



DRiVTM

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

LEADERSHIP REPORT

ANDY ADVOCATE

04 February 2024



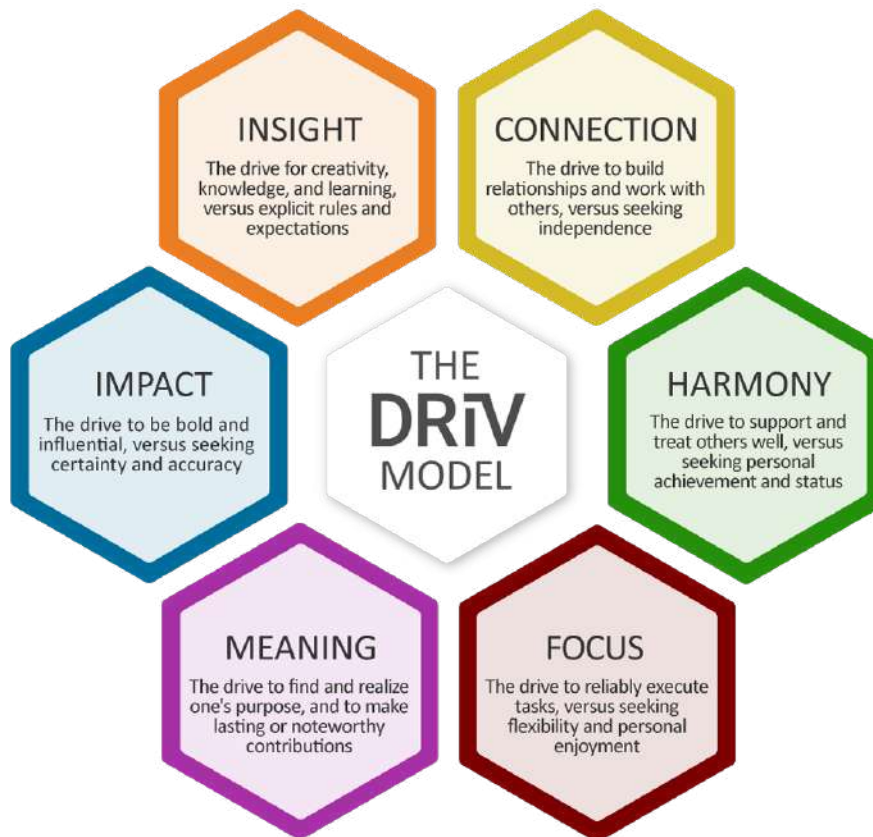
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DRiV LEADERSHIP REPORT

Your DRiV Leadership Report provides insight into what drives and drains your energy. It includes your DRiV Profile and the DRiV Factor scores making up your profile. Each DRiV Factor is then explained in greater detail, highlighting how your drivers affect your behavior, energy, and the impact you have on others. You will also receive actionable tips for leveraging your drivers for optimal career, happiness, effectiveness, and influence.

THE DRiV MODEL

The DRiV integrates more than 50 years of research on what drives human behavior to provide a comprehensive picture of what drives and drains you. This research uncovered 28 specific drivers spanning across the following six DRiV Factors:















GUIDELINES FOR INTERPRETATION:

There is no such thing as “good” or “bad” drivers or a “best” profile. Each driver and profile can have helpful and harmful implications. And, because we cannot be driven by everything equally, you will have some high and low scores. If a score does not feel right, it may indicate you interpreted the questions differently than most people, or it may mean you have blind spots. You should take this as an opportunity to seek outside feedback from friends, family, coworkers, or your DRiV Coach.

DRiV PROFILE

While there are infinite configurations of the 28 specific drivers, our research has uncovered 12 common driver patterns or “DRiV Profiles.” These profiles offer an overall picture of how drivers typically work together and describe common patterns of motives, values, and behaviors. One or more of these profiles may be particularly descriptive of you, though your five highest and lowest drivers will give the clearest picture of what drives and drains you.

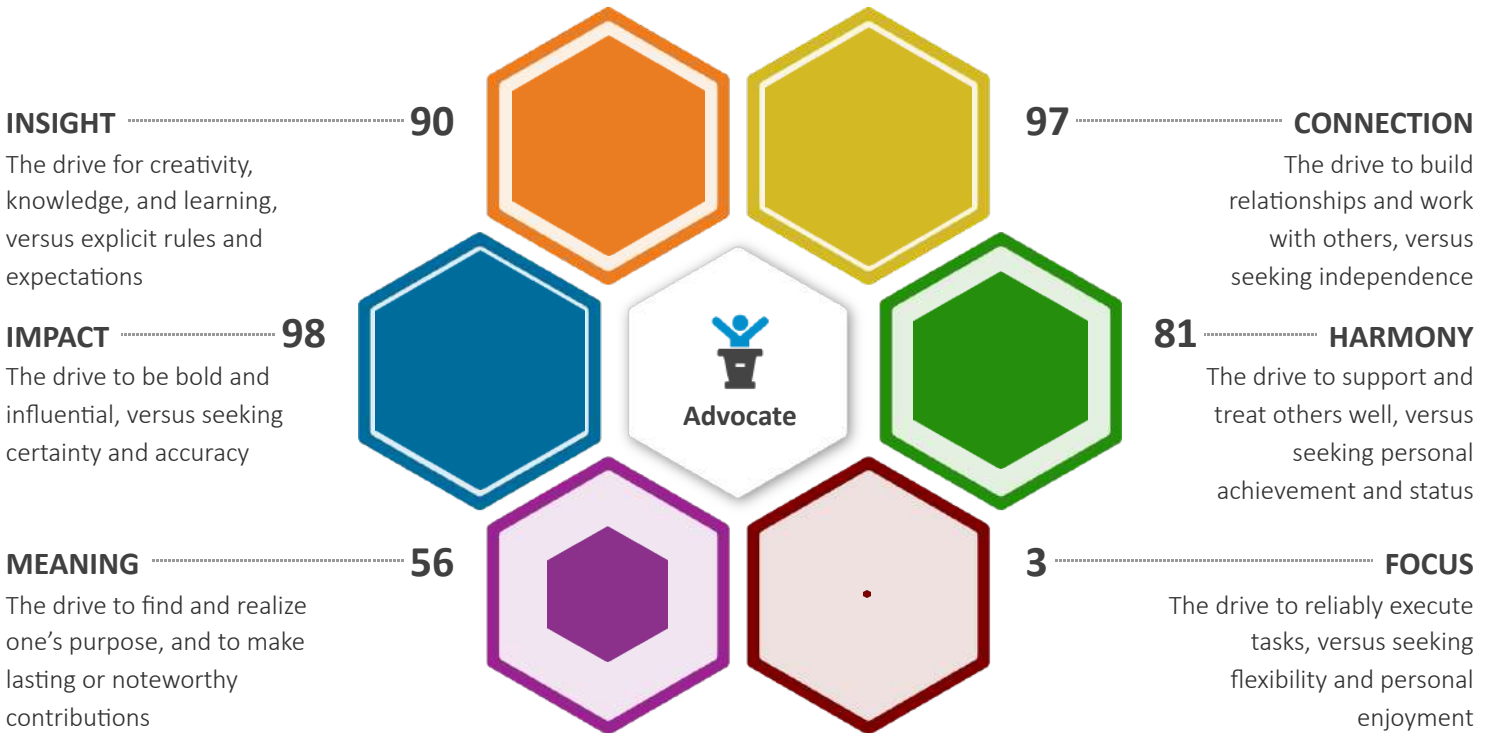
	TASK FOCUS			PEOPLE FOCUS
LEADERSHIP FOCUS	 Entrepreneur Creative, passionate, and business-minded. Motivated by thinking differently and controlling outcomes.	 Builder Mission-driven, focused, and business-minded. Motivated by working hard and driving a vision.	 Developer Collaborative, persistent,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

ANDY, YOU ARE AN ADVOCATE

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

DRiV SUMMARY

Everyone is driven to think and behave in different ways based on their unique combination of six DRiV Factors. Your score on each DRiV Factor is determined by the specific drivers it contains. The scores below are percentiles that represent how strongly you are driven by the DRiV Factors, compared to the general population. Your five highest (what drives you) and five lowest (what drains you) drivers are shown at the bottom of the page.



▶ WHAT *DRIVES* YOU...

- **TRANSPARENCY**
telling the truth; maintaining one's own personal integrity and truthfulness
- **COLLABORATION**
working with and alongside others; seeking out input and involving others
- **INCLUSION**
diversity, divergent thought; ensuring multiple perspectives are considered
- **ASSERTIVENESS**
asserting and defending one's position; saying what needs to be said
- **COMMERCIAL FOCUS**
maximizing organizational profitability; driving business success

◀ WHAT *DRAINS* YOU...



- **DELIBERATION**
careful, thorough consideration of issues and decisions
- **PERSISTENCE**
not giving up, fulfilling obligations, and being reliable
- **COMPLIANCE**
strictly adhering to and enforcing existing rules, guidelines, and processes
- **ALIGNMENT**
aligning with existing norms; doing what is expected
- **PRECISION**
pursuing high standards and productivity in work

IMPACT DETAILS

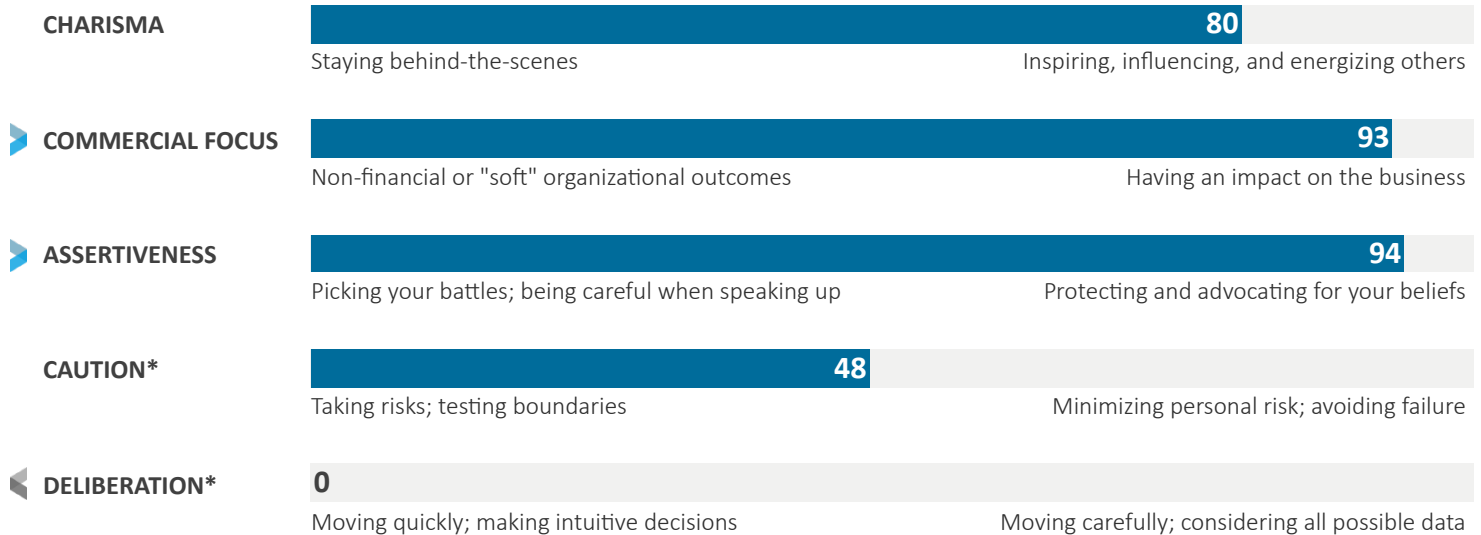
Andy, your score of 98 on Impact suggests you will be bold and assertive. You will generally be comfortable taking risks and moving quickly. Your scores on the drivers below provide further detail into your overall Impact score.

98



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

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Make decisions informed by your own intuition and expertise
- Easily shift direction in the face of changing information
- Advocate for your beliefs despite opposition
- Compete to achieve greater profits and business growth
- Inspire others to put forth extra effort

AT YOUR WORST, YOU WILL

- Overlook important information when making decisions
- Limit your influence by making inaccurate or low-quality decisions
- Defend your opinions in an argumentative or disrespectful manner
- Be overly aggressive when making business decisions
- Work too hard to be persuasive and inspirational

QUESTIONS TO CONSIDER

- When do you find yourself feeling especially impatient? How do you manage your desire to move quickly with the need to make thoughtful decisions?
- When have you made a snap judgment or decision that caused things to go poorly? How would this situation have played out differently if you made a more careful decision?
- When has your candor backfired? When have others seen you as insensitive, argumentative, or overly assertive?

INSIGHT DETAILS

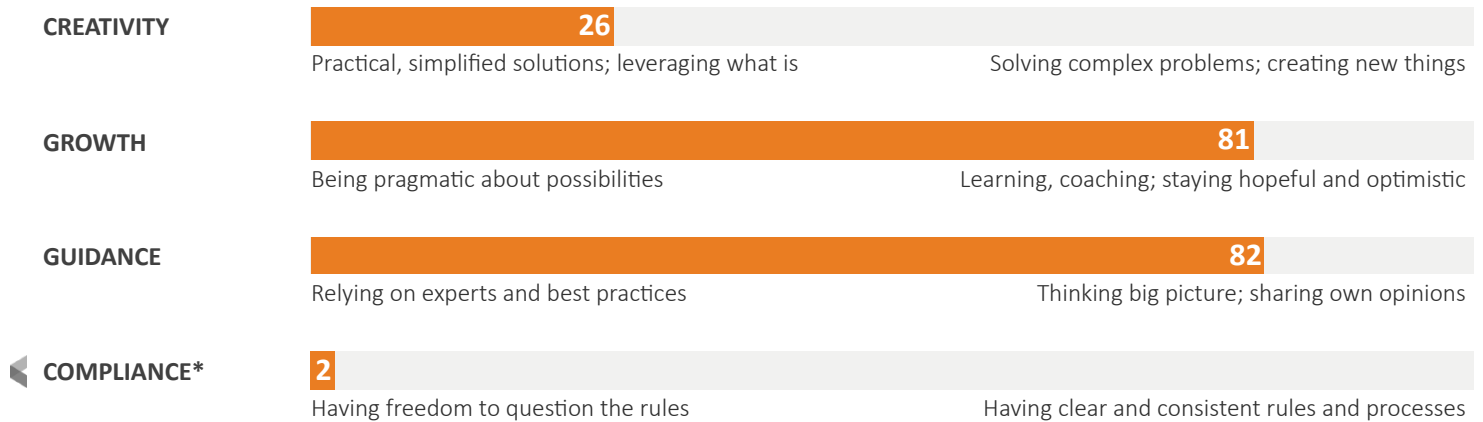
Andy, your score of 90 on Insight suggests you will be open-minded and curious. You will often think broadly and differently about issues. Your scores on the drivers below provide further detail into your overall Insight score.

90



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

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Encourage new ideas and different methods for accomplishing goals
- Easily adjust your approach based on the unique needs of the situation
- Bring your insight and perspective to stressful and challenging situations
- Push yourself and others to seek feedback and new experiences
- Leverage approaches or methodologies that tend to be clear and practical

AT YOUR WORST, YOU WILL

- Struggle sticking to policies and reliable processes
- Reject or resist others' expectations, appearing disloyal or rebellious
- Over-value your own thinking and downplay others'
- Have unrealistically high expectations for your own and/or others' development
- Struggle developing wildly new ideas or solutions

QUESTIONS TO CONSIDER

- When have you underestimated the importance of consistent and clear rules and processes? What could you do differently?
- When have you been too quick to disregard rules and policies? What were the negative effects?
- When do you value your own opinion more than others'? How has this approach impacted your decisions and how others tend to perceive you?

CONNECTION DETAILS

Andy, your score of 97 on Connection suggests you will quickly engage others, work with them, and bring them alongside you whenever possible. Your scores on the drivers below provide further detail into your overall Connection score.

97



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

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Drive performance and extra effort through shared leadership
- Promote alignment and cooperation among your team
- Leverage diverse opinions and skills to drive performance
- Connect with and relate to others fairly easily
- Be cooperative and work well with others

AT YOUR WORST, YOU WILL

- Slow down the decision-making process by involving too many stakeholders
- Create a climate where people are reluctant to go against the group
- Work too hard to integrate and align competing ideas and values
- Favor building or protecting key relationships over driving results
- Seek and depend on others for guidance somewhat too often

QUESTIONS TO CONSIDER

- How do you model teamwork to promote a more cooperative workforce?
- Do you ever over-leverage your team's viewpoint at the expense of developing or sharing your own clear point of view?
- How do you make sure others feel included and heard? What are the drawbacks of working so hard to integrate differing views?

HARMONY DETAILS

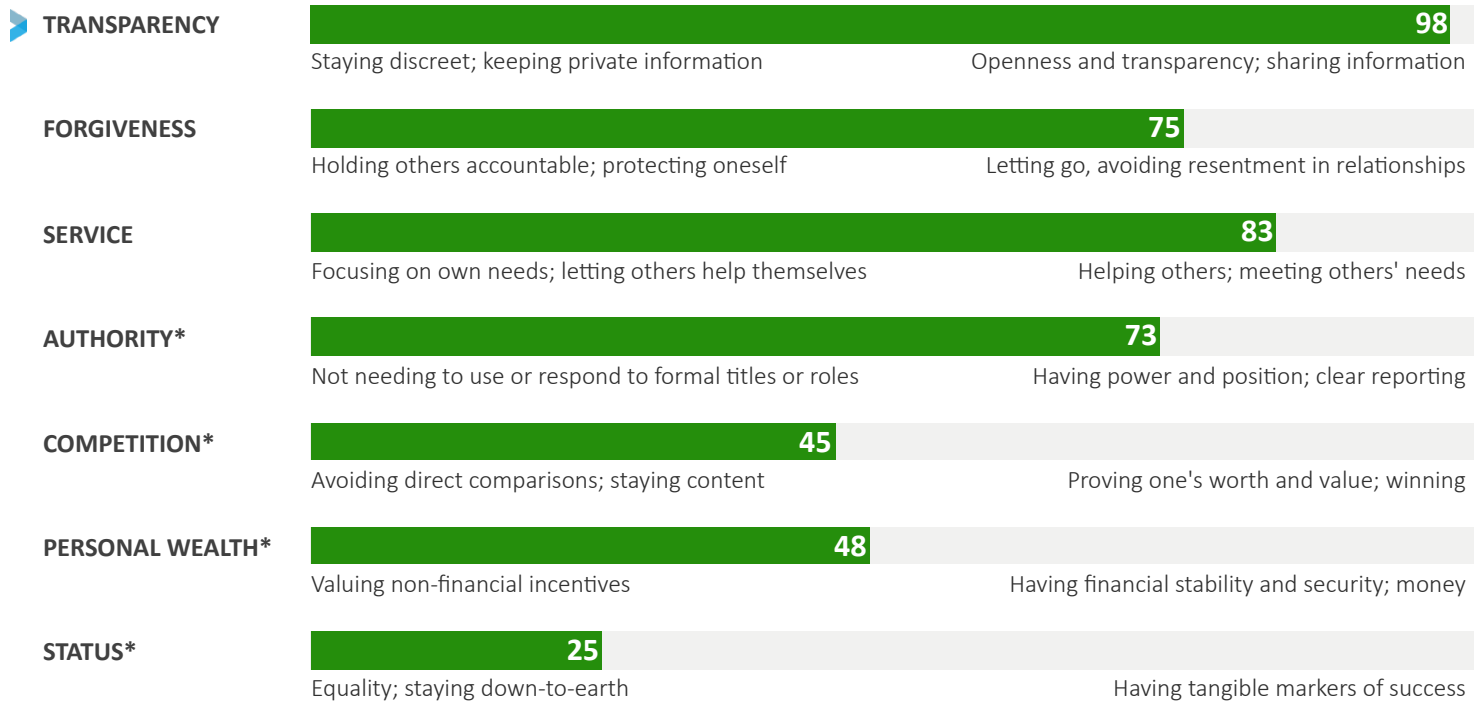
Andy, your score of 81 on Harmony suggests you frequently place others' needs ahead of your own. You will likely be seen as agreeable and accommodating. Your scores on the drivers below provide further detail into your overall Harmony score.

81



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

RELATED DRIVERS



*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Promote transparency and open communication
- Build significant trust and credibility among stakeholders
- Recognize and address others' needs and concerns
- Share power, allowing others to lead or take the spotlight
- Allow others to move past and recover from most mistakes

AT YOUR WORST, YOU WILL

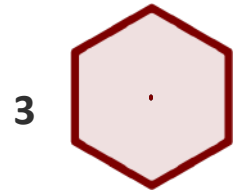
- Struggle knowing which and how many details to share
- Over-share personal or organizational information
- Overlook your own goals and needs
- Struggle promoting yourself, and thus miss some advancement opportunities
- Be a bit too lenient or accepting of repeated mistakes or non-performance

QUESTIONS TO CONSIDER

- When do you find yourself sharing too much? How might being more targeted in your communication be helpful?
- How do you distinguish between transparency and over-sharing? How do you determine what is and isn't appropriate to share?
- When have you had to make a tough call that was right, but was a disservice to others? How could you make that process easier for yourself?

FOCUS DETAILS

Andy, your score of 3 on Focus suggests you will be very comfortable flexing and adapting your priorities, and that you appreciate variety. Your scores on the drivers below provide further detail into your overall Focus score.



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

RELATED DRIVERS

ALIGNMENT	18	Questioning status quo; having individual priorities	Staying on the same page; having clear expectations
PRECISION	20	Adjusting standards; staying out of the weeds	Maintaining high standards; ensuring quality
PERSISTENCE	0	Staying flexible; multitasking, switching priorities	Never giving up; completing tasks
ENJOYMENT*	62	Staying focused on work; minimizing distractions	Having fun at work; protecting work-life balance

*Low scores on these drivers increase the overall factor score

AT YOUR BEST, YOU WILL

- Quickly shift efforts and approach when progress stalls
- Simultaneously attend to multiple competing projects or priorities
- Add a unique perspective to the organization
- Adjust your standards when they become unrealistic or inappropriate
- Support a fun working environment high in morale and creativity

AT YOUR WORST, YOU WILL

- Not fulfill obligations and frustrate team members who rely on you
- Give up too easily when faced with challenges or distractions
- Offend others by rejecting their norms and traditions
- Not stretch yourself or your team to exceed expectations
- Use humor inappropriately during some conversations, appearing somewhat flippant

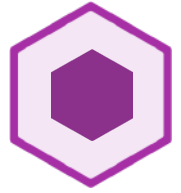
QUESTIONS TO CONSIDER

- When do multiple tasks and priorities begin to feel like distractions? How do you handle this? What changes might help you stay focused or have a better impact?
- How do you know if you're giving up or changing paths too quickly? What other drivers could you lean on to help you stay the course?
- Have you considered the "return on disagreement" when challenging others? What is the cost compared to the value of challenging versus aligning?

MEANING DETAILS

Andy, your score of 56 on Meaning suggests you appreciate feeling a sense of meaning from your work, while realizing that not everything has to have major significance. Your scores on the drivers below provide further detail into your overall Meaning score.

56

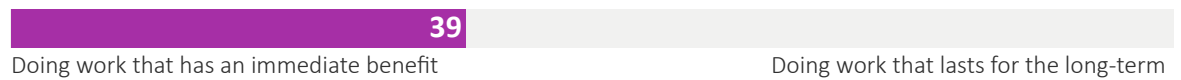


RELATED DRIVERS

AUTHENTICITY



LEGACY



PURPOSE



RECOGNITION



AT YOUR BEST, YOU WILL

- Influence others by communicating mission and purpose
- Focus most of your efforts on things with an immediate and tangible impact
- Adapt your behavior to the needs of a given situation while leading with consistent values
- Show appreciation for others' efforts, without requiring excessive recognition for your own contributions
- Attach some meaning to work, improving engagement and performance

AT YOUR WORST, YOU WILL

- Form somewhat unrealistic expectations regarding the need for meaningful purpose in work
- Miss some opportunities to leverage a long-term vision to inspire others
- Struggle to see how your behaviors and values might be linked
- Miss some opportunities to share praise and appreciation
- Feel a bit disengaged or disillusioned when the purpose of work is unclear

QUESTIONS TO CONSIDER

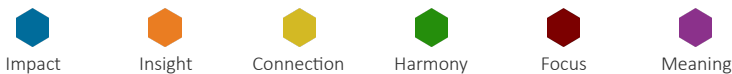
- Are you satisfied with the sense of purpose that your work currently provides? How could you enhance the meaning that you derive from your role?
- How do you stay engaged when you may not see the impact of your work for months or years?
- When have people made faulty assumptions about why you do what you do? How could you more consistently live out your values?

DRIVERS RANKING

Your scores below indicate how strongly you are driven by each of the 28 drivers. Drivers above 80 represent what you “drive toward” – what you care most about and where you will focus your energy. However, you may place too much emphasis and energy on these areas, limiting your effectiveness at times. Drivers below 20 will be less important to you, and may even frustrate or drain you. There are benefits and drawbacks to what drains you, too. While you are not likely to over-leverage these drivers, you may overlook their importance to others or experience frustration when they are required by you in a given situation.

	FACTOR	DRIVERS	DEFINITION	SCORE*
What <i>DRIVES</i> You	Impact	TRANSPARENCY	telling the truth; maintaining one's own personal integrity and truthfulness	98
	Insight	COLLABORATION	working with and alongside others; seeking out input and involving others	97
	Insight	INCLUSION	diversity, divergent thought; ensuring multiple perspectives are considered	97
	Impact	ASSERTIVENESS	asserting and defending one's position; saying what needs to be said	94
	Impact	COMMERCIAL FOCUS	maximizing organizational profitability; driving business success	93
	Impact	SERVICE	helping others; meeting others' needs and addressing their concerns	83
	Insight	GUIDANCE	thinking with a broad perspective; sharing insight and counsel	82
	Insight	GROWTH	learning and developing; working toward continuous personal improvement	81
	Impact	CHARISMA	inspiring, influencing, and persuading others through energy and emotion	80
	Insight	RAPPORT	connecting with others and building comfortable relationships	77
What <i>DRAINS</i> You	Impact	FORGIVENESS	moving past mistakes and avoiding resentment	75
	Impact	AUTHORITY	influencing and directing situations and people through positional power	73
	Meaning	PURPOSE	making a difference through work; having a sense of mission or “calling”	72
	Focus	ENJOYMENT	making work and life fun; using humor to reduce tension	62
	Meaning	AUTHENTICITY	remaining true to self; personal consistency, sincerity, and transparency	57
	Meaning	RECOGNITION	finding meaning through respect, honor, and acknowledgment of good work	49
	Impact	CAUTION	being careful; avoiding situations where failure or embarrassment is likely	48
	Impact	PERSONAL WEALTH	having financial stability and/or a luxurious life; obtaining wealth for self	48
	Impact	COMPETITION	proving oneself through winning and performance	45
	Meaning	LEGACY	accomplishing something that lasts and is honored; having a long-term impact	39
	Insight	AUTONOMY	being independent and self-reliant; managing one's own work	34
	Insight	CREATIVITY	thinking and solving problems in unique and different ways	26
	Impact	STATUS	achieving rank, title, or position; setting oneself apart from others	25
	Focus	PRECISION	pursuing high standards and productivity in work	20
	Focus	ALIGNMENT	aligning with existing norms; doing what is expected	18
	Insight	COMPLIANCE	strictly adhering to and enforcing existing rules, guidelines, and processes	2
	Focus	PERSISTENCE	not giving up, fulfilling obligations, and being reliable	0
	Impact	DELIBERATION	careful, thorough consideration of issues and decisions	0

Factor Key:



*Scores are percentiles compared to the general population.

YOUR DRiV FROM HERE

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

Thinking back through the themes discussed in your DRiV report:

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

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

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

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

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

DEVELOPMENT TIPS

Your five highest drivers are Transparency, Collaboration, Inclusion, Assertiveness, and Commercial Focus. You will tend to consistently drive toward and focus your energy on these drivers. As you examine your highest drivers, ask yourself:

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

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

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

What *DRIVES* You:  **TRANSPARENCY** COLLABORATION INCLUSION ASSERTIVENESS COMMERCIAL FOCUS

- Earn trust by openly owning your mistakes and weaknesses, but don't unintentionally undermine yourself by oversharing every single misstep. Instead, practice measured honesty with a peer whom you trust. As you practice this, be as transparent as you want, but ask your colleague to provide honest feedback as to when you are crossing the line into too much information.
- Before sharing information with someone else, ask yourself, "What do they need to hear? What do I feel a need to say?" If you just feel compelled to say something, but they don't truly need to hear it, consider not sharing.
- Consider whether your definition of truth might be a little too narrow. On most issues, there are details and hard facts, but there is often an emotional and values-based component as well. Even if you disagree, realize that others' emotions and beliefs are part of what is true for them. Make truly understanding others' perspectives part of your goal.
- Don't use honesty as an excuse for excessive bluntness. Research shows the best communication is not only immediate and genuine (you likely excel at this) but also concrete and respectful. Make sure that when you give feedback to others, it is clear, understandable, about something specific, and that you are doing it in a way that is respectful and helpful.

Factor Key:



Impact



Insight



Connection



Harmony



Focus



Meaning

▶ DEVELOPMENT TIPS (continued)

What *DRIVES* You: TRANSPARENCY  **COLLABORATION** INCLUSION ASSERTIVENESS COMMERCIAL FOCUS

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

What *DRIVES* You: TRANSPARENCY COLLABORATION  **INCLUSION** ASSERTIVENESS COMMERCIAL FOCUS

- Be the voice of inclusion in small groups, where one or two voices can easily dominate the conversation, potentially drowning out the voices of others with different perspectives. Proactively solicit diverse input and bring it to the forefront of the group's discussion.
- Don't just include people, proactively make it safe for them to get involved. Listen to and reflect back dissenting opinions. Share how you incorporated others' input. Look for and emphasize the positives of alternative points of view.
- Identify times when you slow down decisions too much by involving too many people. To help counter this, critically assess the value that various people might bring. Involve relevant, diverse perspectives; minimize redundant or unhelpful ones. Check your assumptions about who should be involved by asking people whose decision-making you really respect.
- Schedule question storming sessions. Question storming sessions are freer than brainstorming sessions, where people tend to feel pressure to come up with good ideas. Instead, people are free to raise any question about the topic at hand without having to have a solution on hand. These kinds of meetings require less subject matter expertise, and therefore they are a perfect forum for including lots of people.

Factor Key:



▶ DEVELOPMENT TIPS (continued)

What *DRIVES* You: TRANSPARENCY COLLABORATION INCLUSION  **ASSERTIVENESS** COMMERCIAL FOCUS

- Be strategic. Consider whether a strong stance is appropriate, or if backing away from your stance, even if temporarily, is more advantageous. Consider the long-term implications, need to protect relationships, or earn more trust and credibility.
- Ask yourself, "Does this really need to be said, or do I just feel a need to be heard?" If it is the latter, try listening rather than speaking. Or, simply own it- explain to others that you aren't sure whether something needs to be said or not, but humbly admit that you feel you haven't been properly heard yet.
- If you start to notice tensions escalating around you, consider how you might have contributed to the tension. Is your Courage going into overdrive? Ensure you are always communicating in a manner that is genuine, clear, timely, and respectful.
- Speak in speculation. Ask lots of questions and preface your statements with qualifiers, such as, "I wonder..." or "Have we considered?" Doing so will allow you to make your point without coming across as stubborn or aggressive.

What *DRIVES* You: TRANSPARENCY COLLABORATION INCLUSION ASSERTIVENESS  **COMMERCIAL FOCUS**

- When making a significant contribution or business decision, be sure to think through the non-financial ramifications of your decisions, such as long-term stability, the quality of your relationships, and so on.
- Ensure that your passion for the bottom line does not distract you from providing value to a customer. Ask yourself and your customers, "How can I provide even more value to my customers?" Slow down enough to find out customers' challenges and look for ways to address them.
- Stay focused and realistic on what you can deliver. Saying yes to every opportunity may not be the right answer. Avoid over-promising and set realistic expectations. You may be more successful if you focus on quality versus quantity.
- Think of your business (or team) as a machine. Identify the levers that you can pull to increase effectiveness. Systematically pull those levers and monitor the effectiveness of your actions.

Factor Key:



Impact



Insight



Connection



Harmony



Focus



Meaning

DEVELOPMENT TIPS

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

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

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

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

What *DRAINS* You:  **DELIBERATION** PERSISTENCE COMPLIANCE ALIGNMENT PRECISION

- Do some planning and vetting to further strengthen your decisive approach. Ask for input from people who have been there and experienced what you're going through. Are you (unknowingly) trying to skip steps in the process to accomplish your goals faster? You will find that having a plan and consistently working it will eventually end up being faster.
- Every time you think to yourself that a decision is easy or obvious, take that as a red flag that you might be missing something. One way to combat this without having to slow down too much is to ask yourself, "How would I advise someone else to handle this situation?" Doing this will help you be more objective.
- Leverage checklists- they can keep you moving fast while helping you avoid unnecessary mistakes. It is easy to accidentally overlook things that feel obvious- a checklist forces you to remember them. Checklists are most effective for moderate-to-high risk tasks that have routine steps that are easily overlooked but are critical to success. For more on checklists, read The Checklist Manifesto by Atul Gawande.
- Manage your own sense of urgency by leveraging the 10/10/10 technique. Before you decide or act, spend a moment considering how you will feel about it in 10 minutes, 10 months, and 10 years. Thinking long term like this will help you filter through any false sense of urgency you may be experiencing.

Factor Key:



Impact



Insight



Connection



Harmony



Focus



Meaning

◀ DEVELOPMENT TIPS (continued)

What *DRAINS* You: DELIBERATION  **PERSISTENCE** COMPLIANCE ALIGNMENT PRECISION

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

What *DRAINS* You: DELIBERATION PERSISTENCE  **COMPLIANCE** ALIGNMENT PRECISION

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

Factor Key:



Impact



Insight



Connection



Harmony



Focus



Meaning

◀ DEVELOPMENT TIPS (continued)

What *DRAINS* You: DELIBERATION PERSISTENCE COMPLIANCE  **ALIGNMENT** PRECISION

- Bring value, intentionally. Think through all the aspects of your job where you tend to challenge the norm. Assign a ROD (Return on Disagreement) index to each one. Are you bringing more value by challenging or disagreeing than you would by simply aligning and being supportive? If yes, then it gets a high ROD index. Challenge in high-ROD areas, support in the low-ROD areas.
- Fight groupthink. When you see others on your team prematurely locking into and aligning around an idea or decision, try to slow down the process. Encourage others to question why they are so supportive of a given idea.
- Be patient. Don't put too much pressure on yourself to change things instantly. Changing the status quo takes time, patience, and persistence.
- Don't try to drive change alone. You may be the only one (for now) who sees that your team or organization is moving in a potentially wrong direction, but chances are, you won't be able to change everything alone. Communicate one-on-one with others. Build a team of allies. If you want to change things, you will have to align others to your way of thinking.

What *DRAINS* You: DELIBERATION PERSISTENCE COMPLIANCE ALIGNMENT  **PRECISION**

- Communicate your goals and approach to others so they fully understand your intentions. Share the goal, the high-level plan, and your process for when and how you will make changes. This communication will help ensure that your sense of urgency and flexibility are not seen as haphazard, too risky, or lacking in quality.
- Focus your attention on quality and results by cutting out distractions. Identify tasks and responsibilities that are being focused on too heavily. Dial back (or drop altogether if possible) your attention on these less important issues. This will make it easier to focus on the most important goals without spending energy to maintain performance in less-relevant areas.
- Write out one or more obvious checklists. These checklists are designed to help us remember the things that seem obvious but are important and easily forgotten. Do this, especially in areas of responsibility that are highly specific, tedious, and detailed.
- Share any goals you set for yourself with friends and coworkers who will hold you accountable. Goals that you share with others are less likely to be forgotten or abandoned.

Factor Key:



Impact



Insight



Connection



Harmony



Focus



Meaning