DRiV™ What *DRIVES* you? What *DRAINS* you?

TEAM MEMBER REPORT

Acme Consulting Team

Andy Advocate

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ABOUT YOUR DRiV TEAM DEVELOPMENT REPORT

Your DRiV Team Member Report provides insight into what drives and drains energy at work – both for you and the people on your team. It includes your DRiV Factor Scores as well as how your scores compare to your broader team. Tips and insights for you and your team based on these DRiV Factor Scores are also provided.

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:



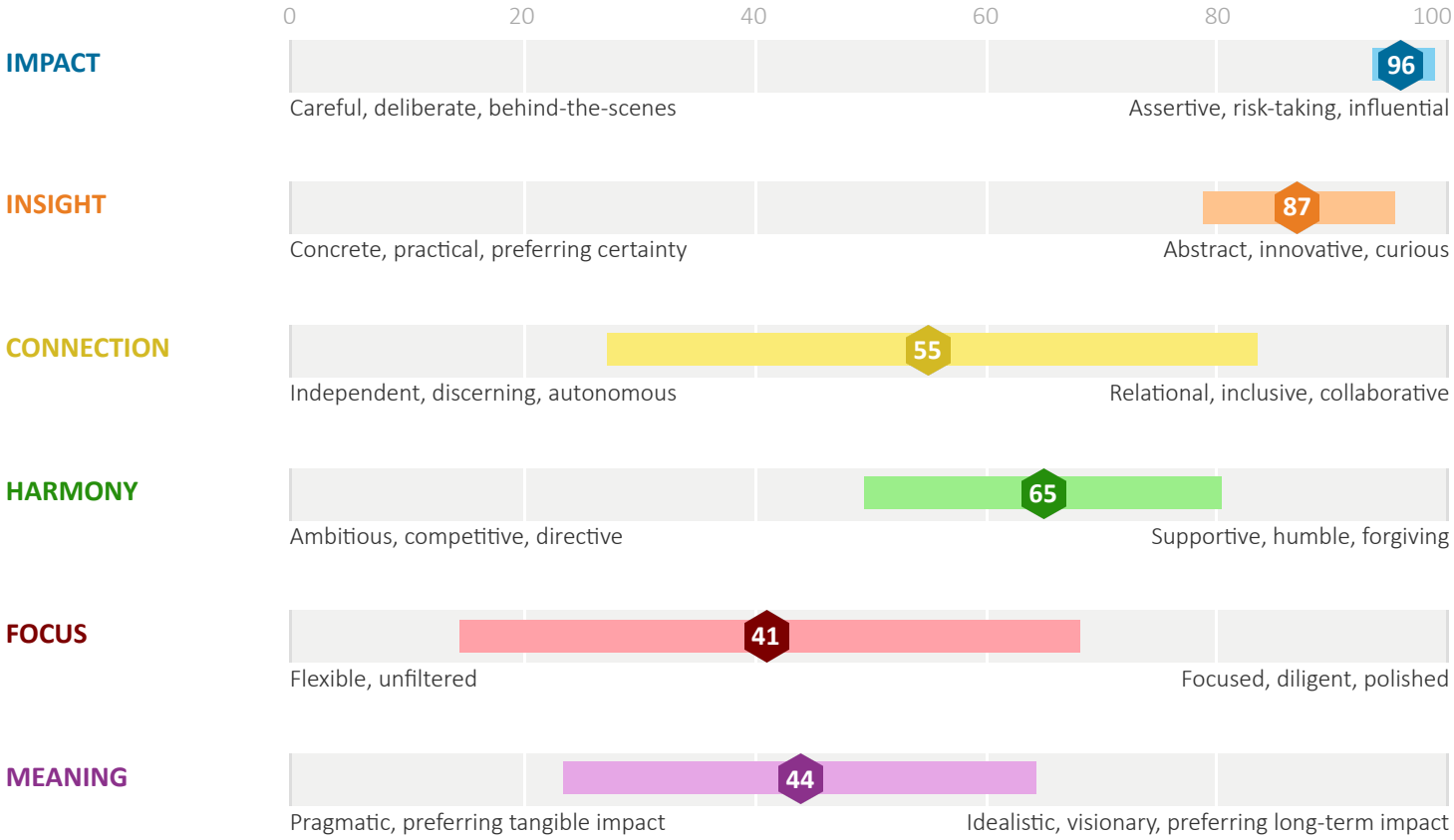
GUIDELINES FOR INTERPRETATION

There is no such thing as “good” or “bad” drivers, each 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.

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TEAM FACTORS OVERVIEW

Below are the results of your team's six DRiV factors. Your team's average score is shown in the hexagons, and the shaded bar represents the middle 50% of people on your team. Both high and low factor scores will strongly influence your team's overall behavior (and ultimately, its effectiveness). The insights at the bottom of the page explain how similarities and/or differences within the team could help (or hurt) the team.



AT ITS BEST, THIS TEAM WILL...

- Comfortably have difficult conversations (e.g., healthy conflict, constructive criticism)
- Help each other learn from mistakes and solve problems creatively
- Balance knowing when to seek more input from team members and when to make independent decisions
- Maintain a culture that appropriately balances supportiveness with accountability
- Protect work-life balance and team resilience while pushing yourselves to exceed expectations
- Work to balance a stable mission with pragmatic, short-term goals

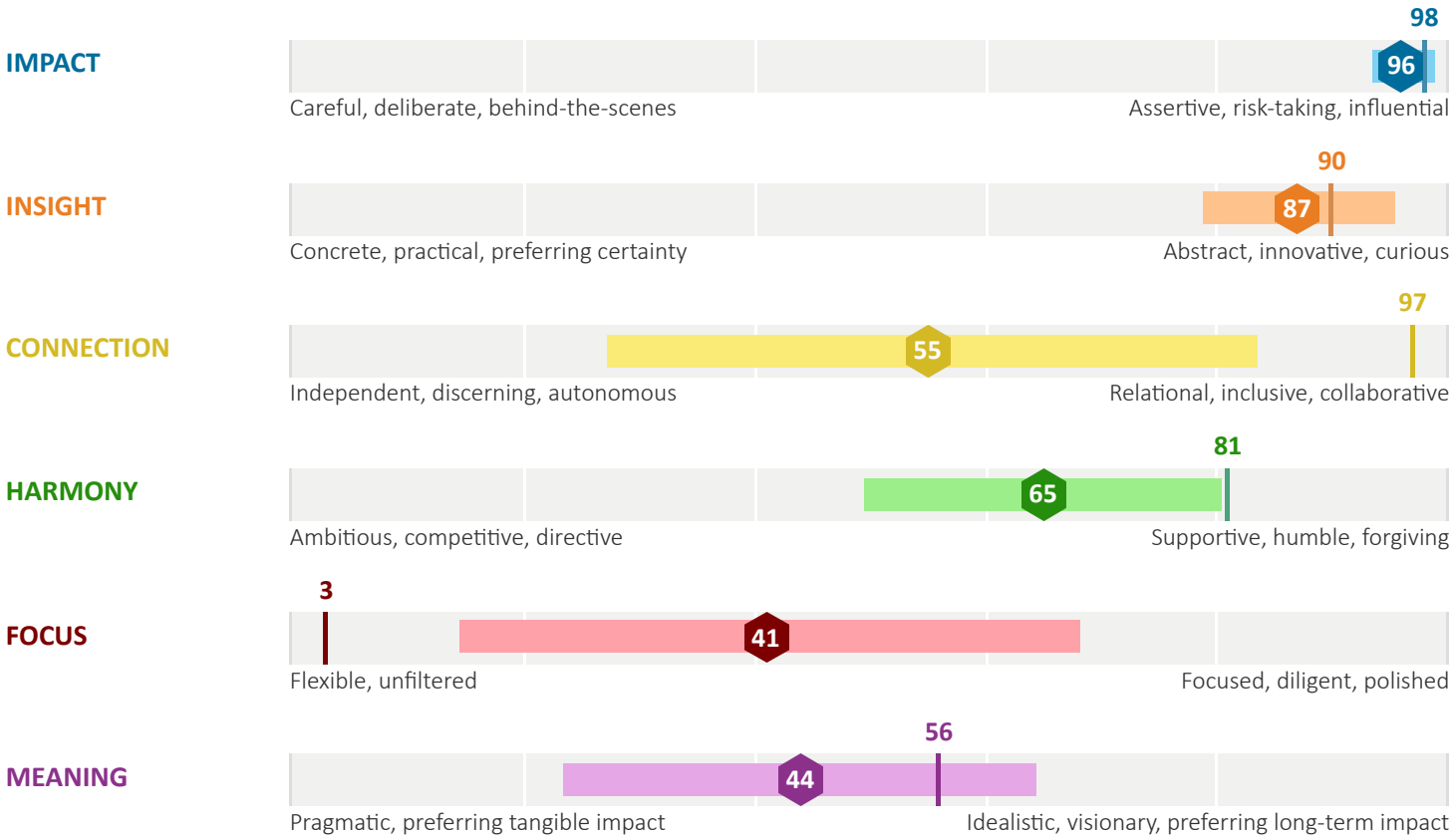
AT ITS WORST, THIS TEAM WILL...

- Escalate healthy conflict, creating interpersonal tension and limiting team effectiveness
- Spend too much time discussing the pros and cons of different ideas, slowing down team progress
- Experience tension due to conflicting needs for boundaries between personal and professional expectations
- Struggle to consistently maintain a trusting and supportive culture
- Experience some conflict due to misaligned expectations around work-life balance, effort, and roles
- Struggle knowing whether goals should be more pragmatic or more idealistic

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COMPARATIVE FACTORS OVERVIEW

Your individual DRiV Factor Scores have been added to the team charts below (note your scores are percentiles based on the general population). Your very high and very low scores represent things that are more important to you and will "drive" your thoughts and actions. Pay attention to scores falling outside the middle 50% of your team (the shaded bar). Differences in these areas – if not managed correctly – may lead to difficulties with teammates. Alternatively, when they are managed correctly, you will unlock complementary strengths within your team.



At Your Best, You Will

- Bring up tough issues, challenge others, and help drive healthy conflict
- Share your knowledge, listen to others' input, and drive creative solutions
- Build team camaraderie by sharing resources and supporting teammates
- Build trust and safety by remaining optimistic and supportive
- Easily adapt your approach as needed and create a fun team environment
- Help the team focus on both broad mission and immediate goals

At Your Worst, You Will

- Be overly assertive and/or stubborn when working through conflict
- Confuse discussions by adding more ideas, angles, or complexity
- Distract others from goals through excessive relationship-building efforts
- Ignore the need for healthy conflict, assuming all is well on the team
- Be seen as unreliable or unwilling to put in extra effort for the team
- Miss some opportunities to think sufficiently long-term and big-picture

Development Tips

- Practice active listening when working through conflict. Even if you don't agree, you can at least help them feel understood.
- Schedule regular touch-points with teammates you need to be connected with. Adding structure will make them less distracting and more productive.
- Track your commitments to others on the team. If you have to let one drop, be sure to explain why.

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