



TTI  
SUCCESS  
INSIGHTS®

**TriMetrix® EQ**  
Management-Staff

**Max Muster**  
INSIGHTS MDI®  
21/6/2017

**INSIGHTS MDI International® Deutschland GmbH**  
Klettgaustraße 21  
D-79761 Waldshut-Tiengen  
Tel. +49 (0) 7741 - 96 94 0  
info@insights.de • www.insights.de

INSIGHTS MDI  
INTERNATIONAL®





## Introduction Where Opportunity Meets Talent

The TriMetrix® EQ Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviours, driving forces and emotional intelligence. 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 five main sections:**

### Behaviours

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 Behaviours 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 behaviours and driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.

### Emotional Intelligence Section

This section of the report provides information on your emotional intelligence, which with application and coaching, can impact the way you respond to emotionally charged situations. In turn you will increase your performance and decision making.

### Blending Behaviours, Driving Forces And EQ

This section will illustrate the impact your Emotional Intelligence has on your core behavioural style as well as your top four driving forces.



## Introduction Behaviours Section

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

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



# General Characteristics

*Based on Max's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behaviour 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 Max's natural behaviour.*

Max seeks his own solutions to problems. In this way, his independent nature comes into play. Many people see him as a self-starter dedicated to achieving results. He is a goal-oriented individual who believes in harnessing people to help him achieve his goals. He needs people with other strengths on his team. He wants to be seen as a winner and has an inherent dislike for losing or failing. He tends to work hard and long to be successful. Max prefers an environment with variety and change. He is at his best when many projects are underway at once. He can be aggressive and direct, but still be considerate of people. Other people realise that directness is one of his great strengths. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." Max needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. He has high ego strengths and may be viewed by some as egotistical.

Max has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. When faced with a tough decision, he will try to sell you on his ideas. Sometimes he becomes emotionally involved in the decision-making process. Max likes to make decisions quickly. He prefers authority equal to his responsibility. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He will work long hours until a tough problem is solved. After it is solved, Max may become bored with any routine work that follows.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

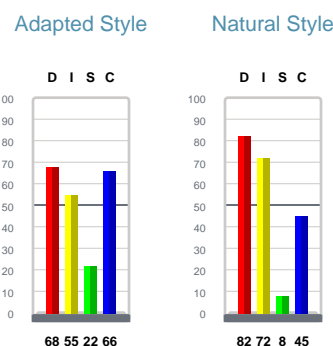
---

---

---

---

---





# General Characteristics Continued

Max challenges people who volunteer their opinions. He tends to influence people by being direct, friendly and results-oriented. He may lose interest in what others are saying if they ramble or do not speak to the point. His active mind is already moving ahead. He may lack the patience to listen and communicate with slower acting people. Max likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He should exhibit more patience and ask questions to make sure that others have understood what he has said. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may sometimes mask his feelings in friendly terms. If pressured, Max's true feelings may emerge.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

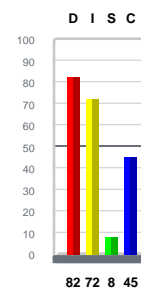
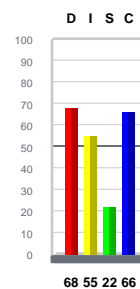
---

---

---

Adapted Style

Natural Style





# Value to the Organisation

*This section of the report identifies the specific talents and behaviour Max brings to the job. By looking at these statements, one can identify his role in the organisation. The organisation can then develop a system to capitalise on his particular value and make him an integral part of the team.*

- Usually makes decisions with the bottom line in mind.
- Few dull moments.
- Tenacious.
- Creative in his approach to solving problems.
- Competitive.
- Challenges the status quo.
- Initiates activity.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

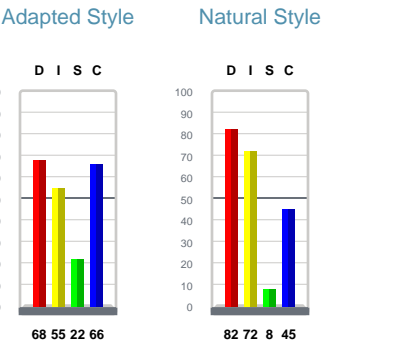
---

---

---

---

---





# 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 Max. 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 Max most frequently.

## Ways to Communicate

- Be isolated from interruptions.
- Be open, honest and informal.
- Provide time for fun and relaxing.
- Expect acceptance without a lot of questions.
- Understand his sporadic listening skills.
- Stick to business--let him decide if he wants to talk socially.
- Present the facts logically; plan your presentation efficiently.
- Motivate and persuade by referring to objectives and results.
- Use his jargon.
- Be clear, specific, brief and to the point.
- Provide systems to follow.
- Read the body language--look for impatience or disapproval.

---

---

---

---

---

---

---

---

---

---

---

---

---

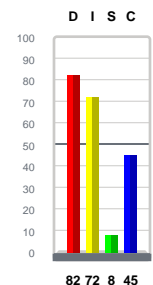
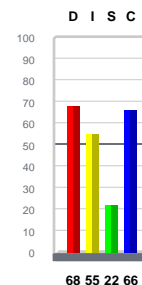
---

---

---

---

Adapted Style      Natural Style





# Ineffective Communication

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

- Ask rhetorical questions, or useless ones.
- Try to build personal relationships.
- Direct or order.
- Forget to follow-up.
- Dictate to him.
- Be redundant.
- Forget or lose things, be disorganised or messy, confuse or distract his mind from business.
- Reinforce agreement with "I am with you."
- Try to convince by "personal" means.
- Let him change the topic until you are finished.
- Let disagreement reflect on him personally.
- Assume he heard what you said.
- Use paternalistic approach.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

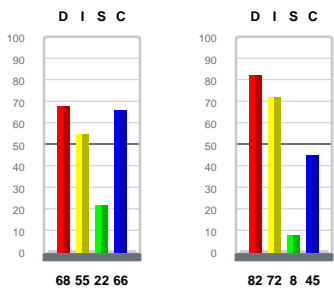
---

---

---

---

Adapted Style                      Natural Style







# Communication Tips

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

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

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

### **Factors that will create tension or dissatisfaction:**

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganised 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-organised "package."

### **Factors that will create tension or dissatisfaction:**

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

## **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.
- Do not 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 behaviour and feelings may be quickly telegraphed to others. This section provides additional information on Max's self-perception and how, under certain conditions, others may perceive his behaviour. Understanding this section will empower Max to project the image that will allow him to control the situation.



**Self-Perception**

Max usually sees himself as being:

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

---

---

---

---

---

---

---

---

---

---

---

---

**Others' Perception - Moderate**

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

- Demanding
- Daring
- Egotistical
- Aggressive

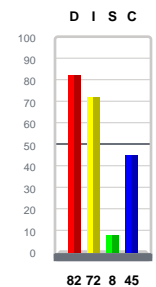
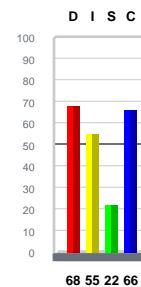
**Others' Perception - Extreme**

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated

Adapted Style

Natural Style





# The Absence of a Behavioural Factor

*The absence of a behavioural 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 minimised in a person's day-to-day environment. By understanding the contribution of a low behavioural 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 minimise behavioural stress.

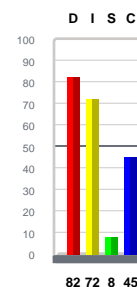
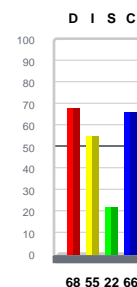
- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.
- The need for juggling many tasks at once may jeopardise quality.
- Avoid positions that revolve around routine work.

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

- Rambling, written or verbal, will be avoided to the point of missing a deadline.
- Situations requiring active listening need to have a conscious effort.
- Recognise that others may move at a slower pace.

Adapted Style

Natural Style





# Descriptors

Based on Max's responses, the report has marked those words that describe his personal behaviour. 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>Influencing</b> | <b>Steadiness</b> | <b>Compliance</b> |
| Calculating      | Reflective         | Mobile            | Firm              |
| Cooperative      | Factual            | Active            | Independent       |
| Hesitant         | Calculating        | Restless          | Self-Willed       |
| Cautious         | Sceptical          | 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

Max'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

Max is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. Max has a tendency to make decisions with little or no hesitation.

### Adapted

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

## People - Contacts

### Natural

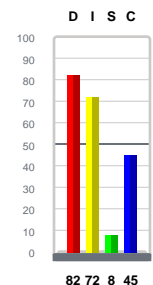
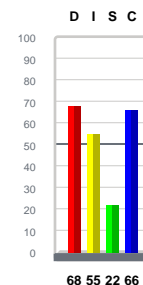
Max is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Max is trusting and also wants to be trusted.

### Adapted

Max feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.

Adapted Style

Natural Style





# Natural and Adapted Style Continued



## Pace - Consistency

| Natural                                                                                                                                                                                                                                                                                                      | Adapted                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Max is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.</p> | <p>Max wants an environment that is variety-oriented. He feels a great sense of urgency to get things completed quickly. He is eager to accept change and work on many activities.</p> |

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

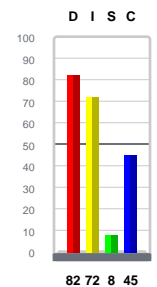
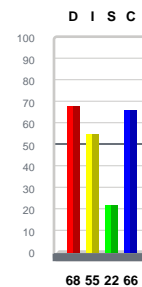
---

---

## Procedures - Constraints

| Natural                                                                                                                                                                                                                                                   | Adapted                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Max is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.</p> | <p>Max sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.</p> |

Adapted Style      Natural Style





# Adapted Style

Max sees his present work environment requiring him to exhibit the behaviour listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behaviour.

- Meeting deadlines.
- Acting without precedent, and able to respond to change in daily work.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Moving quickly from one activity to another.
- Persistence in job completion.
- Exhibiting an active and creative sense of humour.
- A competitive environment, combined with a high degree of people skills.
- Skilful use of vocabulary for persuasive situations.
- Handling a variety of activities.
- Anticipating and solving problems.
- Being sensitive to, but not necessarily controlled by, rules and procedures.




---

---

---

---

---

---

---

---

---

---

---

---

---

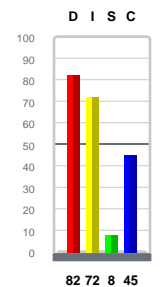
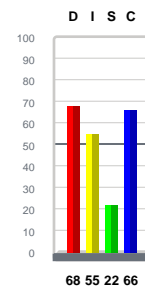
---

---

---

---

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 maximising your use of TIME and increasing your PERFORMANCE.

## Snap Decisions

Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

### Possible Causes:

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

### Possible Solutions:

- Ask for recommendations
- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

## Lack of a Written Plan

A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilisation of resources. It may also simply mean written priorities and a written daily plan of action.

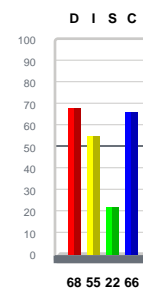
### Possible Causes:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

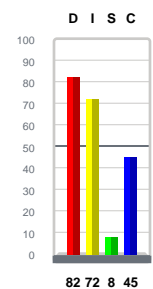
### Possible Solutions:

- Write down personal and job-related values and prioritise them
- Write out a long-term plan that will support those values
- Recognise that by having priorities clearly in mind, constant change will be replaced with change-by-design

Adapted Style



Natural Style







# Time Wasters Continued

## 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

## 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:

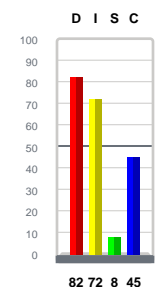
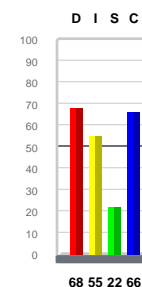
- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

### 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

Adapted Style

Natural Style





# Time Wasters Continued

## 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

**Possible Solutions:**

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

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

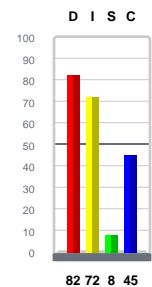
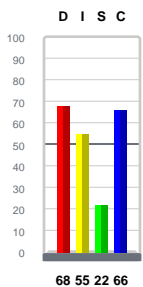
---

---

---

---

**Adapted Style      Natural Style**



Max Muster



# Areas for Improvement

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

## Max has a tendency to:

- Have no concept of the problems that slower-moving people may have with his style.
- Be a one-way communicator--does not listen to the total story before introducing his opinion.
- Be explosive by nature and lack the patience to negotiate.
- Take on too much, too soon, too fast.
- Be crisis-oriented.
- Have trouble delegating--cannot wait, so does it himself.
- Overstep authority and prerogatives--will override others.
- Be so concerned with big picture; he forgets to see the little pieces.
- Resist participation as part of the team, unless seen as a leader.



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

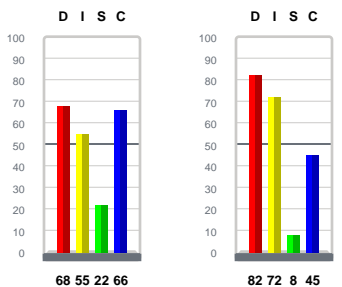
---

---

---

---

Adapted Style      Natural Style





# Behavioural Hierarchy

Your observable behaviour 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 behavioural traits from the strongest to the weakest.

## 1. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



100

42\*

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

0 10 20 30 40 50 60 70 80 90 100



90

52\*

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

0 10 20 30 40 50 60 70 80 90 100



85

51\*

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

0 10 20 30 40 50 60 70 80 90 100



82

52\*

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

0 10 20 30 40 50 60 70 80 90 100



80

60\*

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

0 10 20 30 40 50 60 70 80 90 100



55

66\*

## 7. Analysis - Compile, confirm and organise information.

0 10 20 30 40 50 60 70 80 90 100



40

52\*

## 8. Customer-Oriented - Identify and fulfil customer expectations.

0 10 20 30 40 50 60 70 80 90 100



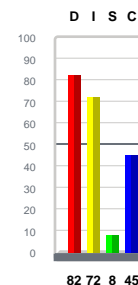
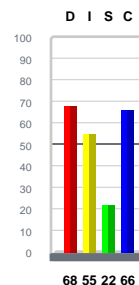
40

64\*

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

Adapted Style

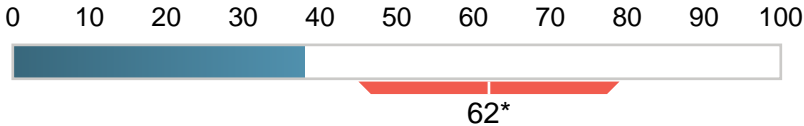
Natural Style





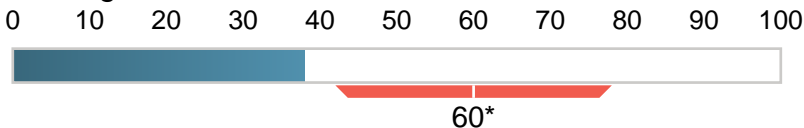
# Behavioural Hierarchy

**9. Persistence** - Finish tasks despite challenges or resistance.



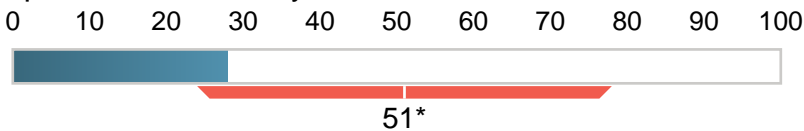
38

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



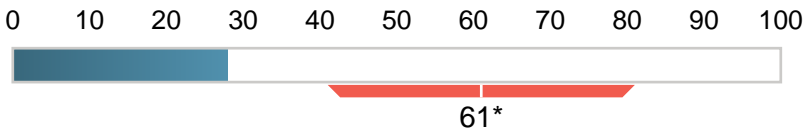
38

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



28

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



28




---

---

---

---

---

---

---

---

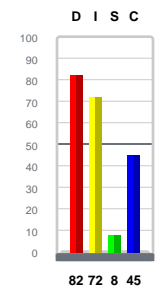
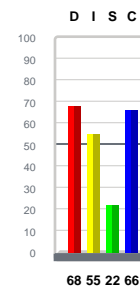
---

---

---

---

Adapted Style      Natural Style



SIA: 68-55-22-66 (25)    SIN: 82-72-08-45 (12)  
\* 68% of the population falls within the shaded area.

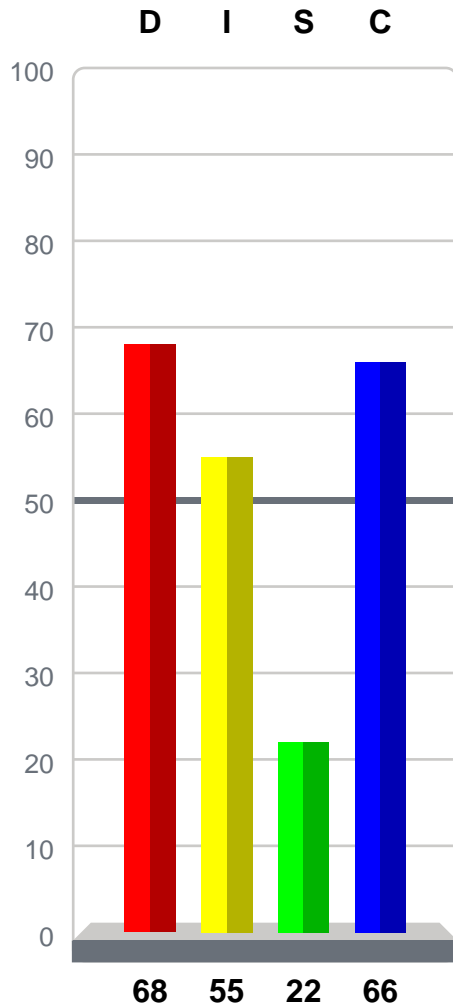


# Style Insights® Graphs

21/6/2017

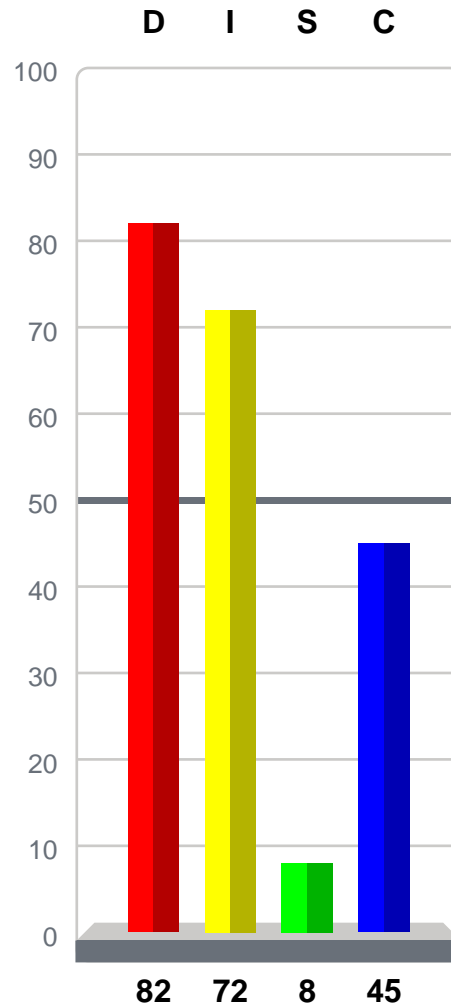
## Adapted Style

**Graph I**



## Natural Style

**Graph II**



German Norm 2017 R4

T: 0:58



## The Success Insights® Wheel

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

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

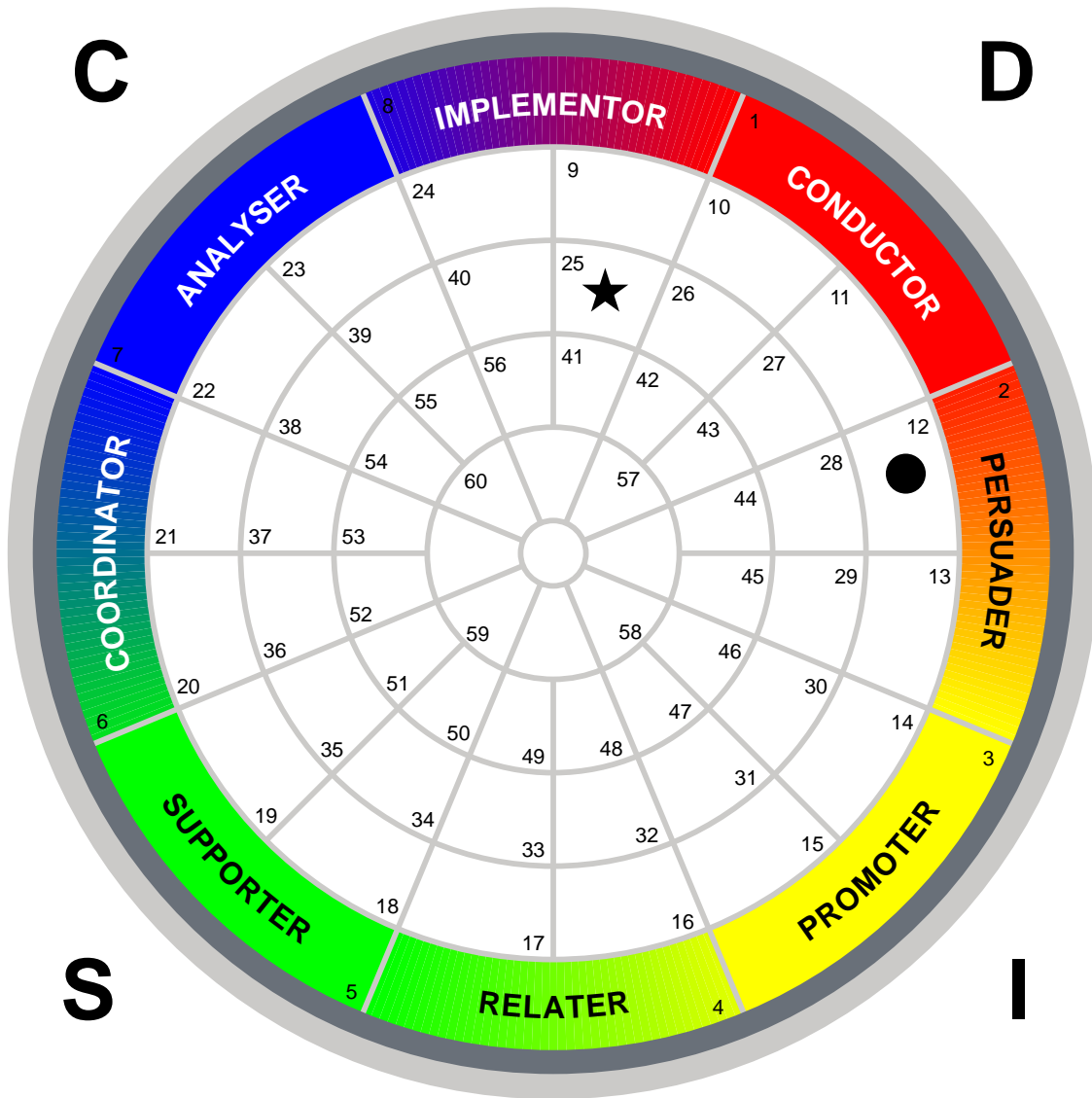
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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

21/6/2017



Adapted: ★ (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)  
Natural: ● (12) CONDUCTING PERSUADER

German Norm 2017 R4

T: 0:58





# 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 will recognise 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 recognise and understand how your Driving Forces interact with others to improve communication



## General Characteristics

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

Max will thrive in an environment filled with chaos. He can focus on the task at hand regardless of his surroundings. He tends to see things in pieces. He tends to interpret and dissect other systems and/or traditions and is creative when applying them. Max tends to seek new methods and ways to expand his future opportunities. He will not be afraid to explore new and different ways of interpreting his own belief system. He will usually have the information to support his convictions. He may spend considerable time researching a topic of interest. If necessary, Max will be assertive to maintain control of a situation. He may be energised by public recognition. He likes to lead people toward opportunities that create positive results. He may see money as a necessary tool versus a measurement of success.

Max will not get distracted by the form and beauty in his environment. He isolates personal issues to focus on professional productivity. He will not get hung up on a specific approach and will keep momentum moving forward. He tends to overlook traditions or boundaries to complete a task. Max may have the desire to expand his knowledge to be considered an expert in his chosen field. He will tend to seek new methods or information rather than relying on past experiences. He will strive to maintain individuality in group settings. He is passionate about creating something that leaves a lasting impact. Max may strive to reduce the occurrence of conflict in the workplace. He may look at the process for faults before blaming an individual. He may evaluate situations based on the desired outcome with little regard for utility and economic return. He evaluates situations and may not feel the need for a return on investment.



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



# General Characteristics

Max tends to give freely of time, talent and resources, but may still value a return on his investment. He may intuitively notice and respond to people in need. He has the desire to be recognised for his accomplishments. He is very good at integrating past knowledge to solve present problems. In many cases, Max would prefer to set his own plan of action. He may prefer to set his own plan to guide his actions. He will compartmentalise issues to keep the momentum moving forward. He will focus on the functionality over harmony of a situation.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

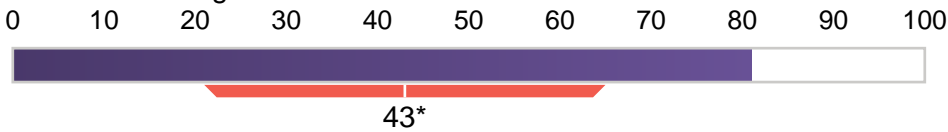
---



# Primary Driving Forces Cluster

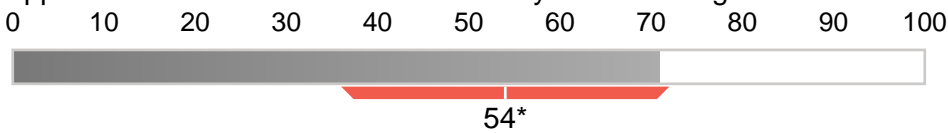
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Objective** - People who are driven by the functionality and objectivity of their surroundings.



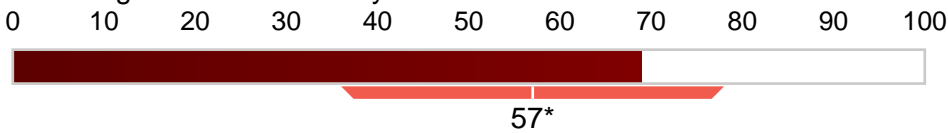
81

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



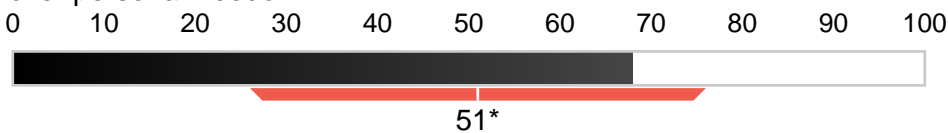
71

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



69

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



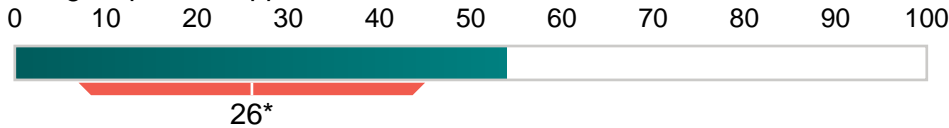
68



# Situational Driving Forces Cluster

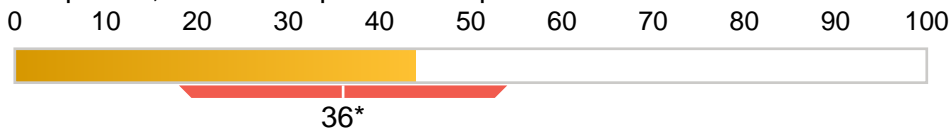
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



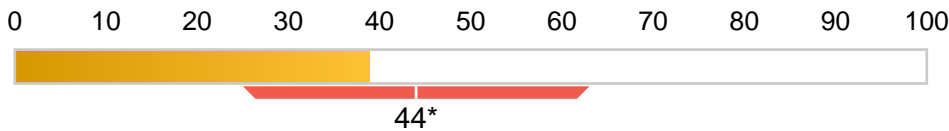
54

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



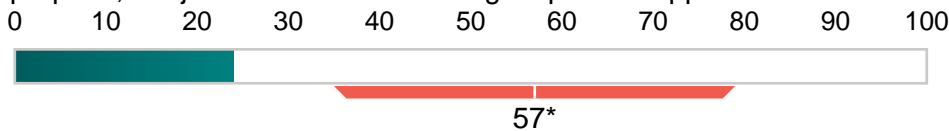
44

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



39

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



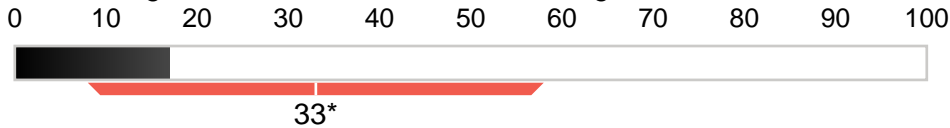
24



# Indifferent Driving Forces Cluster

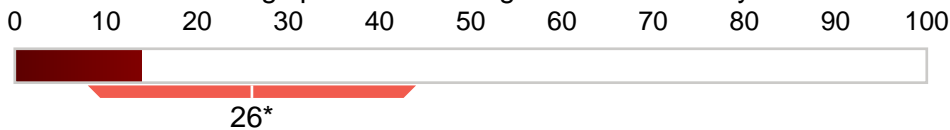
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



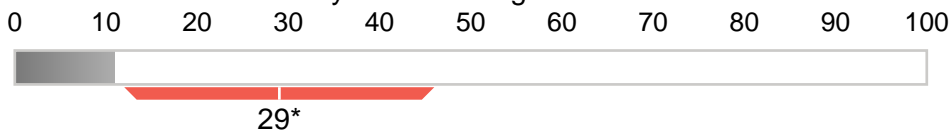
17

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



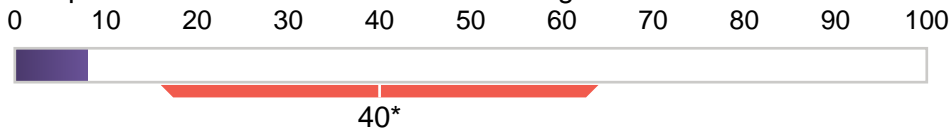
14

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



11

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



8

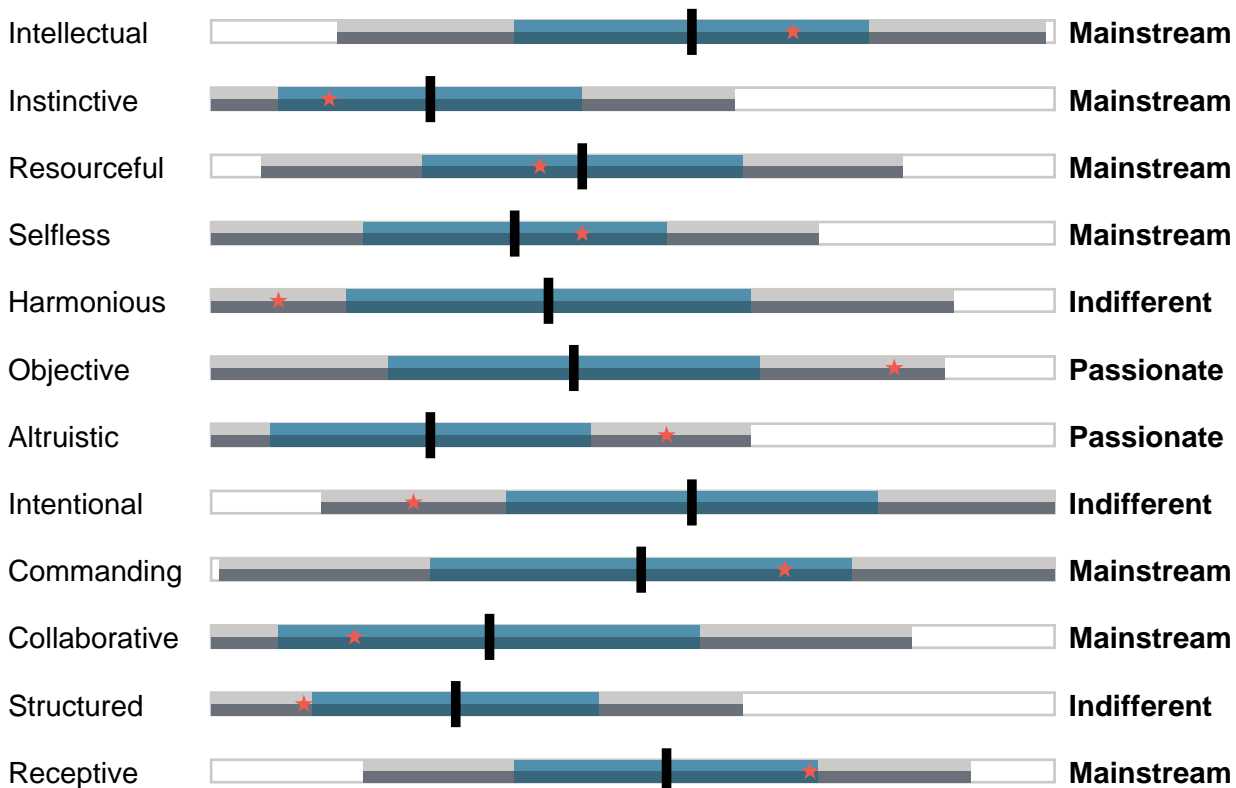


# Areas for Awareness

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 energised. 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 - German Norm 2017

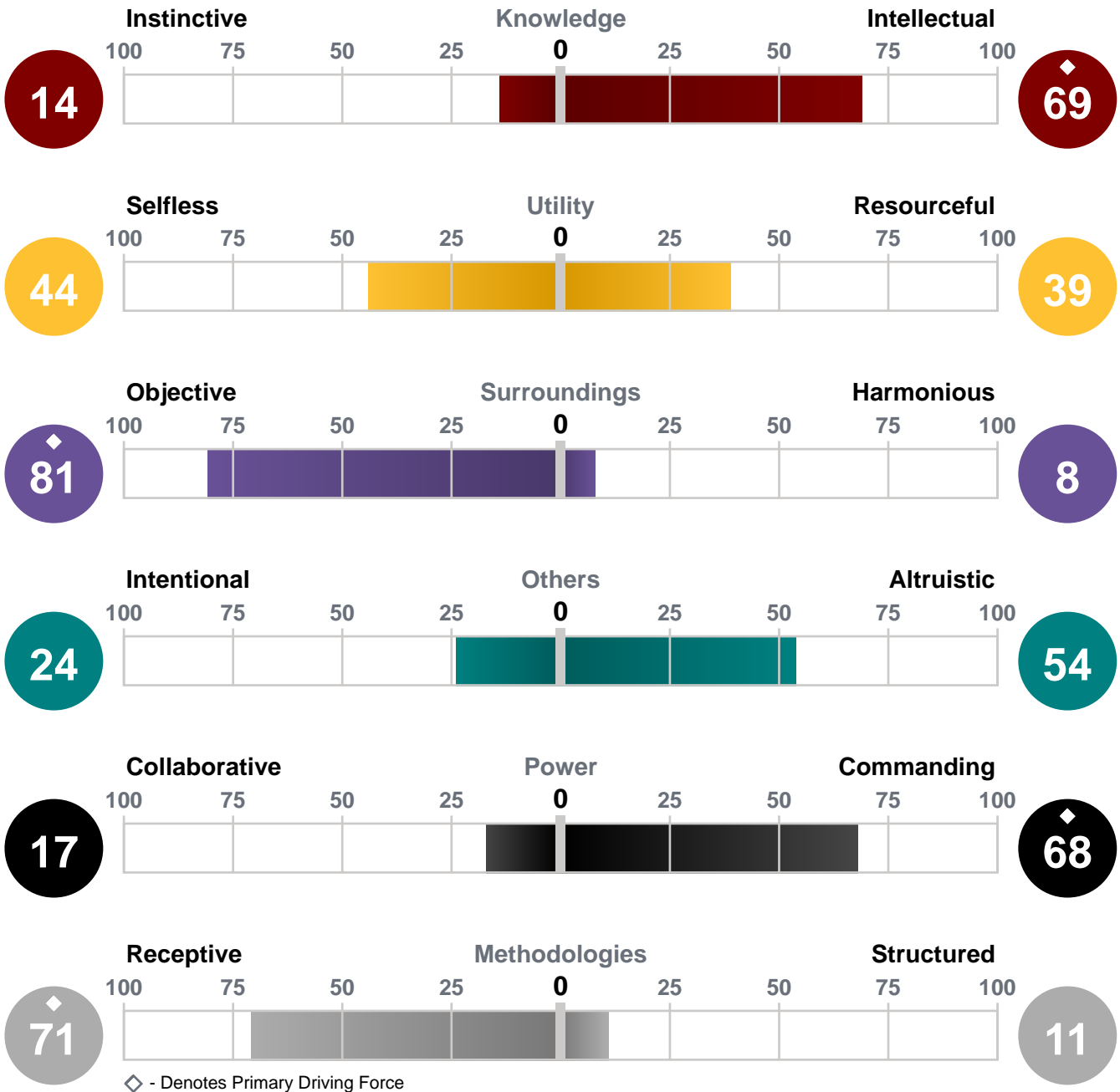


■ - 1st Standard Deviation - \* 68% of the population falls within the shaded area. ■ - national mean ★ - your score  
■ - 2nd Standard Deviation  
□ - 3rd Standard Deviation

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



# Driving Forces Graph

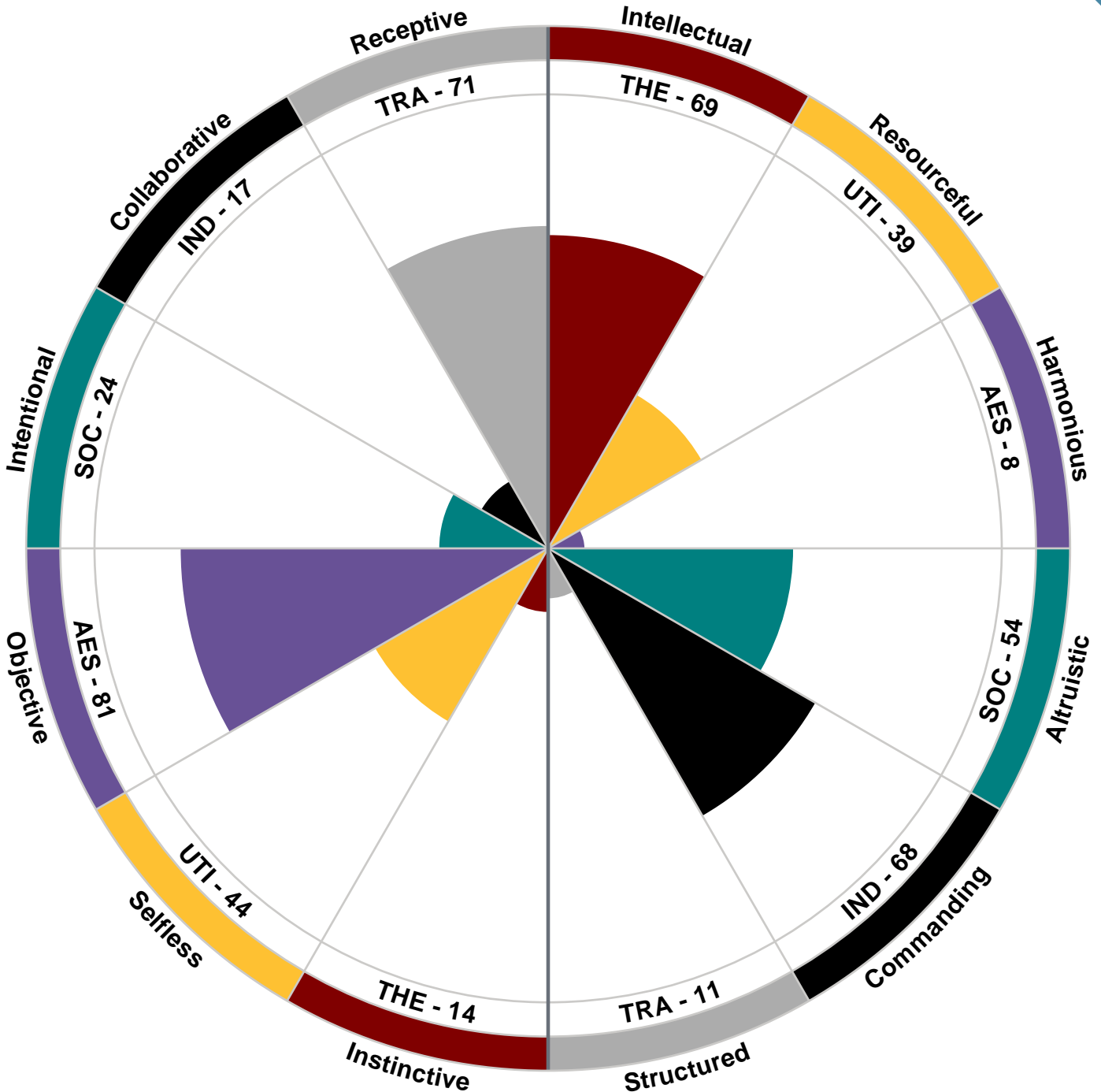


T: 0:40





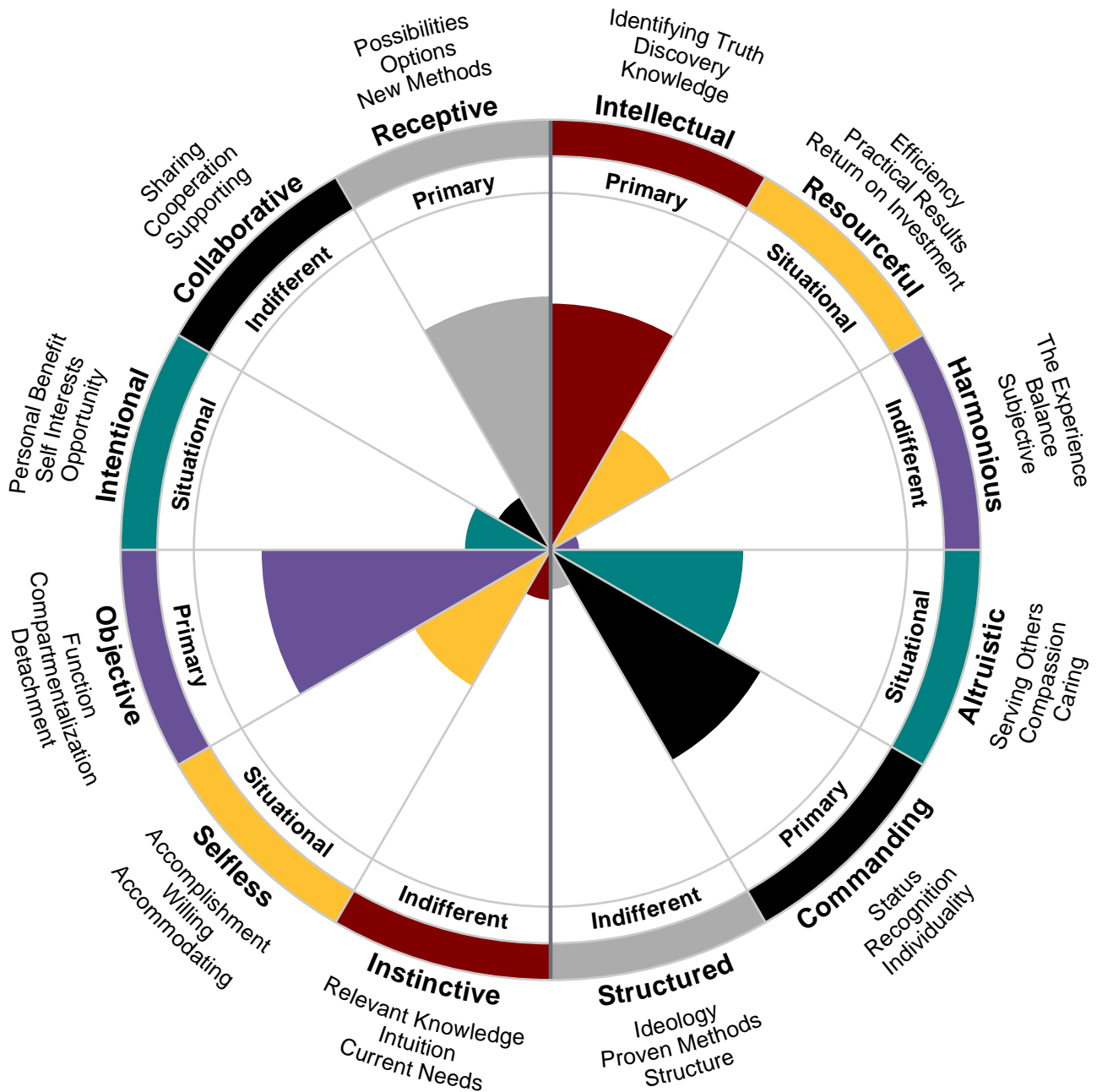
# Driving Forces Wheel



T: 0:40



# Descriptors Wheel



T: 0:40



## Introduction Integrating Behaviours and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviours 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 Behavioural and Motivational Strengths
- Potential Behavioural and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



# Potential Behavioural and Motivational Strengths

*This section describes the potential areas of strengths between Max's behavioural style and top four driving forces. Identify two to three potential strengths that need to be maximised and rewarded in order to enhance on-the-job satisfaction.*

- Will initiate action even during chaos.
- An independent self-starter who will focus on function over appearance.
- Will do what he commits to, to ensure function.
- A leader for those who question traditions.
- Good at directing others to challenge the status quo.
- Will champion change and focus on out of the box results
- Uses knowledge to support his position.
- Thrives on the challenge of solving problems.
- Offers informed opinions on a variety of topics.
- A strong influencer.
- Bottom-line focused when leading others.
- Forward-looking to improve himself or a situation.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



# Potential Behavioural and Motivational Conflict

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

- May over focus on productivity over appearance.
- May struggle with bonding with peers while constantly focusing on outcomes.
- Enjoyment of working through chaos does not always translate to winning.
- By challenging the status quo he may miss the desired results.
- Standards may be unreachable with his desire to try new things.
- A desire for better results may be prohibited by his need for something new.
- When confronted with a major decision, he will want the facts before deciding but may make the decision anyway.
- A focus on quick results may hinder quality of information.
- The need to research everything and the corresponding need to do everything too soon and too fast.
- Has to be big player if not the leader and may miss out on beneficial role-playing opportunities.
- Can set personal standards too high.
- May always want to display his superiority through problems or challenges.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



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

- Objective, results-driven environment.
- Fast-paced chaotic activity based situations.
- An environment where keeping the momentum moving is critical and rewarded.
- An environment that promotes creative ideas for solving problems and making decisions.
- Forum to champion new ways in which to improve existing methods.
- Opportunity to alter existing systems to make them bigger, better and faster.
- New and challenging theoretical-based questions or projects.
- The ability to be direct and pointed with the discovery of all information related to the problem.
- Appreciation for a research-based approach to problem solving.
- Management that appreciates and rewards powerful risk-taking.
- An environment where competition and winning is viewed as the ideal.
- Continual opportunity to challenge and win.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



# Keys to Motivating

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

## Max wants:

- The freedom to compartmentalise issues when solving problems.
- The understanding from management that working and focusing on tangible results is the desired outcome.
- Things done quickly and to the highest level of functionality.
- The opportunity to expand his way of thinking.
- Goals and results that stem from a creative and open approach.
- All systems and structures to be current and moving toward the desired result.
- Complete information in bulleted format for his own investigation.
- Challenging problems where his knowledge and research capabilities can be maximised.
- All possible information at his fingertips in order to conquer challenges.
- To lead a team that understands the value of short-term and fast-moving ideas and results.
- Ability to create, share and control the vision.
- New and difficult challenges that lead to prestige and status.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

# Keys to Managing

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

## Max needs:

- To understand the optimal pace of each team member in order to help maintain momentum.
- To compartmentalise activities in order to accomplish the objectives.
- To set clear expectations for the team in order to obtain tangible results.
- Support to achieve results through his constantly evolving system for living.
- To understand that there is a time and a place for arguing his point of view.
- A manager that understands his potentially explosive nature is from the desire to achieve and win in new and different ways.
- To be able to seek out new ways to achieve desired results.
- To understand that all battles cannot be conquered through assertiveness and expression of knowledge.
- A manager who realises that he wants to learn new ways to solve problems and make decisions.
- Help in limiting interruptions because of the desire to be involved in too many projects.
- To understand that not all problems are a nail, therefore all solutions cannot be a hammer.
- Assistance in staying on task when he is not the leader of the project.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---





## Introduction Emotional Intelligence Section

The Emotional Quotient™ (EQ) report looks at a person's emotional intelligence, which is the ability to sense, understand and effectively apply the power and acumen of emotions to facilitate higher levels of collaboration and productivity. The report was designed to provide insight into two broad areas: Self and Others.

Research shows that successful leaders and superior performers have well-developed emotional intelligence skills. This makes it possible for them to work well with a wide variety of people and to respond effectively to the rapidly changing conditions in the business world. In fact, a person's EQ may be a better predictor of success performance than intelligence (IQ).

Emotional intelligence is an area you can focus on and develop regardless of your current score in each dimension. One model to help you assess your emotional levels throughout the day is to check your emotional clarity. Think of red as poor emotional clarity or an inability to utilise all skills and resources because of your emotional cloudiness. When you're identifying yourself as having a red glass, you may be experiencing emotions such as fear, anger, sadness or loss. Think of clear glass as your ideal state of clarity, or when you're emotionally "in the zone." You may experience emotions such as happiness, joy, peace or excitement. Most of the time you are somewhere in between. You may not be able to place an exact descriptor on how you feel, but you're relatively clear headed and free from distractions. Remember, the higher your EQ scores, the easier it will be to apply this model to you and to those around you.



## Introduction Emotional Intelligence Section

*This report measures five dimensions of emotional intelligence:*

### Emotional Intelligence - Self

What goes on inside of you as you experience day-to-day events.

**Self-Awareness** is the ability to recognise and understand your moods, emotions and drives, as well as their effect on others. In practice, it is your ability to recognise when you are red, clear or somewhere in-between.

**Self-Regulation** is the ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting. In practice, it is your ability to influence your emotional clarity from red to clear when the situation requires.

**Motivation** is a passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.

### Emotional Intelligence - Others

What goes on between you and others.

**Social Awareness** is the ability to understand the emotional makeup of other people and how your words and actions affect others. In practice, it is the ability to assess if he or she is in a red, clear or somewhere in-between state.

**Social Regulation** is your ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.

Is the report 100% true? Yes, no and maybe. We are only measuring emotional intelligence. We only report statements from areas in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.



# General Characteristics

*Based on Max's responses, the report has selected general statements to provide a broad understanding of his level of emotional intelligence.*

Max may have difficulty completing a performance self-evaluation. He may have difficulty prioritising tasks. He may lack self-confidence, which could make it more difficult to express his true emotions. He may have trouble articulating unique strengths and/or weaknesses due to not understanding the impact of his emotional state. Max may be seen as indecisive by others due to the lack of emotional awareness and how emotions can interrupt the decision making process. He may accumulate stress which could result in health problems.

Max constantly thinks things through from an emotional perspective before acting. When Max is feeling stressed, he usually manages his emotions so that he does not take it out on others. When conflict arises, Max is able to effectively regulate emotions when resolving issues in most cases. He is able to effectively lift himself out of a bad mood. Max generally does not allow negative feedback or criticism from others to impact his working relationships. Others tend to see Max as someone with a stable temperament.

Max may depend on multi-tasking, making his individual work style less efficient. He may be hesitant to take risks because of additional work and time they require, limiting his success. He may tend to settle for good enough, when he could have achieved the desired outcome. He usually meets his goals and others' expectations, but perhaps not always exceed them. Max may see obstacles as opposed to opportunities when he is pursuing his goals. He tends to be motivated when he is interested in a project.



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



# General Characteristics

Max is able to work with others but at times will need help understanding their emotional needs. He is able to get along with others but may not always understand where people are coming from. When Max holds a strong opinion, he may have trouble understanding others' perspectives. He can be thoughtful and understanding, but may not come across this way to others. Max may have difficulty empathising when he has not been in the same situation himself. He generally recognises when he has offended someone but does not always understand why he was offensive.

Max can interpret nonverbal cues in some instances and may adjust to the situation. He can appear distant and aloof upon initial introduction to new people. He places some value on having a few true friendships over many casual acquaintances. He is persuasive when he feels passionate about the topic to the point of potentially coming across as overbearing. Max collaborates well with most of his co-workers. Others generally view Max as approachable.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

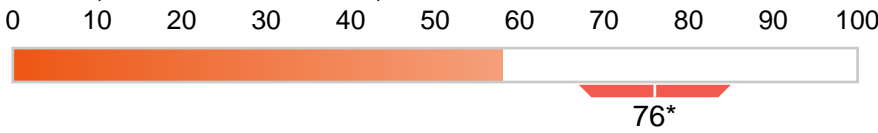
---



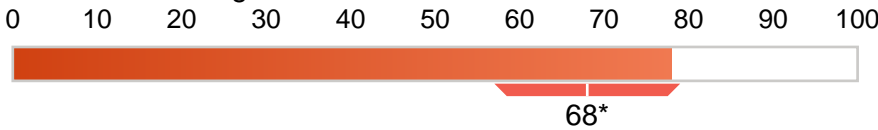
# Emotional Quotient Assessment Results

The Emotional Quotient (EQ) is a measure of your ability to sense, understand and effectively apply the power and acumen of your emotions and the emotions of others in order to facilitate high levels of collaboration and productivity. Your total score on the Emotional Quotient Assessment indicates your level of overall emotional intelligence. The higher the number, the more emotionally intelligent you are. If your goal is to raise your EQ, the components on which you have scored the lowest should be the focus of your development.

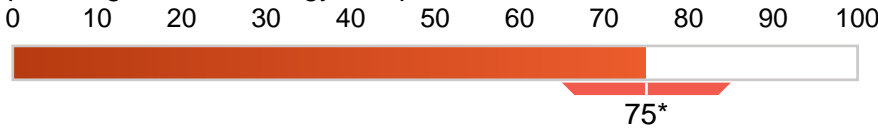
**1. SELF-AWARENESS** - The ability to recognise and understand your moods, emotions and drives, as well as their effect on others.



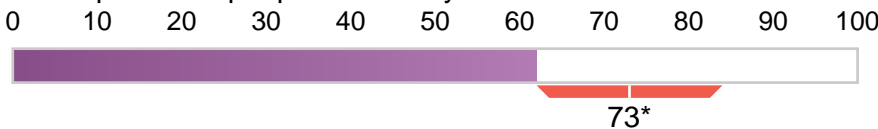
**2. SELF-REGULATION** - The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.



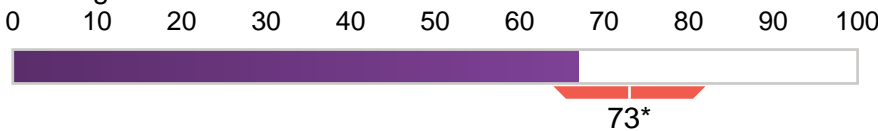
**3. MOTIVATION** - A passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.



**4. SOCIAL AWARENESS** - The ability to understand the emotional makeup of other people and how your words and actions affect others.



**5. SOCIAL REGULATION** - The ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.



German Norm 2014

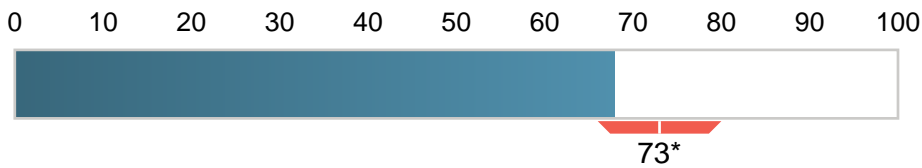
\* 68% of the population falls within the shaded area.



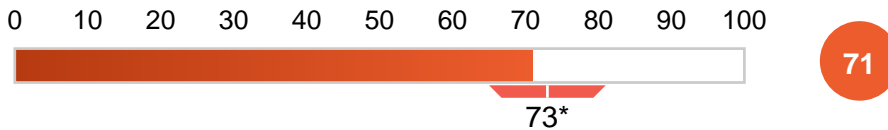
# Emotional Quotient Scoring Information

The average of the Self-Regulation, Self-Awareness and Motivation subscales represent your Self Score. The average of the Social Awareness and Social Regulation subscales represent your Others Score. Your total level of Emotional Quotient was calculated by averaging all five EQ dimensions.

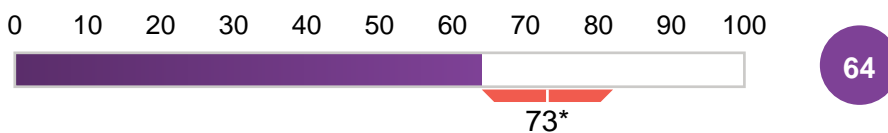
**TOTAL EMOTIONAL QUOTIENT** - Your total level of emotional intelligence, formed by averaging your Others and Self scores.



**SELF** - The ability to understand yourself and form an accurate concept of yourself to operate effectively in life.



**OTHERS** - The ability to understand other people, what motivates others, how they work and how to work cooperatively with them.





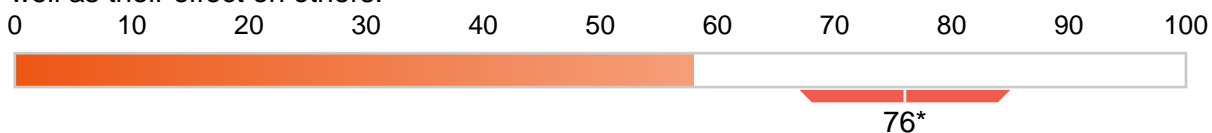
# Self-Awareness

Based on Max's level of Self-Awareness, he may find it hard to identify and express his emotions which may impact his decisions. Because of Max's level of EQ in this dimension, he may not have a realistic assessment of himself.

## What Max can do:

- Practice self-reflection, can you identify and name your current emotional state? Check your emotional clarity, what is your current state; red, clear or somewhere in-between?
- To improve decision-making, look for trends in your behaviour and seek to recognise what prompts your reactions.
- Reflect on how your emotions influence your behaviour.
- Identify how negative or hurtful behaviour triggers your emotions.
- To improve your ability to self-assess, ask a family member, friend or trusted advisor to describe your strengths and weaknesses.
- Make a list of your strengths and areas for improvement. Look at it daily.
- Make notes of your thoughts and feelings then discuss them with a trusted friend or family member.
- Create an action plan to develop your areas for improvement.
- Develop Self-Awareness goals and revisit them at least twice a month. (Make sure your goals and action items are SMART - specific, measurable, actionable, realistic and timely.)
- Make notes several times a day in a journal about your emotional responses to the current situations to help raise your emotional awareness.

**Self-Awareness** - The ability to recognise and understand your moods, emotions and drives, as well as their effect on others.





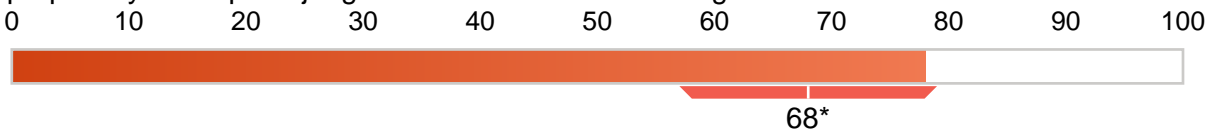
# Self-Regulation

Based on Max's current level of EQ in this dimension, he has a developed level of Self-Regulation. Max regulates negative and/or distracting emotions, allowing himself to manage his reactions to many situations.

## What Max can do:

- When experiencing negative or distracting emotions, remember to summarise the situation to determine triggers and observe your behavioural reactions.
- Partner with a co-worker to examine opportunities for practicing Self-Regulation. Ask them to help you identify ways you may improve.
- Remember to continue to build self-restraint by listening first, pausing and then responding, especially when feeling strong emotions.
- Discuss alternative ways of dealing with change and stress with family members, friends or a trusted advisor.
- Focus on events that provide a sense of calm or elicit positive emotions to change your clarity from red to clear or somewhere in-between.
- Record your effective self-regulation skills and reflect on them regularly.
- Remember that regular exercise increases your ability to manage your emotions and relax both body and mind.
- In emotionally charged moments remember to ask yourself, "What is the worst thing that can happen?" in order to consider the reality of the situation.
- Consider examples of appropriate times to relax and show emotions.
- There is a strong mind-body connection. Improve that connection through meditation, reflection or yoga to better learn to self-regulate your emotions.
- Given your behavioural preferences, brainstorm ways to express emotions more authentically.

**Self-Regulation** - The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.







# Motivation

Based on Max's current level of Motivation, procrastination could be a potential issue for Max in achieving his goals.

## What Max can do:

- Set specific goals with milestones and dates for achievement.
- Clarify why the goals you have set are important to you. Ask yourself not only, "What are my goals?" but also, "Why are they my goals?"
- Work with a peer or trusted advisor to create detailed action items to work toward your overall goals.
- Set aside time to work on your goals each day, even if it is just five minutes at a time.
- List your goals and post them where you can see them every day.
- Spend time visualising the outcome of accomplishing your goals. How does it look and feel?
- Ask a close friend to help hold you accountable for reaching your goals.
- Celebrate accomplishments, both big and small.
- Learn from your mistakes; keep track of the lessons learned in a journal.
- Challenge the status quo and make suggestions for improvement.
- Find inspiration from others who use internal Motivation to overcome obstacles to reach their dreams.

**Motivation** - A passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.



75



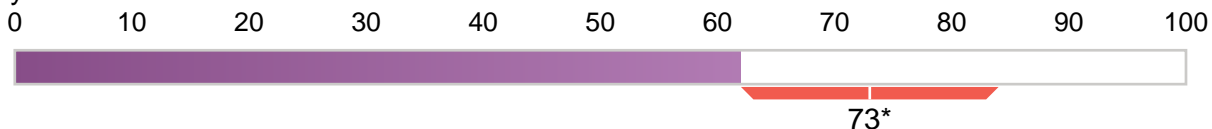
# Social Awareness

Based on Max's level of Social Awareness, at times he may find it difficult to understand others' emotional responses to situations and may need to adapt his communication.

## What Max can do:

- Attempt to predict and understand the emotional responses of others before communicating your point of view.
- Observe nonverbal behaviour to evaluate the emotional temperature of others.
- Analyse and understand things from others' perspectives before responding to your peers at work or family members.
- Think about an invisible clarity meter over people and ask yourself, "What is their emotional state: red, clear or somewhere in-between?", knowing that if it is not clear, the optimal outcome may be compromised.
- Continue to develop interpersonal habits, such as listening to others until they are finished with their thought before asking questions or making statements.
- Observe body language for nonverbal messages being expressed.
- Seek clarification from others when attempting to interpret emotional responses.
- Be nonjudgmental in your interactions with others. Ask questions before drawing conclusions.
- Offer assistance to your friends, family and even strangers on occasion. Be careful to give the assistance they are looking for versus what you think they need.

**Social Awareness** - The ability to understand the emotional makeup of other people and how your words and actions affect others.



62



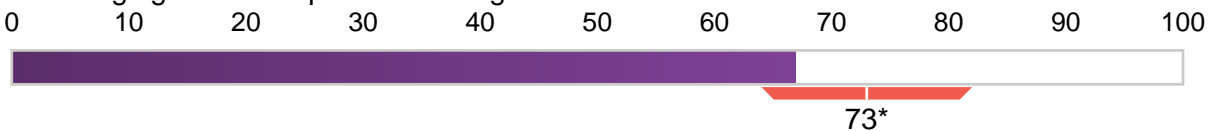
# Social Regulation

Based on Max's level of Social Regulation, he may find relating to others challenging, especially in emotionally charged situations.

## What Max can do:

- Be aware of the message your body language is communicating, try to predict how you can respond positively to the interaction.
- Ask those you admire to describe their experience when socialising with you.
- Remember people's names. Use memory techniques and be known as the one that remembers!
- After a negative interaction or misunderstanding, take accountability and find ways to make amends.
- Describe scenarios to a trusted advisor in order to gain experiential knowledge on how to increase your level of Social Regulation skills.
- Take notice when emotions are taking over an interaction and then find ways to remove yourself from the situation.
- Show a genuine curiosity for others' well-being.
- Allow others to take the lead role so you can learn from their leadership style.
- Connect with people you have just met and find ways to continue to build the rapport.
- Seek quality, rather than quantity, in your social bonds. Converse with others on a deeper level.
- Join a professional association or special interest group to practice building bonds.

**Social Regulation** - The ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.

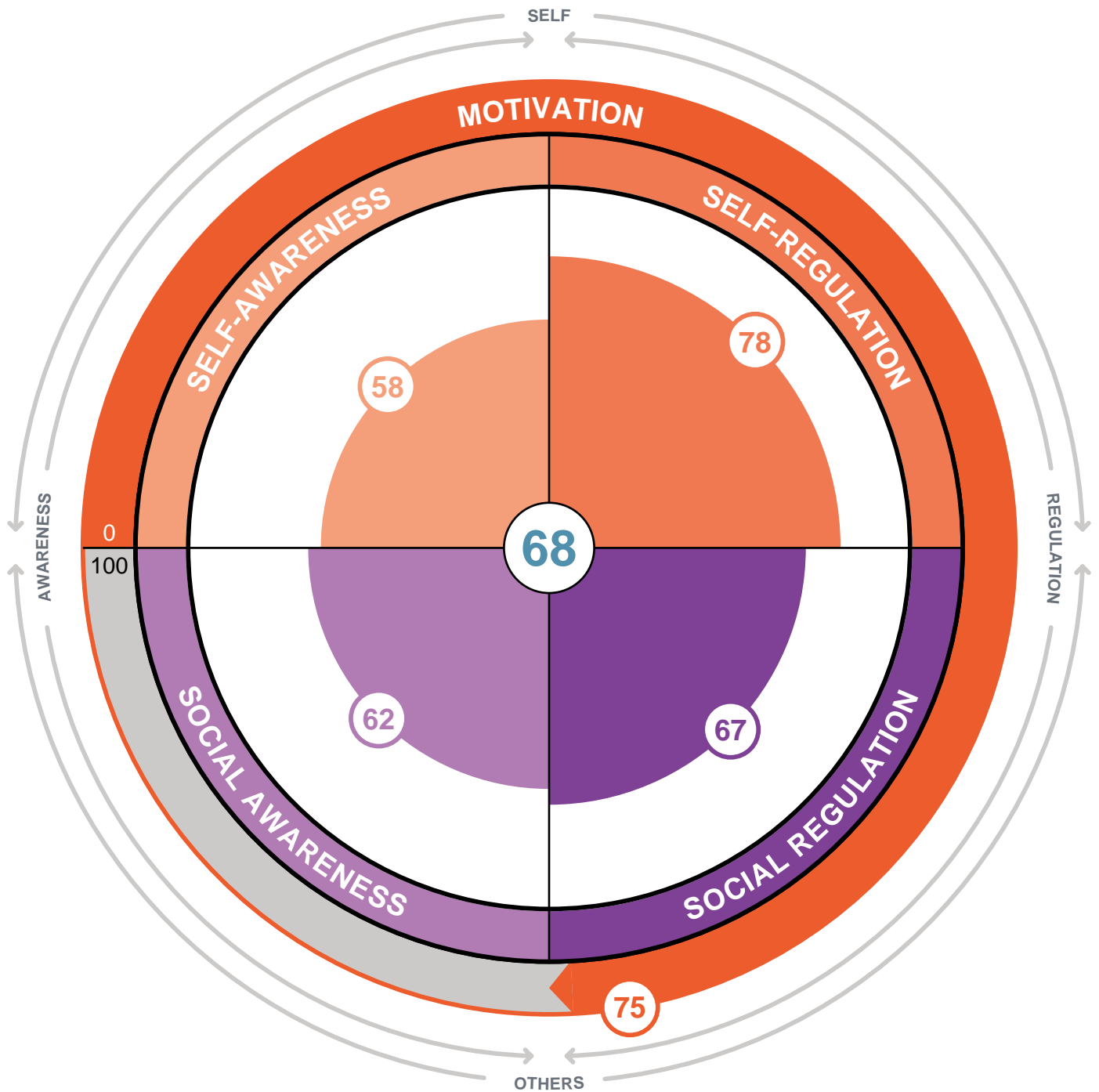


67



# Emotional Quotient™ Wheel

The Emotional Quotient wheel is a visualisation of your scores in the report. The circle, split into quadrants, is encompassed by Motivation and divided by Self and Others. Your Motivation score starts at Self-Awareness and wraps around the wheel clockwise. This starting position is due to all EQ dimensions being influenced first by your level of Self-Awareness. The volume of colour illustrates the strength of your overall EQ score which is also notated in the centre circle.



German Norm 2014

T: 1:25



# Introduction

## Blending Behaviours, Driving Forces and EQ for Success

Maximising the effectiveness of one's behavioural style can be a difficult maze to navigate in the workplace, especially in situations where "behavioural labels" are assigned. Often a team will have multiple people with the same behavioural styles faced with the same situation, yet they come across differently.

For years, TTI has educated the corporate world on behaviours, or the "how" of people's actions; meanwhile, driving forces is the "why" they do what they do. This has explained the difference in actions for decades. However, recent research has led to the discovery of people with similar behaviours and driving forces, yet they still respond differently to situations, especially when the situations are emotionally charged.

Why is this? The answer is often found within a person's Emotional Intelligence. Understanding a person's EQ and applying this information to behaviours and driving forces can not only expand the working language and communication of an organisation, but can help an individual successfully navigate the workplace maze and feel a sense of accomplishment and reward from doing so.



# Blending Behaviours, Driving Forces and EQ for Success

*People who understand and appreciate themselves as unique individuals and can apply that same understanding and appreciation to others are more successful. This section is designed to connect an individual's behavioural strengths and primary driving forces cluster with his Emotional Intelligence in order to propel and navigate the day-to-day situations of the business landscape.*

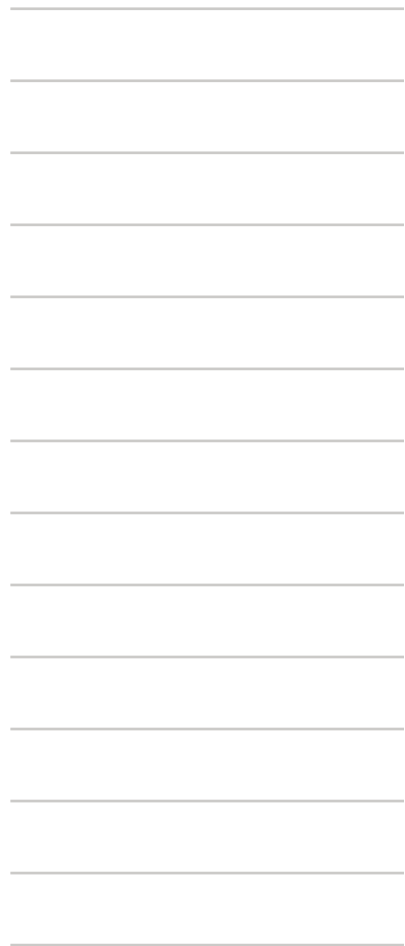
**To clarify this section Max's, primary driving forces cluster includes: Objective, Receptive, Intellectual and Commanding.**

Max has a low level of Self-Awareness. He does not tend to recognise mental and physical changes in how he is feeling. Coupled with his high "Dominance" behavioural style, these feelings will be displayed purely on a behavioural basis. High "Dominants" have a short fuse and are unaware of when their particular triggers are ignited. This intensity and direct communication style will be intensified in emotionally charged situations, and Max may be unaware of the increased intensity being displayed.

Max has a high level of Self-Regulation. He is able to manage responses and reactions to emotionally charged events. Possessing a high "Dominant" behavioural style indicates that Max would be quick to anger, make snap decisions and have a short temper. However, with high Self-Regulation, the typical behavioural characteristics will be tempered and not seen by others in such an extreme way. By utilising his dominant behaviour and his ability to manage reactions, Max will be able to win more and be seen as a leader versus autocratic. Be careful in instances where the topic at hand directly relates to Max's primary driving forces cluster. The ability for him to utilise his Self-Regulation skills may be hindered when a perceived threat to his drivers is present.

Max has a moderate level of Motivation. He has an average amount of motivation and passion to work for reasons that do not satisfy his primary driving forces cluster. This motivation is an internal drive to achieve the goal; however, with motivation being moderately developed, it is important to utilise an external driver or "carrot" to chase. In order to achieve complete engagement and superior performance, it will be important for his primary driving forces to be satisfied through his career.

Max has a moderate level of Social Awareness. At times he is able to anticipate how others will receive information or react to a situation. When he is able to harness this information, it will increase his ability to see things from someone else's perspective. Max typically views things from the perspective of his primary driving forces cluster, whereas not all people filter information from this viewpoint. Being able to step out of his primary driving forces mindset is key in being able to win and maintain rapid advancement in the organisation, which his "Dominant" behavioural style requires.





## Blending Behaviours, Driving Forces and EQ for Success

Max has a moderate level of Social Regulation. He is able to manage relationships and maintain networks. Max has the ability to maintain the strongest relationships with others that possess similar drivers, as they filter communication from the same viewpoint. His primary areas of interest originate from Objective, Receptive, Intellectual or Commanding however, he will do best in forming relationships that directly lead to the satisfaction of these passions. Behaviorally, Max prefers a more direct and to the point communication style. Based on his moderately developed Social Regulation, he may be able to adapt his communication style to meet the needs of the relationship, providing the relationship leads to the satisfaction of his primary drivers.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---