



TTI
SUCCESS
INSIGHTS®

TriMetrix® HD
Sales Coaching

Isaiah Walton
Sales
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Strategic Human Insights

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Introduction Where Opportunity Meets Talent

The TriMetrix® HD Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to four distinct areas: behaviors, motivators, acumen and competencies. Understanding strengths and weaknesses in each of the four 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 four 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.

Driving Forces

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 Driving Forces

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 driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.

Acumen Indicators

This section of the report will help you truly understand how you analyze and interpret your experiences. Your acumen, keenness and depth of perception or discernment, is directly related to your level of performance.

Competencies

This section presents 25 key competencies and ranks them from top to bottom, defining your major strengths. The skills at the top highlight well-developed capabilities and reveal where you are naturally most effective in focusing your time.



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

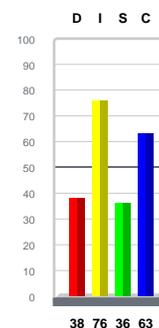
Based on Isaiah's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the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

Isaiah consistently meets the challenge of persuading people to his point of view. Some buyers may desire less talk and more facts. Inclined to talk smoothly, readily and at length, he loves the opportunity to verbalize. Sales presents an opportunity for him to use this great attribute. He prefers to sell a new client on himself first rather than his product or service. This reflects his natural approach. When he buys, he also prefers to be sold in this manner. He becomes highly excited about what influences him. He usually displays this emotion when he is attempting to influence people. Socially and verbally aggressive, he loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions. Being optimistic and enthusiastic, he is good at generating enthusiasm in others. Sometimes his enthusiasm is what sells his products or services, but sometimes other buyers may be offended. He maintains a high trust level; that is, he trusts that people will make good on their promises.

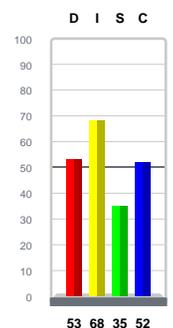
Isaiah may not always listen to what his prospects are saying. His desire to verbalize and control the presentation often may hinder his ability to listen. He may also be guilty of interrupting the prospect to get his point across. He has probably been known to answer objections even if he has never heard the objection before. He will rely on his quick thinking and verbal skills to meet the challenge. He should learn to follow all objections with a question. This will allow him time to prepare his answer and help clarify the prospect's actual objection. He experiences difficulty in telling a prospect that he doesn't have the answer to the prospect's objections. His natural sales style attempts to answer the objections even if he lacks the proper data to do so. He would rather take the risk than admit failure. Isaiah may promise how his product will solve the prospect's problems. Sometimes he becomes overly optimistic about the actual results his products will deliver. He doesn't necessarily do this intentionally, but reflects his optimistic view of the product. He frequently uses emotion and active body language in his sales presentation. With some buyers this could be detrimental because they may see him as being superficial.



Adapted Style



Natural Style



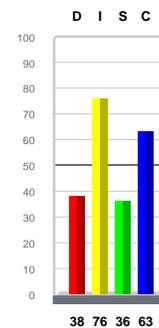


Sales Characteristics *Continued*

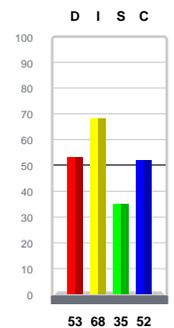
Isaiah can be guilty of overservicing the accounts he feels are personal friends. To him, friendship is important and he may overlook certain requests to maintain the friendship. If given the choice, he would prefer to sell a new account instead of servicing an old account. This is especially true if the old account has little potential or requires sufficient facts and data to support their purchase decisions. He would rather make a social visit instead of a service visit. The social visit meets his need to be friendly and outgoing, while the service visit requires special effort if customers don't buy more products or services. He has a good sense of urgency to get things done quickly. Sometimes this will not allow him the patience needed to service some of his accounts. Isaiah may promise more than he can deliver to close a sale. He does intend to deliver what he says, but he has difficulty finding the time to provide what he promises. His optimism makes him believe he can deliver. Isaiah's listening skills may cause him to miss some closing opportunities. He may be thinking about what he is going to say next and miss the buying signal.



Adapted Style



Natural Style



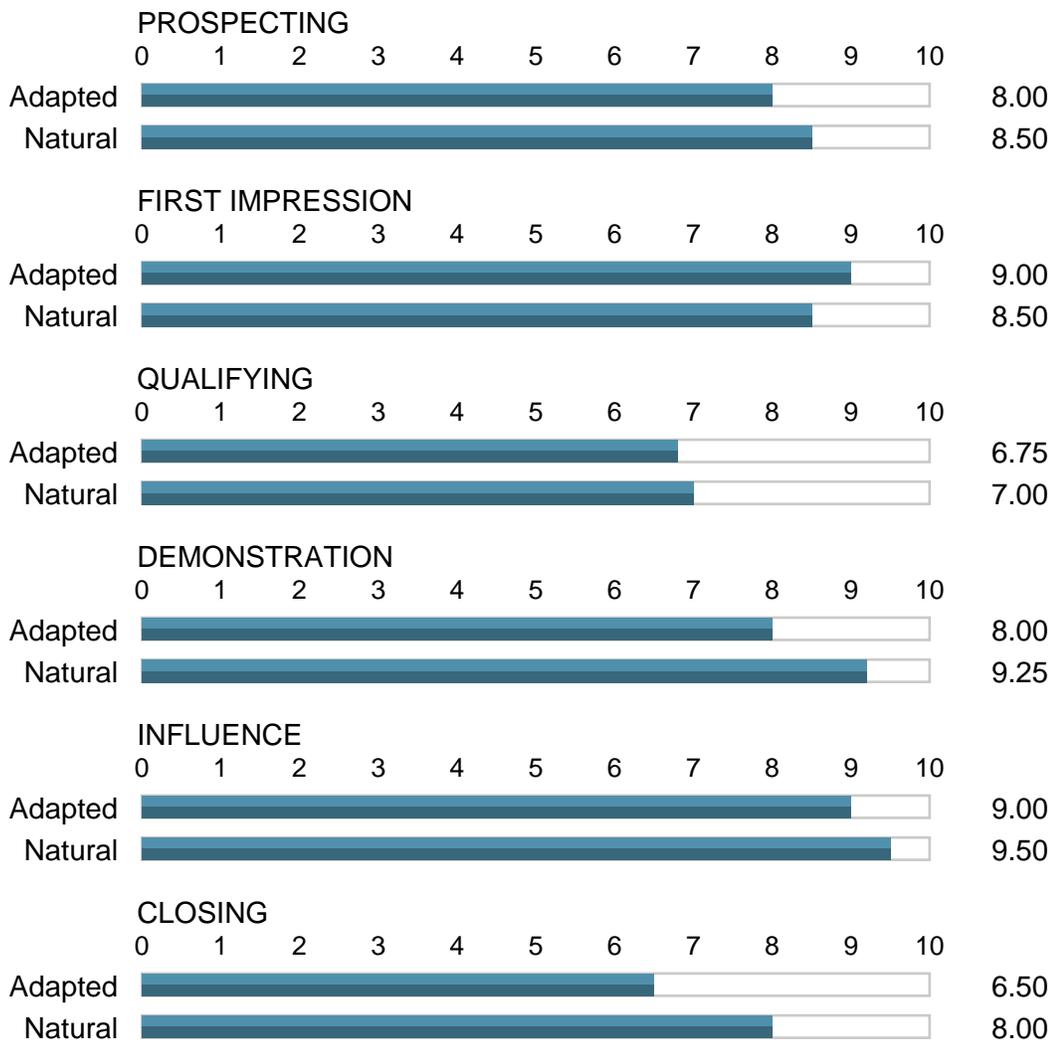


Behavioral Selling Overview

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

The level of effectiveness that Isaiah either possesses naturally or is able to modify or "mask" is also shown. The higher the score, the more effective Isaiah is at that phase of the sale. The lower the score, the greater challenge Isaiah 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 Isaiah'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, Isaiah MAY have a TENDENCY to:

- Rely very heavily on the strength of personal relationships to serve as door openers.
- Be socially and verbally aggressive. He loves to meet strangers and begin conversations. This is a great attribute when business conditions dictate new territory or new accounts be opened.
- Be erratic in his prospecting efforts.
- Not take the time to plan efficient, cost effective, travel itineraries or agendas.

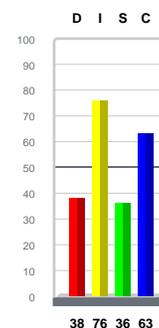
First Impression: The first face-to-face interaction between a prospect and the salesperson, this phase is designed to enable the salesperson to display his or her sincere interest in the prospect...to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase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

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

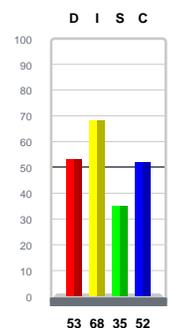
- Move at too fast a pace for some buyers.
- Rely on style, dress, interpersonal and verbal skills rather than in displaying a sincere interest in the prospect on a one-on-one basis.
- Miss verbal and non-verbal buying signals.
- Take verbal control and talk about things that may have very little to do with the sales process.



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, Isaiah MAY have a TENDENCY to:

- Take negative answers as a personal affront.
- Ask the prospect questions and then answer the question for the prospect.
- Ask questions that will allow him to proceed with his own agenda.
- Not have his verbal listening skills consistent with his non-verbal communication skills. In short, to look as if he is listening attentively when he is not really listening at all.

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, Isaiah MAY have a TENDENCY to:

- Make even unsolicited promises on how his product or service will solve the prospect's problem. Sometimes he may be overly optimistic about the results that his product or service will actually deliver. He does not necessarily do this intentionally.
- Not be logical enough for some buyers. Has good intentions, but tends to become excited and non-sequential in his presentation. This may cause some prospects to ask questions or raise objections to support their need for a more logical presentation.
- Demonstrate things that his product or service will do that may not have anything to do with the prospect's real needs.
- Be careless and ramble in the sales presentation.





Potential Strengths or Obstacles to Behavioral Selling Success

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, Isaiah MAY have a TENDENCY to:

- Tell the complete story and miss closing opportunities.
- Not have all the necessary brochures and related selling tools.
- Project self-confidence in his sales presentation. This self-confidence evolves from his belief in himself and his products. This may cause him to become frustrated and emotional should a prospect attack either him or his product.
- Overly rely on friendship to make the sale.

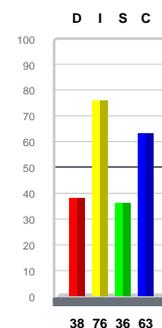
Closing: The final phase of the Behavioral Selling Model. This phase is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

In the Closing Phase, Isaiah MAY have a TENDENCY to:

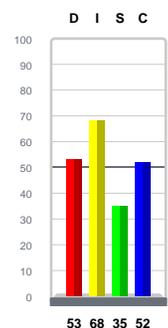
- Open a new account rather than servicing an old account. This is especially true if the old account has little potential or requires an extensive accumulation of facts or ongoing data analysis to support purchase decisions.
- Solicit prospects who may raise tough objections. This provides him the opportunity to meet a challenge, share more of his knowledge and utilize his verbal skills.
- Not clarify what he thinks he hears when an objection is raised. He needs to follow all objections with a question to clarify what he actually heard and to determine what the prospect is really saying.
- Not answer objections completely. May treat them lightly and tap dance around objections or use his own personal jargon to answer them.



Adapted Style



Natural Style



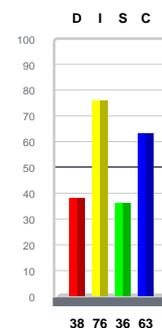


Value to the Organization

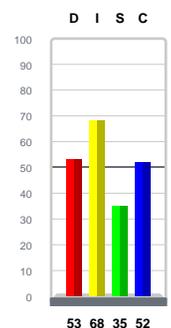
This section of the report identifies the specific talents and behavior Isaiah brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Verbalizes his feelings.
- Builds confidence in others.
- Accomplishes goals through people.
- People-oriented.
- Motivates others towards goals.
- Good mixer.
- Team player.
- Deadline conscious.

Adapted Style



Natural Style





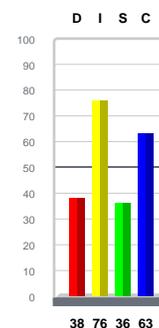
Checklist for Communicating

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 Isaiah. 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 Isaiah most frequently.

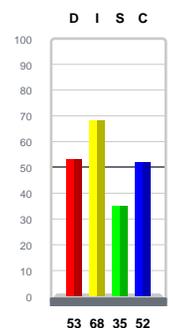
Ways to Communicate:

- Leave time for relating, socializing.
- Put projects in writing with deadlines.
- Read the body language for approval or disapproval.
- Talk about him, his goals and opinions he finds stimulating.
- Plan interaction that supports his dreams and intentions.
- Provide a warm and friendly environment.
- Not deal with details, put them in writing, pin him to modes of action.
- Give strokes for his involvement.
- Verify that the message was heard.
- Understand his sporadic listening skills.
- Ask for his opinions/ideas regarding people.
- Provide testimonials from people he sees as important.

Adapted Style



Natural Style





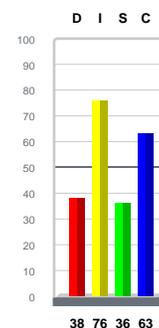
Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Isaiah. Review each statement with Isaiah 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.

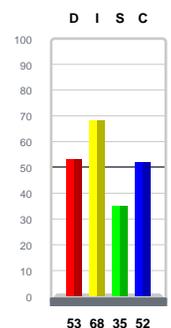
Ways NOT to Communicate:

- Kid around too much, or "stick to the agenda" too much.
- Use paternalistic approach.
- Let him change the topic until you are finished.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- Legislate or muffle--don't overcontrol the conversation.
- Leave decisions hanging in the air.
- Be dogmatic.
- Take credit for his ideas.
- Talk too slow or dwell on details to excess.
- Drive on to facts, figures, alternatives or abstractions.
- Talk down to him.
- Forget to follow-up.

Adapted Style



Natural Style





Selling Tips

This section provides suggestions on methods which will improve Isaiah'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, Isaiah 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 Isaiah's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Isaiah to project the image that will allow him to control the situation.

Self-Perception

Isaiah usually sees himself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

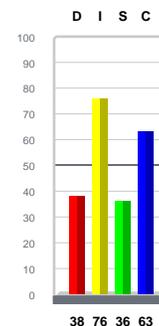
Others' Perception - Extreme

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

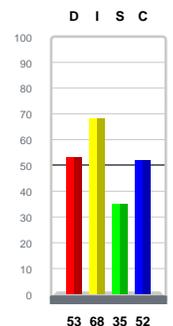
- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter



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.

- The need for juggling many tasks at once may jeopardize quality.
- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.
- Avoid positions that revolve around routine work.

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

- Seek environments where change is rewarded versus discouraged.
- Recognize that others may move at a slower pace.
- Be mindful of the signals body language send and how they affect relationships.





Descriptors

Based on Isaiah'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.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



Natural and Adapted Selling Style

Isaiah'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.

PROBLEMS - CHALLENGES

Natural

Isaiah is quite inquisitive and wants to be seen as an outwardly competitive person. He is results-oriented and likes to be innovative in his sales approach. He is not necessarily confrontational by nature, but will not turn down the opportunity for confrontation if the opportunity exists.

Adapted

Isaiah sees the need to be somewhat conservative in his approach to the sales environment. He wants to accept the challenges but will be somewhat calculated in his response.

PEOPLE - CONTACTS

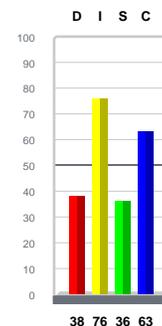
Natural

Isaiah 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.

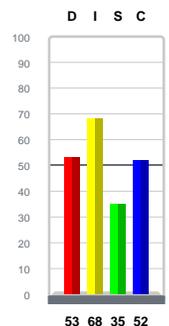
Adapted

Isaiah sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Adapted Style



Natural Style





Natural and Adapted Selling Style Continued



PACE - CONSISTENCY

Natural

Isaiah 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

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

PROCEDURES - CONSTRAINTS

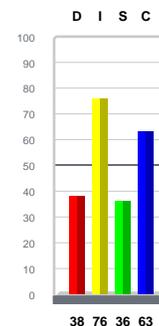
Natural

Isaiah sees the need to be flexible about rules; however, he is also aware and sensitive to the consequence of not following those rules.

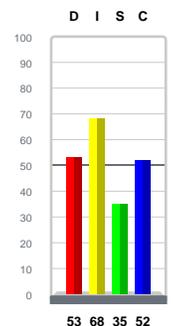
Adapted

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

Adapted Style



Natural Style



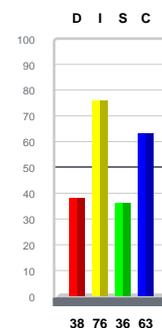


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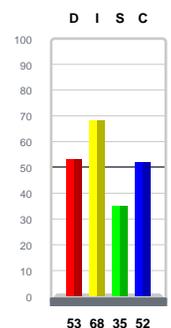
Isaiah sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Adaptable in meeting the needs of clients or customers.
- A variety of sales activity.
- Alert, active attention to customers or clients.
- Impatient to overcome competition.
- Using sales aids in presentation, when he remembers to take them with him.
- Exhibiting excitement about his service or product.
- Impulsive and eager to keep the sales presentation moving.
- Using an informal sales presentation.
- Reacting quickly to changes in the sales process or product line.
- Coping easily with many concurrent sales activities.
- Verbally stressing the benefits of his product or service.
- Using great social strengths in approaching new prospects.

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.

Procrastination

Procrastination is the process of delaying action. It is also the inability to begin action.

Possible Causes:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

Possible Solutions:

- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute

Inability To Say No

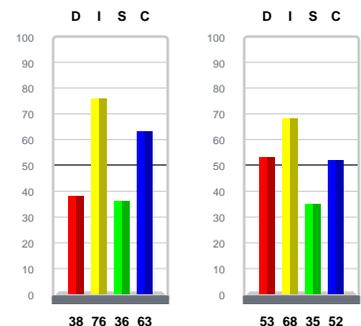
The inability to say no is when you are unable to or feel powerless to refuse any request.

Possible Causes:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request

Adapted Style

Natural Style





Time Wasters Continued

- Do not feel comfortable giving "real" reason and doesn't want to lie

Possible Solutions:

- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

Desire To Be Involved With Too Many People

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

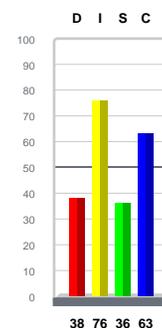
Possible Causes:

- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

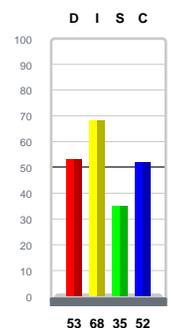
Possible Solutions:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view

Adapted Style



Natural Style





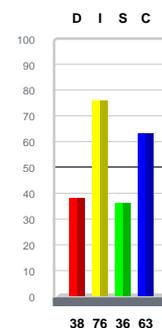
Areas for Improvement

In this area is a listing of possible limitations without regard to a specific job. Review with Isaiah 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.

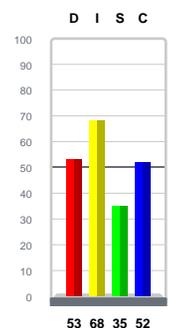
Isaiah has a tendency to:

- Be careless and ramble in the sales presentation.
- Need to be more factually-oriented and talk a bit slower.
- Tell the complete story and miss closing opportunities.
- Be a situational listener.
- Not answer objections completely, or tap dances around the objections.
- Give away products or services to make client happy.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Use too many gestures for the logical and methodical buyer.

Adapted Style



Natural Style

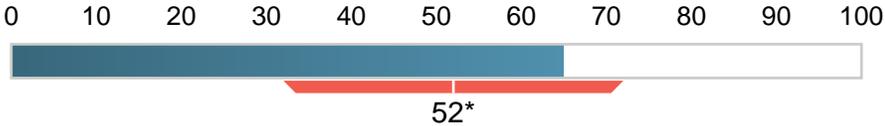




Behavioral Hierarchy

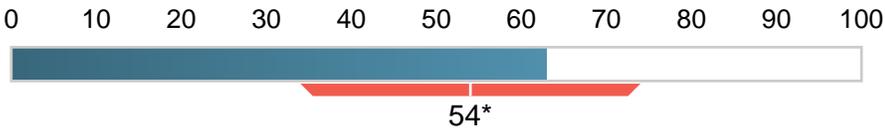
Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The list below ranks your behavioral traits from the strongest to the weakest.

1. Frequent Change - Rapidly shift between tasks.



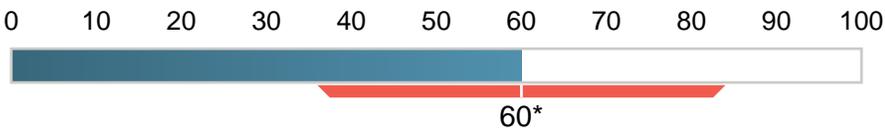
65

2. Versatile - Adapt to various situations with ease.



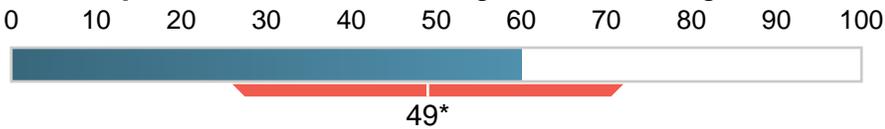
63

3. Interaction - Frequently engage and communicate with others.



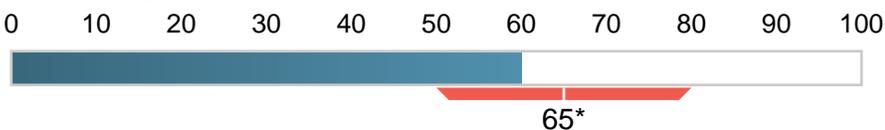
60

4. Competitive - Want to win or gain an advantage.



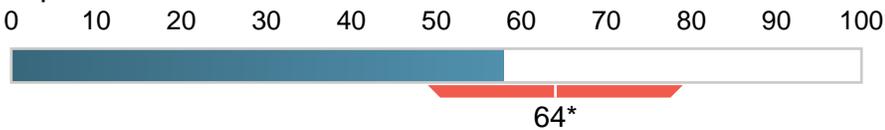
60

5. People-Oriented - Build rapport with a wide range of individuals.



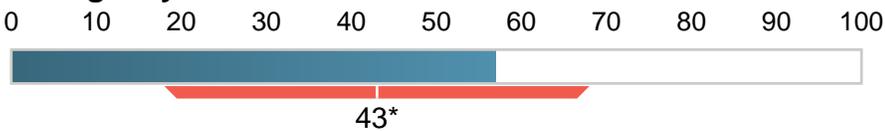
60

6. Customer-Oriented - Identify and fulfill customer expectations.



58

7. Urgency - Take immediate action.



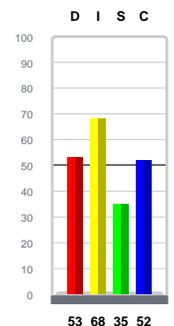
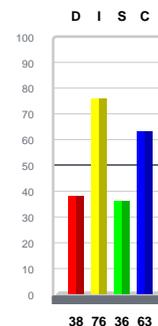
57

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



Adapted Style

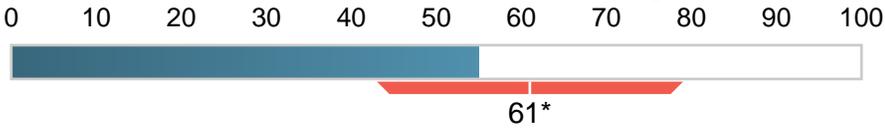
Natural Style



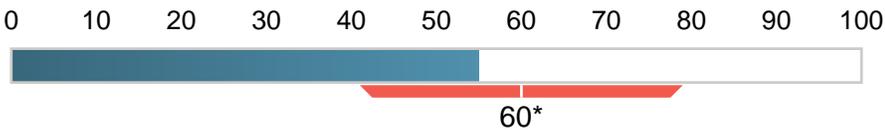


Behavioral Hierarchy

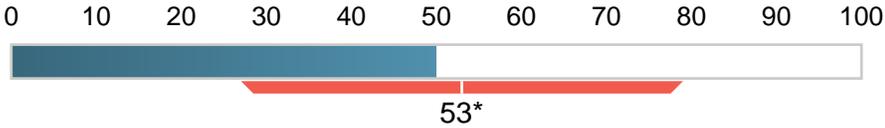
8. Persistence - Finish tasks despite challenges or resistance.



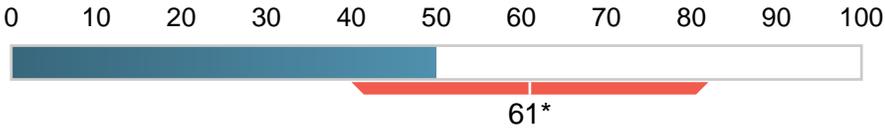
9. Following Policy - Adhere to rules, regulations, or existing methods.



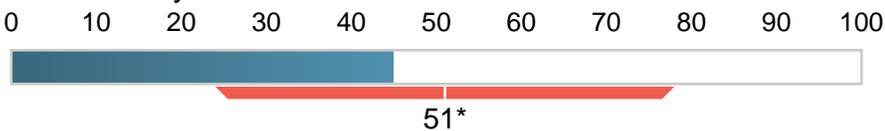
10. Analysis - Compile, confirm and organize information.



11. Consistent - Perform predictably in repetitive situations.



12. Organized Workplace - Establish and maintain specific order in daily activities.



55

55

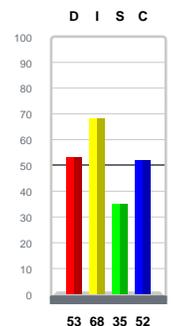
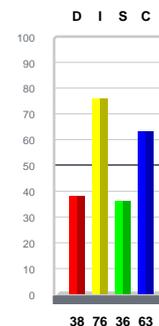
50

50

45

Adapted Style

Natural Style



SIA: 38-76-36-63 (58) SIN: 53-68-35-52 (45)
* 68% of the population falls within the shaded area.

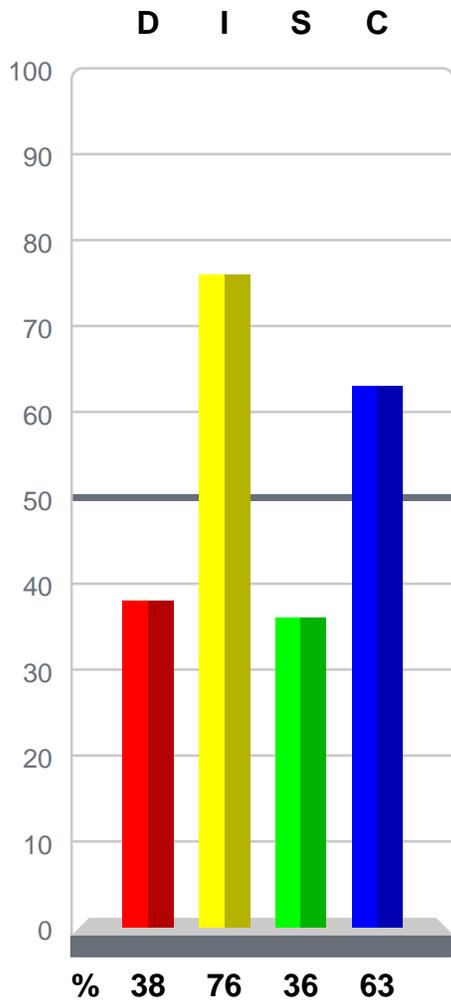


Style Insights® Graphs

6-1-2018

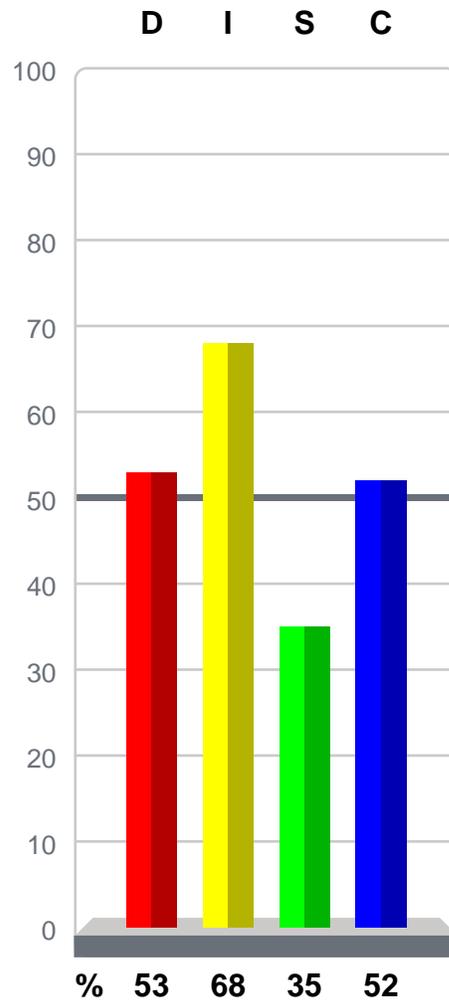
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4

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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.

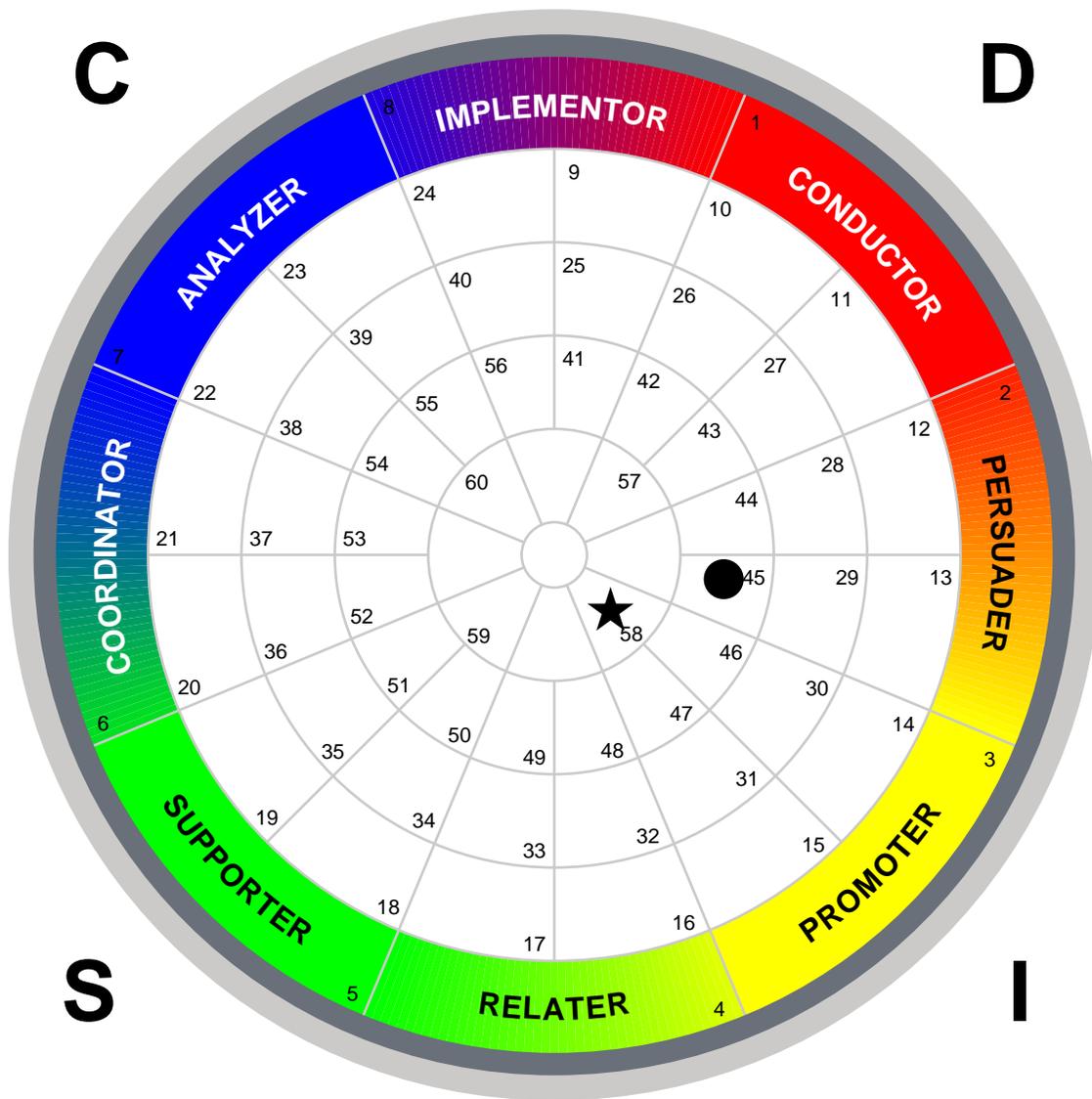
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

6-1-2018



Adapted: ★ (58) ANALYZING PROMOTER (ACROSS)
 Natural: ● (45) PROMOTING PERSUADER (ACROSS)

Norm 2017 R4

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Understanding Your Driving Forces

Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

With TTISI's additional insights into Spranger's original work, the 12 Driving Forces® came to life. The 12 Driving Forces® are established by looking at each motivator on a continuum and describing both ends. All of the twelve descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies.

You will learn how to explain, clarify and amplify some of the driving forces in your life. This report will empower you to build on your unique strengths, which you bring to work and life. You will learn how your passions from 12 Driving Forces® frame your perspectives and provide the most accurate understanding of you as a unique person.

Please pay careful attention to your top four driving forces, as they highlight what most powerfully moves you to action. As you examine the next tier of four driving forces, you'll recognize they may have strong pull for you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

Once you have reviewed this report you will have a better grasp of one of the key areas in the Science of Self™ and will:

- Identify and understand your unique Driving Forces
- Understand and appreciate the Driving Forces of others
- Establish methods to recognize and understand how your Driving Forces interact with others to improve communication



General Characteristics

Based on your responses, the report has generated statements to provide a broad understanding of WHY YOU DO WHAT YOU DO. These statements identify the motivation that you bring to the job. However, you could have a potential Me-Me conflict when two driving forces seem to conflict with each other. Use the general characteristics to gain a better understanding of your driving forces.

Isaiah will thrive in an environment filled with chaos. He can divide the personal and professional relationships within the same person. He will focus on the functionality over harmony of a situation. He evaluates situations and looks for the potential return on investment. Isaiah's enterprising tendencies may cause him to be sensitive to wasting time, resources and/or opportunities. He may use wealth as a way to measure his success. He will evaluate others based on how they follow systems and rules. He tends to see the importance of following a system and how he can apply it in business situations. Isaiah is willing to start a project before gathering all the necessary information. For Isaiah, personal experiences are a key factor in decision-making. Isaiah's desire to help others is evaluated on an individual basis. He will evaluate each situation and determine how much collaboration is needed.

Isaiah can focus on the task at hand regardless of his surroundings. He tends to see things in pieces. He tends to be creative when working with limited resources. He may be driven to maximize opportunities in order to create financial flexibility. Isaiah is true to his personal system for living. He sees value in following and implementing systems. He will default to an instinctual approach to problem solving. He can be turned off by people who talk about things in detail if he has no interest in the subject. Isaiah can be patient and sensitive to others. He is willing to help others if they are willing to work to achieve their goals. He may focus on the greater good more than personal advancement. He may strive to maintain collaboration in group settings.



General Characteristics

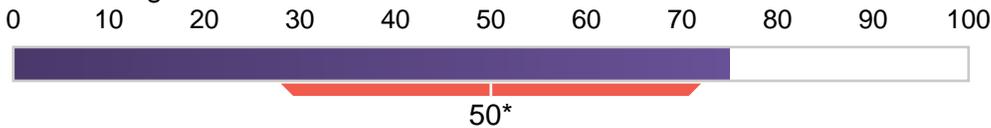
Isaiah may seek situations that allow him the freedom to partner with others. He will be generous with time, research and information if the cause appeals to him. He will have a tendency to only read articles that appeal to his interests. He views rules and regulations as a system to be followed by all. Isaiah may give freely of time, talent and resources, but will want and expect a return on his investment. He may focus on efficiency to minimize the squandering of resources. He won't get distracted by the form and beauty in his environment. He will compartmentalize issues to keep the momentum moving forward.



Primary Driving Forces Cluster

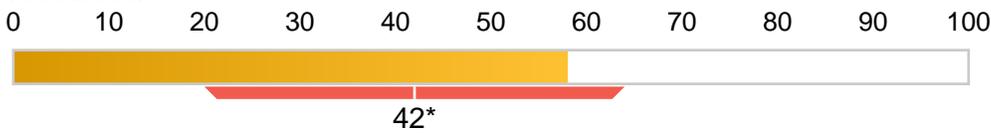
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement to create your unique driving force.

1. Objective - People who are driven by the functionality and objectivity of their surroundings.



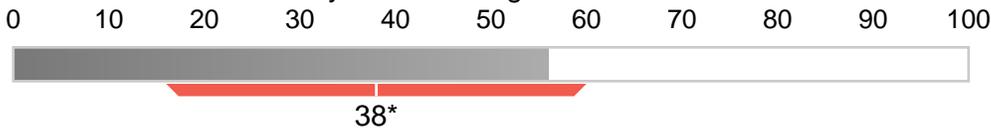
75

2. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



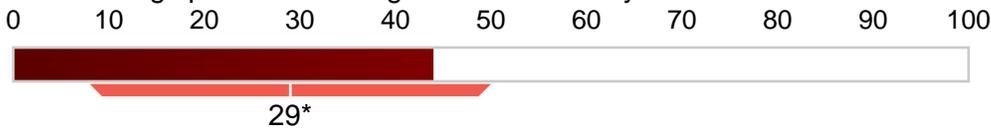
58

3. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



56

4. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



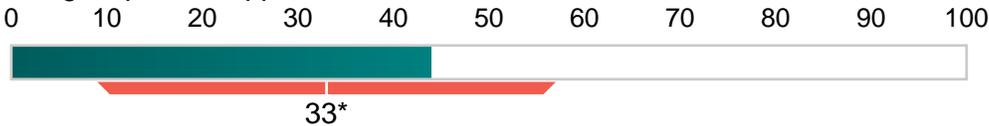
44



Situational Driving Forces Cluster

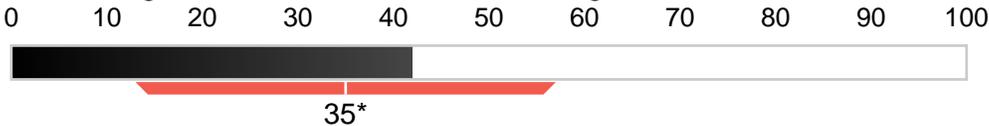
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

5. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



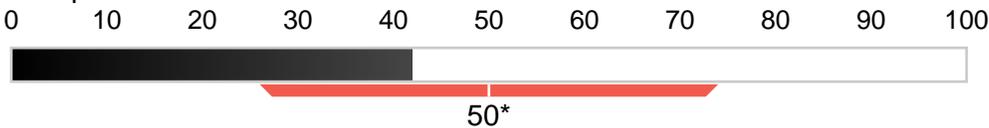
44

6. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



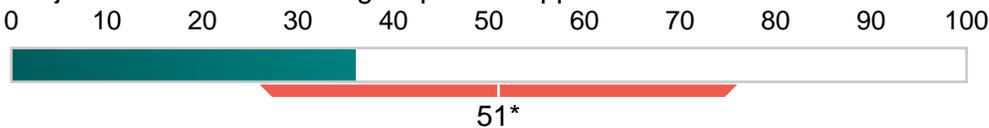
42

7. Commanding - People who are driven by status, recognition and control over personal freedom.



42

8. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



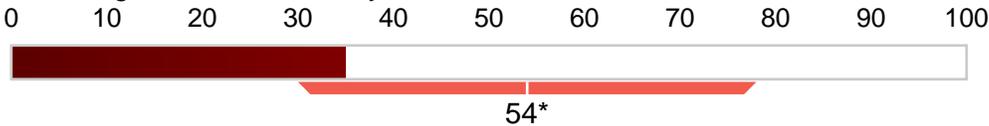
36



Indifferent Driving Forces Cluster

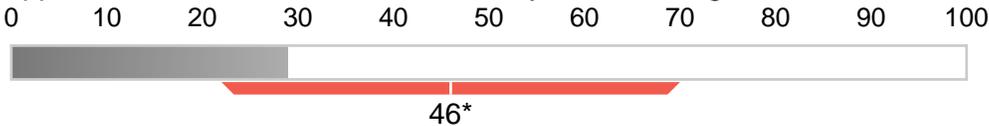
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

9. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



35

10. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



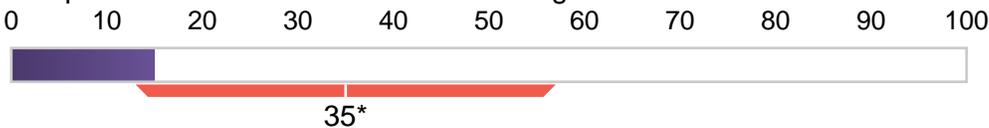
29

11. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.



24

12. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



15

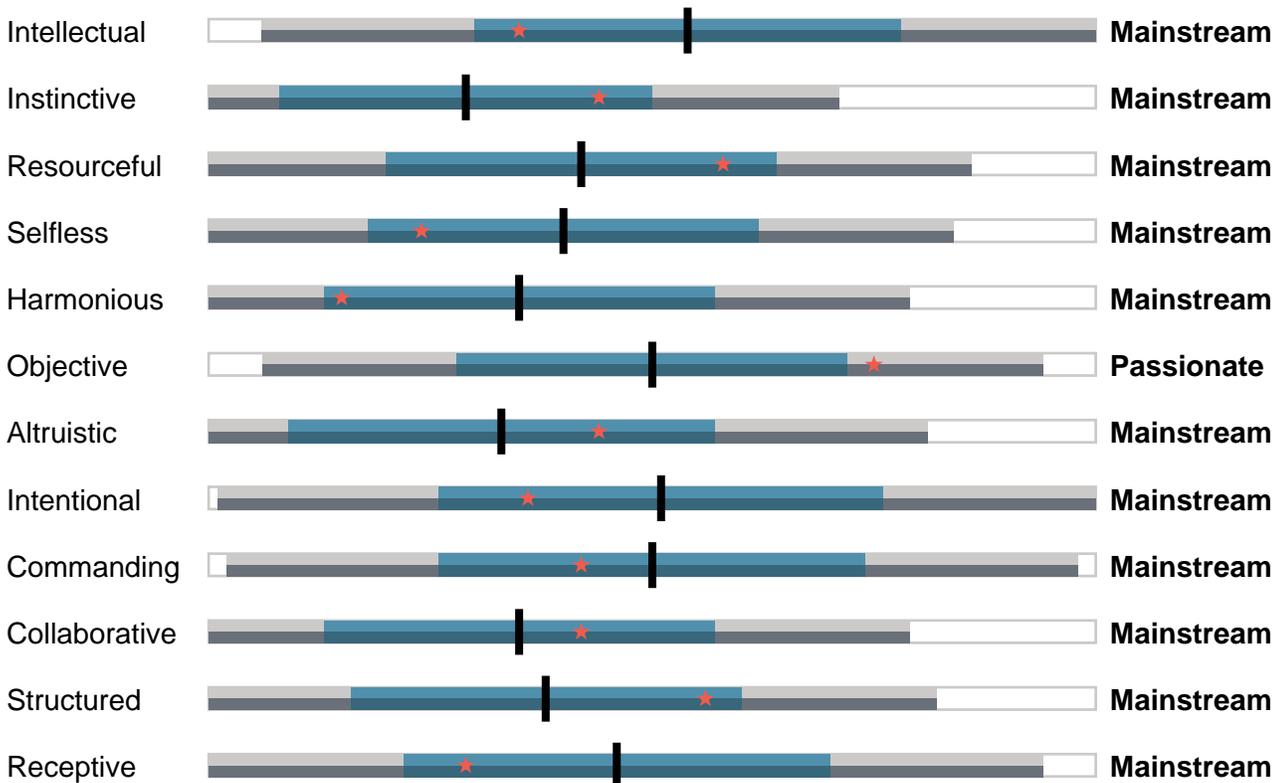


Areas for Awareness

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 driving forces, you will fit in with the group and be energized. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2017

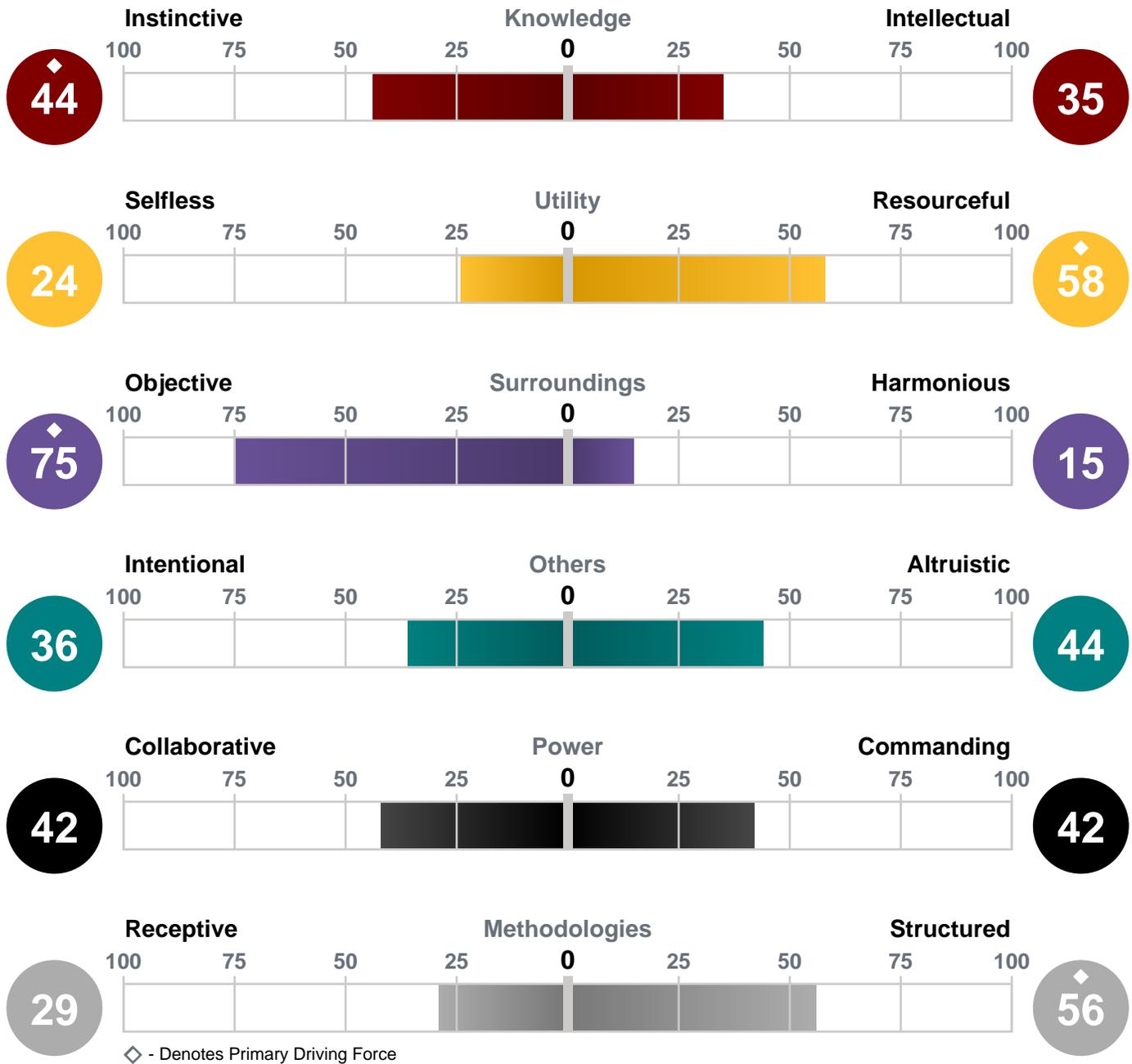


■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
 ■ - 2nd Standard Deviation
 □ - 3rd Standard Deviation

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



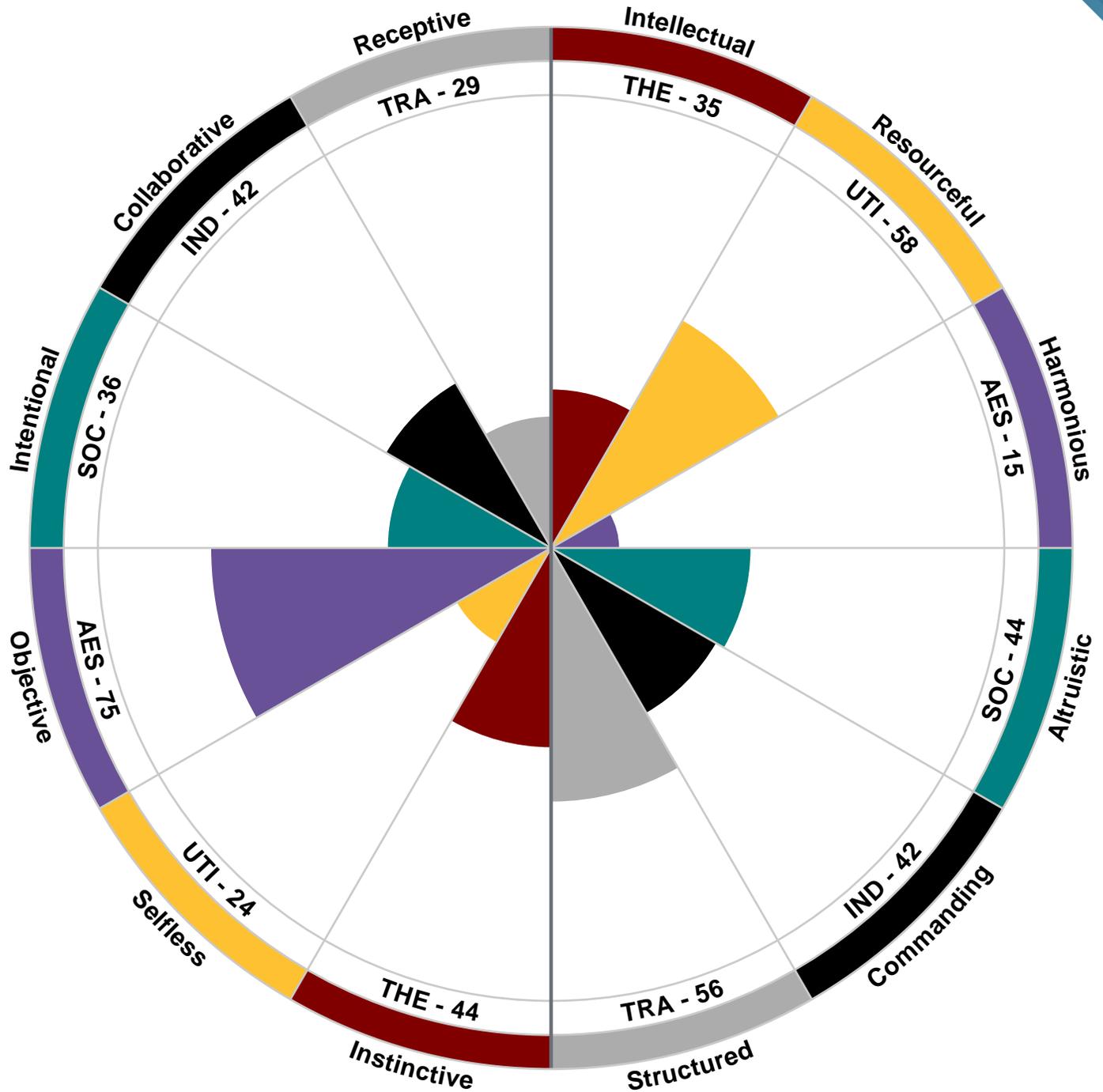
Driving Forces Graph



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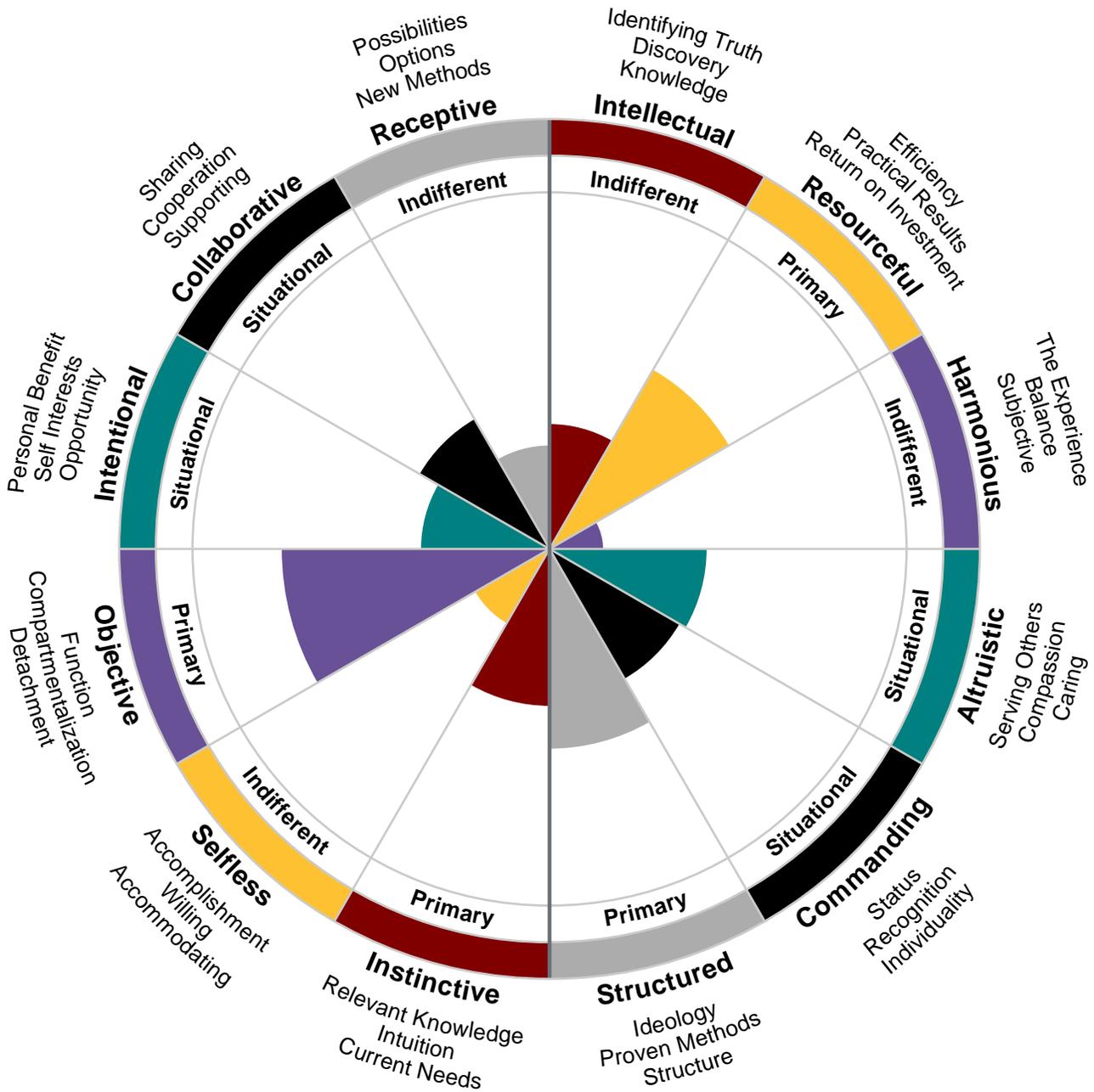
Driving Forces Wheel



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Descriptors Wheel



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Introduction Integrating Behaviors and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and driving forces. 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 Isaiah's behavioral style and top four driving forces. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.

- Creates organizational momentum in a positive and friendly way.
- Always willing to share his ideas on how to enhance functionality.
- Expresses and strives to compartmentalize team activities.
- Optimistically looks for ways to improve efficiency and process.
- Promotes efficiency and results.
- Resourceful and influential in creating effective results.
- Great at recruiting membership in organizations to which he belongs.
- Always looking to say or do the "right" thing.
- Willing to talk to "naysayers" about conforming to the system or structure.
- Thinks outside of the box when gathering specific information.
- Motivates others to look for the right information.
- Volunteers relevant knowledge on many subjects.



Potential Behavioral and Motivational Conflict

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

- Struggles with balancing people interaction and completing the task at hand.
- Over emphasizes the relationship compared to the results.
- May have difficulty focusing on tangible outcomes.
- Struggles with balancing efficiency and interaction with others.
- Struggles balancing financial advice with actual results.
- Overestimates what others will contribute.
- May interpret his beliefs as flawless.
- Will be frustrated when new and exciting opportunities conflict with the system.
- May use inappropriate forums to express beliefs.
- May overlook vital details in his use of intuition.
- A desire to share past experiences can impede his ability to listen and learn.
- May present facts and figures before gathering the necessary data.



Ideal Environment

People are more engaged and productive when their work environment matches the statements described in this section. This section identifies the ideal work environment based on Isaiah's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Isaiah enjoys.

- A fun and functional working environment.
- A forum to participate in meetings with others regardless of surroundings.
- Working conditions that focus on the functionality as well as people-interactions.
- Rewards determined by return-on-investment based contributions to team efforts.
- The experience is seen as a part of the desired return on investment.
- A manager that brings people and excitement into the act of doing business.
- Ability to celebrate the success of a project being completed within the ideal paradigm.
- A leader that understands the need to talk through the system in order to have buy-in.
- Ability to blend his optimistic and traditional approach to solving problems.
- A forum to collect information when needed.
- Flexibility to acquire necessary knowledge in a people-rich environment.
- A team atmosphere where people share information openly.



Keys to Motivating

All people are different and motivated in various ways. This section of the report was produced by analyzing Isaiah's driving forces. Review each statement produced in this section with Isaiah and highlight those that are present "wants."

Isaiah wants:

- To demonstrate the ways he has worked on the compartmentalization of projects.
- The focus of the people and the surroundings to be tangible and functional.
- To be involved in many people-oriented projects with functional results.
- The ability to express accomplishments to others at a large scale.
- Public recognition of financial rewards for returns and efficiency.
- To be the spokesperson for team and organizational accomplishments.
- Recognition for his ability to recruit others to the new idea, structure or belief.
- A manager that values his optimism about the ability to live and stand for a system of living and doing business.
- To be recognized as a promoter for the organization and the belief system within the organization.
- To be able to seek out critical information that is valuable to share with others.
- Praise for his experience and ability to gather timely information.
- To gather pertinent information in a team environment requiring people interaction.



Keys to Managing

This section discusses the needs which must be met in order for Isaiah 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 Isaiah and identify 3 or 4 statements that are most important to him. This allows Isaiah to participate in forming his own personal management plan.

Isaiah needs:

- To set functional team objectives to keep momentum.
- To be aware of potential personal problems that could disrupt outcomes.
- Assistance in setting realistic expectations with tangible objectives.
- To listen for the answer he wants in order to maximize return.
- Help balancing the desire for return and the need for people interactions.
- Assistance in establishing realistic expectations of others in order to maximize contributions.
- To be realistic about his ability to influence people to his way of thinking.
- Support in being an advocate for organizational systems, as long as they are systems he believes in.
- Assistance in propagating his enthusiasm for systems and structure.
- To seek out ways to organize thoughts in order to effectively convey the relevant information.
- To prioritize and connect past experiences and thoughts to organizational objectives.
- To establish a method for bringing the ideal to the practical.



Introduction Acumen Indicators Section

Research has shown 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.

The Acumen Indicators Section is designed to help an individual truly understand themselves, how they analyze and interpret their experiences. A person's acumen, keenness and depth of perception or discernment, is directly related to their level of performance. The stronger a person's acumen, the more aware they are of their reality in both their external and internal world.

This section explores both how a person interacts with the external world and from a personal perspective. There are seven primary areas that this section will explore:

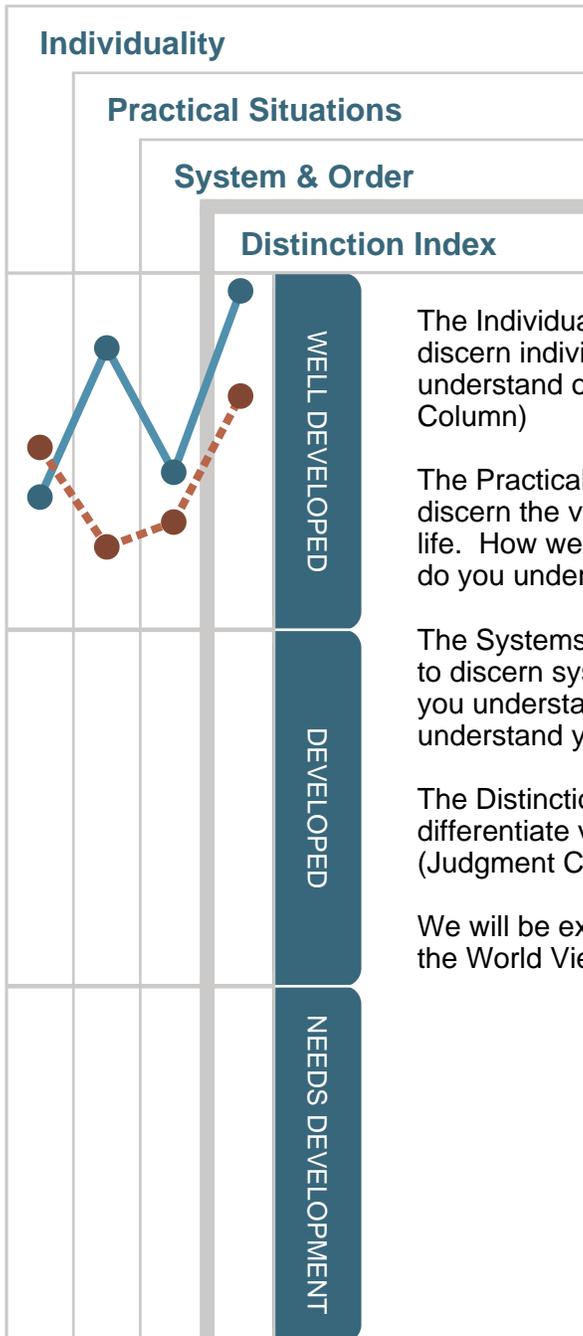
- Summary of Acumen Capacity
- World View General Characteristics
- Self View General Characteristics
- Clarity of Performance and Situational Awareness
- Capacity for Problem Solving
- Reaction Index
- Business Performance Summary

Be sure to read the entire section with an open mind. Everyone has areas where they can improve. Use the content of this section while working with your mentor, professional coach or manager in order to make improvements, both personally and professionally.



Summary of Acumen Capacity

The Dimensions section measures Isaiah's capacity to understand each of the dimensions individually as well as the capacity to differentiate the value elements in situations.



The Individuality column relates to the development of your capacity to discern individuality in others and individuality in oneself. How well do you understand others? How well developed is your sense of self? (Feeling Column)

The Practical Situations column relates to the development of your capacity to discern the value in situations in the outside world and in one's own roles in life. How well do you understand all aspects of practical situations? How well do you understand your roles in life? (Doing Column)

The Systems and Order column relates to the development of your capacity to discern systems and order in the world and within oneself. How well do you understand structure and organization in the world? How well do you understand your self-organization and future direction? (Thinking Column)

The Distinction Index Column relates to your development of the capacity to differentiate values in general in the world as well as within oneself. (Judgment Column)

We will be exploring this information in more detail over the next two pages in the World View and Self View sections.

World View Self-View

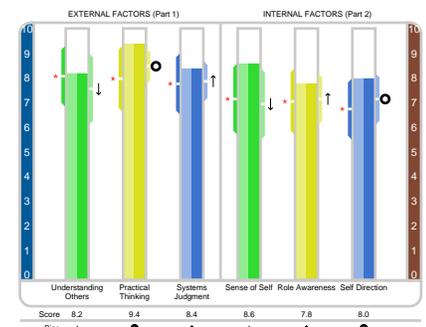




World View

This is how Isaiah sees the world around him. This view measures his clarity and understanding of people, tasks and systems. It could also be looked at in terms of feeling, doing and thinking from an external standpoint. The statements below are based primarily on the 3 dimensions on the left side of the dimensional balance page and are in a random order.

- Isaiah clearly sees what he needs to emphasize or focus on, depending on the situation.
- Isaiah can put various things together to make or produce results.
- Isaiah tends to select and perform work processes and work schedules which best fulfill the general needs of the assignment.
- Isaiah can relate to and deal with other people well.
- Isaiah can form and maintain close affiliations with others.
- Isaiah will use his understanding of people in order to influence them to his viewpoint.
- Isaiah feels proper planning, organization, and discipline will lead to success.
- Isaiah can be cooperative when it comes to following the rules or a specific plan.
- Isaiah tends to do things by the book or according to a plan.
- Isaiah has the ability to delegate specific assignments or tasks from a base of authority or from the overall plan.

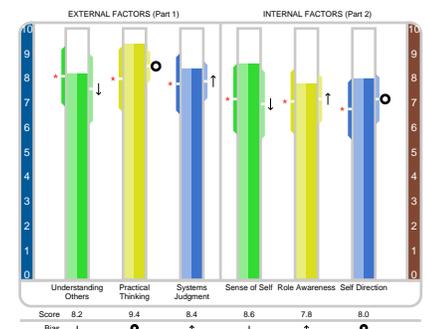




Self View

This is how Isaiah sees himself. This view measures his clarity and understanding of himself, his roles in life and his direction for the future. The internal dimensions are a reflection of him from both personal and professional viewpoints. The statements below are based primarily on the 3 dimensions on the right side of the dimensional balance page and are in a random order.

- Isaiah could gain a clearer understanding of his roles in life by asking himself, "What are my major roles?"
- Isaiah could benefit from developing a stronger understanding of his current roles and activities.
- Isaiah will focus on the process of role changes when necessary to assure a smoother transition.
- Isaiah has a clear image of himself.
- Isaiah has a strong sense of who he is.
- Isaiah values himself for who he is.
- Isaiah has a clear picture of where he wants to go and who he wants to become in the future.
- Isaiah has a clear picture of his plans for the future.
- Isaiah values himself as a planner, and this ability guides his life.





Clarity of Performance and Situational Awareness

Clarity of Performance and Situational Awareness score both internally and externally. The Clarity of Performance measures a person's ability to see the relevant in situations, their capacity for focusing on, understanding and valuing the dimensions evenly in the outside world and within oneself. The Situational Awareness score is the measurement of Isaiah's awareness of the reality of the outside world and within his own world.

External Clarity of Performance: Development of a **sense of proportion** in evaluating personal, practical and theoretical situations in the outside world.



- Isaiah is comfortable handling all types of situations and issues.
- Isaiah has a balanced view of issues and situations around him.
- Isaiah shows balance in handling issues in the world around himself.

External Situational Awareness: Development of the awareness of the reality of the world.



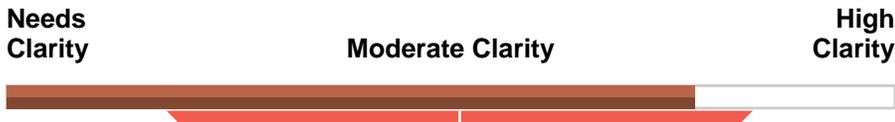
- Isaiah should seek to make his expectations in terms of people, tasks or systems more realistic.
- Isaiah can improve on making his expectations more realistic in terms of matters personal, practical and theoretical in his work environment.
- Isaiah at times may have an unrealistic view of the situation.

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



Clarity of Performance and Situational Awareness *Continued*

Internal Clarity of Performance: Development of a *sense of proportion* in evaluating personal, practical and theoretical situations in oneself.



- Isaiah has a balanced view of internal issues and situations.
- He has a strong understanding of his uniqueness as an individual and his envisioned future, but identifies less with his life roles.
- He may want to focus more on identifying with his current roles.

Internal Situational Awareness: Development of the awareness of the reality of one's own self.



- Isaiah is able to view himself objectively.
- Isaiah is acutely aware of his own strengths and weaknesses.
- Isaiah has a solid comprehension of the issues and situations relating to himself.

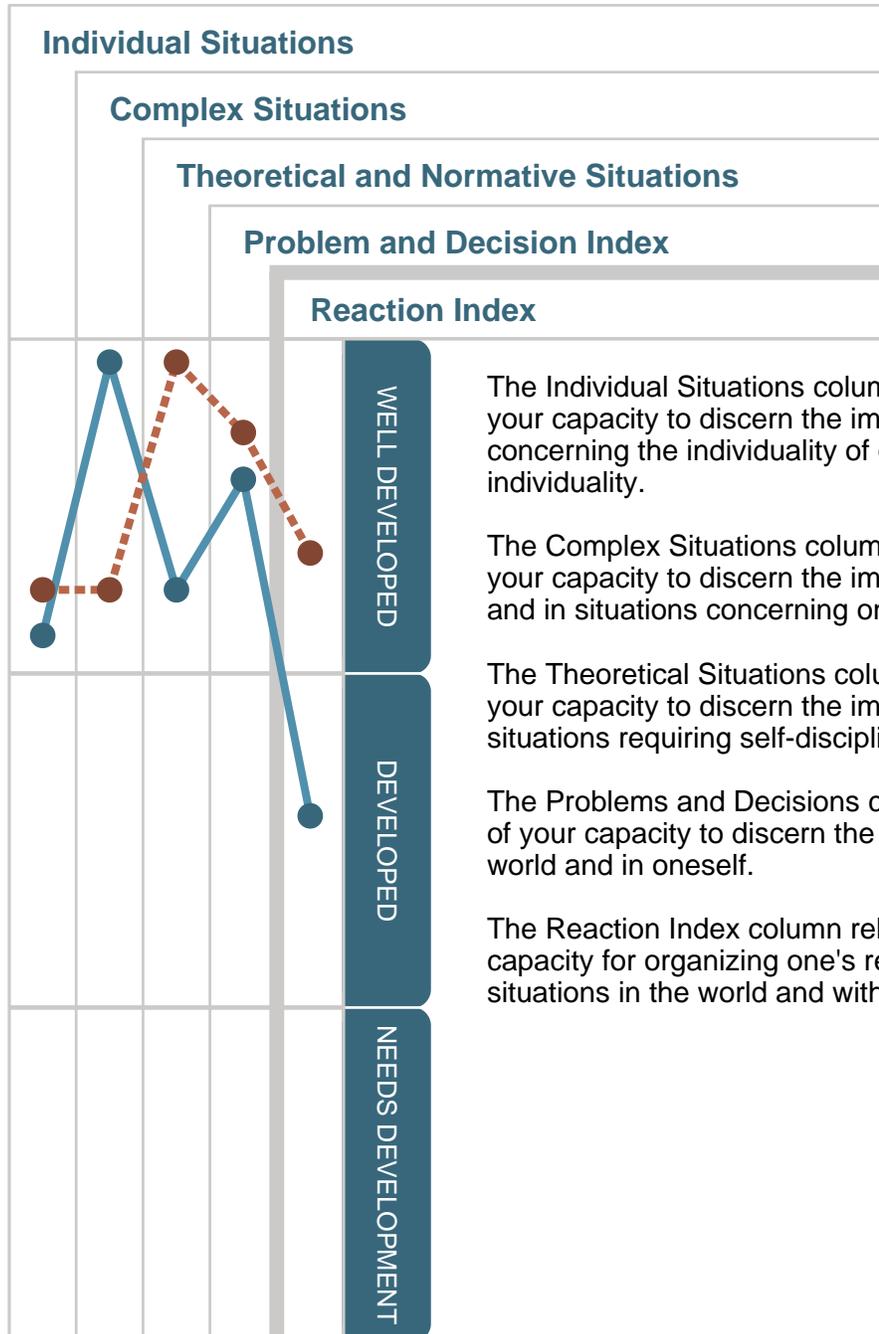
How would making improvements in these areas benefit your personal and professional life?

In what areas do you feel you would have the most benefit from further developing?

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



Summary of Capacity for Problem Solving



The Individual Situations column relates to the development of your capacity to discern the importance within situations concerning the individuality of others and concerning one's own individuality.

The Complex Situations column relates to the development of your capacity to discern the importance within practical situations and in situations concerning one's own roles in life.

The Theoretical Situations column relates to the development of your capacity to discern the importance within systems and in situations requiring self-discipline.

The Problems and Decisions column relates to the development of your capacity to discern the importance within situations in the world and in oneself.

The Reaction Index column relates to the development of your capacity for organizing one's reactions when confronted with situations in the world and within oneself.

World View Self-View





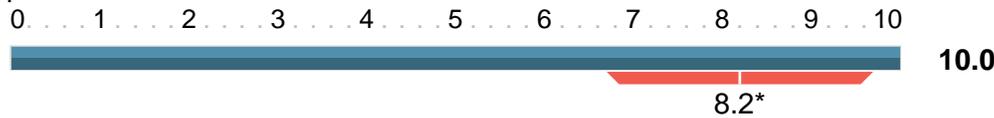
Capacity for Problem Solving

The Problem Solving Summary will identify Isaiah's capacity to solve problems and concentrate during challenging times and ability to make balanced decisions. Levels of development will be indicated by Well Developed, Developed or Needs Development as well as through a numerical score.

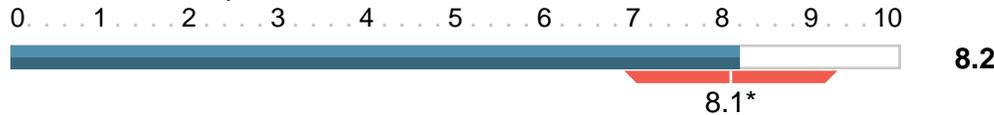
Capacity for Solving Problems Involving People - The ability to perceive the important within the complex in outside situations concerning the individuality of others and the ability to solve personal problems of others.



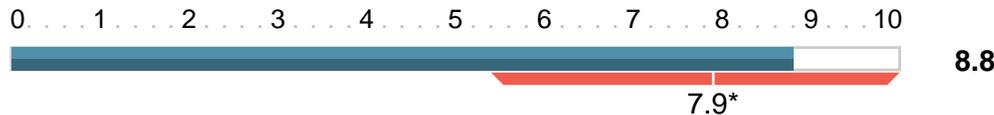
Capacity for Solving Practical Problems - The ability to perceive the important within the complex in outside situations in order to solve practical problems in the outside world.



Capacity for Solving Theoretical Problems - The ability to perceive the important within the complex in outside situations or systems in order to solve theoretical problems in the outside world.



Capacity for Problem Solving and Decision Making in the Outside World - The ability to perceive all relevant information needed within complex situations for the task at hand in order to make important decisions.

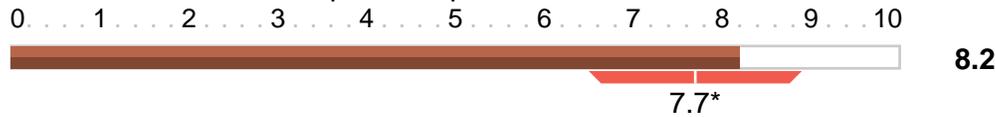


* 68% of the population falls within the shaded area.

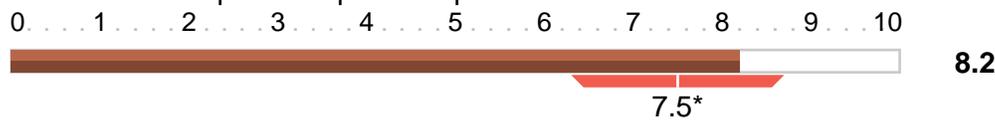


Capacity for Problem Solving Continued

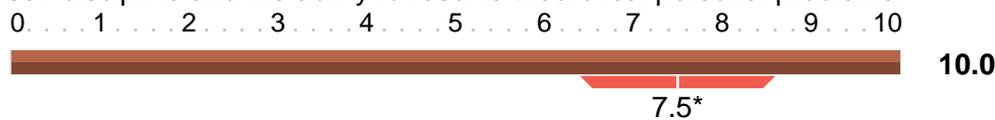
Internal Problem Solving Ability - The ability to perceive the important within the complex in situations that concern one's own individuality in order to solve one's own personal problems.



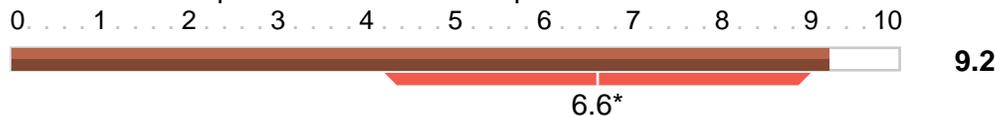
Problem Solving Ability Within One's Roles - The ability to perceive the important within the complex in situations which concern one's roles in order to resolve personal practical problems.



Problem Solving Ability Regarding One's Future - The ability to perceive the important within the complex in problems which require self-discipline and the ability to resolve theoretical personal problems.



Capacity for Problem Solving and Decision Making Within One's Self - The ability to perceive the important within the complex within one's self in order to resolve problems and to make personal decisions.



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



Reaction Index

The Reaction Index is determined by looking at Isaiah's External Control and Internal Control. The combination of this information will identify one's capacity for appropriate response in difficult situations. Levels of development will be indicated by Well Developed, Developed or Needs Development.

External Control: The ability to appear to be rational and in control when facing problems or crises.

Needs Development **Developed** **Well Developed**



- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving systems and theories.
- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving practical situations.
- His capacity to organize and discipline his reactions when confronted with outside problems is developed.
- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving other people.

Internal Control: The ability to remain in conscious command of one's internal self when confronted with difficult circumstances and to respond rationally.

Needs Development **Developed** **Well Developed**



- He shows discipline and organization when reacting to conflict, primarily dealing with problems involving self-discipline.
- He shows discipline and organization when reacting to conflict, primarily dealing with problems involving his roles in life.
- His capacity to organize and discipline his reactions when confronted with problems within himself is well developed.
- He shows discipline and organization when reacting to conflict, primarily dealing with problems involving his own individuality.

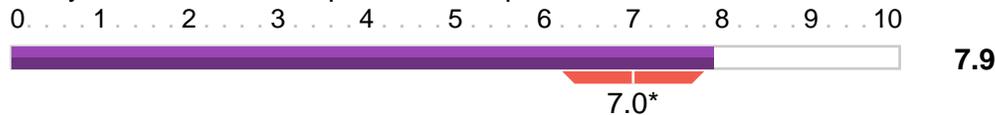
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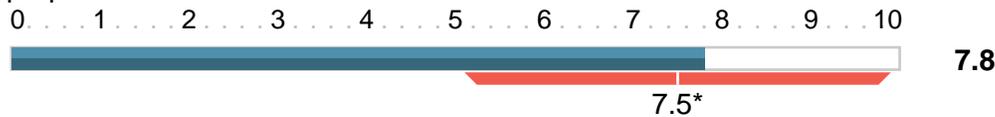
Business Performance Summary

The business performance summary will identify Isaiah's capacity to solve problems and concentrate during challenging times and ability to make balanced decisions. Levels of development will be indicated through a numerical score for Balanced Decision Making and External and Internal Control as well as by Well Developed, Developed and Needs Development for the Attitude Index.

Balanced Decision Making - The ability to make consistently sound and timely decisions in one's personal and professional life.



External Concentration Index - The ability to concentrate with a sense of proportion in external situations.



Internal Concentration Index - The ability to concentrate with a sense of proportion in internal situations.



Attitude Index: Attitude Index shows the positive or negative attitude of the person toward the world and is a result of over or under-valuing the statements in the questionnaire.



■ - External ■ - Internal ■ - Combined External and Internal

Attitude Index General Descriptors

- Open-minded - accessible, flexible
- Dynamic - lively, energetic, vibrant
- Approving - favorable
- Positive - encouraging, upbeat
- Appreciative - grateful, thankful

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

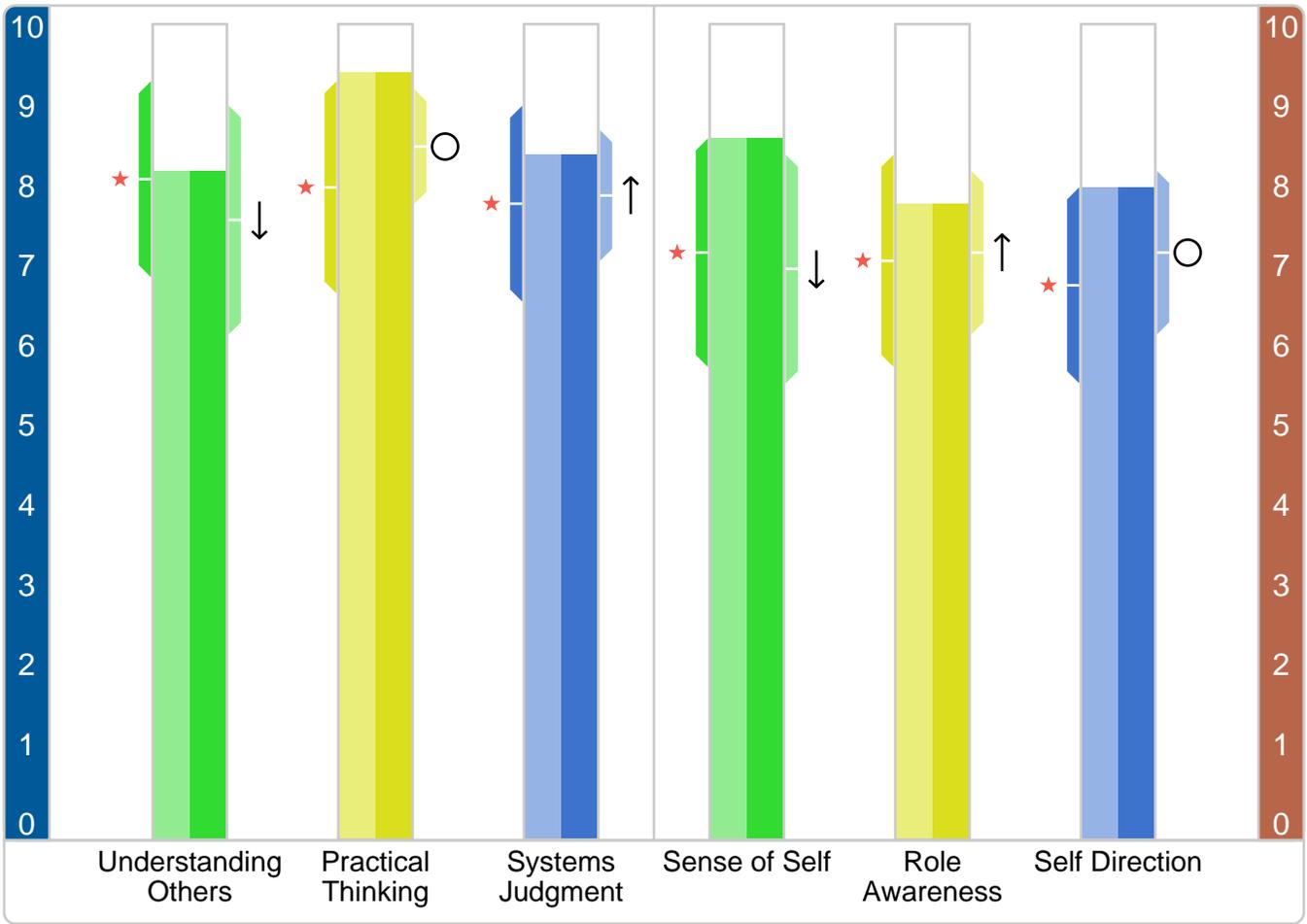


Dimensional Balance

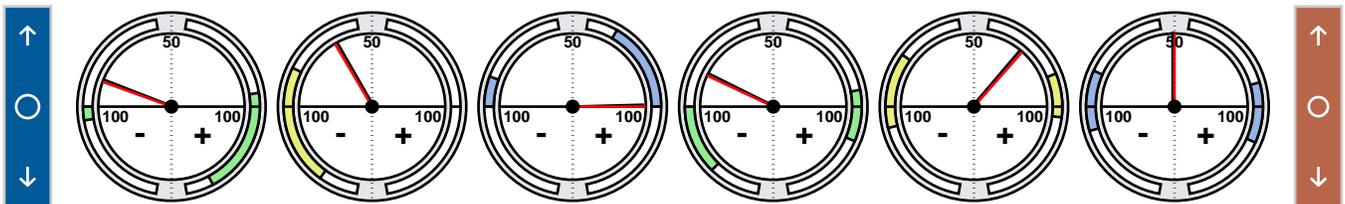
- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	8.2	9.4	8.4	8.6	7.8	8.0
Bias	↓	○	↑	↓	↑	○



Rev: 0.94-0.93



Introduction Competencies Section

Your success in any job depends on the value of your contribution to the organization. Managers, mentors and professional coaches can encourage, advise and guide you as you grow professionally. However, the ultimate responsibility for your career development is yours and yours alone.

This report is designed to assist you in managing and developing your career. For many jobs, personal skills are as important as technical skills in producing superior performance. Personal skills are often transferable to different jobs, whereas technical skills are usually more specific.

Your development of these personal skills are categorized into four levels:

- 1) Well Developed
- 2) Developed
- 3) Moderately Developed
- 4) Needs Development

While personal skills are certainly important for career development, it is not necessary to fully develop every one. In fact, development of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development efforts on the personal skills that are required in your current job, or the job you want.

Be sure to read the entire report with an open mind. Everyone has areas where they can improve. Before deciding to work on developing personal skills you have not yet fully developed, you may want to discuss the report with a trusted peer, mentor or professional coach. You may even wish to share the report with your manager. In most cases, management takes a very positive view of individuals who wish to develop their skills.



Development Indicator

This section of your report shows your development level of 25 personal skills based on your responses to the questionnaire. The 25 personal skills have been categorized into four levels; based on means and standard deviations. Well Developed, Developed, Moderately Developed and Needs Development.

Personal Skills Ranking	
1	Interpersonal Skills
2	Goal Achievement
3	Presenting
4	Persuasion
5	Customer Focus
6	Leadership
7	Self-Management
8	Resiliency
9	Personal Accountability
10	Decision Making
11	Problem Solving Ability
12	Conceptual Thinking
13	Flexibility
14	Understanding & Evaluating Others
15	Teamwork
16	Planning & Organizing
17	Negotiation
18	Futuristic Thinking
19	Continuous Learning
20	Written Communication
21	Diplomacy & Tact
22	Empathy
23	Conflict Management
24	Creativity
25	Employee Development/Coaching

Note: Don't be concerned if you have not developed all 25 personal skills. Research has proven that individuals seldom develop all 25. Development of the most important personal skills needed for your personal and professional life is what is critical.

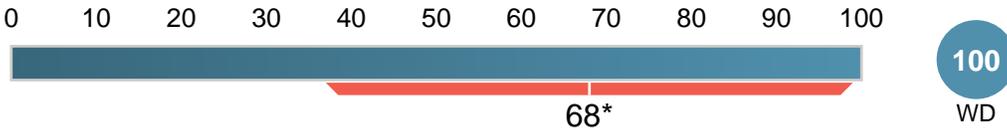
Well Developed
 Developed
 Moderately Developed
 Needs Development



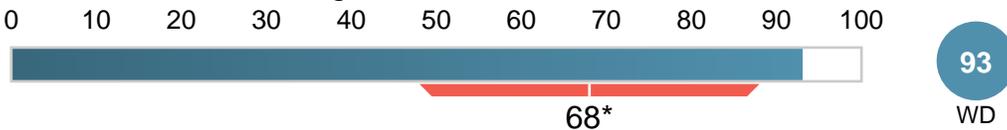
Competencies Hierarchy

Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.

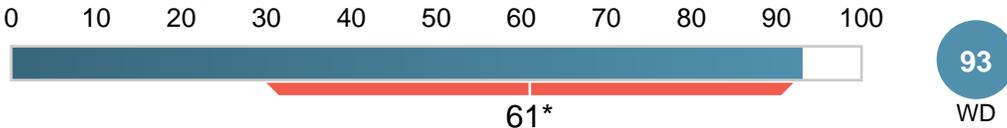
1. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



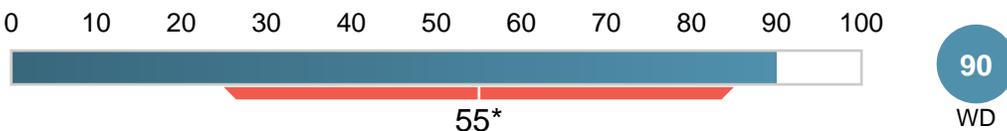
2. Goal Achievement - The ability to identify and prioritize activities that lead to a goal.



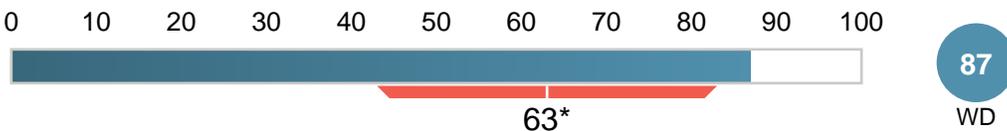
3. Presenting - Communicating effectively to groups.



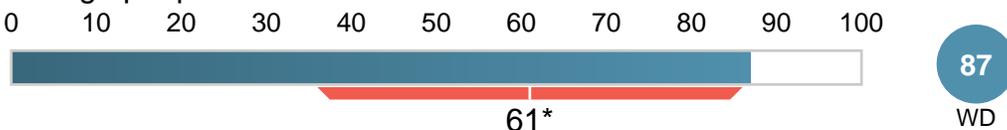
4. Persuasion - Convincing others to change the way they think, believe or behave.



5. Customer Focus - A commitment to customer satisfaction.



6. Leadership - Achieving extraordinary business results through people.



Development Legend

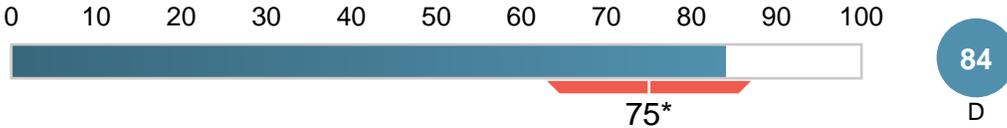
- WD = Well Developed
- D = Developed
- MD = Moderately Developed
- ND = Needs Development

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

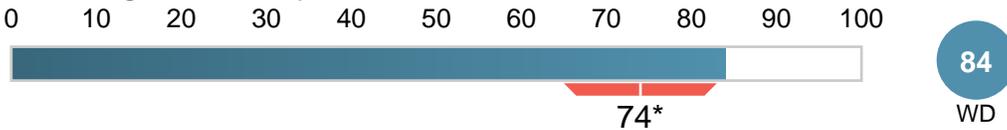


Competencies Hierarchy

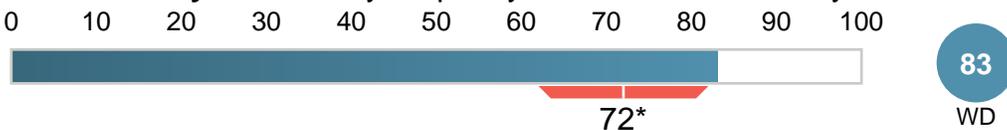
7. Problem Solving Ability - Anticipating, analyzing, diagnosing, and resolving problems.



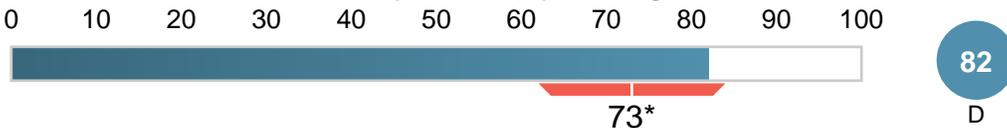
8. Self-Management - Demonstrating self control and an ability to manage time and priorities.



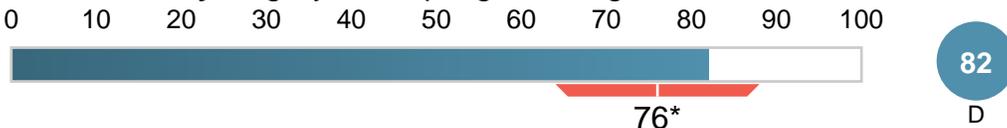
9. Resiliency - The ability to quickly recover from adversity.



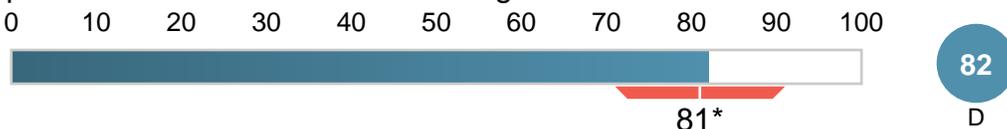
10. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.



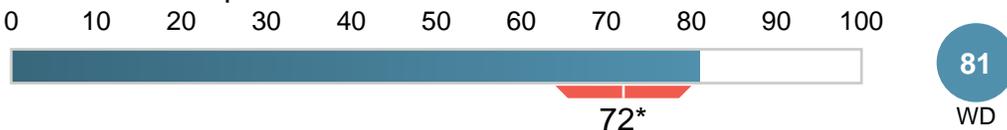
11. Flexibility - Agility in adapting to change.



12. Understanding & Evaluating Others - The capacity to perceive and understand the feelings and attitudes of others.



13. Personal Accountability - A measure of the capacity to be answerable for personal actions.

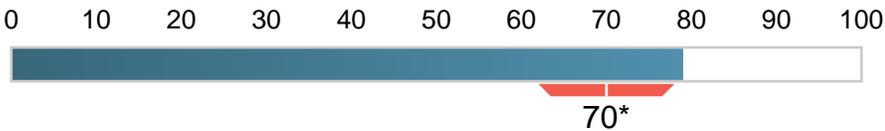


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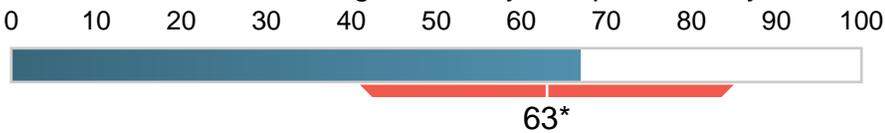


Competencies Hierarchy

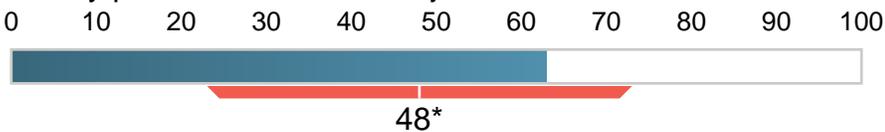
14. Decision Making - Utilizing effective processes to make decisions.



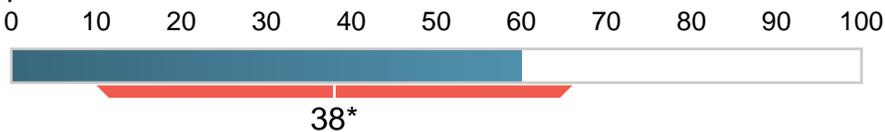
15. Teamwork - Working effectively and productively with others.



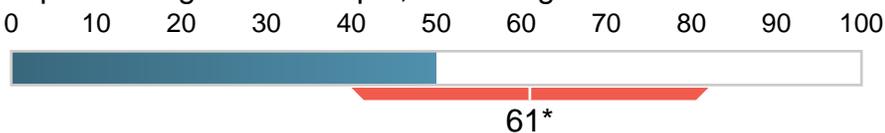
16. Planning & Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.



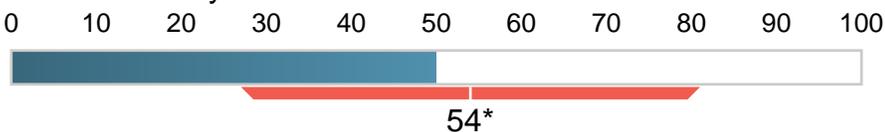
17. Negotiation - Facilitating agreements between two or more parties.



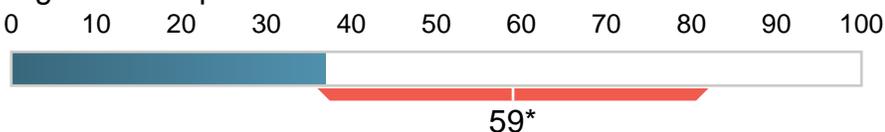
18. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



19. Written Communication - Writing clearly, succinctly and understandably.



20. Diplomacy & Tact - The ability to treat others fairly, regardless of personal biases or beliefs.

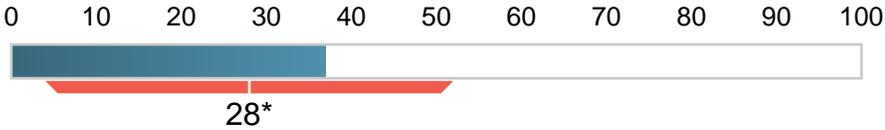


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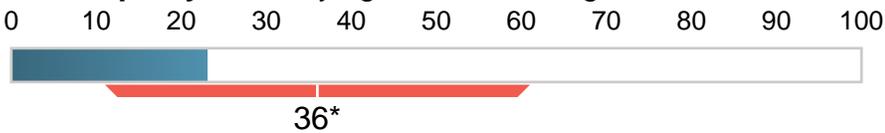
Competencies Hierarchy

21. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



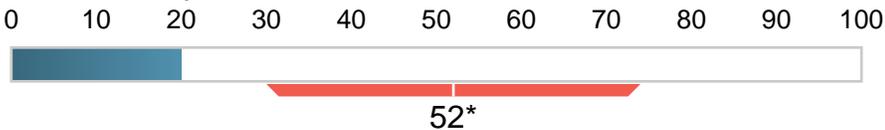
37
D

22. Empathy - Identifying with and caring about others.



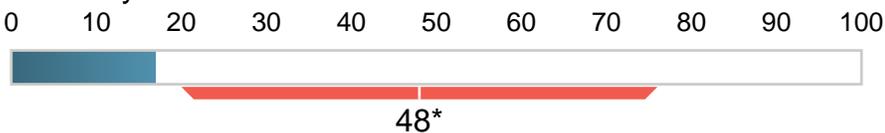
23
MD

23. Conflict Management - Addressing and resolving conflict constructively.



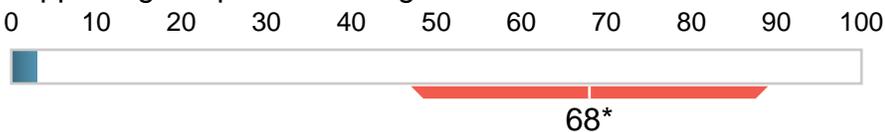
20
ND

24. Creativity - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.



17
ND

25. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



3
ND

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



Well Developed Competencies

This section of your report lists and describes competencies that are well developed based on your responses to the questionnaire. The statements listed below describe the consistent actions of individuals who are well developed in these competencies. Read each statement and think of when and where you have consistently demonstrated the actions described.

Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.

- Strives for self-awareness.
- Demonstrates sincere interest in others.
- Treats all people with respect, courtesy and consideration.
- Respects differences in the attitudes and perspectives of others.
- Listens, observes and strives to gain understanding of others.
- Communicates effectively.
- Sensitive to diversity issues.
- Develops and maintains relationships with many different kinds of people regardless of cultural differences.

Goal Achievement: The ability to identify and prioritize activities that lead to a goal.

- Establishes goals that are relevant, realistic and attainable
- Identifies and implements required plans and milestones to achieve specific business goals
- Initiates activity toward goals without unnecessary delay
- Stays on target to complete goals regardless of obstacles or adverse circumstances



Well Developed Competencies

Presenting: Communicating effectively to groups.

- Organizes information to be presented in succinct, logical sequence.
- Presents information in ways that makes abstract or complex concepts clear and understandable.
- Effectively utilizes language, word-pictures, stories, metaphors and humor.
- Utilizes a wide range of non-verbal communication or body language such as speech inflection, voice modulation, eye contact, facial expression and gestures.
- Implements a variety of visual and auditory devices to capture and invoke the audience's senses, participation and interest.
- Projects authenticity, confidence, conviction and passion.
- Appeals to and engages the heart and mind of the audience.
- Tailors presentation to the interests, needs and wants of audiences.
- Establishes and delivers content objectives.
- Communicates in ways that elevate audience awareness and understanding.
- Communicates in ways that enlighten, educate, challenge and persuade the audience to think, believe or behave in a specific way.
- Is recognized and relied upon as an effective spokesperson.

Persuasion: Convincing others to change the way they think, believe or behave.

- Utilizes the knowledge of other's needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
- Builds trust and credibility before attempting to promote concepts, products or services.
- Understands and utilizes compliance-producing behaviors to influence others such as authority, being likeable, proof of the prior compliance of others, limited availability, sampling or giving something away to create a sense of obligation.
- Uses logic and reason to develop rational arguments that challenge current assumptions, attitudes, beliefs, and behavior.
- Identifies and addresses the social, emotional, economic, and practical barriers that prevent people from complying.
- Adapts techniques and approaches to the needs and wants of those being influenced.



Well Developed Competencies

Customer Focus: A commitment to customer satisfaction.

- Consistently places a high value on customers and all issues related to customers
- Objectively listens to, understands and represents customer feedback
- Anticipates customer needs and develops appropriate solutions
- Meets all promises and commitments made to customers

Leadership: Achieving extraordinary business results through people.

- Inspires others with compelling visions.
- Takes risks for the sake of principles, values or mission.
- Builds trust and demonstrates integrity with a noticeable congruence between words and actions (walks their talk).
- Demonstrates optimism and positive expectations of others.
- Delegates appropriate responsibilities and authority.
- Involves people in decisions that affect them.
- Addresses performance issues promptly, fairly and consistently.
- Adapts methods and approaches to the needs and motivations of others.
- Makes decisions to avoid or mitigate the negative consequences for people.
- Demonstrates loyalty to constituents.

Self-Management: Demonstrating self control and an ability to manage time and priorities.

- Independently pursues business objectives in an organized and efficient manner
- Prioritizes activities as necessary to meet job responsibilities
- Maintains required level of activity toward achieving goals without direct supervision
- Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame

Resiliency: The ability to quickly recover from adversity.

- Continues toward goals in the face of difficulty and adversity
- Handles criticism and rejection from others with objectivity
- Recovers quickly from personal setbacks
- Moves past unforeseen obstacles without unnecessary delay



Well Developed Competencies

Personal Accountability: A measure of the capacity to be answerable for personal actions.

- Accepts personal responsibility for the consequences of personal actions
- Avoids placing unnecessary blame on others
- Maintains personal commitment to objectives regardless of the success or failure of personal decisions
- Applies personal lessons learned from past failures to moving forward in achieving future successes

Decision Making: Utilizing effective processes to make decisions.

- Demonstrates an ability to make difficult decisions in a timely manner.
- Gathers relevant input and develops a rationale for making decisions.
- Evaluates the impact or consequences of decisions before making them.
- Acts decisively despite obstacles, resistance or opposition.
- Accepts consequences of decisions.
- Willing to correct erroneous decisions when necessary.
- Defends rationale for decisions when necessary.



Developed Competencies

This section of your report lists and describes the competencies in which you are developed based on your responses to the questionnaire. The statements listed below describe the consistent actions of individuals who are well developed in these competencies. Read each statement and think of when and where you have demonstrated the actions described.

Problem Solving Ability: Anticipating, analyzing, diagnosing, and resolving problems.

- Anticipates, identifies and resolves problems or obstacles.
- Utilizes logic and systematic processes to analyze and solve problems.
- Defines the causes, effects, impact and scope of problems.
- Identifies the multiple components of problems and their relationships.
- Prioritizes steps to solution.
- Develops criteria for optimum solutions.
- Evaluates the potential impact of possible solutions and selects the best one.

Conceptual Thinking: The ability to analyze hypothetical situations or abstract concepts to compile insight.

- Demonstrates ability to forecast long range outcomes and develop suitable business strategies
- Identifies, evaluates and communicates potential impacts of hypothetical situations
- Defines options to leverage opportunities in achieving business goals
- Develops plans and strategies that lead to desired strategic outcomes

Flexibility: Agility in adapting to change.

- Responds promptly to shifts in direction, priorities and schedules.
- Demonstrates agility in accepting new ideas, approaches and/or methods.
- Effective in juggling multiple priorities and tasks.
- Modifies methods or strategies to fit changing circumstances.
- Adapts personal style to work with different people.
- Maintains productivity during transitions, even in the midst of chaos.
- Embraces and/or champions change.

Understanding & Evaluating Others: The capacity to perceive and understand the feelings and attitudes of others.

- Demonstrates awareness of how actions will directly and indirectly impact others
- Listens to others attentively
- Demonstrates regard for and sensitivity to the feelings of others
- Values and respects the diversity of others and their beliefs



Developed Competencies

Teamwork: Working effectively and productively with others.

- Respects team members and their individual perspectives.
- Makes team mission and objectives a priority.
- Works toward consensus when team decisions are required.
- Meets agreed-upon deadlines on team assignments and commitments.
- Shares responsibility with team members for successes and failures.
- Keeps team members informed regarding projects.
- Supports team decisions.
- Recognizes and appreciates the contributions of team members.
- Behaves in a manner consistent with team values and mission.
- Provides constructive feedback to team and its members.
- Responds positively to feedback from team members.
- Raises and/or confronts issues limiting team effectiveness.

Planning & Organizing: Utilizing logical, systematic and orderly procedures to meet objectives.

- Works effectively within established time frames and priorities.
- Utilizes logical, practical and efficient approaches.
- Prioritizes tasks for optimum productivity.
- Develops procedures, processes and systems for order, accuracy, efficiency and productivity.
- Anticipates probable effects, outcomes and risks.
- Develops contingency plans to minimize waste, error and risk.
- Allocates, adjusts and manages resources according to priorities.
- Monitors implementation of plans and makes adjustments as needed.

Negotiation: Facilitating agreements between two or more parties.

- Understands both parties must get something they want before agreement is feasible.
- Listens to identify and understand what each party wants.
- Determines what each party is willing to accept in an agreement.
- Establishes a non-threatening environment, conducive to open communication for discussing possible terms of agreement.
- Develops the terms for an agreement.
- Ensures each party understands the terms of agreement.
- Binds agreements between parties with verbal and/or written contracts.



Developed Competencies

Futuristic Thinking: Imagining, envisioning, projecting and/or predicting what has not yet been realized.

- Demonstrates an ability to connect the dots and see the big-picture.
- Observes and analyzes the forces driving current reality that may have long-term effects.
- Utilizes foresight and intuitive perception as well as factual events to draw inferences.
- Recognizes, supports and/or champions progressive ideas.
- Anticipates future trends or events.
- Envisions possibilities others may not.
- Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning.



Moderately Developed Competencies

This section of the report list and describes the competencies in which you are moderately developed based on your responses to the questionnaire. Very few individuals are well developed in all 25 competencies. The statements listed below describe consistent actions of individuals who are well developed in these competencies. Read each statement and place an X next to those that describe actions you need to demonstrate in order to fulfill the requirements of your job.

Continuous Learning: Taking initiative in learning and implementing new concepts, technologies and/or methods.

- Demonstrates curiosity and enthusiasm for learning.
- Takes initiative in acquiring and mastering the skills and knowledge requirements of a position.
- Keeps abreast of current or new information through reading and other learning methods.
- Actively interested in new technologies, processes and methods.
- Welcomes or seeks assignments requiring new skills and knowledge.
- Expends considerable effort and/or expense on learning.
- Genuinely enjoys learning.
- Identifies applications for knowledge.
- Is considered a knowledgeable resource by others.

Written Communication: Writing clearly, succinctly and understandably.

- Writes in ways that make abstract concepts, issues and information clear and understandable.
- Utilizes a wide range of appropriate writing techniques and methods.
- Succinctly presents objective or subjective viewpoints and arguments.
- Achieves communication objectives by organizing information in logical sequences that lead readers to come to natural conclusions.
- Determines what information needs to be communicated.
- Skillfully utilizes written language to convey key messages and meaning.
- Effectively involves readers in the material.
- Adjusts writing style to specific audiences as needed.

Diplomacy & Tact: The ability to treat others fairly, regardless of personal biases or beliefs.

- Maintains positive relationships with others through treating them fairly
- Demonstrates respect for others
- Understands and values differences between people
- Respects diversity in people



Moderately Developed Competencies

Empathy: Identifying with and caring about others.

- Demonstrates genuine concern for others.
- Respects and values people.
- Perceives and is sensitive to the emotions people experience.
- Expends considerable effort to understand the real needs, concerns and feelings of others.
- Advocates for the interests, needs and wants of others.
- Demonstrates cross-cultural sensitivity and understanding.
- Takes personal and/or professional risks for the sake of others.



Competencies Needing Development

Very few individuals are well developed in all 25 competencies. This section of your report lists and describes the competencies you have not yet developed based on your responses to the questionnaire. The statements listed below describe the consistent actions of individuals who are well developed in these competencies. Read each statement and place an X next to those that describe actions you need to demonstrate in order to fulfill the requirements of your job.

Conflict Management: Addressing and resolving conflict constructively.

- Readily identifies and addresses issues, concerns or conflicts.
- Recognizes opportunities for positive outcomes in conflict situations.
- Reads situations quickly and accurately to pinpoint critical issues.
- Listens to gain understanding of an issue from different perspectives.
- Diffuses tension and effectively handles emotional situations.
- Assists people in adversarial positions to identify common interests.
- Strives to settle differences equitably.
- Settles differences without damaging relationships.

Creativity: Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.

- Notices unique patterns, variables, processes, systems or relationships.
- Expresses non-traditional perspectives and/or novel approaches.
- Synthesizes and/or simplifies data, ideas, models, processes or systems.
- Challenges established theories, methods and/or protocols.
- Encourages and promotes creativity and innovation.
- Modifies existing concepts, methods, models, designs, processes, technologies and systems.
- Develops and tests new theories to explain or resolve complex issues.
- Applies unorthodox theories and/or methods.
- Imagines new or revolutionary concepts, methods, models, designs, processes, technology, systems, products, services or industries.

Employee Development/Coaching: Facilitating and supporting the professional growth of others.

- Expresses confidence in others' ability to perform.
- Identifies developmental needs.
- Encourages initiative and improvement.
- Provides opportunities for training.
- Gives new, difficult and/or challenging work assignments.
- Acknowledges and praises improvements.
- Trains, coaches and mentors others to develop.
- Views mistakes as opportunities for learning.
- Promotes learning and growth.



Getting the Most From Your Report

Questions about the personal skills you are well developed in:

- Are you using the personal skills you are well developed in more in your personal or professional life?
- How is your development of these personal skills contributing to your success?
- How can you use these personal skills to advance your career, get a promotion or secure a better job?
- Do other people know that you are well developed in these personal skills?
- If not, what would be the benefit of sharing this information with them?

Questions about the personal skills in which you are developed and moderately developed:

- How has not fully developing these personal skills hindered your ability to succeed personally or professionally?
- Which of these personal skills might help you the most personally, if you developed them more thoroughly?
- Which of these personal skills might help you the most professionally, if you developed them more thoroughly?

Questions about the personal skills you have not yet developed:

- Which of these personal skills might help you the most personally, if you developed them?
- Which of these personal skills might help you the most professionally, if you developed them?