



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Executive

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Production Executive Director
Apex Corporation
6-26-2017



Introduction Where Opportunity Meets Talent

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

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

Behaviors

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

Driving Forces

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

Integrating Behaviors And Driving Forces

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



Introduction Behaviors Section

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

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

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

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

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

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



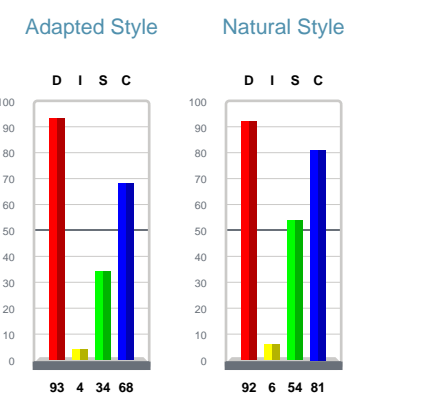
General Characteristics

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

Reba embraces visions not always seen by others. Reba's creative mind allows her to see the "big picture." She may lose interest in a project once the challenge ceases. She may then be ready for another challenging project. She will work hard at achieving her goals. She loves to win and hates to lose. She likes people, but can be seen occasionally as cold and blunt. She may have her mind on project results, and sometimes may not take the time to be empathetic toward others. Reba can be incisive, analytical and argumentative at times. She is forward-looking, aggressive and competitive. Her vision for results is one of her positive strengths. She is an aggressive individual who wins through hard work and persistence; that is, she will come up with a good idea and follow through. She establishes many standards for herself and others. Her high ego strength demands that her standards will be met. Some may view her as being stubborn and opinionated. She views it as the price you must pay for success. She may try to "explain" her stubbornness in positive terms. She has high ego strengths and may be viewed by some as egotistical.

Reba finds it easy to share her opinions on solving work-related problems. She refrains from getting emotionally involved in decision making. This allows her to make objective decisions. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She can be direct in her approach to discovering the facts and data. She maintains her focus on results. Reba has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Logic and people who have the facts and data to support this logic influence her. She admires the patience required to gather facts and data. She is logical, incisive and critical in her problem-solving activities. She has the ability to make high-risk decisions, but sometimes should seek counsel before acting.





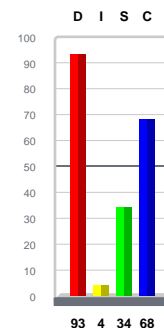


General Characteristics Continued

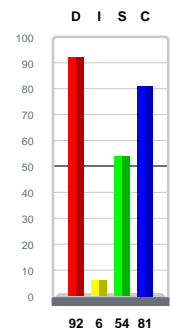
Reba likes subordinates who communicate with her in a clear, precise and brief conversation. When communicating with others, Reba must carefully avoid being excessively critical or pushy. She tries to get on with the subject, while others may be trying to work through the details. She is not influenced by people who are overly enthusiastic. They rarely get her attention. She tries to remain emotionally uninvolved in what the other person is saying. Reba has the ability to ask the right questions and destroy a shallow idea. Some people may feel these questions are a personal attack upon their integrity; however, this is just her way of getting the appropriate facts. She likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! She could improve her communication skills by being patient, listening and displaying genuine care for the people with whom she comes in contact. She may display a lack of empathy for others who cannot achieve her standards.



Adapted Style



Natural Style



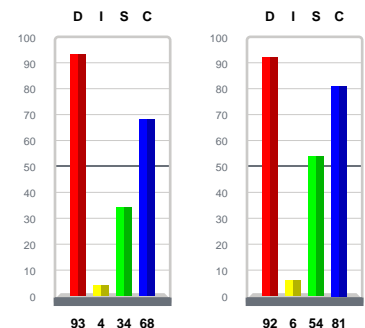


Value to the Organization

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

- Suspicious of people with shallow ideas.
- Always looking for logical solutions.
- Self-starter.
- Will join organizations to represent the company.
- Tenacious.
- Challenge-oriented.
- Innovative.

Adapted Style Natural Style





Checklist for Communicating

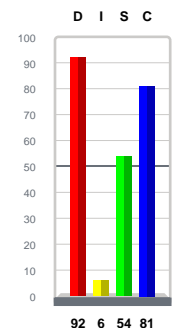
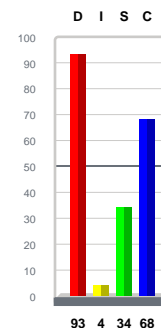
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Reba. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Reba most frequently.

Ways to Communicate:

- Keep at least three feet away from her.
- Use expert testimonials.
- Support and maintain an environment where she can be efficient.
- Give pros and cons on ideas.
- Provide details in writing.
- Stick to business--let her decide if she wants to talk socially.
- Be prepared with the facts and figures.
- Be patient and persistent.
- Show her a sincere demeanor by careful attention to her point of view.
- Motivate and persuade by referring to objectives and results.
- Read the body language--look for impatience or disapproval.
- Respect her quiet demeanor.
- Be clear, specific, brief and to the point.

Adapted Style

Natural Style





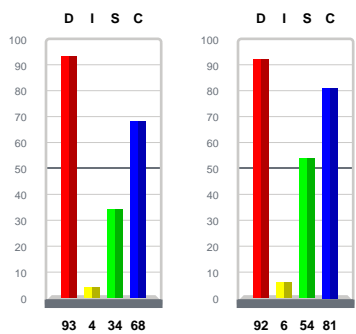
Checklist for Communicating Continued

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

- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- Let disagreement reflect on her personally.
- Pretend to be an expert, if you are not.
- Come with a ready-made decision, or make it for her.
- Direct or order.
- Use inappropriate buzz words.
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Ask rhetorical questions, or useless ones.
- Be disorganized.
- Ramble on, or waste her time.
- Make statements you cannot prove.

Adapted Style Natural Style





Communication Tips

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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



Perceptions

See Yourself as Others See You

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

Self-Perception

Reba usually sees herself as being:

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

Others' Perception - Moderate

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

- Demanding
- Nervy
- Egotistical
- Aggressive

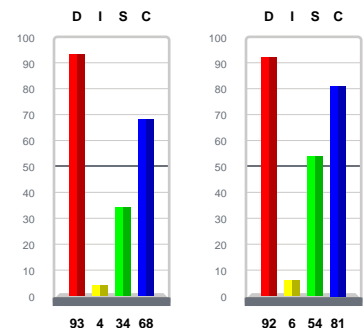
Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated



Adapted Style Natural Style





The Absence of a Behavioral Factor

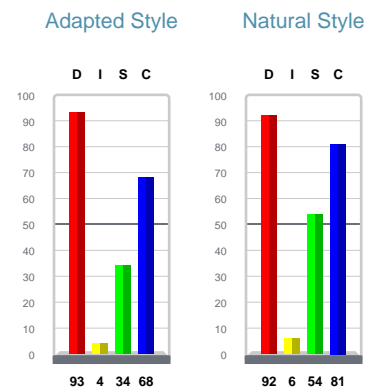
The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral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

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

- Avoid groups where trust has not been previously established.
- Avoid working environments that see a realistic nature as purely pessimistic.
- Avoid work environments that require an open door policy.

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

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





Descriptors

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

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



Natural and Adapted Style

Reba'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

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

Adapted

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

People - Contacts

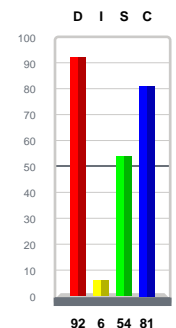
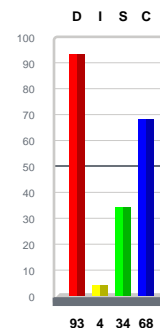
Natural

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

Adapted

Reba sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Adapted Style Natural Style





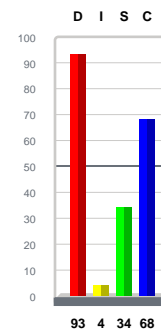
Adapted Style

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

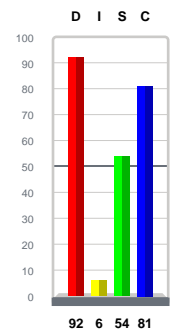


- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Accomplishing tasks without many people contacts.
- Being precise in the collection of data.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Acting without precedent, and able to respond to change in daily work.
- Dealing with a wide variety of work activities.
- Projecting a limited display of emotion.
- Persistence in job completion.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Anticipating and solving problems.

Adapted Style



Natural Style





Time Wasters

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

Crisis Management

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

Possible Causes:

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

Possible Solutions:

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

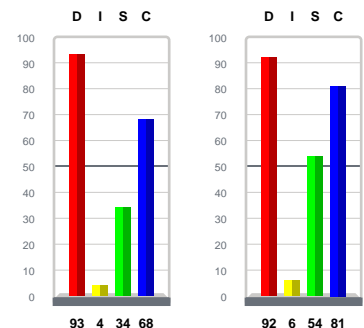
Poor Delegation

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

Possible Causes:

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

Adapted Style Natural Style



Time Wasters Continued

Possible Solutions:

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

Firefighting

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

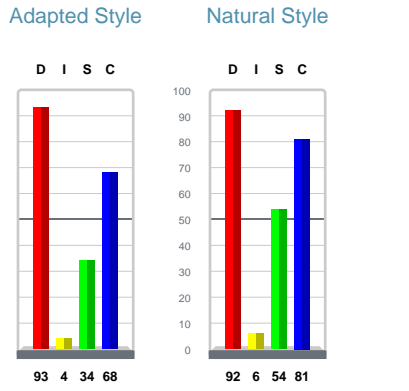
Possible Causes:

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

Possible Solutions:

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







Areas for Improvement

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

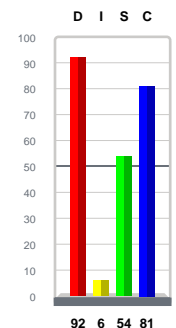
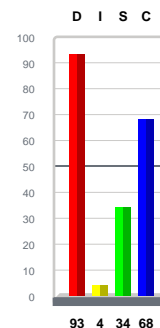
Reba has a tendency to:

- Dislike routine work or routine people--unless she sees the need to further her goals.
- Have trouble delegating--can't wait, so does it herself.
- Set standards for herself and others so high that impossibility of the situation is common place.
- Lack tact and diplomacy as long as she gets the results she wants.
- Overuse fear as a motivator by being overly demanding.
- Blame, deny and defend her position--even if it is not needed.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that she has.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.



Adapted Style

Natural Style

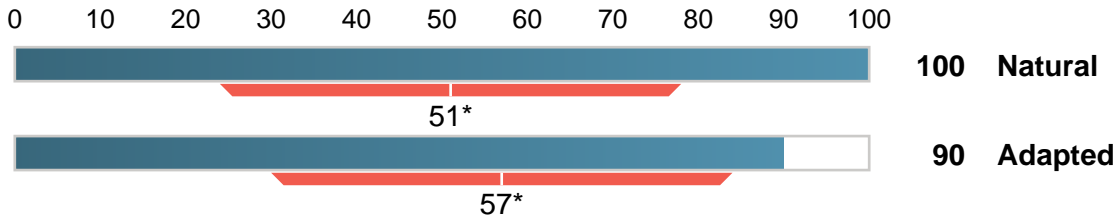




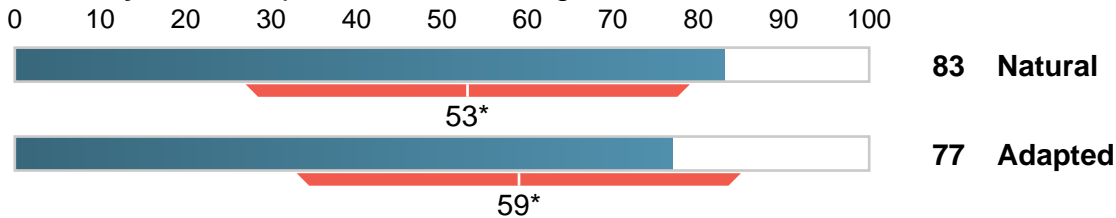
Behavioral Hierarchy

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.

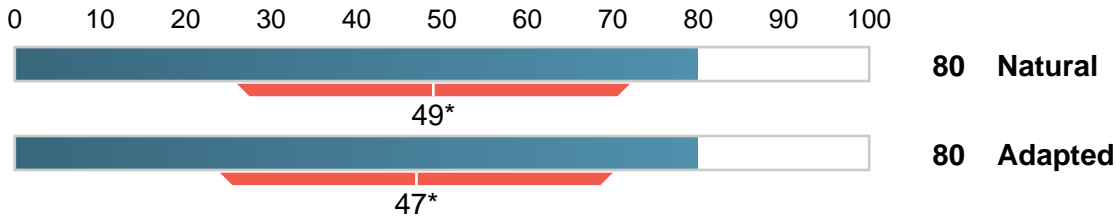
1. Organized Workplace - Establish and maintain specific order in daily activities.



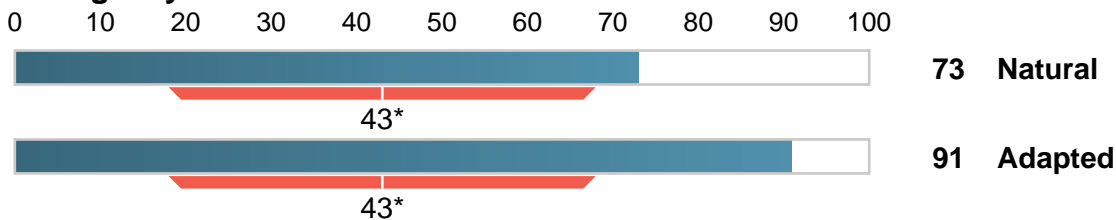
2. Analysis - Compile, confirm and organize information.



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



4. Urgency - Take immediate action.

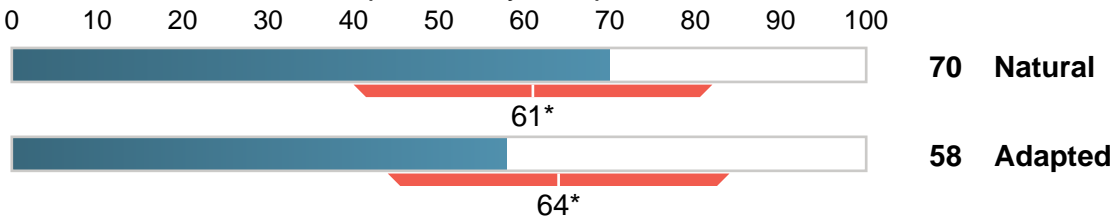


* 68% of the population falls within the shaded area.

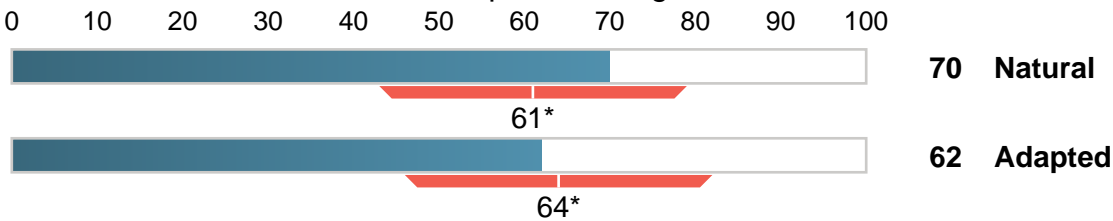


Behavioral Hierarchy Continued

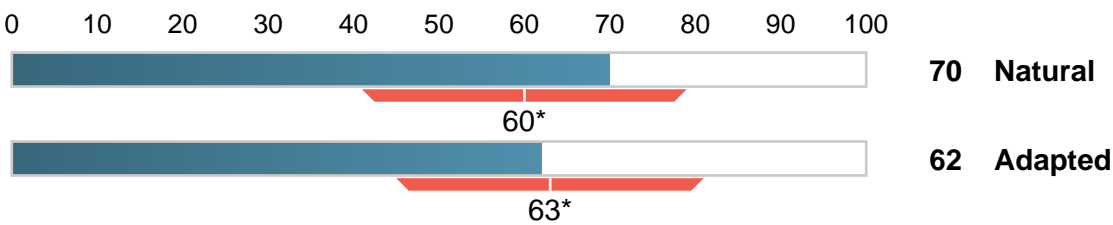
5. Consistent - Perform predictably in repetitive situations.



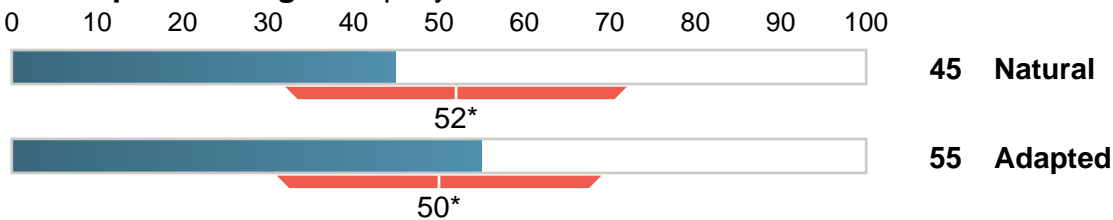
6. Persistence - Finish tasks despite challenges or resistance.



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



8. Frequent Change - Rapidly shift between tasks.

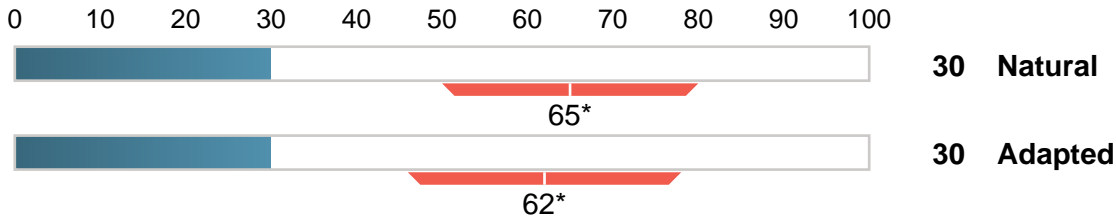


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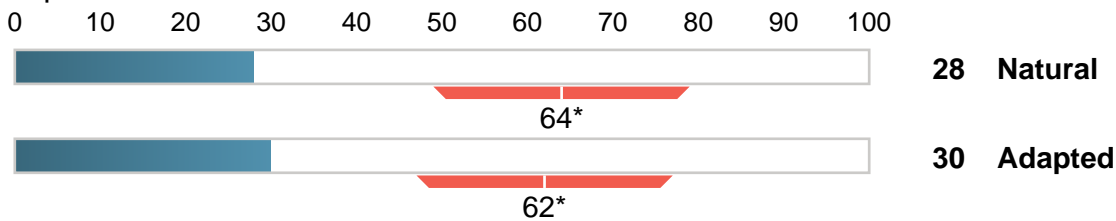


Behavioral Hierarchy Continued

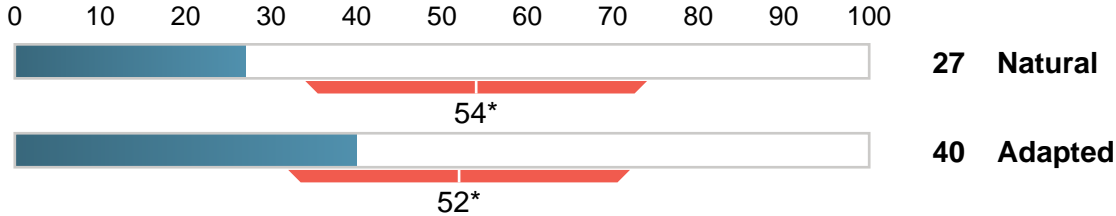
9. People-Oriented - Build rapport with a wide range of individuals.



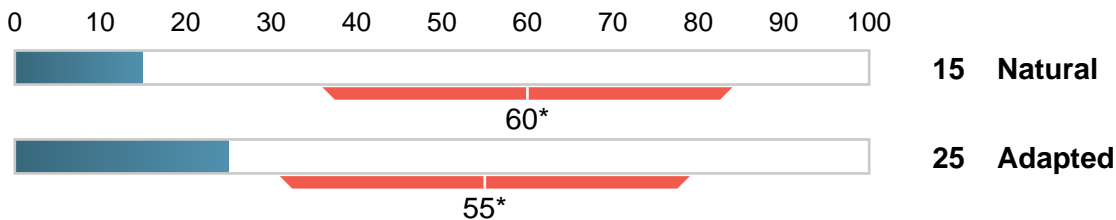
10. Customer-Oriented - Identify and fulfill customer expectations.



11. Versatile - Adapt to various situations with ease.



12. Interaction - Frequently engage and communicate with others.



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

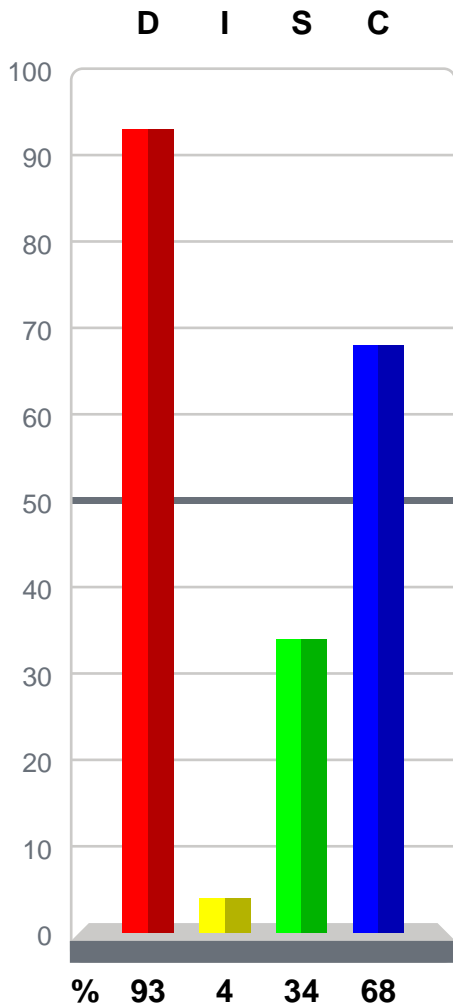


Style Insights® Graphs

6-26-2017

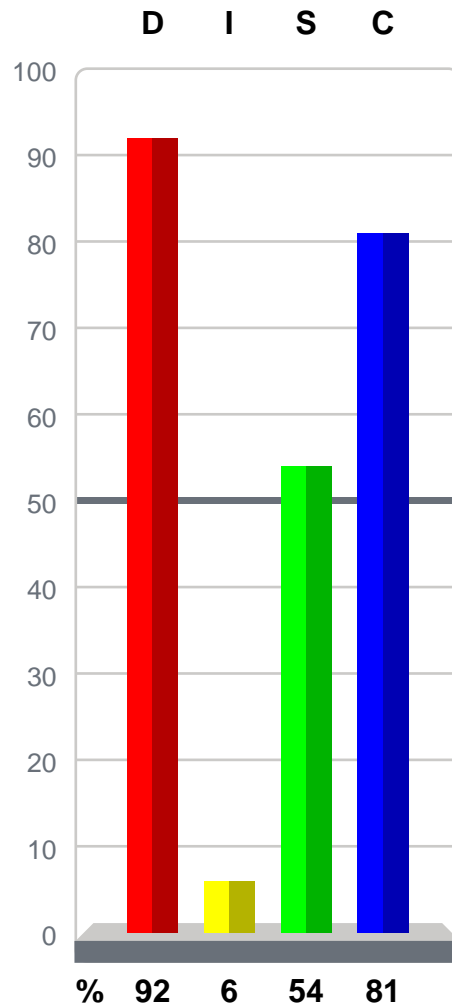
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4



The Success Insights® Wheel

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

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

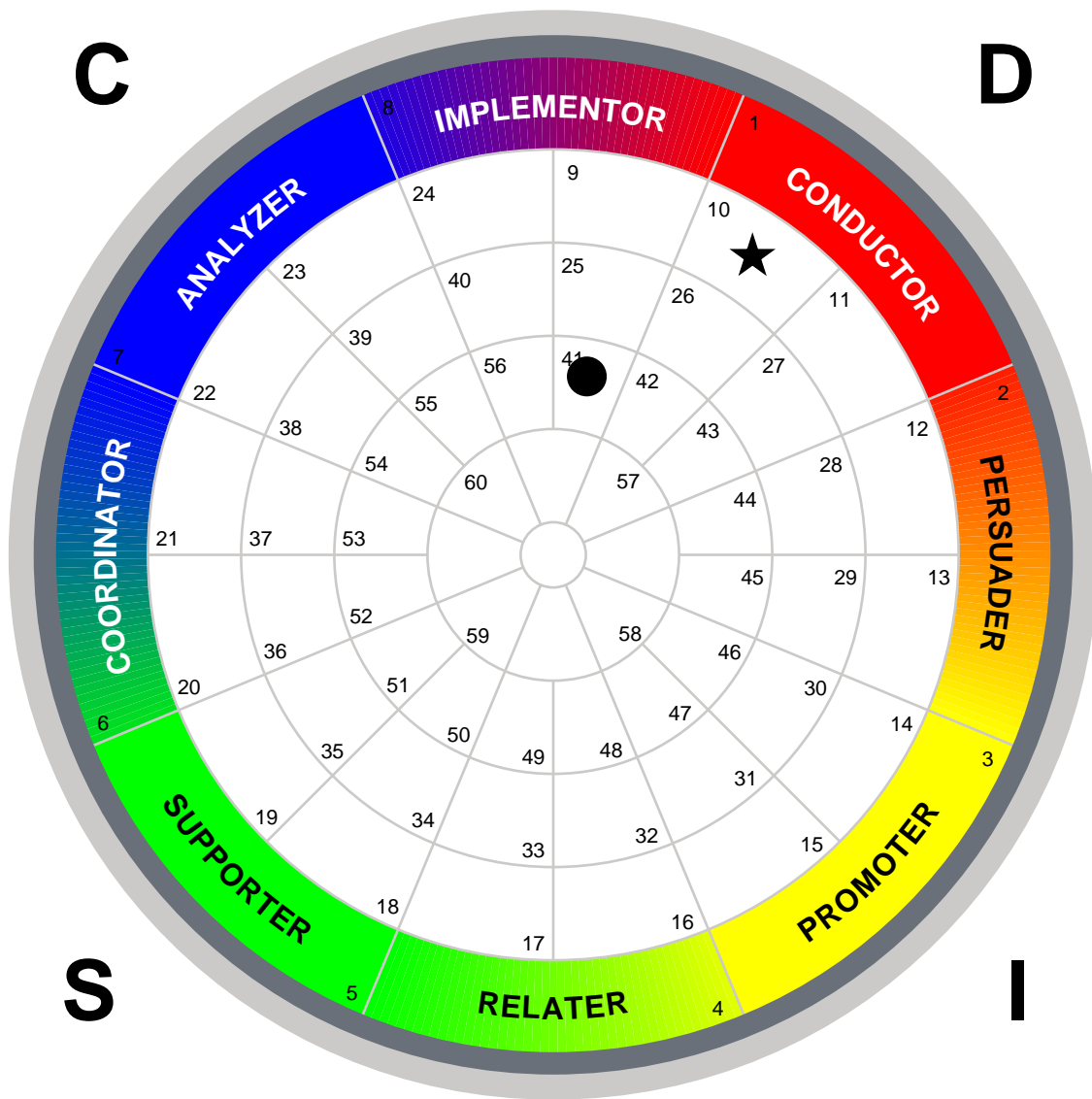
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



The Success Insights® Wheel

6-26-2017



Adapted: ★ (10) IMPLEMENTING CONDUCTOR
 Natural: ● (41) CONDUCTING IMPLEMENTOR (ACROSS)

Norm 2017 R4



Understanding Your Driving Forces

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

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

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

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

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

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



General Characteristics

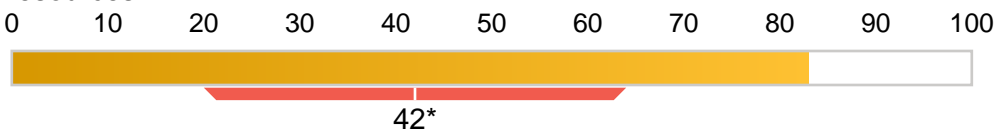
When possible Reba will strive to create a winning strategy. At times Reba sees the importance of following a system and how it applies to a specific situation. She will usually have the information to support her convictions. She views people as a resource to achieve results. Reba can focus on the task at hand regardless of her surroundings. She will focus on the functionality over the appearance. She is driven to maximize opportunities in order to create financial flexibility. Based on her enterprising nature, Reba is sensitive to wasting time, resources and/or opportunities.



Primary Driving Forces Cluster

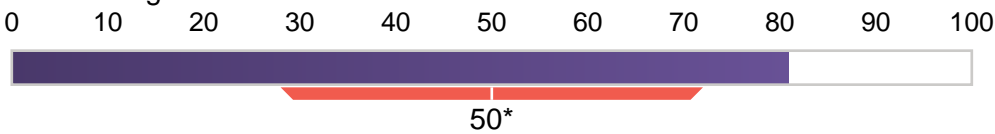
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



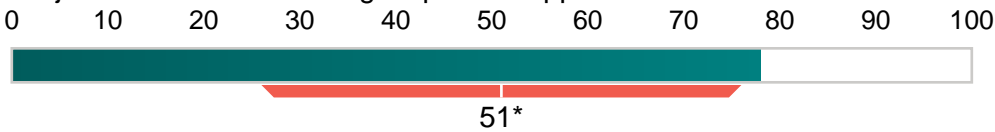
83

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



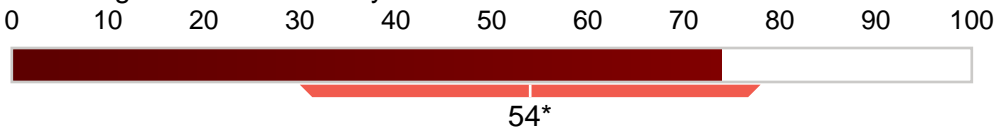
81

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



78

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



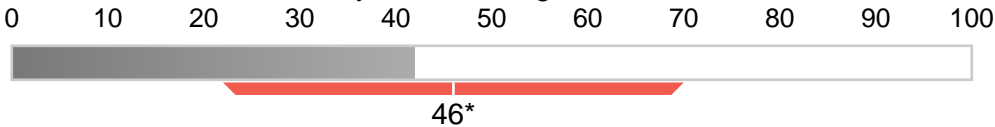
74



Situational Driving Forces Cluster

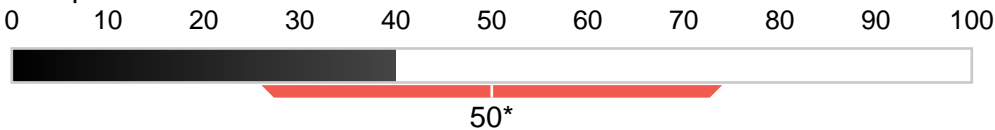
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



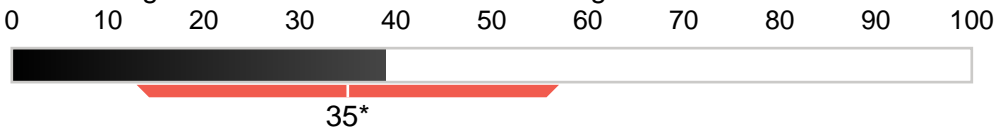
42

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



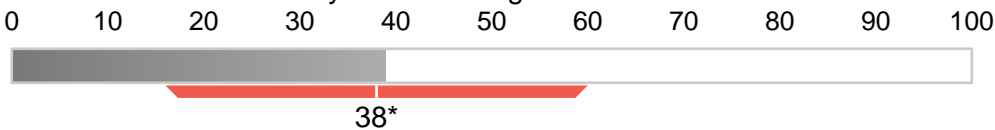
40

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



39

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



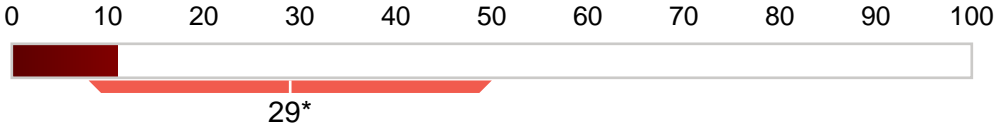
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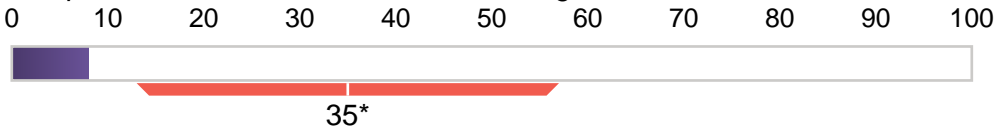
Indifferent Driving Forces Cluster

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

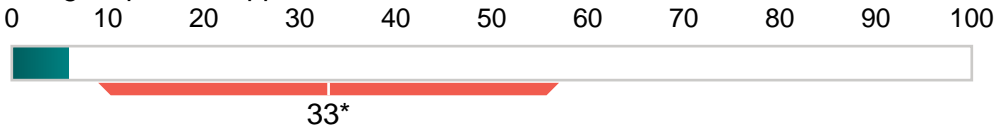
9. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



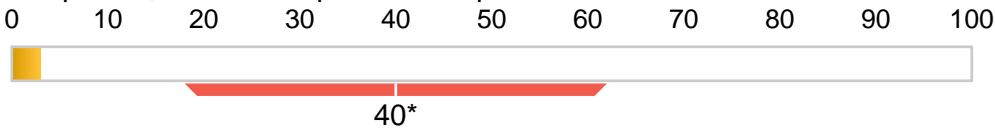
10. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



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



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



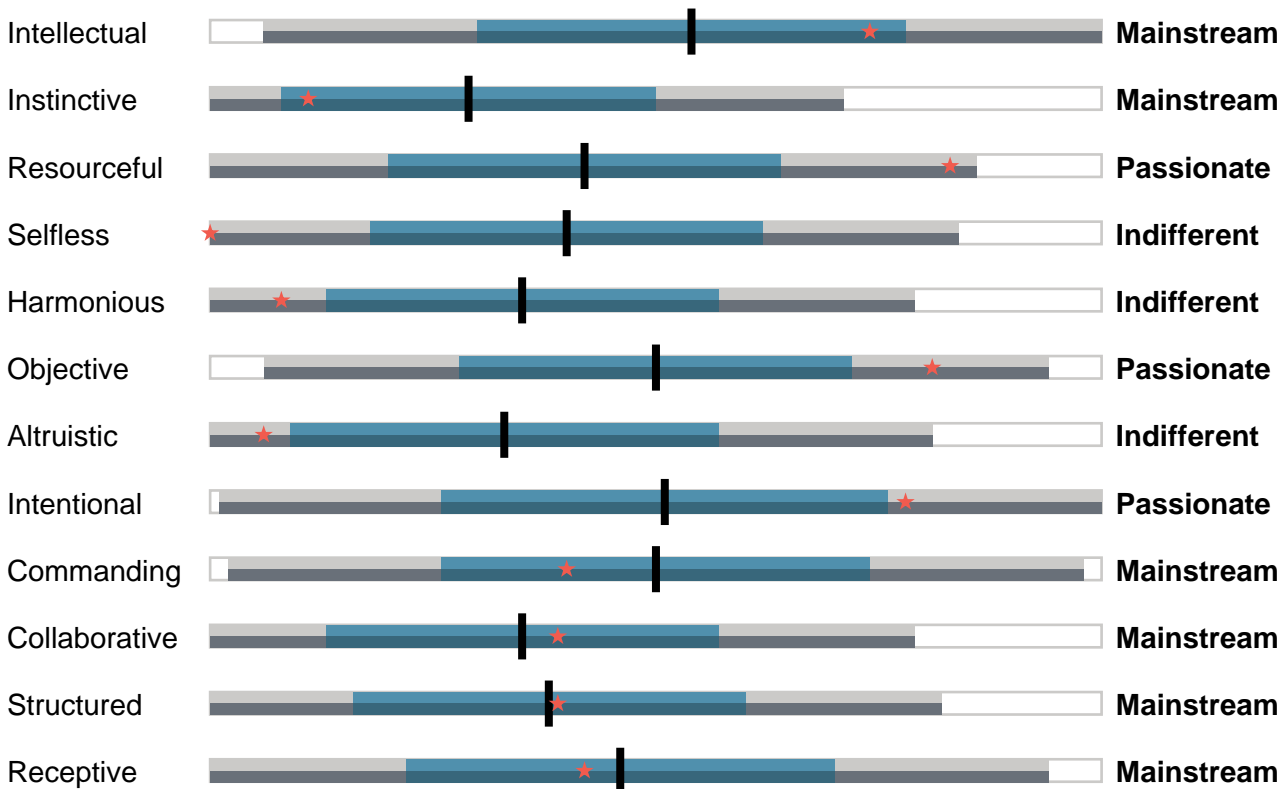


Areas for Awareness

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

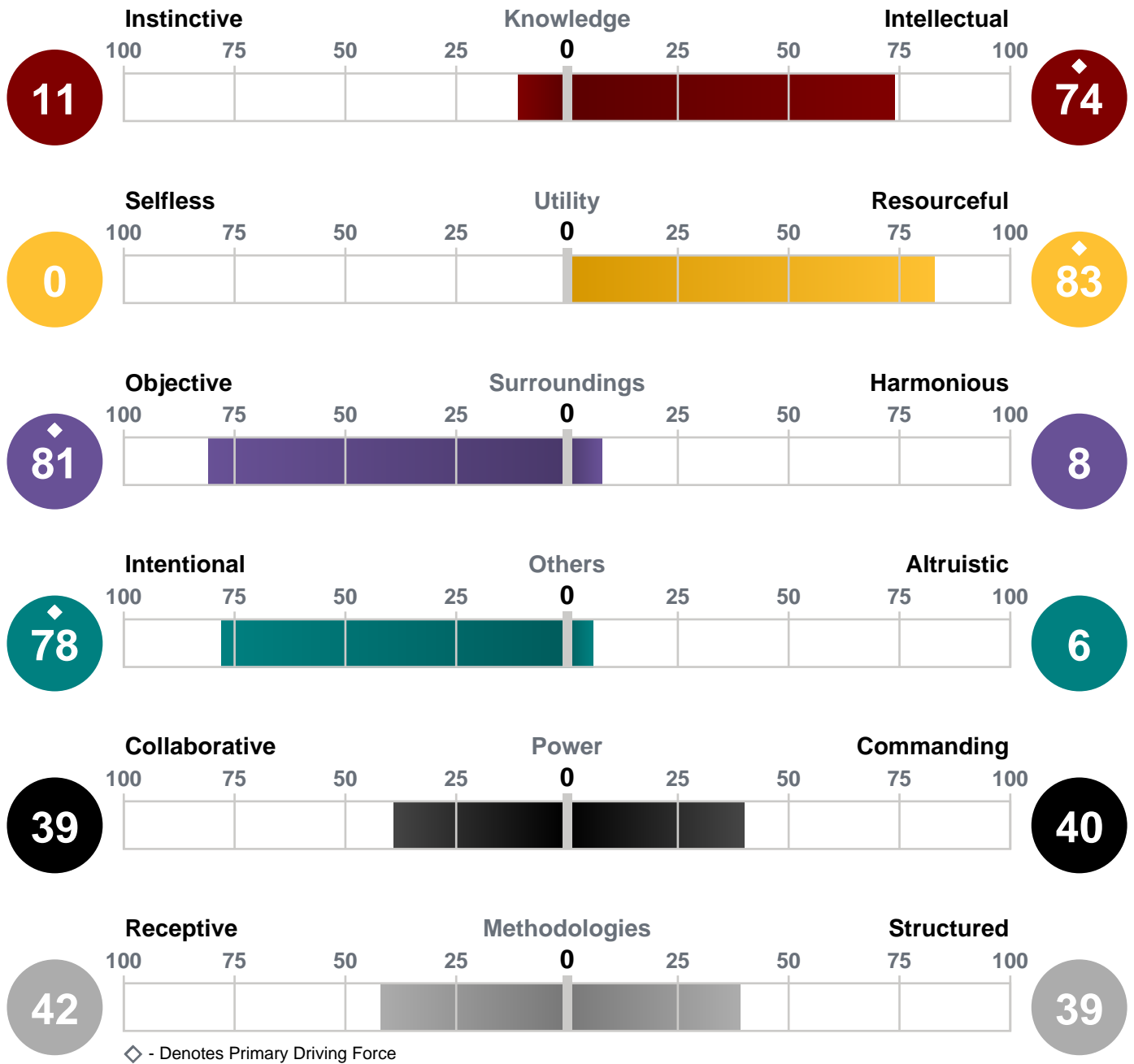


- 1st Standard Deviation - * 68% of the population falls within the shaded area.
 - 2nd Standard Deviation
 - 3rd Standard Deviation
 - national mean
 - your score

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

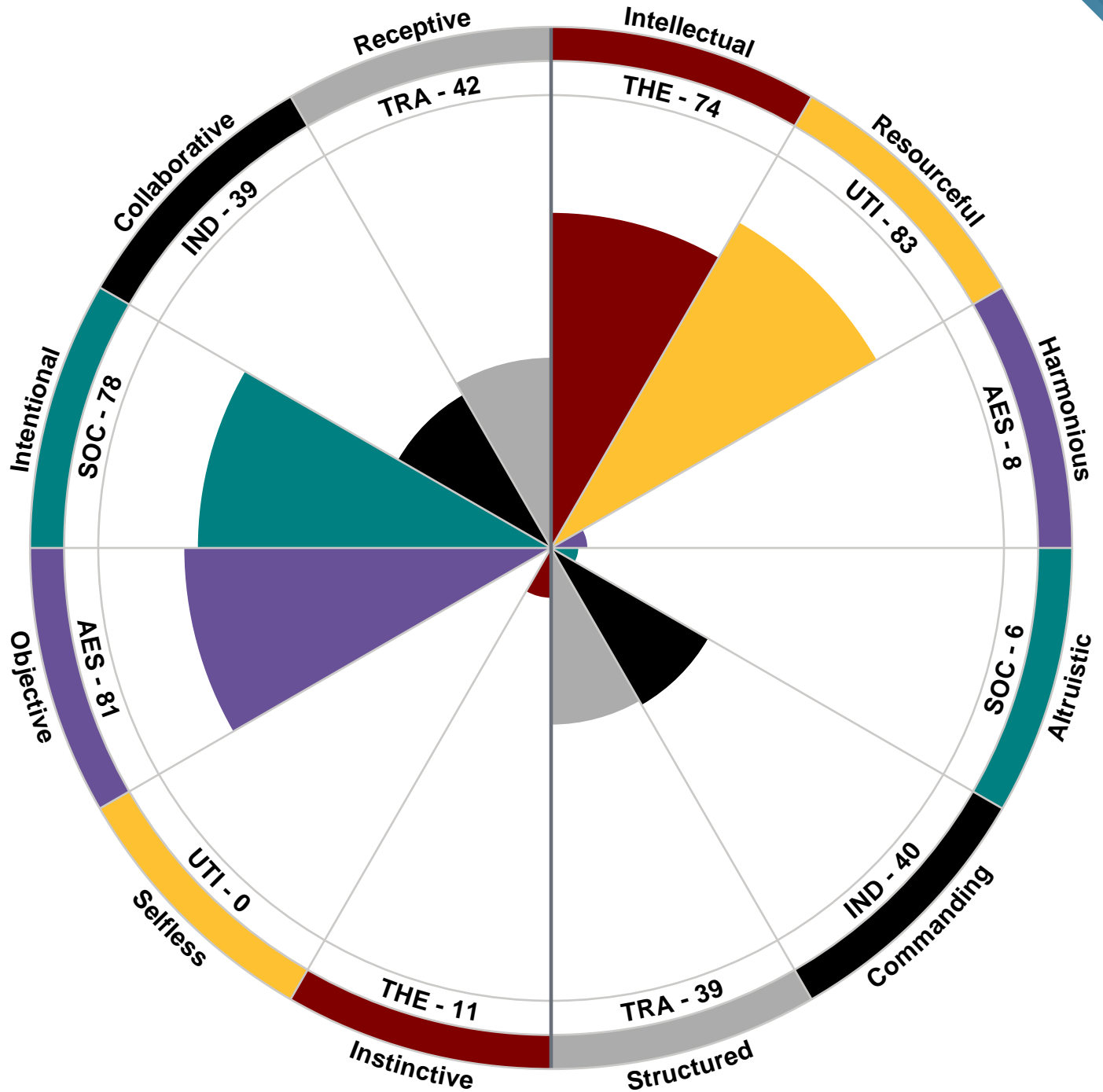


Driving Forces Graph



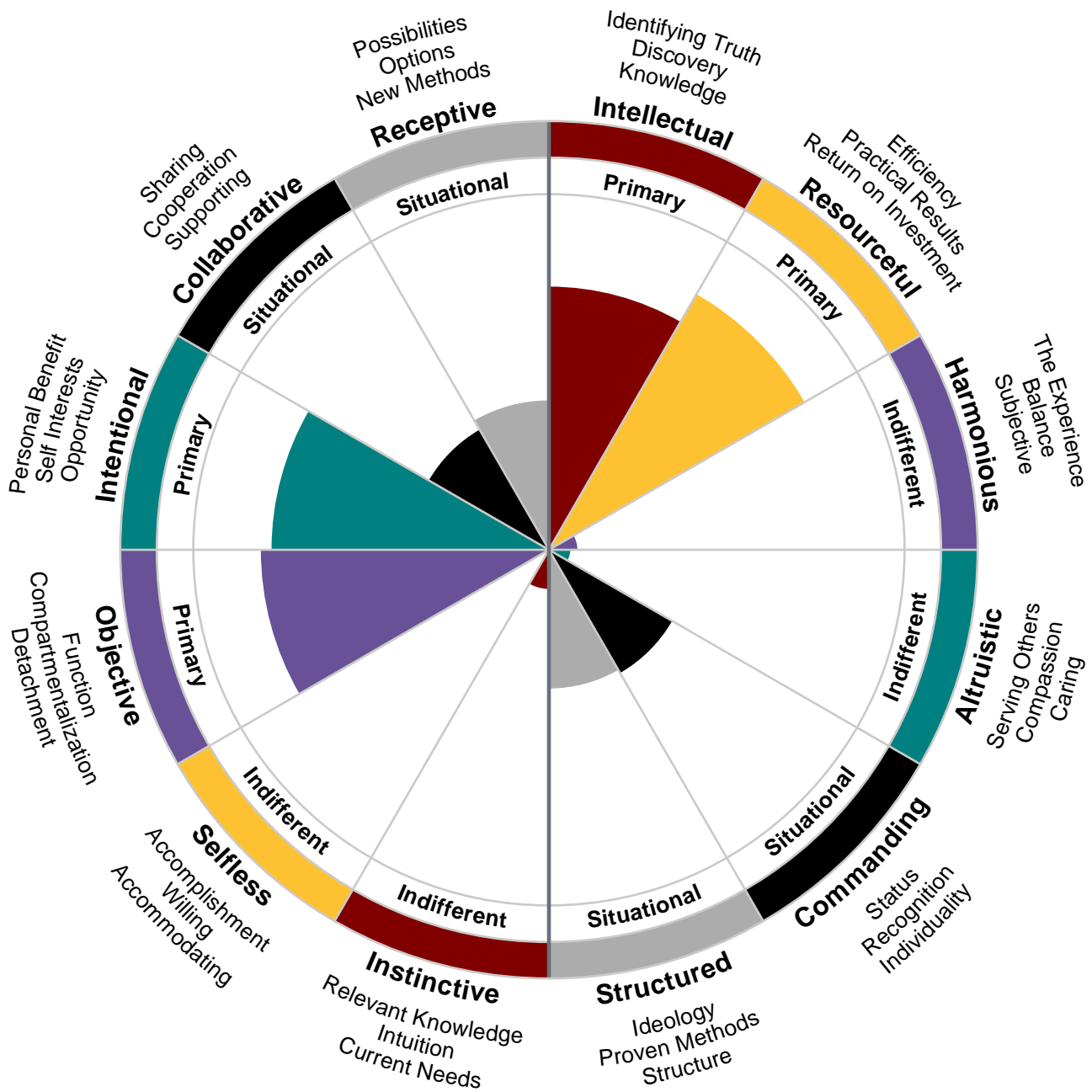


Driving Forces Wheel





Descriptors Wheel





Introduction Integrating Behaviors and Driving Forces Section

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

In this section you will find:

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



Potential Behavioral and Motivational Strengths

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

- Tends to be futuristic.
- Makes decisions based on saving time, resources and improving efficiency.
- Wants to maximize time and resources now, as opposed to later.
- Will do what she commits to, to ensure function.
- May take a leadership position to focus on specific aspects of the organization.
- Seen as a leader who will focus on the functionality.
- Goal focused when assessing how others can help.
- Initiates the activity of developing others if they are putting forth a strong effort on their own.
- Calculated with their time, talent, and resources.
- Thrives on the challenge of solving problems.
- Initiates action to get questions answered.
- Uses knowledge to support her position.



Potential Behavioral and Motivational Conflict

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

- Can be a workaholic.
- May take high risk for high reward too often.
- Will override other variables for the sake of an investment.
- The need for function and results could overpower the balance in the organization.
- Enjoyment of working through chaos does not always translate to winning.
- Will want function and results immediately.
- May over focus on results and over look others.
- Needs immediate results when involving others.
- Has a direct method of developing others if she sees a future return.
- A focus on quick results may hinder quality of information.
- Ability to communicate knowledge in a tactful way will be hindered when frustrated with the knowledge level of others.
- When confronted with a major decision, she will want the facts before deciding but may make the decision anyway.



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

- Rewards for being quicker, faster, better.
- Having economic, competitive and challenging incentives.
- An environment where direct, bottom-line efforts are appreciated.
- Objective, results-driven environment.
- The ability to compartmentalize when facing challenges and in achieving results.
- An environment where keeping the momentum moving is critical and rewarded.
- Ability to utilize own strengths to achieve results.
- The opportunity to show others their potential in order to drive the desired outcomes.
- Rewards based on group "wins", as well as individual contributions.
- Ability to be an independent thinker.
- New and challenging theoretical-based questions or projects.
- Appreciation for a research-based approach to problem solving.





Keys to Motivating

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

Reba wants:

- Focus on results and rewards, not the process or journey.
- Freedom to get desired results and improve efficiency.
- Opportunities for achieving things faster and of more value.
- To focus on the functionality more than physical attributes as an indicator of success.
- To be seen as someone who is passionate about results even within a chaotic environment.
- The freedom to compartmentalize issues when solving problems.
- To get results by incorporating the abilities of others.
- To be in charge of people, resources and surroundings.
- To be seen as a person who helps others, if they are willing to work hard for the desired results.
- Challenging problems where her knowledge and research capabilities can be maximized.
- Complete information in bulleted format for her own investigation.
- All possible information at her fingertips in order to conquer challenges.



Keys to Managing

This section discusses the needs which must be met in order for Reba to perform at an optimum level. Some needs can be met by herself, 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 Reba and identify 3 or 4 statements that are most important to her. This allows Reba to participate in forming her own personal management plan.

Reba needs:

- The opportunity to receive rewards based on results achieved.
- To assess the risk and rewards of each decision.
- To understand that people who do not move at her pace may still offer value and a return on investment.
- Challenges that utilize her objectivity and drive.
- Assistance in understanding how her emotional intensity affects the performance of the team.
- To understand the optimal pace of each team member in order to help maintain momentum.
- To understand desire to win or achieve may cause people to be seen as tools.
- Needs task-oriented challenges.
- Awareness of how her drive can inspire other's to accomplish mutual goals.
- To exhibit patience for those still learning what she is already an expert in.
- To be able to seek out new ways to achieve desired results.
- A manager who realizes that she wants to learn new ways to solve problems and make decisions.





Action Plan

Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

3. When I make changes to these behaviors, they will have the following impact on my career:

4. I will make the following changes to my behavior, and I will implement them by _____:



Action Plan

Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

4. I will make the following changes to my behavior, and I will implement them by _____:
