

# The Intentional Leader

## Module 1: Understanding Self

*Wherever you go, there you are. - Jon Kabat-Zinn*

### Learning Objectives

1. Explore why people behave the way they do
2. Learn a framework to measure drives and predict behaviors
3. Leverage the Predictive Index® Behavioral Assessment to increase awareness of self and better understand the workstyles of others
4. Learn how your natural behavioral style impacts how you show up at work

### The Predictive Index Behavioral Assessment (PIBA)



We are all products of our DNA, values, and lived and learned experiences.

Each of us brings our whole self to work, and a simple model to represent this is the Head, Heart, and Briefcase model. The briefcase represents an individual's knowledge, skills, and experience. The heart represents their values, ethics, and passion for the work, industry and/or mission. The head represents a person's behaviors, cognitive abilities, and emotional intelligence.

The PIBA provides insights on the behaviors and drives of an individual. The assessment is an untimed, free-choice, stimulus-response that is scientifically valid for hiring and talent development.

It is built on the premise that drives create needs and those needs result in behaviors. **If you can measure what drives someone, you can predict their behavior.**

**What does a leader profile look like?** Behavioral profiles do not tell us *if* we can lead, they tell us *how* we will lead.

### The PIBA measures 4 drives:

#### Dominance, the A Drive – the drive to exert influence and control over people and events

- People with low A drives need team recognition, and harmony and may come across as cooperative and collaborative.
- People with high A drives need independence and control and may come across as autonomous and venturesome.

#### Extroversion, the B drive – the drive for social interaction

- People with low B drives need room for introspection and time to trust and may come across as matter-of-fact and task-oriented.
- People with high B drives need opportunities to interact and to talk things through and may come across as outgoing and people-oriented.

#### Patience, the C drive – the drive for consistency and stability

- People with low C drives need variety and opportunities to work at a fast pace and may come across as intense and driving.
- People with high C drives need long-term affiliation and freedom from changing priorities and may come across as patient and stable.

#### Formality, the D drive – the drive for rules and structure

- People with low D drives need flexibility and the ability to delegate details and may come across as informal and adaptable.
- People with high D drives need clear expectations and an understanding of rules and regulations and may come across as diligent and precise.

*While these four drives, or "factors," are predictive of behaviors, additional context should always be considered.*

