# DRiV™ 360

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

# DEVELOPMENT REPORT

## SAM BUILDER

May 23, 2019

## ABOUT YOUR DRiV 360 DEVELOPMENT REPORT

The DRiV 360 is a multi-rater measure based on the DRiV Model. You and your raters were asked to select whether you should continue doing, do more of, or do less of the 56 DRiV 360 behaviors.

This report incorporates feedback from everyone who completed your survey. It includes an overview of your results, detailed responses by rater group within each DRiV Factor, and open-ended comments provided by your raters.

## YOUR RESPONDENTS

Below is a list of the individuals who were invited to participate as raters in the DRiV 360 feedback process.

| Rater Group | Abv. | Invitations Sent | Completed | Name(s) |
|---|---|---|---|---|
| Self | S | 1 | 1 | Sam Builder |
| Leader | L1 | 1 | 1 | Paul Peterson |
| Peer/Colleague | P | 4 | 4 | Carl Jones, Ann Myers, Julie Crane, Bob LaFayette |
| Direct Report | DR | 5 | 3 | Chris Hall, Kevin Smith, Carol Johnson, Ben Keating, Zelda Matthews |
| Other | O | 7 | 5 | Kelly Babin, Harold Brundige, Phill Frye, Kathleen Stevens, Barbara Barker, Rod Long, Reggie Boone |

## GUIDELINES FOR INTERPRETATION

Drivers represent the things that you care about and that drive and drain your energy. Because people tend to do what's motivating or important to them, they can overdo certain behaviors while overlooking others.

Your DRiV 360 results provide insight into the behaviors that you can continue doing or do more of or less of to increase your effectiveness. Keep in mind that while ratings are not absolute truth, they are valid representations of others' perceptions of your behaviors. Consider ways that you may change your behaviors to strengthen your effectiveness as a leader.

## YOUR DEVELOPMENT REPORT INCLUDES

1. The DRiV Model
2. DRiV 360 Behaviors Overview
3. IMPACT Details
4. INSIGHT Details
5. CONNECTION Details
6. HARMONY Details
7. PRODUCTIVITY Details
8. MEANING Details
9. Feedback from Others

## THE DRiV MODEL

The DRiV integrates more than 50 years of research on what drives human behavior and provides a comprehensive picture of what drives and drains people. This research uncovered 28 specific drivers spanning across six factors, which make up the DRiV Model. These factors, shown below, represent a combination of unique drivers that influence behavior. Note that italicized drivers decrease a factor's overall score.

Creativity
Growth
Wisdom
*Compliance*

**INSIGHT**
The drive for creativity, knowledge, and learning, versus explicit rules and expectations

**CONNECTION**
The drive to build relationships and work with others, versus seeking independence

Collaboration
Inclusion
Rapport
*Autonomy*

Charisma
Commercial Focus
Courage
*Caution*
*Deliberation*

**IMPACT**
The drive to be bold and influential, versus seeking certainty and accuracy

THE
**DRiV**
MODEL

**HARMONY**
The drive to support and treat others well, versus seeking personal achievement and status

Honesty
Forgiveness
Service
*Authority*
*Competition*
*Personal Wealth*
*Status*

**MEANING**
The drive to find and realize one's purpose, and to make lasting or noteworthy contributions

**PRODUCTIVITY**
The drive to reliably execute tasks, versus seeking flexibility and personal enjoyment

Authenticity
Legacy
Purpose
Recognition

Alignment
Excellence
Persistence
*Enjoyment*

## DRiV 360 BEHAVIORS OVERVIEW

This page summarizes the top behaviors your raters identified that you should do more of, continue doing ("Just Right"), or do less of. Each behavior includes the specific percentage of overall rater endorsements.

Below are the behaviors that your raters identified you should **do more** of. These indicate behaviors that you may not see as important and/or overlook at times. However, these behaviors are seen as important by others. To increase your effectiveness as a leader, consider how you can do more of these behaviors.

| DO MORE of these behaviors... | Factor | Driver | Do a Bit More | Do Much More |
|---|---|---|---|---|
| Helping others have fun at work | | Enjoyment | 70 | 20 |
| Getting others on the same page | | Alignment | 91 | 0 |
| Seeking out opposing views when making decisions | | Inclusion | 40 | 20 |
| Injecting humor into tense situations | | Enjoyment | 73 | 0 |
| Ensuring others feel heard and included | | Inclusion | 50 | 10 |

Below are the behaviors that your raters identified you do **just right**. As you think about what you may do more of (table above) or less of (table below) to increase your leadership effectiveness, continue to leverage these well-used behaviors.

| You're doing these behaviors JUST RIGHT... | Factor | Driver | Just Right |
|---|---|---|---|
| Continuing to push when faced with obstacles | | Persistence | 83 |
| Telling the truth, no matter what | | Honesty | 91 |
| Communicating in a genuine and sincere manner | | Authenticity | 91 |
| Working tirelessly; never giving up | | Persistence | 77 |
| Generating new ideas; thinking differently | | Creativity | 75 |

Below are the behaviors that your raters identified you should **do less** of. These indicate behaviors that you may see as important and/or over-do at times. However, these behaviors may be seen as less important or undesirable by others. To increase your effectiveness as a leader, consider how you may do less of these behaviors.

| DO LESS of these behaviors... | Factor | Driver | Do a Bit Less | Do Much Less |
|---|---|---|---|---|
| Acting independently without guidance or direction | | Autonomy | 70 | 0 |
| Providing direction and guidance to others | | Authority | 30 | 0 |
| Sharing their own beliefs and values | | Authenticity | 10 | 0 |
| Seeking praise or credit for own efforts | | Recognition | 10 | 0 |
| Working toward their own goals | | Autonomy | 27 | 0 |

Factor Key:

Impact    Insight    Connection    Harmony    Productivity    Meaning

# IMPACT

The table below includes the drivers and behaviors within the Impact factor. It depicts how different Rater Groups view the effectiveness of your behaviors. Do they see you having it "just right" or needing to do more or less?

| Driver | Behavior | R | Much Less | A Bit Less | Just Right | A Bit More | Much More |
|---|---|---|---|---|---|---|---|
| Charisma | Using emotion and enthusiasm to persuade others | S | | | ■ | ■ | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | ■ | |
| | | O | | | ■ | ■ | |
| | Inspiring others | S | | | ■ | ■ | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | | | ■ | | |
| | | O | | | ■ | ■ | |
| Commercial Focus | Looking for ways to improve organizational metrics | S | | | ■ | | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | ■ | |
| | | O | | | ■ | | |
| | Pushing the organization to increase its competitive advantage | S | | | ■ | | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | | |
| | | O | | | ■ | ■ | |
| Courage | Proactively addressing difficult issues in the workplace | S | | | ■ | ■ | |
| | | L | | | ■ | ■ | |
| | | P | | | -- | | |
| | | DR | | | ■ | | |
| | | O | | | -- | | |
| | Defending their own beliefs and convictions | S | | | ■ | | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | | |
| | | DR | | | ■ | | |
| | | O | | | ■ | | |
| Caution* | Avoiding unnecessary risks | S | | | ■ | ■ | |
| | | L | | | ■ | | |
| | | P | | | -- | | |
| | | DR | | | ■ | | |
| | | O | | | -- | | |
| | Seeking additional resources or support to avoid failure | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | | | ■ | ■ | |
| | | O | | | ■ | ■ | |
| Deliberation* | Slowing down decisions | S | | | ■ | ■ | ■ |
| | | L | | | ■ | | |
| | | P | | | -- | | |
| | | DR | | | ■ | ■ | |
| | | O | | | ■ | | |
| | Carefully thinking through decisions | S | | | ■ | ■ | ■ |
| | | L | | | ■ | | |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | | |
| | | O | | | ■ | | |

*People who are driven by Impact tend to be less driven by Caution and Deliberation.

**Rater Key:** Self | Leader | Peers | Direct Reports | Others | -- Not enough data

**DRiV 360**

## ⬡ INSIGHT

The table below includes the drivers and behaviors within the Insight factor. It depicts how different Rater Groups view the effectiveness of your behaviors. Do they see you having it "just right" or needing to do more or less?

| Driver | Behavior | R | Much Less | A Bit Less | Just Right | A Bit More | Much More |
|--------|----------|---|-----------|------------|------------|------------|-----------|
| **Creativity** | Encouraging others' creativity | S | | | ▓ | | |
| | | L | | | | ▒▒ | |
| | | P | | | ▒ | | |
| | | DR | | | ▒ | | |
| | | O | | | -- | | |
| | ⬥ Generating new ideas; thinking differently | S | ▓▓▓ | ▓▓▓ | ▓ | | |
| | | L | | | ▒ | | |
| | | P | | | ▒ | | |
| | | DR | | ▒ | ▒ | | |
| | | O | | | ▒ | ▒▒ | |
| **Growth** | Coaching, mentoring, and/or teaching others | S | | | ▓ | | |
| | | L | | | | ▒▒ | |
| | | P | | | -- | | |
| | | DR | | | | ▒▒ | |
| | | O | | | -- | | |
| | Seeking opportunities to learn and develop themselves | S | | | ▓ | | |
| | | L | | | | | |
| | | P | | | -- | | |
| | | DR | | | ▒▒ | | |
| | | O | | | ▓▓▓ | ▓▓▓ | ▓ |
| **Wisdom** | Looking at issues from multiple angles | S | | | ▒ | | |
| | | L | | | ▒ | | |
| | | P | | | ▒ | | |
| | | DR | | | ▒ | | |
| | | O | | | ▒▒ | ▒ | |
| | Sharing their own experience and/or insight | S | | | ▓ | | |
| | | L | | | ▒ | | |
| | | P | | | ▒▒ | ▒ | |
| | | DR | | | ▒▒ | | |
| | | O | | | ▒▒▒ | ▒▒▒ | ▒ |
| **Compliance\*** | Pushing for clear and consistent guidelines and processes | S | | | ▓▓▓ | ▓▓ | |
| | | L | | | ▒ | | |
| | | P | | | ▒ | | |
| | | DR | | | ▒▒ | ▒ | |
| | | O | | | ▒ | | |
| | Following organizational rules and policies | S | | | ▓ | | |
| | | L | | | ▒ | | |
| | | P | | | ▒ | | |
| | | DR | | | ▒ | | |
| | | O | | | ▒ | | |

\*People who are driven by Insight tend to be less driven by Compliance.

Rater Key:  ▬ Self   ▬ Leader   ▬ Peers   ▬ Direct Reports   ▬ Others   -- Not enough data

# CONNECTION

The table below includes the drivers and behaviors within the Connection factor. It depicts how different Rater Groups view the effectiveness of your behaviors. Do they see you having it "just right" or needing to do more or less?

| Driver | Behavior | R | Much Less | A Bit Less | Just Right | A Bit More | Much More |
|--------|----------|---|-----------|------------|------------|------------|-----------|
| Collaboration | Involving others in their work | S | | | | | |
| | | L | | | | | |
| | | P | | | | | |
| | | DR | | | | | |
| | | O | | | | | |
| | Working with teams to get things done | S | | | | | |
| | | L | | | | | |
| | | P | | | | | |
| | | DR | | | | | |
| | | O | | | | | |
| Inclusion | Ensuring others feel heard and included | S | | | | | |
| | | L | | | | | |
| | | P | | | | | |
| | | DR | | | | | |
| | | O | | | -- | | |
| | Seeking out opposing views when making decisions | S | | | | | |
| | | L | | | | | |
| | | P | | | | | |
| | | DR | | | | | |
| | | O | | | | | |
| Rapport | Demonstrating concern for others' feelings | S | | | | | |
| | | L | | | | | |
| | | P | | | | | |
| | | DR | | | | | |
| | | O | | | | | |
| | Building relationships with others at work | S | | | | | |
| | | L | | | | | |
| | | P | | | | | |
| | | DR | | | | | |
| | | O | | | | | |
| Autonomy* | Acting independently without guidance or direction | S | | | | | |
| | | L | | | | | |
| | | P | | | -- | | |
| | | DR | | | | | |
| | | O | | | | | |
| | Working toward their own goals | S | | | | | |
| | | L | | | | | |
| | | P | | | | | |
| | | DR | | | | | |
| | | O | | | | | |

*People who are driven by Connection tend to be less driven by Autonomy.

Rater Key:
- Self
- Leader
- Peers
- Direct Reports
- Others
- -- Not enough data

# HARMONY

The table below includes the drivers and behaviors within the Harmony factor. It depicts how different Rater Groups view the effectiveness of your behaviors. Do they see you having it "just right" or needing to do more or less?

| Driver | Behavior | R | Much Less | A Bit Less | Just Right | A Bit More | Much More |
|---|---|---|---|---|---|---|---|
| Honesty | Sharing context and details when communicating | S | | | █ | | |
| | | L | | | ███ | ███ | |
| | | P | | | █ | | |
| | | DR | | | ███ | █ | |
| | | O | | | ███ | ███ | █ |
| | Telling the truth, no matter what | S | | | █ | | |
| | | L | | | █ | | |
| | | P | | | █ | | |
| | | DR | | | █ | | |
| | | O | | | █ | | |
| Forgiveness | Letting things go easily; refusing to get offended | S | | | █ | | |
| | | L | | | ███ | ███ | |
| | | P | | | ███ | █ | |
| | | DR | | | █ | | |
| | | O | | | ██ | | |
| | Forgiving mistakes and offenses | S | | | █ | | |
| | | L | | | -- | | |
| | | P | | | █ | | |
| | | DR | | | █ | | |
| | | O | | | -- | | |
| Service | Looking for ways to be helpful | S | | | █ | | |
| | | L | | | ███ | ███ | |
| | | P | | | ███ | ███ | ███ |
| | | DR | | | █ | | |
| | | O | | | █ | | |
| | Helping others with no expectation of reciprocation | S | | | █ | | |
| | | L | | | █ | | |
| | | P | | | █ | | |
| | | DR | | | ███ | █ | |
| | | O | | | ███ | ███ | |
| Authority* | Providing direction and guidance to others | S | | | █ | | |
| | | L | | ███ | | | |
| | | P | | | -- | | |
| | | DR | | | | | |
| | | O | | ███ | | | |
| | Taking command and control | S | | | █ | | |
| | | L | | ███ | | | |
| | | P | | | ███ | ███ | ███ |
| | | DR | | | █ | | |
| | | O | | | ███ | █ | |
| Competition* | Focusing on generating personal wins | S | ███ | ███ | | | |
| | | L | | | █ | | |
| | | P | | | █ | | |
| | | DR | | | █ | | |
| | | O | | | █ | | |
| | Doing what it takes to win | S | | | █ | | |
| | | L | | | ███ | ███ | |
| | | P | | | ███ | █ | |
| | | DR | | | █ | | |
| | | O | | | -- | | |
| Personal Wealth* | Seeking opportunities to make themselves money | S | ███ | ███ | | | |
| | | L | | | -- | | |
| | | P | | | -- | | |
| | | DR | | | -- | | |
| | | O | | | -- | | |
| | Talking about their own financial goals | S | | | -- | | |
| | | L | | | ███ | | |
| | | P | | | -- | | |
| | | DR | | | -- | | |
| | | O | | | -- | | |
| Status* | Talking themselves up; self-promoting | S | ███ | ███ | | | |
| | | L | | | -- | | |
| | | P | | | -- | | |
| | | DR | | | -- | | |
| | | O | | | ███ | █ | |
| | Seeking out high-visibility opportunities | S | | | █ | | |
| | | L | | | ███ | ███ | |
| | | P | | | ███ | █ | |
| | | DR | | | -- | | |
| | | O | | | █ | | |

*People who are driven by Harmony tend to be less driven by Authority, Competition, Personal Wealth, and Status.

Rater Key:

| | | | | | |
|---|---|---|---|---|---|
| ████ | ████ | ████ | ████ | ████ | -- |
| Self | Leader | Peers | Direct Reports | Others | Not enough data |

## PRODUCTIVITY

The table below includes the drivers and behaviors within the Productivity factor. It depicts how different Rater Groups view the effectiveness of your behaviors. Do they see you having it "just right" or needing to do more or less?

| Driver | Behavior | R | Much Less | A Bit Less | Just Right | A Bit More | Much More |
|---|---|---|---|---|---|---|---|
| Alignment | Getting others on the same page | S<br>L<br>P<br>DR<br>O | | | | | |
| | Supporting and reinforcing the organizational culture | S<br>L<br>P<br>DR<br>O | | | | | |
| Excellence | Setting high standards around quality | S<br>L<br>P<br>DR<br>O | | | | | |
| | Holding others accountable | S<br>L<br>P<br>DR<br>O | | | | | |
| Persistence | Working tirelessly; never giving up | S<br>L<br>P<br>DR<br>O | | | | | |
| | Continuing to push when faced with obstacles | S<br>L<br>P<br>DR<br>O | | | | | |
| Enjoyment* | Helping others have fun at work | S<br>L<br>P<br>DR<br>O | | | | | |
| | Injecting humor into tense situations | S<br>L<br>P<br>DR<br>O | | | | | |

*People who are driven by Productivity tend to be less driven by Enjoyment.

Rater Key:　Self　Leader　Peers　Direct Reports　Others　-- Not enough data

## ⬡ MEANING

The table below includes the drivers and behaviors within the Meaning factor. It depicts how different Rater Groups view the effectiveness of your behaviors. Do they see you having it "just right" or needing to do more or less?

| Driver | Behavior | R | Much Less | A Bit Less | Just Right | A Bit More | Much More |
|---|---|---|---|---|---|---|---|
| Authenticity | ◀ Sharing their own beliefs and values | S | | | ▓ | | |
| | | L | | | ▓ | | |
| | | P | | | ▓ | | |
| | | DR | | ▓ | | | |
| | | O | | | ▓ | | |
| | ⬡ Communicating in a genuine and sincere manner | S | | | ▓ | | |
| | | L | | | ▓ | | |
| | | P | | | ▓▓ | | |
| | | DR | | | ▓ | | |
| | | O | | | ▓ | | |
| Legacy | Talking about having a long-term impact | S | | | ▓ | | |
| | | L | | | | | |
| | | P | | | -- | | |
| | | DR | | | | | |
| | | O | | | -- | | |
| | Looking for opportunities to make a lasting mark | S | | ▓▓▓ | ▓ | | |
| | | L | | | ▓ | ▓▓▓ | |
| | | P | | | ▓ | | |
| | | DR | | | ▓ | | |
| | | O | | | -- | | |
| Purpose | Talking about the purpose or meaning behind their work | S | | ▓▓▓ | ▓ | | |
| | | L | | | | | |
| | | P | | | -- | | |
| | | DR | | | ▓ | ▓ | |
| | | O | | | -- | | |
| | Helping others see the purpose behind their work | S | | | ▓▓▓ | ▓▓▓ | |
| | | L | | | ▓ | ▓ | |
| | | P | | | ▓ | | |
| | | DR | | | ▓ | ▓ | |
| | | O | | | -- | | |
| Recognition | Acknowledging others' accomplishments | S | | | ▓▓▓ | ▓▓▓ | |
| | | L | | | ▓ | ▓▓ | |
| | | P | | | ▓ | ▓ | ▓ |
| | | DR | | | ▓ | | |
| | | O | | | ▓▓ | | |
| | ◀ Seeking praise or credit for own efforts | S | | | ▓ | | |
| | | L | | | | | |
| | | P | | ▓ | ▓ | | |
| | | DR | | | -- | | |
| | | O | | | ▓ | | |

Rater Key: ▬ Self  ▬ Leader  ▬ Peers  ▬ Direct Reports  ▬ Others  -- Not enough data

## Feedback from Others

When your raters completed the survey, they were given the opportunity to provide you with suggestions for further enhancing your performance. The comments included below are the *unedited* responses from your raters. The comments appear in random order to protect the anonymity of your raters. Raters were asked:

What three tangible, tactical tips would you have for how this leader could leverage his/her strengths, or address his/her opportunities, to be more effective?

- Reign in your creativity a bit - you have a lot of ideas for what could happen that may not always be realistic against the organization's goals and bottom line; this causes a lot of starting/stopping on projects Build more processes into your work so you can leverage creativity more intentionally where it counts and will be more energizing Be a little less serious sometimes
- 1. Sam, jokes about his low "connection" score. I, personally, wish he could find a way to comfortably and effectively connect with his colleagues. 2. And relatedly, Sam has shown flashes of being brilliant. Now i would like him to be able to use his brilliance, in person, with clients by connecting more proactively, casually, and comfortably connecting with them. By more quickly creating a comfortable interpersonal space with client, and then using his brilliance in the moment, he will have a huge impact. 3. Please don't stop pushing us on any number of issues. You are bringing important insights and we need to make much more progress on products (and any number of other things) - but please keep trying to figure out how to push and hold us accountable in a positive, supportive, and effective way (in our culture).
- I love working with Sam. He is brilliant and naturally elevates those around him. He is also an effective written and verbal communicator. Sam is not an overly emotive individual however its evident when hes stressed or appears overwhelmed. Finding ways to alleviate tension (or create the illusion of) could be beneficial.
- Build strong team relationships. Communicate frequently. Engage in more self leader development
- 1) Balance a practical perspective with the book or academic answer to an issue. 2) spend as much time on the business model as on the science model
- Notice when your team might be spiraling or floundering on tasks, and clarify when necessary. Continue providing your team with clear, straight-forward feedback, even if it feels awkward! Your feedback is so helpful. Don't forget to communicate the "why" behind tasks/assignments to your team. Your team can often get so deep into the weeds on things that they forget the broader implications for and impact on the company.
- Work on delineating between brainstorming and presenting half-baked ideas. You have lots of ideas, but how do they fit into a single strategy? What is realistic? How do you balance idea-generation with focus? You seem to get distracted by your own ideas often. You might get more traction by focusing on fewer things all the way through completion. Make sure those 'few' things are fully aligned with the overarching strategy. And communicate how it is aligned with the agreed upon strategy. I see Product strategy updates 2x/year at board meeting. I'd love to not have to be 'reminded' of the strategy each time. I'd much rather know it because we refer to it continuously. Your communication/meeting management skills - think about how you can succinctly set up your process, respond to real-time questions, and make your requests clear. I think you still struggle in managing meetings both at an EC level as well as in smaller groups. Don't always create or re-create the wheel. But I often wonder if you've done basic research when you vet some of your ideas. What are competitors doing? What is already out there? What does the research say about it? There is very little that is actually 'brand new'... be careful of assuming that since the idea is new to you, that it is a truly new innovation. Your ideas are what will help us get to the next growth phase, but we can make that process a lot faster and easier and less expensive on ourselves if we are able to take some short cuts and leverage existing knowledge and best practices out there. Keep seeking feedback from others.
- This individual is highly task-oriented, sometimes at the expense of others who may have conflicting schedules that may make their plans unrealistic or unobtainable. He is open to change, which makes him able to shift plans to accommodate the needs of others.
- 1. Be even more of who you already are, because you add a ton of value to your team and organization. Particularly, I mean the qualities of high creativity, results-oriented, meaning-driven, and high autonomy. 2. Be more willing flex your intellectual and competitive muscles - the organization could use less time aligning on everything and a greater sense of urgency to win in the marketplace - i.e., less "clan" and more "market" and "adhocracy". Don't be afraid to pick up the pace, (appropriately) demand that they follow you, and influence them to buy into a truly iterative approach to product development. If beta version of a product has 90% YOUR fingerprints on it and only 10% others, get that sh*t to launch and let them get their fingerprints on it later. More "test and see", less "wait until we get it just right". 3. Be more intentional about building relationships for their own sake, particularly with people who don't share your intellectual interests and work styles.

- 1) Focus less on details and more on creating and overseeing a vision in the research area. Get others to do more of the technical details. 2) Identify and make happen our next product 3) Make better (and more frequent) use of our advisory boards.
- Balance your smarts with pragmatic communication. Sometimes sharing the tip of the iceberg is more helpful than describing the whole thing. Consider resisting the urge to initially counterpoint when receiving feedback. Or at least be aware of that urge, if/when present.