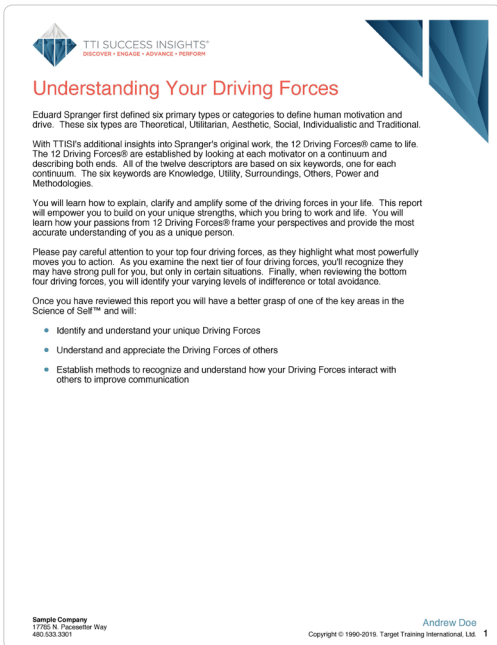




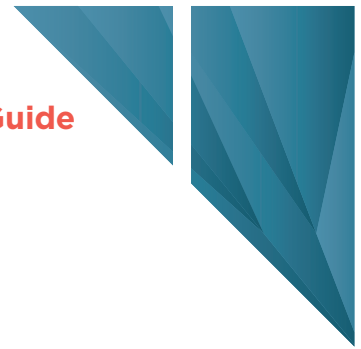
12 DRIVING FORCES QUICK START USER GUIDE

Welcome to the 12 Driving Forces® quick start user guide. The intent of this guide is to provide pertinent details about the report to make it easier to use. This guide outlines the structure of the 12 Driving Forces report and highlights key sections. The report pictured below is The 12 Driving Forces Personal Report.



SECTION 1 – Understanding Driving Forces, General Characteristics

- A brief explanation of the history and definition of The Driving Forces, including the basis from which they came, Spranger’s six motivators.
- General characteristics pages explain why a person does what they do based on their unique drivers.



SECTION 2 – Strengths and Weaknesses; Energizers and Stressors

- The first section, divided into two columns, focuses on the Strengths and Weaknesses of the person’s particular Driving Forces. Note: an overextension of a strength can be perceived as a weakness to others.
- The next section, also divided into two columns, focuses on the Energizers and Stressors of the person’s particular Driving Forces. Again, an overextension of an energizer can be perceived as a stressor to others.

Strengths and Weakness

The following section will give you a general understanding of the strengths and weaknesses of Andrew's Driving Forces. Remember, an overextension of a strength can be perceived as a weakness to others.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Andrew may focus on the function not the appearance. • Andrew may isolate personal challenges and remains focused on the task. • Andrew might compartmentalize and focus only on the situation. • Andrew may configure resources to maximize output. • Andrew might focus on the return on investment. • Andrew may help others when others are willing to work hard. • Andrew may protect and potentially promote principles and beliefs. 	<ul style="list-style-type: none"> • Andrew may ignore environments that are potentially distracting for others. • Andrew can over compartmentalize and miss the issues of the whole picture. • Andrew may overemphasize the function with disregard for appearance. • Andrew tends to view people and resources as tools to achieve an outcome. • Andrew may view material possessions and money as a scorecard. • Andrew may create scenarios that benefit themselves more than others. • Andrew may place personal ideology before that of the organization.

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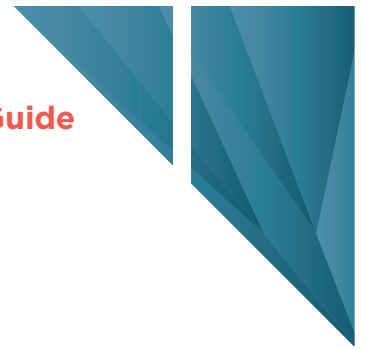
Energizers and Stressors

The following section will give you a general understanding of the energizers and stressors of Andrew's Driving Forces. Remember, an overextension of an energizer can be perceived as a stressor to others.

Energizers	Stressors
<ul style="list-style-type: none"> • Andrew is able to compartmentalize. • Andrew is energized by decisions that are based on data. • Andrew likes to provide tangible outcomes. • Andrew tries to eliminate waste. • Andrew strives to obtain practical results. • Andrew is energized by purposeful people. • Andrew enjoys fitting within a structure. 	<ul style="list-style-type: none"> • Andrew does not enjoy subjectivity. • Andrew does not like the pursuit of intangible ideas. • Andrew gets frustrated when appearance is placed over function. • Andrew does not like when resources are used inefficiently. • Andrew gets frustrated when processes are redundant. • Andrew does not act without personal benefit. • Andrew does not like the redesign of existing systems.

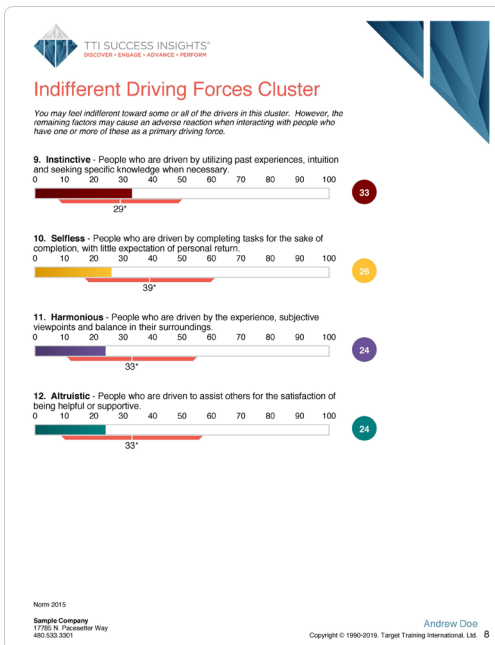
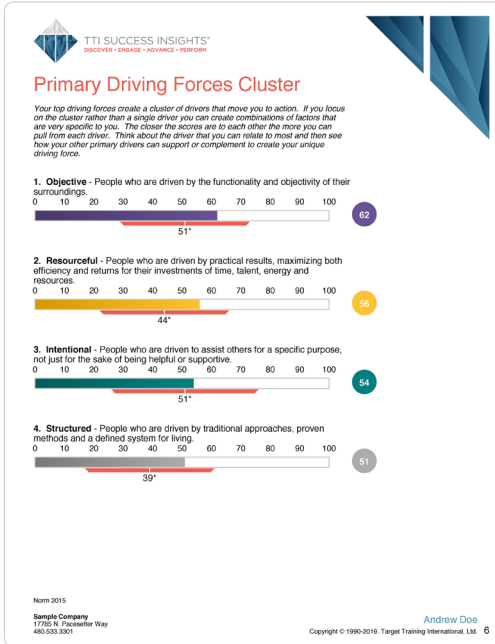
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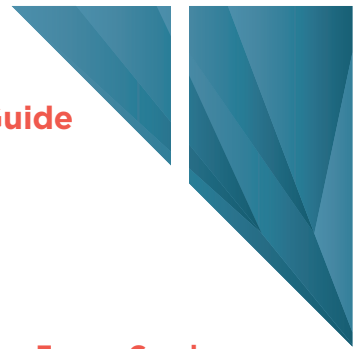
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SECTION 3 – Clusters

- Primary cluster is the combination of top Driving Forces that moves a person to action, creating combinations of factors unique to that individual.
- Situational cluster include the middle or moderate Driving Forces that come into play on a situational basis. These can influence a person’s actions in certain situations.
- Indifferent cluster reflects the drivers that a person feels indifferent toward. These factors may cause an adverse reaction when interacting with people who have one or more of these as a primary Driving Force.





SECTION 4 – Areas for Awareness, Driving Forces Graph

- The Areas for Awareness section reveals areas where a person’s Driving Forces fall in relation to the mainstream. The further above or below the mean and more outside the mainstream indicates a passion or indifference toward a Driving Force.
- Driving Forces graph shows six horizontal lines, based on the six motivators, each having two opposing factors connected to it. Each of The 12 Driving Forces has a score connected to it. The higher the score, the more intense that Driving Force is.
- Each of the six bars are color coded to match the corresponding motivator. In the bottom left corner, you’ll notice the time it took for the participant to complete the assessment.

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 2015

Driving Force	Mainstream Range (approx.)	Score
Intellectual	25 - 75	51
Instinctive	25 - 75	33
Resourceful	25 - 75	56
Selfless	25 - 75	26
Harmonious	25 - 75	24
Objective	25 - 75	62
Altruistic	25 - 75	24
Intentional	25 - 75	54
Commanding	25 - 75	44
Collaborative	25 - 75	38
Structured	25 - 75	51
Receptive	25 - 75	36

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

Legend:
 ■ 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

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Driving Forces Graph

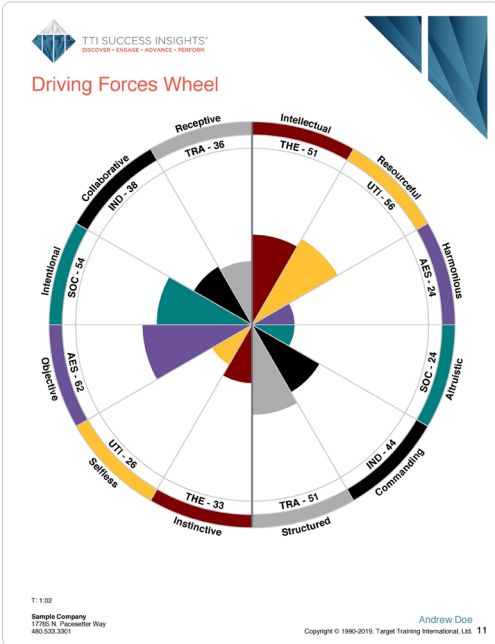
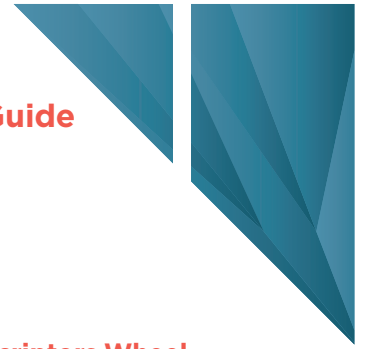
Driving Force	Score
Instinctive	33
Knowledge	0
Intellectual	51
Selfless	26
Utility	0
Resourceful	56
Objective	62
Surroundings	0
Harmonious	24
Intentional	54
Others	0
Altruistic	24
Collaborative	38
Power	0
Commanding	44
Receptive	36
Methodologies	0
Structured	51

Legend:
 ○ Denotes Primary Driving Force

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SECTION 5 – Driving Forces Wheel, Descriptors Wheel

- Driving Forces Wheel provides a color-coded, visual representation of a person’s primary, situational and indifferent Driving Forces. The colors correspond with those on the Driving Forces Graph.
- The wheel shows each of the 12 Driving Forces by name, underneath showing the motivator from which that Driving Force is derived and what the person’s score is for that particular driver. The more color shown in the wheel indicates a more intense driver.
- The Descriptors Wheel shows the same visual color representation as the Driving Forces wheel but includes verbal descriptors that readily identify each of the individual drivers.

