



**DRiV**<sup>™</sup>

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

## LEADERSHIP REPORT

**SAM BUILDER**

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POWERED BY  
LEADERSHIP WORTH FOLLOWING, LLC

## ABOUT YOUR 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.

## 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 across the following factors:



### GUIDELINES FOR INTERPRETATION:

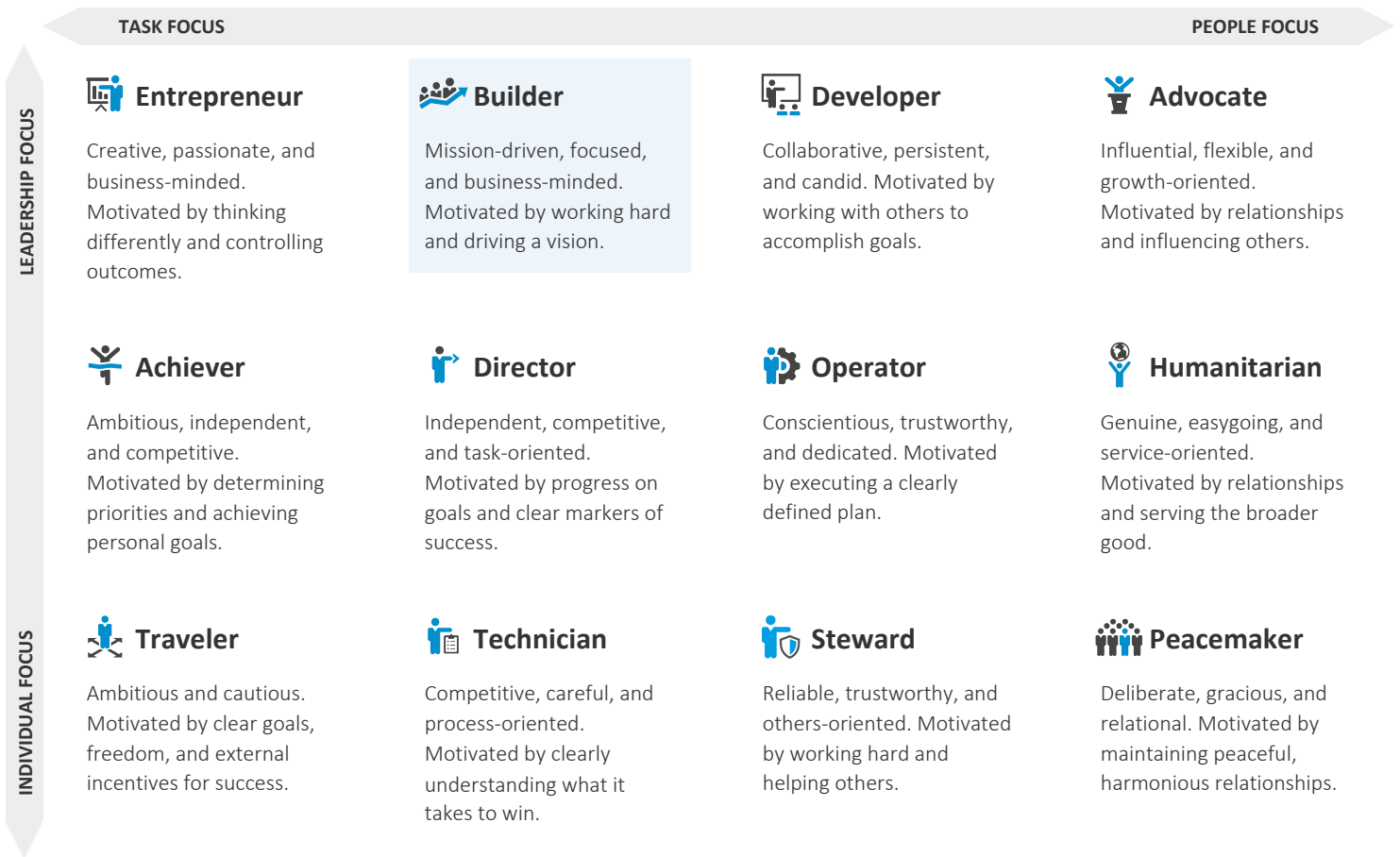
There is no such thing as “good” or “bad” drivers or a “best” profile. Each driver and profile can have helpful and harmful implications. And, because we cannot be driven by everything equally, you will have some high and low scores. If a score does not “feel right,” it may indicate you interpreted the 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.

### YOUR LEADERSHIP REPORT INCLUDES:

1. DRiV Profile
2. Overall DRiV Summary
3. IMPACT Details
4. INSIGHT Details
5. CONNECTION Details
6. HARMONY Details
7. PRODUCTIVITY Details
8. MEANING Details
9. Drivers Ranking

## DRiV Profile

While there are essentially 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 top and bottom five drivers will give the clearest picture of what drives and drains you.

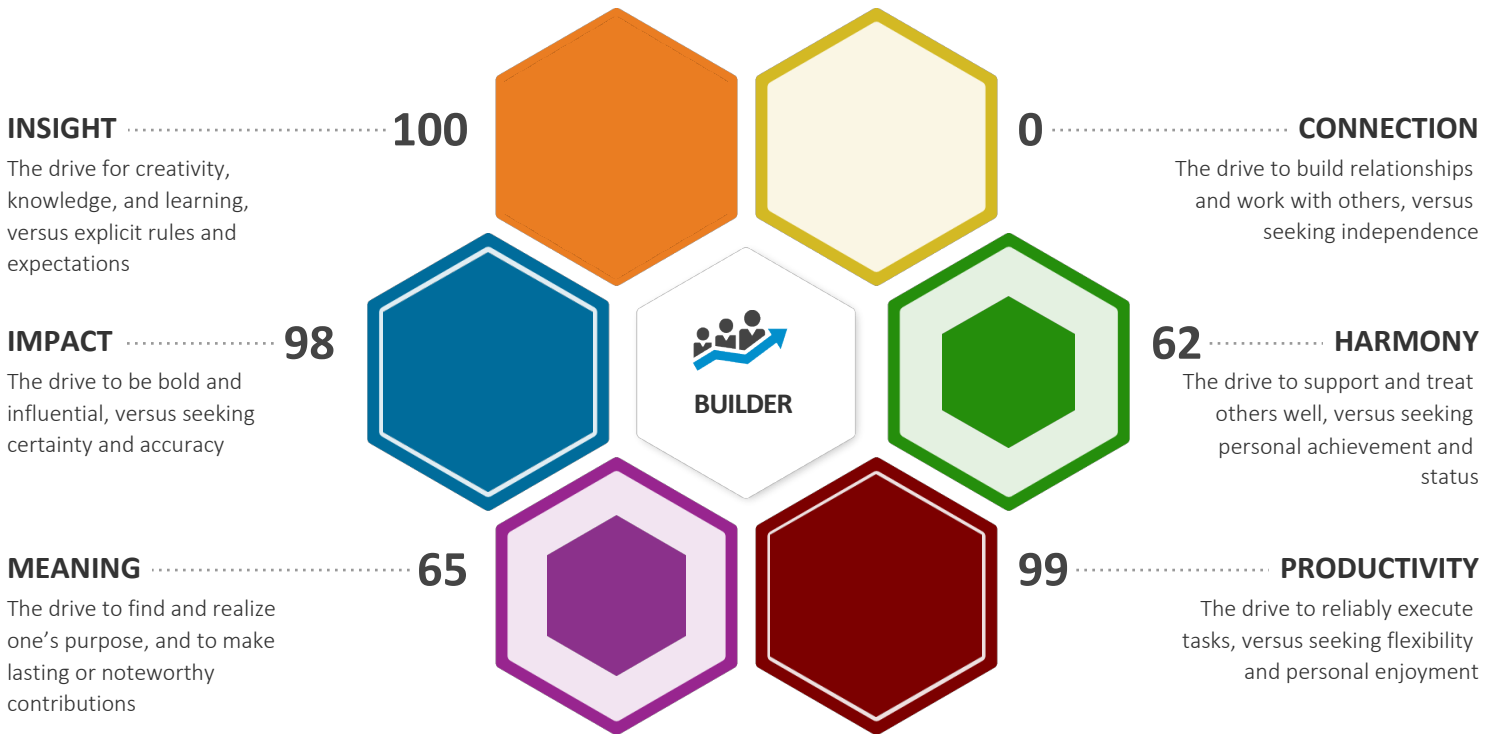


### SAM, YOU ARE A BUILDER

**Builders** tend to be mission-driven, focused, and business-minded. They are most strongly driven by opportunities to execute at a high level, impact the business, and drive their vision. It is important that they feel their work is building toward something with long-term meaning and impact. Their satisfaction comes from working hard, creating, achieving, and adding value. They enjoy opportunities to lead, influence, and inspire others to achieve meaningful goals. Activities that distract from or slow down creativity and goal-attainment, including attending to relationships, engaging in careful analysis, or adhering to strict rules and processes will be draining for most Builders.

## Overall 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...

-  **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

### WHAT *DRAINS* YOU...

-  **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

## IMPACT DETAILS

Sam, your score of 98 on Impact suggests you will be bold and assertive. You will generally be comfortable taking risks and moving quickly. Your scores on the drivers below provide further detail into your overall Impact score.

**98** 

## RELATED DRIVERS

### CHARISMA



### COMMERCIAL FOCUS



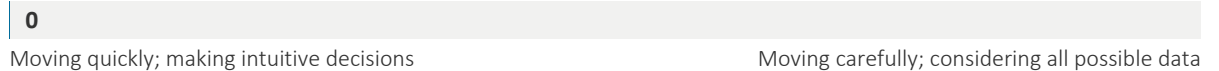
### COURAGE



### CAUTION\*



### DELIBERATION\*



\*Low scores on these drivers increase the overall factor score

### AT YOUR BEST, YOU WILL

- Make decisions informed by your own intuition and expertise
- Easily shift direction in the face of changing information
- Compete to achieve greater profits and business growth
- Relate more easily with reserved coworkers
- Accept and grow from failures that are a normal part of life

### AT YOUR WORST, YOU WILL

- Overlook important information when making decisions
- Limit your influence by making inaccurate or low-quality decisions
- Be overly aggressive when making business decisions
- Set pragmatic, but uninspiring goals
- Overlook potential risks, obstacles, and consequences

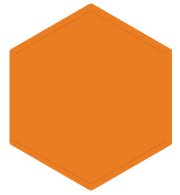
### QUESTIONS TO CONSIDER

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

## INSIGHT DETAILS

Sam, your score of 100 on Insight suggests you will be open-minded and curious. You will often think broadly and differently about issues. Your scores on the drivers below provide further detail into your overall Insight score.

**100**



## RELATED DRIVERS

### CREATIVITY



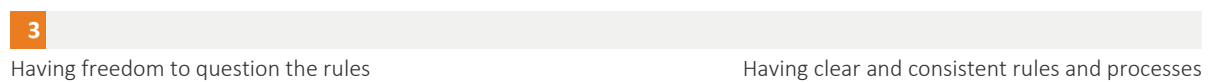
### GROWTH



### WISDOM



### COMPLIANCE\*



\*Low scores on these drivers increase the overall factor score

### 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
- Encourage new ideas and different methods for accomplishing goals
- Push yourself and others to seek feedback and new experiences
- Bring your insight and perspective to stressful and challenging situations

### AT YOUR WORST, YOU WILL

- Dismiss reliable and effective solutions in favor of novelty
- Reduce productivity by "re-inventing the wheel"
- Struggle sticking to policies and reliable processes
- Have unrealistically high expectations for your own and/or others' development
- Over-value your own thinking and downplay others'

### 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?
- When have you underestimated the importance of consistent and clear rules and processes? What could you do differently?

## CONNECTION DETAILS

Sam, your score of 0 on Connection suggests you will tend to engage others slowly. You likely have a strong preference to remain socially independent. Your scores on the drivers below provide further detail into your overall Connection score.



## RELATED DRIVERS

### COLLABORATION

2

Working independently

Working in teams and alongside others

### INCLUSION

0

Discerning and evaluating; not overly sensitive

Helping others feel respected and involved

### RAPPORT

0

Maintaining personal and professional boundaries

Connecting with others emotionally

### AUTONOMY\*

97

Following others' lead and being supportive

Remaining independent and self-directed

\*Low scores on these drivers increase the overall factor score

### AT YOUR BEST, YOU WILL

- Confidently and quickly make independent decisions
- Easily root out and reject bad ideas
- Not let relationships bias your decisions and actions
- Operate effectively doing independent work
- Require little to no guidance or support from your leaders

### AT YOUR WORST, YOU WILL

- Minimize, ignore, or reject others' opinions and/or their attempts to contribute
- Forget to involve important stakeholders in a decision
- Build weak relationships that limit your ability to coach and influence others
- Move too independently and not gain enough buy-in from others
- Reject even loose hierarchies or bureaucracies

### QUESTIONS TO CONSIDER

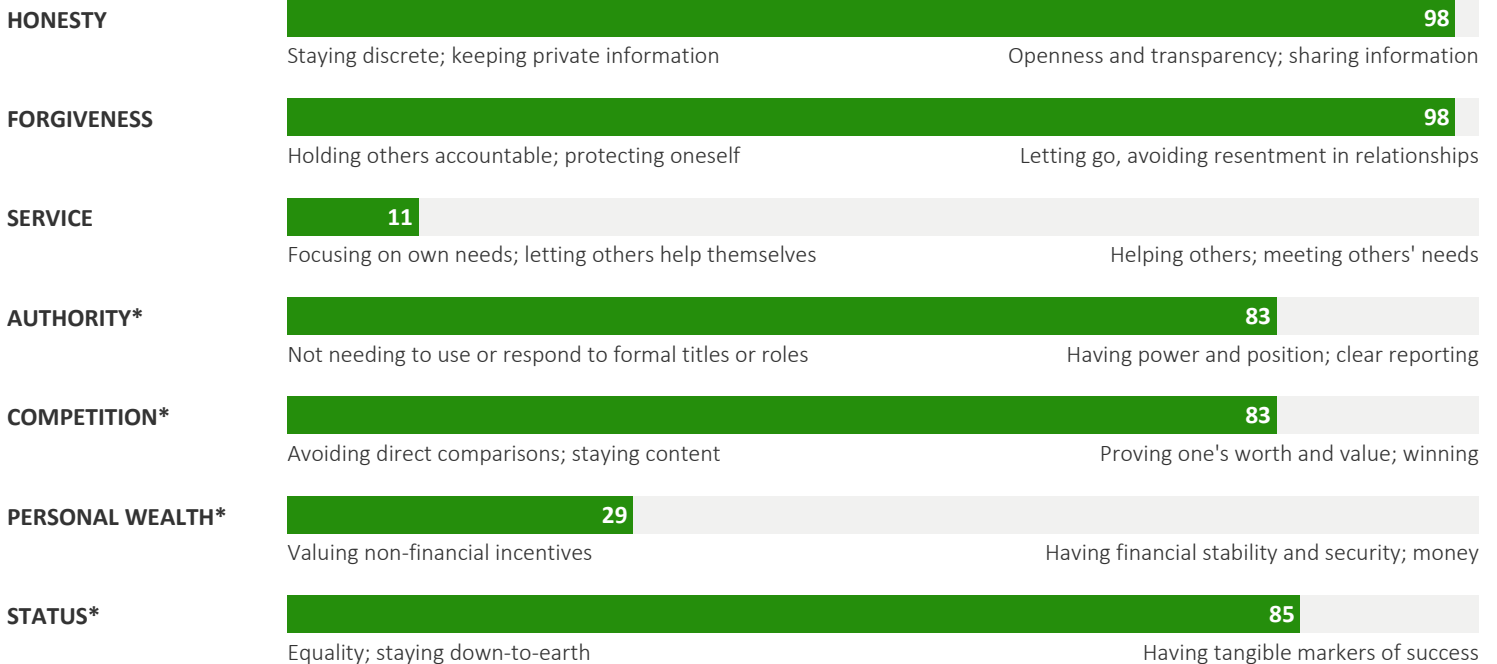
- How do you ensure others feel heard and included when they voice their opinions? How could you improve in this area?
- When have you not included important stakeholders in decisions you've made? What could you have done differently?
- Do you have relationships you find more helpful or beneficial? How did you build those? How might you apply those strategies to relationships you need to strengthen?

## HARMONY DETAILS

Sam, your score of 62 on Harmony suggests you will tend to place others' needs ahead of your own, and will be seen as fairly accommodating. Your scores on the drivers below provide further detail into your overall Harmony score.



### RELATED DRIVERS



\*Low scores on these drivers increase the overall factor score

#### AT YOUR BEST, YOU WILL

- Allow others to move past and recover from mistakes
- Be difficult to offend and work quickly through disagreements
- Promote transparency and open communication
- Focus intently on your own goals and priorities
- Comfortably fill and enjoy positions of notoriety and importance

#### AT YOUR WORST, YOU WILL

- Be overly lenient or accepting of repeated mistakes or non-performance
- Unintentionally establish a culture that lacks accountability
- Struggle knowing which and how many details to share
- Overlook others' needs and concerns
- Be seen as prideful, arrogant, and overly ambitious

#### QUESTIONS TO CONSIDER

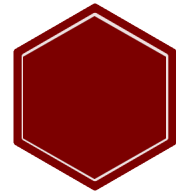
- When (or with whom) do you tend to be overly lenient? How can you model forgiveness while still holding others accountable?
- When have you avoided holding others accountable? Have you been too quick to take others' blame?
- When do you find yourself sharing too much? How might being more targeted in your communication be helpful?



## PRODUCTIVITY DETAILS

Sam, your score of 99 on Productivity suggests you are highly task-oriented, rigorous, and focused, and that you appreciate opportunities to get things done. Your scores on the drivers below provide further detail into your overall Productivity score.

99



## RELATED DRIVERS

### ALIGNMENT

26

Questioning status quo; having individual priorities

Staying on the same page; having clear expectations

### EXCELLENCE

83

Adjusting standards; staying out of the weeds

Maintaining high standards; ensuring quality

### PERSISTENCE

89

Staying flexible; multitasking, switching priorities

Never giving up; completing tasks

### ENJOYMENT\*

0

Staying focused on work; minimizing distractions

Having fun at work; protecting work-life balance

\*Low scores on these drivers increase the overall factor score

### AT YOUR BEST, YOU WILL

- Handle responsibilities thoughtfully and pragmatically
- Manage conflict in a serious and mature manner
- Maintain focus and effort despite challenges or distractions
- Set very high standards for yourself and others
- Add a relatively unique perspective to the organization

### AT YOUR WORST, YOU WILL

- Create an impersonal and overly serious environment that limits engagement
- Struggle "unplugging" from work, putting yourself at risk for burnout
- Focus intensely on specific tasks but lose sight of the bigger picture
- Set goals that are needlessly difficult and/or unrealistic
- Offend others by questioning their norms and traditions

### 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?
- What faulty assumptions do you make about others' work style (e.g., pace, workload)? What could you do to better calibrate your expectations?

## MEANING DETAILS

Sam, your score of 65 on Meaning suggests it is fairly important that you feel a sense of meaning, significance, and/or importance from the work that you do. Your scores on the drivers below provide further detail into your overall Meaning score.



## RELATED DRIVERS

### AUTHENTICITY



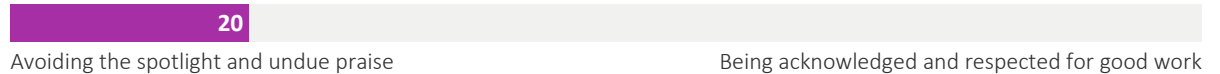
### LEGACY



### PURPOSE



### RECOGNITION



### AT YOUR BEST, YOU WILL

- Inspire others by communicating mission and purpose
- Exert full effort even without credit or validation for your work
- Work towards having a long-term impact
- Act with consistent values, building trust with others
- Attach meaning to work, improving engagement and performance

### AT YOUR WORST, YOU WILL












- Form unrealistic expectations regarding the need for meaningful purpose in work
- Under-appreciate others, damaging team motivation
- Pursue relatively grandiose projects that might distract from more helpful efforts
- Harshly judge others with extremely different values than your own
- Feel disengaged and disillusioned when the purpose of work is unclear

### QUESTIONS TO CONSIDER

- Are you satisfied with the sense of purpose that your work currently provides? How could you enhance the meaning that you derive from your role?
- Do you sometimes make others feel under-appreciated? What might the benefits be of more proactively and consistently recognizing others?
- What is the legacy you want to leave, specifically? What do you need to do to make this dream a reality?

## 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
	FORGIVENESS	moving past mistakes and avoiding resentment	98
	COMMERCIAL FOCUS	maximizing organizational profitability; driving business success	98
	CREATIVITY	thinking and solving problems in unique and different ways	98
	HONESTY	telling the truth; maintaining one's own personal integrity and truthfulness	98
	AUTONOMY	being independent and self-reliant; managing one's own work	97
	GROWTH	learning and developing; working toward continuous personal improvement	95
	PERSISTENCE	not giving up, fulfilling obligations, and being reliable	89
	PURPOSE	making a difference through work; having a sense of mission or “calling”	87
	STATUS	achieving rank, title, or position; setting oneself apart from others	85
	EXCELLENCE	pursuing high standards and productivity in work	83
	AUTHORITY	influencing and directing situations and people through positional power	83
	COMPETITION	proving oneself through winning and performance	83
	WISDOM	thinking with a broad perspective; sharing insight and counsel	81
	COURAGE	asserting and defending one's position; saying what needs to be said	75
	LEGACY	accomplishing something that lasts and is honored; having a long-term impact	64
	AUTHENTICITY	remaining true to self; personal consistency, sincerity, and transparency	64
	PERSONAL WEALTH	having financial stability and/or a luxurious life; obtaining wealth for self	29
	ALIGNMENT	aligning with existing norms; doing what is expected	26
	RECOGNITION	finding meaning through respect, honor, and acknowledgment of good work	20
	SERVICE	helping others; meeting others' needs and addressing their concerns	11
	CAUTION	being careful; avoiding situations where failure or embarrassment is likely	4
	CHARISMA	inspiring, influencing, and persuading others through energy and emotion	3
	COMPLIANCE	strictly adhering to and enforcing existing rules, guidelines, and processes	3
	COLLABORATION	working with and alongside others; seeking out input and involving others	2
	DELIBERATION	careful, thorough consideration of issues and decisions	0
	RAPPORT	connecting with others and building comfortable relationships	0
	INCLUSION	diversity, divergent thought; ensuring multiple perspectives are considered	0
	ENJOYMENT	making work and life fun; using humor to reduce tension	0

Factor Key:

