



TTI
SUCCESS
INSIGHTS®

TriMetrix® DNA

Executive

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Table of Contents



Introduction	4
Introduction - <i>Behaviors</i>	5
Behavioral Characteristics	6
Value to the Organization	8
Checklist for Communicating	9
Checklist for Communicating - <i>Continued</i>	10
Communication Tips	11
Perceptions - <i>See Yourself as Others See You</i>	12
The Absence of a Behavioral Factor	13
Descriptors	14
Natural and Adapted Style	15
Adapted Style	17
Time Wasters	18
Areas for Improvement	22
Behavioral Hierarchy	23
Style Insights® Graphs	25
The Success Insights® Wheel	26
Understanding Your Driving Forces	28
Driving Characteristics	29
Strengths & Weaknesses	31
Energizers & Stressors	32
Primary Driving Forces Cluster	33
Situational Driving Forces Cluster	34
Indifferent Driving Forces Cluster	35
Areas for Awareness	36
Driving Forces Graph	37
Driving Forces Wheel	38
Descriptors Wheel	39
Introduction - <i>Integrating Behaviors and Driving Forces Section</i>	40
Potential Behavioral & Motivational - <i>Strengths</i>	41
Potential Behavioral & Motivational - <i>Conflict</i>	42
Ideal Environment	43

Table of Contents

Continued



Keys to Motivating	44
Keys to Managing	45
Introduction - <i>Competencies</i>	46
Development Indicator - <i>Based On Scores</i>	47
Development Indicator - <i>Based On Means</i>	48
Competencies Hierarchy	49
Summary of Competencies	53
Getting the Most From Your Report	62

Introduction



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

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

Behaviors

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

Driving Forces

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

Integrating Behaviors And Driving Forces

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

Competencies

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

Introduction

Behaviors



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

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

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

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

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

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

–W.M. Marston

Behavioral Characteristics



Based on Robert'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 Robert's natural behavior.

Robert places his focus on people. To him, strangers are just friends he hasn't met! He wants to be seen as his own person, but usually projects it in friendly terms. He seeks popularity and social recognition. He likes to deal with people in a favorable social environment. He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." Robert is gregarious and sociable. He will be seen as a good mixer both on or off the job. He can be seen as a person of good will. He may be careless with details. He likes feedback from his staff. Robert believes in getting results through other people. He prefers the "team approach." He likes quality social relationships. He often will become friends with his customers or clients.

Robert likes to be involved in the decision-making process. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He may be inconsistent in disciplining others. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. Robert is good at solving problems that deal with people. He prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. He likes working with others who make quick decisions. Because of his trust and willing acceptance of people, he may misjudge the abilities of others.



Behavioral Characteristics

Continued



Robert tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. It is important for Robert to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He will often verbalize his need to be his own person. He will know many people. He has a tendency to be a name dropper. He may do this without thinking, trying to establish rapport with people he may not know well. Robert tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He may use his time imprecisely because he likes to talk to people. He is good at negotiating conflict between others. Robert feels that "if everyone would just talk it out, everything would be okay!" He will optimistically interact with people in an assured, diplomatic and poised manner.



Value to the Organization



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

- ✓ Negotiates conflicts.
- ✓ Motivates others towards goals.
- ✓ Positive sense of humor.
- ✓ People-oriented.
- ✓ Good mixer.
- ✓ Ability to handle many activities.
- ✓ Team player.
- ✓ Deadline conscious.
- ✓ Verbalizes his feelings.



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 Robert. 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 Robert most frequently.

Ways to Communicate:

- ✓ Be open, honest and informal.
- ✓ Use his jargon.
- ✓ Provide systems to follow.
- ✓ Plan interaction that supports his dreams and intentions.
- ✓ Understand his sporadic listening skills.
- ✓ Talk about him, his goals and the opinions he finds stimulating.
- ✓ Be isolated from interruptions.
- ✓ Provide a warm and friendly environment.
- ✓ Leave time for relating, socializing.
- ✓ Give strokes for his involvement.
- ✓ Put projects in writing with deadlines.



Checklist for Communicating

Continued



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

- ❌ "Dream" with him or you'll lose time.
- ❌ Drive on to facts, figures, alternatives or abstractions.
- ❌ Waste time trying to be impersonal, judgmental or too task-oriented.
- ❌ Legislate or muffle—don't overcontrol the conversation.
- ❌ Be dictatorial.
- ❌ Dictate to him.
- ❌ Be put off by his "cockiness."
- ❌ Be curt, cold or tight-lipped.
- ❌ Forget to follow-up.
- ❌ Leave decisions hanging in the air.
- ❌ Let him change the topic until you are finished.
- ❌ Take credit for his ideas.
- ❌ Assume he heard what you said.



Communication Tips



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

Compliance

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

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

Dominance

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

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

Steadiness

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

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

Influence

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

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

Perceptions



See Yourself As Others See You

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



Robert usually sees himself as being:

- ✓ Enthusiastic
- ✓ Inspiring
- ✓ Outgoing
- ✓ Persuasive
- ✓ Charming
- ✓ Optimistic



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

- ✓ Self-Promoting
- ✓ Overly Optimistic
- ✓ Glib
- ✓ Unrealistic



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

- ✓ Overly Confident
- ✓ Poor Listener
- ✓ Talkative
- ✓ Self-Promoter

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

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

- Understand and recognize that the avoidance of delegation may have a negative impact long-term.
- Situations requiring active listening need to have a conscious effort.
- Recognize that others may move at a slower pace.



Descriptors



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

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

Natural and Adapted Style



Robert'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

Robert is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. Robert will be quite cooperative by nature and attempt to avoid confrontation, as he wants to be seen as a person who is "easy" to work with.

Adapted

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

People & Contacts

Natural

Robert's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

Adapted

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

Natural and Adapted Style



Pace & Consistency

Natural

Robert is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. He usually demonstrates a pronounced sense of urgency. He is eager to initiate change if for nothing else than for change's sake.

Adapted

Robert sees a need to be deliberate and steady. He will change if the new direction is meaningful and consistent with the past, attempting to resist change for change's sake.



Procedures & Constraints

Natural

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

Adapted

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

Adapted Style



Robert 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.

- ✓ Flexibility.
- ✓ Motivating people to take action by using persuasive skills.
- ✓ Being cooperative and supportive.
- ✓ Obtaining results through people.
- ✓ Participative management.
- ✓ Being cordial and helpful when dealing with new clients or subordinates.
- ✓ Being conservative, not competitive, in nature.
- ✓ Considerate of others' time and attention.
- ✓ Contacting people using a variety of modes.
- ✓ Making tactful decisions.
- ✓ Using restraint when confrontation occurs.
- ✓ Positive, outgoing, friendly behavior.





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.

Cluttered Desk

A cluttered desk is one that is overloaded by papers, supplies and equipment to the point of impacting the ability to be productive.

Possible Causes:

- See organizing and filing activities as a waste of time
- Want everything at fingertips
- Do not conceptualize a system for grouping information and materials
- Have not established a timeline for tasks or projects

Possible Solutions:

- Handle each piece of mail only once, i.e. pitch it, file it or delegate it
- Set up (or have someone else set up) an information storage and retrieval system
- Get off mailing lists that are of no interest to you
- Remind yourself that the time it takes to open "junk" mail robs you of time for more important tasks
- Establish a time limit for certain projects and only have current project material on your desk

Excessive Socializing

Excessive socializing is defined as those interactions that go beyond the usual required time for discussing a issue or task. It can also be interacting too frequently with those who do not support or contribute to the accomplishment of daily priorities.

Possible Causes:

- Enjoy people
- Want to be liked
- Are creatively motivated when with others
- Allow and even encourage visitors and telephone calls





Time Wasters

Continued

- Haven't prioritized daily requirements
- Confuse deadlines

Possible Solutions:

- Keep daily priorities in view to keep you on task
- Set time guidelines for informal conversations, lunches and meetings
- Monitor your open door policy
- Screen and put a time limit on telephone calls
- Be willing to tell visitors and callers that you cannot be interrupted at this time

Procrastination

Procrastination is the process of delaying action. It is also the inability to begin action.

Possible Causes:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

Possible Solutions:

- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute





Time Wasters

Continued

Daydreaming

Daydreaming is being preoccupied with non-task or non-work related thoughts. It is being easily distracted from at-hand tasks and focusing on past or future events for prolonged periods of time.

Possible Causes:

- Being a creative thinker and always thinking of new ideas
- Being more excited about the future than the here and now
- Bring personal problems to work
- See work as routine and unexciting
- Experience stress from working on something too long
- Focus on past pleasant experiences as a way of coping with routine and stress

Possible Solutions:

- Learn to read body signals for fatigue
- Change routine
- Remind yourself that worrying about personal problems interferes with your productivity
- Set tasks/objectives

Long Lunches

Long lunches are those that extend beyond the normal time for eating. They could be kept within a specific time frame but are not.

Possible Causes:

- Get involved in the excitement of conversation and forget about time
- See long lunches as a networking opportunity
- Like doing business in a social, non-threatening environment
- Use long lunches as a way to avoid unpleasant tasks, people or the work environment

Possible Solutions:

- Set a specific time for lunch and STICK TO IT





Time Wasters

Continued

- Have meetings in the office
- Set meetings right after lunch
- Have working lunches

Desire To Be Involved With Too Many People

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

Possible Causes:

- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

Possible Solutions:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view



Areas for Improvement



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

Robert has a tendency to:

- ✓ Be unrealistic in appraising people—especially if the person is a "friend."
- ✓ Make decisions based on surface analysis.
- ✓ Be so enthusiastic that he can be seen as superficial.
- ✓ Take information at face value without validation or substantial investigation.
- ✓ Overuse praise in motivating others.
- ✓ Overestimate his ability to motivate people or change others' behavior.
- ✓ Be inattentive to details—only attentive to results: "Don't ask how I did it, just if I succeeded."

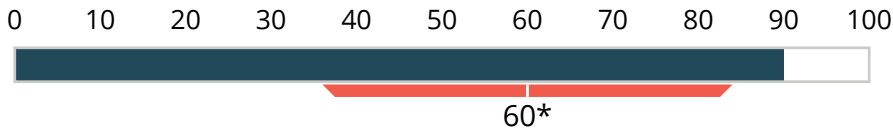


Behavioral Hierarchy

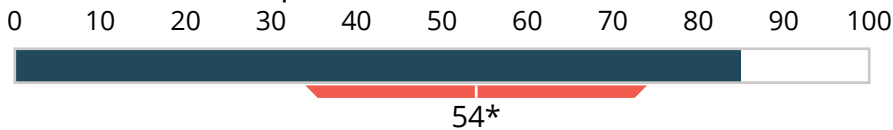


Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The list below ranks your behavioral traits from the strongest to the weakest.

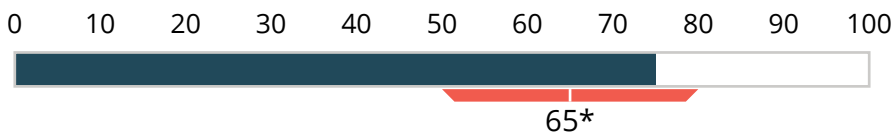
1. Interaction - Frequently engage and communicate with others.



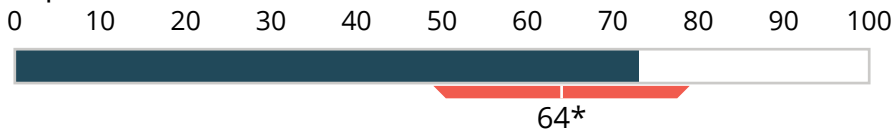
2. Versatile - Adapt to various situations with ease.



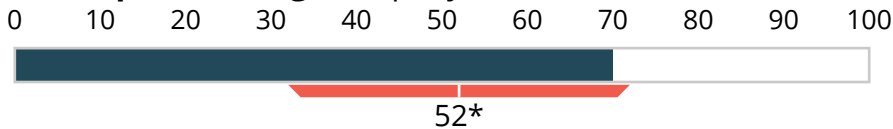
3. People-Oriented - Build rapport with a wide range of individuals.



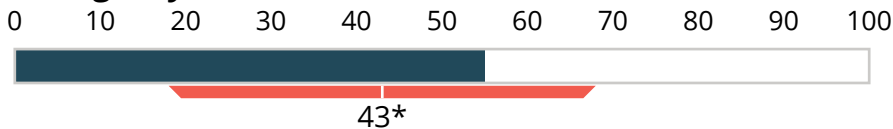
4. Customer-Oriented - Identify and fulfill customer expectations.



5. Frequent Change - Rapidly shift between tasks.



6. Urgency - Take immediate action.

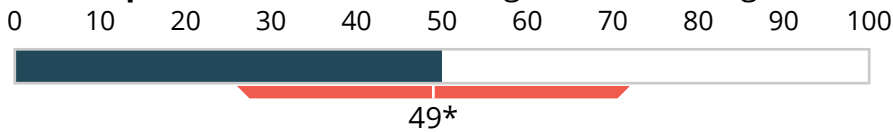


* 68% of the population falls within the shaded area.

Behavioral Hierarchy

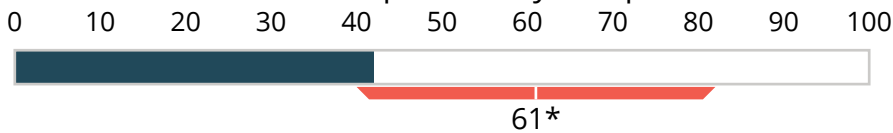


7. Competitive - Want to win or gain an advantage.



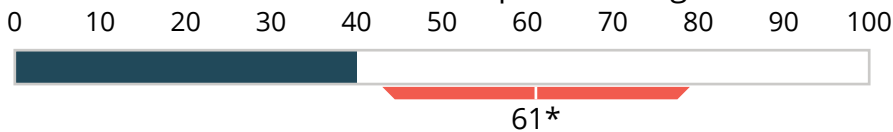
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8. Consistent - Perform predictably in repetitive situations.



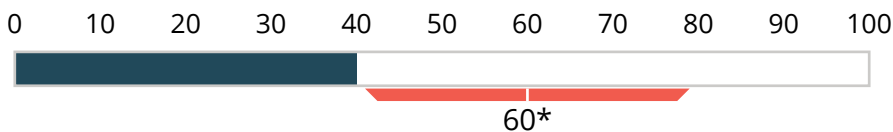
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9. Persistence - Finish tasks despite challenges or resistance.



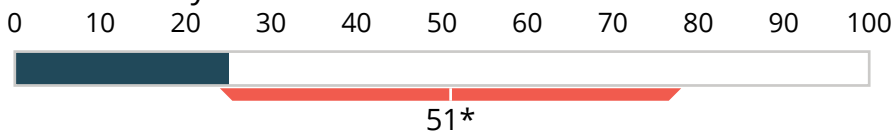
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10. Following Policy - Adhere to rules, regulations, or existing methods.



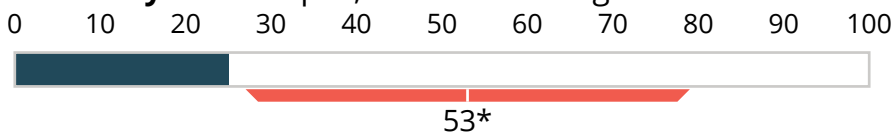
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11. Organized Workplace - Establish and maintain specific order in daily activities.



25

12. Analysis - Compile, confirm and organize information.



25



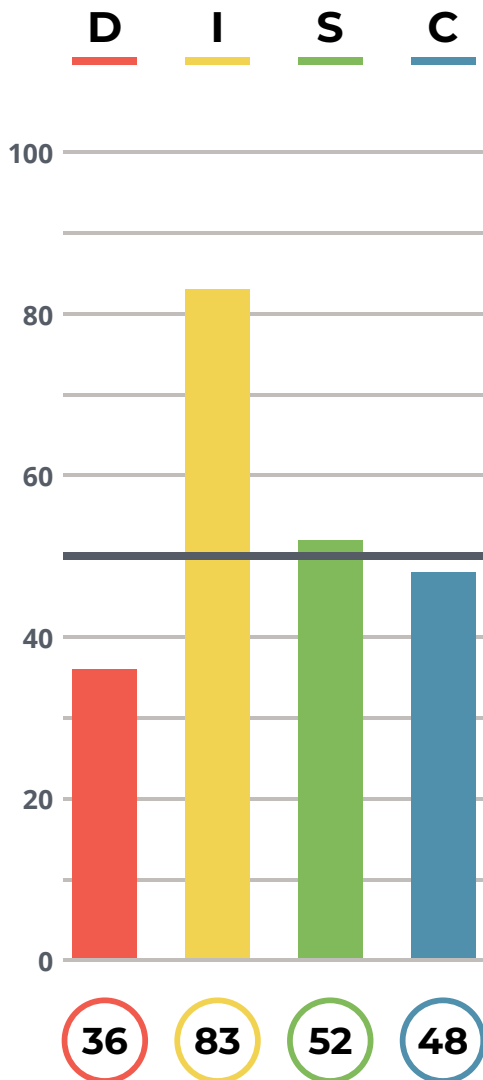
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 * 68% of the population falls within the shaded area.

Style Insights® Graphs



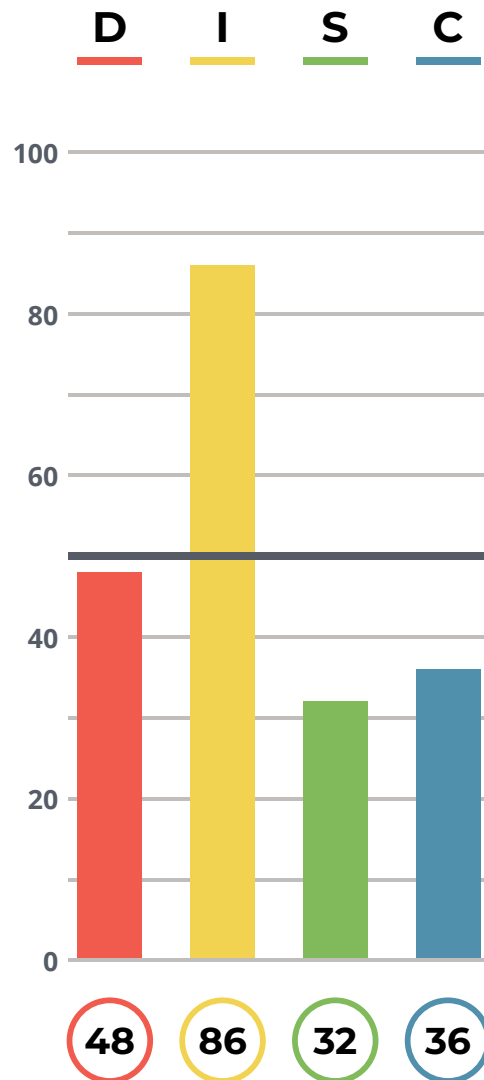
Graph I

Adapted Style



Graph II

Natural Style



The Success Insights® Wheel



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

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

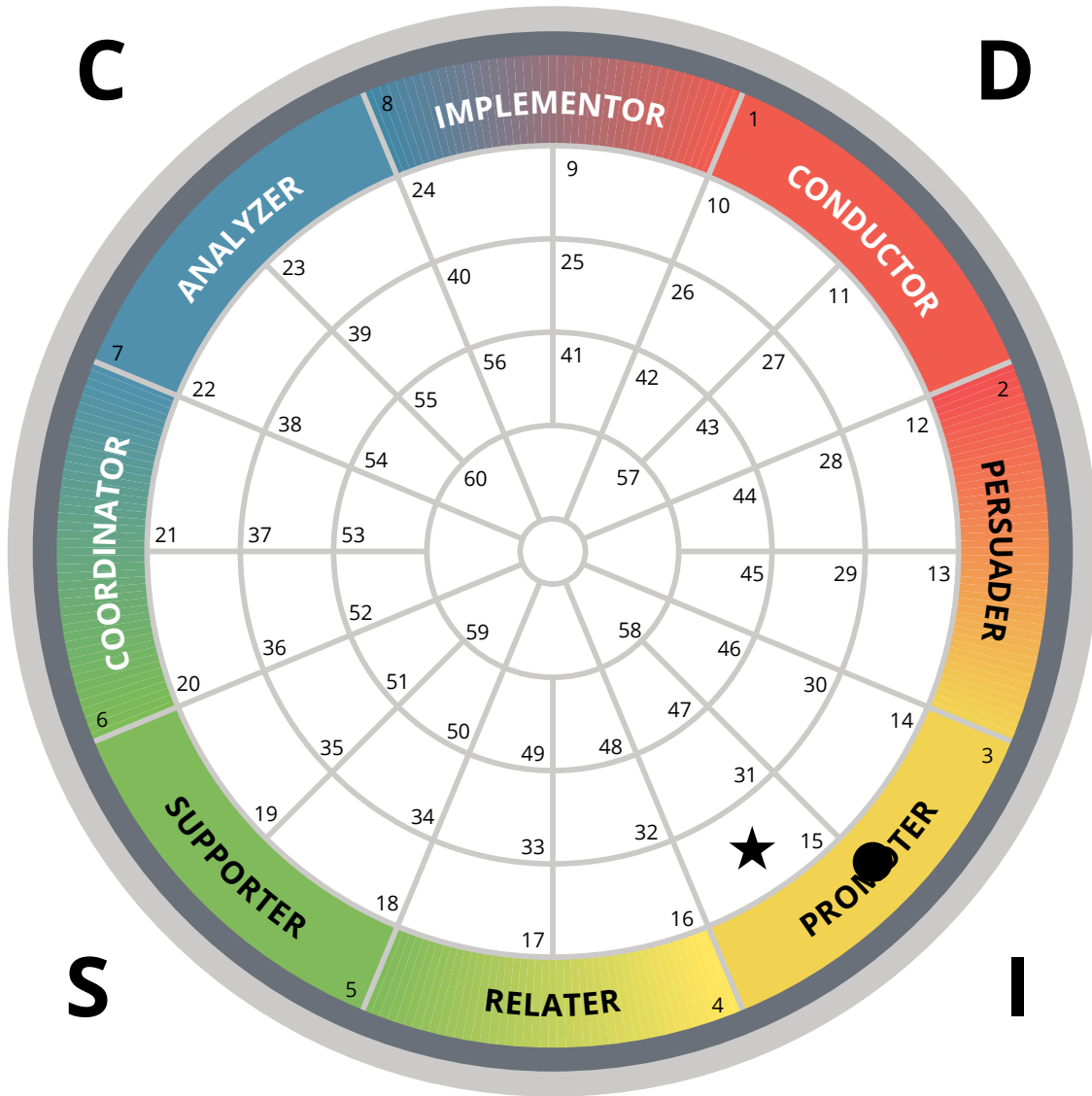
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

The Success Insights® Wheel



Robert Richens
 Komatsu North America Mining
 3-1-2021



Adapted: ★ (15) RELATING PROMOTER
 Natural: ● (3) PROMOTER
 Norm 2017 R4

T: 8:38

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 Tel: 919-787-8395
 Email: info@selectassesstrain.com

Understanding Your Driving Forces



Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

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

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

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

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

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

Driving Characteristics



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

Robert focuses on the greater good versus advancing his position. He prefers to be part of a work group or team. He likes to be behind the scenes and get things done. He will accomplish tasks for the sake of accomplishment. Robert is able to let go of possessions without looking at future needs or uses. He values people for who they are versus what they can provide. He has the ability to instinctively notice and respond to people in need. He will look for faults in a process before blaming an individual. Robert prefers working in an aesthetically pleasing environment. Creating surroundings and experiences that are pleasing to others is fulfilling for Robert. He sees value in following and implementing certain systems. If Robert 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.

Robert excels when working for a powerful leader. He can set aside his own agenda for the good of the company. He will not measure success based on his level of compensation. He focuses on the greater good versus his return on investment. Robert has the desire to be empathetic toward those in need. He looks for ways to help people have positive experiences. He tends to flourish in an environment where he has the opportunity to create harmony and balance in his surroundings and relationships. He notices and appreciates the beauty and appeal of his surroundings. Robert may pick and choose the traditions and beliefs to which he will adhere. He may be very helpful when working with others who share similar interests. He will seek knowledge based on his needs in individual situations. He will incorporate knowledge as well as experience when making decisions.

Driving Characteristics



In those areas where Robert has a special interest he will be good at integrating past knowledge to solve current problems. At times Robert sees the importance of following a system and how he can apply it to a specific situation. Form and harmony provide him with an experience to remember. He will strive to eliminate conflict in the workplace. Robert focuses on the task at hand before considering the best use of his talent and skills. Being rewarded for his investment of time, talent or resources is not his driving force. He is likely to go with the flow of life versus having a strategic approach. He will relinquish control as long as the task at hand is completed to his standards.

Strengths & Weaknesses



The following section will give you a general understanding of the strengths and weaknesses of Robert's top four Driving Forces, otherwise known as the Primary Driving Forces Cluster. Remember, an overextension of a strength can be perceived as a weakness to others.



Potential Strengths

- ✓ Robert sometimes focuses on what he contributes versus advancing his position.
- ✓ He might seek to fit in rather than stand out.
- ✓ He may set aside his own agenda for the good of the company/community.
- ✓ He may accomplish tasks simply for the sake of accomplishment.
- ✓ Robert may be willing to participate without consideration for personal circumstances.
- ✓ He might volunteer and give generously of himself.
- ✓ He may focus on the emotions and balance in the environment.



Potential Weaknesses

- ✗ Robert may be overlooked because he does not promote himself.
- ✗ He may follow a leader or cause to his own detriment.
- ✗ He can be uncomfortable when he is singled out for his contribution.
- ✗ He may view activity as productivity.
- ✗ Robert tends to be inefficient.
- ✗ He acts to alleviate the suffering of others even at his own detriment.
- ✗ His pursuit of experiences supersedes practical concerns.

Energizers & Stressors



The following section will give you a general understanding of the energizers and stressors of Robert's top four Driving Forces, otherwise known as the Primary Driving Forces Cluster. Remember, an overextension of an energizer can be perceived as a stressor to others.

Potential Energizers

- ✓ Robert is energized when connected to the team.
- ✓ He is energized by group discussions.
- ✓ He enjoys working on team projects.
- ✓ He utilizes resources freely.
- ✓ Robert is energized by completing a desired outcome.
- ✓ He is energized by eliminating conflict.
- ✓ He enjoys experiencing his surroundings.

Potential Stressors

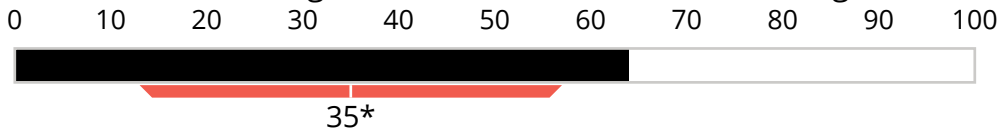
- ✗ Robert does not enjoy working alone.
- ✗ He is stressed when the outcome relies solely on him.
- ✗ He does not like an egotistical environment.
- ✗ He does not enjoy when time is restricted.
- ✗ Robert is stressed when forced to focus only on the end result.
- ✗ He does not like when others in need are ignored.
- ✗ He gets frustrated with a disregard for balance.

Primary Driving Forces Cluster



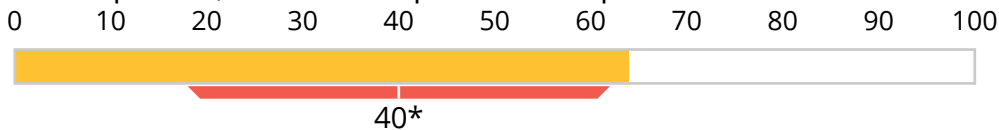
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement to create your unique driving force.

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



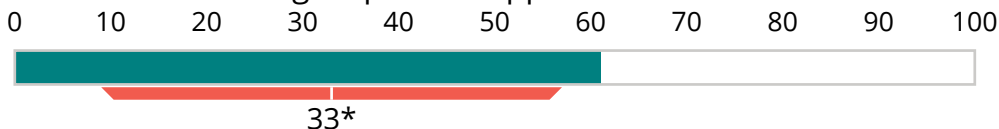
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2. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.



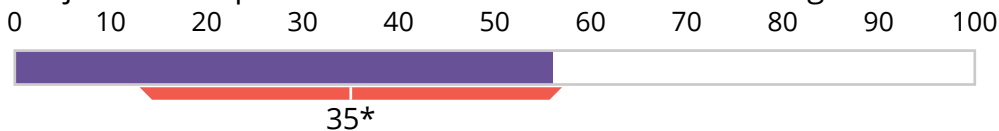
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3. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



61

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



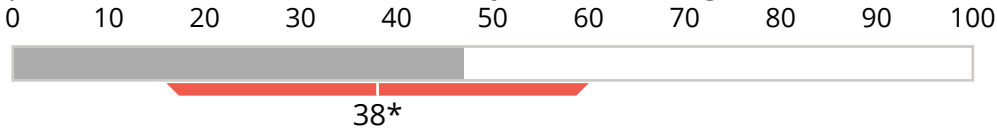
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Situational Driving Forces Cluster

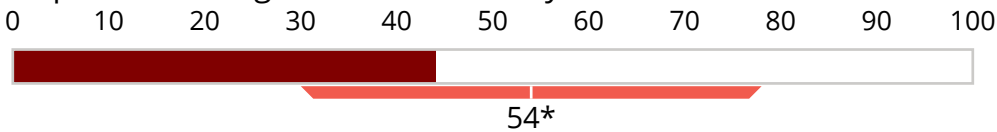


Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

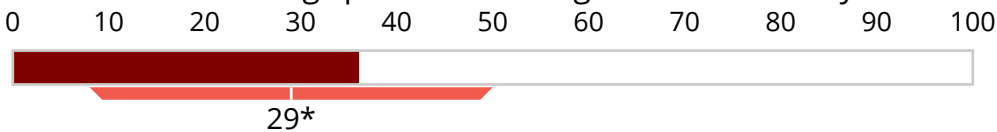
5. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



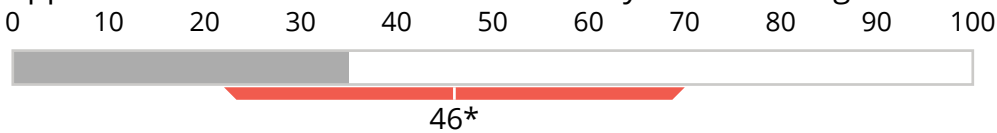
6. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



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



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

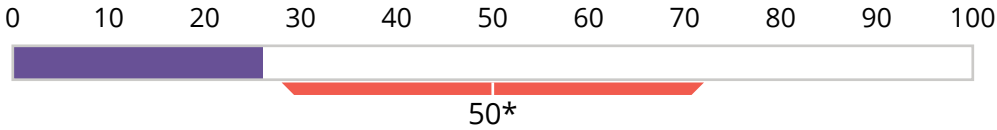


Indifferent Driving Forces Cluster

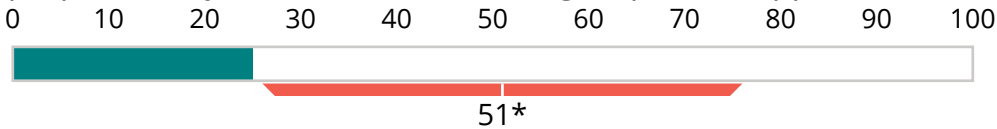


You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

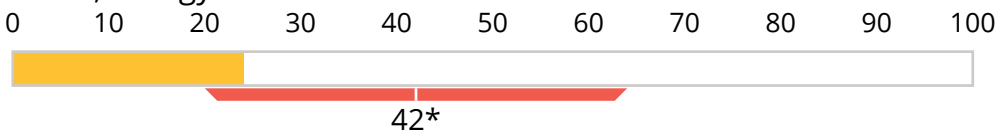
9. Objective - People who are driven by the functionality and objectivity of their surroundings.



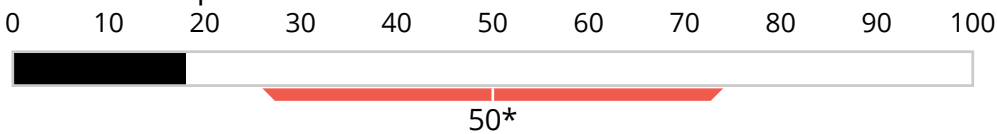
10. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



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



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



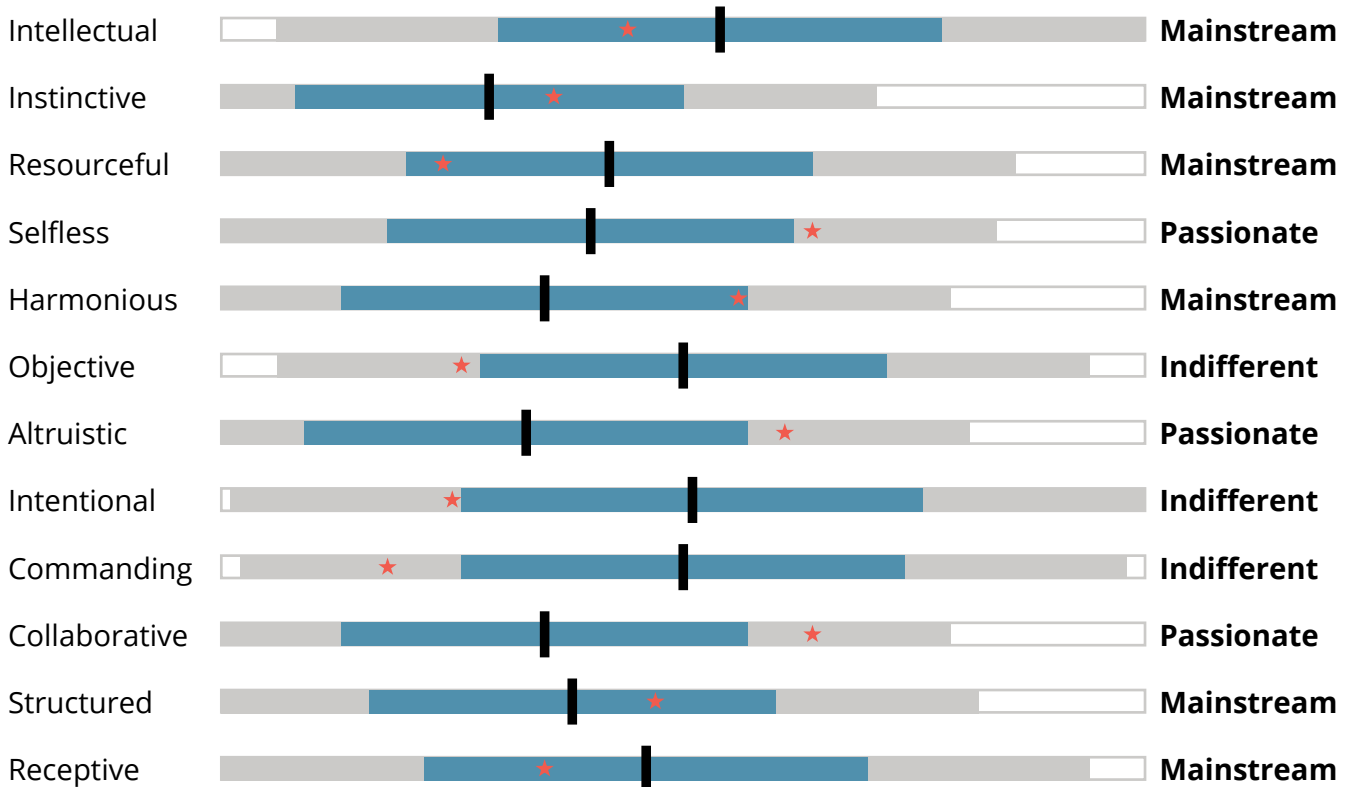
Areas for Awareness



For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar driving forces, you will fit in with the group and be energized. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2017



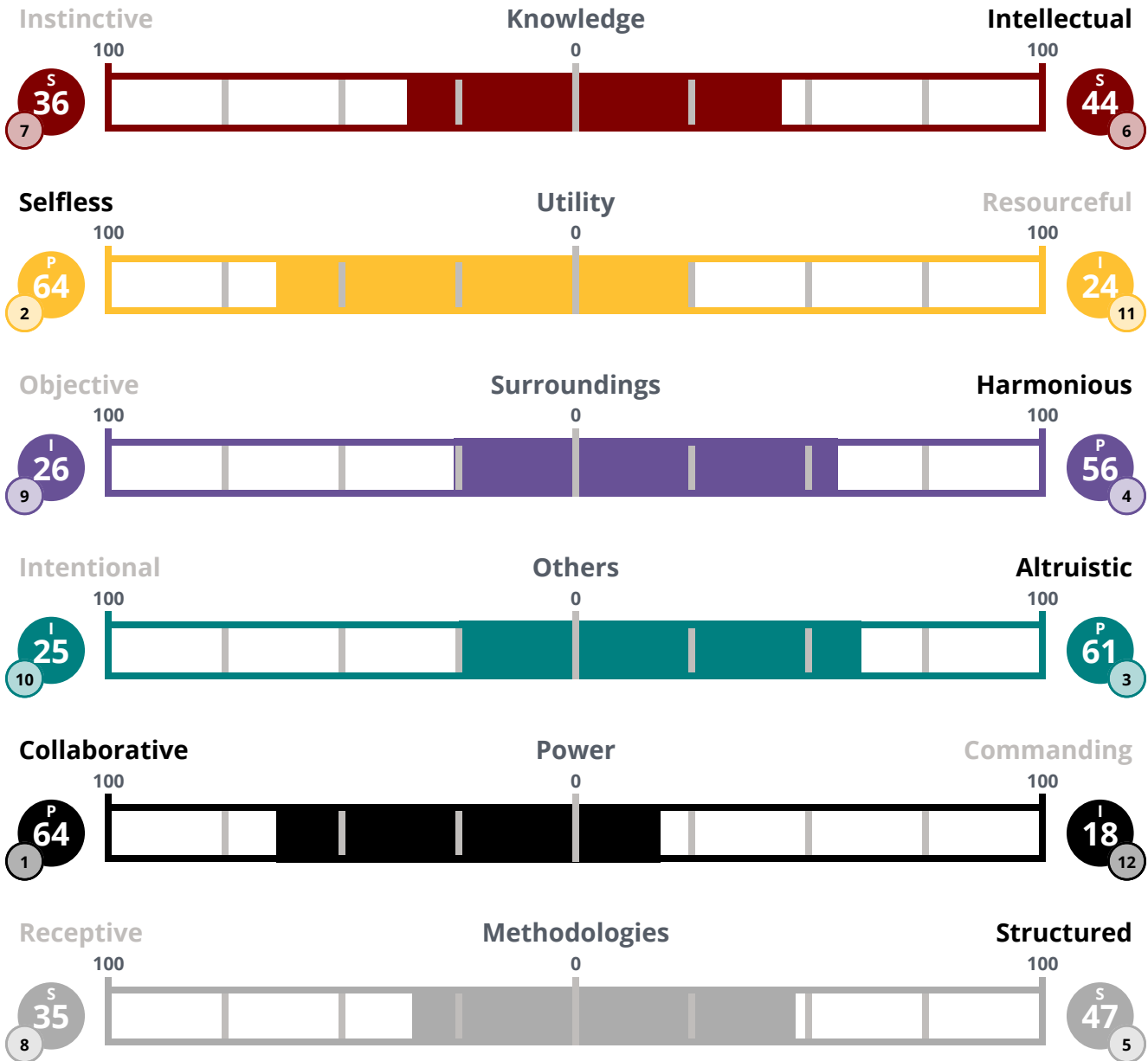
■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
■ - 2nd Standard Deviation
■ - 3rd Standard Deviation

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

Driving Forces Graph



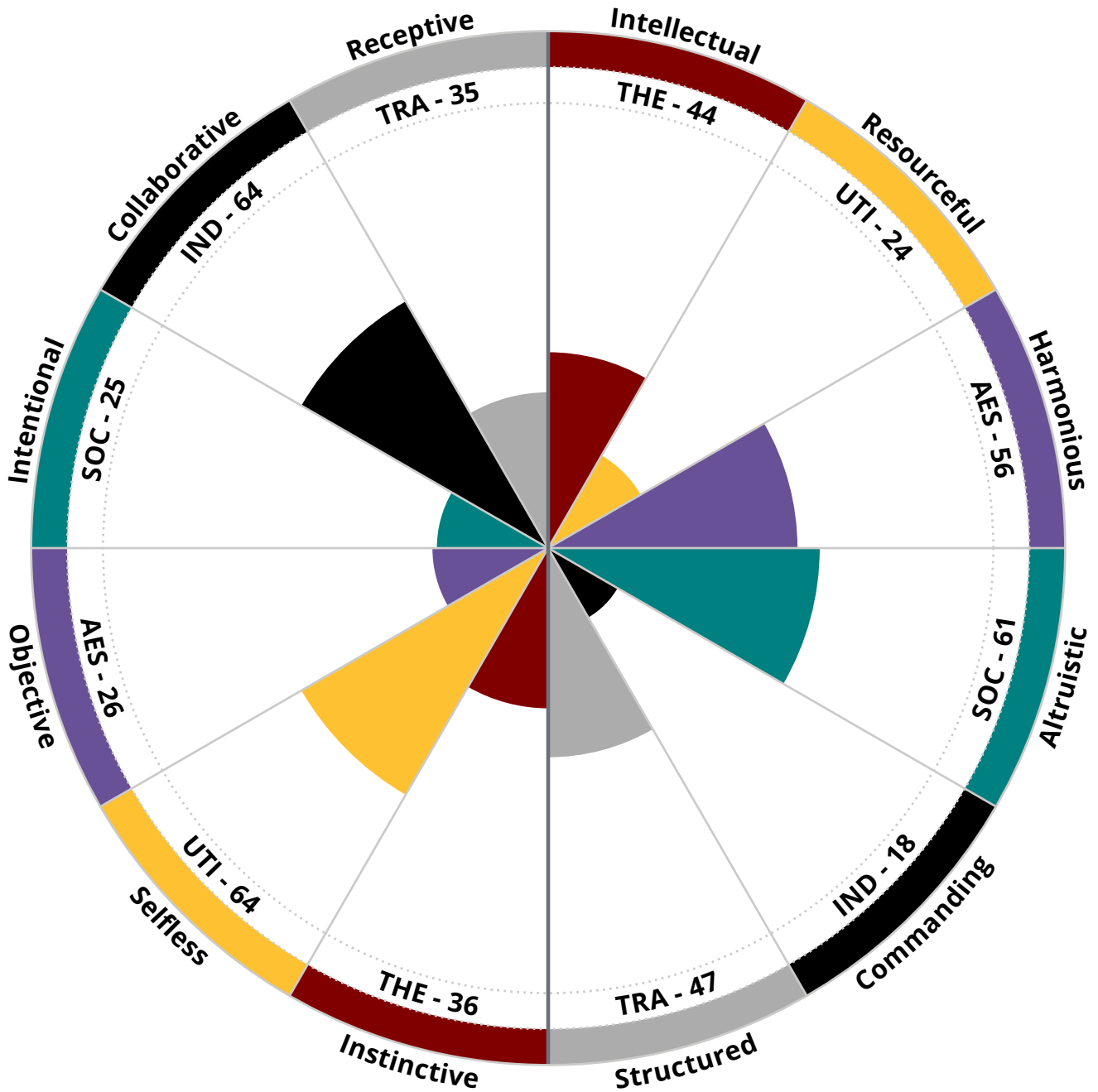
The 12 Driving Forces® Continuum is a visual representation of what motivates Robert and the level of intensity for each category. Diamonds indicate an individual's primary cluster. These four factors are critical to Robert's motivation and engagement regardless of the situation.



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

Norm 2017
 3-1-2021
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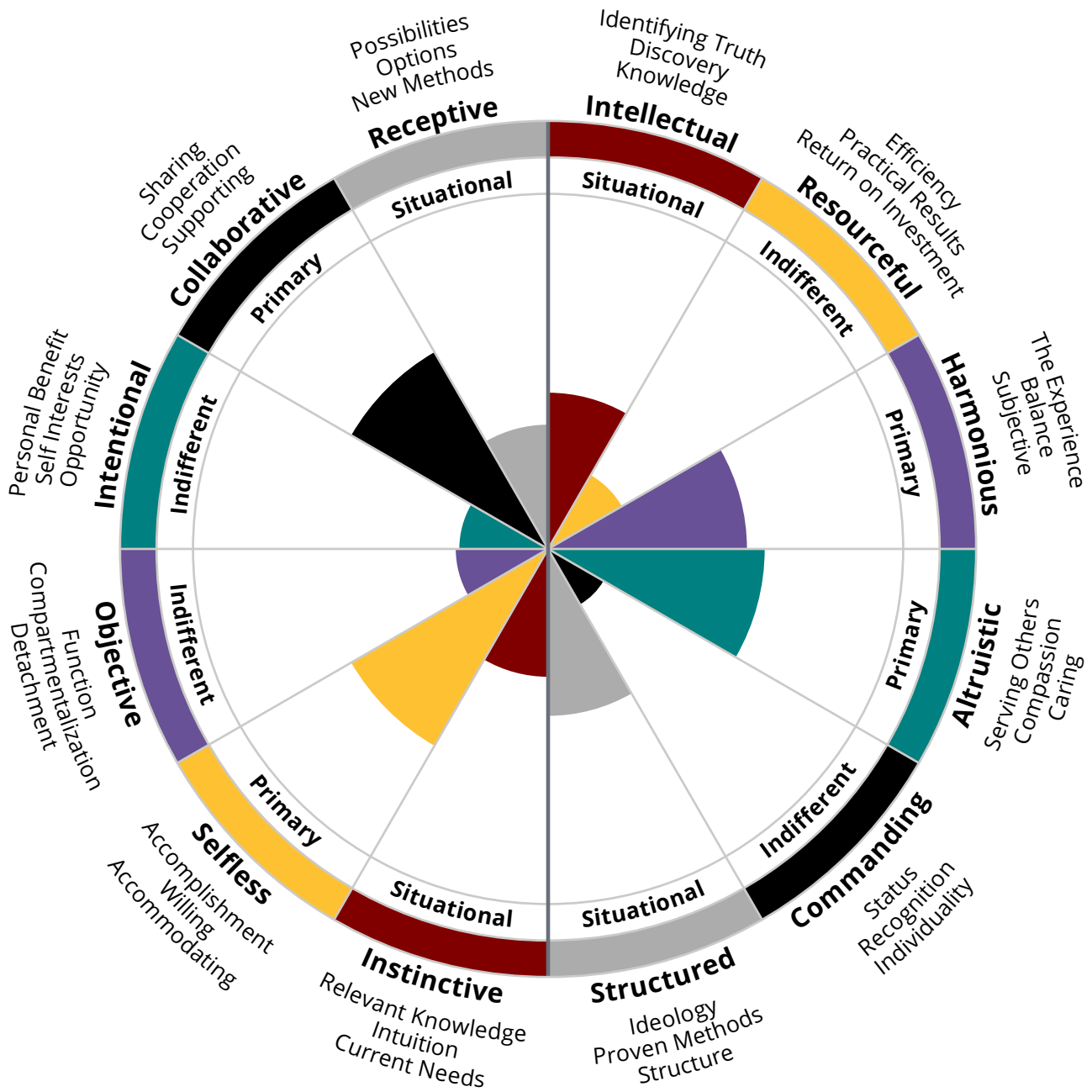
Driving Forces Wheel



T: 7:31

Select, Assess & Train
 Tel: 919-787-8395
 Email: info@selectassesstrain.com

Descriptors Wheel



T: 7:31

Select, Assess & Train
 Tel: 919-787-8395
 Email: info@selectassesstrain.com

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 & Motivational Strengths



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

- Collaborates with people to accomplish goals.
- Works toward turning conflict into cooperation.
- Can be the spokesperson or play a supporting role for the team.
- Tends to be accommodating while completing tasks.
- Promotes accomplishments for the greater good of the organization.
- Accommodating and influential in creating effective outcomes.
- Always willing to offer his time and perspective.
- Sings the praises of peers and the contributions others make.
- Demonstrates a will and desire to help others in the organization.
- Brings enthusiasm to the creative process.
- Always willing to share his ideas on how to enhance the surroundings.
- Will convey optimism for new ideas.

Potential Behavioral & Motivational Conflict



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

- When supporting others, he may over focus on their needs.
- Can disclose the agenda to the wrong people.
- Constructive criticism can be very beneficial if he can focus on the details.
- Accomplishments are diminished as a result of too much small talk.
- Struggles balancing advice with actual results.
- Overestimates what others can accomplish.
- High trust and a desire to help could lead to being taken advantage of.
- May overestimate the impact he can have on others.
- Does not always listen to those he is helping.
- Can over share personal feelings or emotions.
- Over emphasizes the experience compared to the results.
- Situational listener to other's perspective on the experience.

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

- An environment where he can go with the flow.
- A forum to celebrate successes with the team.
- Opportunity to display excitement and fun while getting things done.
- People-oriented activities are rewarded higher than task-oriented activities.
- The experience is seen as a part of the desired accomplishment.
- A manager that focuses on people and brings excitement into the business.
- Ability to showcase altruistic achievements in order to get others involved.
- A forum to advocate for the greater good as it relates to moving the organization forward.
- Ability to achieve results through the interacting with and helping others.
- Ability to develop new and out-of-the box ideas with others.
- A fun and creative working environment.
- Working conditions that allow for creativity and people-interaction.

Keys To Motivating



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

Robert wants:

- A shared forum to express ideas, vision and experiences.
- Recognition for supporting accomplishments and the results.
- Opportunities to be involved with a group for the greater good of the organization.
- Freedom to include others in the celebration of organizational achievements.
- The chance to include others as part of the agenda.
- The opportunity to discuss team and organizational accomplishments.
- The flexibility to be creative in ways that help others.
- To be seen as an internal resource for people to express problems and challenges.
- An opportunity to express how he can improve society.
- Positive and open interactions between co-workers and management.
- The experience of the people and the surroundings to be happy and balanced.
- The ability to express enthusiasm and creativity necessary for successful projects.

Keys To Managing



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

Robert needs:

- A manager that recognizes his need for group recognition of accomplishments.
- To understand the power of listening to others in order to meet objectives.
- To set realistic goals that can be accomplished while supporting the organizational objectives.
- To manage enthusiasm in order to accomplish the desired outcome.
- Help balancing the desire for accomplishment and the need for people interactions.
- Assistance in establishing realistic expectations while increasing involvement of others.
- Assistance in managing time to meet own goals while helping other people.
- A manager that promotes his ability to positively influence others.
- Support in handling situations when others take advantage.
- To balance socializing and workload to lower time management issues.
- To be aware of potential personal problems that could disrupt workflow.
- A Manager with an open door policy who praises publicly.

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.

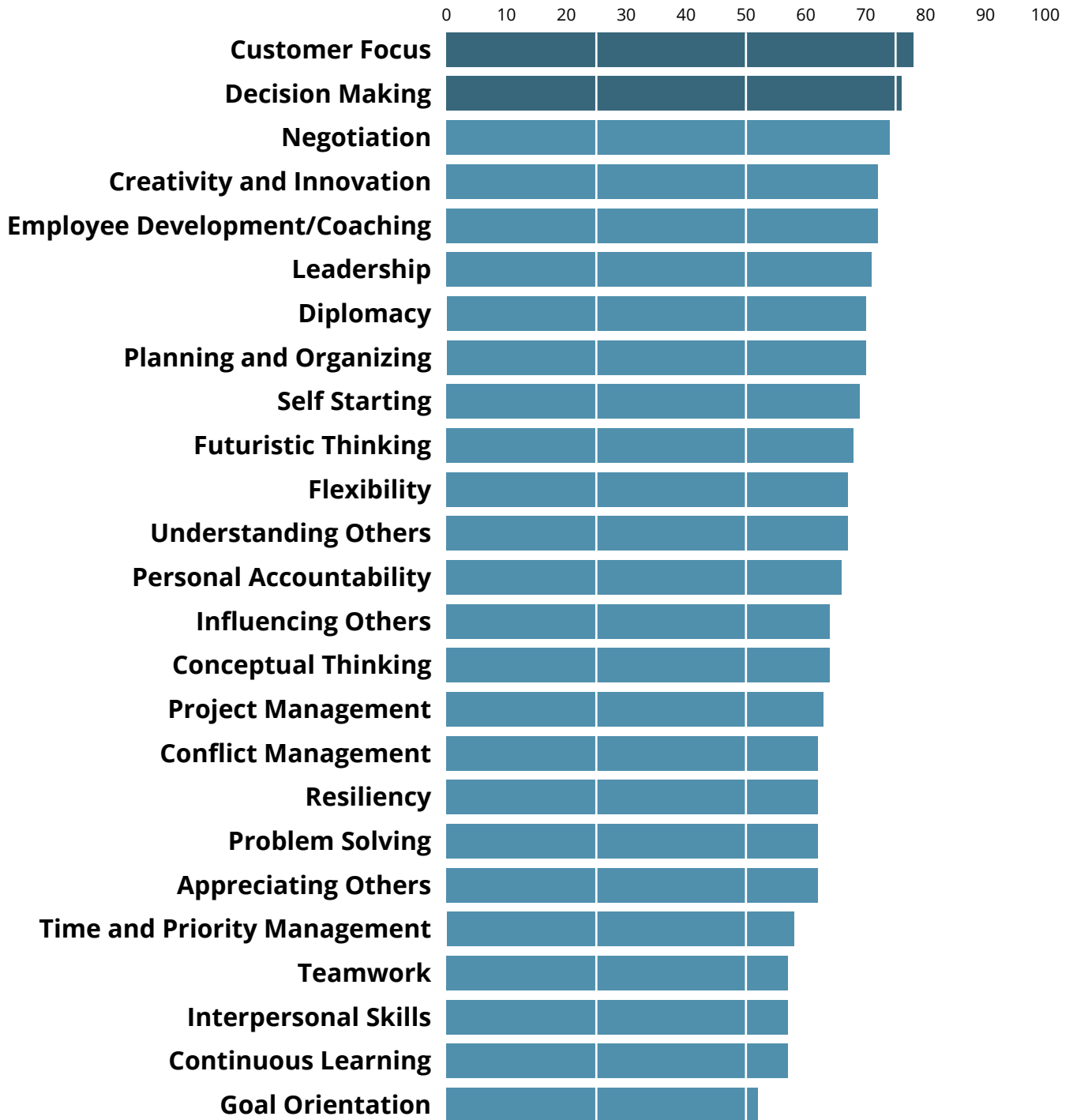
Be sure to read the entire report with an open mind. Everyone has areas where they can improve. Before deciding to work on developing personal skills you have not yet fully developed, you may want to discuss the report with a trusted peer, mentor or professional coach. You may even wish to share the 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.



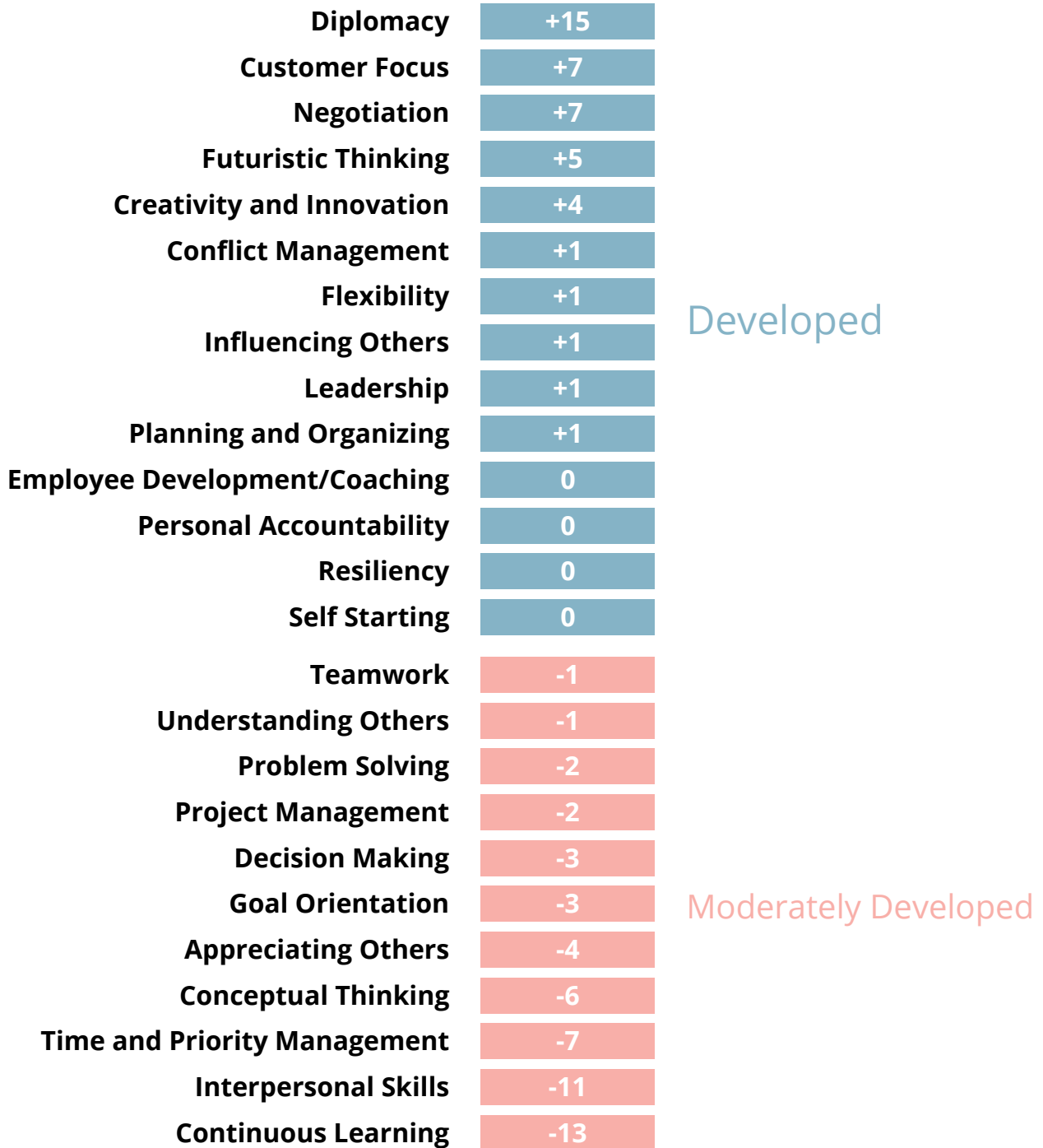
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Development Indicator

Based on Means



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



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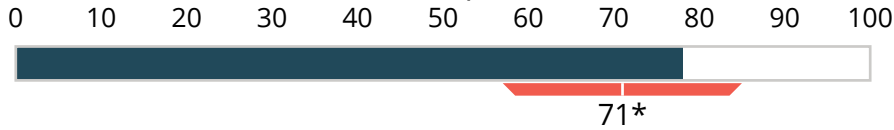
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Competencies Hierarchy

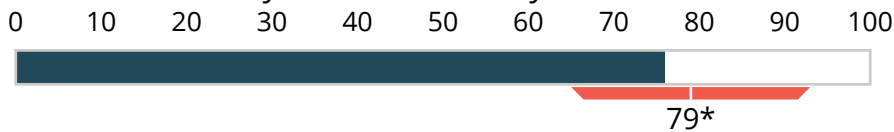


Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.

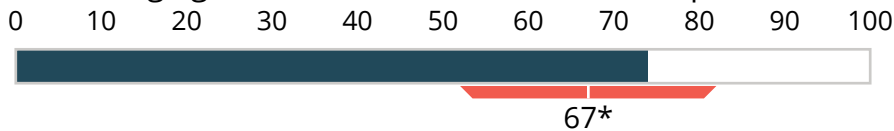
1. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



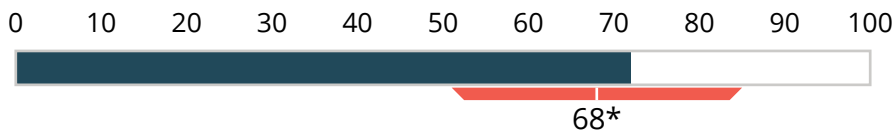
2. Decision Making - Analyzing all aspects of a situation to make consistently sound and timely decisions.



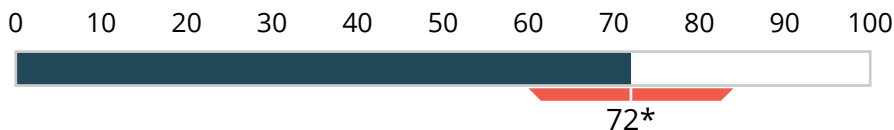
3. Negotiation - Listening to many points of view and facilitating agreements between two or more parties.



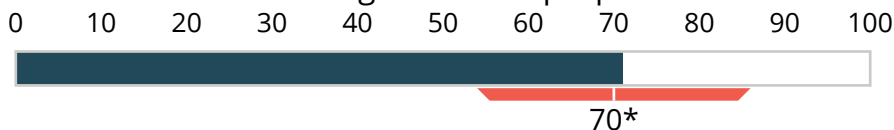
4. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



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



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

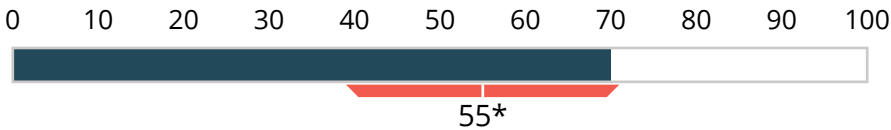


* 68% of the population falls within the shaded area.

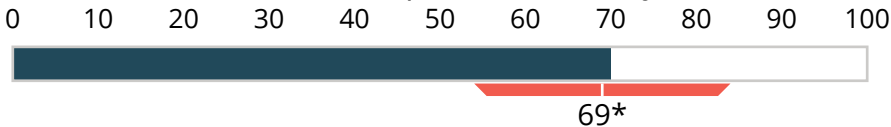
Competencies Hierarchy



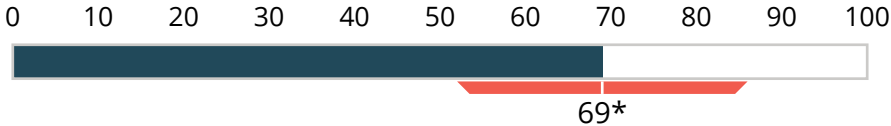
7. Diplomacy - Effectively and tactfully handling difficult or sensitive issues.



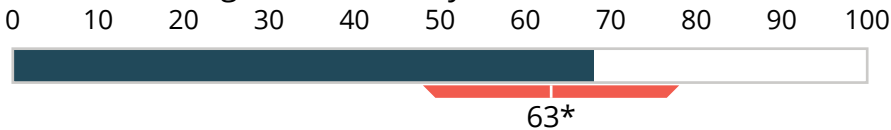
8. Planning and Organizing - Establishing courses of action to ensure that work is completed effectively.



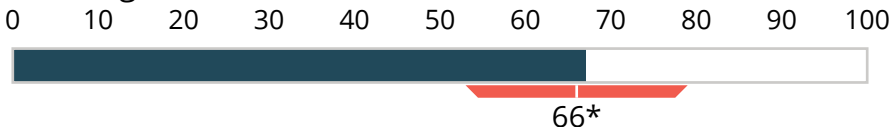
9. Self Starting - Demonstrating initiative and willingness to begin working.



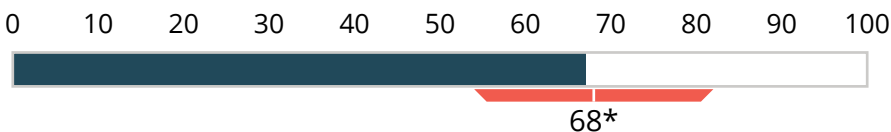
10. Futuristic Thinking - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



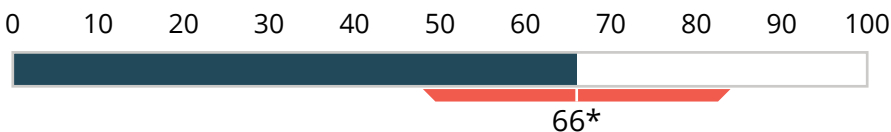
11. Flexibility - Readily modifying, responding and adapting to change with minimal resistance.



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



13. Personal Accountability - Being answerable for personal actions.

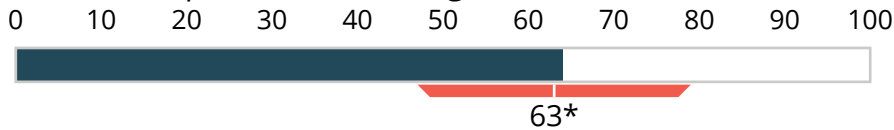


* 68% of the population falls within the shaded area.

Competencies Hierarchy

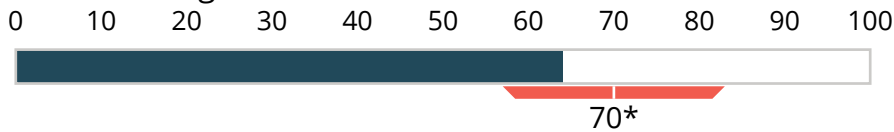


14. Influencing Others - Personally affecting others' actions, decisions, opinions or thinking.



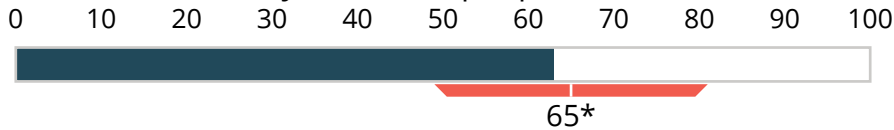
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15. Conceptual Thinking - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.



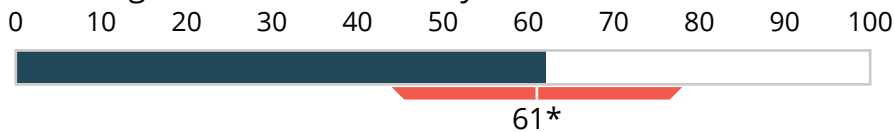
64

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



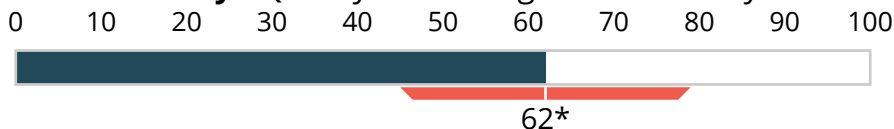
63

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



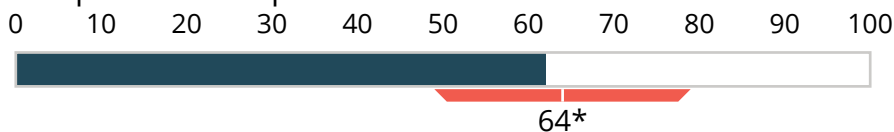
62

18. Resiliency - Quickly recovering from adversity.



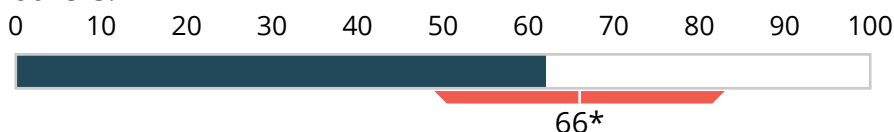
62

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



62

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



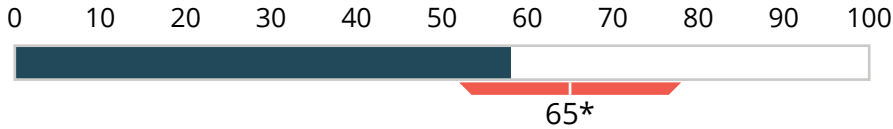
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* 68% of the population falls within the shaded area.

Competencies Hierarchy

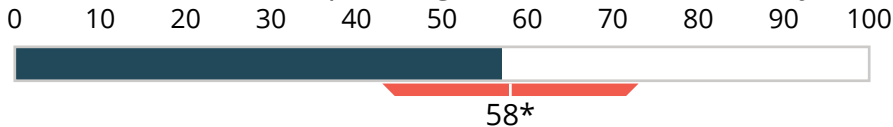


21. Time and Priority Management - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.



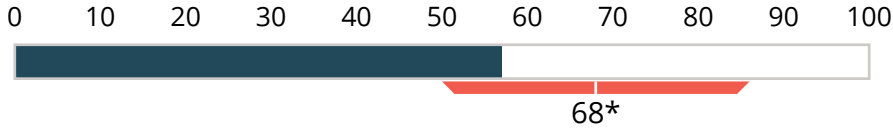
58

22. Teamwork - Cooperating with others to meet objectives.



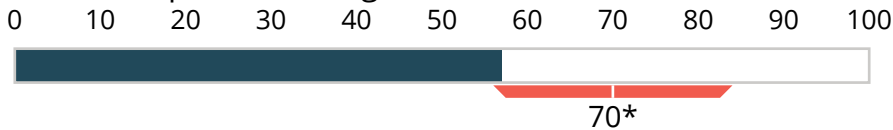
57

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



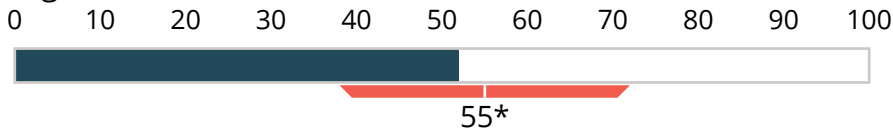
57

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



57

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



52

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

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

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

Summary of Competencies



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

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

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

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

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

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

Summary of Competencies



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

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

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

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

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

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

Summary of Competencies



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

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

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

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

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

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

Summary of Competencies



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

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

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

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

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

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

Summary of Competencies



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

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

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

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

18. Resiliency: Quickly recovering from adversity.

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

Summary of Competencies



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

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

20. Appreciating Others: Identifying with and caring about others.

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

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

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

Summary of Competencies



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

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

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

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

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

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

Summary of Competencies



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

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

Getting The Most From Your Report



Questions about the personal skills you are well developed in:

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

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

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

Questions about the personal skills you have not yet developed:

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