

Coaching Tips Report

High A Strengths

Prefers their ideas best and will act on them.

Desires to implement their idea or generates discussion on how an idea is executed.

Accepts conflict in defending their ideas and plans of action and will drive through resistance and will push through change.

Oftentimes, will be driven by “No”.

High A Limitations

Prefers their ideas best and thus may not consider other options that may be optimal to move forward.

Expects others to accept conflict and will discount ideas if others do not defend them.

Enjoys elements of challenge and may exhibit a lack of boundaries if not properly challenged in their role.

Tips

Be open to ideas of others to generate optimal plan of moving forward.

Provide more “conflict free” idea exchanging when dealing with Low A wiring patterns.

Don’t criticize other ideas and find value in them.

Explain to others why High A needs to put a “thumbprint” on ideas. (Important to High A assessments to have a vested interest in plan or idea for full engagement).

Low A Strengths

Natural team orientation.

Accommodating and enjoys harmony in the work environment.

Contributes ideas best when in a “conflict free” environment.

Willing to look at all options for “best” idea. (Prefers ideas that best benefit team or organization.

Low A Limitations

Conflict may impede or slow idea flow and likely to avoid predicted confrontations.

Seeking and weighing too many options could slow the decision-making process.

Will use “passive” aggressiveness to resist ideas, change or options they do not feel comfortable or support. (ex. lack of engagement in idea or plan).

Tips

Don’t take High A conflict personally – It is not intended that way.

Stand up strongly for ideas and plans you believe in.

Set timetables for decision making so all options can be reviewed in a timely manner.

Ask High A wiring patterns “How do you think we should proceed?” to allow them to put their thumbprint on ideas.

High B Strengths

Good verbal communicator.

Naturally reads reactions and responses well from others.

Will adjust delivery style based upon desired reactions from others.

Gets energy from face-to-face people interaction and can invigorate a discussion.

High A Limitations

Will continue to “push” for the response if this individual does not receive one.

May over-verbalize to get their point across (may repeat themselves).

Tendency to be overly expressive (use too many verbal words) when communicating with Low B profiles.

Tips

Give Low B profiles time to think before expecting a response.

Be more fact-based and directive (not disrespectful) when communicating with Low B profiles.

Understand that Low B wiring patterns need alone time to “think” and “recharge their batteries” from too much face-to-face people interactions.

Identify the “blank processing stare” and possibly create your own response of “do you need more time to think about this?”.

Low B Strengths

Analyzes ideas and concepts thoroughly before verbalizing.

Prefers to figure out problems for themselves.

Enjoys “alone time” to work, think issues through, and recharge from face-to-face interactions.

Works well in environments that provide “heads down” work.

Low B Limitations

Tendency to think about communicating with others, but may hold important information “tight to the chest”.

May not give response to other until thought process is complete.

May avoid communication with others.

Tips

Give response to verbal communicators and emails – especially with High B profiles.

Use variations of “let me think about it” to give a response and allow time to organize thoughts.

Make communication an agenda item and get back to others when you say you will (ex. Contribute ideas after a discussion by following up after time to think about it.)

Set appropriate requirements for face-to-face interactions.

High C Strengths

If necessary, will complete all steps and in order on a consistent basis.

Patience creates more ability for long term focus.

Prefers to follow their plan of agenda items and “button down” one item before moving to another.

Enjoys direct focus when interacting with others.

Low C Limitations

Interruptions may impede work productivity.

Too much pressure may cause High C to “shut down” which can slow work progress and decision-making speed.

Will push back if feeling too much pressure.

May be overly deliberative in decision-making process.

Tips

Inform others that High C’s work best when they can come to a “stopping point” on the current work so they can completely focus on a new assignment.

Use variations of “let me think about it” to give a response and allow time to organize thoughts.

Make communication an agenda item and get back to others when you say you will.

Set appropriate requirements for face-to-face interactions.

Low C Strengths

Accepts pressure, change and interruptions (may not always welcome the interruption, but does not overly impede productivity.)

Re-prioritizes agenda as situations change.

Accepts making “pressure” decisions.

Will handle multiple assignments at the same time and can transition between them easily.

Low C Limitations

Tendency to take on too many responsibilities (too many items in their plate).

Potential to impede productivity of High C profiles by interrupting them.

Impatient – may react to situations or decisions too quickly.

Tips

Calming yourself will improve ability to focus directly on High C profiles when interacting with them.

Ask High C profiles if they can come to a good “stopping point” before changing the priority of activities.

Make sure critical agenda items are completed before accepting new projects. (Don’t skip steps in completing the project.)

May not fully deliberate decision as desire for results is important to them.

High D Strengths

Driven to perform work within established protocols.

Will accept proof from valued subject matter experts in decision-making process.

Works well when provided the “roadmap” – The structure and path to follow when performing work.

Works within established and known rules and regulations.

High D Limitations

When is perfect, perfect enough?

Lack of detailed information may slow down work progress and decision-making.

Due to desire for perfection in their work, may spend significant time and energy for negligible improvements in work output.

Tips

Ask for clear and detailed training in all aspects of work to increase performance.

Obtain permission for exceptions or decisions with limited information within certain structural guidelines.

High D's will buy-in best when provided the “pros, cons, and whys” when relaying new data and changes within the organization. (Suggest this if the information is not presented this way.

Provide the “summary sheet” or “bullet points” of information when working with Low D wiring patterns.

Low D Strengths

Flexible and adaptable to changes in their environment.

Will think beyond established rules, regulations and ways to accomplish things.

Operates well in the “gray” areas where there are no clear directions or roadmap.

Can make a “risk” decision with limited information and will be comfortable with that decision.

Low D Limitations

Will “pick and choose” the rules and regulations to follow based upon their agenda.

Potentially may not seek or accept proof in their decision-making process.

Tends to block out excessive information or detail that is not important to them - may react to situations or decisions too quickly.

Tips

Be aware of the critical rules that must be adhered to within the organization.

Temper potentially unconventional solutions with practical applications.

Provide increased detail when dealing with High D wiring patterns such as illustrations.

Remember that High D wiring patterns will buy-in best when you provide details such as the pros, cons, and why when relaying new data and changes.

Low Tilt Factor

The lower the Tilt, the more the individual will consider the subjective side in ambiguous decisions.
The lower the Tilt, the less personal space requirements the individual desires.

Tips

Obtain and consider more data and facts when making a subjective decision.
Give others at least one arm's length of personal space when meeting for the first time.

High Tilt Factor

The higher the Tilt, the more the individual will consider the objective in ambiguous decisions.
The higher the Tilt, the more personal space requirements the individual desires.

Tips

Discuss with others if struggling with ambiguous or subjective decisions.
Approach others in a warmer and friendly manner when meeting for the first time.

Drive Intensity

High A Drive

LIKE:

With the High A Drive located close to the norm line, this individual *likes* an environment where they can generate and act on their ideas the way they deem best. Freedom and autonomy are essential, and individuals with this Drive prefer to determine how they perform their own work. Therefore, they will operate most efficiently when they can achieve results independently. Innately this wiring pattern has the natural ability to accept conflict and respond to challenges. For total engagement in decisions, they prefer the opportunity to put a thumbprint on ideas and plans of action.

WANT:

When the High A Drive is located further from the norm line, this individual *wants* an environment where they can generate and act on their ideas, using their best judgment. This individual wants the freedom and autonomy to determine how they can accomplish their work. They prefer limited oversight and want to drive results their way. However, they readily accept conflict and use it as a constructive problem-solving technique rather than a stumbling block. In addition, they often take challenges as a regular part of daily activities and will not be deterred or disrupted. This profile type frequently puts their thumbprint on assignments to indicate their acceptance and engagement in the project.

NEED:

Here the High A Drive is a significant distance from the norm line, which indicates the most robust High A Drive characteristics and the greatest desire for High A Drive motivators. Consequently, this individual **needs** an environment where their ideas receive primary importance and consideration. Freedom, autonomy, limited oversight, and no micromanagement are critical to eliciting engagement. This individual may perceive suggestions or direction as challenges to executing their ideas. Therefore, they may reject or ignore other people's input unless there is an opportunity to debate or thoroughly examine any opposing viewpoints. This profile thrives in a workplace that accepts conflict and where challenges are commonplace. To be fully engaged, they require the opportunity to tweak or put their thumbprint on ideas and plans to indicate their involvement and acceptance.

Low A Drive

LIKE:

With an A Drive located close to the norm line, this Low A drive **likes** a team-orientated work atmosphere where their interactions with others are primarily harmonious and cooperative. Innately, people with this drive can and will accept conflict when necessary but prefer it is not a significant part of their day. Teamwork and camaraderie occur when everyone on the team participates. You can engage this Low A Drive's decision-making skills by allowing them to weigh several options first to determine the optimal course of action for the team before proceeding.

WANT:

As the Low A Drive is farther from the norm line, the Low A Drive characteristics are more substantial. Accordingly, this individual **wants** a team-oriented atmosphere where their interactions are predominantly harmonious and cooperative. They are a natural team player who instinctively values ideas, suggestions, and input. However, they may perceive healthy debate and sharing ideas as conflict. When confronted with any perceived pushback or negativity, this Low A might refrain from sharing additional information or even their disagreement with others. This person prefers to avoid workplaces where conflict and rejection are inherent in daily life.

NEED:

This Low A Drive is the most significant distance from the norm line, and therefore, this individual embodies the greatest manifestation of the Low A Drive characteristics and traits. Therefore, they **need** a team-oriented atmosphere to act as the consummate team player they are. Their natural desire to collaborate thrives in a workplace where others behave the same way. Low A Drives function best when their interactions with others are harmonious, cooperative, and substantially free of conflict. Strife, discord, and rejection make it difficult for this wiring pattern to function. They may see conflict or contradiction where others see constructive feedback. Their view of conflict may limit or shut down their ability to share ideas and could trigger responses such as withholding ideas or contributions. Meetings and discussions should occur in a conflict-free setting to maximize this Low A's ability to participate and reach consensus.

High B Drive

LIKE:

As a High B Drive located close to the norm line, this individual *likes* a "heads up" workplace with elements of face-to-face interaction. They also enjoy working in a social and bustling atmosphere with the opportunity to use their natural verbal skills. An external thinker, this wiring pattern likes engaging with others in an open communication style to help refine their thoughts and ideas. They can use these verbal skills to elicit the desired response and agreement. People with this drive find it easy to work in groups and demonstrate natural empathy.

WANT:

This High B Drive *wants* a "heads up" workplace with frequent opportunities for face-to-face interaction, significantly more so than those with High B Drives located closer to the norm line. This individual often thinks out loud and bounces ideas off others to finalize and formalize their own thoughts. Interactive, communicative, and social settings engage and energize people with High B Drives. They want to receive and often provide encouragement and positive feedback to improve performance. Individuals with this drive are empathetic, read others well, and alternate delivery and messaging approaches to enhance communication and understanding. For example, they may fill in gaps during conversation or push others to respond to elicit their input.

NEED:

This High B Drive *needs* a "heads up" environment that meets the highly interactive requirements of the strongest of this wiring pattern. This individual exemplifies the High B desires for external thought processing and connecting and interacting with others to derive energy and satisfaction in the workplace. These individuals are empathetic and read coworkers well but tend to push hard for a response and fill in gaps during conversation while others may be processing. This profile looks for acknowledgment or understanding while communicating and will use repetition, alternate delivery styles, and different messaging to ensure that they are understood.

Low B Drive

LIKE:

As a Low B located close to the norm line, this innate wiring indicates that This individual *likes* a "heads down" environment where some alone time for work exists. A mildly analytical atmosphere where they can work on problems independently is preferred. While their communication style is fact-driven and direct, they are a comfortable verbal communicator and interact easily with other people. People with this wiring pattern benefit from opportunities to process important decisions and ideas internally.

WANT:

With a Low B Drive located a bit farther from the norm line, this individual **wants** a "heads down" workplace that contains ample alone time to complete work. As a result, they tend to be analytical self-reliant and do not need to bounce ideas off others to solve problems. This Low B Drive is fact-driven, a direct communicator, and gets to the point in conversation rather than engaging in small talk and extended pleasantries. This wiring pattern contributes to brainstorming sessions when they have time to think before responding. It's also important to note that they may avoid communication or scale down productivity when overwhelmed or overstimulated.

NEED:

This individual is an extremely Low B that **needs** a "heads down" work environment. Accordingly, this individual exemplifies the Low B characteristics of internalizing to crystalize their thoughts, avoiding others and communication, being highly analytical, and solving problems independently. They find constant face-to-face communication exhausting. Their communication style is fact-driven, direct, and sometimes brusque. Avoiding people and contact is likely in professional and personal situations. When faced with new problems or novel questions, they must have adequate time to process and think through issues independently. Given that space and time to themselves, they will be able to participate fully, contribute to group discussions, and accept the results of those discussions.

High C Drive**LIKE:**

With a High C Drive located near the norm line, this individual **likes** an environment where the predominant workstyle includes planning the list of tasks and sequentially completing those tasks. Creating and following plans and processes are essential, with a preference to button-down one project before starting another. This wiring pattern enjoys one-on-one interactions with limited distractions. As a calm and patient person, the ability to deliberate over important decisions and connect with coworkers is key to their engagement within the organization.

WANT:

As a High C located a bit farther from the norm line, this individual **wants** to plan and sequentially execute tasks most of the time. This strong wiring dictates that creating and following plans and processes is essential. They desire to button down one job before moving on to another. Though ordinarily patient and calm, this profile will become frustrated and lose productivity if frequently distracted or interrupted. They focus when interacting with others and seek to connect with coworkers. This High C prefers an organized and orderly setting to deliberate on important decisions.

NEED:

As a High C Drive located a significant distance from the norm line, this individual **needs** to plan and execute activities sequentially when possible. This wiring pattern prefers to plan, prioritize, and complete their work with few or no surprises. High C's embrace organization, like to make lists, and need to follow those lists to maintain their high-performance levels. Workplace chaos, frequent interruptions, and unplanned changes are obstacles to productivity. They best desire a setting where there is little or no pressure, as any undue stress can hinder their ability to complete work and make decisions. High C profiles of this magnitude often consider coworkers like family and enjoy socializing with them outside of work.

Low C Drive

LIKE:

This individual **likes** a work environment that contains variety and elements of unpredictability. With their drive near the norm line, this Low C Drive is comfortable juggling multiple assignments at the same time as well as adjusting to changes in plans. Although they may not always enjoy interruptions, they can work with them comfortably when they occur. In addition, pressure can act as a motivational tool to help this profile set priorities. As a result, they are inclined to make decisions with a fair sense of urgency and may expect others to do so as well.

WANT:

As a Low C, this individual **wants** variety, unpredictability, and change in daily work life. This person is a versatile work juggler who transitions easily from one assignment to the next and comfortably adjusts plans as priorities change. This hardwired Low C accepts pressure and benefits from deadlines to remain focused and on task. However, they may distract easily over long periods of sustained attention or when work is mundane or repetitive. They also show a high sense of urgency to address pressure sensitive issues and will likely expect others to do the same.

NEED:

As the lowest of the Low Cs, this individual **needs** a spontaneous, varied, and fast-paced work environment to keep their interest. As a result, they bore easily without change and variety in tasks. Yet they are the consummate individual of prioritizing work responsibilities moving from one item to another and will balance various activities and job functions at the same time. Since they possess a strong aptitude for interruptions (often inviting them to break up the mundane) and function well under pressure. However, this sense of urgency may lead them to interrupt others and make quick decisions—with the expectation that others should do the same.

High D Drive

LIKE:

With a High D Drive positioned close to the norm line, this individual *likes* a structured environment that contains clear rules, regulations, and procedures. This wiring pattern values clearly communicated expectations and likely provides that to others as well. Individuals with this drive also desire a fair amount of feedback to perform well and meet expectations. They value a fair amount of training to ensure becoming subject matter experts. And they are attentive to the details important to them in work and personal situations. In decision-making, High Ds respond to some level of proven information from trusted and respected sources.

WANT:

With a higher D Drive than most, this individual *wants* a well-structured workplace with clarity, well-defined regulations, and evenly applied procedures. This wiring pattern readily sees the value of rules and expects consequences when people do not follow them. If rules are not universal and fair, it will trigger a negative response. They prefer to incorporate subject matter expertise in decision-making processes and desire high levels of training to become subject matter experts themselves. A High D wants clear guidelines for performance and expects constructive and unfiltered feedback to assess their contributions accurately. This High D is very attentive to the details in work and personal situations. They will likely provide or demand more information about assignments than most others will require.

NEED:

As the most intense High D wiring pattern, this individual *needs* a structured environment with clear rules, regulations, and procedures. They rely on subject matter expertise to direct their actions and decisions and may hesitate to act without enough proven data, information, and/or detail. High D's expect comprehensive training to become subject matter experts. They also insist on strictly following rules and communicate that by providing extensive information to ensure others are aware of said rules without exception. Similarly, they require extensive performance feedback to confirm that they are meeting job expectations. They are very attentive to work and personal life and strive to achieve perfection in all areas. Their strong desire to make the best decisions often requires exceptional amounts of information and data from trusted sources. High D in the **need** will require ample time and resources to achieve their desired level of expertise.

Low D Drive

LIKE:

With the Low D Drive situated close to the norm line, this individual *likes* a flexible, minimally structured environment not overly controlled by rules and procedures. This profile is aware of critical guidelines and

regulations but will at times pick and choose which practices they follow based on their own agenda. They like to receive basic information in a summary sheet and will request additional data if deemed necessary for a topic of interest or to increase their confidence in their decision.

WANT:

As a significantly Low D further from the norm, this individual **wants** a very flexible, lightly structured workplace with a limited number of rules, regulations, and procedures. While aware of critical practices, this profile tends to pick and choose the methods they want to follow based on their own agenda. Low D's in the *want* category prefer limited direction that permits them to be creative, flexible, and original in discovering out-of-the-box solutions and looking beyond established protocols. This Low D is comfortable making decisions with limited data, prefers to receive information in a to-the-point summary format, and will ask for additional details if necessary for making an informed decision.

NEED:

As the most intense Low D wiring pattern, this individual **needs** a highly flexible, almost unstructured environment. Accordingly, they most strongly exemplify the Low D characteristics of informality and creativity. They reject bureaucracy, see exceptions to rules, and act on limited or sometimes insufficient proof. Data and procedures will only factor in when based on their own agenda, which may or may not align with organizational objectives. This hardwired Low D functions best in non-conformist settings that value flexibility over the process. Focusing on the big picture rather than the minute details, this person desires to receive high-level information in bullet points or a very basic executive summary. They only respond to additional data if the topic is of interest or essential to their decision-making process.

Summary - Summarize

Highest A, High B, Lowest C, Low D

This individual is best motivated by the opportunity to act upon and generate their own results their own way, and thrive in an environment with challenge, variety, and flexibility. Communication will be very authoritative and direct at times but will also be very persuasive and charming in conditions where it helps achieve desired goals. Although may be very communicative when interacting with other people, **this individual** prefers only the critical points of information from people when involved with tasks.

Highest A, High B, Low C, Lowest D

The ultimate generalist in decision making, **this individual is** extremely comfortable with risk decisions based upon limited information or data. Motivated by freedom, independence, variety, and a very flexible working environment, **this individual** will perform best with the opportunity to act upon and generate their own results, their own way and will communicate more with a *telling style* but will turn to a *selling style* as conditions dictate.

Highest A, High B, Lowest C, High D

(Does not matter if B is Higher than High D, vice versa or High B)

A calculated risk decision maker, **this individual will** always find enough information to validate their ideas and plans of action. Motivated by freedom, independence, variety and knowing the critical basic structure of their working environment, **this individual** will perform best with the opportunity to act upon and generate their own results, their own way. Communication style will vary between *telling* and *selling* based upon the conditions determining which style is necessary.

Highest A, High B, High C, Lowest D

This individual is a big picture decision maker who is extremely comfortable with risk decisions based upon limited information or data. Motivated by freedom, and independence, knowing and setting plans their way, **this individual** will thrive in a flexible environment not driven by too much structure. Communication is focused and will vary between authoritative-task based or persuasive-social based determined by the conditions dictating the approach. Additionally, they can be very friendly and enjoy some elements of affiliation in the work environment.

Highest A, Low B, Lowest C, High D

Being a calculated risk decision maker, **this individual will** always find enough information to validate their ideas and plans of action. A wiring pattern consisting of all four task drives will be more social with people after their agenda items are complete. **This individual** enjoys variety in a structured environment where freedom, autonomy and independence exist to perform work their way. Communication tendency is to be more factual and direct when dealing with others.

Highest A, Lowest B, Low C, High D

This individual is a very task-based wiring pattern who will be more social with others once their work agenda is complete. A calculated decision maker and will always find enough data to validate their way of moving forward. Best motivated by freedom, autonomy, independence, and variety in a structured environment. Enjoys some elements of alone time for focused work accomplishment with communication style more fact based and direct.

Highest A, Low B, Lowest C, Low D

(Does not matter if B lower than D, vice versa or Low B = Low D just neither lower than Lowest C.)

Driven by the ability to act on their own results their own way, **this individual thrives** with freedom, autonomy and independence in a variety filled and flexible environment allowing work to be executed according to their ideas and ways. Undaunted by opinions of others and information/data they do not deem relevant, **this individual** will be persistent in achieving their goals. Communication will be task-based and direct but can be very conversational in a social setting.

Highest A, Low B, Low C, Lowest D

(Does not matter if Low B is Lower than Low C, vice versa or Low B = Low C but not Lower than Lowest D)

Very much the ultimate generalist in decision making, **this individual is** extremely comfortable with risk decisions based upon extremely limited information or data. Motivated primarily by freedom, autonomy, and independence in a variety filled environment with the ability to perform work according to their ways. Undaunted by opinions of others and information/data they do not deem relevant and will be persistent in achieving their goals. Communication will be direct and task-based but can be conversational in a social setting.

Highest A, Lowest B, Low C, Low D

(Does not matter if C is lower than Low D, vice versa or Low C = Low D as long as not Lower than B)

Driven by the ability to act on their own results their own way, **this individual thrives** with freedom, autonomy and independence in a variety filled and flexible environment allowing work to be executed according to their ideas and ways. Opinions of people and information/data they do not deem relevant will not impact them from being persistent in their goals. Prefers some elements of alone time for task accomplishment. Communication style will be very task based and direct.

Highest A, Lowest B, High C, Low D

Very much the generalist with decisions, **this individual is** a very individualistic wiring pattern who marches to the beat of their own desires and goals. Motivated by freedom, autonomy, and independence to execute duties according to their own way. Enjoys creating processes and plans and will be flexible to changes in those items. Communication will be focused and friendly but can turn to authoritative and direct when feeling pressure. Will be stubborn and undaunted in achieving their objectives.

Highest A, Low B, High C, Lowest D

A very individualist type of wiring pattern, **this individual is** a person who marches to the beat of their own desires and goals. Motivated by freedom, autonomy, and independence to execute duties according to their own way. Very much a generalist in decision-making that will enjoy some elements of creating processes and plans while being flexible to changes if circumstances dictate. Communication will be focused and friendly but can turn to authoritative and direct when feeling pressure. Will be stubborn and undaunted in achieving their objectives.

Highest A, Lowest B, High C, High D

(Does not matter if C Higher than High D, vice versa or High C=High D but C and D must be lower than Highest A)

Being a calculated risk taker who will be persistent in achieving their desired goals through plans, processes, procedures and structure, **this individual is** best motivated by independence and autonomy in developing and enforcing those plans and structures. This person will always find enough proven data and information to validate their plans and ideas. They enjoy some elements of uninterrupted heads down time for work accomplishment. Communication will be focused and friendly but can turn to authoritative and direct when feeling pressure.

Highest A, Lowest B, High C, Highest D (High A= High D)

With a rare wiring pattern, this individual has the ability to see all sides of everything when faced with a “fork in the road” type of new and unknown decision – all the positives and associated potholes of turning right; all the positives and associated potholes of turning left. As an internal thinker by nature,

this individual will deliberate intensely for the perfect decision and enjoys being part of creating and following plans and processes with the organization. Communication will be focused and friendly but can turn to authoritative and direct when feeling pressure.

Highest A, Low B, Lowest C, Highest D (High A= High D)

As a unique wiring pattern, **this individual has** the ability to see all sides of everything when faced with a “fork in the road” type of new and unknown decision – all the positives and associated potholes of turning right; all the positives and associated potholes of turning left. As an internal thinker by nature, this person will struggle to figure out the perfect decision themselves but apply pressure to make that decision quickly. Communication will be fact based and direct while performing the accomplishment of tasks.

Highest A, Lowest B, Low C, Highest D (High A = High D)

Having a unique wiring pattern, **this individual has** the ability to see all sides of everything when faced with a “fork in the road” type of new and unknown decision – all the positives and associated potholes of turning right; all the positives and associated potholes of turning left. As a deeply internal thinker by nature, this individual will struggle to figure out the perfect decision themselves but apply pressure to make that decision quickly. While performing the accomplishment of tasks, communication will be fact based and direct.

Highest A, High B, Lowest C, Highest D (High A = High D)

This individual has the ability to see all sides of everything when faced with a “fork in the road” type of new and unknown decision – all the positives and associated potholes of turning right; all the positives and associated potholes of turning left. Being a verbal communicator, will go to trusted and respected people to discuss these assorted options to determine the decision at hand. Enjoying variety in the workplace, **this individual** will thrive with various tasks and responsibilities once any of the uncertain, crossroad decision bridges are crossed.

High A, Highest B, Lowest C, Low D

This individual is best motivated by people interaction, positive encouragement, autonomy combined with the opportunity to verbalize ideas to crystallize thought and determine plans of action.

Communication will initially be very persuasive and charming but may turn to a direct and authoritative style if faced with resistance or push back. By nature, can be very talkative and expressive. However, when approached by other persons while busy, prefers only the critical points of information. Enjoys an environment with high degrees of variety combined with the ability to make big picture or generalist decisions.

High A, Highest B, Low C, Lowest D

As an individual extremely comfortable with making risk decisions, **this individual is** an extremely fluent communicator who will lead with persuasion to accomplish their agenda. Communication will turn to a direct style if faced with resistance or challenge to their ideas and plans of action. Motivated by positive encouragement, people interaction and autonomy, this person enjoys a variety filled environment blended with flexibility and limited amounts of rules and structure. Although may be very verbal, **this individual** prefers only the critical points of information upon approach and will ask for more if deemed necessary.

High A, Highest B, Lowest C, High D (High A greater than High D)

As a calculated risk decision maker, **this individual will** always find ample information to validate their ideas, plans of action and ways of moving forward; motivated by freedom, autonomy, and people interaction in a variety filled environment with minor elements of regulations and structure. A fluent communicator whose tendency is to lead with persuasion or the “sell” but turn to being more direct or the “tell” based upon conditions determining which style is required. They prefer information relayed to them in a concise and fact-based manner.

High A, Highest B, Lowest C, High D (High A = High D)

This individual has the unique ability to see all sides of everything when faced with a “fork in the road” type of new and unknown decision – all the positives and associated potholes of turning right; all the positives and associated potholes of turning left. As a persuasive and verbal communicator, **this individual** will go to trusted individuals to discuss these options to determine the decision at hand. Enjoying variety in the workplace, will thrive with various tasks and responsibilities once any of the uncertain, crossroad-decision bridges are crossed.

High A, Highest B, Lowest C, High D (High D greater than High A)

Preferring clear expectations of the work with their ability to make changes and/or improvements, **this individual** is also motivated by frequent opportunities for people interaction combined with freedom and autonomy to perform work with their input and thumbprint. As someone who is comfortable with communication, they like to discuss ideas before creating a plan of action. In addition, will prefer that all tactical decisions are well-considered and have the agreement and buy-in of all stakeholders before beginning their work.

High A, Highest B, High C, Lowest D

(Does not matter if A is Higher than High C, vice versa or High A = High C, but not Higher than Highest B)

This individual is a very friendly and outgoing individual who is motivated by people interaction, positive encouragement, autonomy, freedom, and the ability to set their plans of action their way that prefers focus during communication and will enjoy affiliating and socializing with in the work environment. An individual fairly accepting of risk, will ask for only the basic points of information and data in the decision-making process. Will be persistent in the pursuit of their goals and initiatives but will push back from pressure preferring to adhere to their timetables.

Low A, Highest B, Lowest C, High D

Motivated by people interaction, words of positive encouragement and knowing the rules, regulations and requirements for their position, **this individual enjoys** a variety filled environment with varied responsibilities. Preferring to build consensus in decision-making, **this individual** will take options and ideas to ensure a plan that is optimal for all within the team or organization. A specialist with decisions, will discount ideas that are not provided with solid information and fact. Will always be attentive to the requests of other persons and do the key details of the role.

Lowest A, Highest B, Low C, High D

Attentive to people and to the details required for the role, **this individual enjoys** a variety filled environment where good degrees of team harmony exist. Favoring to build decisions that best benefit the team or organization, will entertain options and select ideas containing proven information and data to create plans of action that are built through consensus. As a specialist in decision making, is best engaged when information and data is relayed quickly with the opportunity to discuss these issues to develop the highest degree of buy-in.

Lowest A, Highest B, High C, High D

(Does not matter if C Higher than D, vice versa or High C=High D but C and D must be lower than High B)

Enjoying activities that are collaborative with many opportunities for people interaction, **this individual** is motivated by positive words of encouragement with difficult or stressful situations, knowing the order and process of workflow combined with clear expectations of work requirements. Prefers the ability to derive decisions by consensus to ensure that all thoughts of valued individuals are included to obtain results that best benefit all. As a specialist in decision-making, appreciates proven information and data to ensure that decisions and work accomplishments are achieved without ambiguity.

Lowest A, Highest B, Low C, Low D

A fluent and very vibrant communicator, **this individual enjoys** high degrees of human interaction in a variety filled and team-oriented environment. Extremely empathetic, this type of wiring can read people well and will adjust their communication style based upon the reply desired from those persons. Motivated by positive encouragement as well as the opportunity to discuss difficult or stressful situations, they will always be optimistic about outcomes and prefer only the critical points of data in decision making. **This individual** will look to trusted individuals for input and opinions so decisions come out favorably in the views of others.

Low A, Highest B, Low C, Lowest D

As a vibrant and very fluent communicator, **this individual is** motivated by good degrees of people interaction combined with positive encouragement, personal recognition as well as the ability to verbalize important and/or difficult situations to crystallize the best path forward. As a big-picture generalist in decision-making, will look to parties they trust and respect for ideas and input but prefers only the very basic and critical points of information when interacting with others. Enjoys an environment consisting of a variety of activities in a very human interactive environment.

Low A, Highest B, Lowest C, Low D (Generalist: Low A > Low D)

This individual is a fluent and engaging communicator who is motivated by interacting with others in a variety-filled environment. Inspired by encouragement during challenging or stressful situations, people with this wiring pattern enjoy offers of help and personal recognition for their work accomplishments. While possibly being very verbal and talkative in situations, **this individual** prefers that only the critical

points of information be relayed to them. Being a big-picture generalist in decision-making, will be comfortable with making such decisions with limited amounts of data and detail.

Low A, Highest B, Lowest C, Low D (Specialist: Low A < Low D)

An engaging and fluent communicator, **this individual enjoys** high degrees of people interaction in a variety filled and collaborative environment and will read individuals well and will adjust their communication style based upon the reply desired from others due to being extremely empathetic. Motivated by words of positive encouragement as well as the opportunity to discuss difficult or stressful situations, **this individual** will always be optimistic about outcomes. As a specialist in making decisions - preferring only the critical points of data or information - will also look to trusted persons for inputs and opinions so decisions come out favorably in the views of all impacted by said decisions.

Lowest A, Highest B, High C, Low D

Very social and highly team-oriented, **this individual is** an outgoing individual who prefers harmony and accord in the work environment. Extremely empathetic and sympathetic toward people, connects easily through personal exchanges to create elements of affiliation. **This individual** is motivated by human interaction, positive encouragement as well as knowing the order and process of workflow and will be patient and understanding when dealing with varied parties. Enjoys receiving options from others so decisions reflect the betterment of the team or organization. As a specialist with decisions, how outcomes are achieved is important and favors only the critical or necessary details and will ask for more information if deemed necessary.

Low A, Highest B, High C, Lowest D

Very social by nature, **this individual is** team-oriented preferring harmony and accord in the work environment. Exhibiting high degrees of sympathy and empathy toward people, connects easily through personal exchanges to create elements of affiliation. **This individual** is best motivated by human interaction, positive encouragement as well as knowing the order and process of workflow and will be patient and understanding when dealing with others. Enjoys receiving options from trusted individuals so decisions reflect the betterment of the team or organization, as a generalist with decisions, favors only the critical details and focuses more on the outcome than the details of execution.

Low A, Highest B, High C, Low D (Low A = Low D)

Easy to get to know and connects well with people, **this individual is** very social and outgoing who desires harmony and team orientation in their environment. They are empathetic and sympathetic toward individuals, will be best motivated by personal interaction, positive encouragement, and knowing the order and process of workflow combined with focus from other parties in the communication process. **This individual** will get options and opinions from valued parties in the decision-making process and will be more “go with the flow” to ensure that all necessary parties are happy with the overall outcomes. Only prefers the critical points of information from and will ask for more if they deem important.

Low A, Highest B, Lowest C, Low D (Low A = Low D)

A fluent communicator who reads individuals very well and will adjust their delivery style to receive the response they desire, **this individual is** motivated by human interaction, responses while communicating, positive encouragement and the offer of help. Enjoying a team driven environment with a variety of different responsibilities, will get options and opinions from others in the decision-making process and will be more “go with the flow” to ensure that all necessary parties are pleased with the overall outcome. Only desires the critical points of information when receiving data and will ask for more if deemed important by them.

High A, Lowest B, Highest C, Low D

This individual is an extremely individualist wiring pattern who marches to the beat of their own desires and goals and is motivated by knowing the order and process of workflow combined with good degrees of freedom, autonomy, and independence to execute duties according to their own way and will be a generalist when making decisions. They enjoy creating processes and plans, will be flexible to changes in those items, and will be persistent and undaunted in achieving their objectives. Communication will be focused and friendly but can turn to authoritative and direct when feeling pressure.

High A, Low B, Highest C, Lowest D

A very individualist wiring pattern, **this individual is** someone who marches to the beat of their own desires and goals. Motivated by knowing the order and process of workflow along with high degrees of freedom, autonomy and independence to execute duties according to their own way. Very much the generalist in decision making – preferring only the most critical points of information - will also enjoy some elements of creating processes and plans. They will be flexible to changes in plans and projects

when necessary and will be tenacious and undaunted in achieving their objectives. Communication will be focused and friendly but can turn to authoritative and direct when feeling pressure.

High A, Lowest B, Highest C, High D (High A > High D)

Being a calculated risk taker who will be determined in achieving their desired goals through creating their plans, processes, procedures and structure, **this individual is** best motivated by independence and autonomy in developing and enforcing those plans and structures. This individual will always find enough proven data and information to validate their plans and ideas, who also enjoys some elements of uninterrupted heads down time for work accomplishment. Communication will be focused and friendly but can turn to authoritative and direct when feeling pressure.

High A, Lowest B, Highest C, High D (High D > High A)

Knowing the rules, regulations, processes, and procedures associated with their work responsibilities along with the independence and autonomy to make changes to said items is very motivating for **This individual**. Preferring an environment where work can be completed in a detailed and sequential manner where this individual can set the order of workflow provides the highest level of productivity. Decision-making is best when provided with proven facts and data. Communication will be focused and direct but will also be very friendly with those whose affiliation is valued.

High A, Lowest B, Highest C, High D (High A = High D)

With a unique wiring pattern, this individual has the ability to see all sides of everything when faced with a “fork in the road” type of new and unknown decision – all the positives and associated potholes of turning right; all the positives and associated potholes of turning left. As an internal thinker by nature, **this individual will** deliberate intensely for the perfect decision but also enjoys being part of creating and following plans and processes with the organization. Communication will be focused and friendly but can turn to authoritative and direct when under elements of pressure.

High A, High B, Highest C, Lowest D (High A greater than High B)

This individual is a big picture decision maker who is extremely comfortable with risk decisions based upon limited information or data. Motivated by freedom, independence, knowing and setting plans their way and will thrive in a flexible environment not driven by too much structure. Communication is highly

focused and will vary between authoritative-task based or a persuasive-social style determined by the conditions dictating the approach. Additionally, can be very friendly and enjoys good degrees of affiliation in the work environment.

High A, High B, Highest C, Lowest D (High B greater than High A)

As a big picture decision maker who is extremely comfortable with risk decisions based upon limited information or data, **this individual** is motivated by knowing the order and process of workflow, setting plans their way combined with freedom and autonomy in a flexible environment with limited amounts of structure. Communication is very focused and will vary between authoritative-task based or a persuasive-social tone determined by the conditions dictating the approach, in addition, can be very friendly and enjoys some fairly high degrees of affiliation in the work environment.

Lowest A, High B, Highest C, High D

(Does not matter if B Higher than High D, vice versa or High B=High D but B and D must be lower than Highest C)

This individual is best motivated in an environment containing plans, processes, procedures, structure, and people interaction in a harmonious team setting, and, by nature, prefers building decisions by consensus through discussion with others who are trusted and respected to obtain plans and information for outcomes that will be optimal for the team or organization. **This individual** enjoys proven facts and data along with specific details and information in the decision-making process to ensure quality outcomes. Communication will be friendly, focused and affiliative.

Lowest A, High B, Highest C, Low D

A focused and friendly communicator, **this individual enjoys** high degrees of human interaction in a variety-filled and team-oriented environment. An individual who is extremely empathetic and possesses the ability to read people well and will adjust their communication style based upon the reply desired from others. Motivated by knowing the order and process of workflow combined with the opportunity to discuss difficult or stressful situations, **this individual** will always be optimistic about outcomes. Preferring only the critical points of data in decision making, will look to trusted individuals for inputs and opinions so decisions come out favorably for the team or organization.

Low A, High B, Highest C, Lowest D

Very social by nature, **this individual is** a team-oriented wiring pattern who prefers harmony and accord in the work environment who exhibits high degrees of sympathy and empathy toward people, connects easily through personal exchanges to create elements of affiliation. They are motivated by human interaction, positive encouragement, knowing the order and process of workflow and will be patient and understanding when dealing with individuals. Enjoys receiving options so decisions reflect the betterment of the team or organization. As a generalist with decisions, favors only the critical details and focuses more on the outcome than the details of execution.

Low A, High B, Highest C, Low D (Low A = Low D)

Very easy to get to know and connects well with people, **this individual is** very social and outgoing who desires harmony and team orientation in their environment. **This individual** is empathetic and sympathetic toward others and will be best motivated by knowing the order and process of workflow, receiving focus from persons in the communication process, frequent human interaction as well as positive encouragement. They will get options and opinions from parties in the decision-making process and will be more “go with the flow” to ensure that all are happy with the overall outcomes. Only prefers the critical points of information when receiving data and will ask for more if they deem important.

Lowest A, Low B, Highest C, Low D

(Does not matter if B Lower than D, vice versa or Low B=Low D but B and D must be higher than Lowest A)

A very team-oriented individual, **this individual enjoys** a harmonious environment where heads down time exists for focused work accomplishment. Best motivated by knowing the order and process of workflow in addition to elements of social affiliation with others. As a tactical decision maker, **this individual** is attentive to not only the results of task execution, but also to the details and specifics required. Seeks options from persons they trust and respect but prefers to have only basic elements of data unless more is requested and prefers a sequential environment and is flexible to changes in plans or priority of work.

Low A, Lower B, Highest C, Lowest D (Low A > Low B)

This individual is a very team-oriented and harmonious individual thriving in an environment where ample amounts of heads down time exists for focused work accomplishment. Best motivated by knowing the order and process of workflow in addition to elements of personal affiliation with others. As a generalist decision maker which focuses more on outcomes, **this individual** will seek options from parties they trust and respect but prefer to have only basic elements of data and information unless additional is requested. Enjoys a sequential environment and is flexible to changes in plans or priority of work.

Lower A, Low B, Highest C, Lowest D (Low B > Low A)

Very team-oriented and accommodating, thrives best in a working arena that allows for good degrees of heads down time for focused work accomplishment, **this individual is** motivated by knowing the order and process of workflow combined with ample time for affiliation with others. As a generalist decision maker which focuses more on outcomes, **this individual** will seek options from parties they trust and respect but prefer to have only basic elements of data and information unless additional is requested. Prefers a sequential environment, however, is flexible to changes in plans or priority of work.

Low A, Lowest B, Highest C, High D

Favoring a workplace that consists of sequential processes, procedures combined with defined, well-known structures will motivate and inspire This individual **to** a high level of work achievement. Decision-making is best when provided with proven data and facts to ensure sound and well considered outcomes. Enjoying some degree of heads down time for assignments along with team harmony creates optimal productivity. Preferred communication during work time is focused and more task based with social conversation after work is completed.

Lowest A, Low B, Highest C, High D

This individual is motivated by knowing the order and process of workflow combined with clear and detailed expectations of work responsibilities which includes detailed performance feedback which will create high levels of knowledge in their specific role. Decision-making is of the highest quality when provided with proven facts, data and information. Extremely team-oriented, the preferred environment is one that allows for heads down and focused work accomplishment in a very harmonious and sequentially driven work surrounding. Conversations will be focused and contain some elements of social orientation when interacting with others.

Low A, Lowest B, Highest C, Low D (Low A > Low D)

Very team-oriented and accommodating, thrives best in a working arena that allows for ample amounts of heads down time for focused work accomplishment, **this individual is** motivated by knowing the order and process of workflow combined with ample time for affiliation with others. As a generalist decision maker which focuses more on outcomes, **this individual** will seek options from parties they trust and respect but prefer to have only basic elements of data and information unless additional is requested. Prefers a sequential environment, however, is flexible to changes in plans or priority of work.

Low A, Lowest B, Highest C, Low D (Low D > Low A)

Team-oriented and accommodating, **this individual enjoys** a harmonious workplace where there are ample amounts of heads down time to enable focused work accomplishment. Best motivated by knowing the order and process of workflow in addition to elements of personal affiliation with others. As a tactical decision maker, **this individual** is attentive to not only the results of task execution, but also to the details and specifics required. Seeks options from persons they trust and respect but prefers to have only basic elements of data unless more is requested and prefers a sequential environment and is flexible to changes in plans or priority of work.

Low A, Lowest B, Highest C, Low D (Low A = Low D)

An easy going, sympathetic and friendly person, **this individual is** best motivated by knowing the order and process of workflow within a work arena containing alone time for focused accomplishment of responsibilities. Very team driven, this individual prefers having options and opinions from valued people in the decision-making process and will be more “go with the flow” to ensure that all necessary parties are happy with the overall outcomes. Only requires the critical points of information from others and will ask for more if deemed important.

High A, Low B, Lowest C, Highest D

This individual is best motivated by knowing the details of their responsibilities in the organization as well as being provided data, information and proof in the decision-making process. Once job responsibilities are known, prefers having the ability to make changes or improvements to those assignments. **This individual** is very conscious of not only all aspects of execution but attentive to the results as well and enjoys high degrees of variety in the workplace. With four task drives in their wiring pattern, conversation will be more direct and factual preferring social talk after the work is finalized.

High A, Lowest B, Low C, Highest D

Optimally motivated by clear and detailed expectations of the work environment with the ensuing ability to put their thumbprint to make changes or improvements to those assignments. **This individual is** extremely conscious of not only all aspects of execution but attentive to the results as well. Enjoying a good degree of variety in the workplace, a task-based wiring pattern who prefers data, information and validated proof in decision-making, conversation will be direct and factual preferring social talk after the work is finished.

High A, High B, Lowest C, Highest D (High A > High B)

As a confident communicator whose tendency is to lead with a more direct communication style, **this individual can** also be very persuasive when circumstances dictate such an approach. Motivated by understanding all work responsibilities along with being given the ability to make changes and improvements they deem necessary; **this individual** enjoys proven data and information in the decision-making process. Attentive to the specifics of job execution and the overall results and will thrive in a variety filled work environment.

High A, High B, Lowest C, Highest D (High B > High A)

This individual is a very fluent communicator whose tendency is to lead with a more persuasive communication style with the ability to become more direct and forceful when such conditions require this type of style. This individual is motivated by clear expectations of work responsibilities along with being provided the ability to make changes and improvements deemed necessary by them. Enjoys a variety filled environment where it is important to be attentive to not only the results of job execution, but also to the details and specifics required.

High A, Lowest B, High C, Highest D

(Does not matter if A Higher than C, vice versa or High A=High C but A and C must be lower than High D)

Knowing the rules, regulations, processes and procedures associated with their work responsibilities along with the autonomy to make changes to said items is very motivating for **This individual**. Preferring an environment where work can be completed in a detailed and sequential manner where this individual

can set the order of workflow provides the highest level of productivity. Decision-making is best when provided with proven facts and data. Communication will be focused and direct but will also be very friendly with those whom affiliation is valued.

Lowest A, Low B, Low C, Highest D

(Does not matter if B Lower than C, vice versa or Low B=Low C but A and C must be lower than High D)

Greatest motivators are from facts, data, information as well as clear and detailed expectations of work requirements along with constructive performance feedback that will enable high degrees of specialization in their role, **this individual** is a tactical decision maker who will strive for perfection with assignments they are confident and well versed upon. Very much the team player who enjoys various elements of variety in the workplace and will possess a degree of social orientation when communicating with people.

Low A, Lowest B, Low C, Highest D

(Does not matter if A Lower than C, vice versa or Low A=Low C but A and C must be higher than Low B)

This individual is influenced by clear and detailed expectations of work requirements along with practical performance feedback that creates good degrees of subject matter status. As a tactical decision maker who will strive for perfection with responsibilities, prefers facts and proven data from others. Enjoying an environment which contains variety with ample time for heads down work. Communication will be fact based and direct when dealing with persons and more conversational after work assignments have been completed.

Low A, Low B, Lowest C, Highest D (Low A > Low B)

Enjoying a workplace where there is a significant amount of job variety and opportunity for heads down time, **this individual is** inspired by specific and detailed expectations of work assignments along with constructive feedback on items performed well to enable elevated levels of competency in their chosen field. Prefers validated information, facts and data in the decision-making process to ensure well thought out and sound outcomes. Communication will be more fact based and direct when conversing with parties during work activities.

Low A, Low B, Lowest C, Highest D (A lower than B)

Having a work environment containing significant amounts of variety and opportunities for heads down work along with specific expectations of the work requirements, informative feedback, and allowing for prominent levels of expertise in their chosen role is very motivating and gratifying for **This individual**. Enjoying a harmonious and very team-driven environment, this individual is a tactical decision-maker thriving on data and factual material. Conversation will possess a degree of social orientation when communicating with persons in the work arena.

Low A, Lowest B, High C, Highest D

Favoring a workplace that consists of sequential processes, procedures combined with defined, well-known structures will motivate and inspire This individual to an elevated level of work achievement. Decision-making is best when provided with proven data and facts to ensure sound and well considered outcomes. Enjoying some degree of heads down time for assignments along with team harmony creates optimal productivity. The preferred communication during work time with others is focused and more task based with social conversation after work is completed.

Lowest A, Low B, High C, Highest D

This individual is motivated by clear and comprehensive expectations of work responsibilities along with detailed performance feedback which will create high levels of knowledge in their specific role. Decision making is of the highest quality when provided with proven facts, data and information. Extremely collaborative, the preferred environment is one that allows for heads down and focused work accomplishment in a very harmonious and sequentially driven work surrounding. Conversations will contain some elements of social orientation when interacting with others.

Low A, High B, Lowest C, Highest D

Enjoying an environment that contains fairly high degrees of variety, is structured and has elements of people interaction, **this individual** builds decisions by consensus taking options from persons this individual trusts and respects to ensure the best possible outcome for the team or organization. Motivated by detailed and specific expectations of responsibility with the availability to discuss issues and concerns with others. Communication will be socially driven to assist in obtaining the execution of job responsibilities.

Lowest A, High B, Low C, Highest D

Preferring a structured and very team-oriented work environment, **this individual is** motivated by both people interaction and clear expectations of job responsibilities with the opportunity to discuss issues with others. Naturally building decisions by consensus, will seek options from persons along with facts, proven information and data to ensure the optimal outcome for the group or organization. Conversations will be socially driven while striving to use those social skills for execution of assignments.

Lowest A, High B, High C, Highest D

(Does not matter if B Higher than C, vice versa or High B=High C but B and C must be lower than High D)

Best motivated in an environment containing processes, procedures, structure, and interaction with people. **This individual prefers** building decisions by consensus through discussion with persons trusted and respected to obtain plans and information for outcomes that will be optimal for the team or organization. Enjoys proven facts along with specific details and information in the decision-making process. Communication will be friendly and focused with others to ensure completion of assignments to the highest degrees of accomplishment.

Extra Wiring Info

Communication Style A/B

Higher A / High B

A communication style that is by nature more authoritative and direct emphasizing task before social. However, this individual can be both persuasive and charming when that style of communication suits their agenda or is believed necessary to achieve a given result. This wiring tends to "lead with the Tell" and then "turn to the Sell".

Higher B / High A

This communication style is naturally more persuasive and conversational, employing some elements of social before task. However, this individual can be very authoritative and direct when facing hostility or

dealing with objections to their agenda. This wiring tends to "lead with the Sell" and then "turn to the Tell".

High A / Low B

By nature, very fact-based and direct communication style. The tendency of the wiring is to want to discuss task or work-related items first, then be involved in social communication once the task / work agenda is complete.

Low A / High B

A very socially based communication style by nature, the tendency of the wiring is to "warm up" conversations with social communication before turning to task or work-driven items.

Low A / Lower B

The natural communication style is reserved by nature and prefers to engage in task-based communications first. This wiring would rather discuss social items after task / work items are completed.

Lower A / Low B

This communication style is very amiable and has a social orientation. By nature, this wiring prefers some elements of social interaction prior to communicating about task or work issues.

High A & High B (A > B)

Tending to be more authoritative and direct emphasizing task before social, the High A is a task drive and the High B is social drive. However, the individual can be both persuasive and charming when that style of communication suits their agenda or is believed necessary to achieve a given result. This wiring tends to "lead with the tell" and then "turn to the sell".

Low A & Low B

This communication style is reserved by nature and prefers to engage in task-based communications first. The Low A is a social drive and the Low B is a task drive. This individual will appear to be B lower than A. This wiring would rather discuss social items after task / work items are completed.

Decision-Making A/D

High A / Low D

A Generalist in decision-making. The High A prefers their way of doing things and the Low D does not require much proof or data when making a risk decision. When making a risk decision, a Generalist is more concerned about the end result than all of the tactical items by which the result is to be obtained.

High A / High D (A > D)

This is a Generalist with some Specialist decision-making tendencies. The High A prefers their way of doing things and the High D makes risk decisions if there is sufficient data, information and proof from valued sources to support their ideas and plans. This individual is still a Generalist in decision-making, but the High D makes them aware of critical elements of execution necessary to achieve the desired end result. This wiring is a calculated risk taker in decision-making.

A > D Explanation

A wiring pattern that is a Generalist in decision-making. When making a risk decision, a Generalist is more concerned about the end result than the process by which the result is to be obtained. This wiring will seek options from others for the best end result that satisfies the team, organization and / or other individuals involved with or affected by this decision.

D > A Explanation

As a Specialist in decision-making. When making a risk decision, a Specialist is just as concerned about the tactical items to be followed to achieve the result as they are with the end result itself. This wiring desires options to determine the best possible outcome with data and supporting information from valued sources to validate the outcome.

High A / High D (D > A)

This is a Specialist with some Generalist decision-making tendencies. The individual's way of doing things (High A) is driven by the information, data and proof they have accumulated (High D). This individual is

still a Specialist in decision-making, but the High A makes them best engaged when they can put their thumbprint on the execution of a desired end result. This wiring is a calculated risk minimizer in decision-making.

Being a Specialist in decision-making, when making a risk decision, a Specialist is just as concerned about the tactical items to be followed to achieve the result as they are with the end result itself. This person seeks the best ideas for the team or organization and to know the critical points of execution necessary to achieve the desired end result. Since this wiring prefers the best way of doing things, it tends to produce decisions which, in both result and execution, are frequently preferred by the majority of those involved or affected.

A unique wiring arrangement, they will be a Specialist at times and a Generalist at other times depending upon conditions and prior exposure to the situation. As a High A = High D, the individual will make decisions based upon past circumstances. When faced with a new and unfamiliar scenario, this person will struggle to make the perfect decision as by nature they see all sides of the equation – both the positives and the negatives associated with the decision. As a Low B, their tendency is to figure things out for themselves and thus they may not reach out to others for potential solutions or assistance.

Specialist at times and a Generalist at others, as a High A = High D, the individual will make decisions based upon past circumstances. When faced with a new and unfamiliar scenario, this person will struggle to make the perfect decision as by nature they see all sides of the equation – both the positives and the negatives associated with the decision. As a High B, their tendency is to verbally discuss the issue with others, but they may challenge or resist suggestions or solutions that do not fit their previous experiences.

Low A = Low D

Possessing a "go with the flow" decision-making style, they desire what is best for the team and / or organization and prefer to receive only the critical points of information. The end result and elements of execution are driven by what the team wants. As a Low B, they must be provided time to think important issues through if the team wants to move in a direction unfamiliar to this individual.

This wiring combination creates a "go with the flow" decision-making style. They desire what is best for the team and / or organization and prefer to receive only the critical points of information. The end

result and elements of execution are driven by what the team wants. As a High B, they must be provided time to verbalize important issues through if the team wants to move in a direction unfamiliar to this individual.

Additional Drive Interactions

High B = High D

The High B is a social drive and the High D is a task drive. This wiring will appear to be D Higher than B. This individual will prefer to receive High D drive motivators first and High B drive motivators second and will have more observable High D tendencies. In decision-making, this person values both the opinions of others that are important to the individual (High B) as well as reliable data and proof (High D). If the opinions of those important to this individual are at variance with the facts and data from valued sources, vacillation in decision-making may occur until either the opinions or data received become more convincing.

High B / Low D

A wiring innately trusting of new and unproven ideas, concepts and people as this individual has a propensity to connect with people (High B) and does not require much data or proof in decision-making (Low D).

High B / High D

The wiring is inclined to trust new ideas, concepts and people, but seeks elements of proof to verify. The High B by nature seeks to connect with others, but the High D requires elements of proof before trusting a new idea, concept or individual.

Low B = Low D

Low B is a task drive and the Low D is a social drive. Although they display both Low B and Low D characteristics, this individual will be a Lower B than D in their tendencies.

Low B / High D

A wiring innately skeptical of new and unproven ideas, concepts and people - as these individual desires to think issues through and may oftentimes hold information internally (Low B) and seeks proof and data to validate new items (High D).

High B drive as an input channel will accept opinions of valued other people. This may impact other drives within their wiring. For example:

A - How ideas are accepted.

C - How plans are created and executed.

D - What amounts of information are desired or required.

High D drive as an input channel will accept data, information and / or proof from valued sources. This may impact other drives within their wiring. For example:

A - How ideas are accepted.

B - Which options of others to implement.

C - How plans are created and executed.

High C Tendency

Push back occurs against pressure that opposes or interferes with their plan of activities or deliberate nature in decision-making. The more pressure a High C feels in a situation, the more the High C will push back against that pressure.

High C / High D

High C drive prefers to work in a sequence and the High D drive is attentive to the details. In the case of the High C / High D wiring, unplanned interruptions or changes in the workflow will impede the productivity and effectiveness of this person if the High C cannot "button down" what they are working on and the High D is not provided the opportunity to execute to a high level of detail.

High C / Low D

High C drive prefers focus in communications and knowing the order and sequence of work flow. The Low D drive adds flexibility to this individual so that interruptions, changes in plans or activities and transitioning from item to item does not negatively impact this person in the same manner as when both the C and D drives are High drives in a wiring pattern.

High C / Low B

This wiring prefers focus when communicating with other individuals. Although the Low B drive desires to think important issues through, the High C drive makes the person communicative in a chatty or conversational style. This communication is oftentimes very affiliative and personally driven.

High C / High B

A very socially driven combination. This communication is oftentimes verbal in nature and personally - driven with elements of affiliation.

High C = High A

High A is a task drive and the High C is a social drive. Therefore, they will prefer to receive High A drive motivators first and High C drive motivators second and this person will have more observable High A tendencies.

High C = High B

High B and High C are both socially oriented drives, but High B is a proactive drive and High C is a responsive drive. This individual's wiring will appear to be B Higher than C. This individual will prefer to receive High B drive motivators first and High C drive motivators second and will have more observable High B tendencies.

High C = High D

High C is a social drive and the High D is a task drive. This individual will prefer to receive D drive motivators first and C drive motivators second and will have more observable High D tendencies.

Low C Tendency

Oftentimes animates an individual by creating more obvious characteristics due to their impatient nature or added sense of urgency.

Low C / High A

This combination amplifies the High A drive and may, at times, create a more "in your face" persona as the High A drive prefers their ideas, will accept challenge and will be quick to act or react.

Low C / High B

A combination amplifying the High B drive so this individual is quick to connect, respond, and act or react to other people.

Low C / High D

Low C amplifies the High D drive and makes this person appear to be more rigid with rules, regulations and enforcement as they are quick to respond to any challenge or changes to rules and regulations. All High D individuals have elements of rigidity, but the Low C drive makes it more observable. In addition, the Low C drive will start at any particular item they choose on the list of activities – as they do not have to proceed in a particular sequence. However, the High D drive prefers to finish the present activity before moving to the next item on the list.

Low C = Low A

Low A is a social drive and the Low C is a task drive. This individual will appear to be C Lower than A and this person will have more observable Low C tendencies.

Low C = Low B

Low B and the Low C are both task-oriented drives, but the Low B is a responsive drive while the Low C is a proactive drive. They will appear to be C Lower than B in their tendencies.

Low C = Low D

Low C is a task drive and the Low D is a social drive meaning they will appear Lower C than D in their tendencies. With the Lower C drive, this person will be more aware of critical rules and regulations than if D were the Lower drive.

Goals And Feedback

High A Goal Setting

Before the first goal setting meeting, have the individual come prepared to discuss their input is on achieving the stated goals set down by their direct supervisor.

Discuss goals at an outcome level and create a mutual understanding around what success looks like for each goal.

Disclose a "what's in it for them" for every goal achieved (i.e. bonus, profit sharing).

Discuss how each goal will keep them challenged and actively engaged.

Ensure goals are aligned with the relevancy of their job.

High A Review and Feedback

When monitoring progress, focus on results first before diving into the details.

Be prepared to discuss how achieving one goal accomplished early results in other expectations and goals.

After the individual completes their self-review, have them provide their commentary about their self-review to you.

Present your review as questions, especially when goals are not being accomplished (i.e. is this the result we agreed on?).

During status meetings, challenge by showing subtle doubt in their ability to accomplish all goals.

High A Coaching

Ask the individual to propose an alternative plan to accomplish the goal.

When goals are not met, keep it simple, clear and direct (i.e. this is the result we agreed on...). Ensure the individual is understanding their goals.

If possible, show bottom line impact when their goals are accomplished, in addition to bonus possibilities.

Ask the individual who they would like to shadow or speak with to support their performance.

When goals are consistently met, ask the individual their thoughts on new challenges they would like to solve.

Low A Goal Setting

If possible, discuss and set goals that benefit teams more than individuals.

Create opportunities for social interaction around goal setting.

Pair the individual with someone who is currently excelling in the same role prior to clarifying expectations.

Begin with hearing what the individual thinks their goals should be.

Provide goals and expectations in writing that the individual can easily reference throughout the year.

Low A Review and Feedback

Show approachability and availability anytime the individual wants to discuss goals and expectations.

Based upon performance, schedule feedback sessions to address areas of improvement until desired results are achieved.

Schedule frequent feedback sessions in a neutral location without barriers and distractions.

Set a reasonable timeframe expectation for areas the individual needs to improve on (e.g. 30, 60, 90 days).

When possible, for areas scored low, present suggested performance in improvement as an area shared by others on the team.

Low A Coaching

Ask if the individual needs resources or has questions regarding how to improve their performance.

Pair the individual with a mentor to help facilitate improvements in performance.

Share best practices, tip and tricks, and solutions to reduce performance improvement complexities and conflict.

Coach individually first, then coordinate a team discussion focused on what common performance issues can be solved together.

Do not move the individual immediately into a performance improvement plan. Instead, establish a pre-PIP to offer a "second chance".

High B Goal Setting

Identify new goals based on where the individual has succeeded in the past.

When possible, begin the goal setting process after a positive accomplishment.

Confirm the individual is excited with the goals discussed.

Show positively recognized and valuable career opportunities related to achieving each goal.

Highlight where they, individually, will be held accountable for the success or failure of a goal and if any assistance is needed.

High B Review and Feedback

Before recognizing where the individual is falling behind, focus on one or two accomplishments.

When conducting status reviews, try to be upbeat and positive.

Notice and recognize their small wins and accomplishments.

For each status review, have them prepare and present a presentation reflecting progress and accomplishment.

Clearly define areas they need to improve, to prevent their optimism from misinterpreting your message.

High B Coaching

Do not let them over verbalize the situation and instead offer encouragement and assistance.

Always try to focus on the 2 or 3 positives for every one negative.

When offering guidance for improvement, ensure they know how valuable they are to the organization.

Have the individual shadow you or another high-level position to improve their own performance.

Recognize overall progress and how this will be rewarded moving forward.

Low B Goal Setting

Provide an agenda in advance for the goal setting meeting, clarifying objectives.

When possible, have the individual reflect on prior year's goal setting process to define new goals and expectations.

Discuss goals that will benefit from critical thinking and problem solving.

Discuss level of expected collaboration with others for each goal.

Provide the individual a reasonable time period to think about their new goals and return with their response.

High C Goal Setting

Set goals within a planned and sequential order.

Focus on goals that are connected with each other.

Show how the individual fits into each goal and how each goal supports a larger result.

If possible, start with goals that already fit within an established process.

Build an orderly and incremental plan for goal accomplishment for proper planning and preparation.

High C Review and Feedback

Focus and assist with areas that are possibly distracting the individual from being focused on their primary goals.

Before conducting status reviews, ensure you have reviewed notes from prior reviews and data is available and ready to be shown.

If necessary, offer/provide resources and support to help the individual with their goals.

Provide undivided attention when conducting updates beginning with personal conversation and warmup.

Track planned progress based on achievement of incremental milestones.

High C Coaching

Frame performance reviews as a retrospective to examine what went right, wrong and improvements to be made.

Show the interdependencies between various goals from other team members to show crucial dependencies.

Track planned progress based on achievement of incremental milestones.

Emphasize development plans will be conducted as a team and encourage the individual to seek feedback from friends and colleagues.

Propose a step-by-step sequential coaching process within a 90-day period that concentrates on their unique value to the organization.

Low C Goal Setting

Set goals that offer some degree of variety and does not always result in one consistent process.

Offer flexibility in initial goal setting; trial period for first quarter then course correct if necessary.

Maintain eligible notes that will be later referenced during future status reviews.

Set goals that can be accomplished on a quarterly basis; high priority with some pressure with agreed upon time table.

Provide them an "Urgency versus Importance" matrix and have categorize their goals.

Low C Review and Feedback

As the individual encounters new challenges, help the individual connect these tasks with their primary goals.

When scheduling status reviews, ask for their thoughts on the frequency and length of each review.

Maintain record that is easily accessible; include an easy to reference project snapshot.

If possible, schedule a "walk and talk" for some of these status reports.

Refer and adjust, if necessary, their urgency versus importance matrix.

Low C Coaching

When their need for variety has clearly interfered with their performance, show them how their misses compare with their hits.

For goals they consistently miss, enroll them into a project planning course or pair them with a project planner.

Implement a coaching process or performance improvement plan that is short and focused on 2 or 3 areas of improvement.

Ensure proper attention to all aspects of job and not defaulting to accomplishing the quick tasks.

Set shorter milestones to maintain progress on coaching and performance improvement.

High D Goal Setting

Prepare to explain the purpose and relevancy his/her goals have with their position and overall company success.

Clearly define goals, expectations and come to a mutual conclusion on what success looks like for each goal.

When possible, utilize data to discuss and set goals and expectations.

Provide the individual with examples of goals so they have ample reference when defining and understanding their own.

Show available resources that will set the individual up for success throughout the year.

High D Review and Feedback

When goals are not being met, prepare to explain why and what needs to be done to course correct.

When monitoring progress, stay consistent with expectations; always begin with progress then move to areas of improvement.

Limit focus on most important goal for that time; introduce other goals if applicable.

When possible, utilize data to motivate more performance or highlight accomplishments.

Conduct status reviews as performance feedback sessions. Be specific with his/her short comings and successes.

High D Coaching

Prior to review, have the individual review their own progress and present conclusions to you.

When improvements are necessary, provide the individual with specific examples of where improvements are needed.

Maintain progress data throughout the year and reference this data when conducting reviews.

Assign a mentor based on tenure and experience in role. Or provide access to developmental information.

Ensure your delivery and scoring is consistent for others in his/her peer group.

Low D Goal Setting

Encourage thinking that goes beyond rules and regulations in setting goals.

When possible, allow the individual to determine lightly restrictive ways of adhering to policies.

Try not to pose limitations/templates for how the individual creates goals.

Review and ensure enough detail and metrics are clarified in their goals.

Encourage questions about their goals to ensure his/her goals are clearly understood.

Low D Review and Feedback

For each status review, help the individual conduct a risk/reward analysis prior to key decisions.

Aside from scheduled status reviews, establish quick check-ins throughout the year.

Highlight new opportunities created through goals related to new efficiencies, ideas and processes.

Review and discuss surprises the individual has encountered that have interfered with their progress.

Provide more resources, detail and information for goals the individual is slow derailing from.

Low D Coaching

Encourage the individual to examine their own mistakes and disclose what they should have done differently.

Coach individual to come up with new ways of achieving goals but ensure they are practical and attainable.

Provide information the individual should have considered for goals that remain closed.

If appropriate, recognize and reward their risk taking throughout the year.

Have an end-of-year discussion based on necessary improvements and innovations for next year.

Impactful Onboarding Tips

A – Autonomy

High:

Discuss the general goals for the role and inform that their input will be accepted once a thorough understanding and competency in the position is shown by the new hire. Allow them to attempt certain aspects of the position on their own and then debrief successes/failures.

Provide basic benchmarks that show results and ability with increasing responsibilities as tangible capabilities are proven.

Involve them in an intermediate challenge to immediately engage them in their way of problem solving

Low:

Assure the new employee that the environment is team driven and that the supervisor will show approachability and availability for questions on job performance. Let the new employee know that questions are welcome to assist in understanding the complete job function.

Discuss and align job responsibilities on how their individual performance will impact the overall team.

Set up the first few initial meetings for new employee with other team members they should get to know on the team or within other areas of the company.

B – Communication

High:

Inform them of new job responsibilities and allow them to verbalize back to reveal true understanding of the position requirements. Offer help to them with any hurdles or challenges they face grasping the position.

Provide basic benchmarks that show results and ability with increasing responsibilities as tangible capabilities are proven.

Provide feedback with positive encouragement on issues/stumbling blocks and personal recognition with successes

Low:

After initial explanation of the role requirements, provide them time to think about questions and schedule a follow up meeting. Having the new job agenda in writing in advance of the initial meeting improves retention and information absorption.

Having a conversation at the end of the work day and following back up the next morning provides the thinking time for optimal input.

Follow up with new employee at end of first week and have them reflect on their first 5 days. This will provide ample time for employee to digest and reflect on the key functions of their role, responsibilities and expectations. Repeat this step weekly as needed.

C – Patience or Work Style

High:

Focus your attention on the new employee and relay the planned and sequential process of the job responsibilities. It is important that distractions and interruptions be minimized during this session.

Pair the individual with an existing co-worker to provide the opportunity for them to know people on a "personal" level and that the organization is affiliative and personable.

Relay clearly that the supervisor will mentor and support the new hire to ensure mastery of one step with full competency prior to moving forward with the next sequence of activities in the job.

Low:

Relay information quickly and inform of the differences between urgency and importance in creating satisfactory job performance. Allow for some elements of variety in how they act on role requirements.

Assure that although some aspects of learning the role may be perceived as repetitive or too slow for the person, they are important to effectively comprehend the job.

Recommend a communication structure to help maintain a "paper trail". If email is used, recommend separate folders to prioritize emails or post it notes to record daily and weekly "to dos" to avoid anything being skipped or slipping through the cracks

D – Certainty

High:

Detailed and specific instructions on how the position is to be performed and what success in the role looks like and means to the new employee. Providing a structured approach on how to accomplish the role with the clear "why's" for performing the job.

Performance feedback – work done well, areas needing improvement. Initially, feedback should be given daily with frequency changing as job skill is accomplished.

Set up Q & A sessions with subject matter experts or peers in similar positions to enhance understanding and competency for the new hire in the role.

Low:

Clearly explain the critical rules and regulations of the organization that adherence is required.

Provide basic guidelines for how they should operate within the role with a basic summary sheet of projected outcomes.

After initial abilities are shown in the role, let this person know that they will be encouraged to develop ideas that go beyond established rules and regulations in obtaining results.

Clearly explain how change requests and new ideas are treated and vetted. This might include a change control process or necessary research prior to proposing new ideas

Learning Styles

High A

Trial & Error

This individual will prefer to learn at their own pace and in their own way. Providing examples or demonstrations of how to use or learn a skill could possibly be beneficial, but they may disregard that info partially or wholly. Allow them freedom to find the path for the best outcome that can be achieved

and provide them with the best assets to help them master it their way. Failure is not seen negatively to them, rather simply a way that was less effective.

Low A

Team-Spirit

Deliver information about the new skill in a way that seems too aggressive. Explain how this new skill will contribute to benefiting the team and highlight their influence in it. Allow This individual to be able to ask questions about the skill and see their effect on the team so they know where to improve themselves.

High B

Expression

Brainstorming, talking out their thoughts, verbalizing steps or actions being taken, asking questions as they come up will help This individual learn new things quickly. Pair them with someone who can answer or respond to their questions or comments within a timely manner and that will increase the effectiveness of the learning process.

Low B

Reflect & Question

This individual will benefit greatly from time to reflect and organize thoughts on what they are learning. Offering time for them to do this and suggesting them reach out with comments and questions after they begin the learning process rather than pressing them for this during the learning process.

High C

Repetition

This individual will learn best through completing the process of the new skill as a whole and multiple times. Allowing them to complete all steps from start to finish without interruption will enhance the learning experience. Additional time to develop high levels of competence for each step in the process of the skill will also solidify the mastery.

Low C

Variety & Results

In the learning process, prioritize introducing steps or tasks in a skill that can yield quick results. This individual may lose interest or patience if you give them the long and tedious step first. Instead, show them what they can help with immediately so they can have multiple things going on at once as they feel most accomplished when they can complete multiple tasks rather than one big item. This keeps the excitement and interest high which improves results.

High D

Information and Training

Through on-the-job training, apprenticeship, instructional videos, or self-teaching, this individual will learn best when they can gain knowledge that is focused on the skill or have access to someone who already knows the skill that they can gain insight from.

Low D

Do's & Don'ts

Overly detailed lists, information, or requirements will not be beneficial for This individual. Let them know that this information is available so they know it can be accessed but they tend to not read the instruction manual. Instead, present them with simplified, bullet point steps or the “do's and don'ts” for a skill or task. They will benefit from shortened steps, pictures, or crash courses.

Proactive and Responsive Drives

Proactive

High A - High A's are strong self-starters and will act on their own ambition to initiate action.

High B - High B's like verbalizing and will quickly engage in social aspects and have prompt communication skills.

Low C - Low C's appreciate quick results and will limit or even bypass the planning stage to complete tasks.

Low D - Low D's will make quicker decisions, sometimes on the spot, by only looking at necessary information in order to reach their goals faster.

Responsive

Low A - Low A's tend to have an intermittent action of collaboration before taking action.

Low B - Low B's prefer a moment to organize their thoughts before responding immediately.

High C - High C's revisit the drawing boards and edit the plan of action when things change before execution or finish the current plan first before creating a new one.

High D - High D's revisit notes, regulations, or research new information before making a decision or executing an action.

Remote Engagement

High A

In a remote work environment, High A wiring patterns may experience a feeling of lack of control over their environment which may result in them becoming de-energized and decreasing overall productivity. Please consider providing This individual the following:

- The ability to execute and organize workflow according to their ideas, plans and courses of action.
- Meetings which include other High A individuals to discuss ideas and encourage the debate that High A wiring patterns typically enjoy in live settings.
- Limited oversight which reduces the amount of check-in or follow-ups. Establish baselines for timetables, projects or work accomplishment with High A agreement and trust their autonomy to get the job done or communicate when support is needed.

Low A

In a remote work environment, a lack of direct collaboration may negatively impact overall engagement in the role. Please consider providing This individual the following:

- More time to collaborate or exchange ideas during remote webinars especially if High A remote workers are too vocal or take up the bulk of the meeting time. Encourage Low A participation.
- Virtual tools that reinforce a sense of team and inclusion such as "Google Docs", screen sharing or similar tools that drive input from multiple sources or individuals.
- Allotted time for each team member to provide updates on projects and other work initiatives with opportunities to receive or provide feedback and input from others.

High B

High B wiring patterns work best in situations which provide opportunities for face-to-face interaction and to make satisfying social connections with others. To facilitate this in a remote working environment:

- Use webinar video conferencing. High B's like the ability to see and respond to the input of others. Use video conferencing wherever possible in the webinar process.

- Provide elements of verbal “think” time during meetings and interactions. Schedule some remote sessions that are designed only for ideation or verbal exchange.
- Provide encouragement and opportunities for discussion. High B’s require frequent reassurance and positive reinforcement. Let them know that you are available to schedule time for issues they prefer to verbalize and talk through.

Low B

Low B wiring patterns want time to review and consider ideas and questions prior to providing a response. To facilitate this in a remote work environment:

- Email agendas or discussion topic previews to participants prior to the scheduled meeting time. This advance notice will ensure timely responses and that Low B’s will be properly prepared to engage in discussion topics.
- Proactively work with this individual to ensure that they are satisfied in their role. Low B’s often think about, but may not verbally express to others their displeasure of situations or circumstances they find challenging or unpleasant. Encourage employee feedback.
- Employ multiple and appropriate means of remote communication. Consider what information can best be related via email, a call, an impromptu meeting or in group settings. Err on the side of providing more personal communication when appropriate.

High C

Opportunities to foster affiliation with team members and dedicated time for task completion. To accomplish this:

- Provide opportunities during the work week where This individual has time to interact in non-work exchanges with co-workers to replace the “water cooler” time ordinarily available in office settings. Introduce remote team building activities to promote team member affiliation.
- Allow High C’s to complete work initiatives without interruption or competing work assignments.
- Permit High C’s to assist in creating the “work plan” (the order and process of workflow in their remote working environments) and keep them posted on upcoming changes to be incorporated into such plans.

High D

Remote working environments often lack the structure and certainty this wiring pattern prefers. Consider the following to supplement those areas:

- **Provide clear expectations of the work anticipated for each week. This will create certainty on workflow and insight as to how work performance will be evaluated. Establish recurring periodic meetings to provide more information and increase the overall sense of security.**
- **Increase the accessibility of subject matter experts and documentation for reference. Construct a list of Internet sources, internal reference documents, co-worker contact information, FAQs, work protocols, etc. and confirm that the availability of the resources they rely on at work are easily accessible at home.**
- **Provide more performance feedback. Go over first the areas where work is being done well and then transition, if applicable, into the areas needing improvement. Focus on the why factor (why work needs to be performed in a certain way for optimal results or to avoid problems).**

Low C

Keep things moving and introduce more variety into work assignments and execution. To accomplish this:

- Schedule webinars to start and end on time. Where possible keep sessions to 60 minutes or less. Long sessions create elements of disassociation and the likelihood of distractions such as reading email, attending to other work and loss of engagement in the subject at hand.
- Assign work so that Low C's can work on projects in the order they choose. Low C's enjoy moving from one item to another at will without a set sequence of activities. Set deadlines to ensure work completion and productivity.
- Give This individual ample work to fill the day. Low C's are more engaged with more initiatives on their plate.

Low D

Take advantage of the natural strengths of this Drive to work in flexible environments with maximum creativity by:

- Providing an outline of goals to be achieved and the basic work required to be performed. Remember that Low D's prefer the summary sheet of information. Provide only the specific "do's" and "don'ts" which are required for success.
- Encouraging goal attainment as opposed to working set hours. Of course, there will be times when individuals must be available for meetings or to meet service requirements but allow as much flexibility as possible in setting their agenda.
- Challenging Low D's to develop unconventional solutions or new ways of performing work within their remote work settings.

Motivators

High A Motivation

Motivated by allowing them to do their work in their way to achieve their preferred results.

Techniques to motivate

- Challenge them that a result cannot be achieved.
- Ask them how they think things should be accomplished.

Ideal Environment: An environment that has freedom to modify plans and make decisions based around desired goals and the independence in execution of plans.

Low A Motivation

Motivated by discussions with reduced conflict where proposed ideas are valued, optimized, and integrated to create the best solution.

Techniques to motivate

- Invite them to gather ideas from other team members, including their own, and construct a solution based on ideas collected.
- Allowing appropriate time to gather information asked for.

Ideal Environment: An environment that is team-oriented by being collaborative and cooperative.

High B Motivation

Motivated by helping people in talking through thoughts and ideas and making genuine connections.

Technique to motivate

- Give them opportunities for direct social interactions that foster connections
- Verbally talk to them about important issues and plans

Ideal Environment: A social environment to verbalize thoughts to generate ideas and organize them from brainstorming.

Low B Motivation

Motivated by fact-driven interactions and time to process new information before being required to respond.

Technique to motivate

- Allow them time to understand new information before they respond.
- Give tasks that they can accomplish by themselves.

Ideal Environment: An analytical environment with the opportunity to solve issues individually or in smaller, more focused groups.

High C Motivation

Motivated by being able to plan activities in order to complete that plan in sequence.

Techniques to motivate

- Include in or put in charge of planning process.
- Encourage checklists

Ideal Environment: Favors predictable and sequential environments where the process is known and they have the ability to finish higher priority items before moving on to the next item.

Low C Motivation

Motivated by fresh tasks and new opportunities that can be completed quickly while minimizing the amount of time on returns.

Techniques to motivate

- Allow them to handle last minute changes and unexpected situations.
- Assign projects where fast results can be achieved.

Ideal Environment: An environment that includes non-conformity and variety in their daily tasks where pressure enhances the sense of urgency.

High D Motivation

Motivated by valid and detailed information and proof that provides certainty in decision making.

Techniques to motivate

- Ask them to provide or organize clear, detailed information.
- Include them on creating rules and regulations.

Ideal Environment: A structured and certain environment that provides equity under the rules and structure system.

Low D Motivation

Motivated by flexibility in procedures, straight-to-the-point detail summaries and beyond-standardized problem solving.

Techniques to motivate

- Ask them to solve problems that need results outside of standard established practices.
- Find ways for them to implement and highlight their creativity.

Ideal Environment: A lightly structured environment where out-of-the-box thinking is highlighted and regulations can be bypassed to complete tasks.

Self Confidence

Sources of self confidence

High drives in a wiring pattern indicate the sources of **self-confidence**. An individual with more self-confidence will perform at higher levels with increased productivity. Inadequate amount of self-confidence decreases performance, productivity and satisfaction. Individuals with higher confidence will require less motivation to produce increased results.

High A - Generated internally by trial and error with their ideas.

High B - Generated externally through verbalization from other people they value.

High C - Generated externally generated from a sense of predictability and sequence in their environment.

High D - Generated externally from knowing details and information and receiving proof from valued subject matter experts.

Social and Task Drives

High A -Task Drive

Aspects:

- Strong problem-solvers and open to sharing their opinions.
- Willingness to take matters into their own hands and lead the charge.
- Comfortable with conflict and disagreements in discussions during the course of taking action.
- Commanding and assertive to ideas they feel strongly about.
- Perseverance through difficult situations.

Dilemmas:

- Perseverance may morph into unwillingness to consider other ideas and may be overly authoritative at times.
- Result-focused which may limit social awareness or empathy.
- May not seek alternative ideas or input to improve an action plan.

Drive Management:

- Consider the input of others to and improve upon ideas and decisions when appropriate.
- Increase awareness of bluntness and conflict and how it may affect peers.
- Do not take it personally if your idea is not implemented into a plan.

Low A – Social Drive

Social Aspects:

- Includes others' input when generating a plan or making decision.
- Seeks options from others and likes wide range of input.
- Prefers hospitality and accommodation to connect with others.
- Tries to diffuse or avoid conflict.
- Attempts to help solve issues to alleviate others' problems.

Social Dilemmas:

- May create a situation where too many options are being considered and may prolong a decision or never come to a conclusion.
- May include more peers than needed when addressing situations.

Drive Management:

- Schedule deadline for decision-making.
- Seek peers to help make concise decision after collecting input.
- Include only necessary peers for input to prevent an overabundance of options.

High B – Social Drive**Social Aspects:**

- Highly prefers direct or face-to-face interactions and natural at networking.
- Social energy and interactions are heightened by receiving lively reactions from people.
- Brainstorms concepts and ideas as well as solidifies and organizes thoughts through verbal communication.
- Empathetic due to the consideration of emotions and social perception.
- Finds importance in social aspects of tasks and facilitates good communication.
- Very conversational and can adapt to social environment and alter social interactions in relation to energy perceived from those involved.
- Positive social perception toward themselves or things they find important is critical
- Responses, feedback, and acknowledgement comes quickly and easily.

Social Dilemmas:

- May seem extra talkative or prolong social interactions to fulfil social needs.
- Possible lack of true connection at times as interactions may be for the sake of being social for response from others or people interaction.
- May delay task completion due to being overly verbally expressive.

Drive Management:

- Be aware of peers who may not need as much verbalization during interactions. Focus on important information when appropriate.
- Stick to designated meeting deadlines to avoid going beyond the time.
- Dampen your sensitivity to negative social perception toward you or your thoughts.
- Be aware that people may not want to respond as quickly as desired and may need time to collect their thoughts internally.

Low B – Task Drive

Social Aspects:

- Analytical, factual, to-the-point in communication method.
- Limits emotional input when considering information, good at separating work and personal lives.
- Processes thoughts internally before responding.
- May avoid social interactions or aspects of tasks, but are good listeners.
- Focuses on seeking information and what they ‘want’ or ‘need’ to know

Social Dilemmas:

- May appear cold or distant to others.
- May not give social cues or responses when interacting.
- May not keep others informed on updates or progression.

Drive Management:

- Acknowledge emotional aspects of others during social exchanges.
- Add “fluff” around information when in a social interaction.
- Set regular intervals to share information with others to solicit communication and discussion opportunities.
- Vocalize inner thoughts when unsure how to increase sociability.

High C – Social Drive

Social Aspects:

- Desires to connect on a deeper and personal level.
- Fully focused attention and uninterrupted interactions.
- Calm, patient, and understanding during interactions.
- Will remember meaningful details about individuals.
- Creates inside jokes or identifies relatable aspects between themselves and individuals to make connections unique and distinguishable.

Social Dilemmas:

- Interactions and conversations may be prolonged due to desire for personal connections.

- May come across as intrusive in personal life in an attempt to connect with an individual
- Chattiness may occur in the event of unscheduled meetings due to lack of preparation.

Drive Management:

- Stick to meeting timeframes to avoid over-socializing.
- Be aware of the tendency to socialize with task-focused wiring patterns.
- Set goals to stick to when planning to reduce over-socializing.

Low C – Task Drive

Social Aspects:

- Focuses on quickly and fully completing tasks before engaging socially unless the task itself is requested feedback or response.
- May set aside emotional aspects if perceived to delay completing a task in a timely manner.
- Can respond appropriately to an ever-changing environment with ease.
- Social interactions may be short and to the point.
- May seem distracted if in a situation that requires increased focus.

Social Dilemmas:

- Constant changes in attention may create a feeling unimportance to other individuals.
- Lack of personal connection in individuals due to lack of long-term focus.
- May come across as pressuring and can add stress to others not moving at desired pace.

Drive Management:

- Take steps that can help you increase your patience and focus during interactions.
- Allow appropriate time and attention for meetings or interactions.
- Keep in mind the needs of being social for others.

High D – Task Drive

Social Aspects:

- Interactions are focused on acquiring data-focused information and details on their current task or to improve decision-making.
- Will reinforce interactions based on established rules and procedures.

- Positive reinforcement is given after tasks are completed with quality.
- Feedback on tasks and decisions are a focus in discussions.
- Tends to socialize with subject experts in order to gain knowledge.

Social Dilemmas:

- Positive social acknowledgement only shows up when quality expectations are met or exceeded. Hard to impress as standard expectations may be high.
- Information focused interactions may seem detached and may make individuals feel like a resource rather than a relationship.
- May be overly focused on work where socialization may be delayed in pursuit of perfection.

Drive Management:

- Acknowledge and celebrate smaller milestones to increase socialization and team morale.
- Consider the social side of tasks and decisions for balanced interactions and relationships.
- Weigh and include social needs of others as that may add to the desire for perfecting the process.

Low D – Social Drive

Social Aspects:

- Prefers interactions and environment to be innately casual, open and comfortable.
- Flexible and can work around needs of others.
- Comforting to those who may; feel out of place, have to appropriately “break a rule”, or overcome a dilemma.
- Unconventional thinking may help to create unique and strong methods for initializing interactions.
- Can help individuals relieve tension by creating a casual setting and emotional connection.

Social Dilemmas:

- May not respect important rules or others desire for properness or fairness.
- Information based individuals may not respond well to “jump in the water before testing temperature” mentality.
- May respond or want to make changes in support of something different solely for the sake of being tired of the “same old same old”.

Drive Management:

- Make sure to still consider data to reduce risky situations and engagements.
- When making a decision, allow yourself to “sleep on it” to make sure it is a sound choice.
- Keep rules and structure in mind as others may work better within their guidance and application.

Low Tilt – Social

Social Aspects:

- Lower personal space requirement improves approachability.
- Takes into account emotional aspects when information is insufficient giving wider perspective in an attempt to gather more data.
- Tends to connect with others easier overall.
- Adds a warm and welcoming feel which leads to ease in starting conversations.
- Considers how choice of words may affect an individual’s emotions.

Social Dilemmas:

- May not take into account others increased personal space.
- If not balanced out by task drives, may focus too much on emotional data rather than factual data.
- May have difficulty judging the correct amount of talking during conversations.

Drive Management:

- Respect unknown personal space preferences when first meeting someone.
- Consider facts as well when going with “gut” feeling when faced with a 50/50 decision where no clear alternatives exist.
- Be attentive to the social impact of less social wiring patterns.

High Tilt – Task

Social Aspects:

- Higher personal space requirement decreases approachability.
- Less focused on personal connections and more focused on information and achieving results.
- May come across as cold and detached at first interaction.
- Can sift through emotional fluff when information is delivered and disregard it.

- More “black and white” way of thinking due to basing information on what is happening or what has happened.

Social Dilemmas:

- May appear “standoffish” and uninterested in social interactions.
- If not balanced out by social drives, social aspects may be avoided and interactions may seem abrupt to others.
- May develop a “lone wolf” mentality.

Drive Management:

- Manage easing into and out of conversations better by softening words.
- Consider others emotional feelings and inquire about them to improve social connections.
- Be mindful of the social needs of others during interactions to improve relationships and views of others.

Interview Questions

General Interview Questions

Describe your previous work experience.

Please give a basic summation of your accomplishments in each role.

What positions or jobs have you liked the most? Why?

Disliked the most? Why?

Give an example of how you set goals and achieve them.

Have you ever not met your goals? Why?

What did you do in those cases?

What are the top 5 most important things you look for in a position?

What are your expectations if you are hired to work here?

What do you hope to achieve in the first 90 days of employment?

What do you hope to achieve in your first year of employment?

What is your long-range employment objective?

Where do you want to be in 5 years?

How does this position assist you in meeting your career objectives?

Why do you want to work in this industry?

What attracted you to our company?

What attracted you to this particular position?

What can you provide to us that makes you more desirable than other candidates?

Name two of your greatest strengths and two areas you need to develop / improve about yourself.

What are three (3) positive things your prior / current employer would say about you?

What would your prior / current employer say are the areas you need to develop or grow within the work environment?

Have you been in a situation where you did not have enough work or activities while on the job?

What did you do about this?

Have you ever had a difficult situation with a supervisor?

How did you handle that? What was the outcome?

Have you ever had a difficult situation with a co-worker or someone you supervised?

How did you handle that?

What was the outcome?

How do you measure your own work performance?

Provide an example of when you went above and beyond the call of duty at work.

Describe the most creative work-related project you have performed or supervised.

Explain an accomplishment in or outside the workplace that you are proud of and why it means so much to you.

What did you not get a chance to include on your resume/application that you would like to discuss?

Please tell me about a time when you were close to giving up on something, how that impacted you and what you did instead of just quitting?

What is your favorite quotation and why?

What would the closest person in your life say is the one characteristic they are most impressed with about you and the one characteristic that is the most irritating?

Describe yourself in only 5 words.

Drive-Based Interview Questions

A DRIVE: AUTONOMY

High A: Looking for individual to:

Acknowledge there may be other solutions to a problem rather than their idea or solution.

Acknowledge that other team members need to have the opportunity to provide input/solutions.

Understand there is a time/place to take the lead or be willing/encourage others to take the lead.

Describe an effective team you have led. Provide a specific example of your role, the team goal and result.

Did you do everything or did others play a role in the decisions, directions, and activities of the team?

What do you think made the team/results effective?

Tell me of a situation where you disagreed with your supervisor, the point of disagreement and the outcome.

Tell about any experience where you disagreed with a coworker or someone you supervised?

How did you deal with that?

If your team does not agree with your idea, what would you do?

Has this ever happened to you?

How did you deal with this and what was the outcome?

What would you expect from a supervisor in terms of independence and accountability?

Do you like others to instruct you on how to handle a task?

Why/Why not?

How do you handle it when they do/do not?

Describe a time when someone else brought a creative idea or solution to a problem you were working on that was different than yours.

What did you do?

What do you dislike most about being part of a team?

Please provide an example that explains why you disliked being part of that team.

What do you dislike about teams in general?

Please choose one of the following. I would prefer to:

Be a member of a team.

Be the leader of the team.

Work independently of the team.

Why did you choose that?

Give me three (3) examples of how your team work helped the team accomplish its desired goals.

If you have a good idea - to what ends would you defend your idea if criticized by others?

What do you do if others don't agree with your ideas?

How many correct answers/solutions do you think a problem has?

Provide your best response to this situation:

The supervisor has made a decision with which you do not agree. Your experience has shown that this decision will create disastrous results. Disagreeing with the supervisor could cost you your position, but you know moving forward with this decision would create results that would cost the organization a major customer. What do you do?

How would you handle this situation?

You have two (2) big projects due at the exact same time. Resources are limited, but with what you have you can meet the deadlines. One of your coworkers goes to your supervisor and asks for some of your resources to get their project done and the supervisor agrees. With this event you cannot meet both deadlines. What do you do?

High A = High D

Have you ever been faced with a situation where the decision offered no clear alternative? For example, 50% of the numbers say turn right; 50% say turn left. If so, explain how you made that decision.

Have you ever felt the urge to postpone a decision until you had absolutely the perfect solution? Please explain the situation, the decision and the outcome.

Describe a situation where you vacillated or second guessed your decision. What happened? What was the final outcome?

Have you ever been in a situation where you decided not to make a decision? Please explain the situation and why.

B DRIVE: COMMUNICATION

High B: Looking for individual's awareness:

Of tendency to over-communicate or be overly responsive.

To talk less, listen more.

Steps they have taken to create positive lines of communication.

Provide an example of your ability to communicate with a supervisor or coworker using positive verbal skills.

What was the subject?

How do you know the exchange was successful?

Tell me of a time when you had to use your presentation skills to win someone over to your way of thinking.

How did you accomplish this?

What was the outcome?

Describe a situation where you were able to defuse an irate customer or coworker?

What did you attribute to creating the change in their attitude?

What types of people are the most challenging for you to work with and why?

Give an example when you had to work with someone with whom you felt you had no connection or commonality.

What did you do?

How did the relationship develop?

Tell me about an experience which required you to solve a problem without interacting with others.

Did you find this frustrating?

Did the lack of being able to "bounce things off others" impede your ability to solve the issue?

What is your preferred method of workplace communication? Why?

(E.g., Face-to-face, telephone, email, text message).

Tell me about a time when you had to work closely with a coworker whom you disliked or with whom you had trouble working.

What did you do to make the relationship work so you could succeed for your company?

What did you learn about your communication style in that relationship?

Describe your participation in company meetings.

How important is it for you to establish communication channels among coworkers?

What is one criticism you have heard about yourself or your style of communication from supervisors or others?

What is your reaction to that criticism?

Describe how you have previously gone about meeting and developing relationships with new coworkers, supervisors, and reporting staff.

Provide your best response to this situation:

One of your coworkers consistently does not communicate well with you. They ignore emails or give you one word responses when you are speaking with them. You need to establish communication lines to productively work in your area. You have discussed this with your supervisor and they have said you have to find a solution to this issue. What would you do?

How would you handle this situation?

One of your coworkers dominates every meeting and leaves little time for anyone else to contribute. You notice that other members are starting to resent this and are dealing with this by not contributing. Your supervisor does not feel this is a problem, but you do. What would you do so all can contribute?

C DRIVE: PATIENCE OR WORK STYLE

High C: Looking for individual's awareness:

Of the tendency to prefer a systematic approach when systematic isn't always possible.

Of the tendency to be too patient in driving to solutions.

In handling interruptions and change.

Describe a complex problem you had to solve with a deadline that would not enable you to fully deliberate and develop a solid solution.

How did it make you feel to not be able to take the time you needed?

Describe a situation in which unplanned changes were required and how you reacted.

How do you react when you have multiple, but equally urgent, time sensitive tasks.

How important is it to have some social time as part of your work responsibilities?

How much social time to you deem is appropriate?

On a related note, when you are trying to have a conversation with someone and they are doing other things, what is your reaction? Do you believe they are paying attention and/or interested in what you are saying?

Is having a "best friend" at work important to you? Why?

Describe a time where you have not had someone you could relate to at work.

What did you do?

Describe how change affects you.

What type of change plan do you prefer?

Please describe how you handle interruptions and how they impact your work productivity.

Give an example of a time that interruptions kept you from being as effective as possible or kept you from finishing required tasks.

Describe a situation where you could not finish one project before you had to start on another urgent one.

What is the work environment in which you are most happy and productive?

Describe a situation in which you needed to be calm, patient and steady.

What was the outcome?

How did this situation impact you and make you feel?

Tell me how you approach a long term project.

How do you plan and execute?

When do you do your best work on this project?

Give an example of a time when a project completion was in jeopardy due to time constraints.

What caused that situation?

How did you react?

How did you solve the problem?

Give me your best response to this situation:

You have to meet with a coworker on a daily basis for updates on a critical project. The meetings are scheduled for 30 minutes, but during every meeting the coworker is answering the phone, checking emails and texting which make the meeting last at least an hour, throwing off your work schedule. How do you solve this so meetings last only the scheduled time?

Explain how you would handle this situation:

You have a coworker who is constantly interrupting you and changing the priority of work flow. You have mentioned this to the supervisor, but the supervisor does not feel this is an issue. The constant interruptions are not enabling you to meet scheduled deadlines. What do you do and why?

D DRIVE: CERTAINTY

High D: Looking for individual's tendency to:

Expect/prefer 'perfection'.

Do anything to avoid being 'wrong'.

Prefer knowing all of the details and job requirements and handling ambiguity.

Should a worker strive for excellence or perfection? Why?

Give an example of a time when you/someone else were not allowed to be precise.

How did you deal with that?

Describe a situation where you worked effectively to accomplish a goal on time and within budget (what was your role and what did you learn) versus a situation where you were not able to achieve the goal/objective (what caused that and what did you learn).

How do you handle ambiguous situations where you do not have enough data, proof or information?

Provide an example of such a situation and what you did.

What did you learn - if anything - from this?

What would you do to prevent situations like this in the future?

If we provided a detailed roadmap for success in this position, would you prefer to follow it to the letter?

Why or why not?

What would you do if the plans/structure had to be changed?

How would you deal with a coworker that was constantly breaking the rules?

Describe a situation in which you had to disregard or circumvent the rules to achieve an objective.

How did you react to this?

Was this a frustrating experience?

How do you view risk decisions?

Explain the process you go through to make a hard risk decision.

Provide two (2) examples of how lack of performance feedback impacted you.

How do you handle criticism of your work?

Explain the preferred way you would like to receive critical feedback.

Explain a time when you reorganized a department or significantly changed employee work assignments.

How did you approach the task?

How did the affected employees respond to your actions?

Which do you view to be more important - how the result is achieved or the result itself? Why?

Give me your best response to this scenario:

You know you can get a better result in the project you are working on by following traditional company policies and procedures. However, your supervisor disagrees and states you must "break a few company rules to get better results." Your reputation is on the line with the outcome of this project - success means a promotion, failure means stuck in the role with no chance of moving up in the company. How would you handle this situation?

How would you handle this situation?

Your supervisor leaves you a voice mail message asking you to write a report on the 3 major competitors of your company and states that it must be finished and given to the supervisor immediately upon their return from a 4 day trip. Additionally, the supervisor will not be available - by phone, text or email - during this time period. What does the finished product look like?

A DRIVE: AUTONOMY

Low A: Looking for individuals:

To acknowledge their tendency to avoid conflict or speak up.

To have learned how to deal with conflict or stronger personalities.

Who have learned to be direct about their concerns/disagreement rather than passively disagree.

Describe a situation in which you worked as part of a team, but your team failed to accomplish the goal on time and within budget.

What was your role?

What did you learn?

Did you have ideas of activities or things that could have been done differently?

How did you relate or act on those ideas?

Describe an effective team on which you were a member.

Provide an example of a time when working in a team driven environment was important to your success.

Did your suggestions/ideas contribute to what caused the success?

How did you make your ideas known?

Tell me about an experience where you disagreed with a decision by the team, why you disagreed and what was the outcome.

What do you do when you don't agree with the decision or direction of the team?

Describe the most frustrating team experience you have had.

What was the nature of that team's work?

What was your role?

What challenges did you face and overcome?

What was it about the team or experience that frustrated you?

How did you deal with that frustration/disagreement?

What do you enjoy most about being part of a team?

What causes you to enjoy it less?

What do you dislike most about being part of a team?

What causes you to enjoy it more?

How do you define success? (Team or individual orientation response)

Give me three (3) examples of how your contributions helped a team accomplish their desired goals.

Explain how you view conflict in the work environment and how you would deal with such conflict.

Give an example of a time you had a conflict with someone in your work setting.

How did you deal with it?

If you have a good idea - to what ends would you defend your idea if criticized by others?

Give an example of a time you had an idea when others did not seem interested in the idea.

What did you do about that idea?

Provide your best response to this situation:

The team leader has made a decision with which the majority of the team - including you - does not agree. Dissent means you will be removed from the team, but moving forward with the team leader's decision will mean that the team will fail to reach the desired outcomes. What would you do?

Explain how you would handle this situation:

You have been asked by your supervisor to have a disciplinary conversation with a coworker and this coworker has a history of being very aggressive when confronted with any issue at all. You can decline to have this conversation as it is not your responsibility, however, this could reflect negatively in the eyes of your supervisor. What do you do and why?

Low A = Low D

Have you ever been faced with a situation where the decision is different between two people? For example, one person wants to turn right, the other left. What do you do?

How do you create a unified decision if two people want to make opposite decisions?

Describe situations where you would be more comfortable with someone else making a decision regardless of their position in the organization.

Have you ever been in a situation where you decided not to make a decision? Please explain the situation and why.

B DRIVE: COMMUNICATION

Low B: Looking for individual's awareness that:

External communication with team members/subordinates is important.

Ability to communicate 'on the fly' when necessary.

Takes personal steps to ensure communication is an agenda item.

Describe for me what you determine to be effective communication.

How do you know your communication is effectively received?

How do you know others understand your perspective/opinion/point of view/preferences?

When someone is pressing you for a response that you are unprepared to give - how do you react?

What do you do if you are asked to give an opinion before you are prepared to do so?

Describe a situation where you had to solve a problem by interacting with others.

What were the frustrations?

What was the eventual outcome?

How do you deal with someone who keeps talking after asking you a question that requires thought?

When facing a tough problem do you ask for help if available or try to figure it out on your own?

Have you had a situation where you believe you told someone something, but they maintain you never did?

How did you handle that?

What have you done to ensure this does not happen in the future?

What is your preferred method of workplace communication? Why?

(E.g., face-to-face, telephone, email, text message).

Describe your participation in company meetings.

Give an example of a time you had to give an impromptu suggestion or last minute presentation.

What do you do if a great idea, comment or suggestion comes to you after the meeting is over?

How important is it for you to establish communication channels among coworkers?

What do you do to build relationships with coworkers?

Do you think it is important to have face-to-face relationships with coworkers? Why or why not?

Describe how you have previously gone about meeting and developing relationships with new coworkers, supervisors, and reporting staff.

Give examples of how you maintain/nurture those relationships.

Provide your best response to this situation:

You have been asked by your supervisor to attend a networking event right after a full day of face-to-face meetings. You have a great deal of paperwork to handle that must be done by morning. You cannot do both. Which do you choose and why?

How would you handle this situation?

Two of your coworkers are constantly at odds about effective communication. One states that all communication should be done verbally or face-to-face. The other states that it is a waste of time and that email communications are best. Neither will change their point of view and your supervisor has asked you to mediate the situation. What solution do you come up with?

C DRIVE: PATIENCE OR WORK STYLE

Low C: Looking for individual's awareness:

Of their tendency to jump from one thing to another and how they ensure completion of required activities.

Handling or allowing too many projects to pile up on their agenda.

Tendency to be overly impatient when dealing with other people / attaining goals.

Describe a time when your workload was heavy and how you handled it. How do you prevent yourself from taking on too much responsibility?

Have you left a job because you were bored or unchallenged? If so, what were the circumstances?

What have you done when you were unable to change the circumstances? (Interviewer note: Did this applicant create some element chaos, drama or other circumstances to alleviate the boredom?)

Do you consider yourself to be an impatient person? Has this impatience created issues from time to time?

Provide an example where impatience has negatively impacted you.

What have you done to modify this?

What methods, if any, have you used to limit yourself from creating interruptions in the work environment and, if applicable, how have you adjusted your interactions with others so as to avoid such interruptions and how that impacts others?

Describe a job that you have previously performed that you considered to be boring or repetitious.

What did you find as the biggest challenge in doing this job?

How do you deal with repetitive, boring - BUT IMPORTANT - tasks that must be done?

Describe what you believe is productive (good) pressure and unproductive (bad) pressure. Provide examples of both and the outcomes.

If you believed that a job process included too many steps - what would you do?

Give an example of a time you changed a process; how did you go about making that change?

How did you ensure that important steps were not eliminated?

Did creating shortcuts to some of the steps of the process backfire?

How do you organize and prioritize your work load?

Provide examples of how you organize /prioritize work load

How do you handle a large project that takes weeks or months to complete?

Describe a situation where you were impatient in waiting for or attaining a desired goal.

What were the impacts?

Explain how you approach a long term project.

How far out do you plan for the deadline?

When is the majority of the work accomplished? Why?

Would you say you are most productive when last minute pressure is on to make a deadline or when you can plan far enough in the future so the work is finished in advance of the deadline? Please explain.

Give me your best response to this situation:

You have 10 work items to accomplish. You can complete 9 of them in the time it takes to complete the first item on the list. The first item is the most important, but you are not looking forward to doing that task. The other 9 are quick and easy to complete. If you do the 9 first you view yourself as productive; however, your supervisor values completion of first item that takes all of your time and does not allow you to do the other 9. How do you handle this so you feel productive and your supervisor is satisfied the first item is completed?

Explain how you would handle this situation:

You have an urgent project that must be completed, but an important aspect of this project is being handled by another individual. You have repeatedly told them you need their part completed immediately, but have been informed that they will get to it when they have time. Your supervisor says this is your problem to solve. What do you do and why?

D DRIVE: CERTAINTY

Low D: Looking for individual's tendency to:

Play "fast and loose" with rules and outcomes.

Not worry about how things turn out.

Make risk decisions with limited data/facts.

What does this phrase mean and does it apply to you: "Sometimes it is better to beg forgiveness than to seek permission"?

Tell me about a creative solution that you brought to a problem or situation that was unconventional or outside the established company protocols.

Describe a situation where you made a risk decision with insufficient data.

What was the outcome?

Have you ever made such decisions where the outcome was negative?

Tell me about a time when you let something fall through the cracks.

What happened and was there a negative impact?

How have you ensured things like this will not happen again?

Describe a situation where you needed to be extremely flexible or adaptable.

Describe a situation where you needed to be extremely structured and disciplined.

Describe a situation where you were required to follow and achieve a specific set of rules/guidelines.

How did that make you feel?

What did you do to be in compliance with the requirements?

How do you handle situations where a person is communicating a lot of data and information that you did not ask for?

What was their reaction to this?

Describe a situation in which you had to:

Disregard or circumvent the rules to achieve an objective.

Stringently follow rules to achieve an outcome.

As a leader would you expect others to follow different rules and structure than you? Why?

Which do you view to be more important - how the result is achieved or the result itself? Why?

What do you do if your supervisor thinks you must follow their guidelines exactly?

Do you prefer a more structured or a more flexible work environment and why?

How would you instruct others on the team to structure the work tasks?

Give me your best response to this scenario:

You know you can get a better result by not following traditional company policies and procedures. However, your supervisor states you must follow policy. If you "bend" the rules and get the desired results it could result in a major promotion for you. If not, you may be provided the opportunity to excel at another organization. What would you do and why?

Explain how you would handle this situation:

Your assignment is to prepare a detailed presentation for a major customer. You know that the customer is going to place a large order regardless of the presentation. Your supervisor says it must be long and detailed, yet your work load is heavy and you may not have time to properly complete that project. What do you do and why?

Drive Interactions Between Two People

Person 1 is a Generalist: $A > D$ and Person 2 is High A = High D.

A greater than D is a Generalist decision-making style. High A = High D may be either Generalist or Specialist decision-making depending on the situation. If the High A = High D profile is faced with a new and unknown situation, their natural tendency is the desire to make the perfect decision as they see all sides of the scenario. If it is a situation that the High A = High D wiring has previously experienced, decision-making is not an issue.

To improve the interactions of these profiles, if the parties are at an impasse, the High A = High D profile should acknowledge if the decision is new and/or unknown that they desire enough information to be able to satisfy both their Generalist and Specialist tendencies. A trusted mentor may be valuable in this situation. If the situation has been previously experienced by the High A = High D profile, then they should relay a more results-oriented position to the Generalist for consideration.

Person 1 is a Generalist: $A > D$ and Person 2 is Low A = Low D.

Low A = Low D creates a "go with the flow" decision-making style. This wiring prefers what is best for the group or team, especially when faced with a new or unknown event. A greater than D is Generalist wiring which elevates the result over the process followed to obtain the result. Oftentimes, Low A = Low D profiles prefer that others make the decision so that all involved will be agreeable to that decision.

To improve the interactions of these profiles, it is important that the A greater than D (Generalist) profile not impose their will upon the Low A = Low D profile, but instead consider options that both may agree upon.

Person 1 and Person 2 both have task-based communication styles: $A > B$.

A greater than B is a task first and social second communication style. In some $A > B$ interactions, social conversation and sometimes amenities can wait until after tasks are discussed and work resolved. This may ping the other person negatively.

To improve the interaction between these profiles and improve communication, the parties should ensure that both parties are open to direct and task-based conversation.

Person 1 has a task-based communication style: $A > B$. Person 2 has a social-based communication style: $B > A$.

A greater than B is a task first and social second communication style. B greater than A is a more socially-based communication style - some social conversation first, then task second. When these profiles interact, miscommunication or communication with unintended results can occur.

To improve the interactions between these profiles, the sender should be sensitive to the communication style of the receiver. If the receiver of the information is A greater than B, then the

sender should present task topics first and social topics second. If the receiver of the information is B greater than A, then the sender should start the conversation with some social information first and then transition into task topics. If both communication styles are interacting frequently with one another, they can predetermine how much social interaction should usually precede task conversation so the interaction will be positive for both.

Person 1 and Person 2 are both Generalist: $A > D$.

A greater than D wiring are Generalists in decision-making style. These profiles will be more concerned about the result or outcome than the process or tactical implementation employed to achieve the result. Disagreements may arise if either profile sees the end goal or intended result to be different.

To improve the interaction of these profiles, both profiles should agree on the desired end result and explain to each the compelling rationale leading to that result. The key is to reach agreement on the desired end game and not interfere with each other on how those results will be achieved.

Person 1 is a Generalist: $A > D$ and Person 2 is a Specialist: $D > A$.

A greater than D is Generalist wiring which elevates the result over the process followed to obtain the result. D greater than A is Specialist wiring which holds the tactical process followed to be just as important as the outcome or end result to be obtained. When these wirings interact – neither party may be giving the other what they require for effective decision-making.

To improve the interaction of these profiles, the Generalist ($A > D$) should provide the tactical "whys" that will be employed to achieve the desired result and the Specialist ($D > A$) should concentrate on the end game as opposed to all of the tactical details.

Person 1 and Person 2 both have social-based communication styles: $B > A$.

B greater than A is a more socially-based communication style. Both profiles enjoy some elements of social conversation prior to engaging in task-based communication. Depending upon how much social conversation is desired by each participant (which is dependent upon the spread of the A and B Drives in a profile) one party may feel that too much or not enough attention is being given to social communication before task issues are discussed or if both parties desire considerable social conversation – the task issues may not be properly handled.

To improve the interactions between these profiles, they should identify the amount of social consideration that should be given to communication before directing their attention to task issues to ensure that each are engaged, but still have the time necessary to successfully and completely address the task concerns to be resolved.

Person 1 has a social-based communication style: $B > A$. Person 2 has a task-based communication style: $A > B$.

A greater than B is a task first and social second communication style. B greater than A is a more socially-based communication style - some social conversation first, then task second. When these profiles interact, miscommunication or communication with unintended results can occur.

To improve the interactions between these profiles, the sender should be sensitive to the communication style of the receiver. If the receiver of the information is A greater than B, then the sender should present task topics first and social topics second. If the receiver of the information is B greater than A, then the sender should start the conversation with some social information first and then transition into task topics. If both communication styles are interacting frequently with one another, they can predetermine how much social interaction should usually precede task conversation so the interaction will be positive for both.

Person 1 is a Specialist: $D > A$ and Person 2 is High A = High D.

D greater than A is a Specialist decision-making style. High A = High D may be either Generalist or Specialist decision-making depending upon the situation. If the High A = High D profile is faced with a new and unknown situation, their natural tendency is the desire to make the perfect decision as they see all sides of the scenario. If it is a situation that the High A = High D wiring has previously experienced, decision-making is not an issue.

To improve the interactions of these profiles, if the parties are at an impasse, the High A = High D profile should acknowledge if the decision is new and/or unknown that they desire enough information to be able to satisfy both their Generalist and Specialist tendencies. A trusted mentor may be valuable in this situation. If the situation has been previously experienced by the High A = High D profile, they should relay a more tactically driven procedure to the Specialist for consideration.

Person 1 is a Specialist: $D > A$ and Person 2 is Low A = Low D.

Low A = Low D creates a "go with the flow" decision-making style. This wiring prefers what is best for the group or team, especially when faced with a new or unknown event. Oftentimes, Low A = Low D profiles prefer that others make the decision so that all involved will be agreeable to that decision. D greater than A is Specialist wiring which holds the tactical process followed to be just as important as the outcome or end result to be obtained.

To improve the interactions of these profiles, it is important that the D greater than A (Specialist) profile not provide data overflow to the Low A = Low D profile, but provide options along with the critical points of information so both may reach agreement.

Person 1 and Person 2 are both Specialist: $D > A$

When Specialist wiring (D greater than A) interacts, the issue may be that both become mired in the details which can slow the decision-making process.

To improve the interaction of these profiles both must agree upon the amount of data and level of detail necessary to achieve the decision. Awareness that one party may desire more detail than the other will assist in minimizing unnecessary information gathering and processing that may slow both parties in the decision-making process.

Person 1 is a Specialist: $D > A$ and Person 2 is a Generalist: $A > D$

A greater than D is Generalist wiring which elevates the result over the process followed to obtain the result. D greater than A is Specialist wiring which holds the tactical process followed to be just as important as the outcome or end result to be obtained. When these wirings interact – neither party may be giving the other what they require for effective decision-making.

To improve the interaction of these profiles, the Generalist ($A > D$) should provide the tactical "whys" that will be employed to achieve the desired result and the Specialist ($D > A$) should concentrate on the end game as opposed to all of the tactical details.

A DRIVE: AUTONOMY

Person 1 and Person 2 are both High A profiles.

Both High A's will advocate and defend their way, their ideas and their plans of action.

This may create situations of conflict or head banging between High A profiles.

It is important to realize that both High A's prefer their way of doing things and that neither will be engaged in an idea or plan if unable to put their "thumbprint" on the idea or solution.

To improve the interaction of the High A/High A relationship, both High A's should be encouraged to be open to the idea of the other (as it may be a better idea than their own) and to be receptive to their ideas being modified by the other party. Additionally, creating a general plan that both can agree upon with each having an element of control over some aspect of the plan will create more solidarity and foster a relationship where both can work together better.

A DRIVE: AUTONOMY

Person 1 is a High A profile and Person 2 is a Low A profile.

The Low A is accommodating by nature and in the interest of minimizing conflict will many times just give-in or agree with the High A.

This situation will usually continue without exception until the Low A believes they are not being heard, are being taken advantage of by the High A or strongly disagrees with the High A's idea or way of doing things.

If this occurs, the Low A may feel resentment or may agree or appear to agree with the High A, but will passively resist the idea or suggested approach of the High A profile - either of which can be detrimental to the relationship or the organization.

To improve the interaction of the Low A/High A relationship, the Low A should be encouraged to stand up strongly for ideas and plans they truly believe in and not perceive conflict with the High A as being personal in nature.

The High A should be encouraged to be open to the ideas of others, to provide a conflict-free idea exchange when interacting with the Low A profile and to implement the ideas of the Low A when appropriate.

B DRIVE: COMMUNICATION

Person 1 and Person 2 are both High B profiles.

High B wiring patterns desire time to verbalize to process ideas and crystallize thought. When High B's interact, they may "step on" the other person's verbal thought process as the other High B also desires to verbalize their thoughts. If both parties are talking, then neither party will be able to get their message across.

To improve the interaction of the High B/High B relationship, both High B's should be encouraged to give the other party time to verbalize without stepping on or interjecting into the other individual's conversation. When both are talking – neither are listening. Simply stating, "I'm done" or "It's your turn" will go a long way in allowing both High B's an opportunity to completely express themselves for optimal communication.

B DRIVE: COMMUNICATION & THOUGHT PROCESSING

Person 1 is a High B profile and Person 2 is a Low B profile.

The wiring patterns of Low B's and High B's process thoughts and ideas differently. Although everybody talks and everybody thinks – this difference can create frustration when Low B's and High B's interact. Low B's require time to think ideas and concepts through before making a response. High B's will push for a quick response to their communications.

To improve the interaction of the Low B/High B relationship, Low B's should be encouraged to be more responsive to High B communications. If not prepared to provide an immediate comprehensive response, Low B's should make a practice of an interim response to the High B with variations of "Let me think about this and get back to you" and then create a reasonable time period for the anticipated response. High B's should provide Low B's with time to think and if the High B does not get a response can create one themselves by saying "Would you prefer some time to think about this and then get back to me?". Circulating agendas prior to meetings will help all Low B's to be better prepared for topical discussions.

C DRIVE: DECISION MAKING SPEED, ADHERENCE TO PLANS AND PRESSURE ACCEPTANCE

Person 1 and Person 2 are both High C profiles.

High C's are deliberate decision makers so neither will pressure the other to speed up the decision-making process. The issue will become how much time each prefers to make their decision and whether the decision rendered will be delivered in a timely fashion.

To improve the interaction of the High C/High C relationship, they should mutually agree to a time table that gives both High C's the necessary time to effectively deliberate, but be cognizant of time restraints and deliverables. Since both High C's enjoy making and following a plan or list, it is important that both agree as to what the plan or list items entail.

C DRIVE: DECISION MAKING SPEED, ADHERENCE TO PLANS & PRESSURE ACCEPTANCE

Person 1 is a High C profile and Person 2 is a Low C profile.

Low C's desire to make quick decisions in contrast to High C's who prefer a deliberate decision-making process. Low C's will put pressure on High C's to speed up their decision which, in fact, only slows down the High C decision-making process. Pressuring the High C into quicker decision-making may prompt the High C to push back and become stubborn or entrenched in their position.

To improve the interaction of the Low C/High C relationship, they should agree to a decision-making timeline which both parties will adhere to with the Low C not attempting to push for an earlier than agreed upon time and the High C delivering the promised decision as agreed. If a change in the plan occurs, the Low C must give the High C ample time to adjust and change their plans accordingly.

D DRIVE: INFORMATION IN & ADHERENCE TO STRUCTURE/RULES

Person 1 and Person 2 are both High D profiles.

The High D profile prefers dependable data and reliable information in the decision-making process. Disagreements may arise if the sources, data and levels of proof differ between High D's making the same decision.

To improve the interaction of the High D/High D relationship, encourage the High D's to identify or settle upon sources of data or information that will be acceptable to both. Agreeing on a valued source or reputable authority can eliminate differences that may occur in the information seeking and decision-making process between two High D profiles.

D DRIVE: INFORMATION IN & ADHERENCE TO STRUCTURE/RULES

Person 1 is a High D profile and Person 2 is a Low D profile.

Low D's prefer to receive only the critical points of information. High D's prefer copious amounts of data and proof to dive deeper into the details. What may be sufficient or even ample amounts of information for the Low D may be insufficient to the High D for effective decision-making.

To improve the interactions of the Low D/High D relationship, the High D should ask for more details if there is not enough data and information for the High D to feel certainty about the situation. To supply additional data without a lot of explanation, the Low D could provide illustrative examples of prior similar situations that the High D may recognize and rely upon. High D's should be cognizant that when communicating with Low D profiles, the Low D may become overwhelmed by too many details. The High D should provide a big picture presentations with distinguishing characteristics and detail, only if important to the outcome.

Person 1 and Person 2 are both High A = High D.

High A = High D may be either a Generalist or a Specialist decision-making style depending upon the situation. If both parties have previously experienced the scenario being discussed, both will easily make decisions based upon their prior knowledge. Differences may occur, however, if one party's knowledge is Generalist-based while the other's is Specialist-based.

To improve the interaction of these profiles in situations where the knowledge base is different, each should describe to the other how the previous decision was achieved so they may agree upon critical points. Once those agreements are made, then both can work together to reach unified decisions. If one High A = High D profile is experiencing a new or unknown decision, the other profile should assist in walking them through the decision to speed the decision-making process. If both High A = High D wirings are going through a situation of which neither has prior knowledge, a third-party mentor will be helpful in working through that decision.

Person 1 is High A = High D and Person 2 is a Generalist: A>D.

A greater than D is a Generalist decision-making style. High A = High D may be either Generalist or Specialist decision-making depending on the situation. If the High A = High D profile is faced with a new and unknown situation, their natural tendency is the desire to make the perfect decision as they see all sides of the scenario. If it is a situation that the High A = High D wiring has previously experienced, decision-making is not an issue.

To improve the interactions of these profiles, if the parties are at an impasse, the High A = High D profile should acknowledge if the decision is new and/or unknown that they desire enough information to be able to satisfy both their Generalist and Specialist tendencies. A trusted mentor may be valuable in this situation. If the situation has been previously experienced by the High A = High D profile, then they should relay a more results-oriented position to the Generalist for consideration.

Person 1 is High A = High D and Person 2 is a Specialist: $D > A$.

D greater than A is a Specialist decision-making style. High A = High D may be either Generalist or Specialist decision-making depending upon the situation. If the High A = High D profile is faced with a new and unknown situation, their natural tendency is the desire to make the perfect decision as they see all sides of the scenario. If it is a situation that the High A = High D wiring has previously experienced, decision-making is not an issue.

To improve the interactions of these profiles, if the parties are at an impasse, the High A = High D profile should acknowledge if the decision is new and/or unknown that they desire enough information to be able to satisfy both their Generalist and Specialist tendencies. A trusted mentor may be valuable in this situation. If the situation has been previously experienced by the High A = High D profile, they they should relay a more tactically driven procedure to the Specialist for consideration.

Person 1 is High A = High D and Person 2 is Low A = Low D.

High A = High D may be either a Generalist or a Specialist decision-making style depending on the situation. If the High A = High D profile is faced with a new and unknown situation, their natural tendency is the desire to make the perfect decision as they see all sides of the scenario. If it is a situation that the High A = High D wiring has previously experienced, decision-making is not an issue.

Low A = Low D creates a “go with the flow” decision-making style. This wiring prefers what is best for the group or team, especially when faced with a new or unknown event. Oftentimes, Low A = Low D profiles prefer that others make the decision so that all involved will be agreeable to that decision.

To improve the interaction of these profiles, it is important that the High A = High D profile not just impose their will over the Low A = Low D profile. If the Low A = Low D profile is familiar with the situation, it is important that they voice their opinions and actively participate in the decision-making process. If both wirings are facing a new and unknown decision, then a third-party is recommended to assist in facilitating a timely decision on the matter at hand.

A DRIVE: AUTONOMY & IDEA FLOW

Person 1 is a Low A profile and Person 2 is a High A profile.

The Low A is accommodating by nature and in the interest of minimizing conflict will many times just give-in or agree with the High A.

This situation will usually continue without exception until the Low A believes they are not being heard, are being taken advantage of by the High A or strongly disagrees with the High A's idea or way of doing things.

If this occurs, the Low A may feel resentment or may agree or appear to agree with the High A, but will passively resist the idea or suggested approach of the High A profile - either of which can be detrimental to the relationship or the organization.

To improve the interaction of the Low A/High A relationship, the Low A should be encouraged to stand up strongly for ideas and plans they truly believe in and not perceive conflict with the High A as being personal in nature.

The High A should be encouraged to be open to the ideas of others, to provide a conflict-free idea exchange when interacting with the Low A profile and to implement the ideas of the Low A when appropriate.

A DRIVE: AUTONOMY & IDEA FLOW

Person 1 and person 2 are both Low A profiles.

The Low A profile is accommodating and harmonious and will value the ideas received from the other Low A profile.

This can lead to indecision or a prolonged decision-making process as both Low A profiles will seek options and to secure the engagement of one another.

While one party may actually prefer their idea or way of moving forward, the Low A profile may subordinate their views or draw out the process in an attempt to be accommodating.

To improve the interaction of the Low A/Low A relationship, impose a reasonable deadline for decision-making to ensure important decisions do not linger.

If both have good ideas, simply take turns in who gets to choose or who proposes their ideas first.

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B DRIVE: COMMUNICATION & THOUGHT PROCESSING

Person 1 is a Low B profile and Person 2 is a High B profile.

The wiring patterns of Low B's and High B's process thoughts and ideas differently. Although everybody talks and everybody thinks – this difference can create frustration when Low B's and High B's interact. Low B's require time to think ideas and concepts through before making a response. High B's will push for a quick response to their communications.

To improve the interaction of the Low B/High B relationship, Low B's should be encouraged to be more responsive to High B communications. If not prepared to provide an immediate comprehensive response, Low B's should make a practice of an interim response to the High B with variations of "Let me think about this and get back to you" and then create a reasonable time period for the anticipated response. High B's should provide Low B's with time to think and if the High B does not get a response

can create one themselves by saying "Would you prefer some time to think about this and then get back to me?". Circulating agendas prior to meetings will help all Low B's to be better prepared for topical discussions.

B DRIVE: COMMUNICATION & THOUGHT PROCESSING

Person 1 and Person 2 are both Low B profiles.

Each Low B will do best when given the opportunity to think an important issue through prior to engaging in discussion or making a decision. If one Low B has thought it through, but the other has not, buy-in of the latter can be impeded.

To improve the interaction of the Low B/Low B relationship, both should be encouraged to allow each an opportunity to think about the idea and to be proactive in responding to the other. Agreeing to allow each time to think with a designated time table for response ensures that both wiring patterns will have the ability to process internally and to fully respond at the designated time.

C DRIVE: DECISION MAKING SPEED, ADHERENCE TO PLANS & PRESSURE ACCEPTANCE

Person 1 is a Low C profile and Person 2 is a High C profile.

Low C's desire to make quick decisions in contrast to High C's who prefer a deliberate decision-making process. Low C's will put pressure on High C's to speed up their decision which, in fact, only slows down the High C decision-making process. Pressuring the High C into quicker decision-making may prompt the High C to push back and become stubborn or entrenched in their position.

To improve the interaction of the Low C/High C relationship, they should agree to a decision-making timeline which both parties will adhere to with the Low C not attempting to push for an earlier than agreed upon time and the High C delivering the promised decision as agreed. If a change in the plan occurs, the Low C must give the High C ample time to adjust and change their plans accordingly.

C DRIVE: DECISION MAKING SPEED, ADHERENCE TO PLANS & PRESSURE ACCEPTANCE

Person 1 and Person 2 are both Low C profiles.

Low C's by their nature will make quick decisions after other drive requirements are satisfied. They accept pressure and apply pressure to others and may act or react to situations too quickly. Making quick

decisions may work if both Low C's agree. However, if a quick decision is made by each about differing points or ideas, frustration and conflict may occur. Low C's may make decisions too hastily and may pressure each other into quick decisions which may not be the optimal decision.

To improve the interaction of the Low C/Low C relationship, they should take time after making a decision to reflect if the decision is correct or was made in haste. A decision review period works well in these situations. Low C's should also be encouraged when making a decision to discuss and anticipate ramp-up time for any projected changes prompted by the decision so as not to be discouraged if immediate results are not obtained causing the Low C's to become impatient and react too quickly.

D DRIVE: INFORMATION IN & ADHERENCE TO STRUCTURE/RULES

Person 1 is a Low D profile and Person 2 is a High D profile.

Low D's prefer to receive only the critical points of information. High D's prefer copious amounts of data and proof to dive deeper into the details. What may be sufficient or even ample amounts of information for the Low D may be insufficient to the High D for effective decision-making.

To improve the interactions of the Low D/High D relationship, the High D should ask for more details if there is not enough data and information for the High D to feel certainty about the situation. To supply additional data without a lot of explanation, the Low D could provide illustrative examples of prior similar situations that the High D may recognize and rely upon. High D's should be cognizant that when communicating with Low D profiles, the Low D may become overwhelmed by too many details. The High D should provide a big picture presentations with distinguishing characteristics and detail, only if important to the outcome.

D DRIVE: INFORMATION IN & ADHERENCE TO STRUCTURE/RULES

Person 1 and Person 2 are both Low D profiles.

Low D's may make decisions with limited amounts of information or data. Their decisions, though quickly rendered and easy to make, may lack the detail or consideration necessary for sound decision-making which may prompt disagreement.

To improve the interactions of the Low D/Low D relationship, it is important for both parties to discuss their information sources, how it applies in the particular instance and to weigh if the decision is sound or if additional information is necessary. Each party should question the data sources employed, which rules may or may not apply to the circumstances and come to a consensus on what is the best information on which to base the decision.

Person 1 and Person 2 are both Low A = Low D.

Low A = Low D creates a "go with the flow" decision-making style. This wiring prefers what is best for the group or team, especially when faced with a new or unknown event. Oftentimes, Low A = Low D profiles prefer that others make the decision so that all involved will be agreeable to that decision. This can create situations where decision-making is postponed as both profiles prefer the other to make the decision to ensure agreement amongst all parties.

To improve the interaction of these profiles when decision-making is being deferred, a third-party should assist in the decision-making time table. It is important that the third-party be aware of the wiring of the Low A = Low D profiles so as not to impose their decisions on the profiles and to ensure that options are actually considered and the time table for decision-making is set so both parties buy into the decision and do not agree just for the sake of harmony.

Person 1 is Low A = Low D and Person 2 is a Generalist: $A > D$.

Low A = Low D creates a "go with the flow" decision-making style. This wiring prefers what is best for the group or team, especially when faced with a new or unknown event. A greater than D is Generalist wiring which elevates the result over the process followed to obtain the result. Oftentimes, Low A = Low D profiles prefer that others make the decision so that all involved will be agreeable to that decision.

To improve the interactions of these profiles, it is important that the A greater than D (Generalist) profile not impose their will upon the Low A = Low D profile, but instead consider options that both may agree upon.

Person 1 is Low A = Low D and Person 2 is a Specialist: $D > A$.

Low A = Low D creates a "go with the flow" decision-making style. This wiring prefers what is best for the group or team, especially when faced with a new or unknown event. Oftentimes, Low A = Low D profiles prefer that others make the decision so that all involved will be agreeable to that decision. D greater than A is Specialist wiring which holds the tactical process followed to be just as important as the outcome or end result to be obtained.

To improve the interactions of these profiles, it is important that the D greater than A (Specialist) profile not provide data overflow to the Low A = Low D profile, but provide options along with the critical points of information so both may reach agreement.

Person 1 is Low A = Low D and Person 2 is High A = High D.

Low A = Low D creates a "go with the flow" decision-making style. This wiring prefers what is best for the group or team, especially when faced with a new or unknown event. Oftentimes, Low A = Low D profiles prefer that others make the decision so that all involved will be agreeable to that decision.

High A = High D may be either a Generalist or a Specialist decision-making style depending on the situation. If the High A = High D profile is faced with a new and unknown situation, their natural

tendency is the desire to make the perfect decision as they see all sides of the scenario. If it is a situation that the High A = High D wiring has previously experienced, decision-making is not an issue.

To improve the interaction of these profiles, it is important that the High A = High D profile not just impose their will over the Low A = Low D profile. If the Low A = Low D profile is familiar with the situation, it is important that they voice their opinions and actively participate in the decision-making process. If both wirings are facing a new and unknown decision, then a third-party is recommended to assist in facilitating a timely decision on the matter at hand.

Position Profile Matching

C Drive

This Position Profile calls for a High C and the Candidate is High C. The C Drive determines a person's work style, pressure acceptance, how they react to interruptions and the speed of their decision making. It is strongly ingrained within individuals and, based upon the distance from the norm line, may often be the most difficult drive to work against on a consistent basis.

High C Profile, Low C Candidate

The C Drive identifies a person's work style, pressure acceptance, how they react to interruptions and the speed of their decision making. These characteristics are typically strongly ingrained within an individual, as such, the C Drive is the most difficult drive to moderate or work against on a consistent basis.

This Position Profile calls for a High C and the Candidate is Low C. When individuals who are Low C profiles find themselves in High C jobs - the individual, manager and / or team may experience the following challenges in relation to this individual in this role:

- Tendency to seek out or make change for the sake of change; "Break things" so they will have something new to work on.
- Lose interest and / or focus of longer - term projects; Skip steps/ disregard process to get things moving along faster.
- Make quick or hasty decisions where more deliberate decisions would be appropriate.
- Potential to quickly become bored and/ or disengaged.
- May procrastinate on projects due to lack of pressure; work on unrelated / unassigned tasks to "add variety" into their day.

A/D Drives - Decision Making

Innate decision making is determined by the A/D relationship and informs how an individual makes a risk decision. When A is greater than D the decision making is more Generalist driven – about the overall result. When D is greater than A, decision making is more Specialist driven – how the result is achieved is as important as tactical methodology in obtaining the result itself. The Position Profile calls for Low A and Low D while the Candidate is Low A and Low D which is an **exact match**.

Innate decision making is determined by the A/D relationship and informs how an individual makes a risk decision. When A is greater than D the decision making is more Generalist driven – about the overall result. When D is greater than A, decision making is more Specialist driven – how the result is achieved is as important as tactical methodology in obtaining the result itself. The Position Profile calls for Low A and Low D while the Candidate is Low A and High D which is not an exact match. However, the A/D relationship is still the same.

Specialist Profile, Generalist Candidate

Innate decision making is determined by the A/D relationship and informs how an individual makes a risk decision. When A is greater than D the decision making is more Generalist driven – about the overall result. When D is greater than A, decision making is more Specialist driven – how the result is achieved is as important as tactical methodology in obtaining the result itself.

This Position Profile calls for a Specialist and the Candidate is a Generalist. When an individual has a Generalist profile and finds themselves in a Specialist role, the individual may encounter more challenges when working towards a decision. Most commonly experiencing elements of self-doubt or questioning decisions that they themselves make.

A/B Drives - Communication Style

One's innate communication style is determined by the A/B relationship in a wiring profile. When A is greater than B, the communication style is task first / social second. When B is greater than A, the communication style is social first / task second. The Position Profile calls for Low A and High B while the Candidate is Low A and High B which is an **exact match**.

One's innate communication style is determined by the A/B relationship in a wiring profile. When A is greater than B, the communication style is task first / social second. When B is greater than A, the

communication style is social first / task second. The Position Profile calls for Low A and High B while the Candidate is Low A and Low B. Although the A/B relationship matches from a communication standpoint.

One's innate communication style is determined by the A/B relationship in a wiring profile. When A is greater than B, the communication style is task first / social second. When B is greater than A, the communication style is social first / task second. The Position Profile calls for Low A and High B while the Candidate is High A and High B which is a complete opposite communication style.

Instructional Videos

Instructional Videos Resource Page

<https://app.acumaxindex.com/User/Video>

AcuMax Basics

<https://youtu.be/T-3HjyE0ujc>

Frequently Used Functions

<https://youtu.be/H6J0x42CLc0>

Folder Management

<https://youtu.be/xkhUhzeITRg>

Change Your Password

<https://youtu.be/2XB1Kkiw4w8>

Compare To Position Profile

<https://youtu.be/QzdKdq2d070>

Compare Survey Results

<https://youtu.be/1bd-ZruHxFY>

Copy or Move User

<https://youtu.be/OikIEH2N5K8>

Create a Position Advertisement

<https://youtu.be/gjSFL90nlx0>

Create a Position Profile

https://youtu.be/e_PPiSyrhbg

Create and Use Workspaces

<https://youtu.be/9tUBXOM0p9I>

Give System Access To Others

<https://youtu.be/csMryl4mzIY>

Send AcuMax Surveys

<https://youtu.be/2YgKupPQwoE>

Send Acumen Assessments

<https://youtu.be/PJcU83nAvfY>

Send Position Profile Invitations

<https://youtu.be/yPmg8mgEFkc>

Update an individual's Contact Information

<https://youtu.be/ZnTqDMLWVRk>

Use Kiosk Mode to Add Assessments Without Email

https://youtu.be/k_f9TCHVMrE

View AcuMax Reports

<https://youtu.be/chUW-IPO0M8>

View Acumen Reports

<https://youtu.be/aXFtMEiX2vs>

Position Profiles

Fire Fighter

Lowest A, Low B, High C, Highest D

Account Coordinator

Lowest A, Highest B, High C, High D

Account Manager

Highest A, High B, Lowest C, High D

Accountant

Lowest A, Low B, High C, Highest D

Administrative Assistant

Low A, Highest B, Lowest C, High D

AP/AR Specialist

Lowest A, Low B, High C, Highest D

Bookkeeper

Low A, Lowest B, High C, Highest D

Branch Manager

High A, Highest B, Lowest C, High D

Business Analyst

Lowest A, Low B, Highest C, High D

Business Development – Intangible Sales

High A Highest B, Lowest C, Low D

Business Development – Tangible Sales

Highest A, High B, Lowest C, High D

Business Development Manager

High A, Highest B, Lowest C, Low D

Call Center Agent

Lowest A, Low B, High C, Highest D

Carpenter

Low A, Lowest B, High C, Highest D

Cashier

Lowest A, Low B, Highest C, High D

Certified Home Inspector

Lowest A, Low B, Highest C, High D

Chief Financial Officer

Highest A, Low B, Lowest C, High D

Chief Operating Officer

Highest A, High B, Lowest C, Low D

Cleaning / Janitorial
Low A, Lowest B, High C, Highest D

CNC Operator - Long Run
Low A, Lowest B, High C, Highest D

CNC Operator - Short Run
Low A, Lowest B, Low C, Highest D

Collector
Highest A, High B, Lowest C, High D

Commercial Finance Attorney
High A, Lowest B, Low C, Highest D

Communications Manager
High A, High B, Lowest C, Highest D

Compliance Officer
Hight A, Lowest B, High C, Highest D

Contract Administrator
Lowest A, Low B, High C, Highest D

Controller
High A, Low B, Lowest C, Highest D

Copywriter
Lowest A, Low B, High C, Highest

Customer Service Manager
High A, High B, Lowest C, Highest D

Customer Service Rep
Low A, Highest, Lowest C, High D

Customer Success
Lowest A, Highest B, High C, High D

Data Analyst
Lowest A, Low B, High C, Highest D

Data Entry Clerk
Low A, Lowest B, High C, highest D

Delivery Driver

Lowest A, High B, High C, Highest D

Dental Assistant

Lowest A, Low B, High C, Highest D

Die Shop Machine Operator

Low A, Lowest B, Highest C, High D

Electrician – Commercial

Lowest A, Low B, Highest C, High D

Electrician – Residential

Low A, Highest B, Lowest C, High D

Escrow Officer

Lowest A, Low B, High C, Highest D

Event Coordinator

Low A, Highest B, Lowest C, Low D

Executive Assistant

Low A, Low B, Lowest C, Highest D

Field Services Technician

Lowest A, Low B, High C, Highest D

Financial Analyst

Lowest A, Low B, High C, Highest D

General Counsel

Highest A, Low B, Lowest C, High D

Guest Service Agent

Lowest A, Low B, highest C, High D

HR Administrator

Low a, Lowest B, High C, Highest D

HR Business Partner

High A, Highest B, Lowest C, High D

HR Coordinator

Low A, High B, Lowest C, Highest D

HR Director

High A, High B, Lowest C, Highest D

HR Generalist

Lowest A, High b, Low C, Highest D

HR Manager

Low A, high B, Lowest C, High D

Inside Sales Rep - Inbound

Low A, Lowest B, High C, Highest C

IT Manager

Highest A, Low B, Lowest C, High D

IT Project Manager

Highest A, Low B, Lowest C, High D

IT Support/Help Desk

Lowest A, Low B, High C, Highest D

Loan Officer

Low A, High B, Lowest C, Highest D

Logistics Coordinator

Low A, Lowest B, High C, Highest D

Marketing Coordinator

Low A, Highest B, Lowest C, High D

Marketing Manager

High A, Highest B, Lowest C, Low D

Mechanic

Low A, Lowest B, Low C, Highest D

Office Manager

High A, Low B, Lowest C, Highest D

Paralegal

Low A, Low B, Lowest C, Highest D

Plant Manager

Highest A, Lowest B, Low C, High D

Plumber

Low A, Lowest B, Highest C, High D

Production Worker

Lowest A, Low B, Highest C, High D

Project Manager Commercial

Highest A, Low B, Lowest C, High D

Public Relations Specialist

High A, Highest B, Lowest C, Low D

Purchasing Clerk

Low A, Lowest B, Low C, Highest D

Quality Control

Low A, Lowest B, High C, Highest D

Quality Engineer

Low A, Lowest B, High C, Highest D

Receptionist

Lowest A, Low A, Highest C, High D

Registered Nurse

Lowest A, High B, Low C, Highest D

Risk Manager

Low A, Lowest B, High C, Highest D

Room Attendant

Low A, Lowest B, Highest C, High D
Sales Coordinator
Low A, High B, Lowest C, Highest D
Sales Director
Highest A, High B, Lowest C, Low D
Sales Manager
Highest A, High B, Lowest C, Low D

Service Manager
High A, High B, Lowest C, Highest D
Social Media Manager
High A, Low B, Lowest C, Highest D
Software Developer/Engineer
Lowest A, Low B, High C, Highest D
System Administrator
Low A, Lowest B, High C, Highest D
Talent Acquisition Specialist
High C, Highest B, Lowest C, Low D
Teller
Lowest A, Low B, Highest C, High D
Title Closer
Low A, High B, Lowest C, Highest D
Title Examiner
Low A, Lowest B, High C, Highest D
Tooling Engineer
High A, Lowest B, Low C, Highest D
Tooling Presetter
Low A, Lowest B, High C, Highest D
Training & Development Specialist
Lowest A, High B, Highest C, High D
Treasury Analyst
Low A, Lowest B, High C, Highest D
Underwriter
Lowest A, Low B, High C, Highest D
Waiter / Waitress
Lowest A, High B, High C, highest D
Warehouse Associate
Low A, Lowest B, High C, Highest D

Web Developer
High A, Lowest B, Low C, Highest D

