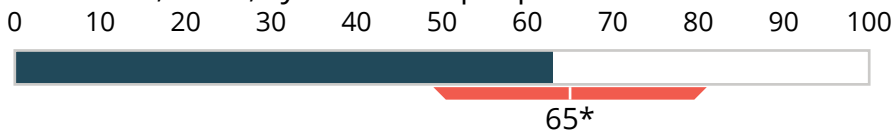
63

17. Influencing Others - Personally affecting others' actions, decisions, opinions or thinking.



63

18. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.



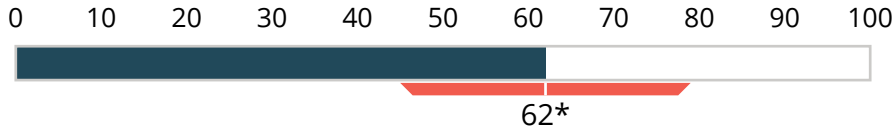
63

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

Competencies Hierarchy

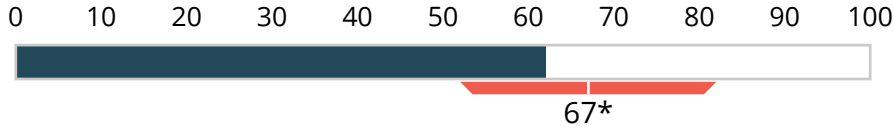


19. Resiliency - Quickly recovering from adversity.



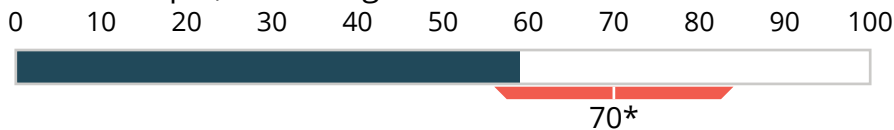
62

20. Negotiation - Listening to many points of view and facilitating agreements between two or more parties.



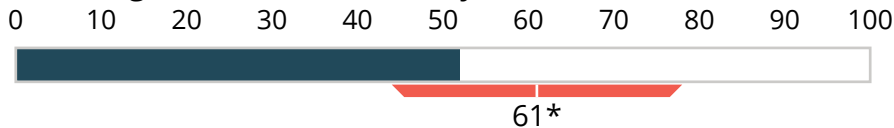
62

21. Continuous Learning - Taking initiative to regularly learn new concepts, technologies and/or methods.



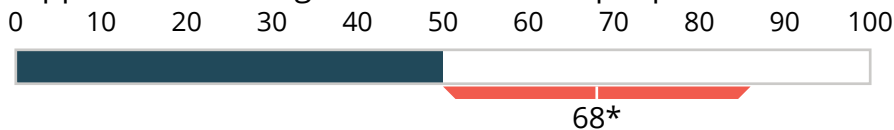
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22. Conflict Management - Understanding, addressing and resolving conflict constructively.



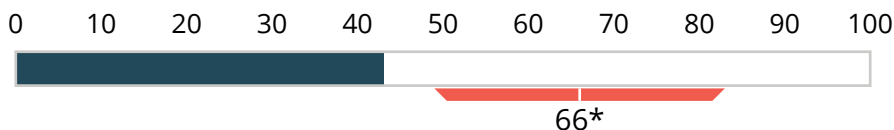
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23. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



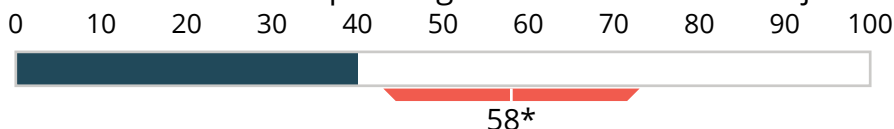
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24. Appreciating Others - Identifying with and caring about others.



43

25. Teamwork - Cooperating with others to meet objectives.



40

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



Summary of Competencies

Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals.

1. **Planning and Organizing:** Establishing courses of action to ensure that work is completed effectively.

- Works effectively within established systems.
- Utilizes logical, practical and efficient approaches.
- Prioritizes tasks for optimum productivity.
- Develops procedures, processes and systems for order, accuracy, efficiency and productivity.
- Anticipates probable effects, outcomes and risks.
- Develops contingency plans to minimize waste, error and risk.
- Allocates, adjusts and manages resources according to priorities.
- Monitors implementation of plans and makes adjustments as needed.
- Establishes action plans to ensure desired results.
- Allows for practical, systematic and organized conclusions.

2. **Leadership:** Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.

- Inspires others with compelling visions.
- Takes risks for the sake of purpose, vision or mission.
- Builds trust and demonstrates integrity with a noticeable congruence between words and actions.
- Demonstrates optimism and positive expectations of others.
- Delegates appropriate levels of responsibility and authority.
- Involves people in decisions that affect them.
- Addresses performance issues promptly, fairly and consistently.
- Adapts methods and approaches to create an environment to allow others to be successful.
- Makes decisions that are best for the organization and attempts to mitigate the negative consequences for people.
- Demonstrates loyalty to constituents.

Summary of Competencies



3. **Decision Making:** Analyzing all aspects of a situation to make consistently sound and timely decisions.
 - Demonstrates an ability to make thorough decisions in a timely manner.
 - Gathers relevant input and develops a rationale for making decisions.
 - Evaluates the impact or consequences of decisions before making them.
 - Acts decisively once all aspects have been analyzed.
 - Focuses on timely decisions after the situations have been completely diagnosed.
 - Willing to update decisions if more information becomes available.
 - Provides a rationale for decisions when necessary.
 - Systematically analyzes information before making a decision.
 - Looks at all aspects of a situation including historical components.
 - Asks the right questions rather than making assumptions to produce a timely decision.

4. **Creativity and Innovation:** Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.
 - Notices unique patterns, variables, processes, systems or relationships.
 - Expresses non-traditional perspectives and/or novel approaches.
 - Synthesizes data, ideas, models, processes or systems to create new insights.
 - Challenges established theories, methods and/or protocols.
 - Encourages and promotes creativity and innovation.
 - Modifies existing concepts, methods, models, designs, processes, technologies and systems.
 - Develops and tests new theories to explain or resolve complex issues.
 - Applies unorthodox theories and/or methods.
 - Imagines new or revolutionary concepts, methods, models, designs, processes, technology, systems, products, services or industries.
 - Combines knowledge, curiosity, imagination, and evaluation to achieve desired results.

5. **Conceptual Thinking:** Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.
 - Demonstrates the ability to identify patterns, themes or connections not noticed by others.
 - Gathers hypothetical or abstract concepts to formulate new insights.
 - Evaluates many patterns to formulate connections.
 - Recognizes unique or unusual perspectives.
 - Envisions hypothetical situations to formulate new concepts.
 - Utilizes patterns to develop new ways to process information.
 - Observes and analyzes data to create new methods, techniques or processes.
 - Sees new possibilities by dissecting the situation and examining the parts.
 - Integrates issues and factors into a practical framework.
 - Understands a situation or problem by identifying patterns or connections, to address key underlying issues.

Summary of Competencies



6. **Personal Accountability:** Being answerable for personal actions.

- Demonstrates the ability to self evaluate.
- Strives to take responsibility for his actions.
- Evaluates many aspects of his personal actions.
- Recognizes when he has made a mistake.
- Accepts personal responsibility for outcomes.
- Utilizes feedback.
- Observes and analyzes data to learn from mistakes.
- Sees new possibilities by examining personal performance.
- Accepts responsibility for actions and results.
- Willing to take ownership of situations.

7. **Goal Orientation:** Setting, pursuing and attaining goals, regardless of obstacles or circumstances.

- Acts instinctively to achieve objectives without supervision.
- Expends the necessary time and effort to achieve goals.
- Recognizes and acts on opportunities to advance progress to meet goals.
- Establishes and works toward ambitious and challenging goals.
- Develops and implements strategies to meet objectives.
- Measures effectiveness and performance to ensure results are attained.
- Acts with a determination to achieve goals.
- Demonstrates persistence in overcoming obstacles to meet objectives.
- Takes calculated risks to achieve results.
- Employs a strategy that affects how they approach tasks and future projects.

8. **Futuristic Thinking:** Imagining, envisioning, projecting and/or creating what has not yet been actualized.

- Demonstrates an ability to connect the dots and see the big picture.
- Looks beyond the forces driving the current reality that may have long-term effects.
- Utilizes foresight and intuitive perception as well as factual events to draw inferences.
- Recognizes, supports and/or champions cutting-edge ideas.
- Anticipates future trends or events.
- Envisions possibilities others may not.
- Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning.
- Creates an environment where forward thinking is the norm not the exception.
- Envisions ideas that may be seen as unobtainable by others.
- Mentally lives in the future and does not allow current technology to cloud their vision.

Summary of Competencies



9. **Time and Priority Management:** Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.

- Effectively manages difficulties and delays to complete tasks on time.
- Effectively manages time and priorities to meet deadlines.
- Presents completed tasks on or before the deadline.
- Demonstrates an ability to maintain deadlines in the midst of crisis.
- Strives to improve prioritization.
- Balances timelines and desired outcomes.
- Takes initiative and prioritizes tasks to stay on schedule.
- Accepts responsibility for deadlines and results.
- Creates an environment conducive to effectiveness.
- Reduces the amount of time spent on non-priorities.

10. **Customer Focus:** Anticipating, meeting and/or exceeding customer needs, wants and expectations.

- Strives to anticipate, identify and understand customers' wants, needs and concerns.
- Responds to customers with a sense of urgency.
- Follows through on customer requests.
- Is patient and courteous with customers.
- Resolves issues and complaints to the satisfaction of customers.
- Expend extraordinary effort to satisfy customers.
- Develops relationships with customers.
- Partners with customers to assist them in achieving their objectives.
- Acts as an advocate for customers' needs.
- Takes professional risks for the sake of customers' needs.

11. **Employee Development/Coaching:** Facilitating, supporting and contributing to the professional growth of others.

- Inspires confidence in others' ability to grow professionally.
- Identifies and facilitates developmental opportunities.
- Encourages initiative and improvement.
- Provides opportunities for enhancement.
- Gives new and challenging work assignments.
- Acknowledges and praises improvements.
- Supports, coaches and mentors the development of others.
- Views mistakes as opportunities for learning.
- Promotes learning and professional growth.
- Understands the uniqueness and current level of each participant.

Summary of Competencies



12. Flexibility: Readily modifying, responding and adapting to change with minimal resistance.

- Responds promptly to shifts in direction, priorities and schedules.
- Demonstrates agility in accepting new ideas, approaches and/or methods.
- Effective in shifting priorities and tasks.
- Modifies methods or strategies to fit changing circumstances.
- Adapts personal style to work with different people.
- Maintains productivity during transitions.
- Embraces and/or champions a shift in activity.
- Strives to adapt to situational demands.
- Capable of changing or adjusting to meet particular or varied needs.
- Able to step outside their comfort zone and try something they haven't done before.

13. Self Starting: Demonstrating initiative and willingness to begin working.

- Possesses a strong work ethic and belief in getting results.
- Takes initiative and does whatever it takes to achieve objectives.
- Projects self-assurance in getting the task started.
- Starts quickly to avoid setbacks.
- Asserts self in personal and professional life.
- Willing to begin working regardless of circumstances.
- Accepts personal responsibility for achieving personal and professional goals.
- Functions effectively and achieves results regardless of circumstances.
- Takes initiative and acts without waiting for direction.
- Displays self-confidence, conscientiousness, assertiveness, persistence and is achievement-oriented.

14. Understanding Others: Understanding the uniqueness and contributions of others.

- Demonstrates the ability to evaluate others.
- Strives to understand the unique qualities of all people.
- Evaluates many aspects of the people in his surroundings.
- Recognizes how other people can contribute.
- Accepts individuals' unique abilities and looks for ways for them to contribute.
- Utilizes feedback to identify strengths in other people.
- Seeks to understand how certain decisions can impact others.
- Sees the unique contributions of colleagues.
- Relates and connects with others.
- Understands the unique motivations, needs and aspirations of others.

Summary of Competencies



15. Problem Solving: Defining, analyzing and diagnosing key components of a problem to formulate a solution.

- Anticipates, identifies and resolves problems or obstacles.
- Utilizes logical processes to analyze and solve problems.
- Defines the causes, effects, impact and scope of problems.
- Identifies the multiple components of problems and their relationships.
- Prioritizes steps to a solution.
- Defines and develops criteria for optimum solutions.
- Evaluates the potential impact of possible solutions.
- Looks for specific goals, clearly defined solution paths, and/or clear expected solutions.
- Allows for initial planning including some abstract thinking to come up with creative solutions.
- Understands and defines the problem before jumping to a solution.

16. Diplomacy: Effectively and tactfully handling difficult or sensitive issues.

- Effectively utilizes tact and diplomacy in working with people across hierarchical, functional and/or cultural borders.
- Understands cultural, climate and organizational issues.
- Adapts conduct and communications to "politically correct" standards.
- Effectively leverages networks of influence to enable progress.
- Is sensitive to the needs of special interest groups within organizations.
- Builds relationships and networks with key people of influence.
- Provides advice, counsel and mentoring on organizational issues.
- Utilizes both formal and informal networks internally to obtain support and achieve results.
- Expresses the context of a situation in a non-confrontational or positive manner.

17. Influencing Others: Personally affecting others' actions, decisions, opinions or thinking.

- Utilizes the knowledge of others' needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
- Builds trust and credibility before attempting to promote concepts, products or services.
- Understands and utilizes the behaviors of others to personally affect an outcome.
- Uses logic and reason to develop rational arguments that challenge current assumptions.
- Identifies and addresses the barriers that prevent people from seeing the benefits.
- Adapts techniques to understand and meet the needs and wants of those being influenced.
- Understands the role self-awareness plays in influencing others.
- Leverages a person in an indirect but important way.
- Produces effects on the actions, behavior and opinions of others.
- Brings others to their way of thinking without force or coercion.

Summary of Competencies



18. Project Management: Identifying and overseeing all resources, tasks, systems and people to obtain results.

- Identifies all required components to achieve goals, objectives or results.
- Demonstrates the ability to utilize the right people to complete the project.
- Establishes high performance standards.
- Holds people accountable and is focused on goals and priorities.
- Identifies barriers to objectives and removes them.
- Delegates appropriate responsibilities and authority.
- Ensures adequate resources are available to achieve objectives.
- Makes decisions that benefit the outcome of the project.
- Plans, organizes, motivates and controls resources, procedures and protocols to achieve specific goals.
- Maintains the objectives while honoring designated constraints.

19. Resiliency: Quickly recovering from adversity.

- Demonstrates the ability to overcome setbacks.
- Strives to remain optimistic in light of adversity.
- Evaluates many aspects of the situations to create a positive outcome.
- Recognizes criticism is an opportunity to improve.
- Accepts setbacks and looks for ways to progress.
- Utilizes feedback to forge forward.
- Seeks to understand how certain obstacles can impact results.
- Sees the unique opportunities by overcoming challenges.
- Swiftly works through the emotions and effects of stressful events.
- Copes with the inevitable bumps in life.

20. Negotiation: Listening to many points of view and facilitating agreements between two or more parties.

- Understands both parties must get something they want before agreement is feasible.
- Listens to identify and understand what each party wants.
- Determines what each party is willing to accept in an agreement.
- Establishes a non-threatening environment conducive to open communication for discussing possible terms of agreement.
- Develops the terms for an agreement.
- Ensures each party understands the terms of agreement.
- Binds agreements between parties with verbal and/or written contracts.
- Listens to all sides involved and ensures all parties understand the issues.
- Allows all parties to express their viewpoints.
- Facilitates mutually beneficial outcomes to satisfy various interests.

Summary of Competencies



21. Continuous Learning: Taking initiative to regularly learn new concepts, technologies and/or methods.

- Demonstrates curiosity and enthusiasm for learning.
- Takes initiative in acquiring and mastering the skills and knowledge requirements of a position.
- Keeps abreast of current or new information through reading and other learning methods.
- Actively interested in new technologies, processes and methods.
- Welcomes or seeks assignments requiring new skills and knowledge.
- Expends considerable effort and/or time on learning.
- Genuinely enjoys learning.
- Identifies opportunities to gain knowledge.
- May be considered a knowledgeable resource by others.
- Enjoys new resources or methods for learning.

22. Conflict Management: Understanding, addressing and resolving conflict constructively.

- Readily identifies and addresses issues, concerns or conflicts.
- Recognizes opportunities for positive outcomes in conflict situations.
- Reads situations accurately to pinpoint critical issues.
- Listens to gain understanding of an issue from different perspectives.
- Diffuses tension and effectively handles emotional situations.
- Assists people in adversarial positions to identify common interests.
- Strives to settle differences equitably.
- Settles differences without damaging relationships.
- Strives to limit the negative aspects of conflict while increasing the positive.
- Focuses on enhancing learning and group outcomes, including effectiveness or performance.

23. Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.

- Strives for self-awareness in a social setting.
- Demonstrates sincere interest in others.
- Treats all people with respect, courtesy and consideration.
- Respects differences in the attitudes and perspectives of others.
- Listens, observes and strives to gain understanding of others.
- Communicates effectively.
- Shows sensitivity to diversity issues.
- Develops and maintains relationships with many different kinds of people regardless of differences.
- Handles any situation gracefully by using non-verbal communication, in-depth questioning and listening skills.
- Recognizing other's perspectives, by actively listening, thus providing many views of a given situation.

Summary of Competencies



24. **Appreciating Others:** Identifying with and caring about others.

- Demonstrates genuine concern for others.
- Respects and values people.
- Wants to ensure people experience positive emotions.
- Expend considerable effort to impact the needs, concerns and feelings of others.
- Advocates for the interests, needs and wants of others.
- Demonstrates sensitivity and understanding.
- Takes personal and/or professional risks for the sake of others.
- Recognizes and enjoys the good qualities of others.
- Provides support, appreciation and recognition.
- Displays kindness and concern for others.

25. **Teamwork:** Cooperating with others to meet objectives.

- Respects team members and their individual perspectives.
- Makes team objectives a priority.
- Works toward consensus when team decisions are required.
- Meets agreed-upon deadlines on team assignments and commitments.
- Shares responsibility with team members for successes and failures.
- Keeps team members informed regarding projects.
- Supports team decisions.
- Recognizes and appreciates the contributions of team members.
- Behaves in a manner consistent with team values and mission.
- Provides constructive feedback to team members.
- Responds positively to feedback from team members.
- Raises and/or confronts issues limiting team effectiveness.

Getting The Most From Your Report



Questions about the personal skills you are well developed in:

- Are you using the personal skills you are well developed in more in your personal or professional life?
- How is your development of these personal skills contributing to your success?
- How can you use these personal skills to advance your career, get a promotion or secure a better job?
- Do other people know that you are well developed in these personal skills?
- If not, what would be the benefit of sharing this information with them?

Questions about the personal skills in which you are developed and moderately developed:

- How has not fully developing these personal skills hindered your ability to succeed personally or professionally?
- Which of these personal skills might help you the most personally, if you developed them more thoroughly?
- Which of these personal skills might help you the most professionally, if you developed them more thoroughly?

Questions about the personal skills you have not yet developed:

- Which of these personal skills might help you the most personally, if you developed them?
- Which of these personal skills might help you the most professionally, if you developed them?