



DRiVTM

What *DRIVES* you?
What *DRAINS* you?

LEADERSHIP REPORT

ANDY ADVOCATE

23 August 2021



POWERED BY
LEADERSHIP WORTH FOLLOWING, LLC

DRiV LEADERSHIP REPORT

Your DRiV Leadership Report provides insight into what drives and drains your energy. It includes your DRiV Profile and the DRiV Factor scores making up your profile. Each DRiV Factor is then explained in greater detail, highlighting how your drivers affect your behavior, energy, and the impact you have on others. You will also receive actionable tips for leveraging your drivers for optimal career, happiness, effectiveness, and influence.

THE DRiV MODEL

The DRiV integrates more than 50 years of research on what drives human behavior to provide a comprehensive picture of what drives and drains you. This research uncovered 28 specific drivers spanning across the following six DRiV Factors:



GUIDELINES FOR INTERPRETATION:

There is no such thing as "good" or "bad" drivers or a "best" profile. Each driver and profile can have helpful and harmful implications. And, because we cannot be driven by everything equally, you will have some high and low scores. If a score does not feel right, it may indicate you interpreted the questions differently than most people, or it may mean you have blind spots. You should take this as an opportunity to seek outside feedback from friends, family, coworkers, or your DRiV Coach.

DRiV PROFILE

While there are infinite configurations of the 28 specific drivers, our research has uncovered 12 common driver patterns or “DRiV Profiles.” These profiles offer an overall picture of how drivers typically work together and describe common patterns of motives, values, and behaviors. One or more of these profiles may be particularly descriptive of you, though your five highest and lowest drivers will give the clearest picture of what drives and drains you.

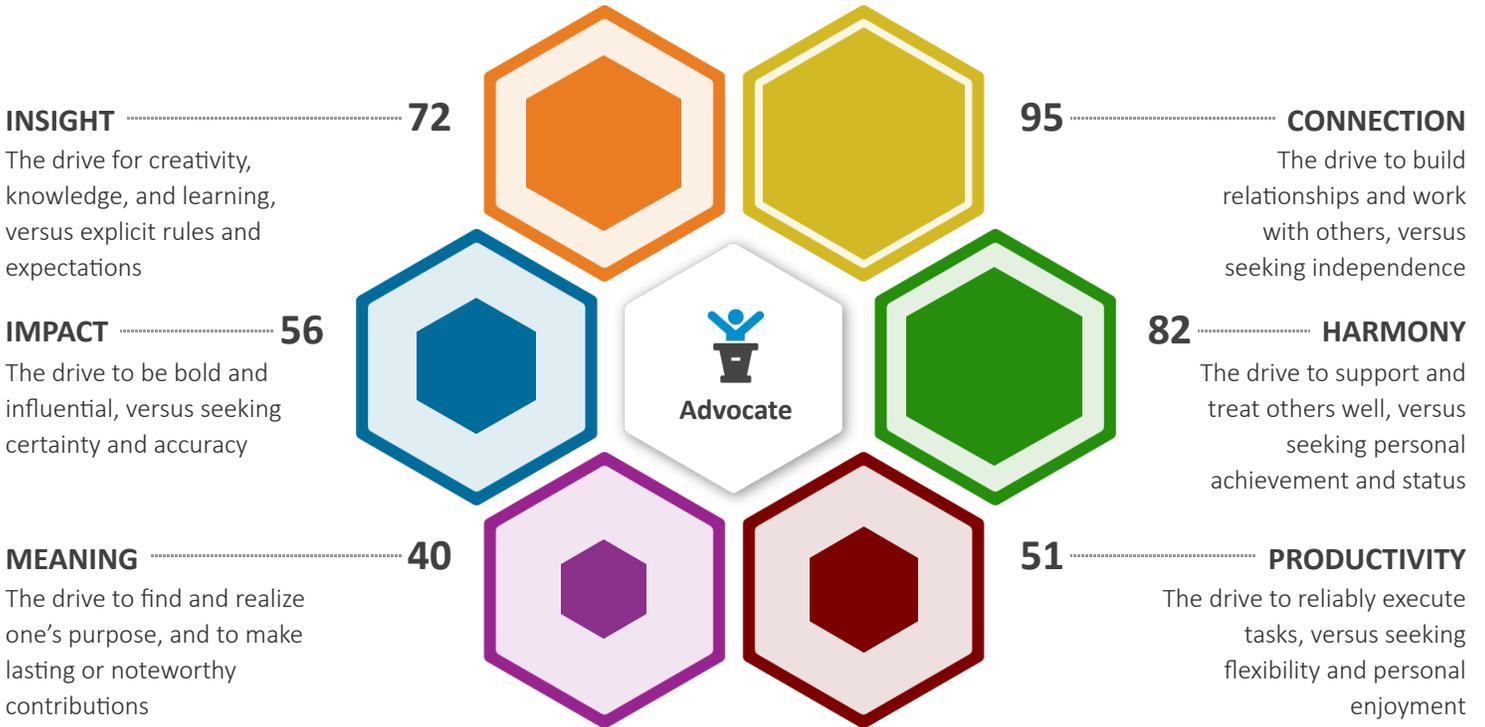
	TASK FOCUS			PEOPLE FOCUS
LEADERSHIP FOCUS	 Entrepreneur Creative, passionate, and business-minded. Motivated by thinking differently and controlling outcomes.	 Builder Mission-driven, focused, and business-minded. Motivated by working hard and driving a vision.	 Developer Collaborative, persistent, and candid. Motivated by working with others to accomplish goals.	 Advocate Influential, flexible, and growth-oriented. Motivated by relationships and influencing others.
	 Achiever Ambitious, independent, and competitive. Motivated by determining priorities and achieving personal goals.	 Director Independent, competitive, and task-oriented. Motivated by progress on goals and clear markers of success.	 Operator Conscientious, trustworthy, and dedicated. Motivated by executing a clearly defined plan.	 Humanitarian Genuine, easygoing, and service-oriented. Motivated by relationships and serving the broader good.
INDIVIDUAL FOCUS	 Traveler Ambitious and cautious. Motivated by clear goals, freedom, and external incentives for success.	 Technician Competitive, careful, and process-oriented. Motivated by clearly understanding what it takes to win.	 Steward Reliable, trustworthy, and others-oriented. Motivated by working hard and helping others.	 Peacemaker Deliberate, gracious, and relational. Motivated by maintaining peaceful, harmonious relationships.

ANDY, YOU ARE AN ADVOCATE

Advocates tend to be influential, flexible, and growth-oriented. They are most strongly driven by a desire to connect, collaborate, and treat others well. They tend to be energized when they can engage, be creative, and grow with others, and when they can influence others to see things from their perspective. It is also important that they enjoy their work and the people with whom they work. They will consider others’ perspectives but may have less patience for careful analysis, planning, or restrictive rules. They like moving fast, and thus appreciate having the freedom to adjust standards and approach as needed. Direct competition, ambition, and jockeying for position or status – especially when it hampers relationships – will be draining for most Advocates.

DRiV SUMMARY

Everyone is driven to think and behave in different ways based on their unique combination of six DRiV Factors. Your score on each DRiV Factor is determined by the specific drivers it contains. The scores below are percentiles that represent how strongly you are driven by the DRiV Factors, compared to the general population. Your five highest (what drives you) and five lowest (what drains you) drivers are shown at the bottom of the page.



WHAT *DRIVES* YOU...

- COMMERCIAL FOCUS**
maximizing organizational profitability; driving business success
- HONESTY**
telling the truth; maintaining one's own personal integrity and truthfulness
- COLLABORATION**
working with and alongside others; seeking out input and involving others
- INCLUSION**
diversity, divergent thought; ensuring multiple perspectives are considered
- ALIGNMENT**
aligning with existing norms; doing what is expected

WHAT *DRAINS* YOU...

- COMPLIANCE**
strictly adhering to and enforcing existing rules, guidelines, and processes
- CREATIVITY**
thinking and solving problems in unique and different ways
- ENJOYMENT**
making work and life fun; using humor to reduce tension
- EXCELLENCE**
pursuing high standards and productivity in work
- STATUS**
achieving rank, title, or position; setting oneself apart from others

IMPACT DETAILS

Andy, your score of 56 on Impact suggests you will tend to balance speaking out and asserting yourself with being more careful and mitigating some risks. Your scores on the drivers below provide further detail into your overall Impact score.

56



A driver with ▶ or ◀ indicates that this is one of your highest or lowest drivers. Development tips for these drivers are included at the end of the report.

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Compete to achieve greater profits and business growth
- Pursue and advocate for business ideas
- Make careful decisions based on objective information
- More easily relate to most reserved coworkers
- Calculate most risks before rushing into decisions and actions

AT YOUR WORST, YOU WILL

- Be overly aggressive when making business decisions
- Hold unrealistically demanding expectations of others
- Ignore your own intuition, decreasing the efficiency of your decision making
- Set goals that are pragmatic, but not very inspiring
- Miss opportunities to say what needs to be said

QUESTIONS TO CONSIDER

- How do you balance short-term financial needs with the long-term health of the business?
- How do calibrate your expectations with others who don't view the business through financial performance?
- Have you ever been too late making an important decision due to over-thinking things? What systems could you use to know when "enough is enough" in terms of collecting data for decision-making?

INSIGHT DETAILS

Andy, your score of 72 on Insight suggests you will tend to be open-minded, and that you will typically think broadly and differently. Your scores on the drivers below provide further detail into your overall Insight score.

72



A driver with ▶ or ◀ indicates that this is one of your highest or lowest drivers. Development tips for these drivers are included at the end of the report.

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Encourage new ideas and different methods for accomplishing goals
- Easily adjust your approach based on the unique needs of the situation
- Leverage clear, practical, and preexisting approaches
- Encourage yourself and others to occasionally seek feedback and new experiences
- Bring insight and perspective to some challenging situations

AT YOUR WORST, YOU WILL

- Struggle sticking to policies and reliable processes
- Reject or resist others' expectations, appearing disloyal or rebellious
- Struggle developing new ideas and solutions
- Hold expectations for your own and/or others' development that are a bit too high
- Overcomplicate decisions by considering a few too many angles or data points

QUESTIONS TO CONSIDER

- When have you underestimated the importance of consistent and clear rules and processes? What could you do differently?
- When have you been too quick to disregard rules and policies? What were the negative effects?
- When have you worked through a situation where something new or different was absolutely needed? How might you apply this to more situations?

CONNECTION DETAILS

Andy, your score of 95 on Connection suggests you will quickly engage others, work with them, and bring them alongside you whenever possible. Your scores on the drivers below provide further detail into your overall Connection score.

95



A driver with ▶ or ◀ indicates that this is one of your highest or lowest drivers. Development tips for these drivers are included at the end of the report.

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Drive performance and extra effort through shared leadership
- Promote alignment and cooperation among your team
- Leverage diverse opinions and skills to drive performance
- Be cooperative and work well with others
- Connect with and relate to others fairly easily

AT YOUR WORST, YOU WILL

- Slow down the decision-making process by involving too many stakeholders
- Create a climate where people are reluctant to go against the group
- Work too hard to integrate and align competing ideas and values
- Seek and depend on others for guidance somewhat too often
- Favor building or protecting key relationships over driving results

QUESTIONS TO CONSIDER

- How do you model teamwork to promote a more cooperative workforce?
- Do you ever over-leverage your team's viewpoint at the expense of developing or sharing your own clear point of view?
- How do you make sure others feel included and heard? What are the drawbacks of working so hard to integrate differing views?

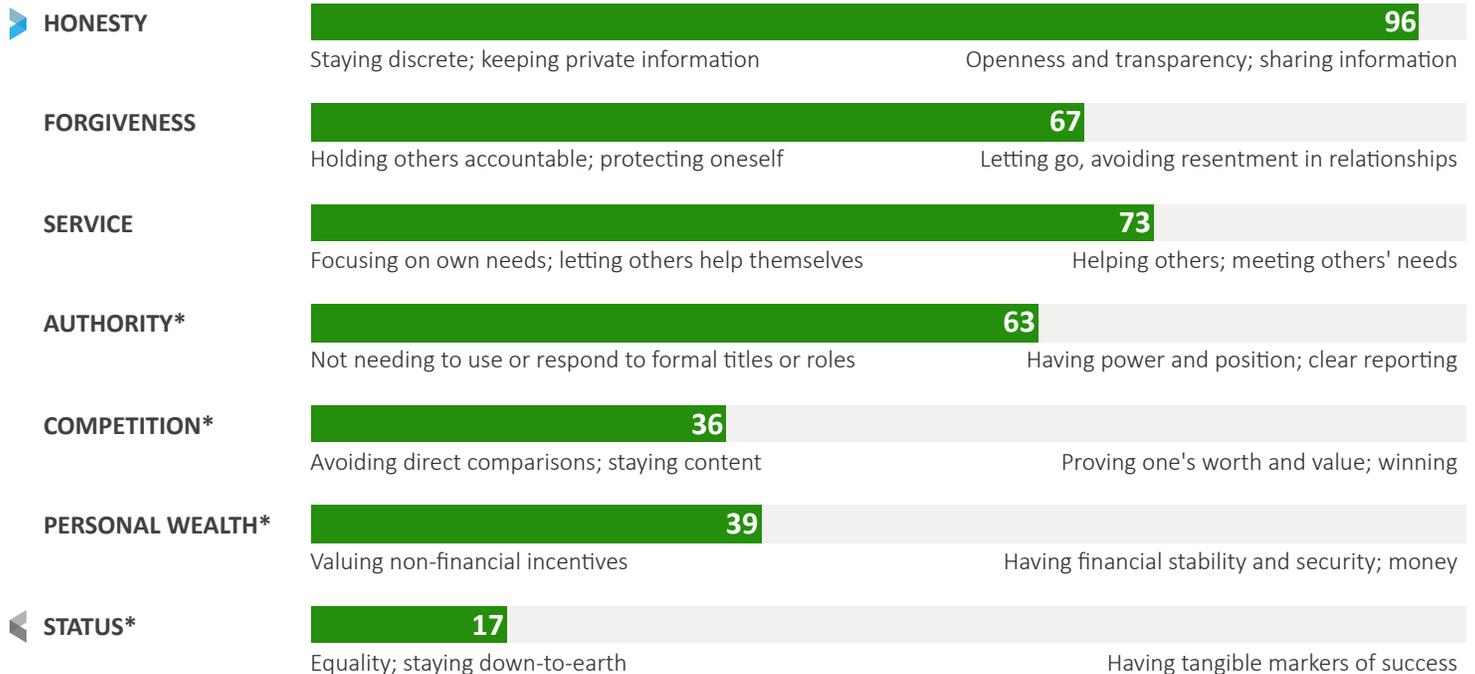
HARMONY DETAILS

Andy, your score of 82 on Harmony suggests you frequently place others' needs ahead of your own. You will likely be seen as agreeable and accommodating. Your scores on the drivers below provide further detail into your overall Harmony score.



A driver with ▶ or ◀ indicates that this is one of your highest or lowest drivers. Development tips for these drivers are included at the end of the report.

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Promote transparency and open communication
- Build significant trust and credibility among stakeholders
- Share power, encouraging others to lead or take the spotlight
- Recognize and address others' needs and concerns
- Allow others to move past and recover from most mistakes

AT YOUR WORST, YOU WILL

- Struggle knowing which and how many details to share
- Over-share personal or organizational information
- Struggle promoting yourself, and thus miss advancement opportunities
- Overlook some of your own goals and needs
- Be a bit too lenient or accepting of repeated mistakes or non-performance

QUESTIONS TO CONSIDER

- When do you find yourself sharing too much? How might being more targeted in your communication be helpful?
- How do you distinguish between transparency and over-sharing? How do you determine what is and isn't appropriate to share?
- Do you ever forget to celebrate your own achievements? Do you think of these celebrations as "self-promotion" instead of "sharing the truth"?

PRODUCTIVITY DETAILS

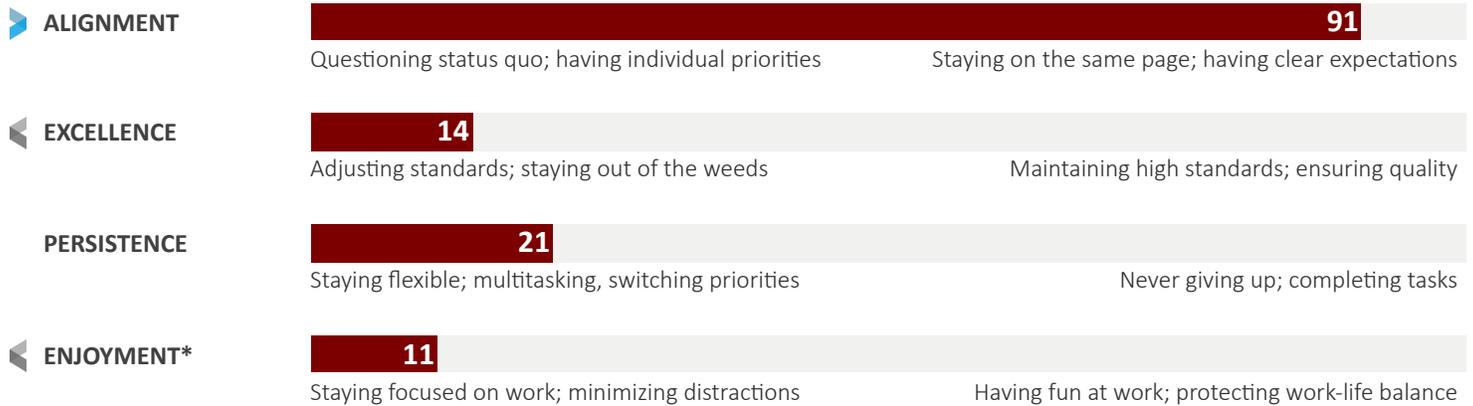
Andy, your score of 51 on Productivity suggests you will be relatively task-focused, but will balance this with variety and flexibility. Your scores on the drivers below provide further detail into your overall Productivity score.

51



A driver with ▶ or ◀ indicates that this is one of your highest or lowest drivers. Development tips for these drivers are included at the end of the report.

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Fit in with and reinforce your organization's culture
- Handle responsibilities thoughtfully and pragmatically
- Adjust your standards when they become unrealistic or inappropriate
- Quickly shift efforts and approach when progress stalls
- Support others and do whatever is expected and needed for the team

AT YOUR WORST, YOU WILL

- Dismiss beneficial ideas that go against the status quo
- Create an impersonal and overly serious environment that limits engagement
- Not stretch yourself or your team to exceed expectations
- Not fulfill obligations and frustrate team members who rely on you
- Struggle appropriately challenging goals, norms, and traditions

QUESTIONS TO CONSIDER

- Do you actively try to surround yourself with others who see things differently from you? Can you think of some benefits to having different opinions among team members?
- When have you seen others have fun at work? How did that foster creativity or reduce tension? What could you take from that approach?
- Do you try to challenge yourself regularly? What is one thing you can do today to improve your current circumstances?

MEANING DETAILS

Andy, your score of 40 on Meaning suggests you appreciate feeling a sense of meaning from your work, while realizing that not everything has to have major significance. Your scores on the drivers below provide further detail into your overall Meaning score.



RELATED DRIVERS

AUTHENTICITY



LEGACY



PURPOSE



RECOGNITION



AT YOUR BEST, YOU WILL

- Support goals or projects even without a compelling purpose
- Focus most of your efforts on things with an immediate and tangible impact
- Praise others for great work, leading to improved commitment and satisfaction
- Adapt your behavior to the needs of a given situation while leading with consistent values
- Be less inclined to see tasks without clear purpose as mundane or meaningless

AT YOUR WORST, YOU WILL

- Miss some opportunities to communicate the mission, purpose, and meaning behind goals
- Miss some opportunities to leverage a long-term vision to inspire others
- Put less effort into work that you know will go unrecognized
- Struggle to see how your behaviors and values might be linked
- Overlook the importance of mission and meaning to others

QUESTIONS TO CONSIDER

- When do you underestimate the need to clearly communicate the mission or purpose behind goals? What could you do to ensure you more frequently communicate the "why?"
- How do you stay engaged when you may not see the impact of your work for months or years?
- When have you sought out or expected recognition or credit for accomplishments? How might that negatively affect how others perceive you?

DRIVERS RANKING

Your scores below indicate how strongly you are driven by each of the 28 drivers. Drivers above 80 represent what you “drive toward” – what you care most about and where you will focus your energy. However, you may place too much emphasis and energy on these areas, limiting your effectiveness at times. Drivers below 20 will be less important to you, and may even frustrate or drain you. There are benefits and drawbacks to what drains you, too. While you are not likely to over-leverage these drivers, you may overlook their importance to others or experience frustration when they are required by you in a given situation.

	FACTOR	DRIVERS	DEFINITION	SCORE*
What <i>DRIVES</i> You		COMMERCIAL FOCUS	maximizing organizational profitability; driving business success	98
		HONESTY	telling the truth; maintaining one's own personal integrity and truthfulness	96
		COLLABORATION	working with and alongside others; seeking out input and involving others	96
		INCLUSION	diversity, divergent thought; ensuring multiple perspectives are considered	92
		ALIGNMENT	aligning with existing norms; doing what is expected	91
		DELIBERATION	careful, thorough consideration of issues and decisions	82
		SERVICE	helping others; meeting others' needs and addressing their concerns	73
		RECOGNITION	finding meaning through respect, honor, and acknowledgment of good work	68
		FORGIVENESS	moving past mistakes and avoiding resentment	67
		RAPPORT	connecting with others and building comfortable relationships	66
		GROWTH	learning and developing; working toward continuous personal improvement	65
		WISDOM	thinking with a broad perspective; sharing insight and counsel	64
		AUTHORITY	influencing and directing situations and people through positional power	63
		CAUTION	being careful; avoiding situations where failure or embarrassment is likely	56
What <i>DRAINS</i> You		AUTHENTICITY	remaining true to self; personal consistency, sincerity, and transparency	53
		PERSONAL WEALTH	having financial stability and/or a luxurious life; obtaining wealth for self	39
		COMPETITION	proving oneself through winning and performance	36
		COURAGE	asserting and defending one's position; saying what needs to be said	34
		LEGACY	accomplishing something that lasts and is honored; having a long-term impact	28
		PURPOSE	making a difference through work; having a sense of mission or “calling”	28
		CHARISMA	inspiring, influencing, and persuading others through energy and emotion	27
		AUTONOMY	being independent and self-reliant; managing one's own work	22
		PERSISTENCE	not giving up, fulfilling obligations, and being reliable	21
		STATUS	achieving rank, title, or position; setting oneself apart from others	17
		EXCELLENCE	pursuing high standards and productivity in work	14
		ENJOYMENT	making work and life fun; using humor to reduce tension	11
		CREATIVITY	thinking and solving problems in unique and different ways	4
		COMPLIANCE	strictly adhering to and enforcing existing rules, guidelines, and processes	1

Factor Key:



*Scores are percentiles compared to the general population.

YOUR DRiV FROM HERE

Your DRiV report gives you personalized insights into what drives and drains your energy and how drivers influence your behavior and impact. Yet, understanding what you are driven by and how you tend to perform “at your best” and “at your worst” is just a starting point. To be even happier, more effective, and more influential at work, there are likely things that you can do differently.

Thinking back through the themes discussed in your DRiV report:

What drivers should you “lean into” to be even more effective?

What drivers should you monitor and manage to be even more effective?

All 28 drivers have implications for your happiness, effectiveness, and influence at work. However, you will experience the greatest developmental benefit by focusing on your five highest and five lowest drivers.

The following pages provide development tips for these drivers. As you review these tips, remember:

- These tips are meant to spark your own goal-setting. You will get the most benefit from personalizing these tips to your unique context.
- Do not overwhelm yourself. Select between three and five things you want to work on.
- Pick the tips you are most interested in trying, that are reasonable for you to implement, and that you think will have the biggest impact on your overall happiness, effectiveness, and influence.
- Think of one or a few people you can share your developmental goals with. Ask for their suggestions and request that they hold you accountable. Simply checking in once a week on how your plan is going should be enough to help you stay on track.

DEVELOPMENT TIPS

Your five highest drivers are Commercial Focus, Honesty, Collaboration, Inclusion, and Alignment. You will tend to consistently drive toward and focus your energy on these drivers. As you examine your highest drivers, ask yourself:

Which of these drivers are you able to exercise in your day-to-day work?

How might these drivers be considered strengths in your current context?

Review the development tips below, keeping in mind that these drivers may be sources of untapped strengths and/or developmental blind spots.

What *DRIVES* You:  **COMMERCIAL FOCUS** HONESTY COLLABORATION INCLUSION ALIGNMENT

- When making a significant contribution or business decision, be sure to think through the non-financial ramifications of your decisions, such as long-term stability, the quality of your relationships, and so on.
- Ensure that your passion for the bottom line does not distract you from providing value to a customer. Ask yourself and your customers, "How can I provide even more value to my customers?" Slow down enough to find out customers' challenges and look for ways to address them.
- Stay focused and realistic on what you can deliver. Saying yes to every opportunity may not be the right answer. Avoid over-promising and set realistic expectations. You may be more successful if you focus on quality versus quantity.
- Think of your business (or team) as a machine. Identify the levers that you can pull to increase effectiveness. Systematically pull those levers and monitor the effectiveness of your actions.

Factor Key:



Impact



Insight



Connection



Harmony



Productivity



Meaning

DEVELOPMENT TIPS (continued)

What *DRIVES* You: COMMERCIAL FOCUS  **HONESTY** COLLABORATION INCLUSION ALIGNMENT

- Earn trust by openly owning your mistakes and weaknesses, but don't unintentionally undermine yourself by oversharing every single misstep. Instead, practice measured honesty with a peer whom you trust. As you practice this, be as transparent as you want, but ask your colleague to provide honest feedback as to when you are crossing the line into too much information.
- Before sharing information with someone else, ask yourself, "What do they need to hear? What do I feel a need to say?" If you just feel compelled to say something, but they don't truly need to hear it, consider not sharing.
- Consider whether your definition of truth might be a little too narrow. On most issues, there are details and hard facts, but there is often an emotional and values-based component as well. Even if you disagree, realize that others' emotions and beliefs are part of what is true for them. Make truly understanding others' perspectives part of your goal.
- Don't use honesty as an excuse for excessive bluntness. Research shows the best communication is not only immediate and genuine (you likely excel at this) but also concrete and respectful. Make sure that when you give feedback to others, it is clear, understandable, about something specific, and that you are doing it in a way that is respectful and helpful.

What *DRIVES* You: COMMERCIAL FOCUS HONESTY  **COLLABORATION** INCLUSION ALIGNMENT

- Don't just work together; drive real dialogue. Ask open-ended questions. Draw out quieter members of the group. Provide a forum for others to disagree. Thank people who bring up dissenting opinions!
- Use structure to guide collaborative efforts. Unstructured collaboration can lead to unproductive discussion, unclear roles, and groupthink (i.e., not getting the right information because people too quickly agree or are afraid to express a differing view).
- To optimize your collaboration, ensure you are clear on task (i.e., What is our goal? What are we doing?), people (i.e., Who knows what? Who is doing what?), and process (i.e., How does everything fit together? How will we decide?).
- Resist the temptation to collaborate for its own sake. Consider the people you will involve in the process and gauge what they can best bring to the table. When seeking partnerships, look at the list of people you're planning on inviting and honestly consider whether everyone on that list will provide value.

Factor Key:



Impact



Insight



Connection



Harmony



Productivity



Meaning

▶ DEVELOPMENT TIPS (continued)

What *DRIVES* You: COMMERCIAL FOCUS HONESTY COLLABORATION  **INCLUSION** ALIGNMENT

- Be the voice of inclusion in small groups, where one or two voices can easily dominate the conversation, potentially drowning out the voices of others with different perspectives. Proactively solicit diverse input and bring it to the forefront of the group's discussion.
- Don't just include people, proactively make it safe for them to get involved. Listen to and reflect back dissenting opinions. Share how you incorporated others' input. Look for and emphasize the positives of alternative points of view.
- Identify times when you slow down decisions too much by involving too many people. To help counter this, critically assess the value that various people might bring. Involve relevant, diverse perspectives; minimize redundant or unhelpful ones. Check your assumptions about who should be involved by asking people whose decision-making you really respect.
- Schedule question storming sessions. Question storming sessions are freer than brainstorming sessions, where people tend to feel pressure to come up with good ideas. Instead, people are free to raise any question about the topic at hand without having to have a solution on hand. These kinds of meetings require less subject matter expertise, and therefore they are a perfect forum for including lots of people.

What *DRIVES* You: COMMERCIAL FOCUS HONESTY COLLABORATION INCLUSION  **ALIGNMENT**

- Think of yourself as an auto mechanic. When everything (people, processes, strategies) is in alignment, things move more smoothly. Seek out areas of misalignment and confusion, then do whatever you can to bring things back into alignment.
- Alongside others, identify decisions, processes, and norms that are well-accepted, but that may be making it harder to reach your goals. Then, modify or eliminate them as needed. It is easier to stay aligned on a small number of important things than a large number of mixed-importance things.
- Clearly define personal values that are non-negotiable and must remain. Make this list short, clear, and repeat it often to ensure continuous alignment. Surround yourself with diverse people who embody these behaviors and align with your personal values.
- Watch out for groupthink and take care you do not unintentionally contribute to it. Groupthink is a dynamic where potentially bad ideas are kept alive because group members keep encouraging the others' (faulty) thinking while failing to question the direction they have aligned on. You can fight this by intentionally involving others with competing views and priorities - but make sure that you reinforce their willingness to speak up.

Factor Key:



Impact



Insight



Connection



Harmony



Productivity



Meaning

DEVELOPMENT TIPS

Your five lowest drivers are Compliance, Creativity, Enjoyment, Excellence, and Status. Remember, there is no such thing as “good” or “bad” drivers. These are simply what you are less driven by and what tend to be draining for you. As you examine your lowest drivers, ask yourself:

Which of these drivers do you have to exercise or experience in your day-to-day work ?

How might these drivers be considered strengths in your current context?

Review the development tips below, keeping in mind that these drivers may also be sources of untapped strengths and/or developmental blind spots.

What *DRAINS* You:  **COMPLIANCE** CREATIVITY ENJOYMENT EXCELLENCE STATUS

- Look for opportunities to challenge assumptions by exploring issues that others in your organization or workgroup may consider to be off the table. Question why things are done a certain way, and identify opportunities to implement new ideas or processes.
- Do you get antsy or frustrated when you feel processes are stale or rigid, even if they are effective? Take care that you don't get fixated on the idea that something must change. Fight change fixation by asking more questions. Learn from someone who supports the status quo. Why do they see it that way? What is good about the thing you want to change?
- Reframe rules and constraints as challenges and opportunities to be creative within the system or structure that exists. Consider poets, who are highly creative but may work within defined poetic structures. Although this approach might feel constricting, by limiting your options, you free up brainpower to be truly creative and constructively noncompliant.
- Bring better solutions, don't just highlight problems. Resist the temptation to simply complain or express frustration about the way things are. Research shows that people are significantly less open to ideas that are perceived as critical or attacking. People will be much more open to your thinking if you: (1) learn what they care about and how you can help them win, and (2) show them (making your demonstration as tangible as possible) how your new ideas might be even more effective.

Factor Key:



Impact



Insight



Connection



Harmony



Productivity



Meaning

◀ DEVELOPMENT TIPS (continued)

What *DRAINS* You: COMPLIANCE  **CREATIVITY** ENJOYMENT EXCELLENCE STATUS

- Think about how you can simplify complex processes. Others might want to add, change, or complicate processes, but there is huge value in simplicity. Challenge yourself and others to look for the simpler, more straightforward way to do things.
- Listen to your customers and stakeholders. You don't necessarily have to be the one doing the innovative or creative work. An MIT study about innovation found that, out of 11 new inventions, all were initially thought of by customers. Listen to others' ideas and back the ones with potential.
- Build relationships with people who think differently than you. Whenever you find yourself in a rut or struggling to decide, engage with these creative partners to help you see things from a different perspective.
- Recognize the benefits of learning, practicing, and developing your creative thinking. Neuroscience research shows that as you engage in more creative thinking, your brain will literally grow new connections, increasing your overall problem-solving skills.

What *DRAINS* You: COMPLIANCE CREATIVITY  **ENJOYMENT** EXCELLENCE STATUS

- You likely have a higher tolerance for pain and frustration than most. So, from time to time, take on the mission-critical tasks that no one else wants to do. You are uniquely positioned to contribute in this way, and taking such tasks on will build trust and contribute to your team's success. Just don't let these become the only tasks you do.
- Don't underestimate the importance of happiness. Research has consistently found a strong connection between happiness and success. Happy people consistently do better in domains like health, relationships, finance, and creativity, so allow yourself to enjoy life!
- The idea of intentionally seeking out or engaging in humorous or social activities at work may feel like a waste of time - but you don't have to spend much time doing this to reap the positive benefits. It can be something as simple as allowing yourself to appreciate a funny interaction with a colleague or sharing a humorous video with a friend.
- Practice calmness (it goes by other names, too, including meditation and mindfulness). You may assume this is a luxury that should take a back-seat to getting actual work done. However, even 10 to 20 minutes a day of intentional calmness has been shown to increase cognitive functioning, decrease stress responses, and increase overall productivity and well-being.

Factor Key:



Impact



Insight



Connection



Harmony



Productivity



Meaning

DEVELOPMENT TIPS (continued)

What *DRAINS* You: COMPLIANCE CREATIVITY ENJOYMENT  **EXCELLENCE** STATUS

- Communicate your goals and approach to others so they fully understand your intentions. Share the goal, the high-level plan, and your process for when and how you will make changes. This communication will help ensure that your sense of urgency and flexibility are not seen as haphazard, too risky, or lacking in quality.
- Focus your attention on quality and results by cutting out distractions. Identify tasks and responsibilities that are being focused on too heavily. Dial back (or drop altogether if possible) your attention on these less important issues. This will make it easier to focus on the most important goals without spending energy to maintain performance in less-relevant areas.
- Write out one or more obvious checklists. These checklists are designed to help us remember the things that seem obvious but are important and easily forgotten. Do this, especially in areas of responsibility that are highly specific, tedious, and detailed.
- Share any goals you set for yourself with friends and coworkers who will hold you accountable. Goals that you share with others are less likely to be forgotten or abandoned.

What *DRAINS* You: COMPLIANCE CREATIVITY ENJOYMENT EXCELLENCE  **STATUS**

- Celebrate others' successes. You know that others' successes don't take anything away from you, so make it a point to share praise and encourage others, and do so in a way that is visible to others, when appropriate.
- Don't forget to celebrate your own successes! While it may feel a bit uncomfortable to highlight your own wins or your role in group wins, people may not always understand what it is you contributed. Just think of it as sharing the truth.
- Your humility and vulnerability can help you grow. Talk about your weaknesses. Ask for help. Admit when you don't know. Ask yourself how others are better than you in areas that are critical for your success, and identify what you can learn from them. Share your willingness to take on and contribute more from a desire to learn in lieu of a need for progression.
- Watch others who are effective at self-promotion (and who do it in a way that you can tolerate). Challenge any feelings you might have that they are bragging. Instead, try seeing these efforts as them working to gain access to new opportunities that they might otherwise not have had.

Factor Key:



Impact



Insight



Connection



Harmony



Productivity



Meaning