



# DRiV™

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.

	TASK FOCUS		PEOPLE FOCUS	
LEADERSHIP FOCUS	 <b>Entrepreneur</b> Creative, passionate, and business-minded. Motivated by thinking differently and controlling outcomes.	 <b>Builder</b> Mission-driven, focused, and business-minded. Motivated by working hard and driving a vision.	 <b>Developer</b> Collaborative, persistent, and candid. Motivated by working with others to accomplish goals.	 <b>Advocate</b> Influential, flexible, and growth-oriented. Motivated by relationships and influencing others.
	 <b>Achiever</b> Ambitious, independent, and competitive. Motivated by determining priorities and achieving personal goals.	 <b>Director</b> Independent, competitive, and task-oriented. Motivated by progress on goals and clear markers of success.	 <b>Operator</b> Conscientious, trustworthy, and dedicated. Motivated by executing a clearly defined plan.	 <b>Humanitarian</b> Genuine, easygoing, and service-oriented. Motivated by relationships and serving the broader good.
INDIVIDUAL FOCUS	 <b>Traveler</b> Ambitious and cautious. Motivated by clear goals, freedom, and external incentives for success.	 <b>Technician</b> Competitive, careful, and process-oriented. Motivated by clearly understanding what it takes to win.	 <b>Steward</b> Reliable, trustworthy, and others-oriented. Motivated by working hard and helping others.	 <b>Peacemaker</b> Deliberate, gracious, and relational. Motivated by maintaining peaceful, harmonious relationships.

## 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...

- DELIBERATION**  
careful, thorough consideration of issues and decisions
- FORGIVENESS**  
moving past mistakes and avoiding resentment
- EXCELLENCE**  
pursuing high standards and productivity in work
- CHARISMA**  
inspiring, influencing, and persuading others through energy and emotion
- GROWTH**  
learning and developing; working toward continuous personal improvement

### WHAT *DRAINS* YOU...

- RECOGNITION**  
finding meaning through respect, honor, and acknowledgment of good work
- ENJOYMENT**  
making work and life fun; using humor to reduce tension
- RAPPORT**  
connecting with others and building comfortable relationships
- SERVICE**  
helping others; meeting others' needs and addressing their concerns
- CAUTION**  
being careful; avoiding situations where failure or embarrassment is likely

## IMPACT DETAILS

Sam, your score of 71 on Impact suggests you will tend to be somewhat bold and assertive, and that you will be comfortable taking some risks when necessary. Your scores on the drivers below provide further detail into your overall Impact score.

**71** 

## RELATED DRIVERS

### CHARISMA



### COMMERCIAL FOCUS



### COURAGE



### CAUTION\*



### DELIBERATION\*



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

### AT YOUR BEST, YOU WILL

- Make careful decisions based on objective information
- Earn credibility and influence due to your thoughtful approach
- Inspire others to put forth extra effort
- Advocate for your beliefs despite opposition
- Accept and grow from failures that are a normal part of life

### AT YOUR WORST, YOU WILL

- Ignore your own intuition, decreasing the efficiency of your decision making
- Overanalyze information and experience "analysis paralysis"
- Work too hard to be persuasive and inspirational
- Defend your opinions in an argumentative or disrespectful manner
- Overlook potential risks, obstacles, and consequences

### QUESTIONS TO CONSIDER

- Have you ever been too late making an important decision due to over-thinking things? What systems could you use to know when "enough is enough" in terms of collecting data for decision-making?
- Have there been times when you have talked yourself out of a good decision because you have collected too much information?
- When do you best leverage your energy and passion to motivate and inspire others? When do you over-do it?

## INSIGHT DETAILS

Sam, your score of 85 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.

85



## RELATED DRIVERS

### CREATIVITY



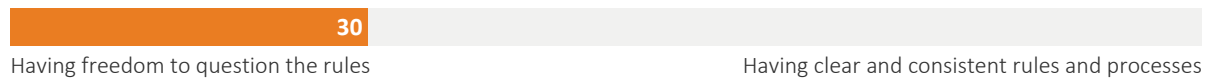
### GROWTH



### WISDOM



### COMPLIANCE\*



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

### AT YOUR BEST, YOU WILL

- Push yourself and others to seek feedback and new experiences
- Bring insight and perspective to some challenging situations
- Encourage some new ideas or different methods for accomplishing goals
- Question the status quo and generate some "outside the box" solutions
- Drive performance by building others' skills and knowledge

### AT YOUR WORST, YOU WILL

- Have unrealistically high expectations for your own and/or others' development
- Overcomplicate decisions by considering a few too many angles or data points
- Struggle sticking to rigid policies and processes
- Dismiss some reliable, effective solutions in favor of novelty
- Push yourself and others in too many different directions, creating unnecessary stress and pressure

### QUESTIONS TO CONSIDER

- How do you gauge whether your development goals for yourself and/or others are realistic, appropriate, helpful, and well-timed?
- When do you value your own opinion more than others'? How has this approach impacted your decisions and how others tend to perceive you?
- When have you underestimated the importance of consistent and clear rules and processes? What could you do differently?

## CONNECTION DETAILS

Sam, your score of 45 on Connection suggests you are equally comfortable working with others or independently. Your scores on the drivers below provide further detail into your overall Connection score.

45



## RELATED DRIVERS

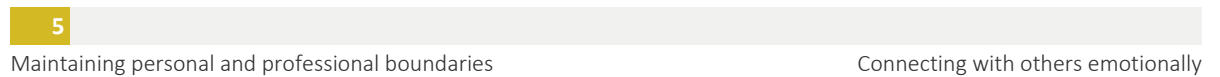
### COLLABORATION



### INCLUSION



### RAPPORT



### AUTONOMY\*



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

### AT YOUR BEST, YOU WILL

- Not let relationships bias your decisions and actions
- Remain focused on your goals and other priorities
- Leverage diverse opinions and skills to drive performance
- Drive some performance and extra effort through shared leadership
- Comfortably work independently while taking direction as needed

### AT YOUR WORST, YOU WILL

- Build weak relationships that limit your ability to coach and influence others
- Limit the size and quality of your interpersonal network
- Work too hard to integrate and align competing ideas and values
- Slow down decisions a bit by involving too many stakeholders
- Miss opportunities to navigate situations that are ambiguous or lack clear structure or direction

### QUESTIONS TO CONSIDER

- 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?
- How might you have missed out on the benefits of social activities like networking or teambuilding? What could you do to get more out of these activities?
- How do you make sure others feel included and heard? What are the drawbacks of working so hard to integrate differing views?

## HARMONY DETAILS

Sam, your score of 71 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.

**71**



## RELATED DRIVERS

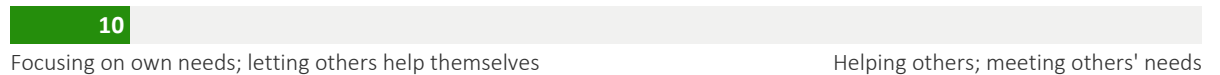
### HONESTY



### FORGIVENESS



### SERVICE



### AUTHORITY\*



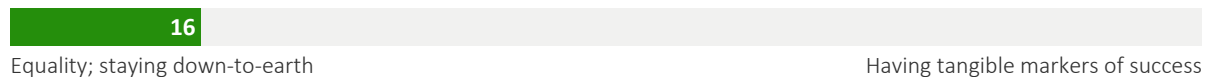
### COMPETITION\*



### PERSONAL WEALTH\*



### STATUS\*



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

### AT YOUR BEST, YOU WILL

- Allow others to move past and recover from mistakes
- Focus intently on your own goals and priorities
- Promote transparency and open communication
- Share power, encouraging others to lead or take the spotlight
- Put forth effort to exceed expectations and others' performance

### AT YOUR WORST, YOU WILL

- Be overly lenient or accepting of repeated mistakes or non-performance
- Overlook others' needs and concerns
- Struggle knowing which and how many details to share
- Struggle promoting yourself, and thus miss advancement opportunities
- Focus on your own needs and goals, sometimes at the expense of others

### QUESTIONS TO CONSIDER

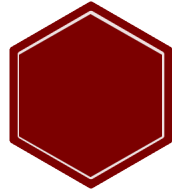
- When (or with whom) do you tend to be overly lenient? How can you model forgiveness while still holding others accountable?
- Do you think "what's in it for me" when considering helping others? How might you benefit by giving your time and resources more freely?
- When do you find yourself sharing 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



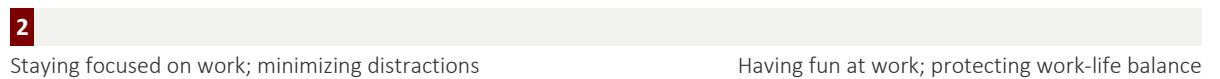
### EXCELLENCE



### PERSISTENCE



### ENJOYMENT\*



\*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
- Set very high standards for yourself and others
- Fit in with and reinforce your organization's culture
- Maintain focus and effort despite most challenges or distractions

### 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
- Set goals that are needlessly difficult and/or unrealistic
- Dismiss beneficial ideas that go against the status quo
- Focus on specific tasks but lose sight of the bigger picture

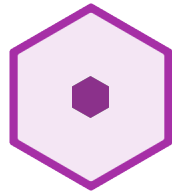
### QUESTIONS TO CONSIDER

- 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?
- Are you motivated and excited by the thought of achieving your goals? Or are they burdensome at times? Are they difficult but realistic, or are they nearly impossible?

## MEANING DETAILS

Sam, your score of 25 on Meaning suggests you hold a relatively pragmatic view of work, and that you typically do not expect work to provide you with any special sense of significance. Your scores on the drivers below provide further detail into your overall Meaning score.

25

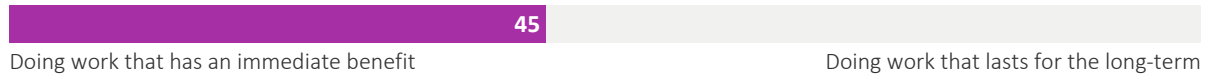


## RELATED DRIVERS

### AUTHENTICITY



### LEGACY



### PURPOSE



### RECOGNITION



### AT YOUR BEST, YOU WILL

- Exert full effort even without credit or validation for your work
- Comfortably work in behind-the-scenes or "thankless" jobs
- Influence others by communicating mission and purpose
- Adapt your behavior to the needs of a given situation while leading with consistent values
- Work toward long-term goals while holding realistic views about the impact of your efforts

### AT YOUR WORST, YOU WILL




















- Under-appreciate others, damaging team motivation
- Limit career opportunities by not promoting accomplishments
- Form somewhat unrealistic expectations regarding the need for meaningful purpose in work
- Struggle to see how your behaviors and values might be linked
- Miss some opportunities to have a significant and long-term impact

### QUESTIONS TO CONSIDER

- Do you sometimes make others feel under-appreciated? What might the benefits be of more proactively and consistently recognizing others?
- 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?
- When have people made faulty assumptions about why you do what you do? How could you more consistently live out your values?

## 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
	DELIBERATION	careful, thorough consideration of issues and decisions	96
	FORGIVENESS	moving past mistakes and avoiding resentment	95
	EXCELLENCE	pursuing high standards and productivity in work	95
	CHARISMA	inspiring, influencing, and persuading others through energy and emotion	93
	GROWTH	learning and developing; working toward continuous personal improvement	92
	HONESTY	telling the truth; maintaining one's own personal integrity and truthfulness	90
	ALIGNMENT	aligning with existing norms; doing what is expected	90
	COURAGE	asserting and defending one's position; saying what needs to be said	89
	INCLUSION	diversity, divergent thought; ensuring multiple perspectives are considered	81
	PERSISTENCE	not giving up, fulfilling obligations, and being reliable	75
	PURPOSE	making a difference through work; having a sense of mission or “calling”	72
	WISDOM	thinking with a broad perspective; sharing insight and counsel	71
	COMPETITION	proving oneself through winning and performance	70
	COLLABORATION	working with and alongside others; seeking out input and involving others	68
	CREATIVITY	thinking and solving problems in unique and different ways	65
	AUTHENTICITY	remaining true to self; personal consistency, sincerity, and transparency	57
	PERSONAL WEALTH	having financial stability and/or a luxurious life; obtaining wealth for self	54
	AUTONOMY	being independent and self-reliant; managing one's own work	54
	AUTHORITY	influencing and directing situations and people through positional power	50
	COMMERCIAL FOCUS	maximizing organizational profitability; driving business success	48
	LEGACY	accomplishing something that lasts and is honored; having a long-term impact	45
	COMPLIANCE	strictly adhering to and enforcing existing rules, guidelines, and processes	30
	STATUS	achieving rank, title, or position; setting oneself apart from others	16
	CAUTION	being careful; avoiding situations where failure or embarrassment is likely	15
	SERVICE	helping others; meeting others' needs and addressing their concerns	10
	RAPPORT	connecting with others and building comfortable relationships	5
	ENJOYMENT	making work and life fun; using humor to reduce tension	2
	RECOGNITION	finding meaning through respect, honor, and acknowledgment of good work	1

Factor Key:

