



TTI  
SUCCESS  
INSIGHTS®

## Talent Insights®

Professional Sales Profile

Gregg Wilson  
Sales  
Sample Co.  
7-14-2014

Provided by:



**Precision Hiring & Development**  
800.875.7599 - [www.precisionhiring.com](http://www.precisionhiring.com)



## Introduction Where Opportunity Meets Talent®

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

**The following is an in-depth look at your personal talents in the three main sections:**

### Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

### Motivators

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

### Integrating Behaviors and Motivators

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and motivators blend together, your performance will be enhanced and you will experience an increase in satisfaction.





## Introduction Behaviors Section

**Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.**

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

**In this report we are measuring four dimensions of normal behavior. They are:**

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."  
—W.M. Marston*





# Sales Characteristics

Based on Gregg's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.

Gregg will want to sell new and unusual products or services. Motivated by his many interests, he prefers an ever-changing work environment. He must guard against coming across as a high-pressure salesperson, which can antagonize the prospect and jeopardize the sale. He may be so self-confident about this ability to sell to anyone he may fail to qualify the prospect adequately. He is the type of individual who, when under pressure, displays a tremendous sense of urgency to meet his sales goals. Gregg is a self-starter, generally resourceful and readily adaptable to many sales situations. He finds the actual sales process much more rewarding than completing all the paperwork involved. Although Gregg is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to the methodical buyer. He is comfortable in a sales environment that contains variety and/or high pressure situations.

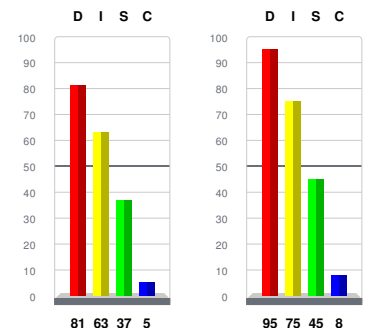
Gregg doesn't always take the time to anticipate the outcome of a sales call. He may be intent on making an efficient presentation and unintentionally omit details and supporting information. He usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. He may use confrontation to show his knowledge and expertise. Unless he is calling on an aggressive buyer, this may hinder the sale. He usually welcomes objections as they provide him with an opportunity to share his knowledge. If he is careful to take objections seriously, it will allow him to be more effective. Gregg may not use enough facts to overcome objections; that is, he likes the challenge presented by the objection, and may attempt to answer, whether he has all the facts or not. He prefers a direct and straightforward approach to selling. He truly feels that he can sell to anyone at anytime, and this may be true if he takes the time to prepare properly.



Horizontal lines for notes.



Adapted Style      Natural Style





# Sales Characteristics Continued

Gregg's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. He can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections. He usually closes soon and often. He will close many sales the competition has sold but failed to close. He usually has his favorite close, and he might, therefore, resist using all the closes he knows. Gregg generally concentrates on selling new accounts as compared to servicing his present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. He often promises more service than he can deliver, especially if he must be the person to deliver. He usually has too many activities going on to fulfill all he promises.



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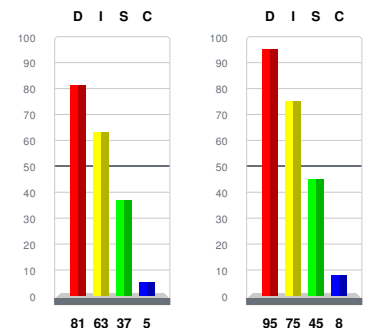
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Adapted Style      Natural Style



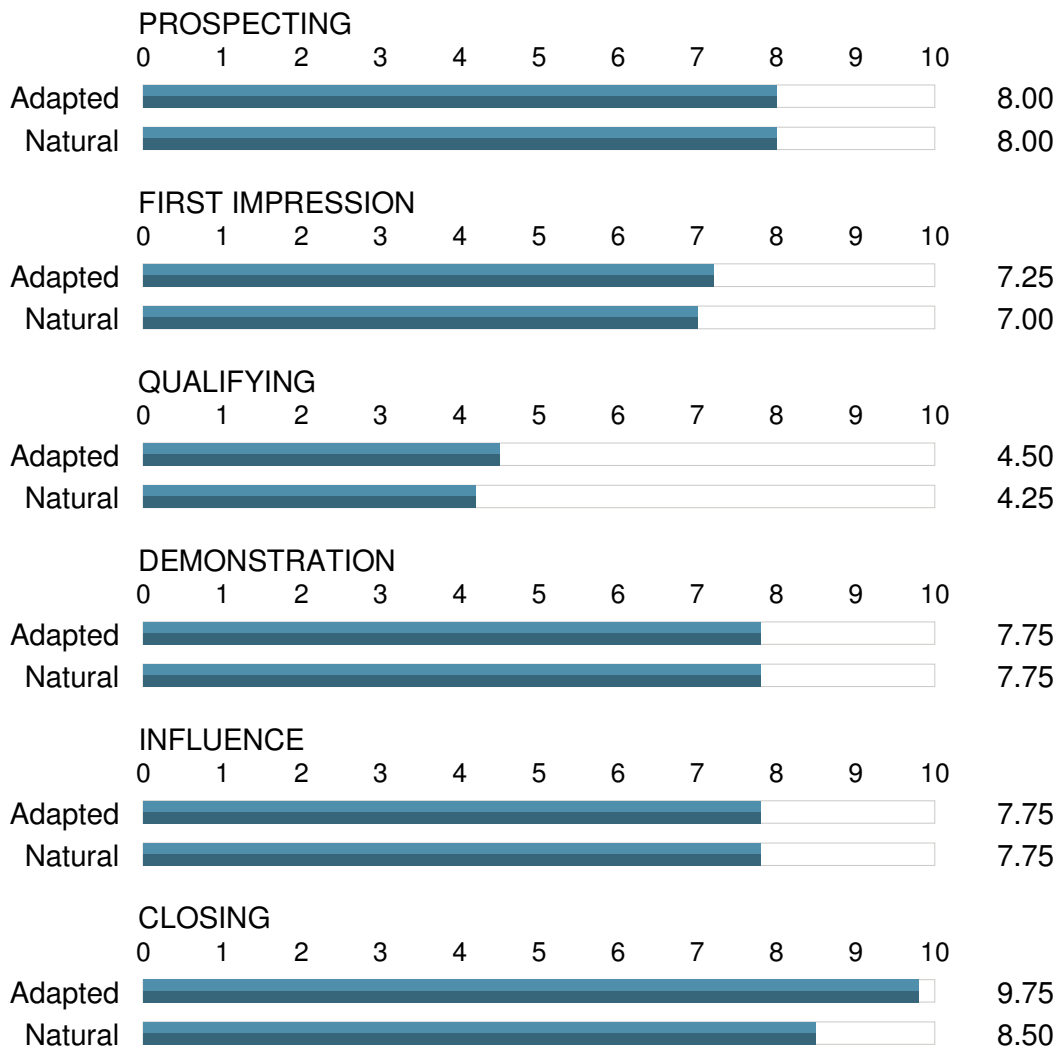


# Behavioral Selling Overview

The Behavioral Selling Overview reflects Gregg's natural and adapted styles within each phase of the Behavioral Selling Model. Gregg's natural style reflects his native, intuitive selling behavior. Gregg's adapted scores reflect the behavior that Gregg believes necessary in each phase of behavioral selling.

The level of effectiveness that Gregg either possesses naturally or is able to modify or "mask" is also shown. The higher the score, the more effective Gregg is at that phase of the sale. The lower the score, the greater challenge Gregg has in terms of delivering specific behavior required for success within that phase.

The amount of difference between a salesperson's adapted and natural styles is also key. The greater the difference, the greater potential for stress.



0-5.0=POOR 5.1-6.6=FAIR 6.7-7.6=GOOD 7.7-8.8=VG 8.9-10=EX



# Potential Strengths or Obstacles to Behavioral Selling Success

*The Behavioral Selling Model is a scientific, professional selling process. The Behavioral Selling Overview outlines Gregg's performance tendencies within each specific phase of the Behavioral Selling Model.*

**Prospecting:** The first phase of the Behavioral Selling Model. It is the phase of the sale where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.

## In the Prospecting Phase, Gregg MAY have a TENDENCY to:

- Dislike routine work such as call or travel records, expense reports, etc.
- Represent himself with more authority than he may have with new prospects.
- Disregard a cardinal rule of behavioral selling: the secret to selling is to be in front of a qualified buyer when they are ready to buy, not when he is ready to sell! The results could be an impatient and sometimes pushy attitude in setting appointments.
- Not keep detailed records while gathering information on prospects unless he sees it as leading directly to the sale.

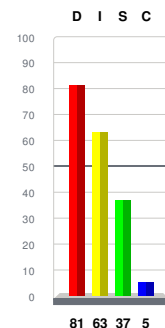
**First Impression:** The first face-to-face interaction between a prospect and the salesperson, this phase is designed to enable the salesperson to display his or her sincere interest in the prospect...to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase of face-to-face trust building and sets the face-to-face selling process in motion.

## In the First Impression Phase, Gregg MAY have a TENDENCY to:

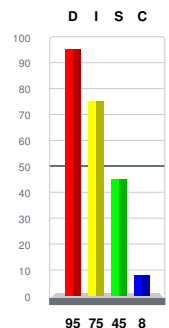
- Come on too strong, too early and too assertively for some prospects.
- Not size up prospects before starting his sales presentation. He should concentrate on the pace, timing and demeanor of the buyer and adjust his presentation accordingly.
- Talk and move too fast for the logical and detailed oriented prospect.
- Be impatient when selling the methodical buyer. Although he may be very good at selling prospects who have similar behavioral characteristics to his own.



Adapted Style



Natural Style





# Potential Strengths or Obstacles to Behavioral Selling Success

**Qualifying:** The questioning and detailed needs analysis phase of the face-to-face sale, this phase of the Behavioral Selling Model enables the salesperson to discover what the prospect will buy, when they will buy and under what conditions they will buy. It is allowing the prospect to identify and verbalize their level of interest, specific wants and detailed needs in the product or service the salesperson is offering.

## In the Qualifying Phase, Gregg MAY have a TENDENCY to:

- Let his non verbal communication show his impatience during the Qualifying Phase.
- Interrupt the prospect. Could be more concerned about how he is perceived than with being an effective listener.
- Be so concerned with the big picture that he forgets to remember that there are little pieces that can often make a sale successful or actually make it fall apart.
- Not take the time to actively listen to what the prospect is saying in order to determine what they really need. In addition, is likely to jump too quickly to a recommendation before processing everything that the prospect has to say.

**Demonstration:** Much different from traditional "demonstration" or "product presentation," this phase allows the salesperson to demonstrate his or her product knowledge in such a way that it fulfills the stated or implied wants, needs, or intentions of the prospect as identified and verbalized in the Qualifying Phase.

## In the Demonstration Phase, Gregg MAY have a TENDENCY to:

- To try to close the sale prematurely before the prospect is truly convinced. May believe in the outdated "close early and close often" school of selling. In today's world of selling, this can lead to more trouble than to more sales.
- Present the products or service that satisfy his own needs rather than really answering the prospect's true buying motives, time frame for buying and terms of purchase.




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# Potential Strengths or Obstacles to Behavioral Selling Success

- Ten to fifteen percent of his potential customers will feel comfortable with his presentation style which can be fast, direct and sometimes glossing over major points. However, the remaining prospects will feel somewhat uncomfortable with his natural style.
- Not devote sufficient time to present his products and/or services adequately.

Influence: What people believe enough, they act upon. This phase is designed to enable the salesperson to build value and overcome the tendency that many prospects have to place little belief or trust in what is told to them. It is this phase of the sale that solidifies the prospect's belief in the supplier, product or service and salesperson.

### In the Influence Phase, Gregg MAY have a TENDENCY to:

- Not allow enough time for prospect to verbalize his full and honest feelings.
- Not take the time to prepare, pack or check for all materials that are needed to influence the prospect.
- Subconsciously force prospect to agree with his intentions.
- Not allow prospect time to think through what the information really means and how the product or service will solve his problems.

Closing: The final phase of the Behavioral Selling Model. This phase is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

### In the Closing Phase, Gregg MAY have a TENDENCY to:

- Become defensive and overreact to an objection. This is especially true if he has played a major role in the development of the product or service.
- Be so direct in closing that he antagonizes some buyers. The methodical buyer could be intimidated.
- Welcome objections. They provide him with an opportunity to expand his image. However, he may have a tendency to take some objections too lightly.




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# Potential Strengths or Obstacles to Behavioral Selling Success

- Attempt to win on all points, no matter how minor. This desire has the potential to hinder the sales process.




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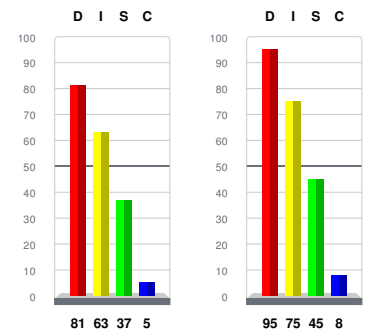
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Adapted Style      Natural Style





# Value to the Organization

*This section of the report identifies the specific talents and behavior Gregg brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.*

- Dedicated to his own ideas.
- Initiates activity.
- Pioneering.
- Competitive.
- Self-starter.
- Thinks big.
- Can support or oppose strongly.
- Tenacious.




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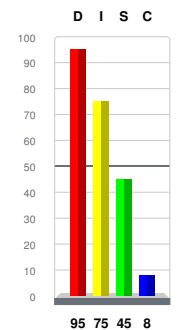
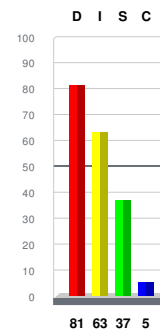
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Adapted Style

Natural Style





## Checklist for Communicating

*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Gregg. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Gregg most frequently.*

### Ways to Communicate:

- Provide facts and figures about probability of success, or effectiveness of options.
- Be clear, specific, brief and to the point.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Clarify any parameters in writing.
- Appeal to how he will benefit or be admired.
- Provide "yes" or "no" answers--not maybe.
- Use the carrot approach when appropriate.
- Present the facts logically; plan your presentation efficiently.
- Take issue with facts, not the person, if you disagree.
- Speak at a rapid pace.
- Define the problem in writing.
- Look for his oversights.

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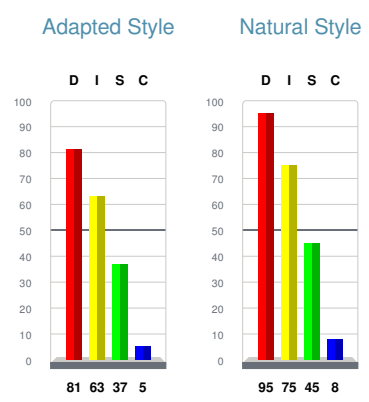
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# Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Gregg. Review each statement with Gregg and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

## Ways NOT to Communicate:

- Take credit for his accomplishments.
- Muffle or over legislate.
- Ask rhetorical questions, or useless ones.
- Hesitate when confronted.
- Come with a ready-made decision, and don't make it for him.
- Ramble on, or waste his time.
- Let him overpower you with verbiage.
- Be paternalistic.
- Reinforce agreement with "I'm with you."
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.
- Try to build personal relationships.
- Try to convince by "personal" means.
- Be redundant.

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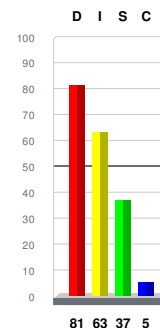
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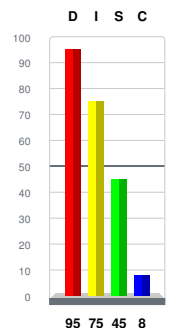
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Adapted Style



Natural Style





## Selling Tips

*This section provides suggestions on methods which will improve Gregg's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, Gregg will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.*

### **When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:**

- Prepare your "presentation" in advance.
- Stick to business--provide fact to support your presentation.
- Be accurate and realistic--don't exaggerate.

#### **Factors that will create tension:**

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized or messy.

### **When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:**

- Be clear, specific, brief and to the point.
- Stick to business. Give an effective presentation.
- Come prepared with support material in a well-organized "package."

#### **Factors that will create tension:**

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

### **When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:**

- Begin with a personal comment--break the ice.
- Present yourself softly, nonthreateningly and logically.
- Earn their trust--provide proven products.

#### **Factors that will create tension:**

- Rushing headlong into the interview.
- Being domineering or demanding.
- Forcing them to respond quickly to your questions.

### **When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:**

- Provide a warm and friendly environment.
- Don't deal with a lot of details, unless they want them.
- Provide testimonials from people they see as important.

#### **Factors that will create tension:**

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.





# Perceptions

## See Yourself as Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Gregg's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Gregg to project the image that will allow him to control the situation.

### Self-Perception

Gregg usually sees himself as being:

- Pioneering
- Competitive
- Positive
- Assertive
- Confident
- Winner

### Others' Perception - Moderate

Under moderate pressure, tension, stress or fatigue, others may see him as being:

- Demanding
- Egotistical
- Nervy
- Aggressive

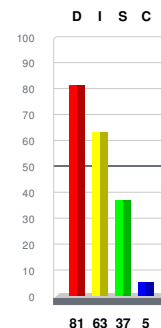
### Others' Perception - Extreme

Under extreme pressure, stress or fatigue, others may see him as being:

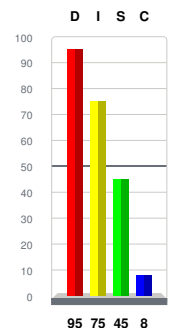
- Abrasive
- Arbitrary
- Controlling
- Opinionated



Adapted Style



Natural Style





# The Absence of a Behavioral Factor

The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral style, we are able to better articulate a person's talents and create environments where people can be more effective.

## Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid environments where micro-management is the way of the organization.
- Avoid working environments where risk taking is not rewarded or encouraged.
- Avoid situations where the lack of fear is the driving force versus the return for the organization.

## Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with C above the energy line and/or tips for seeking environments that will be conducive to the low C.

- Extremely formal and structured interactions may cause stress.
- Breaking rules that others must follow, will be seen as reckless and haphazard.
- Stress is demonstrated through body language; be sure to send the same message verbally and physically.




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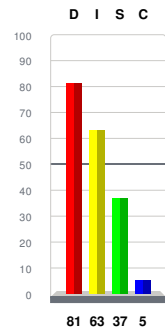
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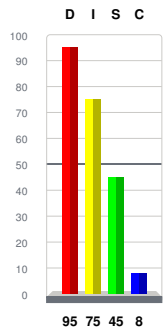
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Adapted Style



Natural Style







# Descriptors

Based on Gregg's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Demanding <b>Egocentric</b> Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative <b>Persuasive</b> <b>Warm</b> <b>Convincing</b> <b>Polished</b> <b>Poised</b> <b>Optimistic</b> Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	<b>Mobile</b> Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	<b>Firm</b> Independent Self-Willed Stubborn <b>Obstinate</b> <b>Opinionated</b> <b>Unsystematic</b> <b>Self-Righteous</b> <b>Uninhibited</b> <b>Arbitrary</b> <b>Unbending</b> Careless with Details





# Natural and Adapted Selling Style

Gregg's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.




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## PROBLEMS - CHALLENGES

Natural	Adapted
<p>Gregg tends to attack sales challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and will actively seek to achieve sales goals. He likes authority along with his responsibility and a territory that will constantly challenge him to perform up to his ability.</p>	<p>Gregg's response to the sales environment is to be strong-willed and ambitious. He seeks to win against all obstacles.</p>

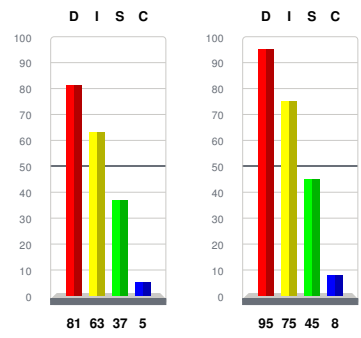
## PEOPLE - CONTACTS

Natural	Adapted
<p>Gregg is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. He is trusting and also wants to be trusted.</p>	<p>Gregg feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to sell.</p>



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Adapted Style      Natural Style





# Natural and Adapted Selling Style Continued

## PACE - CONSISTENCY

### Natural

Gregg is comfortable in a sales environment that allows him mobility and movement. He feels comfortable with several proposals in the mill at the same time. He can move from one prospect to another with ease.

### Adapted

Gregg feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency.

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## PROCEDURES - CONSTRAINTS

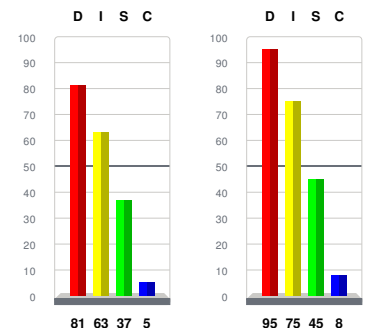
### Natural

Gregg wants to be seen as his own person who is willing and capable of interpreting the company policies to ensure the best results and allow him creative and innovative methods of selling. He wants to be measured on his sales results, not how he achieved the results.

### Adapted

The difference between Gregg's basic and adapted sales style is not significant and he sees no need to change on this factor.

Adapted Style      Natural Style





## Adapted Style

*Gregg sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.*

- Seeking challenges presented by competition.
- Authority to carry out responsibility.
- Exhibiting confidence in approaching customers.
- Using authority and responsibility for completing the sale.
- Positive response to a client's objections.
- Independent in approaching customers or clients.
- Telling clients or customers about the "big picture."
- Ability to handle many new products or services.
- Challenging the status-quo.
- A resourceful, eager self-starter.
- Sharing his personal opinion with a client or customer.
- Using a creative approach in selling new and innovative services or products.
- Making a presentation in his own particular style.

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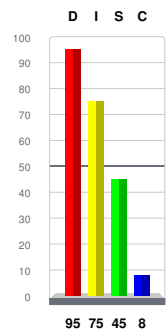
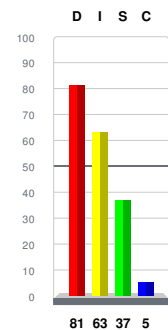
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Adapted Style      Natural Style



# Time Wasters

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

## Crisis Management

Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

### Possible Causes:

- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

### Possible Solutions:

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible

## Snap Decisions

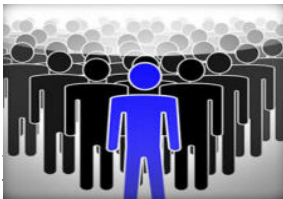
Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

### Possible Causes:

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

### Possible Solutions:

- Ask for recommendations



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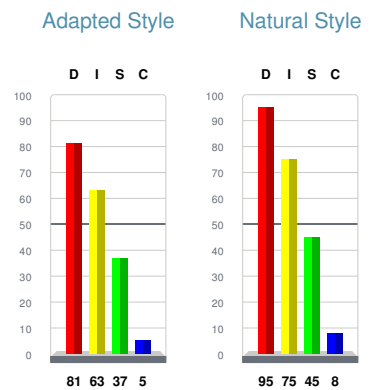
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# Time Wasters Continued

- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

## Firefighting

Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

### Possible Causes:

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation

### Possible Solutions:

- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach

## Poor Delegation

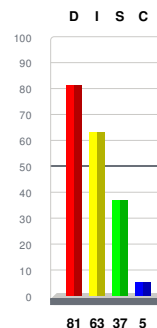
Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

### Possible Causes:

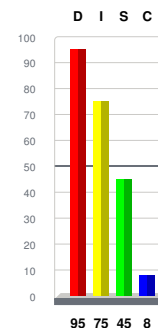
- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others



Adapted Style



Natural Style





## Time Wasters Continued

### Possible Solutions:

- Train and mentor others
- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

### Lack of a Written Plan

A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.

### Possible Causes:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

### Possible Solutions:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design



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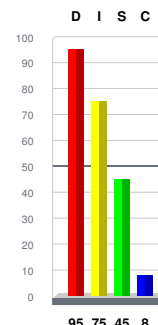
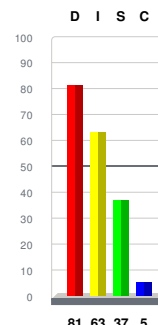
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Adapted Style

Natural Style





## Areas for Improvement

*In this area is a listing of possible limitations without regard to a specific job. Review with Gregg and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.*

### Gregg has a tendency to:

- Take objections lightly.
- Dislike routine work--call reports, etc.
- Dominate a sales presentation.
- Resist participation as part of the team, unless seen as a leader.
- Use fear as motive for buying.
- Not answer objections to buyer's satisfaction.
- Sell what he wants to sell rather than listen to the buyer's needs.
- Represent himself with more authority than he may have.
- Take on too many outside activities.

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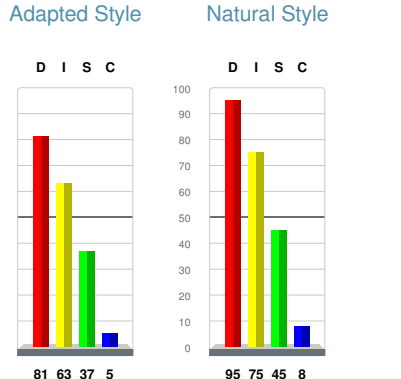
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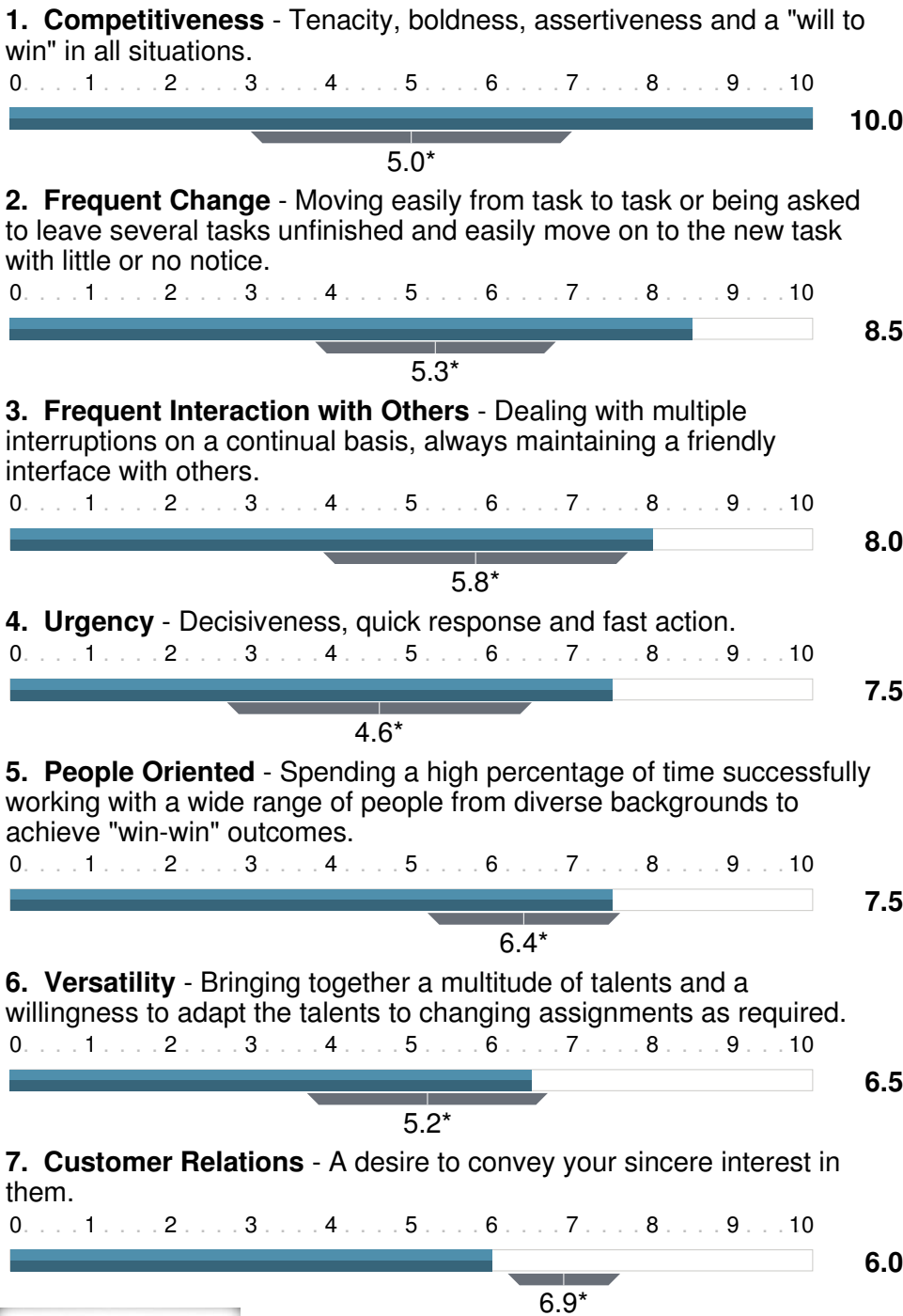




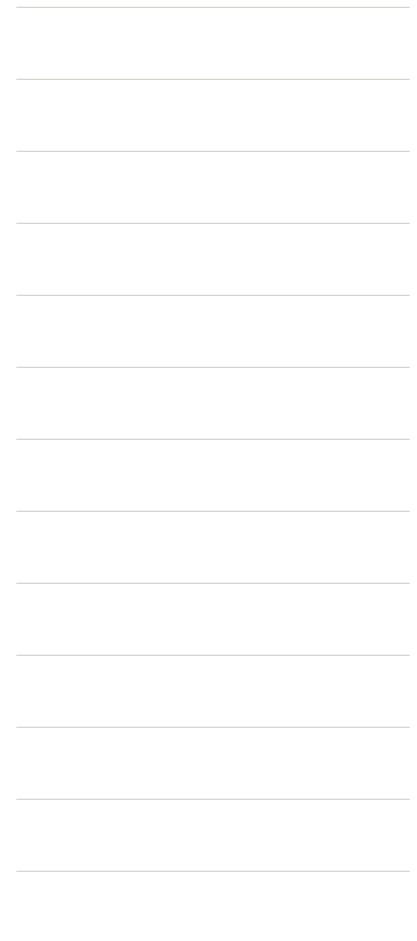


# Behavioral Hierarchy

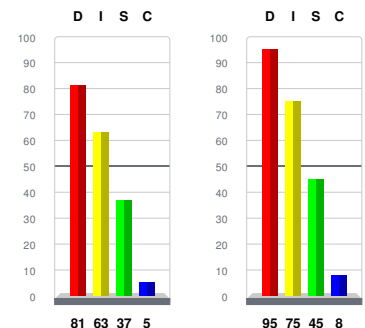
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.



\* 68% of the population falls within the shaded area.



Adapted Style      Natural Style



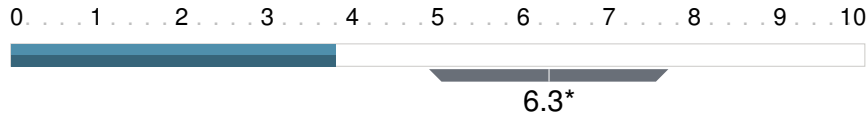


# Behavioral Hierarchy

**8. Follow Up and Follow Through** - A need to be thorough.



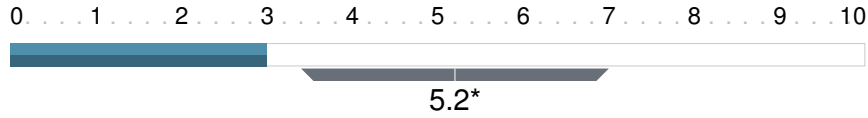
**9. Consistency** - The ability to do the job the same way.



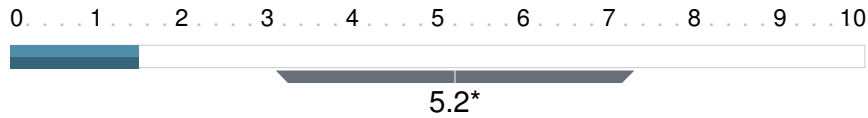
**10. Following Policy** - Complying with the policy or if no policy, complying with the way it has been done.



**11. Analysis of Data** - Information is maintained accurately for repeated examination as required.

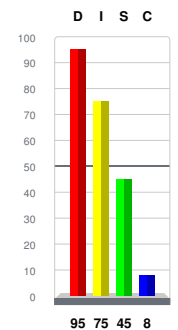
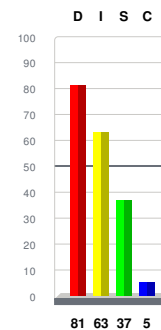


**12. Organized Workplace** - Systems and procedures followed for success.



Adapted Style

Natural Style



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\* 68% of the population falls within the shaded area.



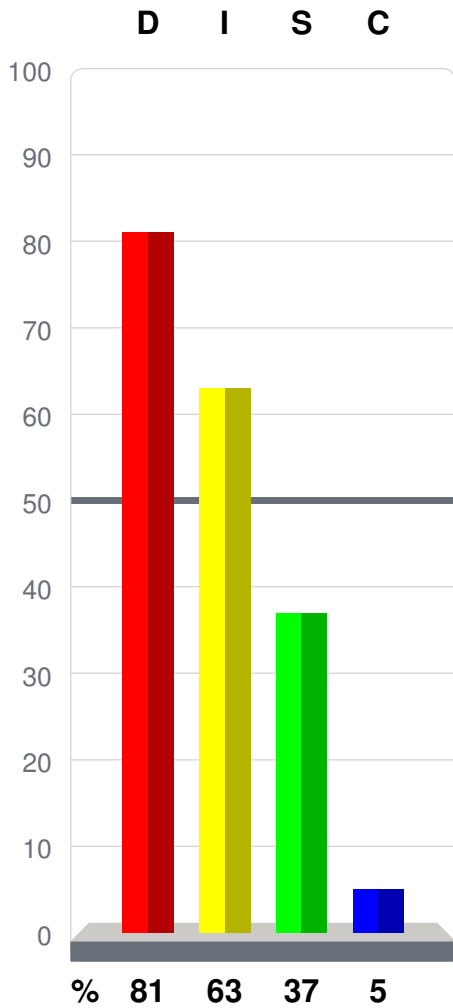


# Style Insights® Graphs

7-14-2014

## Adapted Style

### Graph I



## Natural Style

### Graph II



Norm 2011 R4

T: 14:31





## The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

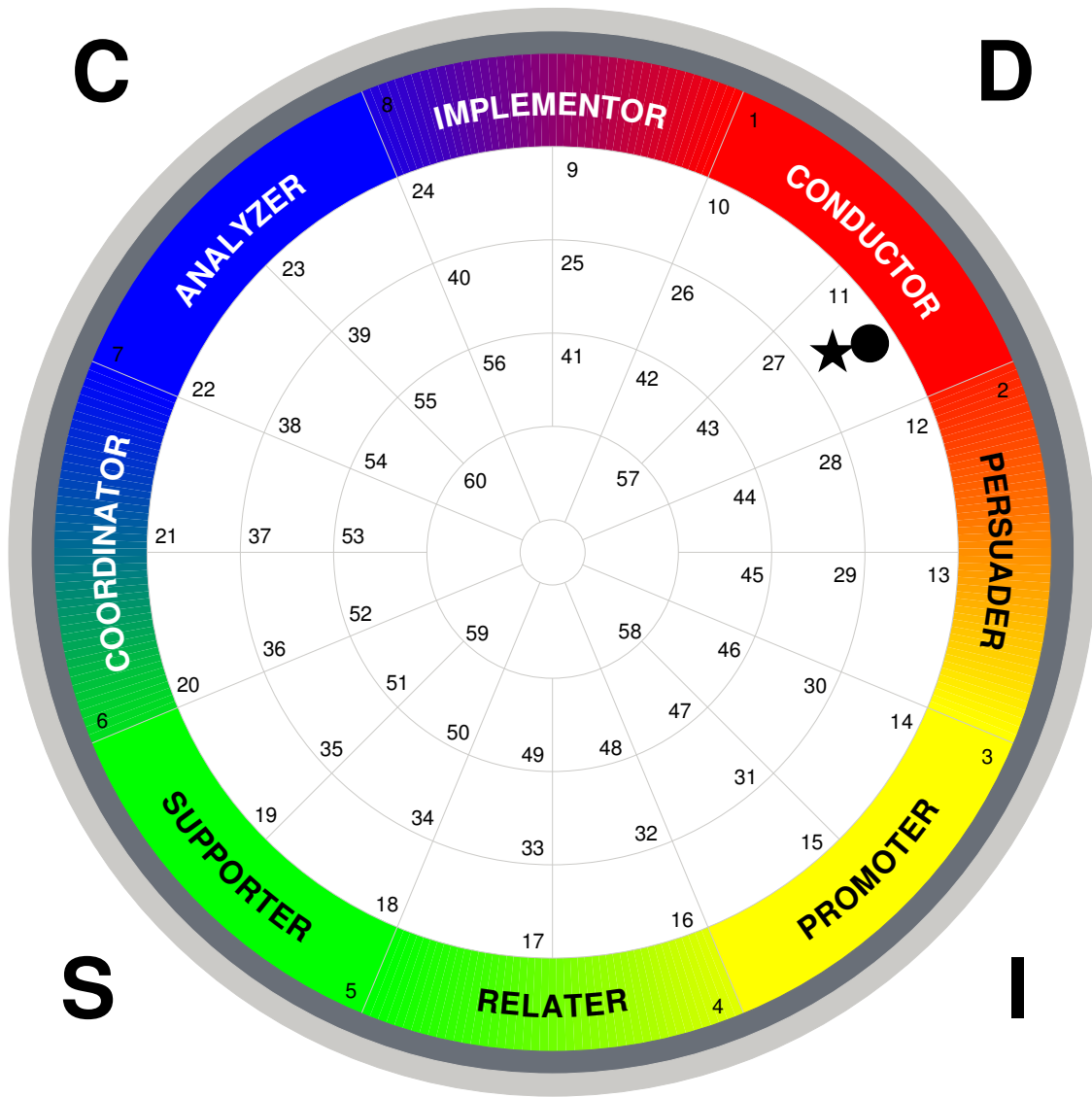
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.





# The Success Insights® Wheel

7-14-2014



Adapted: ★ (11) PERSUADING CONDUCTOR  
Natural: ● (11) PERSUADING CONDUCTOR

T: 14:31

Norm 2011 R4





## Introduction Motivators Section

Knowledge of an individual's motivators help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. The Personal Motivators & Engagement report measures the relative prominence of six basic interests or motivators (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Motivators help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six motivators. Your top two and sometimes three motivators cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top motivators.

The feedback you will receive in this section will reflect one of three intensity levels for each of the six motivators.

- **Strong** - positive feelings that you need to satisfy either on or off the job.
- **Situational** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.
- **Indifferent** - your feelings will be indifferent when related to your 5th or 6th motivator.

### Your Personal Motivators Ranking

1st	Utilitarian	<b>Strong</b>
2nd	Individualistic	<b>Strong</b>
3rd	Social	<b>Situational</b>
4th	Aesthetic	<b>Situational</b>
5th	Theoretical	<b>Indifferent</b>
6th	Traditional	<b>Indifferent</b>





# Utilitarian

*The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This motivator includes the practical affairs of the business world - the production, marketing and consumption of goods, the use of credit, and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average business person. A person with a high score is likely to have a high need to surpass others in wealth.*

- Having more wealth than others is a high priority for Gregg.
- Gregg will be motivated by his accomplishments.
- He can be very practical.
- Gregg has a long list of wants and will work hard to achieve them.
- With economic security comes the freedom to advance his ideas or beliefs.
- Gregg is future-oriented.
- Gregg faces the future confidently.
- He uses money as a scorecard.
- Gregg will protect his assets to ensure the future of his economic security.
- Working long and hard to purchase the finer things in life is one of Gregg's goals.
- All attempts are made to protect future security to ensure that his legacy is protected.
- A high sense of satisfaction is gained by earning and sharing his wealth.




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# Individualistic

*The primary interest for this motivator is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power drive. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.*

- He wants to control his own destiny and display his independence.
- Gregg has the desire to assert himself and to be recognized for his accomplishments.
- If necessary, Gregg will be assertive in meeting his own needs.
- Gregg believes "when the going gets tough, the tough get going."
- Gregg takes responsibility for his actions.
- Gregg likes to be in situations that allow him the freedom to control his destiny and the destiny of others. His team's strategy is to attempt to dilute outsiders' influence on the results of their goals.
- People who are determined and competitive are liked by Gregg.
- He believes "if at first you don't succeed try, try again."
- Maintaining individuality is strived for in relationships.

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# Social

*Those who score very high for this motivator have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic motivator, the Social person regards helping others as the only suitable form for human relationships. Research indicates that in its purest form, the Social interest is selfless.*

- Gregg will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within him.
- Gregg's desire to help others (even to his own detriment) or decision not to help others, is reviewed on an individual basis.

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## Aesthetic

*A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent has talents in creative artistry. It indicates a primary interest in the artistic episodes of life.*

- There could be a specific area that is of great interest to him. For instance, he may be appreciative of the natural beauty of mountains and streams, but may not be overly impressed by the works of Picasso or Rembrandt.
- The need for the appreciation of beauty is determined on an individual basis and is not generalized in terms of the total world around him.
- Gregg may desire fine things for his spouse or family members.
- At times Gregg will look for the beauty in all things.



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# Theoretical

*The primary drive with this motivator is the discovery of TRUTH. In pursuit of this drive, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical and rational, the person appears to be an intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.*

- Gregg will have a tendency to read only the articles in newspapers or magazines that appeal to his special interests.
- When required, Gregg will seek knowledge to better understand a particular situation.
- He may have a hobby or special interest that drives the need to know everything about a particular subject, such as computers, baseball scores, etc.
- Gregg will only read books that relate to his chosen field or special interests.
- Gregg will use an instinctual approach to problem solving.
- Gregg can be turned off by people who talk about things in detail if he has no interest in the subject.
- For Gregg, personal experiences are a key factor in decision making.
- He will attempt to take the practical approach and not over-analyze the process.
- Gregg will not seek knowledge based on curiosity or just for the sake of knowledge.



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# Traditional

*The highest interest for this motivator may be called "unity," "order," or "tradition." Individuals with high scores for this motivator seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.*

- It may be hard to manipulate Gregg because he has not defined a philosophy or system that can provide immediate answers to every situation.
- In many cases, Gregg will want to set his own rules which will allow his own intuition to guide and direct his actions.
- Gregg can be creative in interpreting other systems or traditions and selective in applying those traditions.
- He will work within a broadly defined set of beliefs.
- Gregg's passion in life will be found in one or two of the other dimensions discussed in this report.
- Traditions will not place limits or boundaries on Gregg.
- He will not be afraid to explore new and different ways of interpreting his own belief system.



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# Navigating Situations Outside Your Comfort Zone

*The information on this page will highlight areas in which you may struggle relating to based on your lowest motivator. The information will teach you how to manage your way through discussions focusing on your number six motivator.*

Tips for Communicating with "High Traditional" utilizing your Utilitarian.

As you read through the communication tips, think about the following questions:

*How does the mindset of a high Traditional contribute to today's workforce?*

*How do Traditionals contribute to the world, your professional life and your personal life?*

A high Traditional seeks a system for living and wants others to follow the system of his or her choice.

- Position the Traditional in a way where people want to align with the principles of the organization, as long as these principles are providing the desired return to the bottom-line.
- If principles are being adhered to that detract from the results the organization is looking for, provide factual, data-driven information as to why and how the standards should be adjusted.

Once a Traditional has made up his or her mind on an issue, he or she will rarely change this opinion even if logic indicates he or she is wrong.

- Look for the value of the belief system the Traditional team member possesses. Is there a way to yield a return based on the belief system and how it applies to business goals?
- It's important to understand the biases the Traditional has and determine if it's worth the return of trying to change the belief. When dealing purely with a bias, the discovery of other commonalities is necessary in order to maintain a positive relationship.

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# Navigating Situations Outside Your Comfort Zone

At times a high Traditional can be overly rigid in evaluating others against his or her standard.

- The preferred standard is based on the size of the return. However, the Traditional looks at the system as the standard. Ask questions as to how to achieve the desired return and meet the standards.
- People will often feel judged by the high Traditional. How can the amount of return generated be utilized to depersonalize the judgment and bring the conversation back to the bottom-line?

For a high Traditional, following proven procedures is more important than quick fixes.

- The proven way will not always yield the largest return. Ask questions to determine what approach will yield maximum results. Convince the high Traditional that the right fix will preserve the integrity of the foundational principles of the organization.
- Often times, the quick fix will work and will provide a return. Explain why this is the choice and communicate that although the tried and true is correct, a better result will be accomplished with the quick fix.



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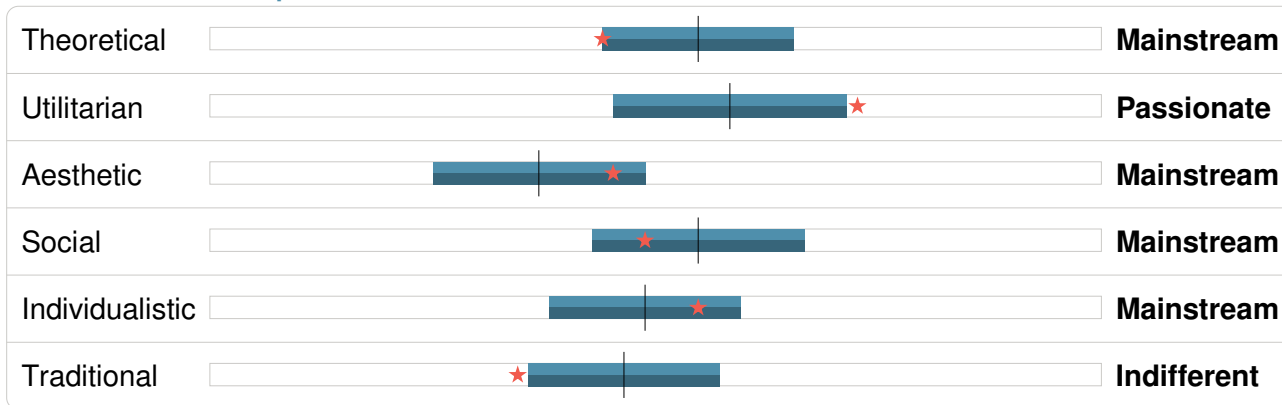
# Motivators - Norms & Comparisons

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people whose motivators are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict. **When confronted with this type of situation you can:**

- Change the situation.
- Change your perception of the situation.
- Leave the situation.
- Cope with the situation.

**This section reveals areas where your motivators may be outside the mainstream and could lead to conflict.** The further away you are from the mainstream on the high side, the more people will notice your passion about that motivator. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that motivator. The shaded area for each motivator represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

## Norms & Comparisons Table - Norm 2011



- 68 percent of the population - national mean - your score

**Mainstream** - one standard deviation of the national mean  
**Passionate** - two standard deviations above the national mean  
**Indifferent** - two standard deviations below the national mean  
**Extreme** - three standard deviations from the national mean





## Motivators - Norms & Comparisons

Areas in which you have strong feelings or passions compared to others:

- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.

Areas where others' strong feelings may frustrate you as you do not share their same passion:

- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.







# Motivators Hierarchy

Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. They are listed below from the highest to the lowest.

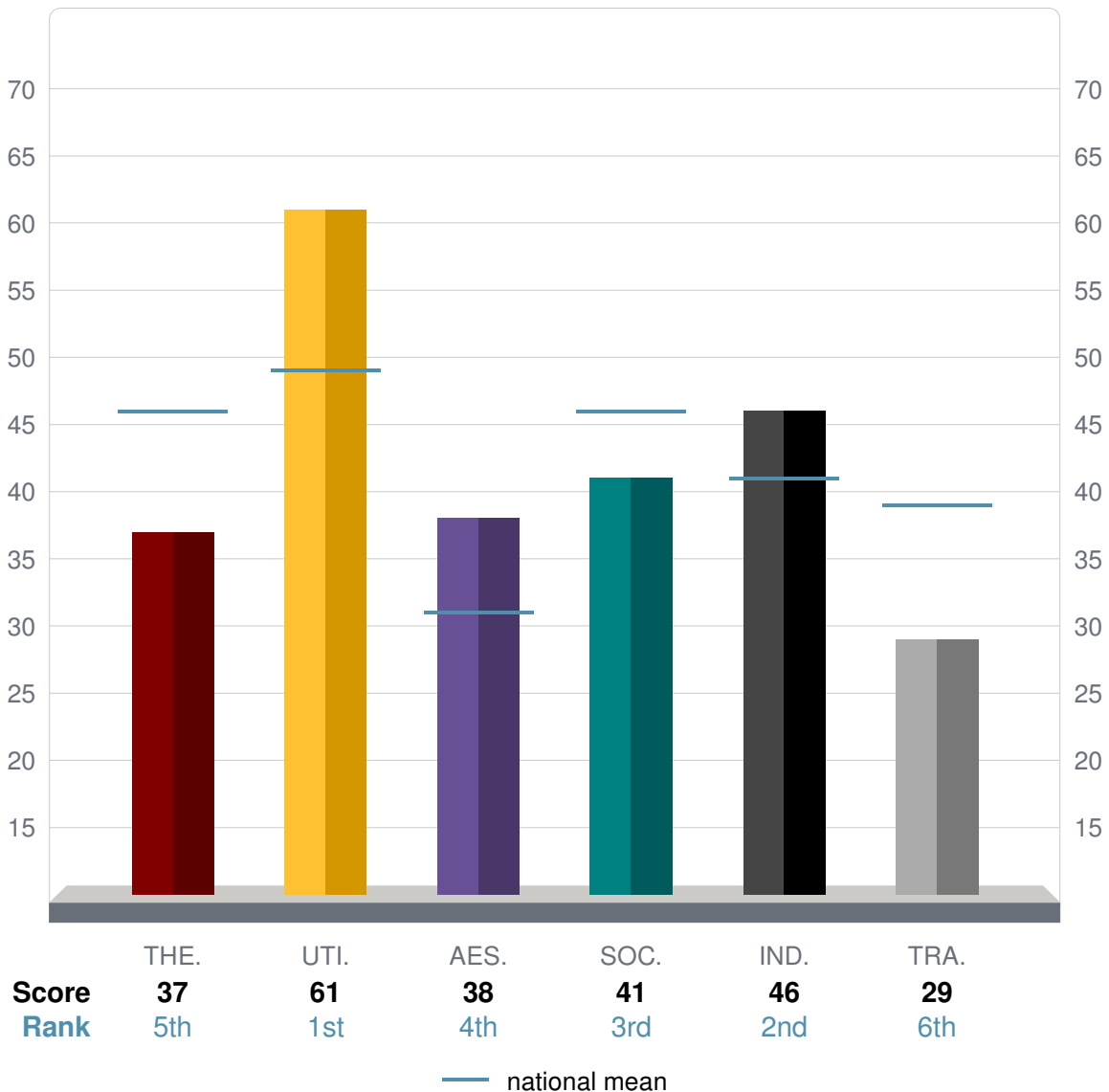


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\* 68% of the population falls within the shaded area.



# Motivation Insights® Graph

7-14-2014



T: 10:45

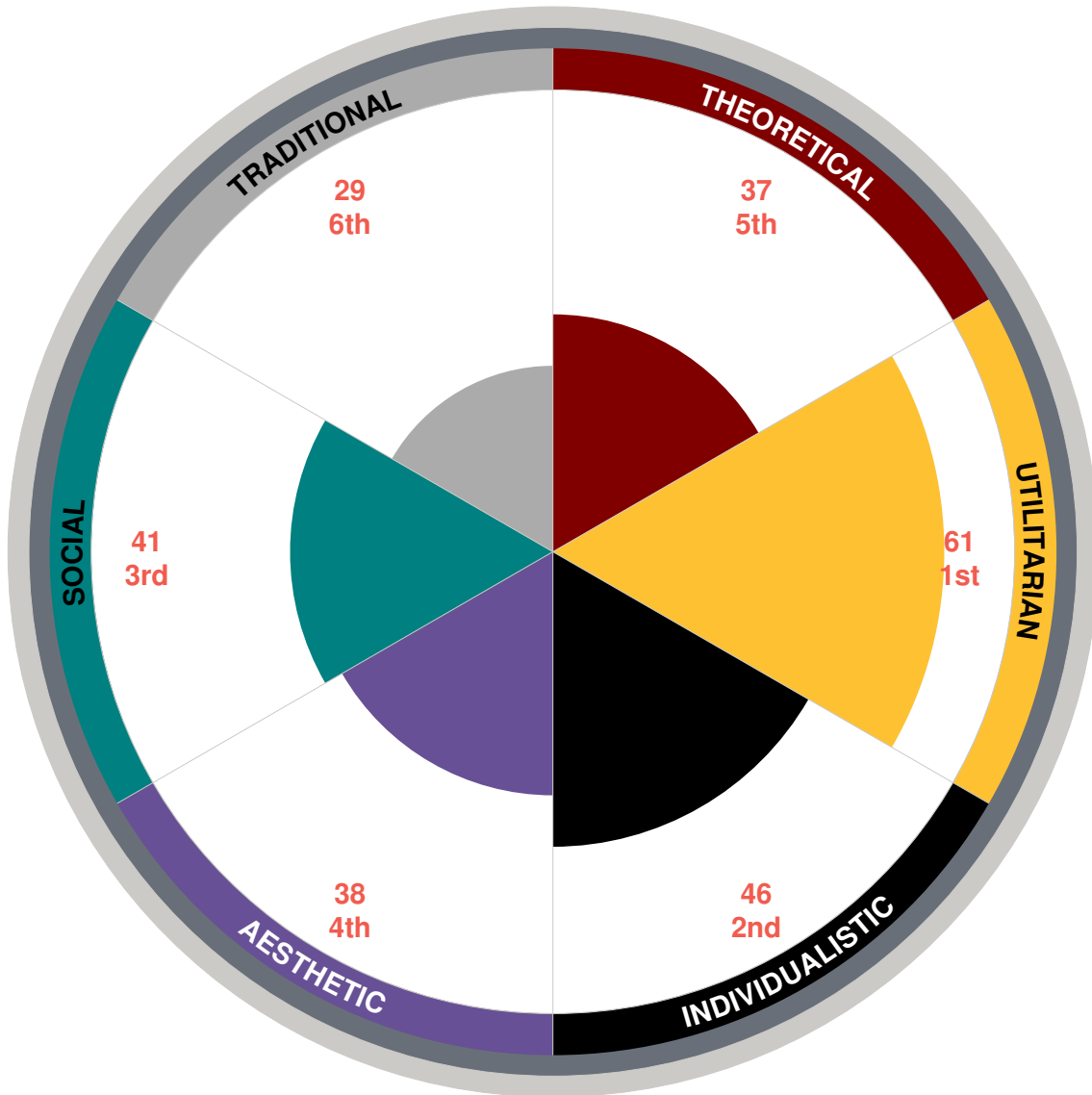
Norm 2011





# Motivators Wheel™

7-14-2014



T: 10:45





## Introduction Integrating Behaviors and Motivators Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and motivators. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

### In this section you will find:

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing





# Potential Behavioral and Motivational Strengths

*This section describes the potential areas of strengths between Gregg's behavioral style and top two motivators. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.*

- Tends to be futuristic.
- Very creative in solving problems.
- Willing to make high-risk decisions.
- Bottom-line focused when leading others.
- Brings enthusiasm to practical situations.
- Optimistic in process improvement.
- Capable of addressing conflict for a win-win scenario.
- Utilizes people to win and accomplish goals.

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# Potential Behavioral and Motivational Conflict

*This section describes the potential areas of conflict between Gregg's behavioral style and top two motivators. Identify two to three potential conflicts that need to be minimized in order to enhance on-the-job performance.*

- May make a quick decision that results in a bad investment and/or wasted time.
- May offend others with too much discussion of results.
- May not realize the negative consequences of his quick decisions.
- Can set personal standards too high.
- May not recognize increased risk associated with bigger rewards.
- Struggles with balancing efficiency and interaction with others.
- Can disclose their agenda to the wrong people.
- As a leader may over focus on self and his own needs.



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# Ideal Environment

*This section identifies the ideal work environment based on Gregg's basic style and top two motivators. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Gregg enjoys and also those that create frustration.*

- Assignments with a high degree of people contacts.
- An innovative and futuristic-oriented environment.
- Tasks involving motivated groups and establishing a network of contacts.
- Rewards based-on challenging the status quo resulting in a return to the organization.
- Key performance measured on results and efficiency rather than people and process.
- Having economic, competitive and challenging incentives.
- Management that appreciates and rewards powerful risk-taking.
- An environment where competition and winning is viewed as the ideal.
- Ability to be self-starting and forward looking as it relates to challenging the status quo.

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# Keys to Motivating

*This section of the report was produced by analyzing Gregg's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Gregg and highlight those that are present "wants."*

## Gregg wants:

- Rewards to support his dreams.
- Opportunity for rapid advancement.
- Group activities outside the job.
- Focus on results and rewards, not the process or journey.
- Freedom to get desired results through efficiency and a "can do" attitude.
- Recognition for solid use of resources and investments.
- A manager and a team that understands the value of short-term and fast-moving ideas and results.
- Ability to create, share and control the vision.
- Power and control over outcomes and goals.

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# Keys to Managing

*In this section are some needs which must be met in order for Gregg to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Gregg and identify 3 or 4 statements that are most important to him. This allows Gregg to participate in forming his own personal management plan.*

## Gregg needs:

- Objectivity when dealing with people because of his high trust level.
- A program for pacing work and relaxing.
- To handle routine paperwork only once.
- The opportunity to receive rewards based on results achieved.
- To assess the risk and rewards of each decision.
- To understand that people who do not move at his pace may still value and offer a return on investment.
- Help in limiting interruptions because of the desire to be involved in too many projects.
- To understand that not all problems are a nail, therefore all solutions cannot be a hammer.
- Help understanding the effect on his image when he disengages from uncontrolled projects.

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# Action Plan

## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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# Action Plan

## Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

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2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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