

The chart below details the behaviors of each drive (when low and when high) as well as the motivating needs that are associated with those behaviors.

|                                                                            | LOW                                                                                                                                                                                                                                            | HIGH                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A</b><br><b>Dominance</b><br><i>The Drive for Ownership and Control</i> | <b>Behaviors</b><br>Agreeable, cooperative, accepting of company policies, accommodates the team, comfortable with what is, seeks harmony, risk-averse                                                                                         | Independent, assertive, self-confident, Self-starter, self-taught, challenging, individualistic, competitive                                                                                                                                                            |
|                                                                            | <b>Motivating Needs</b><br><i>Encouragement, <b>harmony</b>, strong supportive leadership, team recognition, support, prefers team-oriented tasks, <b>shared risk</b>, recognition for selfless team approach work</i>                         | <i>Recognition for own ideas, freedom to act independently, <b>control</b> of own activities/work, opportunities to prove him/herself, to solve problems his/her way, individual competition – win, to understand the big picture</i>                                   |
| <b>B</b><br><b>Extroversion</b><br><i>The Drive for Social Interaction</i> | <b>Behaviors</b><br>Serious, introspective, task-oriented, Matter-of-fact, analytical, imaginative, reflective, cautious around new people, reserved, private recognition, privacy, quiet, time to think                                       | Outgoing, optimistic, persuasive, selling, articulate, delegates authority, meets new people easily, enthusiastic, empathetic, socially-poised                                                                                                                          |
|                                                                            | <b>Motivating Needs</b><br><i>Opportunities for introspection, <b>recognition for technical or intellectual achievements</b>, freedom from “politics,” private recognition, privacy, quiet, time to think, to network, to build consensus</i>  | <i>Social acceptance, social recognition, symbols of prestige – status, opportunities to sell him/herself, <b>interaction w/ people, to ‘be liked’</b></i>                                                                                                              |
| <b>C</b><br><b>Patience</b><br><i>The Drive for Stability</i>              | <b>Behaviors</b><br>Tense, restless, high-strung, driving, impatient with routines, intense, sense of urgency, fast-paced                                                                                                                      | Patient, methodical, stable, calm, deliberate, consistent, comfortable with the familiar, steady, predictable                                                                                                                                                           |
|                                                                            | <b>Motivating Needs</b><br><i><b>Variety, change of pace</b>, freedom from repetition, freedom of movement, mobility, freedom to change priorities</i>                                                                                         | <i><b>Security, stable work environment</b>, familiar people/work, supportive work team, recognition for seniority/loyalty, freedom from changing priorities, freedom from time pressures</i>                                                                           |
| <b>D</b><br><b>Formality</b><br><i>The Drive for Conformity</i>            | <b>Behaviors</b><br>Flexible, informal, tolerant of risk or uncertainty, freely delegates details, frank and uninhibited, non-conforming, casual, undaunted when criticized or rejected, ends justify the means                                | Diligent, attentive to details, precise, organized, self-disciplined, cautious conservative, conscientious, specialist                                                                                                                                                  |
|                                                                            | <b>Motivating Needs</b><br><i><b>Absence of tight control, freedom of expression</b>, experts to delegate to, user-friendly systems, decentralized work environment, freedom to make exceptions, opportunity for flexible approach to work</i> | <i>Need for information, certainty, understanding exactly what rules are, <b>specific knowledge of the job, “the book,”</b> freedom from risk of error, ongoing training opportunities, time to study, to see the finished product, recognition for error-free work</i> |

Steve Picarde - CEO

PI Midlantic - 105 Eastern Avenue, Suite 101 - Annapolis, Maryland 21403 - (410) 295-0771 - spicarde@pimidlantic.com