



DRiV[™]

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

LEADERSHIP REPORT

MARK BALL

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POWERED BY
LEADERSHIP WORTH FOLLOWING, LLC

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. You will also receive actionable tips for leveraging your drivers for optimal career, happiness, effectiveness, and influence.

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 six DRiV 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.

DRiV PROFILE

While there are 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 five highest and lowest drivers will give the clearest picture of what drives and drains you.

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

MARK, YOU ARE AN ADVOCATE

Advocates tend to be influential, flexible, and growth-oriented. They are most strongly driven by a desire to connect, collaborate, and treat others well. They tend to be energized when they can engage, be creative, and grow with others, and when they can influence others to see things from their perspective. It is also important that they enjoy their work and the people with whom they work. They will consider others’ perspectives but may have less patience for careful analysis, planning, or restrictive rules. They like moving fast, and thus appreciate having the freedom to adjust standards and approach as needed. Direct competition, ambition, and jockeying for position or status – especially when it hampers relationships – will be draining for most Advocates.

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...

-  **CREATIVITY**
thinking and solving problems in unique and different ways
-  **WISDOM**
thinking with a broad perspective; sharing insight and counsel
-  **DELIBERATION**
careful, thorough consideration of issues and decisions
-  **GROWTH**
learning and developing; working toward continuous personal improvement
-  **COLLABORATION**
working with and alongside others; seeking out input and involving others

WHAT *DRAINS* YOU...

-  **STATUS**
achieving rank, title, or position; setting oneself apart from others
-  **CAUTION**
being careful; avoiding situations where failure or embarrassment is likely
-  **PERSISTENCE**
not giving up, fulfilling obligations, and being reliable
-  **COMPLIANCE**
strictly adhering to and enforcing existing rules, guidelines, and processes
-  **COMPETITION**
proving oneself through winning and performance

IMPACT DETAILS

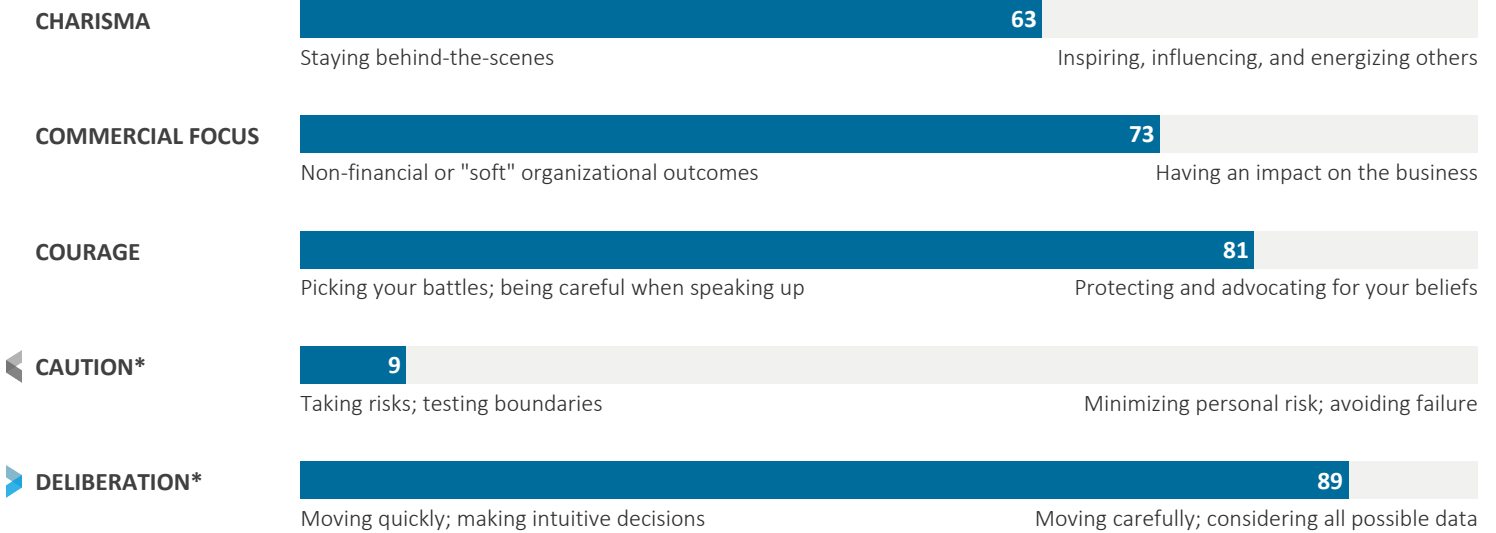
Mark, your score of 76 on Impact suggests you will tend to be somewhat bold and assertive, and that you will be comfortable taking some risks when necessary. Your scores on the drivers below provide further detail into your overall Impact score.

76



A driver with ▶ or ◀ indicates that this is one of your highest or lowest drivers. Development tips for these drivers are included at the end of the report.

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Accept and grow from failures that are a normal part of life
- Make careful decisions based on objective information
- Advocate for your beliefs despite opposition
- Tend to work toward greater profits and business growth
- Influence others to put forth extra effort

AT YOUR WORST, YOU WILL

- Overlook potential risks, obstacles, and consequences
- Ignore your own intuition, decreasing the efficiency of your decision making
- Defend your opinions in an argumentative or disrespectful manner
- Be a bit aggressive when making business decisions
- Work too hard to influence others

QUESTIONS TO CONSIDER

- What mistakes or failures have you made that could have easily been avoided? What would you do differently?
- 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?
- When has your candor backfired? When have others seen you as insensitive, argumentative, or overly assertive?

INSIGHT DETAILS

Mark, your score of 97 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.

97



A driver with ▶ or ◀ indicates that this is one of your highest or lowest drivers. Development tips for these drivers are included at the end of the report.

RELATED DRIVERS



*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
- Bring your insight and perspective to stressful and challenging situations
- Push yourself and others to seek feedback and new experiences
- Encourage new ideas and different methods for accomplishing goals
- Foster innovation by encouraging others to share new and different ideas

AT YOUR WORST, YOU WILL

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

QUESTIONS TO CONSIDER

- How do you ensure you're not pursuing "new" simply for the sake of novelty? How do you gauge practicality?
- When do you value your own opinion more than others'? How has this approach impacted your decisions and how others tend to perceive you?
- How do you gauge whether your development goals for yourself and/or others are realistic, appropriate, helpful, and well-timed?

CONNECTION DETAILS

Mark, your score of 77 on Connection suggests you will tend to engage others and that you generally enjoy working alongside others. Your scores on the drivers below provide further detail into your overall Connection score.

77



A driver with ▶ or ◀ indicates that this is one of your highest or lowest drivers. Development tips for these drivers are included at the end of the report.

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Drive performance and extra effort through shared leadership
- Easily connect with and relate to a variety of individuals
- Require little guidance or support from your leaders on most things
- Comfortably leverage others' opinions while remaining appropriately independent
- Promote alignment and cooperation among your team

AT YOUR WORST, YOU WILL

- Slow down the decision-making process by involving too many stakeholders
- Favor building and protecting relationships over driving results
- Be frustrated with rigid hierarchy or bureaucracy
- Miss opportunities to involve all divergent views and opinions
- Create a climate where people are reluctant to go against the group

QUESTIONS TO CONSIDER

- How do you model teamwork to promote a more cooperative workforce?
- What other priorities take a backseat to relationships? When has this imbalance hurt you? How might you lead with more balance?
- When have things turned out poorly because you acted without getting buy-in from others? What could you do to make it easier to get buy-in?

HARMONY DETAILS

Mark, your score of 80 on Harmony suggests you frequently place others' needs ahead of your own. You will likely be seen as agreeable and accommodating. Your scores on the drivers below provide further detail into your overall Harmony score.

80



A driver with ▶ or ◀ indicates that this is one of your highest or lowest drivers. Development tips for these drivers are included at the end of the report.

RELATED DRIVERS

HONESTY	51	Staying discrete; keeping private information	Openness and transparency; sharing information
FORGIVENESS	83	Holding others accountable; protecting oneself	Letting go, avoiding resentment in relationships
SERVICE	59	Focusing on own needs; letting others help themselves	Helping others; meeting others' needs
AUTHORITY*	47	Not needing to use or respond to formal titles or roles	Having power and position; clear reporting
◀ COMPETITION*	22	Avoiding direct comparisons; staying content	Proving one's worth and value; winning
PERSONAL WEALTH*	51	Valuing non-financial incentives	Having financial stability and security; money
◀ STATUS*	4	Equality; staying down-to-earth	Having tangible markers of success

*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Share power, encouraging others to lead or take the spotlight
- Be seen as humble, unassuming, and unselfish
- Allow others to move past and recover from mistakes
- Tend to put organizational and team goals ahead of your own
- Recognize and address others' needs and concerns, and tell others "no" when appropriate

AT YOUR WORST, YOU WILL

- Struggle promoting yourself, and thus miss advancement opportunities
- Struggle networking and connecting in "powerful" social circles
- Be overly lenient or accepting of repeated mistakes or non-performance
- Struggle to consistently protect your own needs and interests
- Miss opportunities to show others that you care about them

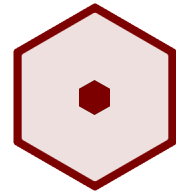
QUESTIONS TO CONSIDER

- Do you ever forget to celebrate your own achievements? Do you think of these celebrations as "self-promotion" instead of "sharing the truth"?
- Have you considered that self-promotion is sometimes needed to increase your impact, earn respect, or access new opportunities?
- When (or with whom) do you tend to be overly lenient? How can you model forgiveness while still holding others accountable?

PRODUCTIVITY DETAILS

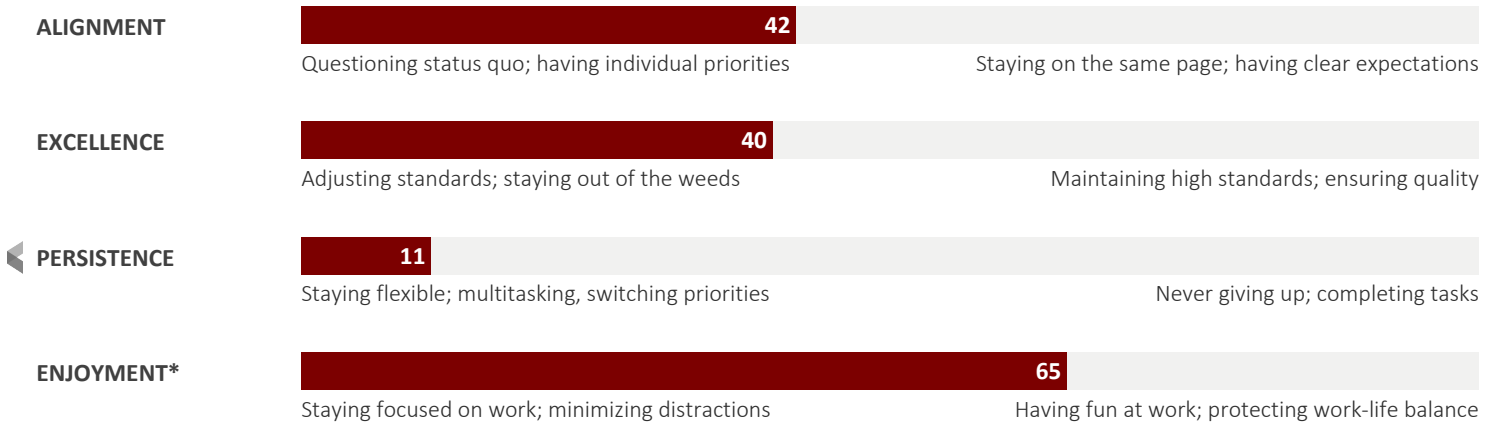
Mark, your score of 21 on Productivity suggests you tend to be comfortable flexing and adapting your priorities, and that you generally appreciate variety. Your scores on the drivers below provide further detail into your overall Productivity score.

21



A driver with ▶ or ◀ indicates that this is one of your highest or lowest drivers. Development tips for these drivers are included at the end of the report.

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Quickly shift efforts and approach when progress stalls
- Support a fun working environment high in morale and creativity
- Adjust your standards when they become clearly unrealistic or inappropriate
- Question the status quo while still doing whatever is needed for the team
- Simultaneously attend to multiple competing projects or priorities

AT YOUR WORST, YOU WILL

- Not fulfill obligations and frustrate team members who rely on you
- Use humor inappropriately during some conversations, appearing somewhat flippant
- Not stretch yourself or your team to meet tough goals
- Struggle knowing when to challenge versus accept goals, norms, and traditions
- Give up too easily when faced with challenges or distractions

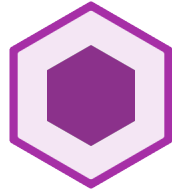
QUESTIONS TO CONSIDER

- When do multiple tasks and priorities begin to feel like distractions? How do you handle this? What changes might help you stay focused or have a better impact?
- How do you determine when it is (and is not) an appropriate time to insert some humor and levity into a situation?
- Do you try to challenge yourself regularly? What is one thing you can do today to improve your current circumstances?

MEANING DETAILS

Mark, your score of 61 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.

61

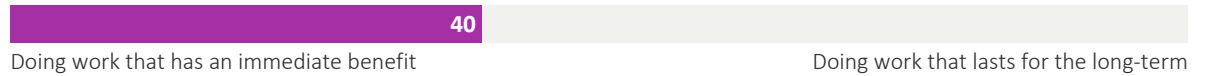


RELATED DRIVERS

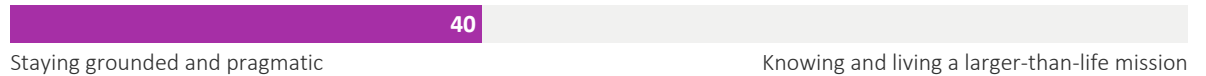
AUTHENTICITY



LEGACY



PURPOSE



RECOGNITION



AT YOUR BEST, YOU WILL

- Act with consistent values, increasing well-being, trust, and morale
- Look for purpose and meaning in work without losing motivation for more mundane tasks
- Work toward long-term goals while holding realistic views about the impact of your efforts
- Give your all to causes you believe in

AT YOUR WORST, YOU WILL





























- Harshly judge others with a different set of values than your own
- Underestimate the need to communicate and reinforce the purpose of goals and tasks
- Miss some opportunities to have a significant and long-term impact
- Struggle adapting your behaviors to a given situation

QUESTIONS TO CONSIDER

- How do you determine what others' "non-negotiables" are? How do you express to others what your "non-negotiables" are? How do you find common ground with others who hold different values from you?
- How do you best help yourself and others see the purpose and meaning in work? How do you instill a broad sense of purpose, while ensuring sufficient focus on mundane activities?

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 <i>DRIVES</i> You		CREATIVITY	thinking and solving problems in unique and different ways	94
		WISDOM	thinking with a broad perspective; sharing insight and counsel	91
		DELIBERATION	careful, thorough consideration of issues and decisions	89
		GROWTH	learning and developing; working toward continuous personal improvement	88
		COLLABORATION	working with and alongside others; seeking out input and involving others	86
		FORGIVENESS	moving past mistakes and avoiding resentment	83
		RAPPORT	connecting with others and building comfortable relationships	83
		COURAGE	asserting and defending one's position; saying what needs to be said	81
		AUTHENTICITY	remaining true to self; personal consistency, sincerity, and transparency	81
		COMMERCIAL FOCUS	maximizing organizational profitability; driving business success	73
		AUTONOMY	being independent and self-reliant; managing one's own work	70
		RECOGNITION	finding meaning through respect, honor, and acknowledgment of good work	66
		ENJOYMENT	making work and life fun; using humor to reduce tension	65
		CHARISMA	inspiring, influencing, and persuading others through energy and emotion	63
What <i>DRAINS</i> You		SERVICE	helping others; meeting others' needs and addressing their concerns	59
		INCLUSION	diversity, divergent thought; ensuring multiple perspectives are considered	59
		HONESTY	telling the truth; maintaining one's own personal integrity and truthfulness	51
		PERSONAL WEALTH	having financial stability and/or a luxurious life; obtaining wealth for self	51
		AUTHORITY	influencing and directing situations and people through positional power	47
		ALIGNMENT	aligning with existing norms; doing what is expected	42
		LEGACY	accomplishing something that lasts and is honored; having a long-term impact	40
		PURPOSE	making a difference through work; having a sense of mission or “calling”	40
		EXCELLENCE	pursuing high standards and productivity in work	40
		COMPETITION	proving oneself through winning and performance	22
		COMPLIANCE	strictly adhering to and enforcing existing rules, guidelines, and processes	14
		PERSISTENCE	not giving up, fulfilling obligations, and being reliable	11
		CAUTION	being careful; avoiding situations where failure or embarrassment is likely	9
		STATUS	achieving rank, title, or position; setting oneself apart from others	4

Factor Key:



*Scores are percentiles compared to the general population.

YOUR DRiV FROM HERE

Your DRiV report gives you personalized insights into what drives and drains your energy and how drivers influence your behavior and impact. Yet, understanding what you are driven by and how you tend to perform “at your best” and “at your worst” is just a starting point. To be even happier, more effective, and more influential at work, there are likely things that you can do differently.

Thinking back through the themes discussed in your DRiV report:

What drivers should you “lean into” to be even more effective?

What drivers should you monitor and manage to be even more effective?

All 28 drivers have implications for your happiness, effectiveness, and influence at work. However, you will experience the greatest developmental benefit by focusing on your five highest and five lowest drivers.

The following pages provide development tips for these drivers. As you review these tips, remember:

- These tips are meant to spark your own goal-setting. You will get the most benefit from personalizing these tips to your unique context.
- Do not overwhelm yourself. Select between three and five things you want to work on.
- Pick the tips you are most interested in trying, that are reasonable for you to implement, and that you think will have the biggest impact on your overall happiness, effectiveness, and influence.
- Think of one or a few people you can share your developmental goals with. Ask for their suggestions and request that they hold you accountable. Simply checking in once a week on how your plan is going should be enough to help you stay on track.

DEVELOPMENT TIPS

Your five highest drivers are Creativity, Wisdom, Deliberation, Growth, and Collaboration. You will tend to consistently drive toward and focus your energy on these drivers. As you examine your highest drivers, ask yourself:

Which of these drivers are you able to exercise in your day-to-day work?

How might these drivers be considered strengths in your current context?

Review the development tips below, keeping in mind that these drivers may be sources of untapped strengths and/or developmental blind spots.

What *DRIVES* You:  **CREATIVITY** WISDOM DELIBERATION GROWTH COLLABORATION

- Create your inspiration file. Whenever you have a new idea, pause, and write a quick note to yourself. This allows you to scratch the creativity itch without completely distracting you in the moment. Review these ideas regularly for inspiration, and decide intentionally where to spend your time.
- Build an innovation checklist that will guide you through important questions to ask before exploring a new idea. Do you have sufficient resources available to explore the idea? What is the potential impact of the idea? How many other goals and ideas are you currently pursuing? Is there a more practical or well-tested solution available that might be more effective or efficient?
- Don't stress that your success will be tied to a single idea. Creativity researcher, Dean Simonton, found that the most creative individuals tend to generate many ideas, but only a few end up being recognized as effective or innovative over the long term. Allow that realization to reduce the stress and pressure you put on yourself.
- Attend to your emotions. Creative thinking is strongest when you are feeling positive - your brain opens up - allowing you to see more possibilities.

Factor Key:


Impact


Insight


Connection


Harmony


Productivity


Meaning

DEVELOPMENT TIPS (continued)

What *DRIVES* You: CREATIVITY  **WISDOM** DELIBERATION GROWTH COLLABORATION

- Identify the areas where you tend to have the strongest and most well-informed perspectives. First, continually develop your competence in these areas. Challenging yourself to continually grow in a few areas will ensure your perspective does not become stagnant. Second, acknowledge the areas where you sometimes have strong opinions, but you tend to be less well-informed. If these areas are not critical to your goals, use caution if and when expressing strong opinions on them.
- Don't let yourself be blinded by the idea that the more time, effort, thought, and emotion you invest in an idea, the more valuable it is. Share your perspective early and often (before you have had a chance to really lock in your thinking). Make sure you let others know you are thinking out loud, that you are trying to avoid locking in your perspective.
- Mentally fast-forward one year, imagining you have failed, and assess all the reasons why you failed. This process will help you better see connections between short and long term and has been shown to mitigate overconfident thinking.
- When trying to help others see things from your perspective, start from a place of humility. First, ensure the other person feels you are hearing their perspective. Use active listening techniques to ensure they feel heard. Then, suggest you jointly explore some of the issues and angles you are concerned about.

What *DRIVES* You: CREATIVITY WISDOM  **DELIBERATION** GROWTH COLLABORATION

- Define your decision-making process, simplify it where you can, and be proactive in working your plan as early as possible. Watch out for the procrastination trap! Anticipate the needed deliberation in combination with the timeframe for making the decision. This will ensure you are fully happy with your decision.
- Pilot your ideas to collect data and test your thinking - potentially even make some initial progress - on an issue without over-analyzing or stalling action. Design small-scale experiments that can quickly provide you with just enough information to help make a better decision.
- Build a checklist for important decisions. Identify the five to seven things you need to consider - but which are easily overlooked. Using an already-built checklist will help you be more confident that you are not missing anything, with the added benefit of helping you act more quickly.
- Avoid deliberating over unhelpful or irrelevant questions. Start by identifying what causes you to over-deliberate (e.g., people, situations, topics). Then, identify the questions that typically run through your head as you deliberate. Are there certain questions you find more helpful than others? Categorize and systematize these questions and challenge yourself to focus your deliberation on those key questions.

Factor Key:



▶ DEVELOPMENT TIPS (continued)

What *DRIVES* You: CREATIVITY WISDOM DELIBERATION  **GROWTH** COLLABORATION

- Feed your curiosity by assessing your knowledge base, identifying your goals, and looking for the gaps between what you know and how you'll achieve your goals. Fill in those gaps with targeted learning.
- Focus your growth energy by avoiding distractions. When you notice your attention drifting in a particular direction, stop! Challenge yourself to identify and focus on what is most relevant.
- Look for opportunities to develop people. Become a talent scout of the people around you. Look for others' potential. What are they passionate about? What are their goals? What things might be limiting their potential?
- Periodically check the assumptions you make about others' (and your own) potential. Are you imposing unrealistic expectations on yourself or others? Are you downplaying realistic concerns others have about potential, strengths, weaknesses, etc.?

What *DRIVES* You: CREATIVITY WISDOM DELIBERATION GROWTH  **COLLABORATION**

- Don't just work together; drive real dialogue. Ask open-ended questions. Draw out quieter members of the group. Provide a forum for others to disagree. Thank people who bring up dissenting opinions!
- Use structure to guide collaborative efforts. Unstructured collaboration can lead to unproductive discussion, unclear roles, and groupthink (i.e., not getting the right information because people too quickly agree or are afraid to express a differing view).
- To optimize your collaboration, ensure you are clear on task (i.e., What is our goal? What are we doing?), people (i.e., Who knows what? Who is doing what?), and process (i.e., How does everything fit together? How will we decide?).
- Resist the temptation to collaborate for its own sake. Consider the people you will involve in the process and gauge what they can best bring to the table. When seeking partnerships, look at the list of people you're planning on inviting and honestly consider whether everyone on that list will provide value.

Factor Key:


Impact


Insight


Connection


Harmony


Productivity


Meaning

DEVELOPMENT TIPS

Your five lowest drivers are Status, Caution, Persistence, Compliance, and Competition. Remember, there is no such thing as “good” or “bad” drivers. These are simply what you are less driven by and what tend to be draining for you. As you examine your lowest drivers, ask yourself:

Which of these drivers do you have to exercise or experience in your day-to-day work ?

How might these drivers be considered strengths in your current context?

Review the development tips below, keeping in mind that these drivers may also be sources of untapped strengths and/or developmental blind spots.

What *DRAINS* You:  **STATUS** CAUTION PERSISTENCE COMPLIANCE COMPETITION

- Celebrate others' successes. You know that others' successes don't take anything away from you, so make it a point to share praise and encourage others, and do so in a way that is visible to others, when appropriate.
- Don't forget to celebrate your own successes! While it may feel a bit uncomfortable to highlight your own wins or your role in group wins, people may not always understand what it is you contributed. Just think of it as sharing the truth.
- Your humility and vulnerability can help you grow. Talk about your weaknesses. Ask for help. Admit when you don't know. Ask yourself how others are better than you in areas that are critical for your success, and identify what you can learn from them. Share your willingness to take on and contribute more from a desire to learn in lieu of a need for progression.
- Watch others who are effective at self-promotion (and who do it in a way that you can tolerate). Challenge any feelings you might have that they are bragging. Instead, try seeing these efforts as them working to gain access to new opportunities that they might otherwise not have had.

Factor Key:



Impact



Insight



Connection



Harmony



Productivity



Meaning

◀ DEVELOPMENT TIPS (continued)

What *DRAINS* You: STATUS  **CAUTION** PERSISTENCE COMPLIANCE COMPETITION

- You have big goals, you're optimistic, and you're confident about your ability to achieve those goals. That's great! But you may also be tempted to take on new opportunities whenever they arise. At some point, you will find yourself stretched too thin. Put some circuit breakers in place that make you stop, pause, and ask yourself, "Should I really be doing this?"
- Calibrate your own confidence and optimism by regularly reviewing your mistakes. Pick a cadence (weekly, perhaps) and ask yourself these questions. "What mistakes have I made? What risks have I overlooked? What could I have done better? Where have I been wrong?" It's not about beating yourself up, but rather it's about training your brain to see ways you can continuously improve.
- Ask yourself whether you are in a situation where you can tackle multiple things at once (because they are not in direct conflict with each other) or whether the situation will require you to make a tradeoff. At times, you may overestimate your chance of success or tend to take on more than you can handle.
- Realize others may be more cautious than you are. What you see as healthy risk, others may see as being reckless or less thoughtful. Take a moment to identify how you want the message to be received and what you want the other person to think, feel, and do after you deliver it. Then, tailor your message to achieve those results.

What *DRAINS* You: STATUS CAUTION  **PERSISTENCE** COMPLIANCE COMPETITION

- Leverage your willingness to shift your attention and effort as situations change. Set clear timeframes and milestones for assessing the situation and measuring progress. Ensure you have given enough time and effort to a direction before changing paths. Pay attention to your reasons for changing paths (data and results versus energy and possibilities).
- Group your tasks into related buckets. Don't jump from issue to issue too quickly or too often, or simply as a response to outside pressure. Instead, be intentional about moving to a different bucket, and know how long you will stay there. Even getting 10 or 15 minutes of momentum is better than having your attention being constantly pulled in different directions.
- Clarify with others whether their deadlines are preferred or necessary. If they are truly necessary, communicate what is and is not reasonable, based on your other commitments. Clarity will help you avoid unintentionally letting people down.
- To help manage your attention as a limited resource, take an inventory of things that hurt your focus. Eliminate them, or move them to times of the day when you aren't trying to get big things done. Recognize your limits, how much time you need to make sufficient progress as well as how long you can work without losing focus. Manage your schedule accordingly.

Factor Key:



◀ DEVELOPMENT TIPS (continued)

What *DRAINS* You: STATUS CAUTION PERSISTENCE  **COMPLIANCE** COMPETITION

- Look for opportunities to challenge assumptions by exploring issues that others in your organization or workgroup may consider to be off the table. Question why things are done a certain way, and identify opportunities to implement new ideas or processes.
- Do you get antsy or frustrated when you feel processes are stale or rigid, even if they are effective? Take care that you don't get fixated on the idea that something must change. Fight change fixation by asking more questions. Learn from someone who supports the status quo. Why do they see it that way? What is good about the thing you want to change?
- Reframe rules and constraints as challenges and opportunities to be creative within the system or structure that exists. Consider poets, who are highly creative but may work within defined poetic structures. Although this approach might feel constricting, by limiting your options, you free up brainpower to be truly creative and constructively noncompliant.
- Bring better solutions, don't just highlight problems. Resist the temptation to simply complain or express frustration about the way things are. Research shows that people are significantly less open to ideas that are perceived as critical or attacking. People will be much more open to your thinking if you: (1) learn what they care about and how you can help them win, and (2) show them (making your demonstration as tangible as possible) how your new ideas might be even more effective.

What *DRAINS* You: STATUS CAUTION PERSISTENCE COMPLIANCE  **COMPETITION**

- Make celebrating others' successes a key part of your brand. You can build relationships and a great support network simply by (genuinely) praising others for their contributions and efforts. Proactively look for opportunities to praise others, and recognize the impact you have by lifting others up.
- Look for complementary, not competitive, solutions. Help others see the big picture and possible win-win solutions.
- Assess your relationships. Are you so focused on supporting others that the relationship has become constrained, overly polite, or not genuine? Tension and frustration occur when we pretend we don't have our own needs and goals. There won't always be a win-win solution. Be willing to initiate a conversation and admit when you have a personal goal that may come into conflict with someone else.
- If you feel like other people are unnecessarily competing with you, consider what the possible outcome might be. If the competition will push you both to be better, accept it as a good thing and appreciate that they see you as a worthy "opponent." If they are actively trying to undermine you, open the lines of communication, call it out as a problem, and work toward a collaborative solution.

Factor Key:


Impact


Insight


Connection


Harmony


Productivity


Meaning