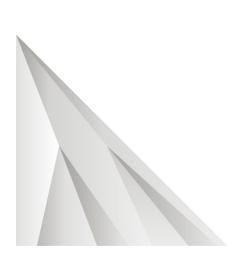




Mario Sample Team Leader ABC Company 2-6-2018

#### **Your Professional Assessment Solution!**

TTI Success Insights Central & Eastern Europe LLC. www.ttisuccessinsights-cee.eu (+36) 1 336 10 57 hq@successinsights-cee.eu





# 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.



### **General Characteristics**

Based on Mario'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 Mario's natural behavior.

Mario prides himself on being incisive. He wants to get things done by proceeding with the facts that are at hand. To some people, Mario may appear to be analytical. Rules and procedures provide security for his job performance. Mario can devote all his energy to the job, and that offers security to his work situation. He has a need to achieve in an environment in which the quality is controlled. He can become frustrated when put in a situation that is nothing more than a rambling discussion. Mario tends to be precise about his use of time and can become frustrated when others interrupt him when in the middle of a task. He resists change if he feels the change will lower the quality of his work. If change is inevitable, he may need reassurances that his standards will continue to be met. He wants to know the company rules so he can follow them, and he may become upset when others continually break the rules. Because of high expectations of his own job performance, Mario may sometimes feel that other workers cannot perform up to his standards. Mario is task-oriented; however, he can still maintain good working relationships with others as long as they share his concern for excellence. He wants to make certain that detailed reports are accurately completed. This tendency can be reassuring to Mario's supervisors.

Mario usually judges others by the quality of their work. He may find it difficult to recognize others' strengths, if their work does not meet his high standards. He uses data and facts to support the big decisions, because it makes him feel more confident that his decisions are correct. He takes pride in his competence or his ability to understand all the facts of a situation. He is good at concentrating on data while looking for the best method of solving the problem. He gets frustrated when well-established rules are not observed by others. He prefers to have everyone adhere to the same rules and regulations. Mario places an emphasis on the cognitive process and logic when making decisions. He is skilled at observing and collecting data on different subjects. If he has a real passion for a given subject, he will read and listen to all the available information on the subject. He tends to postpone the decision-making process until he has all the facts. He follows company policy, if aware of it.





## General Characteristics Continued

Mario prefers meetings that start and finish on time. He may get upset with people who do not adhere to rules and how things "should be done." Mario's logical, methodical way of gathering data is demonstrated by his ability to ask the right questions at the right time. He is intuitive and is able to ask good questions in order to get the critical, complete information he seeks. People who show up early or late for appointments may upset him, since his work plans are disrupted. Mario makes an agenda and prefers that others not change it. Mario does not like to work for a manager who uses a confrontational management style. He tends to withdraw and not express himself, and may become unproductive if he feels threatened. He is usually soft-spoken, but his demeanor may be deceptive to those who work with him. He may possess strong and unwavering convictions that are not always apparent to others. He does not seek confrontation, but if he is confronted, he will present his case with enough supportive data that he will probably win. He enjoys analyzing the motives of others. This allows him to develop his intuitive skills.



Adapted Style Natural Style DISC DISC 60



# Value to the Organization

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

- Conscientious and steady.
- Accurate and intuitive.
- Always concerned about quality work.
- Objective--"The anchor of reality."
- Proficient and skilled in his technical specialty.
- Always looking for logical solutions.
- Objective and realistic.



DISC DISC

Natural Style

Adapted Style



# **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 Mario. 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 Mario most frequently.

Ways to Communicate	
☐ Prepare your "case" in advance.	
Provide solid, tangible, practical evidence.	
☐ Make an organized contribution to his efforts, present specifics and do what you say you can do.	
☐ Provide details in writing.	
☐ Follow through, if you agree.	
Listen to him.	
☐ Make an organized presentation of your position, if you disagree.	
☐ Use the proper buzz words that are appropriate to his expertise.	
☐ Give him time to verify reliability of your actions; be accurate, realistic.	
☐ Give him time to analyze the data before making a decision.	
☐ Be prepared with the facts and figures.	
Give him time to be thorough, when appropriate	



Respect his quiet demeanor.



## **Ineffective Communication**

This section of the report is a list of things NOT to do while communicating with Mario. Review each statement with Mario 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 ☐ Push too hard, or be unrealistic with deadlines. Make conflicting statements. Dillydally, or waste time. ☐ Stand too close--give two to three feet of space. ☐ Threaten, cajole, wheedle, coax or whimper. Overuse gestures. ☐ Pretend to be an expert, if you are not. Be superficial. ☐ Say "trust me"--you must prove it. Leave things to chance or luck. Use inappropriate buzz words. ☐ Make statements about the quality of his work unless you can prove it.

Adapted Style Natural Style DISC DISC



# **Communication Tips**

This section provides suggestions on methods which will improve Mario'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, Mario 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
- 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
- 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 Mario's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Mario to project the image that will allow him to control the situation.

### Self-Perception

Mario usually sees himself as being:

Precise

Thorough

Moderate

**Diplomatic** 

Knowledgeable

Analytical

### Others' Perception - Moderate

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

Pessimistic

Picky

Worrisome

Fussy

### Others' Perception - Extreme

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

Perfectionistic

Hard-to-Please

Strict

Defensive



DISC DISC

Natural Style



### 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 giving public presentations, as doing so will cause stress.
- Avoid situations where forced to trust without supporting data.
- Avoid environments that are about quantity over quality.

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

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

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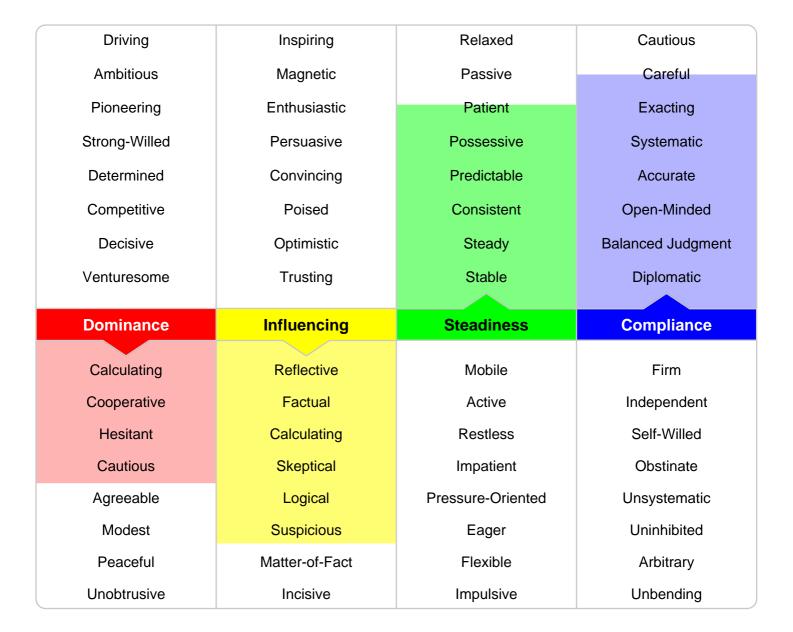
Adapted Style

Natural Style



# **Descriptors**

Based on Mario'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.





# Natural and Adapted Style

Mario'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**

Mario is cautious in his approach to problem solving and does not attempt to demand that his view, or opinion, be accepted at face value. Mario likes to solve problems within the framework of a team environment. He will look for a compromise as opposed to a win-lose situation.

#### **Adapted**

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

### **People - Contacts**

#### **Natural**

Mario 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.

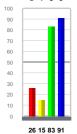
#### **Adapted**

Mario 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.

Adapted Style

DISC DISC

Natural Style





# Natural and Adapted Style Continued



### Pace - Consistency

#### **Natural**

Mario is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. He prefers to complete one task before starting the next and prefers an environment that is predictable.

#### **Adapted**

Mario 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**

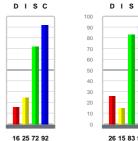
#### **Natural**

Mario is concerned with doing things right. He can be quite worrisome and possibly fearful that mistakes will crop into the procedure. He will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.

#### **Adapted**

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

Adapted Style



DISC

Natural Style



# Adapted Style

Mario 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.

- Disciplined, meticulous attention to order.
- Being cooperative and supportive.
- Traditional, quality-oriented work model to follow.
- Critical appraisal of data.
- Maintaining a clean and organized work station.
- Using restraint when confrontation occurs.
- Being a good "team player."
- Presenting a practical, proven approach to decision making.
- Being cordial and helpful when dealing with new clients or customers.
- Precise, analytical approach to work tasks.
- Being conservative, not competitive, in nature.





### **Time Wasters**

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

# Seeking The Best, But Not Necessarily Workable Solutions

Always seeking the best solution may prohibit getting the task accomplished. Something better is always on the horizon.

#### **Possible Causes:**

- Want to do things right the first time
- Want personal approval for preciseness of work
- Fear criticism if solution doesn't work

#### **Possible Solutions:**

- Establish required standards
- Determine the solution that meets or exceeds those standards
- Set a timeline for making a decision or completing a task

### Tendency To Be Overly Neat and Orderly

The tendency to be overly neat and orderly is usually a compulsive behavior that overrides the need to accomplish a task. More importance may be placed on cleaning off your desk than completing the actions required (out of sight, out of mind).

#### **Possible Causes:**

- Easily distracted by non-related materials in view
- Need a systematic method of working
- Catalog information for later retrieval

#### **Possible Solutions:**

Recognize that this is a strength as long as it is not over extended





## Time Wasters Continued

### Prolong Events In Order To Gain Improved Results

Prolonging events in order to gain improved results is the process of doing and redoing, evaluating and re-evaluating and changing to and changing back as a way of "testing" the best possible outcome.

#### **Possible Causes:**

- Want to ensure that success is always achieved
- Feel that if rushed, the results will not be satisfactory
- Hope situations will work out themselves

#### **Possible Solutions:**

- Set realistic schedule and timeline
- Follow the schedule
- Seek advice or assistance from others

### Overreacting To Constructive Criticism

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

#### **Possible Causes:**

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

#### **Possible Solutions:**

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





# Time Wasters Continued

### Seeking "All" of The Facts

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

#### **Possible Causes:**

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

#### **Possible Solutions:**

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

### Looking For "Hidden Meaning"

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

#### **Possible Causes:**

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

#### **Possible Solutions:**

Ask questions

(+36) 1 336 10 57

Share initial evaluation/opinion with others

Natural Style Adapted Style DISC DISC

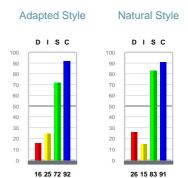


# Areas for Improvement

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

### Mario has a tendency to:

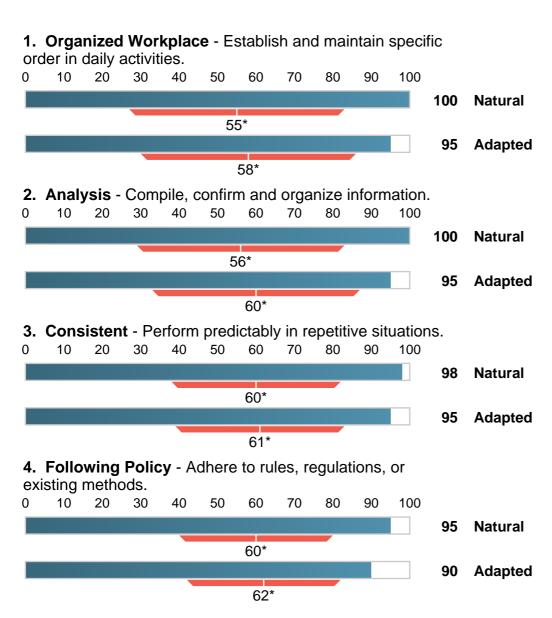
- Be bound by procedures and methods--especially if he has been rewarded for following these procedures.
- Have difficulty making decisions because he's mostly concerned about the "right" decision. If precedent does not give direction, his tendency is to wait for directions.
- Be suspicious and pessimistic of any new project. Wants more support than is necessary.
- Be self-deprecating--doesn't project self-confidence.
- Lean on technical achievement.
- Get bogged down in details and use details to protect his position.
- Tell ideas as opposed to sell ideas.
- Be overly intense for the situation.
- Prefer things to people--things don't show emotion or need restraint.





# **Behavioral Hierarchy**

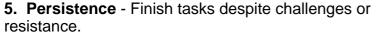
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

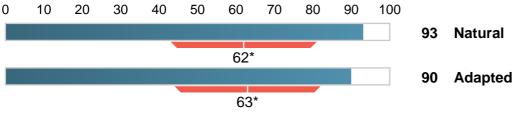


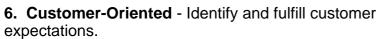
 $<sup>^{\</sup>ast}$  68% of the population falls within the shaded area.

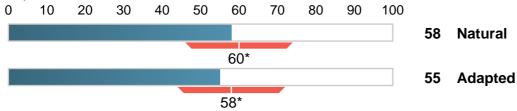


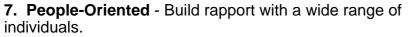
# Behavioral Hierarchy Continued

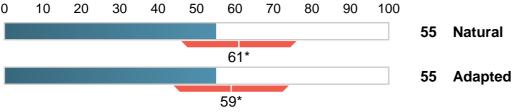


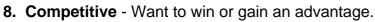


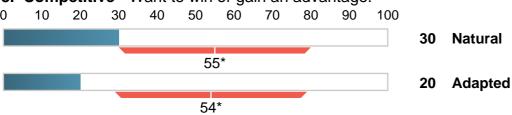








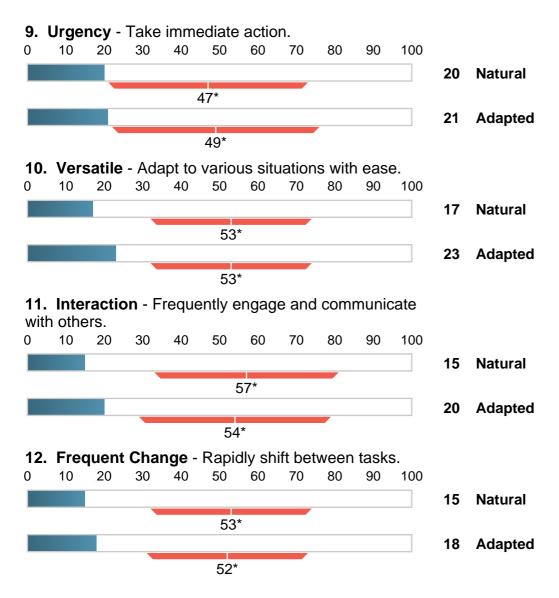




<sup>\* 68%</sup> of the population falls within the shaded area.



# Behavioral Hierarchy Continued



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# Style Insights® Graphs 2-6-2018

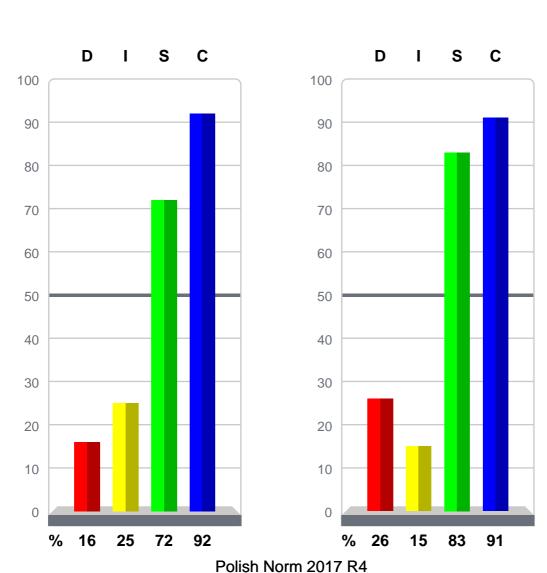


### Adapted Style

**Graph I** 

### Natural Style

**Graph II** 





# 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.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

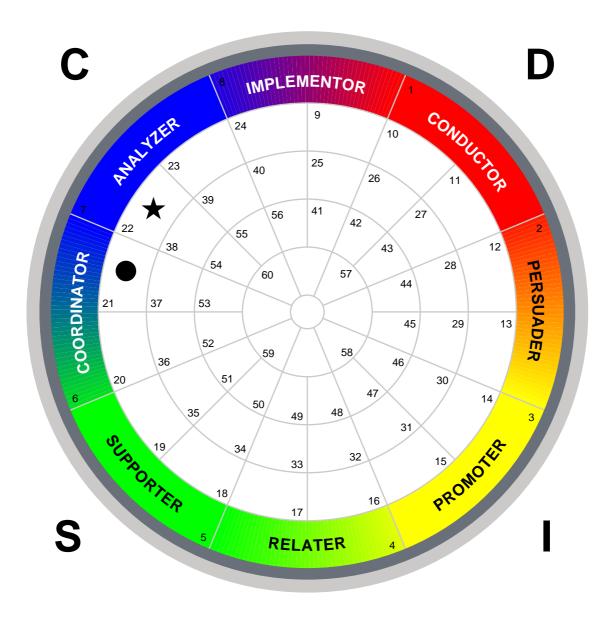
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

2-6-2018



Adapted: (22) COORDINATING ANALYZER Natural: (21) ANALYZING COORDINATOR

Polish Norm 2017 R4



# **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 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<sup>TM</sup> 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.

Mario is driven to be very diligent and resourceful. He is driven by a long list of wants and will work hard to achieve them. He is motivated by increasing productivity and efficiency. He can set aside his own agenda for the good of the company. Mario focuses on the greater good versus advancing his position. He likes to be behind the scenes and get things done. He will research a subject if it's something Mario is passionate about. He doesn't require a full explanation of details. Mario is most comfortable working in an aesthetically pleasing environment. He will thrive in a role where he can experience self-realization and gratification. He may gather elements from multiple systems to implement as needed. He may attempt to assist an individual or group overcome adversity.

Based on his enterprising nature, Mario is sensitive to wasting time, resources and/or opportunities. He will be creative when resources are scarce. He will form personal and professional relationships without having an agenda. He is a natural fit playing the supporting role. Mario will view and use knowledge as a needed resource or a means to an end. He is comfortable starting a project before gathering all the necessary information. Looking and feeling good enhances his daily productivity. He will focus on the importance of appearance as well as functionality. Mario may be able to pick and choose the traditions to which he will adopt. He may seek new ways to accomplish routine tasks. Mario's intention to help others is determined on an individual basis. He will be generous with time, research and information if the cause appeals to his own self-interest.



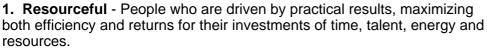
### **General Characteristics**

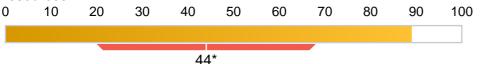
Mario can be patient and sensitive to others if they have a common cause. He may overlook traditions or boundaries to complete a task. He aspires to create unity and balance in his work environment. He will learn based on his perception of what's important from the situation. Mario excels when working for a powerful leader. Job security is more important to Mario than a prestigious title. He is driven to maximize opportunities in order to create financial flexibility. He will create opportunities for others if he sees a greater return in the future.

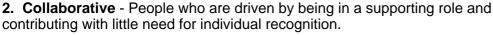


# **Primary Driving Forces Cluster**

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.

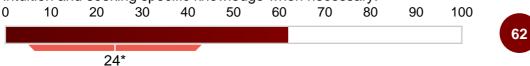




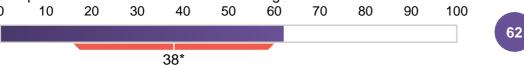




# **3. Instinctive** - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



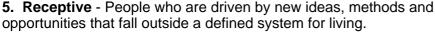
# **4. Harmonious** - People who are driven by the experience, subjective viewpoints and balance in their surroundings.

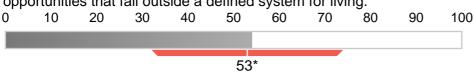




# Situational Driving Forces Cluster

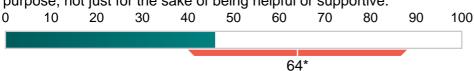
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.





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



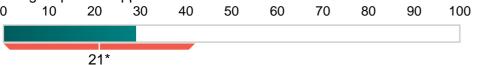
46

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



36

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

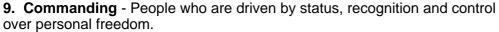


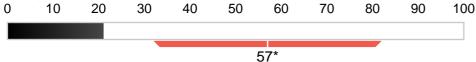
29



# 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.



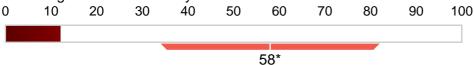


10. Objective - People who are driven by the functionality and objectivity of their surroundings.



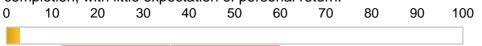
46\*

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



19

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



36\*

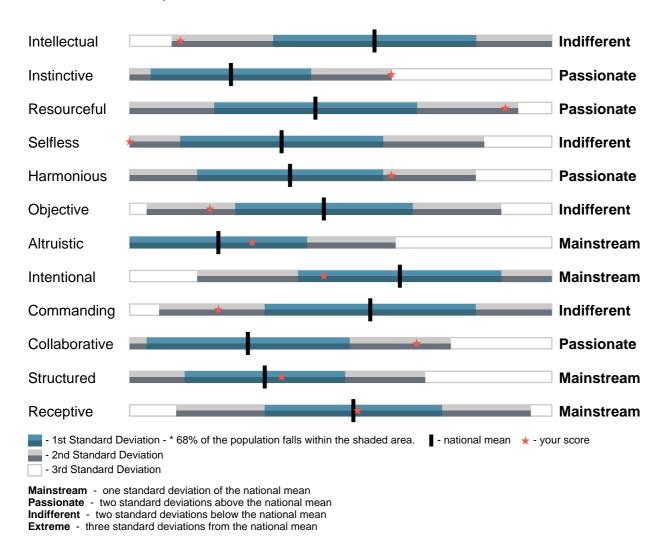


### **Areas for Awareness**

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.

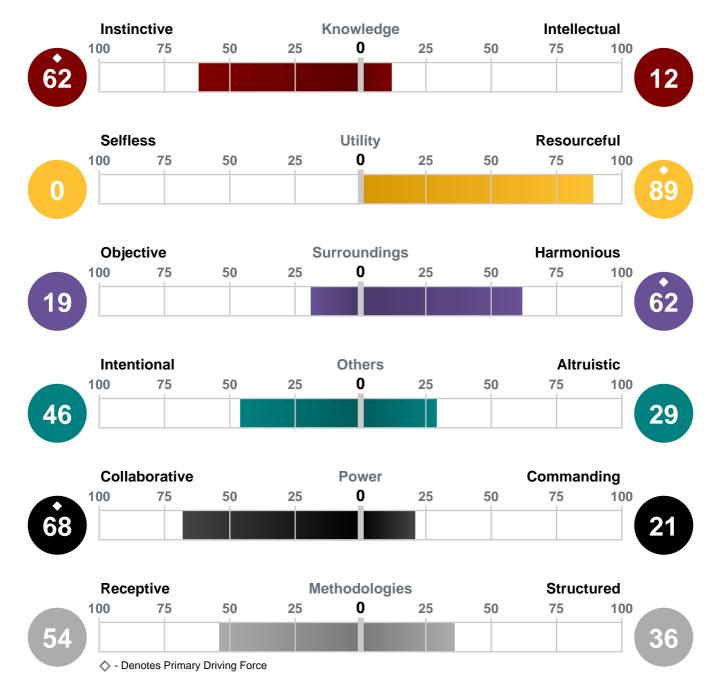
### Norms & Comparisons Table - Polish Norm 2017





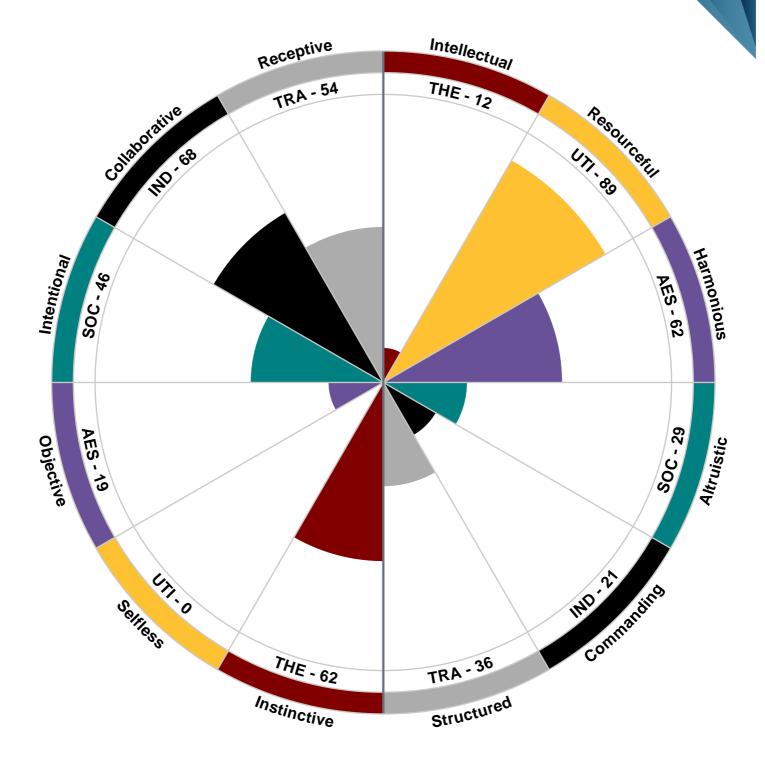
# **Driving Forces Graph**







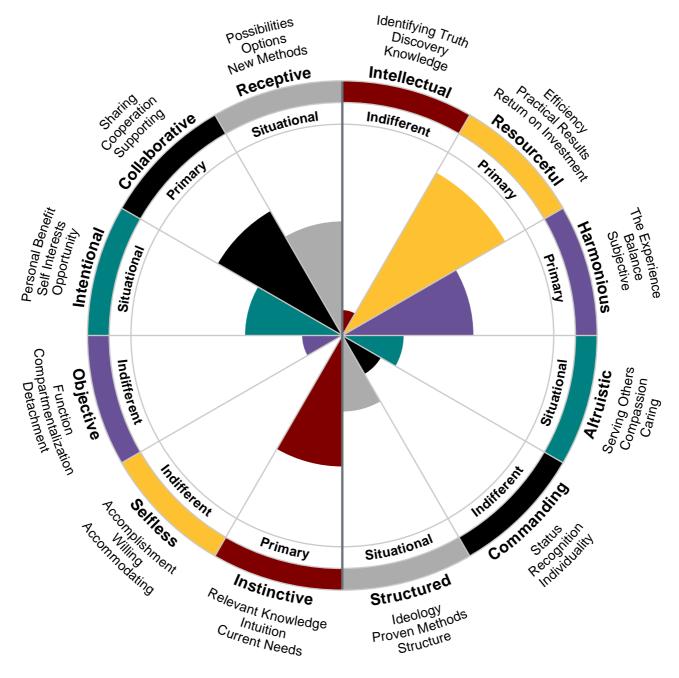
# **Driving Forces Wheel**



TTI Success Insights Central & Eastern Europe LLC.









### 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 Mario'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.

Brings a good mixture of procedure orientation and creativity.

•	Sees the details and resources needed to achieve desired return.
•	Tends to make accurate decisions based on facts and return on investment, rather than emotions.
•	Completes a due diligence process when making investments or taking risks.
•	Will make sure the team does it right the first time.
•	Contributes to refining policies and procedures.
•	Can relinquish control as long as his high standards are maintained.
•	Intuitive about finding specific details and data.
•	Defines and clarifies procedures clearly by having and providing necessary information.
•	Wants to know specific details about the process, which leads to higher standards.
	Gives clear specific instructions to maintain balance.
-	Civos dicar opcomo metraditorio to maintam balarios.
•	He brings extreme detail and precision to the project in order to

enhance the experience.



# Potential Behavioral and Motivational Conflict

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

Takes criticism personally and may need time to bounce back.

His process may not always translate to beauty or creativity.

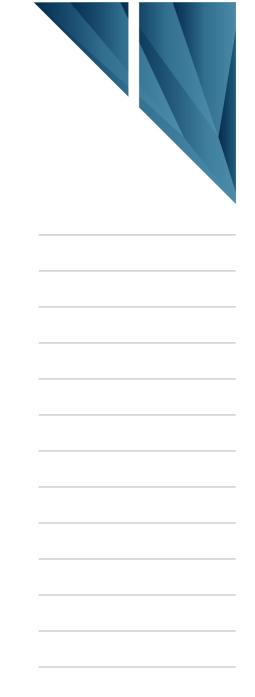
•	Desires to be seen as resourceful, yet is fearful of making mistakes.	
•	Will have a desire to take risks, but will be fearful of failure.	_
•	Only looks for the safe investment of time and resources.	_
•	<ul> <li>He feels most effective when he can work on the plan through structure.</li> </ul>	
•	Can confuse his desire to support the group with his want for enforcing rules.	
•	Willing to relinquish control if his standards are met	
•	<ul> <li>Needs specific data for comfort but may rely on intuition when finishing goals.</li> </ul>	_
•	<ul> <li>May be seen as a procrastinator due to his desire to find the right information and fear of making a mistake.</li> </ul>	
•	Wants an intuitive process but constantly looking to make sure it is correct.	
•	Has trouble starting a new project that conflicts with the harmony of the organization.	



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

- Documented and verifiable explanation of compensation and incentive structures.
- Clearly defined rules, procedures and pathway to meet performance objectives.
- Ability to be direct and to-the-point with the appropriate return on investment data.
- Ability to be involved in the review and storage of facts and data.
- Rewards for supporting and adhering to processes and procedures.
- A familiar group to share ideas and thought processes through facts and data.
- An environment where bringing the right information to a meeting is rewarded.
- Appreciation for gathering the exact data needed to avoid mistakes.
- Logical and intuitive approach to problem solving.
- An environment where detail orientation and processes create organizational symmetry.
- Rewards for the utilization of facts and data in order to determine a holistic direction.
- Permission to cross boundaries in order to achieve personal balance.





# **Keys to Motivating**

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

#### Mario wants:

- Policies to follow that have previous evidence of achieving results.
- All facts and details necessary to achieve desired results.
- The understanding from management that the process is as important as achieving the results.
- The opportunity to carefully calculate risks while supporting the plan of action.
- Procedures and protocol to be followed for the greater good of the organization.
- High standards maintained throughout the group.
- Background and specific detailed information on the procedures in order to ensure they are correct.
- Time to gather necessary data and facts in order to work through challenges and conflicts.
- Relevant information to eliminate the chance of making a mistake.
- Complete and precise systems and procedures that create a harmonious workplace.
- The ability to base company morale initiatives on facts and data.
- To have charts and information attractively displayed for the purpose of function.





# **Keys to Managing**

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

#### Mario needs:

- A manager that understands that communication will be facts and bottom-line driven.
- Time to review and analyze data in order to understand the potential return on investment before making a decision.
- Time provided for reviewing the procedure and/or systems behind the new project or opportunity.
- To set goals that support the organization.
- A manager that understands his strong stance on issues is from the need to protect the greater good of the organization.
- To be seen as a strong proponent of procedures and protocol.
- To understand the appropriate amount of detail in order to move ideas forward.
- To present suitable information relevant to a given audience.
- The ability to recognize when he is in "paralysis-by-analysis" mode and could rely more on intuition.
- Opportunities to detail and create harmonious working conditions.
- A manager that appreciates the balance in regards to his suggestions.
- A manager who will hold others accountable to company expectations and policies.





### **Action Plan**

The following are examples of areas in which Mario may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education

- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

Area:	 
1.	
2.	
3.	
Area:	
1.	
2.	
3.	
Area:	 
1.	
2.	
3.	

Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_