

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