



DRiV[™]

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

SNAPSHOT DEVELOPMENT

SAM BUILDER

28 January 2019



POWERED BY
LEADERSHIP WORTH FOLLOWING, LLC

ABOUT YOUR DRiV SNAPSHOT DEVELOPMENT

Your DRiV Snapshot Development Report provides insight into what drives and drains your energy. It includes your top five drivers (i.e., things that will energize you) and bottom five drivers (i.e., things you are less driven by, and that may drain you). Each of your drivers shown in this report will be explained in greater detail, highlighting how they affect your behavior, energy, and the impact you have on others. You'll also receive some questions to help you think through these implications and a few development tips to help you apply your insights.

SUMMARY OF 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 the factors listed below.



GUIDELINES FOR INTERPRETATION:

There is no such thing as “good” or “bad” drivers they can all have helpful and harmful implications. If you are surprised by some of your drivers, you might be interpreting the definition differently. Take time to read each page carefully and understand what each of your drivers mean. If a driver still 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 feedback from friends, family, coworkers, or your DRiV Coach.

YOUR LEADERSHIP REPORT INCLUDES:

1. Drivers Overview
2. Your Top Five Drivers
 - At your best and worst implications, questions to consider, and development tips
3. Your Bottom Five Drivers
 - At your best and worst implications, questions to consider, and development tips

DRIVERS OVERVIEW

Everyone is driven to think and behave in different ways based on their unique combination of 28 different drivers. For the sake of simplicity, your Snapshot Development Report only focuses on your top and bottom five drivers. Because these are your most extreme scores, they are the drivers that are most likely to impact your behavior across situations. Top five drivers will drive you toward a certain thing, while bottom five drivers are less driving and may even drive you away from that thing.

Importantly, both your top five and your bottom drivers may be sources of **untapped strengths** and/or **developmental blind-spots**.

YOUR TOP FIVE DRIVERS

-  **FORGIVENESS**
moving past mistakes and avoiding resentment
-  **COMMERCIAL FOCUS**
maximizing organizational profitability; driving business success
-  **CREATIVITY**
thinking and solving problems in unique and different ways
-  **HONESTY**
telling the truth; maintaining one's own personal integrity and truthfulness
-  **AUTONOMY**
being independent and self-reliant; managing one's own work

YOUR BOTTOM FIVE DRIVERS

-  **ENJOYMENT**
making work and life fun; using humor to reduce tension
-  **INCLUSION**
diversity, divergent thought; ensuring multiple perspectives are considered
-  **RAPPORT**
connecting with others and building comfortable relationships
-  **DELIBERATION**
careful, thorough consideration of issues and decisions
-  **COLLABORATION**
working with and alongside others; seeking out input and involving others

QUESTION TO CONSIDER

Are you getting opportunities to exercise your drivers currently in your day-to-day work?

How might your top five drivers be considered strengths in your current context?

How might your bottom five drivers be considered strengths in your current context?

Where might you be over-doing some of your drivers? Are you making life more difficult on yourself or others than it needs to be?



YOUR TOP 5 DRIVERS



FORGIVENESS

moving past mistakes and avoiding resentment

AT YOUR BEST, YOU WILL...

Allow others to move past and recover from mistakes

Be difficult to offend and work quickly through disagreements

AT YOUR WORST, YOU WILL...

Be overly lenient or accepting of repeated mistakes or non-performance

Unintentionally establish a culture that lacks accountability

QUESTIONS TO CONSIDER

When (or with whom) do you tend to be overly lenient? How can you model forgiveness while still holding others accountable?

When have you avoided holding others accountable? Have you been too quick to take others' blame?

DEVELOPMENT TIPS

- Be intentional about setting boundaries when and where needed. Get really clear about what your "non-negotiables" are. Communicate these expectations to your colleagues, and find ways to encourage accountability.
- Don't avoid giving tough, honest, helpful feedback to others. Letting important things slide is not real forgiveness, it is passivity, and it can be damaging to the other person. Challenge yourself to focus on the good you may be doing for the other person by providing the tough feedback, when needed.
- Forgive openly and candidly. Acknowledge that an offense has been made, but proactively let the other person know that you are refusing to allow the offense to control your relationship further. Doing this ensures you protect the relationship without letting it spiral out of control.
- Foster creativity, collaboration, and cohesion in your teams by consistently demonstrating forgiveness. Make it clear to others that it is "safe" to make mistakes, provided they learn from them.



YOUR TOP 5 DRIVERS

AT YOUR BEST, YOU WILL...

AT YOUR WORST, YOU WILL...



COMMERCIAL FOCUS

maximizing organizational profitability; driving business success

Compete to achieve greater profits and business growth

Pursue and advocate for business ideas

Be overly aggressive when making business decisions

Hold unrealistically demanding expectations of others

QUESTIONS TO CONSIDER

How do you balance short-term financial needs with the long-term health of the business?

How do you calibrate your expectations with others who don't view the business through financial performance?

DEVELOPMENT TIPS

- 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.
- When making a business decision about which you are particularly excited, think through the non-financial ramifications of your decisions, such as long-term stability, the quality of your relationships, and so on.
- Stay focused and realistic on what you can deliver. Saying "yes" to every customer request may not be the right answer. Avoid over-promising and set realistic expectations with customers. You will 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.



YOUR TOP 5 DRIVERS



CREATIVITY

thinking and solving problems in unique and different ways

AT YOUR BEST, YOU WILL...

Question the status quo and generate "outside the box" solutions

Foster innovation by encouraging others to share new and different ideas

AT YOUR WORST, YOU WILL...

Dismiss reliable and effective solutions in favor of novelty

Reduce productivity by "re-inventing the wheel"

QUESTIONS TO CONSIDER

How do you ensure you're not pursuing "new" simply for the sake of novelty? How do you gauge practicality?

How do you maintain your energy and focus when you can't be creative? How do you persevere on more routine tasks?

DEVELOPMENT TIPS

- Create your "inspiration file." Whenever you have a new idea, pause and write a quick note to yourself. This allows you to "scratch the creativity itch" without completely distracting you in the moment. Review these ideas regularly for inspiration, and decide intentionally where to spend your time.
- Build an "innovation checklist" that will guide you through important questions to ask before exploring a new idea. Do you have sufficient resources available to explore the idea? What is the potential impact of the idea? How many other goals and ideas are you currently pursuing?
- Don't stress that your success will be tied to a single idea. Creativity researcher Dean Simonton found that the most creative individuals tend to generate many ideas, but only a few end up being recognized as effective or innovative over the long term. Allow that realization to reduce the stress and pressure you put on yourself.
- Attend to your emotions. Creative thinking is strongest when you are feeling positive - your brain "opens up" allowing you to see more possibilities.

YOUR TOP 5 DRIVERS



HONESTY

telling the truth; maintaining one's own personal integrity and truthfulness

AT YOUR BEST, YOU WILL...

Promote transparency and open communication

Build significant trust and credibility among stakeholders

AT YOUR WORST, YOU WILL...

Struggle knowing which and how many details to share

Over-share personal or organizational information

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?

DEVELOPMENT TIPS

- 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 the 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.

YOUR TOP 5 DRIVERS



AUTONOMY

being independent and self-reliant; managing one's own work

AT YOUR BEST, YOU WILL...

Require little to no guidance or support from your leaders

Thrive in unstructured and/or ambiguous work environments that offer you freedom

AT YOUR WORST, YOU WILL...

Reject even loose hierarchies or bureaucracies

Struggle accepting others' guidance, direction, or assistance

QUESTIONS TO CONSIDER

When have things turned out poorly because you acted without getting buy-in from others? What could you do to make it easier to get buy-in?

Have you ever worked with an extremely collaborative individual? What can you learn from their approach?

DEVELOPMENT TIPS

- Be extra diligent in defining roles. Rarely (if ever) is anything done in complete isolation. Understanding your role - and how it fits into others' work - will help you find more ways to contribute to the larger objective(s).
- Stop yourself any time you feel like asking for help is an admission of weakness. In fact, research on high performers shows two interesting things. One, high performers actually ask for help more than low performers. Two, people respond positively to requests for help about three times more often than most people expect. So take a breath and ask for help when you need it!
- Be extra careful not to withdraw too much from other people when you are stressed, pressed for time, or when there is tension in one of your relationships.
- Grant others autonomy, too - and do so in a way that works for them. Some people will want the same amount of freedom and control that you do, while others may be intimidated by this degree of freedom. Watch out for the temptation to simply throw people into the deep end and provide no guidance (even if you might like it). Find out how much autonomy they need, and find a way to give it to them.

YOUR BOTTOM 5 DRIVERS

AT YOUR BEST, YOU WILL...

AT YOUR WORST, YOU WILL...



ENJOYMENT

making work and life fun;
using humor to reduce
tension

Handle responsibilities thoughtfully and
pragmatically

Manage conflict in a serious and mature
manner

Create an impersonal and overly serious
environment that limits engagement

Struggle "unplugging" from work, putting
yourself at risk for burnout

QUESTIONS TO CONSIDER

When have you seen others have fun at work? How did that foster creativity or reduce tension? What could you take from that approach?

How do you re-energize, loosen up, or simply "unplug" from work? Would doing more or differently here help you have a better and/or more sustainable impact?

DEVELOPMENT TIPS

- 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.
- Examine the difference between hours worked and actual productivity. Research has shown that there is rarely much added benefit from working more than 55 hours in a week. If you find yourself skimping on personal or relational goals so you can work 70, 80, or more hours in a week, study your time habits and see if you may be less focused than you think.

YOUR BOTTOM 5 DRIVERS

AT YOUR BEST, YOU WILL...

AT YOUR WORST, YOU WILL...



INCLUSION

diversity, divergent thought;
ensuring multiple
perspectives are considered

Confidently and quickly make independent
decisions

Easily root out and reject bad ideas

Minimize, ignore, or reject others' opinions
and/or their attempts to contribute

Forget to involve important stakeholders in a
decision

QUESTIONS TO CONSIDER

How do you ensure others feel heard and included when they voice their opinions? How could you improve in this area?

When have you not included important stakeholders in decisions you've made? What could you have done differently?

DEVELOPMENT TIPS

- Consider whether your groups have the necessary skills, experiences, and perspectives to fully tackle a given problem. Most research on creative problem-solving shows that diverse groups are more effective than non-diverse ones because they can leverage unique perspectives. Ask people outside of your team whether you have accurately identified what you need, or if you are missing anything.
- Consider practicing active listening techniques. People have a greater need to feel understood than agreed with. Your lower Inclusion can be an asset when it helps you weed out bad ideas - you shouldn't have to agree with everyone. But, it is critical that people know you have listened to them honestly and truly understand their perspective.
- Realize that influence is generally a two-way street, and the same goes for inclusion. If you want someone to listen to you, show them that you are listening to them too. Don't overcomplicate it. Ask questions, paraphrase back, and make an honest effort to incorporate their contributions into your perspective.
- Practice using Inclusive questions in your everyday speech. Inclusive questions - questions like, "What am I missing?" and "Where am I wrong here?" - proactively invite input to help broaden your thinking.

YOUR BOTTOM 5 DRIVERS



RAPPOR

connecting with others and building comfortable relationships

AT YOUR BEST, YOU WILL...

Not let relationships bias your decisions and actions

Remain focused on your goals and other priorities

AT YOUR WORST, YOU WILL...

Build weak relationships that limit your ability to coach and influence others

Limit the size and quality of your interpersonal network

QUESTIONS TO CONSIDER

Do you have relationships you find more helpful or beneficial? How did you build those? How might you apply those strategies to relationships you need to strengthen?

How might you have missed out on the benefits of social activities like networking or teambuilding? What could you do to get more out of these activities?

DEVELOPMENT TIPS

- You don't need to go "deep" with everyone around you. Try to find one thing you have in common with the other person and build on it. Research has shown that even a "light" connection with people can be beneficial in building a diverse network.
- Have a goal in mind when trying to connect. Then, structure your conversation in order to achieve that goal. Diving into a conversation aimlessly, without even an implicit goal in mind, will be a drain for you.
- Make a conscious choice to attend to the interpersonal aspects of your relationships, even if it feels forced. It may not be important to you, but chances are, the people around you really want it from you!
- Analyze your work relationships and look for opportunities to re-establish more personal connections where needed. Especially for relationships that need to be strengthened, make a step-by-step plan for rebuilding that connection. What do they care about? Where are the tension points? How could you demonstrate more of a genuine care and interest in who they are as individuals?

YOUR BOTTOM 5 DRIVERS



DELIBERATION

Careful, thorough consideration of issues and decisions

AT YOUR BEST, YOU WILL...

Make decisions informed by your own intuition and expertise

Easily shift direction in the face of changing information

AT YOUR WORST, YOU WILL...

Overlook important information when making decisions

Limit your influence by making inaccurate or low-quality decisions

QUESTIONS TO CONSIDER

When do you find yourself feeling especially impatient? How do you manage your desire to move quickly with the need to make thoughtful decisions?

When have you made a snap judgment or decision that caused things to go poorly? How would this situation have played out differently if you made a more careful decision?

DEVELOPMENT TIPS

- Ask for input from people who have been there and experienced what you're going through. Are you (unknowingly) trying to skip steps in the process to accomplish your goals faster? You will find that having a plan and consistently working it will eventually end up being faster.
- Leverage checklists - they can keep you moving fast while helping you avoid silly mistakes. It is easy to accidentally overlook things that feel obvious - a checklist forces you to remember them. Checklists are most effective for: moderate-to-high risk tasks that have routine steps that are easily overlooked but are critical to success. For more on checklists, read *The Checklist Manifesto* by Atul Gawande.
- Manage your own sense of urgency by leveraging the 10/10/10 technique. Before you decide or act, spend a moment considering how you will feel about it in 10 minutes, 10 months, and 10 years. Thinking long-term like this will help you filter through any false sense of urgency you may be experiencing.
- Every time you think to yourself that a decision is easy or obvious, take that as a red flag that you might be missing something. One way to combat this without having to slow down too much is to ask yourself, "How would I advise someone else to handle this situation?" Doing this will help you be more objective.

YOUR BOTTOM 5 DRIVERS



COLLABORATION

working with and alongside others; seeking out input and involving others

AT YOUR BEST, YOU WILL...

Operate effectively doing independent work

Thrive in unstructured, ambiguous work environments

AT YOUR WORST, YOU WILL...

Move too independently and not gain enough buy-in from others

Under-utilize what others' input and perspective could bring to the table

QUESTIONS TO CONSIDER

Have things ever turned out poorly because you moved too quickly without getting buy-in from your team? What could you do to better leverage those around you?

How do you lead or work with others who value collaboration more than you?

DEVELOPMENT TIPS

- Build trust first. Find out what's important to the team - stability, new ideas, business success. Do independent work that contributes to these goals. When your coworkers trust you have their best interests (as well as those of the broader organization) at heart - even though you often work alone - you will find that they give you much more leeway to do the independent work that energizes you.
- Use milestones (e.g., fiscal quarters, project kickoffs) as a reminder to pause and reconsider how your work intersects with those around you. How does your work influence your peers? How could you better serve them? How could others' knowledge or support contribute to the work you're doing?
- Identify and solve bottlenecks caused by excessive collaboration. Clarifying roles, defining decision-making processes, and clearly delineating what does (and does not) require collaboration are just a few ways to reduce the need to collaborate on everything. You can use tools like a RACI matrix to help you clarify roles early on and simplify collaboration.
- Challenge groupthink. Where others may feel a strong need to support group decisions simply because they are group decisions, this is hardly (if at all) a temptation for you. You can provide unique value to your organization by being the helpful voice of dissent.