



TTI  
SUCCESS  
INSIGHTS®

# TriMetrix® DNA

## Leadership Version

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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 Section



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

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

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

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

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

*All people exhibit all four behavioral factors to varying degrees of intensity.*  
—W.M. Marston

# Behavioral Characteristics



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

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

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

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



# Behavioral Characteristics

## Continued



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



# Value to the Organization



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

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



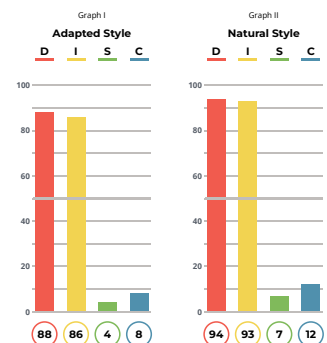
# Checklist for Communicating



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

## Ways to communicate with John:

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



# Checklist for Communicating

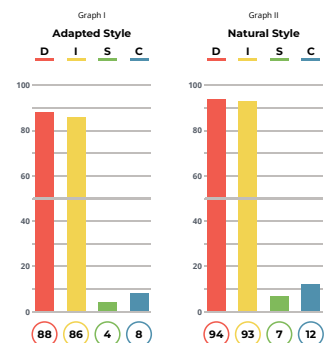
## Continued



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

### Ways not to communicate with John:

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



# Communication Tips



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

## Compliance

When managing or interacting with a person who is dependent, neat, conservative, perfectionist, careful, and compliant:

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

## Dominance

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

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

## Steadiness

When managing or interacting with a person who is patient, predictable, reliable, steady, relaxed, and modest:

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

## Influence

When managing or interacting with a person who is magnetic, enthusiastic, friendly, demonstrative, and political:

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

# Perceptions



## See Yourself As Others See You

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



### John usually sees himself as being:

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



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

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



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

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

# Potential Hidden Influences



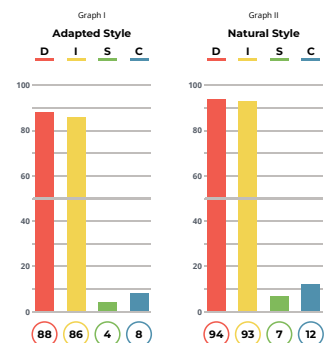
*This section explores John's "lowest" behavioral factor, including situations to avoid if possible, as well as suggestions on how John might adapt to his surroundings when required to operate outside his "natural" style.*

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

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

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

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



# Descriptors



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

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

# Natural & Adapted Style



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

## Problems & Challenges

### Natural

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

### Adapted

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

## People & Contacts

### Natural

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

### Adapted

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

# Natural & Adapted Style

## Continued



### Pace & Consistency

#### Natural

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

#### Adapted

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



### Procedures & Constraints

#### Natural

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

#### Adapted

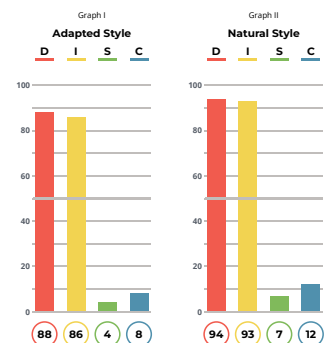
John sees no need to dramatically adjust his approach to rules and procedures in his current environment. He likely feels that his natural attention to detail and standards are well suited to the requirements of the current setting.

# Adapted Style



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

- ✓ 1. Questioning the status quo and seeking more effective ways of accomplishment.
- ✓ 2. A competitive environment combined with a high degree of people skills.
- ✓ 3. Quickly responding to crisis and change with a strong desire for immediate results.
- ✓ 4. Exhibiting an active and creative sense of humor.
- ✓ 5. Moving quickly from one activity to another.
- ✓ 6. Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- ✓ 7. A good support team to handle paperwork.
- ✓ 8. Dealing with a wide variety of work activities.
- ✓ 9. Skillful use of vocabulary for persuasive situations.
- ✓ 10. Working without close supervision.
- ✓ 11. Handling a variety of activities.



# Productivity Boosters



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

## Empower Others

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

### Understanding his preferred approach:

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

### How he might increase his productivity:

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

## Be Decisive

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

### Understanding his preferred approach:

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

### How he might increase his productivity:

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



# Productivity Boosters

## Continued



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

## Prioritize Tasks

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

### Understanding his preferred approach:

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

### How he might increase his productivity:

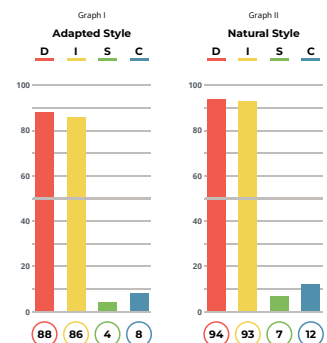
1. Allow team members to take the lead on some tasks to share responsibilities and avoid personal overload.
2. Communicate task priorities clearly to avoid confusion about which projects require immediate attention.
3. Encourage feedback on project prioritization to help balance workload and prevent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

## Think Through Decisions

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

### Understanding his preferred approach:

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



# Productivity Boosters

## Continued



### How he might increase his productivity:

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

## Mindful Communication

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

### Understanding his preferred approach:

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

### How he might increase his productivity:

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

## Embrace Challenges

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



# Productivity Boosters

## Continued

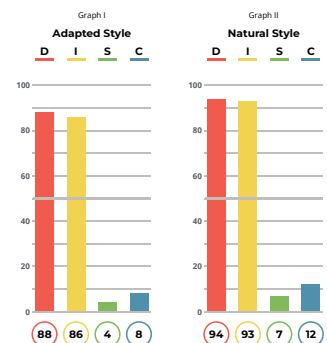


### Understanding his preferred approach:

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

### How he might increase his productivity:

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



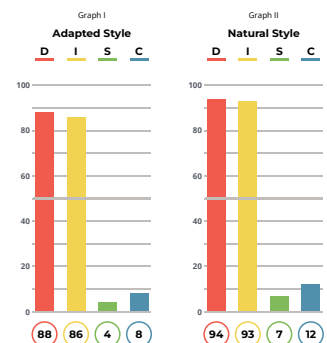
# Areas for Improvement



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

## John has a tendency to:

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

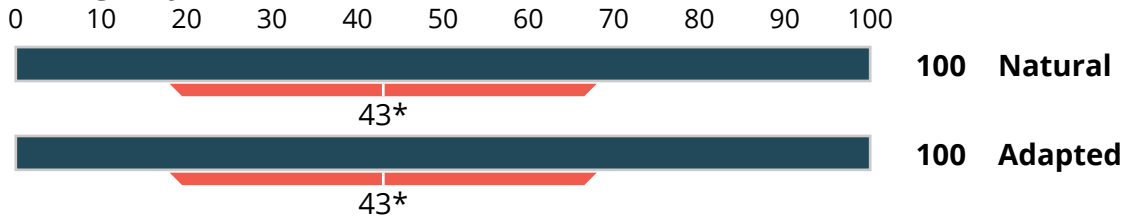


# Behavioral Hierarchy

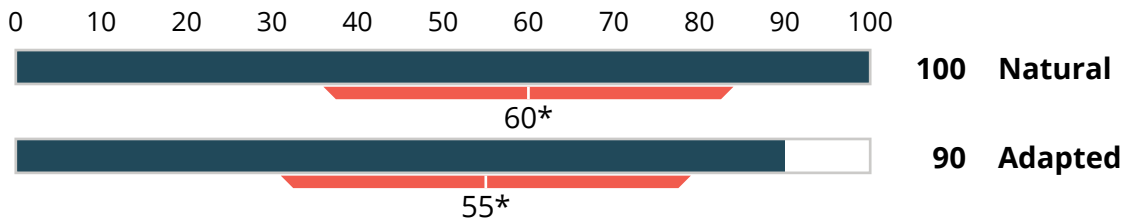


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

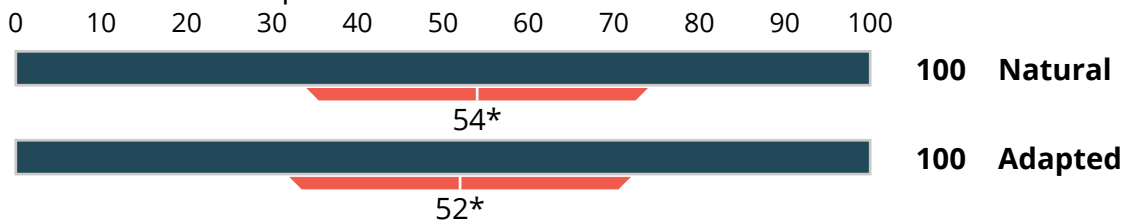
## 1. Urgency - Take immediate action.



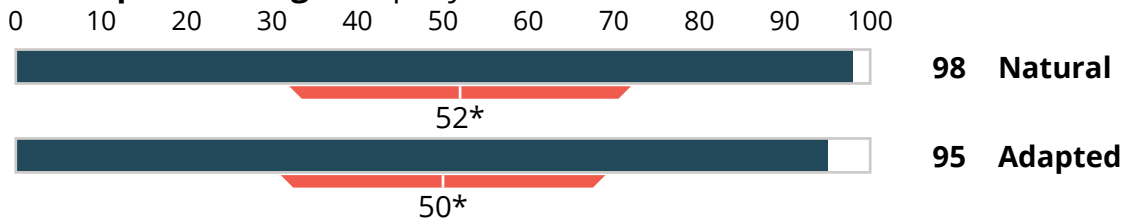
## 2. Interaction - Frequently engage and communicate with others.



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



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



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

# Behavioral Hierarchy

## Continued



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

0 10 20 30 40 50 60 70 80 90 100



90 Natural

49\*



90 Adapted

47\*

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

0 10 20 30 40 50 60 70 80 90 100



50 Natural

65\*



60 Adapted

62\*

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

0 10 20 30 40 50 60 70 80 90 100



37 Natural

64\*



47 Adapted

62\*

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

0 10 20 30 40 50 60 70 80 90 100



22 Natural

61\*



25 Adapted

64\*

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

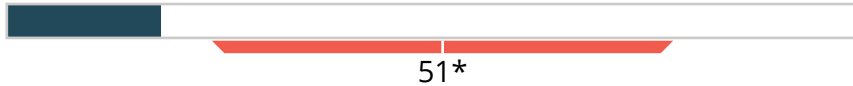
# Behavioral Hierarchy

## Continued



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

0 10 20 30 40 50 60 70 80 90 100



**18 Natural**

51\*



**15 Adapted**

57\*

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

0 10 20 30 40 50 60 70 80 90 100



**18 Natural**

60\*

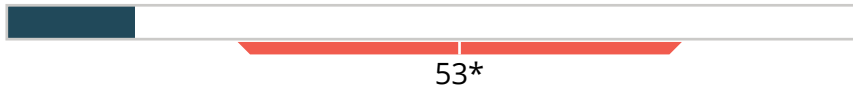


**22 Adapted**

63\*

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

0 10 20 30 40 50 60 70 80 90 100



**15 Natural**

53\*



**10 Adapted**

59\*

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

0 10 20 30 40 50 60 70 80 90 100



**12 Natural**

61\*



**12 Adapted**

64\*

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

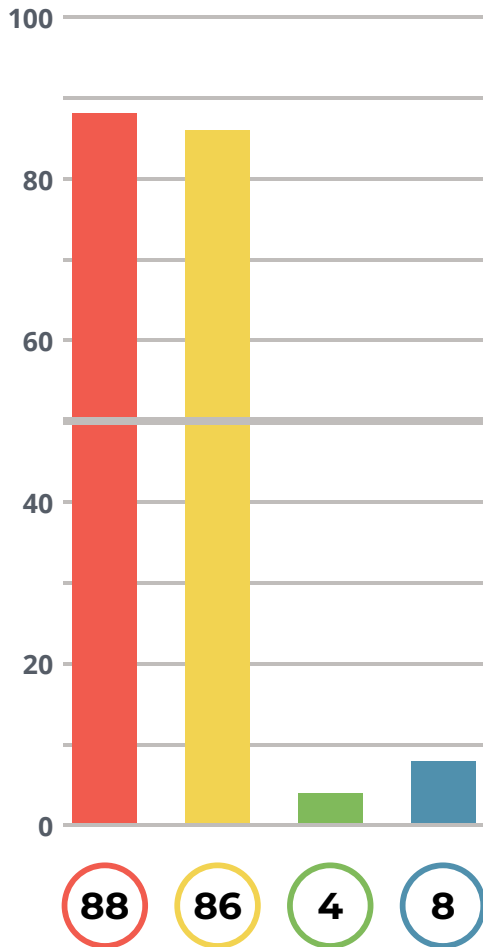
# Style Insights® Graphs



Graph I

## Adapted Style

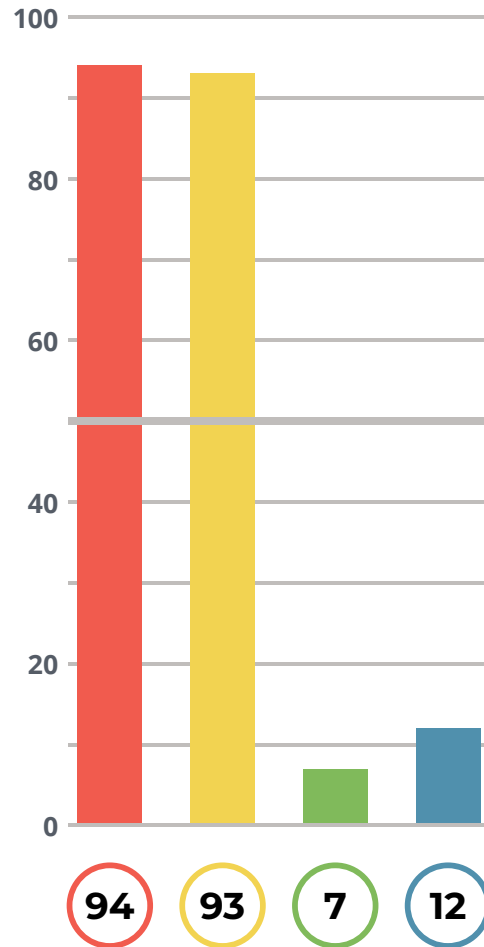
**D** **I** **S** **C**



Graph II

## Natural Style

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



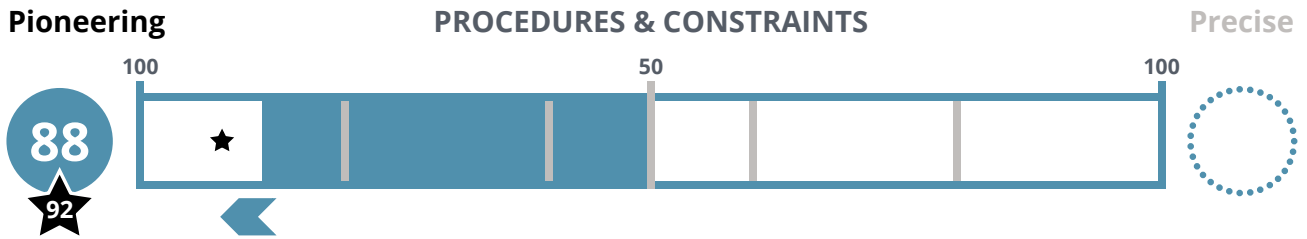
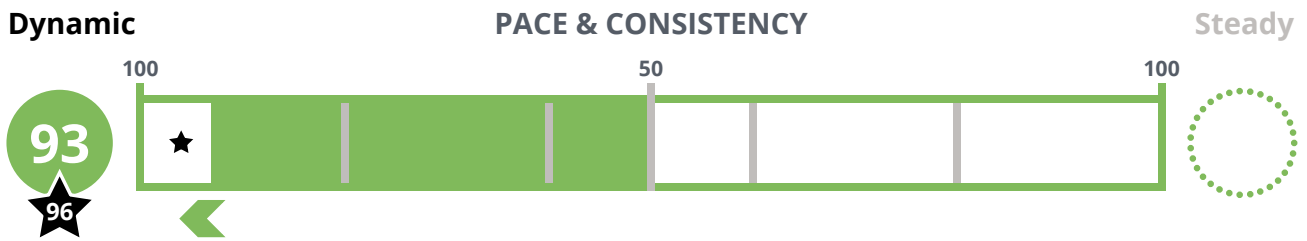
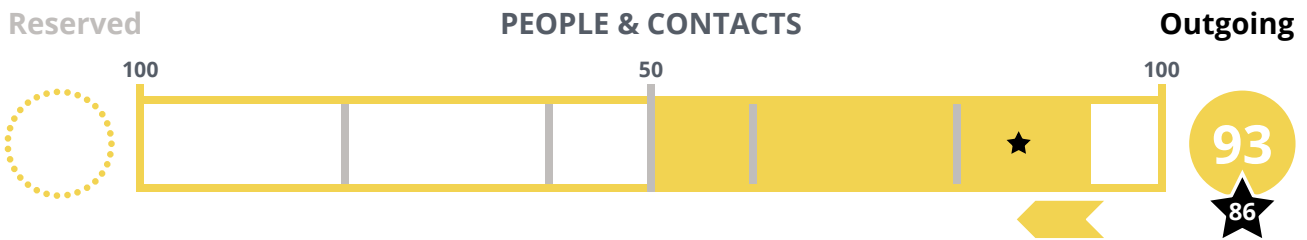
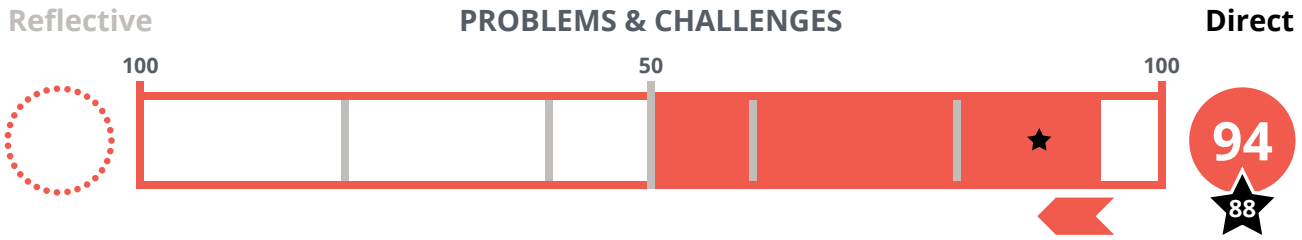
Norm 2017 R4  
11-10-2025  
T: 3:47

John Doe

# Behavioral Continuum



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



★ Adapted Position  
 ◀ Adapted Movement

**Norm 2017 R4**  
 11-10-2025  
 T: 3:47

**John Doe**

# The TTI Success Insights® Wheel



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

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

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

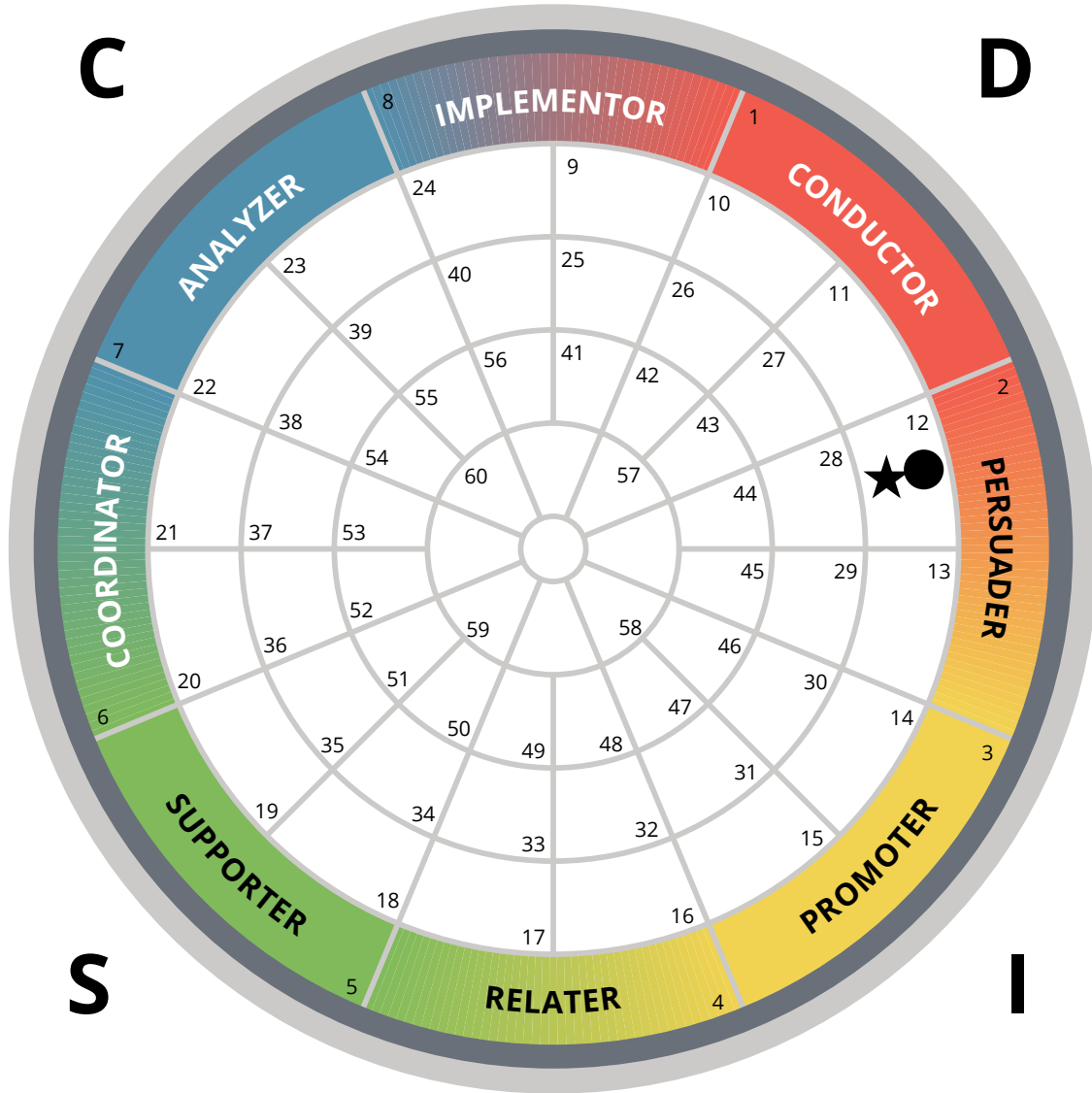
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

# The TTI Success Insights® Wheel



**John Doe**

TTI  
11-10-2025



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

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# Introduction

## Driving Forces Section



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

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

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

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

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

# Driving Forces Characteristics



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

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

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

# Driving Forces Characteristics

## Continued



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

# Strengths & Weaknesses



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



## Potential Strengths

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



## Potential Weaknesses

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

# Energizers & Stressors



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

## Potential Energizers

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

## Potential Stressors

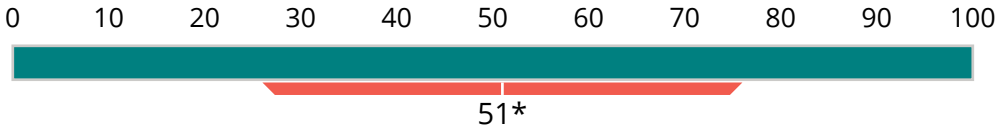
- ✗ 1. John does not act without personal benefit.
- ✗ 2. He does not like to make emotion-based decisions.
- ✗ 3. He gets frustrated when his contribution is disregarded.
- ✗ 4. He does not enjoy subjectivity.
- ✗ 5. John does not like the pursuit of intangible ideas.
- ✗ 6. He does not like the redesigning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

# Primary Driving Forces Cluster



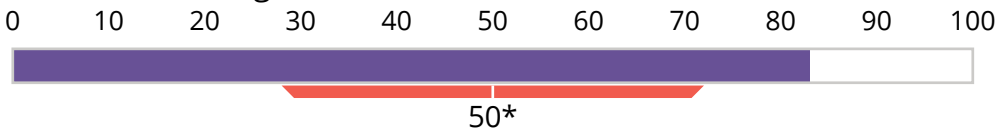
This section explores John's strongest driving forces. John's driving forces will influence his decisions, actions and approach to leadership. Use this section to understand John's primary driving forces and how they might influence his approach to leadership.

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



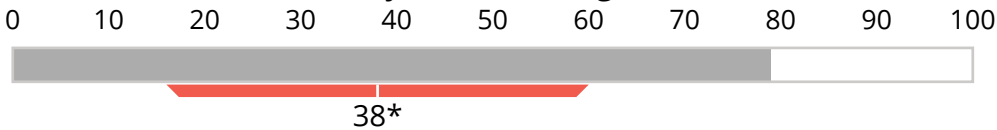
100

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



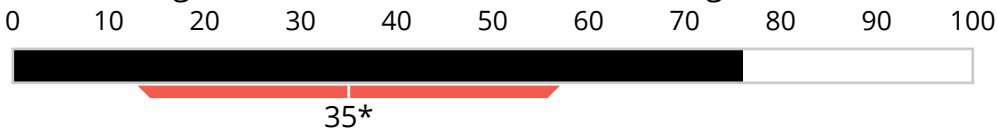
83

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



79

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



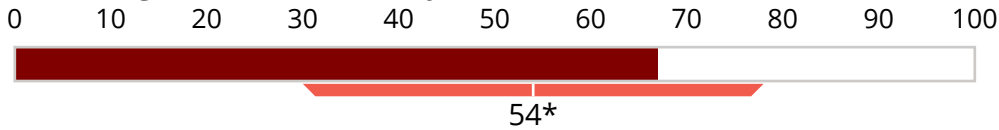
76

# Situational Driving Forces Cluster



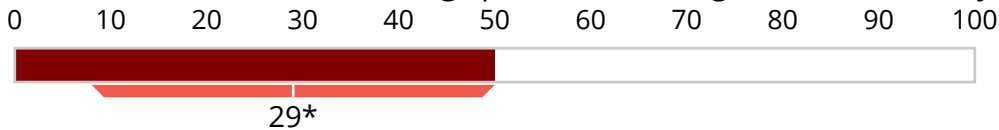
This section explores John's mid-level driving forces. These driving forces may play a role in specific situations or environments, influencing his actions and leadership approach when certain circumstances arise. Use this section to understand how these situational driving forces might shape John's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

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



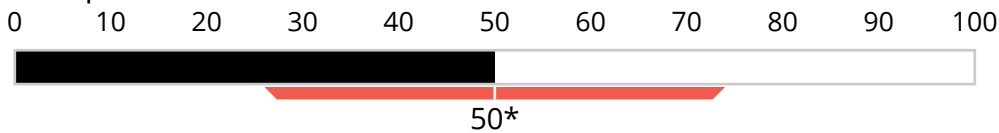
67

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



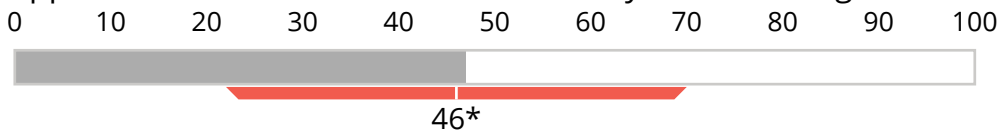
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**7. Commanding** - Leaders who value status, recognition, and control over personal freedom.



50

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



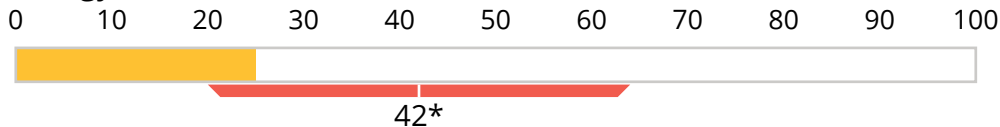
47

# Indifferent Driving Forces Cluster



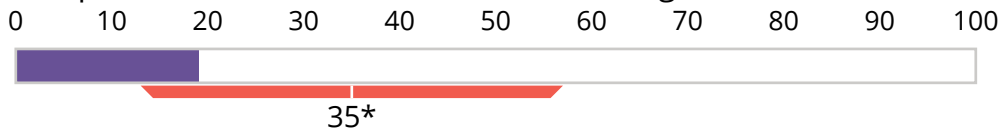
This section explores John's indifferent driving forces. These are areas where he may feel indifferent, or if low enough, may even actively disengage or move away from. Understanding these driving forces can help identify situations or tasks that may drain John's energy or motivation. Use this section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

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



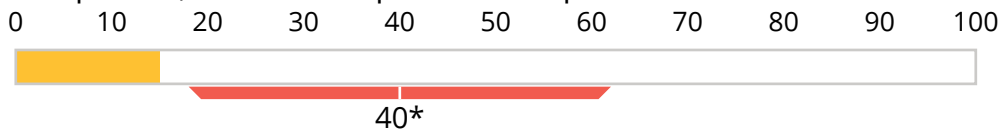
25

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



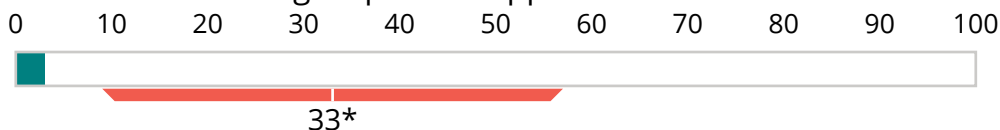
19

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



15

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



0

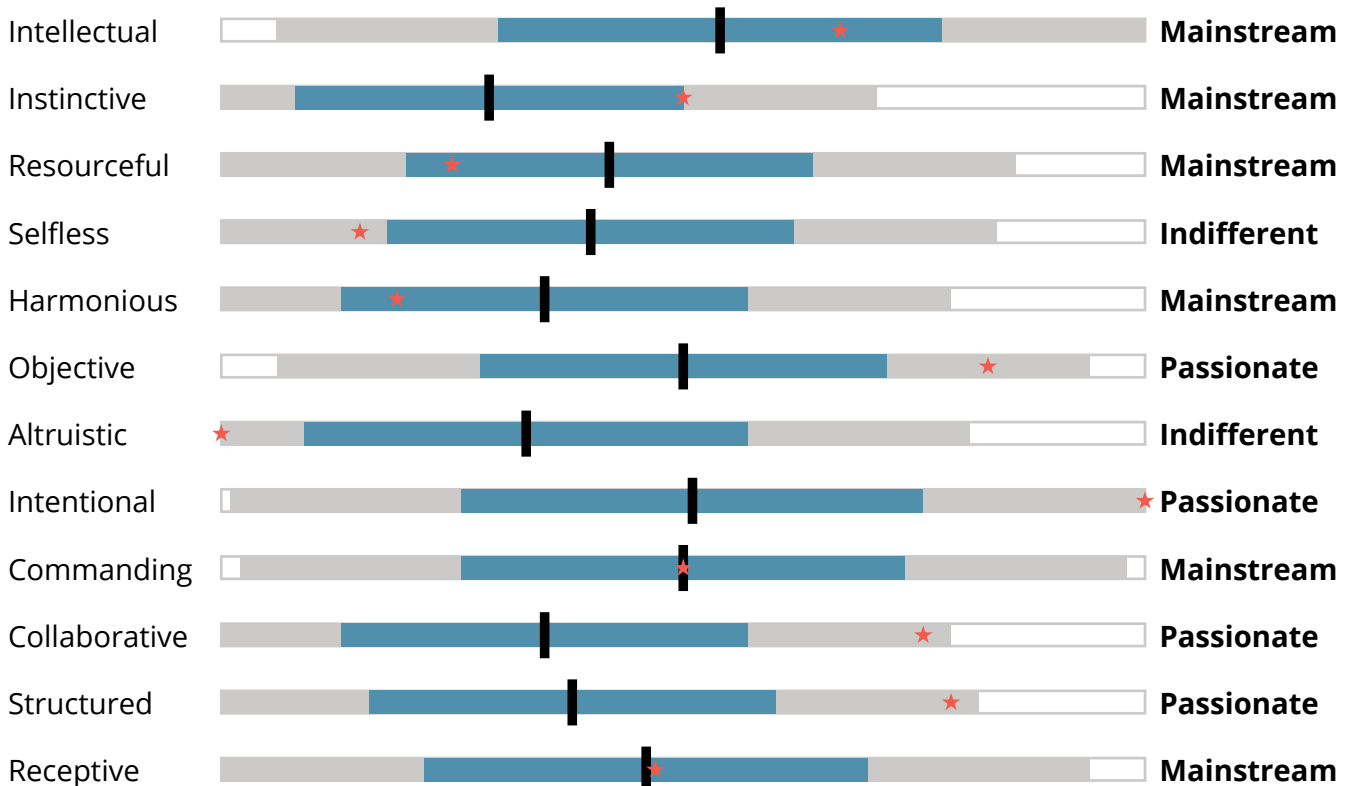
# Areas for Awareness



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

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

## Norms & Comparisons Table - Norm 2017



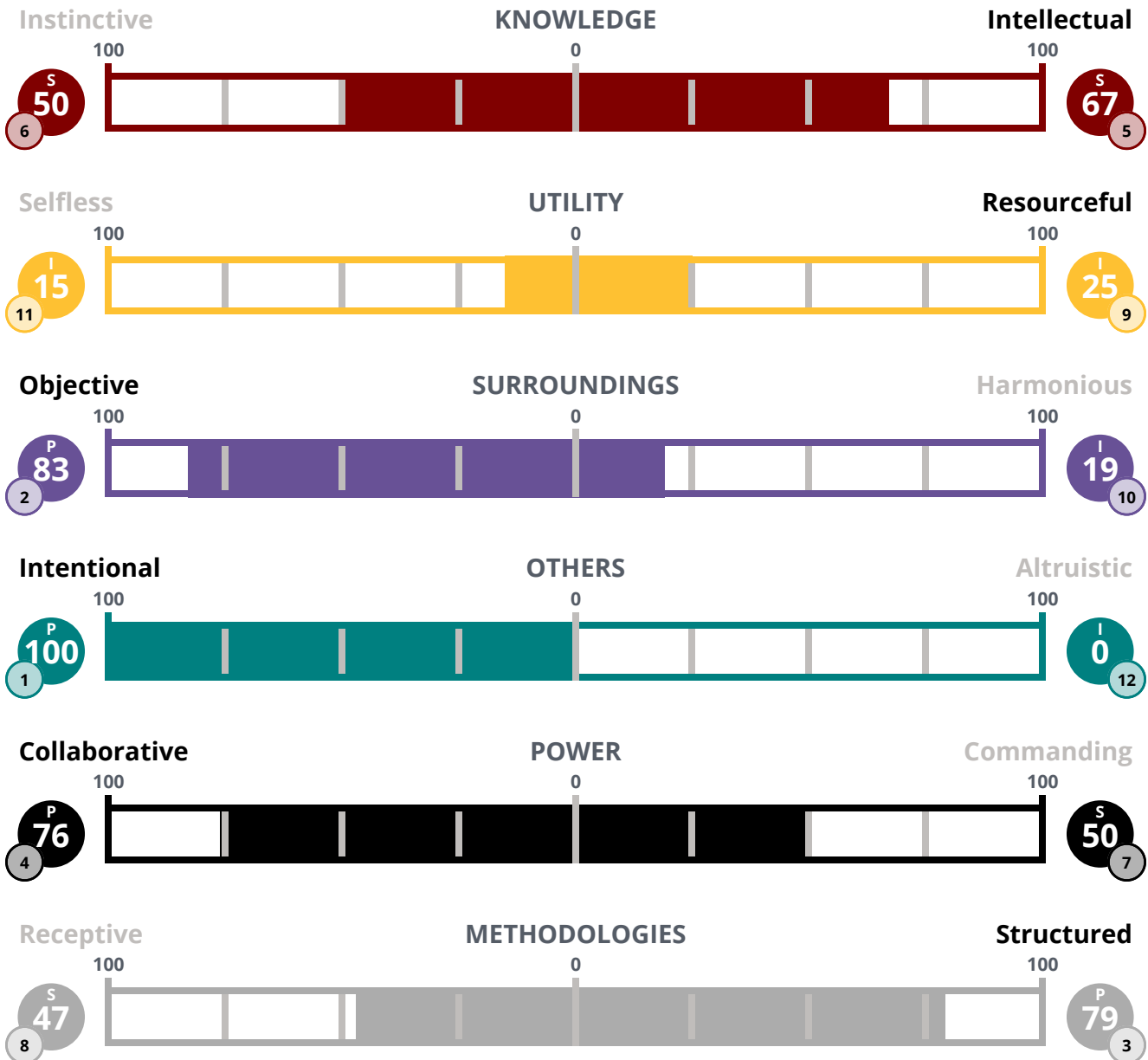
■ - 1st Standard Deviation - \* 68% of the population falls within the shaded area. ■ - national mean ★ - your score  
■ - 2nd Standard Deviation  
■ - 3rd Standard Deviation

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

# Driving Forces Graph



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

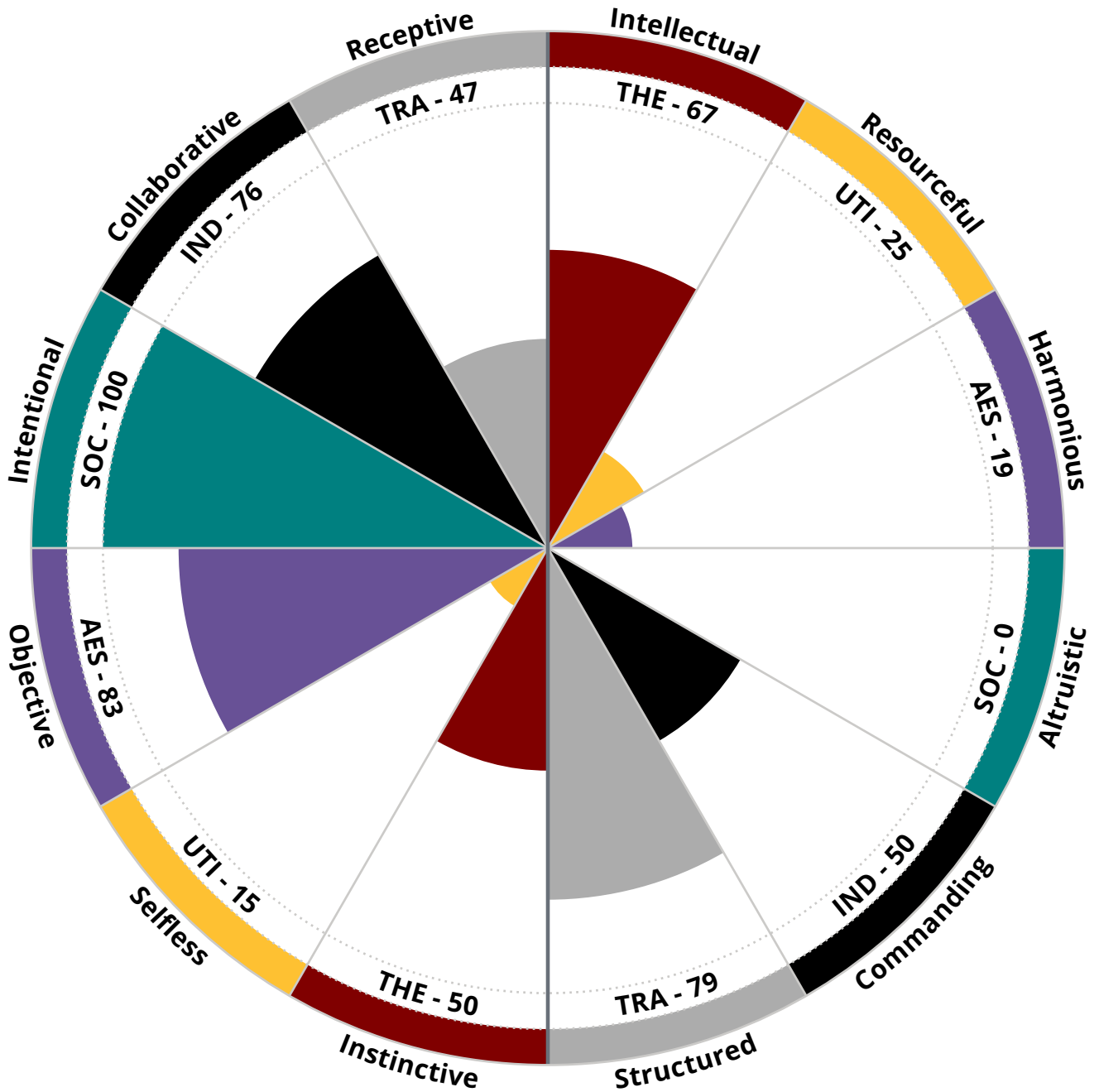


P ..... Primary, Situational, or Indifferent  
76 ..... Driving Forces Score  
3 ..... Driving Forces Rank

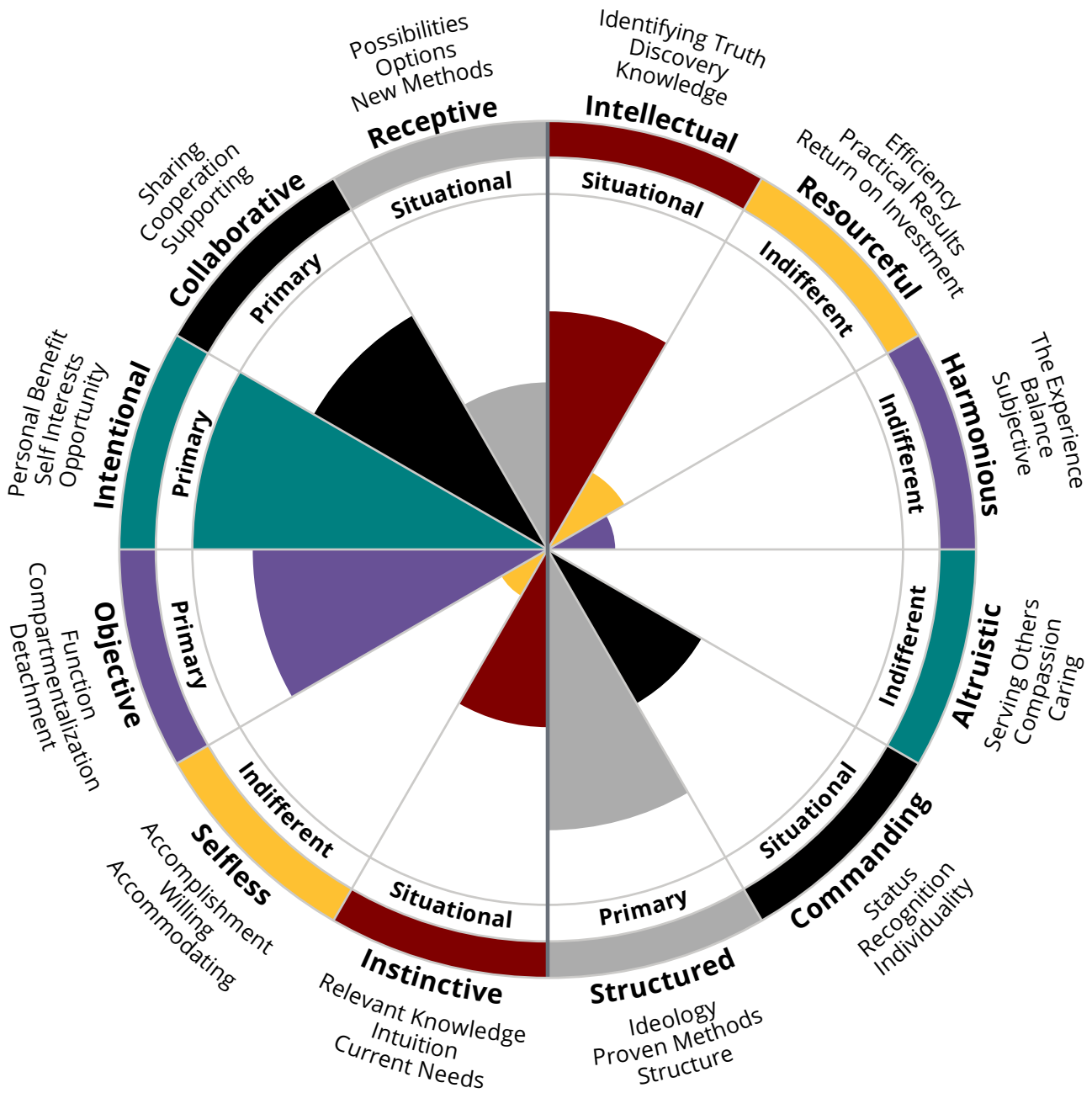
**Norm 2017**  
 11-10-2025  
 T: 2:52

**John Doe**

# Driving Forces Wheel



# Descriptors Wheel



# Introduction



## Integrating Behaviors & Driving Forces Section

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

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

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

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

# Potential Strengths

## Blending Behaviors & Driving Forces



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

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

# Potential Conflicts



## Blending Behaviors & Driving Forces

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

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

# Ideal Environment



## Blending Behaviors & Driving Forces

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

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

# Leadership Wants



## Blending Behaviors & Driving Forces

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

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

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

# Leadership Needs



## Blending Behaviors & Driving Forces

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

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

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

# 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.

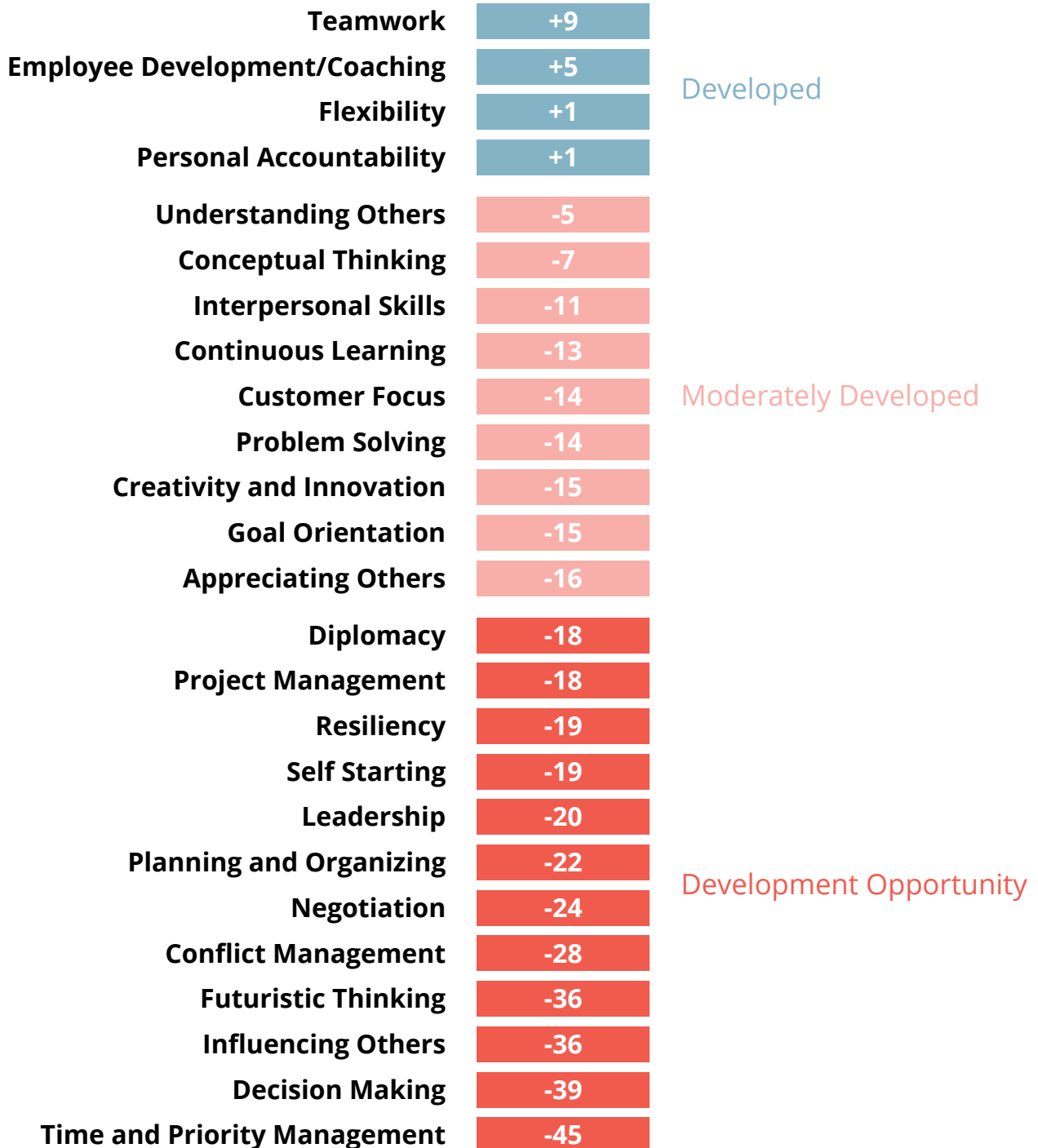


# Development Indicator

## 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.

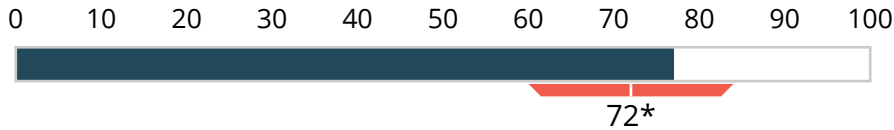


# Competencies Hierarchy

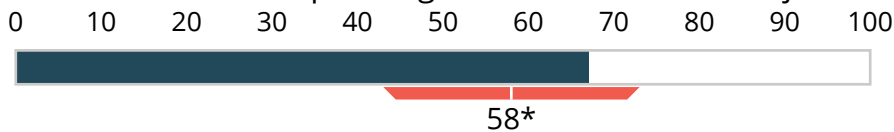


Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.

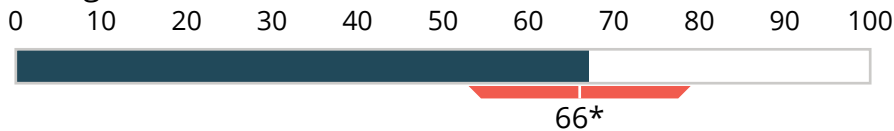
**1. Employee Development/Coaching** - Facilitating, supporting and contributing to the professional growth of others.



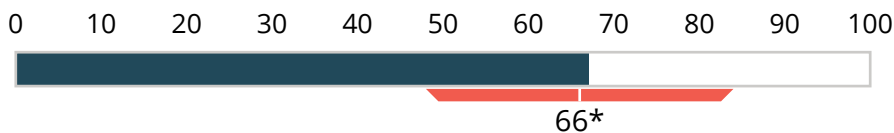
**2. Teamwork** - Cooperating with others to meet objectives.



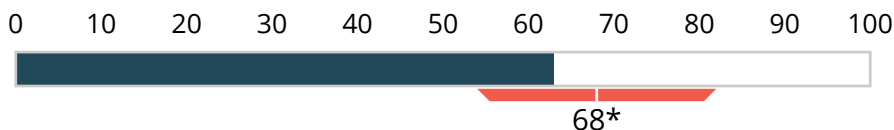
**3. Flexibility** - Readily modifying, responding and adapting to change with minimal resistance.



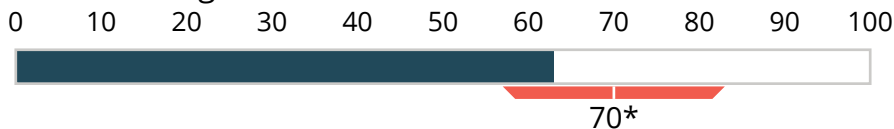
**4. Personal Accountability** - Being answerable for personal actions.



**5. Understanding Others** - Understanding the uniqueness and contributions of others.



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

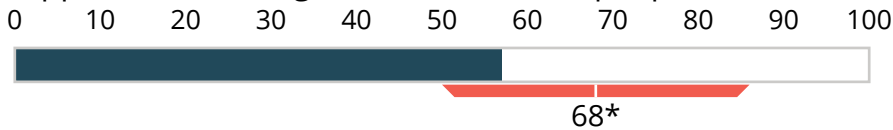


\* 68% of the population falls within the shaded area.

# Competencies Hierarchy

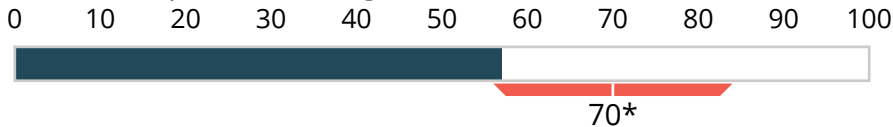


**7. Interpersonal Skills** - Effectively communicating, building rapport and relating well to all kinds of people.



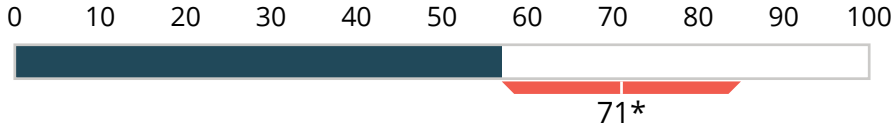
57

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



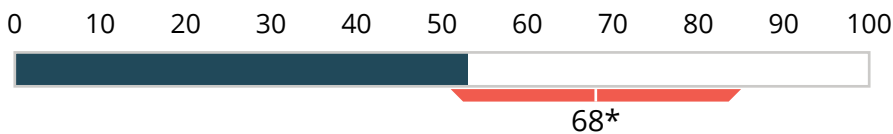
57

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



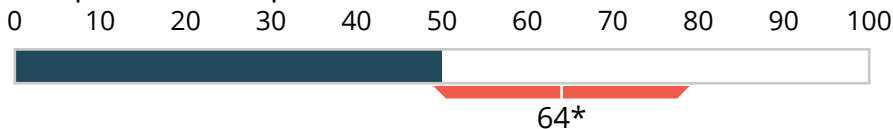
57

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



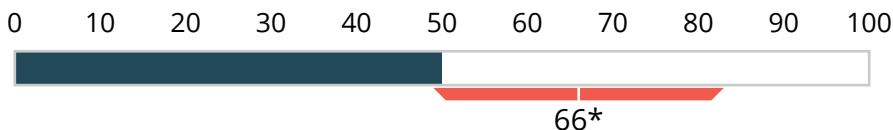
53

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



50

**12. Appreciating Others** - Identifying with and caring about others.



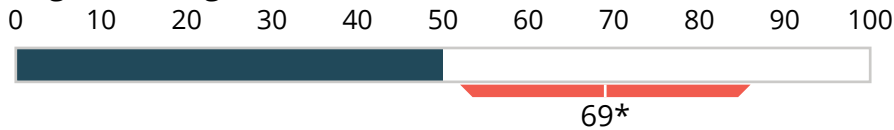
50

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

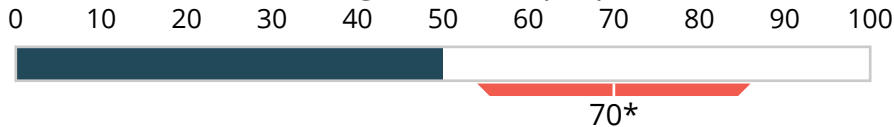
# Competencies Hierarchy



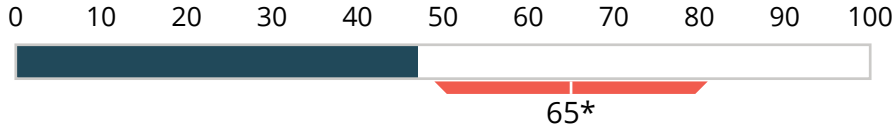
**13. Self Starting** - Demonstrating initiative and willingness to begin working.



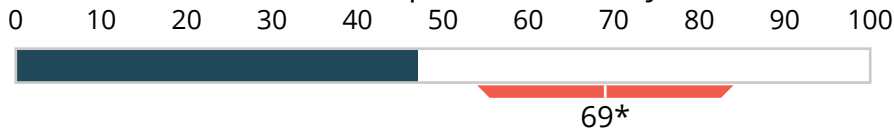
**14. Leadership** - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



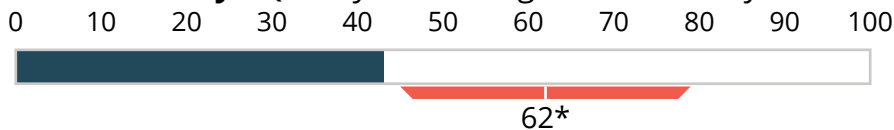
**15. Project Management** - Identifying and overseeing all resources, tasks, systems and people to obtain results.



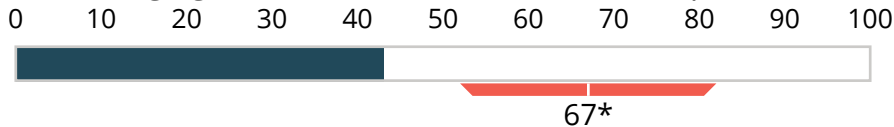
**16. Planning and Organizing** - Establishing courses of action to ensure that work is completed effectively.



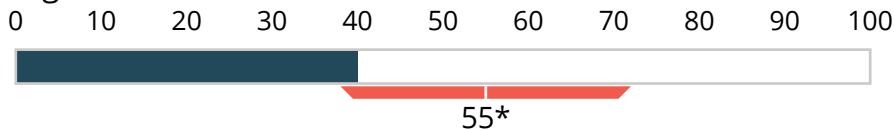
**17. Resiliency** - Quickly recovering from adversity.



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



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

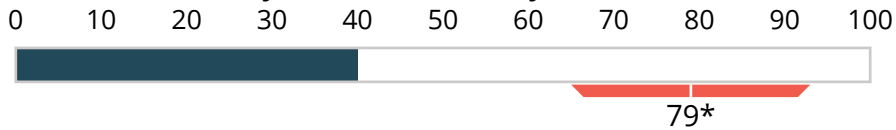


\* 68% of the population falls within the shaded area.

# Competencies Hierarchy

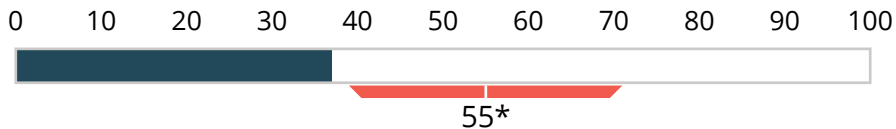


**20. Decision Making** - Analyzing all aspects of a situation to make consistently sound and timely decisions.



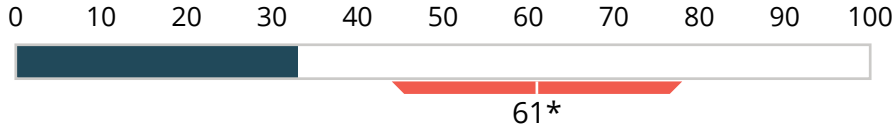
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**21. Diplomacy** - Effectively and tactfully handling difficult or sensitive issues.



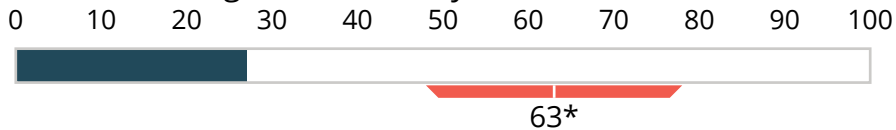
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**22. Conflict Management** - Understanding, addressing and resolving conflict constructively.



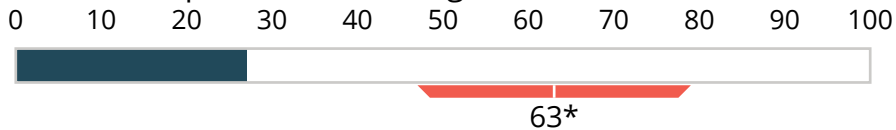
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**23. Futuristic Thinking** - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



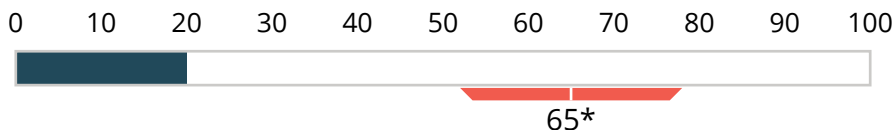
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**24. Influencing Others** - Personally affecting others' actions, decisions, opinions or thinking.



27

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



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\* 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. Employee Development/Coaching:** Facilitating, supporting and contributing to the professional growth of others.
  1. Inspires confidence in others' ability to grow professionally.
  2. Identifies and facilitates developmental opportunities.
  3. Encourages initiative and improvement.
  4. Provides opportunities for enhancement.
  5. Gives new and challenging work assignments.
  6. Acknowledges and praises improvements.
  7. Supports, coaches and mentors the development of others.
  8. Views mistakes as opportunities for learning.
  9. Promotes learning and professional growth.
  10. Understands the uniqueness and current level of each participant.
  
- 2. Teamwork:** Cooperating with others to meet objectives.
  1. Respects team members and their individual perspectives.
  2. Makes team objectives a priority.
  3. Works toward consensus when team decisions are required.
  4. Meets agreed-upon deadlines on team assignments and commitments.
  5. Shares responsibility with team members for successes and failures.
  6. Keeps team members informed regarding projects.
  7. Supports team decisions.
  8. Recognizes and appreciates the contributions of team members.
  9. Behaves in a manner consistent with team values and mission.
  10. Provides constructive feedback to team members.
  11. Responds positively to feedback from team members.
  12. Raises and/or confronts issues limiting team effectiveness.
  
- 3. Flexibility:** Readily modifying, responding and adapting to change with minimal resistance.
  1. Responds promptly to shifts in direction, priorities and schedules.
  2. Demonstrates agility in accepting new ideas, approaches and/or methods.
  3. Effective in shifting priorities and tasks.
  4. Modifies methods or strategies to fit changing circumstances.
  5. Adapts personal style to work with different people.
  6. Maintains productivity during transitions.
  7. Embraces and/or champions a shift in activity.
  8. Strives to adapt to situational demands.
  9. Capable of changing or adjusting to meet particular or varied needs.
  10. Able to step outside their comfort zone and try something they haven't done before.

# Summary of Competencies



## 4. **Personal Accountability:** Being answerable for personal actions.

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

## 5. **Understanding Others:** Understanding the uniqueness and contributions of others.

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

## 6. **Conceptual Thinking:** Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.

1. Demonstrates the ability to identify patterns, themes or connections not noticed by others.
2. Gathers hypothetical or abstract concepts to formulate new insights.
3. Evaluates many patterns to formulate connections.
4. Recognizes unique or unusual perspectives.
5. Envisions hypothetical situations to formulate new concepts.
6. Utilizes patterns to develop new ways to process information.
7. Observes and analyzes data to create new methods, techniques or processes.
8. Sees new possibilities by dissecting the situation and examining the parts.
9. Integrates issues and factors into a practical framework.
10. Understands a situation or problem by identifying patterns or connections, to address key underlying issues.

# Summary of Competencies



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

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

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

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

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

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

# Summary of Competencies



**10. Creativity and Innovation:** Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.

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

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

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

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

1. Demonstrates genuine concern for others.
2. Respects and values people.
3. Wants to ensure people experience positive emotions.
4. Expends considerable effort to impact the needs, concerns and feelings of others.
5. Advocates for the interests, needs and wants of others.
6. Demonstrates sensitivity and understanding.
7. Takes personal and/or professional risks for the sake of others.
8. Recognizes and enjoys the good qualities of others.
9. Provides support, appreciation and recognition.
10. Displays kindness and concern for others.

# Summary of Competencies



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

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

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

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

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

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

# Summary of Competencies



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

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

**17. Resiliency:** Quickly recovering from adversity.

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

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

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

# Summary of Competencies



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

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

**20. Decision Making:** Analyzing all aspects of a situation to make consistently sound and timely decisions.

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

**21. Diplomacy:** Effectively and tactfully handling difficult or sensitive issues.

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

# Summary of Competencies



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

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

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

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

## **24. Influencing Others:** Personally affecting others' actions, decisions, opinions or thinking.

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

# Summary of Competencies



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

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

# Getting The Most From Your Report



Questions about the personal skills you are well developed in:

1. Are you using the personal skills you are well developed in more in your personal or professional life?
2. How is your development of these personal skills contributing to your success?
3. How can you use these personal skills to advance your career, get a promotion or secure a better job?
4. Do other people know that you are well developed in these personal skills?
5. 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:

1. How has not fully developing these personal skills hindered your ability to succeed personally or professionally?
2. Which of these personal skills might help you the most personally, if you developed them more thoroughly?
3. 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:

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