



12 Driving Forces™

DEBRIEFING WORKBOOK

"We're in the business of helping people identify their true talent."

—Bill J. Bonnstetter





GUIDE OVERVIEW

The following Guide is intended to help you UNDERSTAND and further personalize the results your Driving Forces report provides. The guide will also challenge you to APPLY the discoveries you make. Work through what motivates and engages you and consider how it affects you, others and your job.

This symbol  is used throughout the guide to indicate sections of the report in which a **potential action item** should be given.



DRIVING FORCES INTRODUCTION

Read the Understanding Your Driving Forces section.

Knowledge of your Driving Forces helps to tell us WHY you may initiate action. Driving Forces are sometimes called the hidden motivators because they are not always readily observed. A review of your skills, experiences, history, education and training helps to tell us WHAT you have done. Behavioral assessments help to tell us HOW you behave and approach the work environment. To get a true picture of your hidden motivators, an assessment is often necessary.

Why should you explore your Driving Forces?

- They play a major factor in creating engagement and job satisfaction.
- If not properly understood, your drivers may cause conflict with other people.
- People with similar drivers may expedite collaboration and communication.

Remember, there are no right or wrong Driving Forces. We are all driven by different factors. However, if an individual is placed in an environment that satisfies his/her primary Driving Forces cluster, the likelihood of success and satisfaction greatly increases.

The three objectives of DRIVING FORCES are:

1. Identify and appreciate how the combination of your four primary factors create your unique Driving Forces.
2. Understand and manage how the Driving Forces of others may affect you.
3. Establish methods to recognize, modify and blend your Driving Forces with others around you to limit potential conflicts.

SECTION CONTENT

- General Characteristics
- Driving Forces Hierarchy
- Primary Cluster
- Situational Cluster
- Indifferent Cluster
- Areas for Awareness
- Driving Forces Graphs and Wheels



GENERAL CHARACTERISTICS

Please read the “General Characteristics” section of your report.

In the three General Characteristics paragraphs, you will apply a technique called “true, false, edit”. If the statement is true, move to the next sentence. If you don’t agree with a statement, is there a way to edit it to make it true? If not, mark it false and follow up with a trusted advisor to get his/her opinion, as sometimes you may have blind spots that others may help uncover.

From this section, list/highlight three to five statements that you feel best describe you and answer the questions below:

1. Think about situations in your past that you may have had difficulty getting through or understanding. How does this information add clarity to the issue?



Knowing this now, what could you have done differently?

2. How does this impact you professionally?

3. How does this impact you personally?



4. Who should know this about you that may not already? i.e.: boss, peers, subordinates, significant others, etc.

5. What are your current short-term or long-term goals?

6.  What situations in your life could benefit from applying this information?



PRIMARY DRIVING FORCES CLUSTER

Review your Primary Driving Forces Cluster and the definitions to answer the following.

It is important to ensure that you find ways to engage these Driving Forces on a regular basis for satisfaction.

Your top Driving Forces create a cluster of drivers that move you toward 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.

1. Which of these Driving Forces do you relate to the most?

Now consider how your other three primary drivers interact, support or complement the above factor to create your unique driving force.

2. How are your top four Driving Forces satisfied in your personal life? Give examples.

3. How are your top four Driving Forces satisfied in your professional life? Give examples.



4. Are you getting more satisfaction of your primary drivers professionally or personally?



Is there anything you could do to create more balance between your personal and professional satisfaction?

5. Identify friends, family and colleagues who may share some of your top four Driving Forces. How do you think sharing Driving Forces with them could contribute to your relationship?

6. Who are the people who may conflict with your primary cluster in your professional/personal life?

In what way?



What can you do to reduce some of this conflict?



7. What are the activities that may hinder your primary cluster in your professional/personal life?

In what way?

 What can you do to reduce some of this conflict?

8. How does this information impact your short-term or long-term goals?

How could achieving these goals lead to greater satisfaction?

9. Think back to a time, person or job you struggled with. How does this new information shed more light on those scenarios?

 What could you have done differently if you had previously known this information?



SITUATIONAL DRIVING FORCES CLUSTER

Review your Situational Driving Forces and the definitions to answer the following.

While not as significant as your primary drivers, your situational clusters do come into play on a situational basis and can influence your actions in certain scenarios.

1. Think about a situation when you could see a scenario from two different perspectives. For example, if you are situational in both Objective and Harmonious, did you consider both the function and the experience?

Which situational driving force may have played a role?

What was the outcome?

2. In what scenarios do you feel these situational Driving Forces most impact you in your personal life? Give examples.



3. In what scenarios do you feel these situational Driving Forces most impact you in your professional life? Give examples.

4. Are there activities you must do on a regular basis that involve these situational drivers?

How do you feel about these activities?

 Knowing what you know about your primary drivers, how could you better manage these situations?



INDIFFERENT DRIVING FORCES CLUSTER

Review your Indifferent Driving Forces and the definitions to answer the following.

You may feel indifferent about some or all of these areas, however it is important to recognize these areas may cause conflict when interacting with people or situations that involve your indifferent drivers.

1. Based on the definitions of your indifferent drivers, which one or two causes you to feel the most frustration?

Why?

2. Think about situations in your past that you may have had difficulty getting through or understanding. Does the factor(s) above add clarity to the issue?



Knowing this now, what could you have done differently?



3. Are there any people you interact with, personally or professionally, that possess the factors mentioned in question #1 as their primary Driving Forces?

What makes you think they have that as their primary driving force?

 How can you use the information you are learning here to improve your relationships?

How could you share this information with them?

4. Think of a situation that you found frustrating. Did it include elements of your indifferent Driving Forces?

 How can this information help with similar situations in the future?



5. Consider how you would feel if you had to spend a day only doing activities that involved your indifferent Driving Forces. Describe a situation when this has happened in the past?



How could you lessen the frustration of this situation by employing one of your primary Driving Forces?

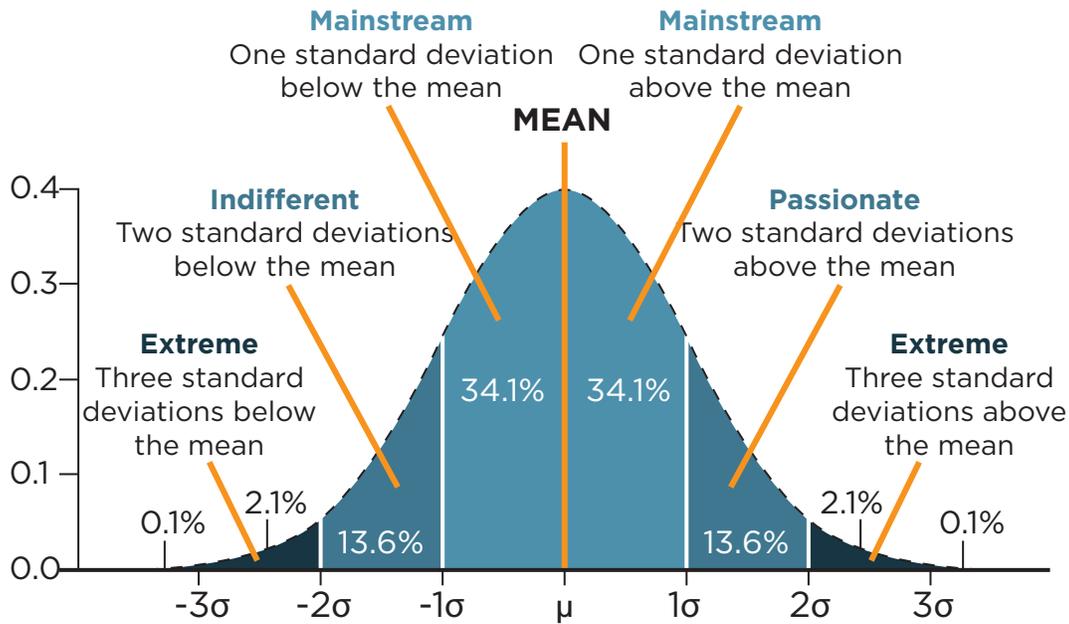


AREAS FOR AWARENESS

Review the Areas for Awareness page and answer the following questions.

This section identifies areas where your Driving Forces may be within the mainstream and areas where you may be significantly more passionate or indifferent (possibly even negative towards) than others. This information can impact your perceptions of others and how others may perceive you.

- To fall into the extreme category, you must be three standard deviations above or below the population mean. This means you would be either in the right end or left end, which comprises 2.2% of the population bell curve for this driving force.



Are any of your Driving Forces labeled as extreme?

How do you think other people may perceive you in these areas?



How do you think this impacts your perception of others?

2. Consider people or scenarios you really struggle with. How might this information explain those struggles?



What can you do based on the previous information you have reviewed to improve these interactions?

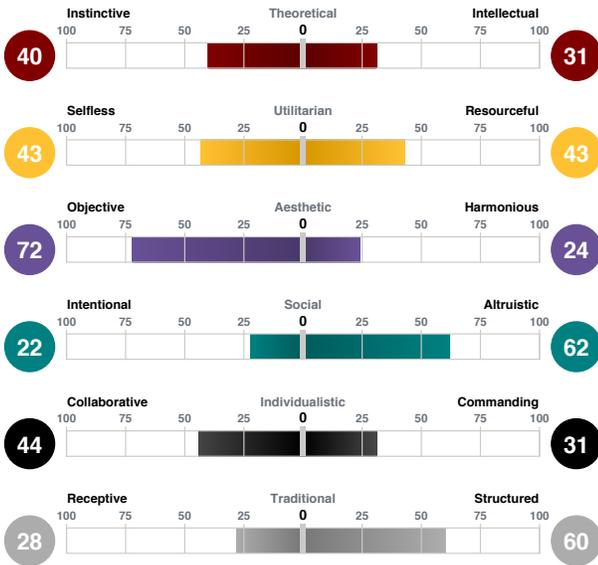
3. Are there other people you know who may fall into an extreme category for any of these Driving Forces with whom you have experienced conflict?



How can you use this information to improve your interactions with these people?



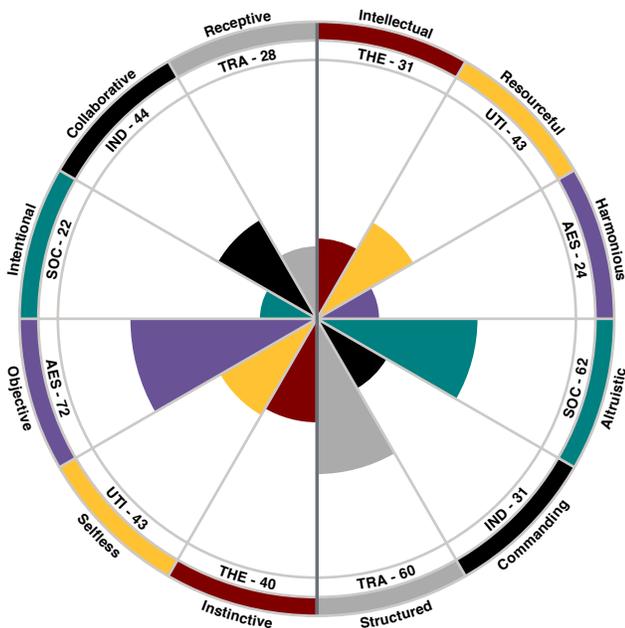
DRIVING FORCES GRAPH



The Driving Forces Graph is a visual representation of the 12 Driving Forces. You will notice that in the center of each bar graph, the six category titles are presented above the zero. Your score moves from the center outward, based on the preferences you indicated on the questionnaire.

There may be three different situations you can see: all the color falls on the right of each bar, all the color falls on the left, or some combination of color on both sides. When there is color on both sides of the zero, this indicates some level of situational response to both ends of the spectrum.

DRIVING FORCES WHEEL



The Driving Forces Wheel is another visual representation of your 12 Driving Forces. You will notice that center corresponds with the zero score and your scores in each segment radiate outward to show increasing intensity. The right and left sides of the wheel correspond to the right and left sides of the graph reviewed on the previous page and the colors are opposite of each other as well.



DESCRIPTORS WHEEL

Below is a list of 36 items that describe the 12 Driving Forces. Circle three to five words that most describe you and underline three to five words that least describe you.

- | | |
|--------------------|----------------------|
| Knowledgeable | Accommodating Others |
| Subjective | Compartmentalization |
| Serving Others | Personal Interest |
| Status | Cooperation |
| Ideology | Recognition |
| Relevant Knowledge | Options |
| Giving | Identifying Truth |
| Function | Efficiency |
| Individuality | The Experience |
| Opportunity | Caring |
| Supporting | Return on Investment |
| New Methods | Structure |
| Discovery | Current Needs |
| Practical Results | Accomplishment |
| Balance | Detachment |
| Intuition | Benefit |
| Compassion | Sharing |
| Proven Methods | Possibilities |

When completed, turn to the Descriptors Wheel page in your report and circle and underline those same words.

How do they compare to your primary and indifferent clusters?

Think of a situation when the use of the words in your indifferent segments caused conflict for you?



ACTION PLAN

The following action plan is an opportunity to organize your ideas and examples from the previous pages. Use the information from the questions with  to help you complete this action plan. Completing this plan is only the beginning. Your next step is to actually use this information to increase your engagement and enjoyment of your daily activities.

1. Based on the debrief you have just completed, what is your biggest take-away?

2. In order to continue to benefit from this debrief:

a. List the top three action items you identified in this debrief that you plan to work on in the near future? These items can be identified by:

b. Who could act as your accountability partner to help ensure you follow through on these action items?



3. List the top three people with whom you could share the information in this report.

a. What would be the result/benefit of sharing with each of these three people?

4. If you could design your ideal role in your current organization, what would you change?

5. How could you leverage your primary Driving Forces to enhance your quality of life?
