

A DRiV ASSESSMENT WORKBOOK  
AND INTERPRETATION GUIDE

# DRiV™ TO ACTION

HILE RUTLEDGE

Why did you come  
to today's session?

# Common drivers to this kind of session

- Compliance
- Alignment
- Growth
- Collaboration
- Enjoyment

# Behavior

Behavior is what you *do*, what you say, the choices you make & how you present yourself & show up in the world

- You show up as friendly and help me
- You actively work against me
- You fight me
- You show regret and say, “I’m sorry.”

# Behavior

Behavior is what you *do*, what you say, the choices you make & how you present yourself & show up in the world

Many tools and learning & development models are constructed to highlight, access, understand—and even predict people’s behavior—what we each *do*.

# Motive

Motive refers to the conscious (or unconscious) need that drives what you do—*why* you said that or made that choice & what *caused* you to show up in the world that way

- Why are you helping me?
- Why are you working against me?
- Why are you fighting me?
- Why are you saying, “I’m sorry,” and are you—really?

# Motive

Motive refers to the conscious (or unconscious) need that drives what you do—*why* you said that or made that choice & what *caused* you to show up in the world that way

Really understanding someone—and more practically, being able to predict their behavior—requires you to know not just *what* they are doing, but *why*—those needs, values and deeply rooted habits that are driving their behavioral choices.

# Meet the DRiV

The DRiV is a unique and well-researched tool for individuals, leaders, teams, and systems that gives us access and an actionable approach to the powerful forces beneath our behavior—what drives and drains us.



**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 DRIVES 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	56
	CAUTION	being careful; avoiding situations where failure or embarrassment is likely	53
What DRAINS You	AUTHENTICITY	remaining true to self; personal consistency, sincerity, and transparency	39
	PERSONAL WEALTH	being careful; avoiding situations where failure or embarrassment is likely	36
	COMPETITION	remaining true to self; personal consistency, sincerity, and transparency	34
	COURAGE	proving oneself through winning and performance	28
	LEGACY	proving oneself through winning and performance	28
	PURPOSE	asserting and defending one's position; saying what needs to be said	27
	CHARISMA	accomplishing something that lasts and is honored; having a long-term impact	27
	AUTONOMY	making a difference through work; having a sense of mission or "calling"	22
	PERSISTENCE	making a difference through work; having a sense of mission or "calling"	21
	STATUS	inspiring, influencing, and persuading others through energy and emotion	17
	EXCELLENCE	being independent and self-reliant; managing one's own work	14
	ENJOYMENT	not giving up, fulfilling obligations, and being reliable	11
	CREATIVITY	achieving rank, title, or position; setting oneself apart from others	4
	COMPLIANCE	pursuing high standards and productivity in work	1

# Let's look at your results....

## DRIV Report, pg. 11

# DRiV Scores

- Each driver within this assessment has its own score
- The scores range from 0 to 100 and should be read as percentiles—the percentage of the population that scored LOWER than you did



- No matter where you scored on each scale, there are interesting and useful insights that await you with your DRiV report
- A quintile approach to these scores is most helpful

# DRiV Scores—80 to 100

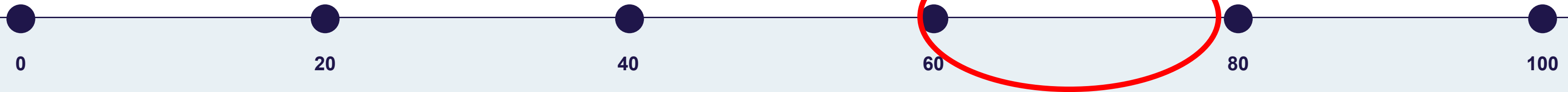
- This is something that drives you urgently and consistently
- You always want to do this—and usually do



- The world around you associates this driver with you
- It is possible for you to resist this driver, but you rarely do
- You likely have developed skills and strengths in this area, and you likely—at times—over-engage this drive and let it eclipse other behavioral options

# DRiV Scores—60 to 79

- This is something that drives you more often than not
- You are commonly energized by this



- You are driven this way so commonly that the world around you is not surprised when you do this
- You can and do—at times—resist doing this

# DRiV Scores—40 to 59

- This is something that situationally drives you
- You are ambivalent about this—sometimes yes, sometimes no



- Your mid-range score can look flexible
- Your mid-range score can also look like indifference and/or inconsistency

# DRiV Scores—20 to 39

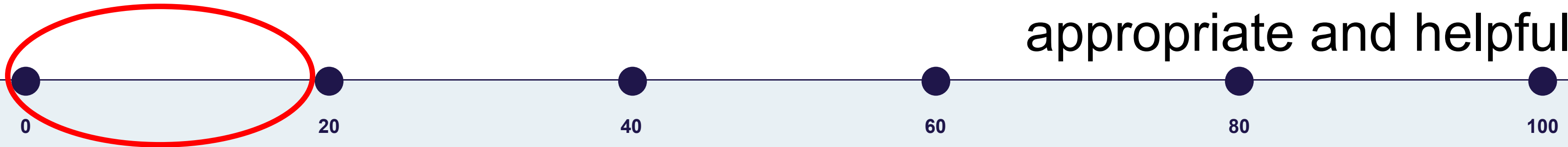
- This is something that drains and tends to frustrate you
- You avoid this more often than not



- The world around you is not accustomed to seeing and hearing you do this
- You can and do—at times—do this, but you tend not to

# DRiV Scores—0 to 19

- This is something that drains you greatly and consistently
- You actively work to avoid doing this—even when it would be appropriate and helpful



- The world around you is surprised when you do this
- You tend to find it irritating when people around you act on and demonstrate this driver

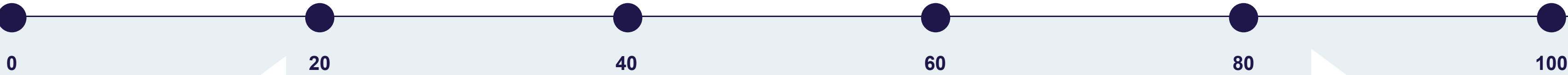


# CHARISMA

The drive to inspire and influence others, to persuade them through displays of energy and emotion

STAYING BEHIND THE SCENES

INSPIRING, INFLUENCING, AND ENERGIZING OTHERS



You see no value in using your presence or personality to influence others

Driven to be seen & heard & to be regarded as a dynamic & influential person



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The drive to inspire and influence others, to persuade them through displays of energy and emotion

STAYING BEHIND  
THE SCENES

INSPIRING, INFLUENCING, AND  
ENERGIZING OTHERS



So, what does this driver look and sound like?

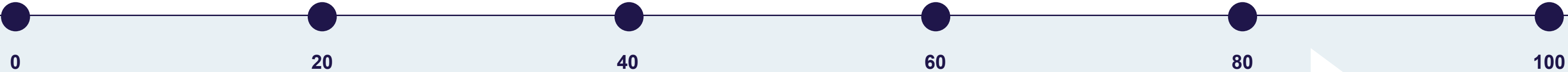


# CHARISMA

The drive to inspire and influence others, to persuade them through displays of energy and emotion

STAYING BEHIND THE SCENES

INSPIRING, INFLUENCING, AND ENERGIZING OTHERS



*If you engage Charisma more than others around you, you may be regarded as:*

- Compelling & inspirational
- Bold & visible
- Loud—and perhaps overwhelming
- Intense, invested—sometimes overly so
- Obnoxious



# CHARISMA

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STAYING BEHIND THE SCENES

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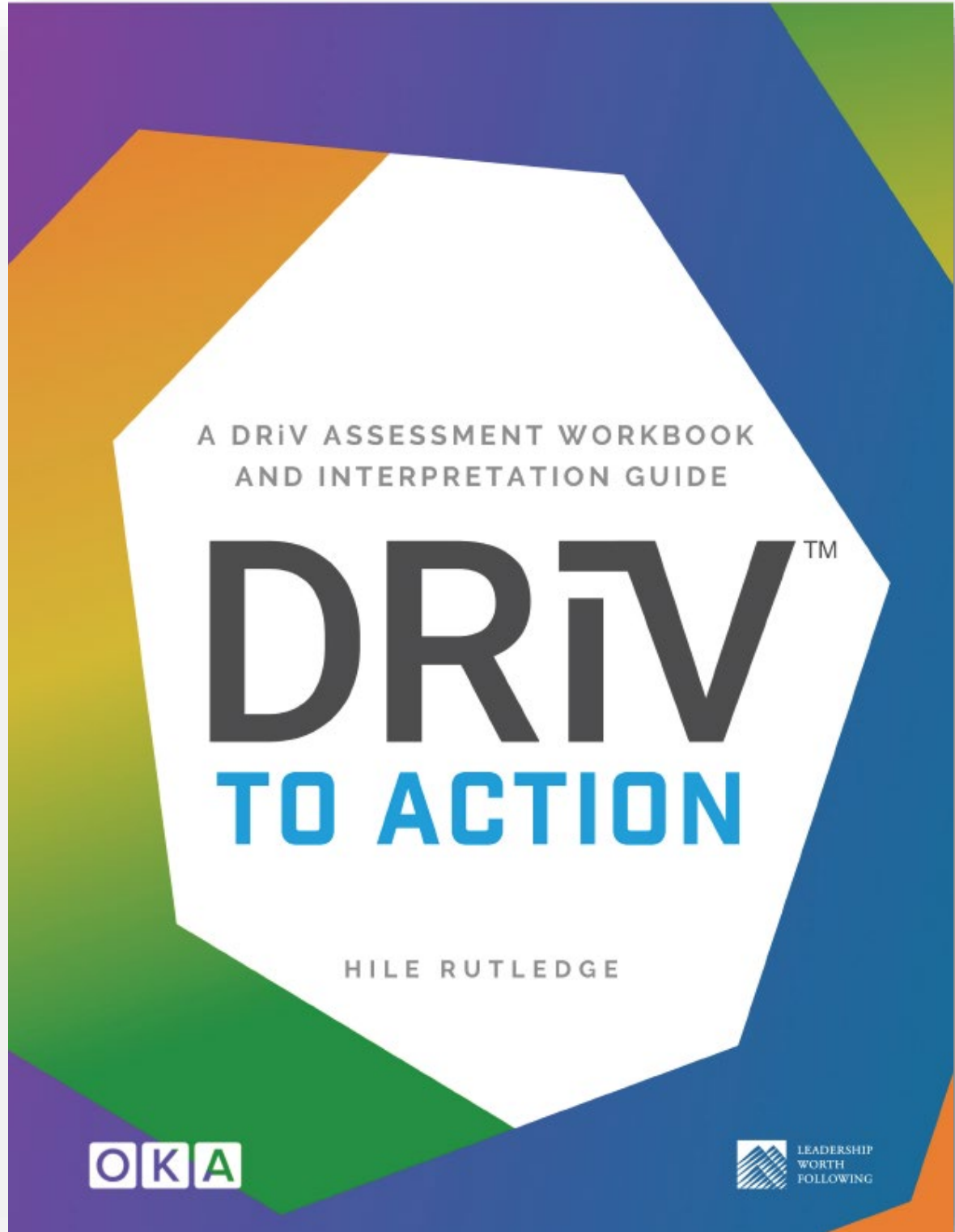


- Quiet & unassuming
- Anonymous
- Followers
- Timid & perhaps even boring
- Uncommitted & vacillating

*If Charisma is something you tend to oppose or avoid, you may be regarded as:*

# DRiV to Action Workbook

## DRiV to Action pages 4 & 5



### CHARISMA

The drive to inspire and influence others, to persuade them through displays of energy and emotion

Staying behind the scenes ← 0 20 40 60 80 100 → Inspiring, influencing & energizing others

**0-19: DRAINING**

- You see very little value in using your presence or personality to influence others
- You tend to avoid situations where you would be expected to take a hard stand or engage conflict openly and proactively
- Charisma & persuasion may well not be on your radar—it feels irrelevant & therefore is ignored, discarded, or overlooked
- Projecting your emotions & energy into the world around you may also be counter to your goals, beliefs & strengths

**20-39: RELUCTANT**

- The idea of having to actively persuade others with the force of your personality is often trumped by your willingness & tendency to stay more anonymous & in the background
- While you may not be actively repelled by Charisma, you still tend to avoid & discount using it
- Having & being expected to convince and persuade people will become draining & frustrating, especially if you are obligated to do so over long periods of time

**40-59: SITUATIONAL**

- You are likely just as apt to strive to persuade & influence as you are to stay in the background & be anonymous
- Engaging your charisma neither compels nor repels you
- You may approach persuasion & influence circumstantially—being driven at times toward them & at other times away from them
- If your score fell into this mid-range, situational zone, you may find insights & useful applications in content written for either side of this scale

**60-79: ENERGIZING**

- Using your energy, dynamism, & powers of persuasion is a frequent choice & a motivating action for you to take
- You can easily appreciate others who tend to communicate and persuade with significant emotion, intensity, and passion
- You can and do hold back from being an inspirational influencer here and there—when the need to stay behind the scenes presents itself & seems prudent

**80-100: DRIVING**

- You are consistently & continuously driven to be seen & heard & to be regarded as a dynamic & influential person
- Through your energy, visibility & persuasiveness, you tend to work to compel others to your will or opinion even when, perhaps, holding off or taking a back seat are wise
- You struggle to & often avoid being quiet & staying behind the scenes
- You may struggle communicating with others whom you perceive as too dry or overly logical

IF CHARISMA IS SOMETHING YOU TEND TO OPPOSE OR AVOID, YOU MAY BE REGARDED AS:	IF YOU ENGAGE CHARISMA MORE THAN OTHERS AROUND YOU, YOU MAY BE REGARDED AS:
<ul style="list-style-type: none"> <li>Quiet &amp; unassuming</li> <li>Anonymous</li> <li>Followers</li> <li>Timid &amp; perhaps even boring</li> <li>Uncommitted &amp; vacillating</li> </ul>	<ul style="list-style-type: none"> <li>Compelling &amp; inspirational</li> <li>Bold &amp; visible</li> <li>Loud—and perhaps overwhelming</li> <li>Intense &amp; clearly invested—sometimes overly so</li> <li>Obnoxious</li> </ul>

**EXERCISE:**

- Place a check mark in the red circle where your Charisma score fell
- How does your level of engagement with Charisma help or benefit you—personally and/or professionally?
- What challenges do you face—with whom and in what circumstances—concerning Charisma?
- Is Charisma—the driver and/or its associated behaviors—playing an important role in your life at this time?

4 CHARISMA TO ACTION OKA

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# DRiV Model



## DRiV MODEL

# INSIGHT

- Creativity
- Growth
- Wisdom
- *Compliance*



## DRiV MODEL

# CONNECTION

- Collaboration
- Inclusion
- Rapport
- *Autonomy*



## DRiV MODEL

# HARMONY

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



## DRiV MODEL

# PRODUCTIVITY

- Alignment
- Excellence
- Persistence
- *Enjoyment*



## DRiV MODEL

# MEANING

- Authenticity
- Legacy
- Purpose
- *Recognition*



# What questions do you have?



# Peer Coaching—Goal setting

- Share with your colleague the top drivers and drainers that you are most interested in (and willing to share)
- What drivers most help you—and in what ways might they limit you or your effectiveness in your professional role?
- What drainers do you actually need doing this work and/or in this role—at least from time to time?

# Leveraging

A DRiV to Action—Activity



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

So, how can you elicit an action from someone who finds that behavior draining?



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

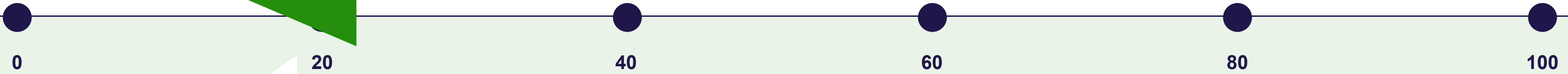
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# Low Authority & Status



- A team-player
- A good “company-person” or “loyal soldier”
- Unclear or wishy-washy
- Weak-willed, mousy & a push-over
- Spineless and unwilling to take charge even when appropriate

Low Authority



- Grounded, salt of the earth
- Humble and socially conscious
- Lacking in status, class, or connections
- Weak, lacking self-confidence
- Poor

Low Status



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

So, what drivers can I call on to help me access Authority & Status—at least for the day?

# Leveraging Other Drivers Toward Authority & Status



**Wisdom:** The drive to be and be regarded as the expert—the go-to for insight on any given subject may require me to present myself in a way that most helps my clients see and accept me as an expert



# Leveraging Other Drivers Toward Authority & Status



**Inclusion and/or Rapport:** The drive to care about my clients and make them feel safe and comfortable in the learning environment I create—and for them to like and trust me—these needs could get me to lean into more Authority and Atatus than I would otherwise be comfortable with



# Leveraging Other Drivers Toward Authority & Status



**Service:** The drive to step out of my own concerns to help others and to meet their needs could convince me to overlook my discomfort with Authority and Status and to meet my clients where they were



# Leveraging Other Drivers Toward Authority & Status



**Commercial Focus:** The drive to pay attention to and work toward the health and benefit of the company means I can and should do whatever the client wants and needs—regardless of my personal thoughts and feelings.

