



TTI  
SUCCESS  
INSIGHTS®

# TriMetrix® DNA

## Executive

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KO Services

04.13.2019

**for Healthy Teams**

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# Introduction



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

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

## Behaviors

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

## Driving Forces

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

## Integrating Behaviors And Driving Forces

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

## Competencies

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

# Introduction

## Behaviors



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

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

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

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

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

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

–W.M. Marston

# Behavioral Characteristics



*Based on James Kevin'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 James Kevin's natural behavior.*

James Kevin can be open, patient and tolerant of differences. His natural quality of being nonjudgmental is a great strength. Because he is receptive and listens well, he excels in gathering information. When the time is right, James Kevin can stand up aggressively for what he believes. He is often seen as practical and objective. Loyalty and being a good manager are usually his goals. He is a good, steady, dependable manager. James Kevin is good at concentrating in order to listen and learn. He is not easily distracted by peripheral activity. He wins through hard work and persistence. He likes to stay with one task until it is completed. He does not always like being placed in competitive situations. He tends to lose the "team feeling" when he is involved in direct competition. He can be motivated through teamwork. He likes to know he is a valued team member. James Kevin likes a consistent pace in his life, not too fast and not too slow. He tends to be incisive and analytical.

James Kevin may tend to fight for his beliefs or those things he feels passionate about. Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably won't want to repeat the process. He can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. Once he makes a decision, he can be organized in carrying it out. Logic is important when trying to influence him. He pays more attention to logic than emotional "hype." Making plans and following those plans is important to him. When faced with a tough decision, he will seek information and analyze it thoroughly. He prefers to take time to analyze situations that can be felt, touched, seen, heard, personally observed or experienced.



**James Kevin Olega**

# Behavioral Characteristics

## Continued



James Kevin usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. He tends to be possessive of information; that is, he doesn't voluntarily share information with others outside of his team. Sometimes he will withdraw from a verbal battle. If he feels strongly about an issue, he may retreat to gather his resources and then return to take a stand! He may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic. James Kevin likes to know what is expected of him in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Most people see him as being a considerate and modest manager. He is somewhat reserved with those he doesn't trust or know. After trust has been established, he may be open and candid. He does not enjoy confrontation for confrontation's sake. He feels he can win through patience and resolve.



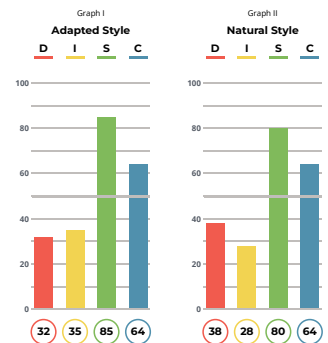
**James Kevin Olega**



# Value to the Organization

*This section of the report identifies the specific talents and behavior James Kevin 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.*

- ✓ Presents the facts without emotion.
- ✓ Good at reconciling factions—is calming and adds stability.
- ✓ Consistent and steady.
- ✓ Objective and realistic.
- ✓ Always looking for logical solutions.
- ✓ People-oriented.
- ✓ Dependable manager.
- ✓ Good listener.
- ✓ Builds good relationships.





# 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 James Kevin. 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 James Kevin most frequently.

## Ways to Communicate:

- ✓ Present your case softly, non-threateningly, with a sincere tone of voice.
- ✓ Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- ✓ Provide details in writing.
- ✓ Be patient and persistent.
- ✓ Use the proper buzz words that are appropriate to his expertise.
- ✓ Give pros and cons on ideas.
- ✓ Listen to him.
- ✓ Give him time to analyze the data before making a decision.
- ✓ Respect his quiet demeanor.
- ✓ Keep at least three feet away from him.
- ✓ Watch carefully for possible areas of early disagreement or dissatisfaction.
- ✓ Have the facts in logical order.



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# Checklist for Communicating

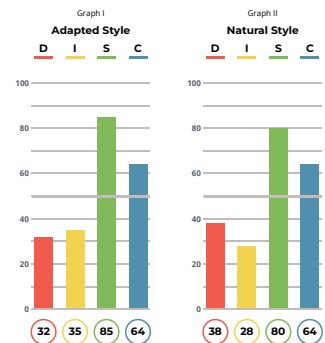
## Continued



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

- ❌ Overuse emotion.
- ❌ Be superficial.
- ❌ Pretend to be an expert if you are not.
- ❌ Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.
- ❌ Use high speed, intense inputs.
- ❌ Be abrupt and rapid.
- ❌ Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- ❌ Use inappropriate buzz words.
- ❌ Manipulate or push him into agreeing because he probably won't fight back.
- ❌ Offer assurance and guarantees you can't fulfill.
- ❌ Be vague; don't offer opinions and probabilities.



**James Kevin Olega**

# Communication Tips



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



### James Kevin usually sees himself as being:

- ✓ Considerate
- ✓ Thoughtful
- ✓ Good-Natured
- ✓ Dependable
- ✓ Team Player
- ✓ Good Listener



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

- ✓ Nondemonstrative
- ✓ Hesitant
- ✓ Unconcerned
- ✓ Inflexible



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

- ✓ Possessive
- ✓ Stubborn
- ✓ Detached
- ✓ Insensitive

# The Absence of a Behavioral Factor



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

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

- Avoid work environments that require an open door policy.
- Avoid giving public presentations, as doing so will cause stress.
- Avoid environments that are about quantity over quality.

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

- 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.
- Understand when an analytical perspective is needed and valued.



**James Kevin Olega**

# Descriptors



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

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

# Natural and Adapted Style



*James Kevin'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

James Kevin 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. James Kevin 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

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

## People & Contacts

### Natural

James Kevin is undemonstrative in his approach to influencing others and likes to let facts and figures stand for themselves. He feels persuasion needs to be objective and straightforward. His trust level is based on each interaction—the past is the past. He presents facts without embellishments.

### Adapted

James Kevin 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

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

### Adapted

James Kevin sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.



## Procedures & Constraints

### Natural

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

### Adapted

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



# Adapted Style



James Kevin 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.

- ✓ Limited or prepared changes in routine.
- ✓ Using a disciplined approach.
- ✓ Diplomatic cooperation in team interaction.
- ✓ Consistency of task performance.
- ✓ Being a good "team player."
- ✓ Adherence to established guidelines and procedures.
- ✓ Presenting a practical, proven approach to decision making.
- ✓ Presenting a calm demeanor, especially when crisis occurs.
- ✓ Freedom from confrontation.
- ✓ Considerate of others' time and attention.
- ✓ Task focus over people focus.
- ✓ Being conservative, not competitive, in nature.



James Kevin Olega



# 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.

## Not Exercising Authority

Not exercising authority is the inability to make decisions that might adversely impact some people and compromises the success of task accomplishment. It is also the resistance to making the tough calls.

### Possible Causes:

- Want to be seen as supportive
- Believe people will do what is right
- Fear offending others
- Fear creating conflict between team members

### Possible Solutions:

- Have clearly defined and written performance objectives
- Have clearly written rationale for specific decisions
- Assign decision reporting to the deputy/assistant
- Appoint a strong deputy or assistant
- Have a "Good Guy/Bad Guy" image agreement with deputy/assistant

## Postpone The Unpleasant

Postponing the unpleasant is similar to procrastinating but is usually a continual reprioritizing of daily tasks. It is often a way to delay something that is not enjoyable.

### Possible Causes:

- Like low-conflict environments and relationships
- Want to feel the success of accomplishment so the simple tasks are done first

### Possible Solutions:

- Change your routine and, for one week, do the unpleasant tasks first





# Time Wasters

## Continued

- See the accomplishment of unpleasant tasks as an equal or even greater achievement of success
- Reward yourself for every unpleasant task that you complete without postponing
- Confront those people who are causing you discomfort and discuss the problems

## Failure To Anticipate

*Failure to anticipate is the lack of focusing on possible outcomes or requirements.*

### Possible Causes:

- Expect only the best to happen
- Expect everyone else to do their best
- Trust the system to run well
- Focus on the here and now rather than the future
- Resist change

### Possible Solutions:

- Set aside a specific amount of time each day to consider outcome possibilities
- Talk with others who may have prior experience with a specific task or person

## Resisting Change

*Resisting change is the process of consciously or subconsciously not participating in the change process. Measures of resistance may be active or passive, not doing things the new way, or making excuses for not having tasks accomplished.*

### Possible Causes:

- Need a high degree of security
- Like to maintain the status quo
- Routine/procedures have worked in the past



James Kevin Olega



# Time Wasters

## Continued

- One specific aspect of a proposed change violates sense of values
- A specific change is not seen as contributing to successful accomplishments

### Possible Solutions:

- Acknowledge that change is a natural part of any job
- Develop the habit of writing down all of the pros and cons of a specific change
- Evaluate each objection to a change
- If there is one specific objection that is overriding the ability to change, share the specific concern with those involved and seek advice or input from others

## Failure To Clarify Precise Responsibilities With Manager

*The failure to clarify precise responsibilities with your manager assumes that you have a full understanding of his/her expectations. It infers that your manager understands your job and concurs with your assessment of requirements.*

### Possible Causes:

- Unsure of how you will be perceived
- Don't want to overstep authority
- Want to be a team player
- Want to help everyone so you don't object to the manager when requests are being made that are not your responsibility

### Possible Solutions:

- Have informal conversations with the manager about his/her expectations
- Share with manager your expectations
- Clarify with peers and other managers your duties and responsibilities
- Read and discuss articles on "management by objectives"



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# Time Wasters

## Continued

### Failure To Share Information

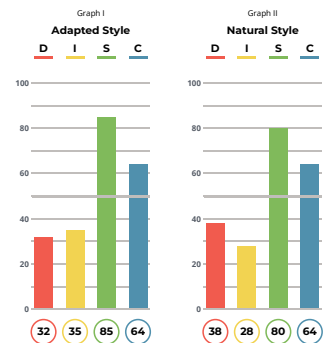
*The failure to share information is the inability or unwillingness to discuss with others.*

#### Possible Causes:

- Don't think others want to know the information
- Unclear of the way the information will be used/received
- Wait until asked before sharing information

#### Possible Solutions:

- Let others know that they need to ask for information
- Share with those whose opinions you trust



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# Areas for Improvement



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

## James Kevin has a tendency to:

- ✓ Be defensive when risk is involved—move towards maintaining status quo.
- ✓ Yield to avoid controversy—attempt to avoid the antagonistic environment.
- ✓ Underestimate his abilities.
- ✓ Be dependent on others for decisions, even if he knows he is right.
- ✓ Not take action against those who challenge or break the rules or guidelines.
- ✓ Hold a grudge if his personal beliefs are attacked.
- ✓ Avoid accountability by overstating the complexity of the situation.
- ✓ Need help in prioritizing new assignments.
- ✓ Not let others know where he stands on an issue.



**James Kevin Olega**

# 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. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



**90 Natural**

61\*



**87 Adapted**

64\*

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

0 10 20 30 40 50 60 70 80 90 100



**85 Natural**

51\*



**80 Adapted**

57\*

## 3. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



**85 Natural**

53\*



**80 Adapted**

59\*

## 4. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



**85 Natural**

61\*



**85 Adapted**

64\*

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

# Behavioral Hierarchy

## Continued



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

0 10 20 30 40 50 60 70 80 90 100



**80 Natural**

60\*



**80 Adapted**

63\*

**6. Customer-Oriented** - Identify and fulfill customer expectations.

0 10 20 30 40 50 60 70 80 90 100



**62 Natural**

64\*



**68 Adapted**

62\*

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

0 10 20 30 40 50 60 70 80 90 100



**55 Natural**

65\*



**65 Adapted**

62\*

**8. Competitive** - Want to win or gain an advantage.

0 10 20 30 40 50 60 70 80 90 100



**40 Natural**

49\*



**40 Adapted**

47\*

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



# Behavioral Hierarchy

## Continued



**9. Interaction** - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



**35 Natural**

60\*



**40 Adapted**

55\*

**10. Versatile** - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



**33 Natural**

54\*



**33 Adapted**

52\*

**11. Frequent Change** - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100



**32 Natural**

52\*



**30 Adapted**

50\*

**12. Urgency** - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



**27 Natural**

43\*



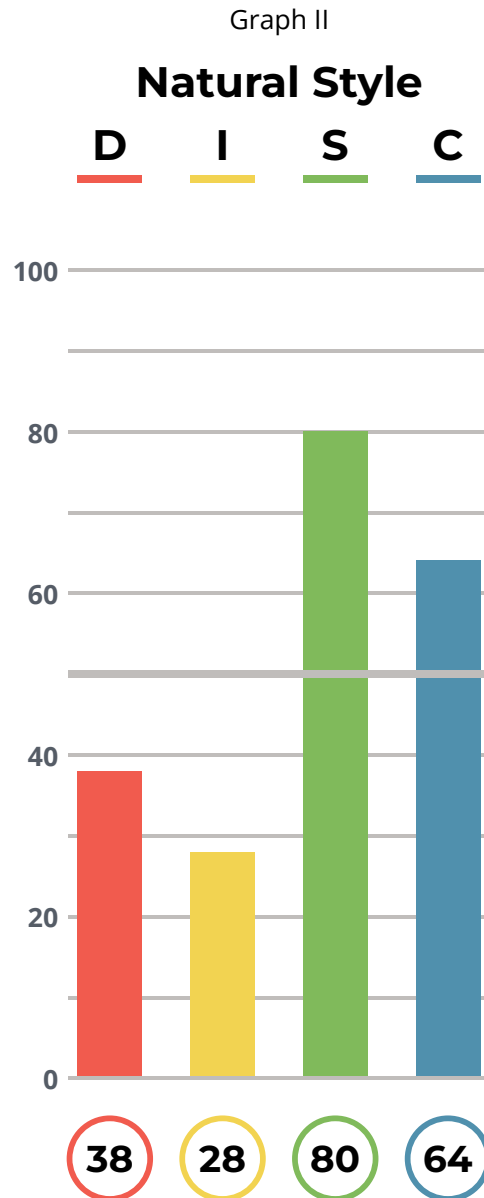
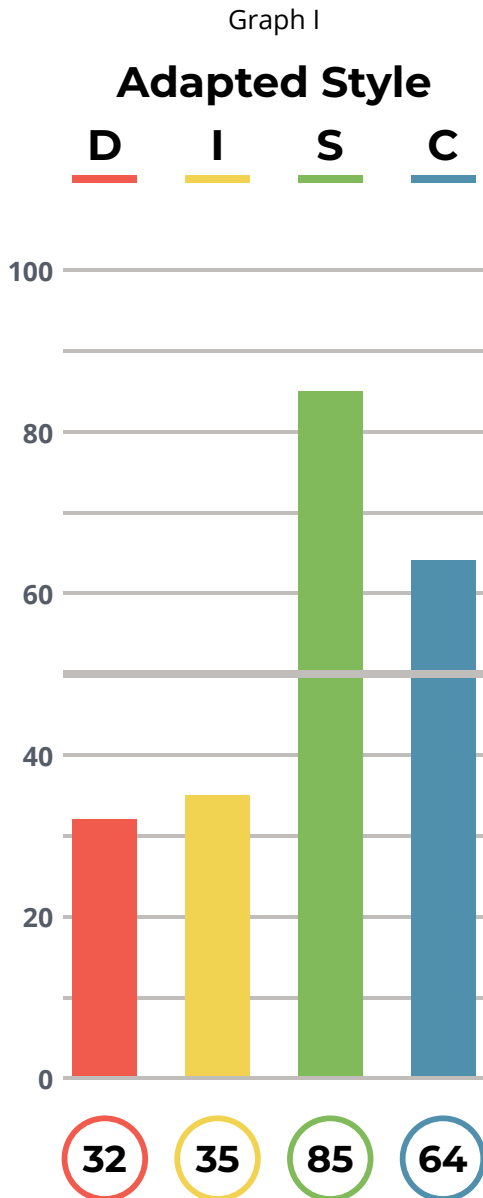
**22 Adapted**

43\*

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

# Style Insights® Graphs



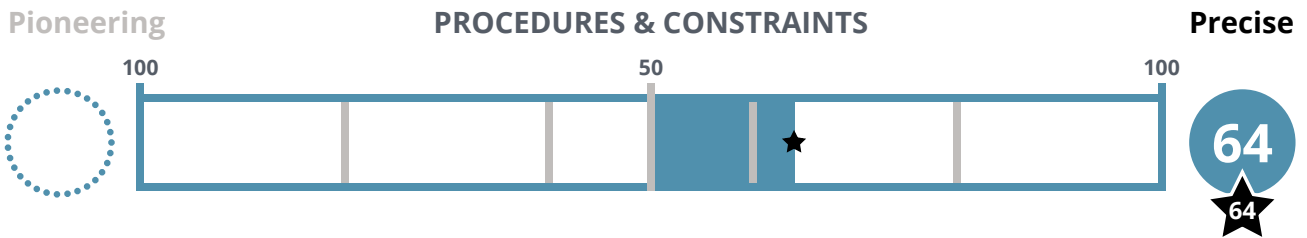
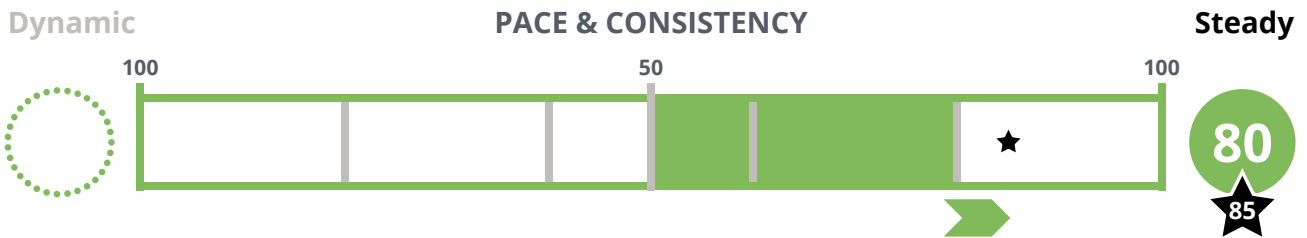
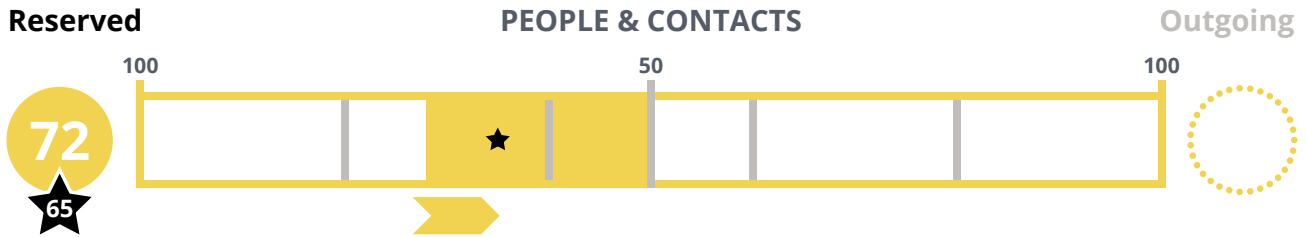
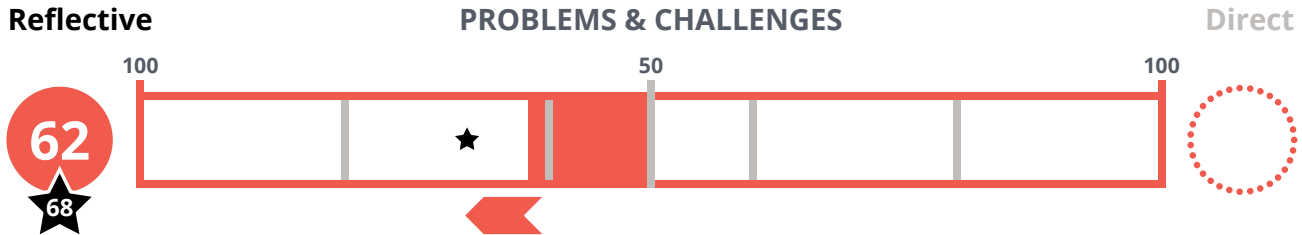
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4-13-2019  
T: 7:03

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# Behavioral Continuum



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



★ Adapted Position  
 ◀ Adapted Movement

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 4-13-2019  
 T: 7:03

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# 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.

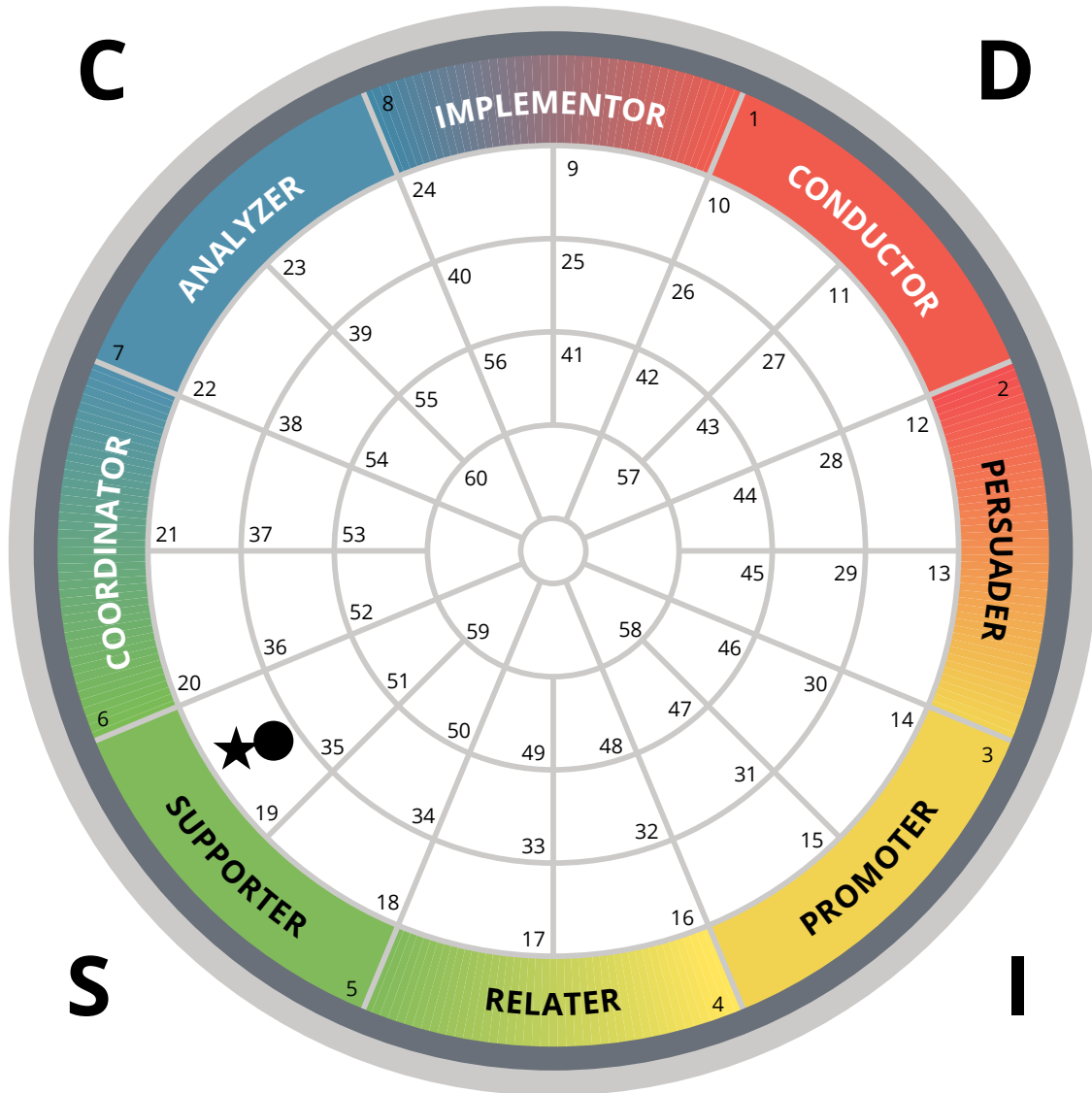
# The Success Insights® Wheel



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4-13-2019



Adapted: ★ (19) COORDINATING SUPPORTER  
 Natural: ● (19) COORDINATING SUPPORTER  
 Norm 2017 R4

T: 7:03

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# 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.*

James Kevin may spend considerable time researching a topic of interest. He will benefit from a role that allows him to gain new knowledge. He is very good at integrating past knowledge to solve present problems. He is looking for new methods and ways to expand his future opportunities. James Kevin is always looking for new ways to accomplish routine tasks. Given the choice, James Kevin would choose to experience new opportunities. He may question the amount of time individuals spend helping other people. He tends to believe hard work and persistence is within everyone's reach. James Kevin tends to focus on the task at hand regardless of his surroundings. He will focus on the objective of a situation more than the harmony of a situation. He may strive to maintain individuality in certain group settings. He may evaluate situations based on his utility and economic return.

James Kevin will tend to seek new methods or information rather than relying on past experiences. He will usually have the information to support his convictions. He lives in the moment with the goal of finding new methods for existing activities. He likes to set his own plan to guide and direct his actions. James Kevin is willing to help others if they are working to achieve his goals. He may see the world as a toolset to accomplish his own self-interest. He may choose to see the world in pieces, not as a whole. He is able to isolate personal issues and focus on professional productivity. James Kevin may seek to achieve leadership roles. In certain situations James Kevin may go to extremes to win or control the outcome. He may be open to building a framework to maximize his time and talent invested in a project. He tends to give freely of time, talent and resources, but may want a return on his investment.

# Driving Characteristics



James Kevin evaluates situations and may look for the potential return on investment. He will evaluate each situation to determine how much control to apply. He tends to have an objective view of the task at hand. He will tend to follow others if it will enhance his goals. James Kevin can be an out-of-the-box thinker. He will challenge the status quo to keep momentum moving. He is comfortable around people who share his interest for knowledge and especially comfortable among people with similar convictions. He may have the desire to expand his knowledge to be considered an expert in his chosen field.





# Strengths & Weaknesses

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

- ✓ James Kevin focuses on information and facts.
- ✓ He seeks to make the unknown known.
- ✓ He is eager to learn and discover.
- ✓ He may seek new ways to accomplish routine tasks.
- ✓ James Kevin might consider himself an independent thinker.
- ✓ He may downplay emotions when making decisions concerning people.
- ✓ He can succeed in chaotic environments.



## Potential Weaknesses

- ✗ James Kevin can value discovery over other priorities.
- ✗ He may have difficulty when it comes time to apply the knowledge he has gained.
- ✗ He can be perceived as lacking common sense.
- ✗ He may question every system and every step in a system.
- ✗ James Kevin may be seen as overly adamant to try something new.
- ✗ He tends to value people as an opportunity or resource rather than as an individual.
- ✗ He tends to miss the overall experience by focusing only on tangible components.

# Energizers & Stressors



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

- ✓ James Kevin is energized by the opportunity to objectively analyze ideas.
- ✓ He is energized by discovering new information.
- ✓ He enjoys increasing his knowledge.
- ✓ He enjoys exploring possibilities.
- ✓ James Kevin enjoys gathering new ideas.
- ✓ He relies on himself.
- ✓ He appreciates functionality.

## Potential Stressors

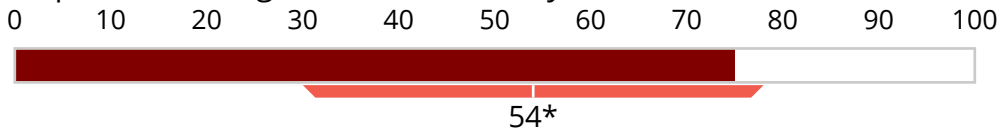
- ✗ James Kevin is turned off when people approach ideas subjectively.
- ✗ He is stressed by an environment with no opportunity for intellectual growth.
- ✗ He does not enjoy being rushed through learning.
- ✗ He does not enjoy working with restrictions.
- ✗ James Kevin gets frustrated by a "this is the way we have always done it" attitude.
- ✗ He gets frustrated when his contribution is disregarded.
- ✗ He is stressed when the focus is on harmony.

# Primary Driving Forces Cluster

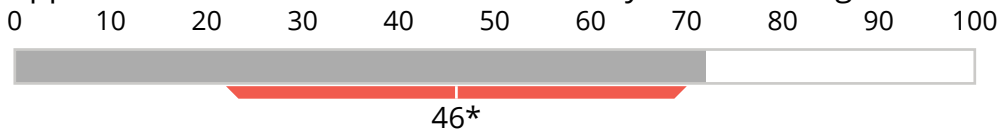


Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver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

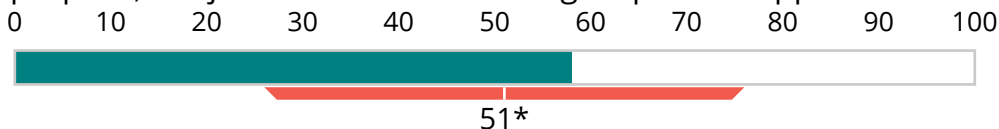
**1. Intellectual** - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



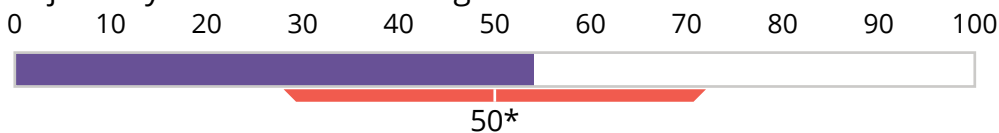
**2. Receptive** - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



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



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

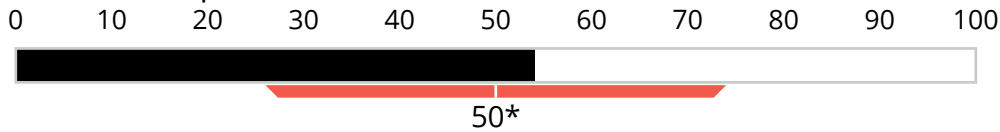


# Situational Driving Forces Cluster



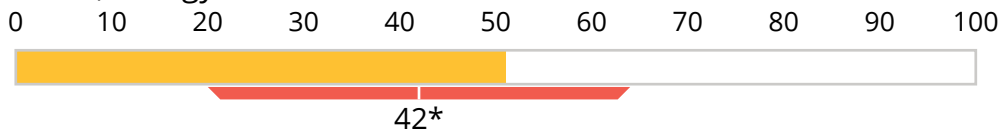
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



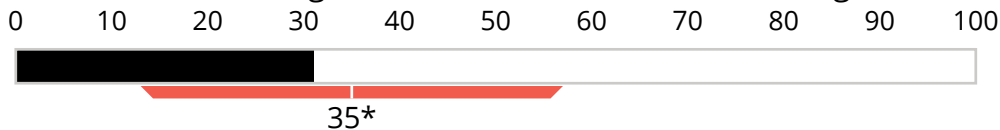
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**6. Resourceful** - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



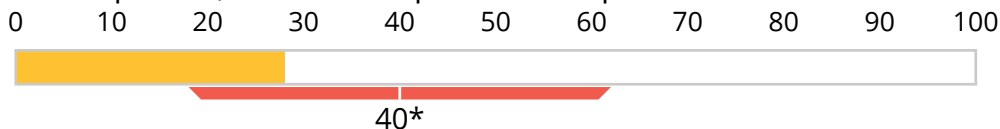
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**7. Collaborative** - People who are driven by being in a supporting role and contributing with little need for individual recognition.



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



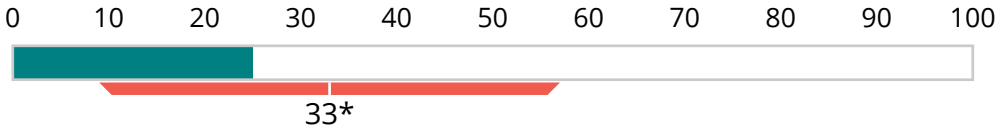
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# Indifferent Driving Forces Cluster



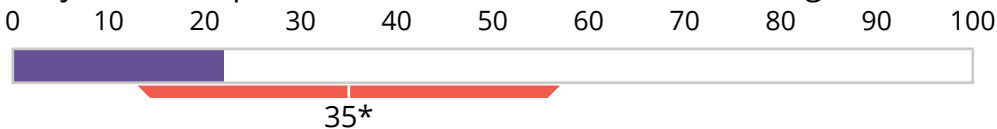
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



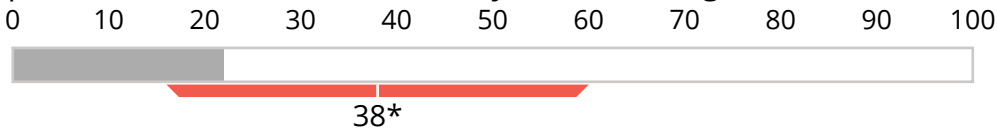
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**10. Harmonious** - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



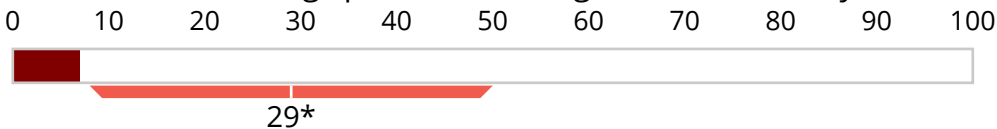
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**11. Structured** - People who are driven by traditional approaches, proven methods and a defined system for living.



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



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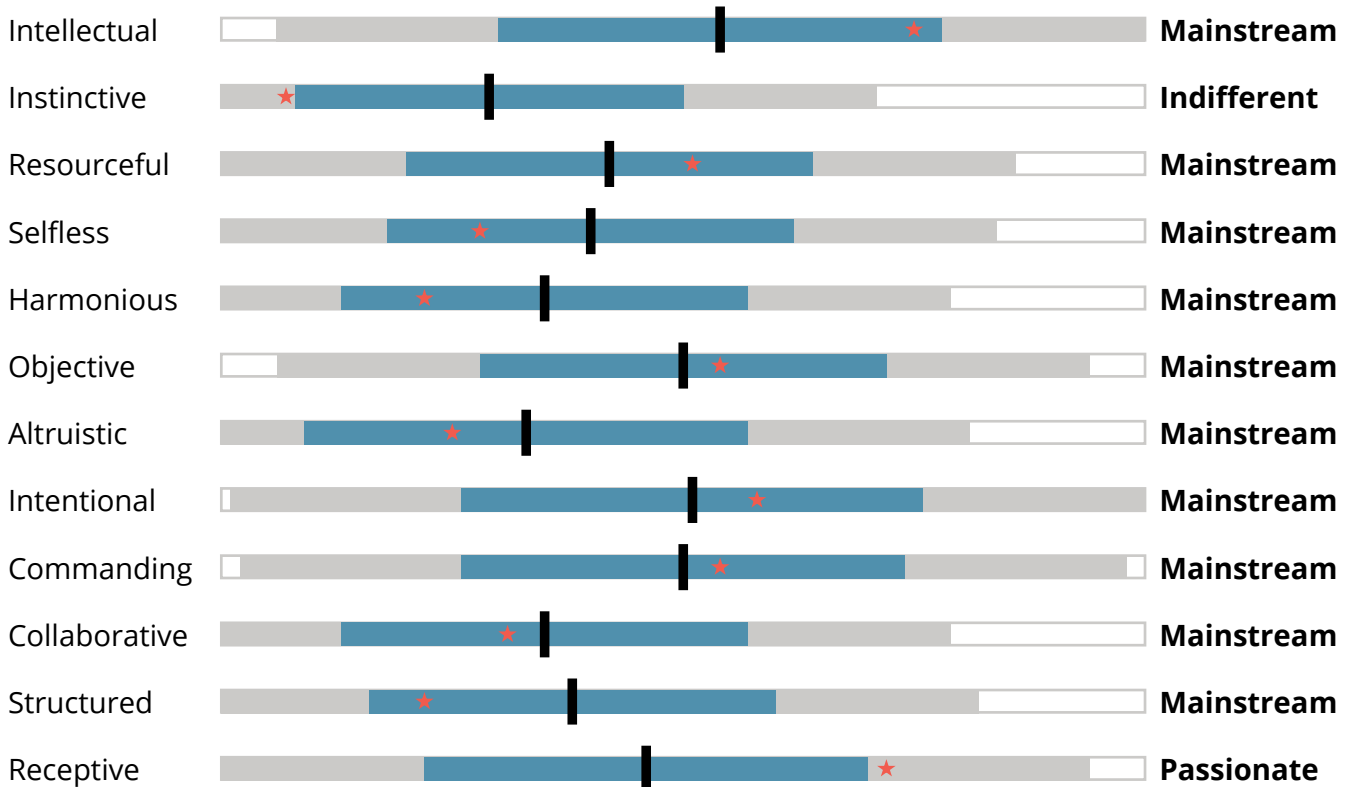
# Areas for Awareness



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

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

## Norms & Comparisons Table - Norm 2017



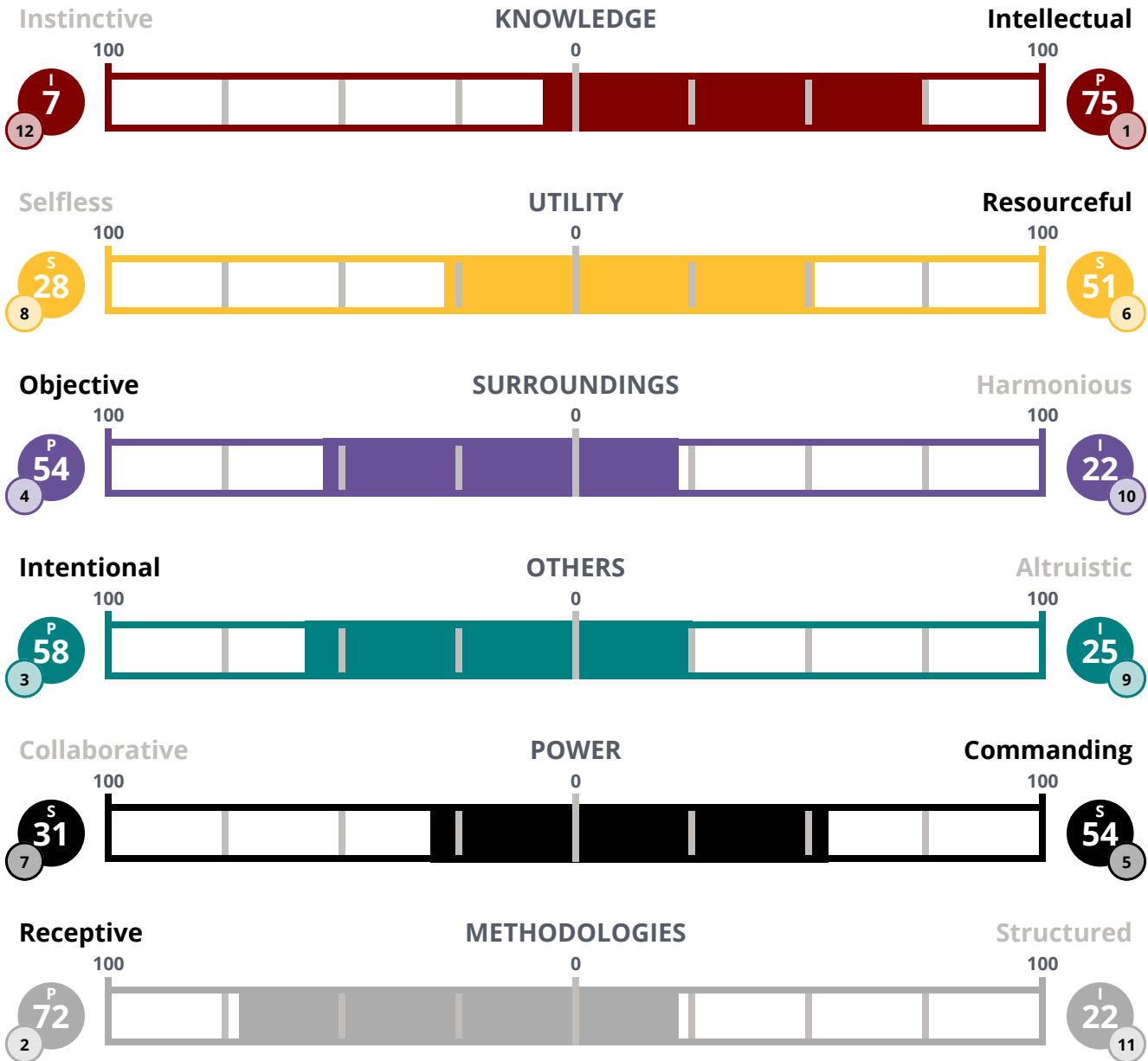
- 1st Standard Deviation - \* 68% of the population falls within the shaded area. 
  - 2nd Standard Deviation 
  - 3rd Standard Deviation 
  - national mean 
  - your score

**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



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

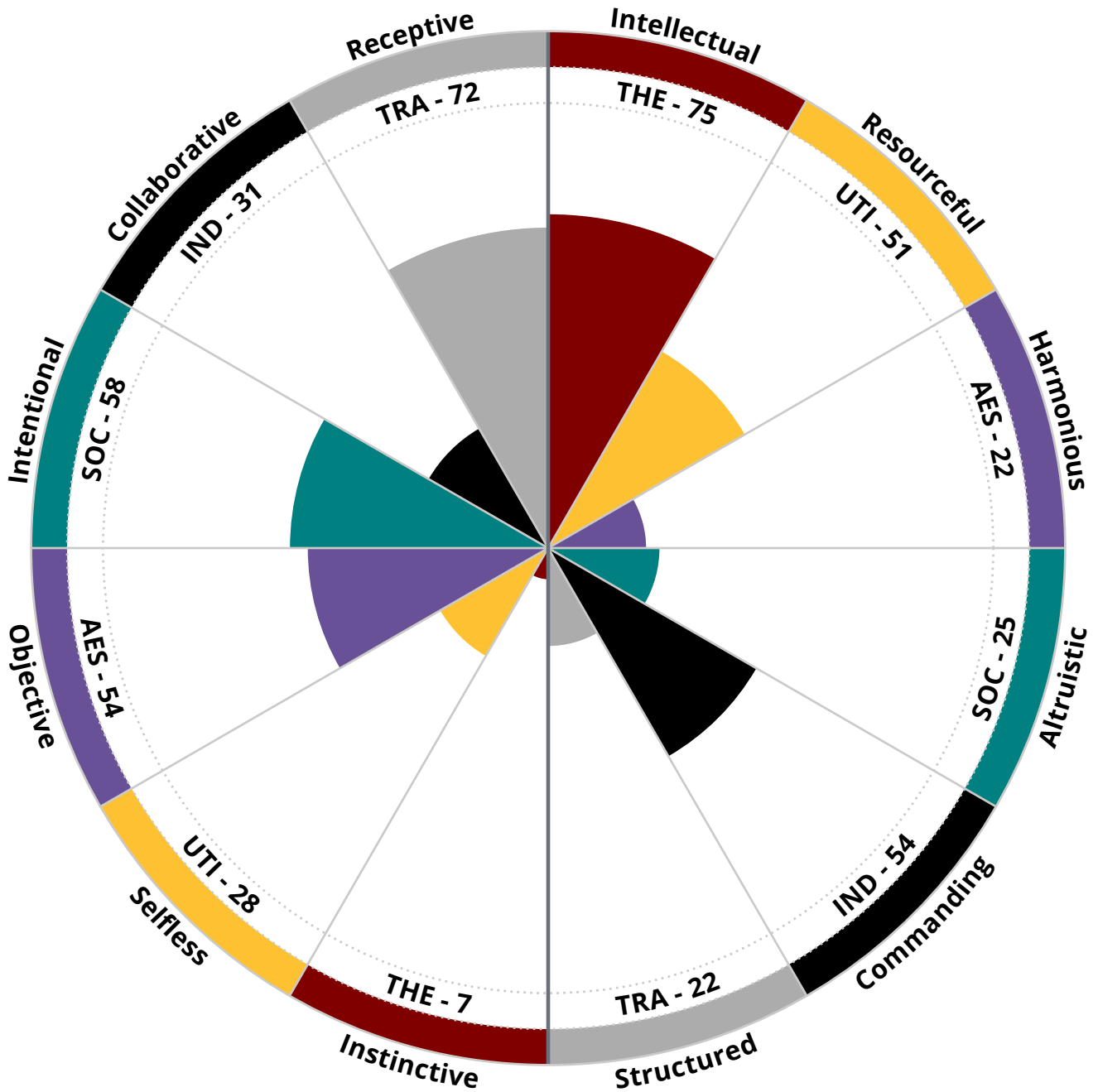


P ..... Primary, Situational, or Indifferent  
 76 ..... Driving Forces Score  
 3 ..... Driving Forces Rank

Norm 2017  
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James Kevin Olega

# Driving Forces Wheel

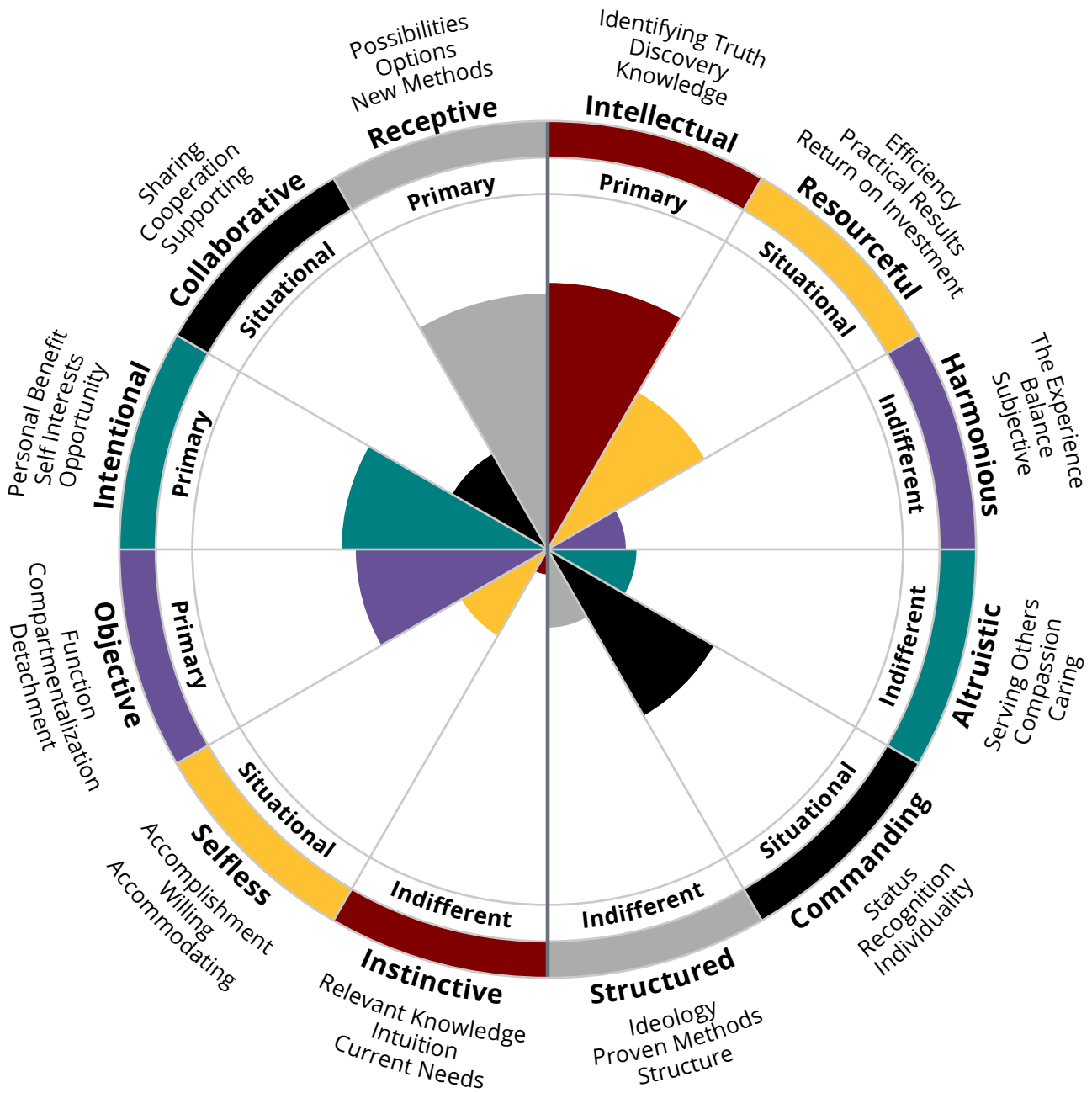


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# Descriptors Wheel



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James Kevin Olega

# 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 James Kevin'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.*

- Methodical and reliable researcher.
- Great at retrieving information for decision makers he trusts.
- Desire for continuous learning is one of his greatest strengths.
- Great at maintaining and improving a system or process.
- Loyal to changes that are made for the right reasons.
- Steady supporter of a process within an open structure.
- Willing to be the support system behind the cause when others are working hard.
- Able to be a strong, objective, non-emotional listener.
- Will keep emotions out of the situation when solving people-related problems that benefit the good of the organization.
- Highly aware of and loyal to his responsibilities within the organization.
- Accommodating team member that brings function to the organization.
- Supports a leader and a cause that implements tangible processes.

# Potential Behavioral & Motivational

## Conflict



*This section describes the potential areas of conflict between James Kevin'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.*

- Will have difficulty in establishing priorities in learning new matters.
- Struggles in adapting to new situations without preparation.
- May have difficulty sharing subjective information.
- Difficultly making new choices when confronted with changes to the system.
- Diverse situations can be highly stressful when forced to stay in line with corporate structure.
- Can come off passive/aggressive especially when his new ideas are challenged.
- When mistakes are made, he may not place blame on others but focus on how to complete the task at hand.
- Can take a long time in addressing sensitive issues that could drive business.
- Sees change for change's sake as negative for himself and the organization.
- Tends to keep viewpoints to himself; however, has a realistic outlook.
- If the environment is in flux, he struggles to speak up but will focus on realignment.
- Has difficulty establishing priorities when balancing steadiness and functionality.

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

- Realistic deadlines that are based on the appropriate amount of information gathering.
- Information to support the reasons for change.
- Time necessary to gather enough information in order to move forward.
- An environment that advocates and explains why change occurs.
- An opportunity to persistently experiment with ways to solve business issues.
- To be seen as a reliable and trustworthy team player working to improve the system.
- An environment where understanding and appreciating the unique abilities of others is rewarded.
- Work on a team that is viewed as a resource to achieve results.
- To be partnered with sincere and genuine co-workers, all working towards a common vision.
- An environment that rewards separating personal and professional issues to complete tasks in the allotted time frame.
- Ability to work on pieces of the project behind the scene as part of a team.
- Time for finishing things even in an environment filled with chaos.

# Keys To Motivating



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

## James Kevin wants:

- The time to research and layout information in a methodical way.
- To have all the information to support others so he can feel secure with how the job is being done.
- To support others through the gathering and delivery of information.
- Appreciation for his persistent ability to examine multiple systems to benefit the organization.
- Private recognition for his out-of-the-box thinking.
- Time to adjust when new systems are implemented.
- To support others who can enhance the organization's bottom line.
- To support the cause if the cause helps the organization.
- Consistency in ways he can contribute to the organization.
- The freedom to separate personal and professional issues to achieve a friendly and familiar workplace.
- To support the steady pace and momentum of the organization.
- Management to understand that he will consistently focus on the function of the organization.

# Keys To Managing



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

## James Kevin needs:

- Support in being seen as an expert within the organization.
- To understand the expected pace for exploring new theories and opportunities.
- Appropriate time to research and understand new information.
- Assistance in sharing new ideas so that the organization can be more effective.
- To maximize his ability to create new and maintain long-term relationships based on organizational loyalty.
- Support to improve the processes and systems of the organization in a stable and loyal manner.
- To maximize his ability to keep the emotions out of business.
- Assistance in showing people why the changes will create a positive result.
- Awareness about the effects of pushing others.
- To focus on the functionality of new assignments.
- Help utilizing the chain of command when addressing tangible issues.
- A manager who listens to their compartmentalized perspective.

# 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.

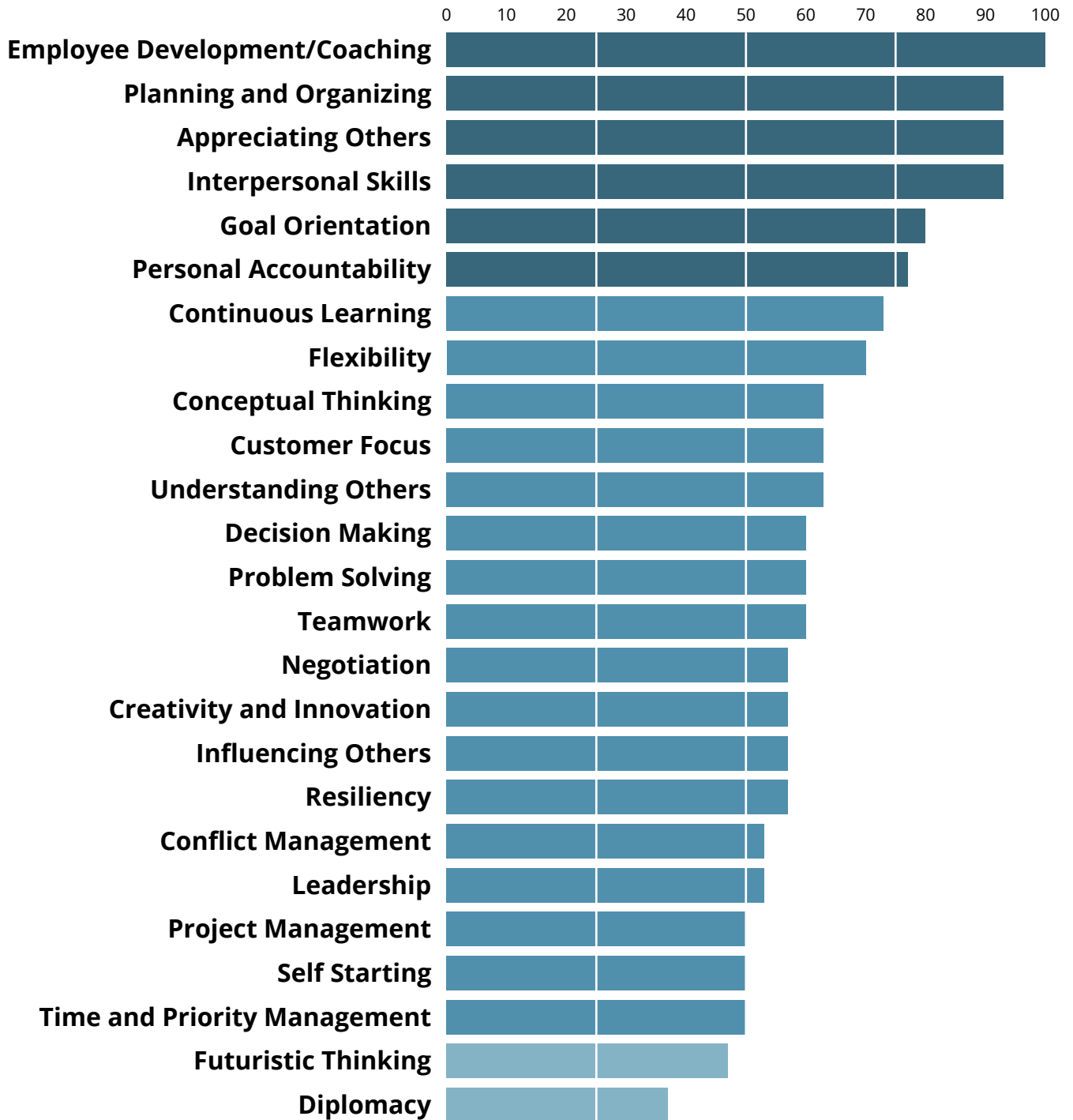


# Development Indicator

## 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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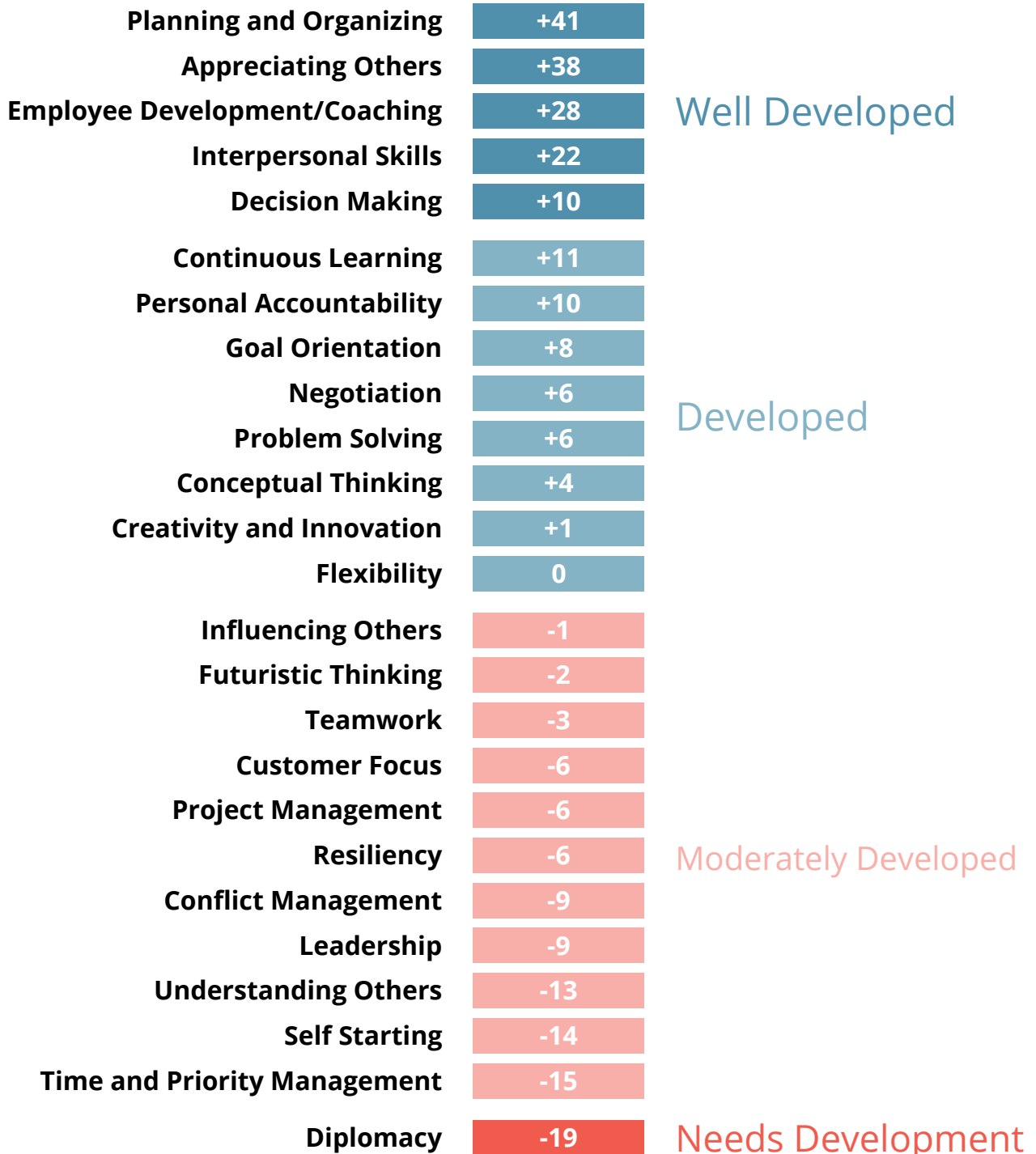
James Kevin Olega

# 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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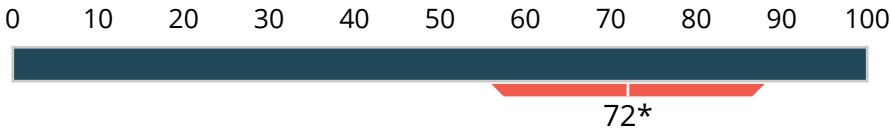
James Kevin Olega

# Competencies Hierarchy



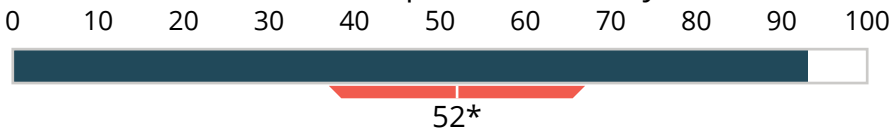
Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.

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



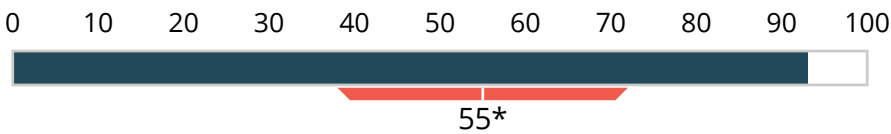
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**2. Planning and Organizing** - Establishing courses of action to ensure that work is completed effectively.



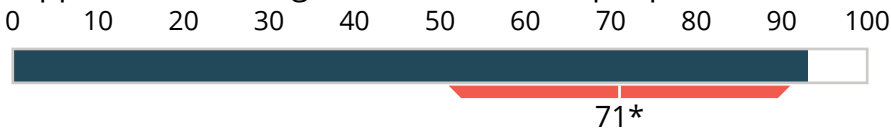
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**3. Appreciating Others** - Identifying with and caring about others.



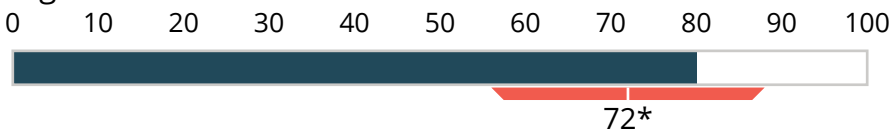
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**4. Interpersonal Skills** - Effectively communicating, building rapport and relating well to all kinds of people.



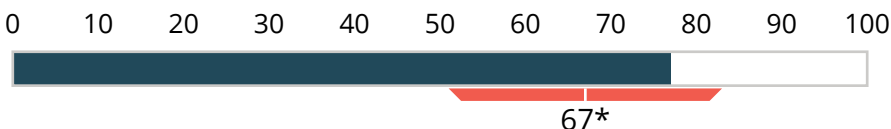
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**5. Goal Orientation** - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



80

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



77

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

# Competencies Hierarchy



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

0 10 20 30 40 50 60 70 80 90 100



73

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

0 10 20 30 40 50 60 70 80 90 100



70

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

0 10 20 30 40 50 60 70 80 90 100



63

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

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63

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

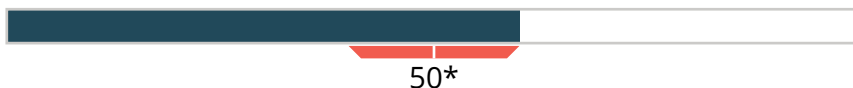
0 10 20 30 40 50 60 70 80 90 100



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

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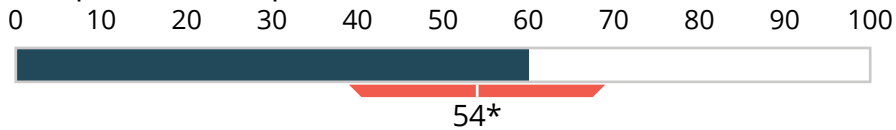
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\* 68% of the population falls within the shaded area.

# Competencies Hierarchy

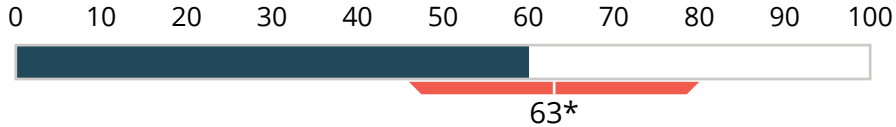


**13. Problem Solving** - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



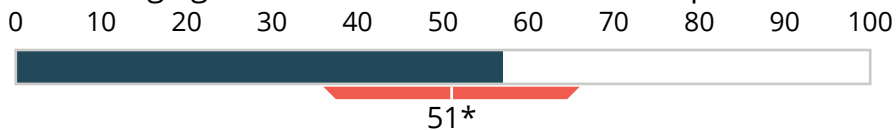
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**14. Teamwork** - Cooperating with others to meet objectives.



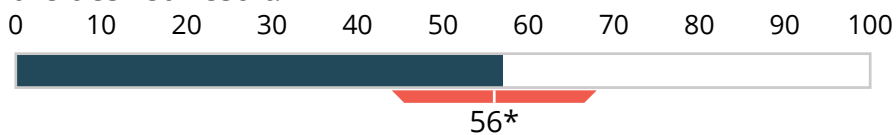
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**15. Negotiation** - Listening to many points of view and facilitating agreements between two or more parties.



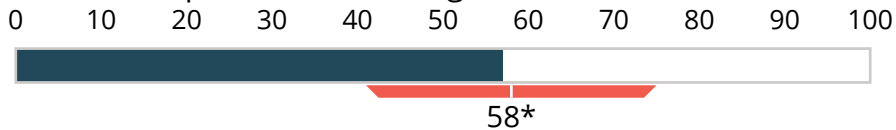
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**16. Creativity and Innovation** - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



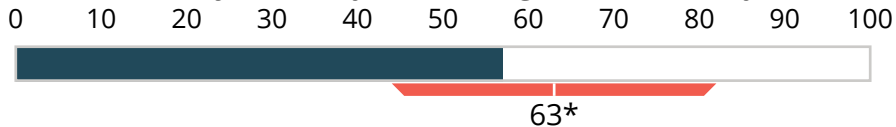
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**17. Influencing Others** - Personally affecting others' actions, decisions, opinions or thinking.



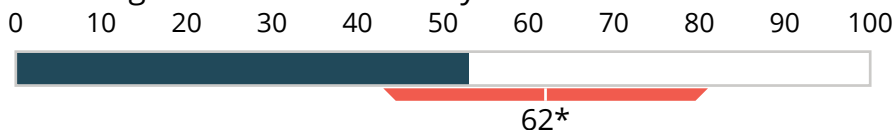
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**18. Resiliency** - Quickly recovering from adversity.



57

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



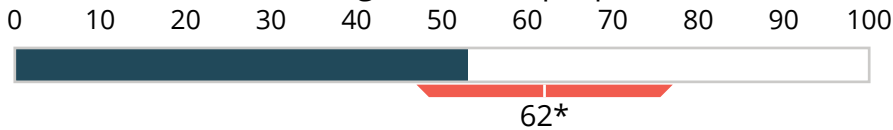
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\* 68% of the population falls within the shaded area.

# Competencies Hierarchy

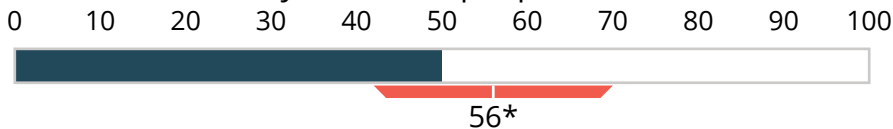


**20. Leadership** - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



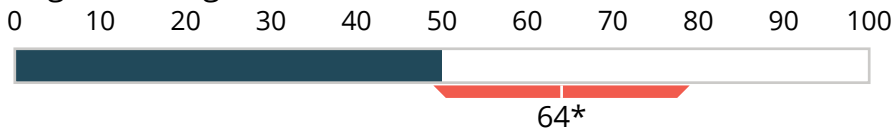
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**21. Project Management** - Identifying and overseeing all resources, tasks, systems and people to obtain results.



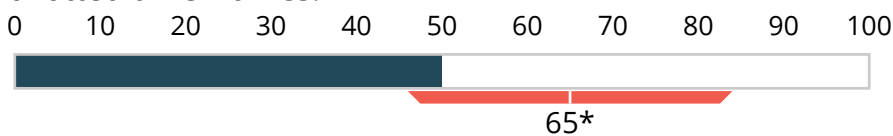
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**22. Self Starting** - Demonstrating initiative and willingness to begin working.



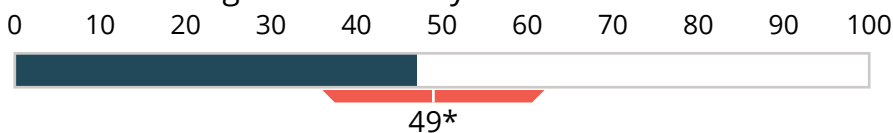
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**23. Time and Priority Management** - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.



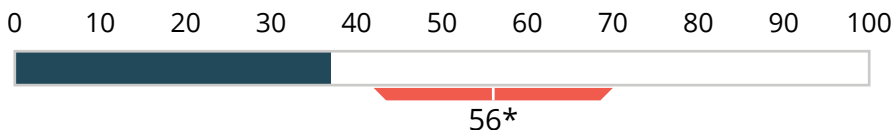
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**24. Futuristic Thinking** - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



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



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



# Summary of Competencies

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

- 1. Employee Development/Coaching:** Facilitating, supporting and contributing to the professional growth of others.
  - 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.
  
- 2. 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.
  
- 3. Appreciating Others:** Identifying with and caring about others.
  - Demonstrates genuine concern for others.
  - Respects and values people.
  - Wants to ensure people experience positive emotions.
  - Expends 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.

# Summary of Competencies



## 4. **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.

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

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

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

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



# Summary of Competencies



- 7. Continuous Learning:** Taking initiative to regularly learn new concepts, technologies and/or methods.
- Demonstrates curiosity and enthusiasm for learning.
  - Takes initiative in acquiring and mastering the skills and knowledge requirements of a position.
  - Keeps abreast of current or new information through reading and other learning methods.
  - Actively interested in new technologies, processes and methods.
  - Welcomes or seeks assignments requiring new skills and knowledge.
  - Expends considerable effort and/or time on learning.
  - Genuinely enjoys learning.
  - Identifies opportunities to gain knowledge.
  - May be considered a knowledgeable resource by others.
  - Enjoys new resources or methods for learning.
- 8. 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.
- 9. 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



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

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

**11. 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.

**12. 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.

# Summary of Competencies



**13. 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.

**14. 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.

**15. 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



**16. 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.

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

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

**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. **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.

## 20. **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.

## 21. **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.

# Summary of Competencies



## 22. **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.

## 23. **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.

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

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

# Summary of Competencies



## 25. **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.

# 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?