



DRiVTM 360

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

FEEDBACK REPORT

ANDY ADVOCATE

February 4, 2024



POWERED BY
LEADERSHIP WORTH FOLLOWING, LLC

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 | Andy Advocate |
| Leader | L | 1 | 1 | Pat Lewis |
| Peer/Colleague | P | 3 | 3 | Patty Collins, Phill Costa, Peter Claiborne |
| Direct Report | DR | 3 | 3 | Dana Reynolds, Doug Roberts, Delaney Rodgers |
| Other | O | 3 | 3 | Oscar Lewis, Olivia Landry, Omar Langston |

Approval

Your raters were approved by **Pat Lewis** on **January 04, 2024**

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.

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.



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 |
|---|--------|-------------|---------------|--------------|
| Pushing for clear and consistent guidelines and processes | | Compliance | 40 | 40 |
| Setting high standards around quality | | Precision | 40 | 30 |
| Generating new ideas; thinking differently | | Creativity | 50 | 20 |
| Continuing to push when faced with obstacles | | Persistence | 30 | 30 |
| Following organizational rules and policies | | Compliance | 40 | 20 |

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 |
|---|--------|--------------|------------|
| Communicating in a genuine and sincere manner | | Authenticity | 100 |
| Looking for opportunities to make a lasting mark | | Legacy | 90 |
| Supporting and reinforcing the organizational culture | | Alignment | 90 |
| Forgiving mistakes and offenses | | Forgiveness | 90 |
| Acknowledging others' accomplishments | | Recognition | 90 |

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 |
|--|--------|-----------------|---------------|--------------|
| Talking themselves up; self-promoting | | Status | 50 | 20 |
| Seeking praise or credit for own efforts | | Recognition | 40 | 20 |
| Injecting humor into tense situations | | Enjoyment | 50 | 10 |
| Talking about their own financial goals | | Personal Wealth | 20 | 30 |
| Focusing on generating personal wins | | Competition | 30 | 20 |

Factor Key:

Impact
 Insight
 Connection
 Harmony
 Focus
 Meaning
 -- Not enough data

The table below includes the drivers and behaviors within the Impact factor and depicts how 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 | | | ■ | | |
| Charisma | Inspiring others | S | | | ■ | | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | ■ | ■ | ■ | | |
| | | O | | | ■ | | |
| Commercial Focus | Looking for ways to improve organizational metrics | S | | | ■ | ■ | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | ■ | |
| | | O | | | ■ | | |
| Commercial Focus | Pushing the organization to increase its competitive advantage | S | | | ■ | ■ | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | ■ | |
| | | O | | | ■ | | |
| Assertiveness | Proactively addressing difficult issues in the workplace | S | | | ■ | | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | | ■ | ■ | | |
| | | O | | | ■ | | |
| Assertiveness | Defending their own beliefs and convictions | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | ■ | ■ | ■ | | |
| | | O | | ■ | ■ | | |
| Caution* | Focusing on tasks where success is easily attainable | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | | ■ | ■ | | |
| | | O | | | ■ | | |
| Caution* | Seeking additional resources or support to avoid failure | S | | | ■ | | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | ■ | |
| | | O | | | ■ | | |
| Deliberation* | Slowing down decisions | S | | | ■ | | |
| | | L | ■ | ■ | ■ | | |
| | | P | ■ | ■ | ■ | | |
| | | DR | | | ■ | ■ | |
| | | O | | | ■ | | |
| Deliberation* | 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

INSIGHT

The table below includes the drivers and behaviors within the Insight factor and depicts how 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 | | | ■ | ■ | ■ |
| Creativity | Generating new ideas; thinking differently | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | ■ | ■ | ■ | | |
| | | DR | ■ | ■ | ■ | ■ | ■ |
| | | O | ■ | ■ | ■ | ■ | ■ |
| Growth | Coaching, mentoring, and/or teaching others | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Growth | Seeking opportunities to learn and develop themselves | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Guidance | Looking at issues from multiple angles | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Guidance | 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 | | | ■ | ■ | ■ |
| Compliance* | Following organizational rules and policies | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |

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



CONNECTION

The table below includes the drivers and behaviors within the Connection factor and depicts how 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 | | | ■ | ■ | |
| Collaboration | Working with teams to get things done | S | | | ■ | | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | ■ | ■ | ■ | ■ | |
| | | O | | | ■ | ■ | |
| Inclusion | Ensuring others feel heard and included | S | | | ■ | | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | ■ | ■ | ■ | ■ | |
| | | O | | | ■ | ■ | |
| Inclusion | Seeking out opposing views when making decisions | S | | | ■ | ■ | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | ■ | ■ | ■ | ■ | |
| | | O | | | ■ | ■ | |
| Rapport | Demonstrating concern for others' feelings | S | | | ■ | | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | | | ■ | ■ | |
| | | O | | | ■ | ■ | |
| Rapport | Building relationships with others at work | S | | | ■ | | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | ■ | ■ | ■ | ■ | |
| | | O | | | ■ | ■ | |
| Autonomy* | Acting independently without guidance or direction | S | | | ■ | | |
| | | L | | ■ | ■ | | |
| | | P | | ■ | ■ | | |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Autonomy* | Working toward their own goals | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | | | ■ | | |
| | | O | | ■ | ■ | | |

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



The table below includes the drivers and behaviors within the Harmony factor and depicts how 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 |
|------------------|---|----|-----------|------------|------------|------------|-----------|
| Transparency | Sharing context and details when communicating | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | ■ | ■ | ■ | ■ | ■ |
| | | O | ■ | ■ | ■ | ■ | ■ |
| Transparency | 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 | | | ■ | ■ | ■ |
| Forgiveness | Forgiving mistakes and offenses | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Service | Looking for ways to be helpful | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | ■ | ■ | ■ | ■ | ■ |
| | | O | ■ | ■ | ■ | ■ | ■ |
| Service | Helping others with no expectation of reciprocation | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | | ■ | ■ | ■ | ■ |
| | | O | | ■ | ■ | ■ | ■ |
| Authority* | Providing direction and guidance to others | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | ■ | ■ | ■ | ■ | ■ |
| | | O | ■ | ■ | ■ | ■ | ■ |
| Authority* | Taking command and control | S | | | ■ | ■ | ■ |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | ■ | ■ | ■ | ■ | ■ |
| | | O | ■ | ■ | ■ | ■ | ■ |
| Competition* | Focusing on generating personal wins | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | ■ | ■ | ■ | ■ | ■ |
| | | O | ■ | ■ | ■ | ■ | ■ |
| Competition* | Doing what it takes to win | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Personal Wealth* | Protecting their personal financial interests | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | ■ | ■ | ■ | ■ | ■ |
| | | O | ■ | ■ | ■ | ■ | ■ |
| Personal Wealth* | Talking about their own financial goals | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | ■ | ■ | ■ | ■ | ■ |
| | | O | ■ | ■ | ■ | ■ | ■ |
| Status* | Talking themselves up; self-promoting | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | ■ | ■ | ■ | ■ | ■ |
| | | O | ■ | ■ | ■ | ■ | ■ |
| Status* | 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

FOCUS

The table below includes the drivers and behaviors within the Focus factor and depicts how Rater Groups view the effectiveness of your behaviors. Do you 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 | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Alignment | Supporting and reinforcing the organizational culture | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Precision | Setting high standards around quality | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Precision | Holding others accountable | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Persistence | Working tirelessly; never giving up | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Persistence | Continuing to push when faced with obstacles | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Enjoyment* | Helping others have fun at work | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |
| Enjoyment* | Injecting humor into tense situations | S | | | ■ | | |
| | | L | | | ■ | ■ | ■ |
| | | P | | | ■ | ■ | ■ |
| | | DR | | | ■ | ■ | ■ |
| | | O | | | ■ | ■ | ■ |

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



MEANING

The table below includes the drivers and behaviors within the Meaning factor and depicts how 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 | | ■ | ■ | | |
| Authenticity | 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 | | ■ | ■ | | |
| Legacy | 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 | ■ | ■ | ■ | | |
| Purpose | Helping others see the purpose behind their work | S | | | ■ | ■ | |
| | | L | | | ■ | ■ | |
| | | P | | | ■ | ■ | |
| | | DR | ■ | ■ | ■ | | |
| | | O | ■ | ■ | ■ | | |
| Recognition | Acknowledging others' accomplishments | S | | | ■ | | |
| | | L | | | ■ | | |
| | | P | | | ■ | | |
| | | DR | | | ■ | ■ | |
| | | O | | | ■ | ■ | |
| Recognition | Seeking praise or credit for own efforts | S | | ■ | ■ | | |
| | | L | | ■ | ■ | | |
| | | P | | ■ | ■ | | |
| | | DR | ■ | ■ | ■ | | |
| | | O | ■ | ■ | ■ | | |



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?

- Keep striving to include the broader team into your projects (especially at the beginning); keep your calm approach as deadlines approach, this really helps everyone push across the finish line and meet deadlines
- Think you're doing a great job...stay the course.
- Keep providing weekly updates on your teams projects and status, I find those extremely helpful. Keep doing what you're doing, your team is producing more than we could imagine under your leadership.
- Congratulations on building such a great team. Good to see all and projects succeeding.
- 1. Get more comfortable in situations when we have to move slower. You get very antsy when things aren't moving as quickly as you think they should. 2. Let us have more autonomy over our work and not have to include so many "stakeholders" at each step in the process... not everyone needs a say in everything. 3. Calm down with the mission & vision stuff sometimes... it is really draining for some of us.
- - I appreciate your commitment to the culture of the company, keep protecting it!- You have a very intense energy, which is great for certain occasions, but it can be overwhelming at times.- Focus more on quality, repeatable excellence, and holding others accountable to high standards.. not just the "big wins"
- 1 hold others accountable for repeated mistakes 2 I appreciate your honest nature, but some things need to be kept private, especially when there are other people involved in a matter.. be more discerning about what you share in large settings 3 we need to be following policy more closely, more regularly, and that starts with Andy
- - I appreciate your collaborative nature, keep finding opportunities to include others' input!- I love that you are such a culture champion! People like you will ensure the company stays true to who they are!- While phone calls are nice, there are opportunities to get more done over email or chat, and it allows for us to track what was discussed to reference back to. I'd encourage you to leverage more ways of communicating.
- Andy, I love your sense of humor, but sometimes it can miss the mark when it comes to appropriate workplace humor. While most of us who have worked with you for years don't mind it, newer folks can get offended. Push for more clear processes and procedures so everyone knows the expectation. Keep pushing for what's best for the business!
- 1. I appreciate how much you speak to the purpose behind what we do- it makes it all that much more meaningful. 2. I appreciate that you bring others into conversations when you're dealing with an issue- having more heads together helps come up with good ideas quicker! 3. You have opportunities to leverage more best practices when solving problems, rather than leaning on prior experiences so much. Experts are experts for a reason!