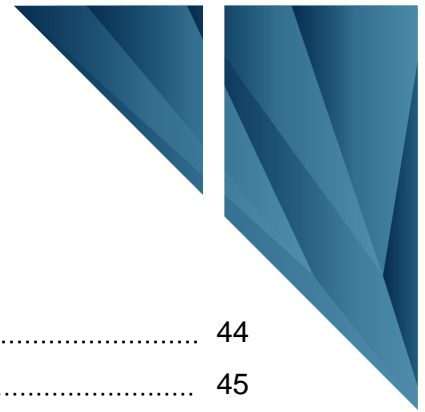# Talent Insights®
Sales

Sally Sampleton
5-21-2015

Be Daring, Be First, Be Different
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Competitive Edge Inc.
"Be Daring, Be First, Be Different"

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Introduction Where Opportunity Meets Talent

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

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

Behaviors

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

Motivators

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

Integrating Behaviors and Motivators

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

Introduction Behaviors Section

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

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

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

- How you respond to problems and challenges.

- How you influence others to your point of view.

- How you respond to the pace of the environment.

- How you respond to rules and procedures set by others.

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

"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston
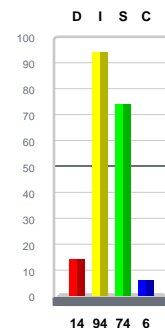
Sales Characteristics

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

Sally prefers to sell new, innovative products or services. In fact, she often uses creative ways to sell her products or services. Inclined to talk smoothly, readily and at length, she loves the opportunity to verbalize. Sales presents an opportunity for her to use this great attribute. She can become emotional about the product or service that she provides to her clients or customers. She may be seen as somewhat impulsive. She likes new products and often is the first in her neighborhood to buy the latest things. Sally can sell both tangible and intangible products successfully. Her ability to paint word pictures can be a distinct advantage when she is called upon to explain an intangible. She is optimistic about her great ability to influence people to buy her products or services. Being optimistic and enthusiastic, she is good at generating enthusiasm in others. Sometimes her enthusiasm is what sells her products or services, but sometimes other buyers may be offended.
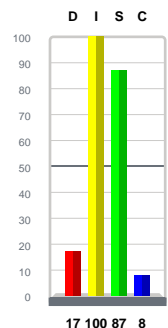
Sally may use humor in her presentation, which may help or hinder, based on the style of the buyer. Excessive humor may cause her to ramble and not provide sufficient time for the presentation. Some see her as a natural born salesperson but what they really see is her ability to talk smoothly and readily on most subjects. She quickly shares her opinion on most topics. She experiences difficulty in telling a prospect that she doesn't have the answer to the prospect's objections. Her natural sales style attempts to answer the objections even if she lacks the proper data to do so. She would rather take the risk than admit failure. She has probably been known to answer objections even if she has never heard the objection before. She will rely on her quick thinking and verbal skills to meet the challenge. If she gets into one of her "oversell" modes, she may cause the objections to be raised. However, she will welcome the objections and answer them to the best of her ability. She depends on her prospects to trust her judgment in recommending her products or services. Not all prospects are as trusting and some will want facts and data to support her judgment.

Adapted Style   Natural Style

D I S C

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D I S C

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Sally would rather make a social visit instead of a service visit. The social visit meets her need to be friendly and outgoing, while the service visit requires special effort if customers don't buy more products or services. She can be guilty of overservicing the accounts she feels are personal friends. To her, friendship is important and she may overlook certain requests to maintain the friendship. She may promise more than she can deliver to close a sale. She does intend to deliver what she says, but she has difficulty finding the time to provide what she promises. Her optimism makes her believe she can deliver. She probably has several favorite closes. She needs to evaluate the way she is using them and if they are appropriate to the sales situation. Sally's listening skills may cause her to miss some closing opportunities. She may be thinking about what she is going to say next and miss the buying signal. Sometimes she tries too hard to accommodate the buyer with service. She will resent her effort if the account doesn't live up to its potential.

Adapted Style   Natural Style

D I S C   **D I S C**

14 94 74 6   17 100 87 8
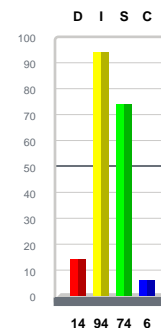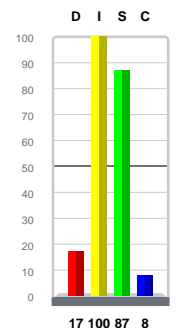
Behavioral Selling Overview

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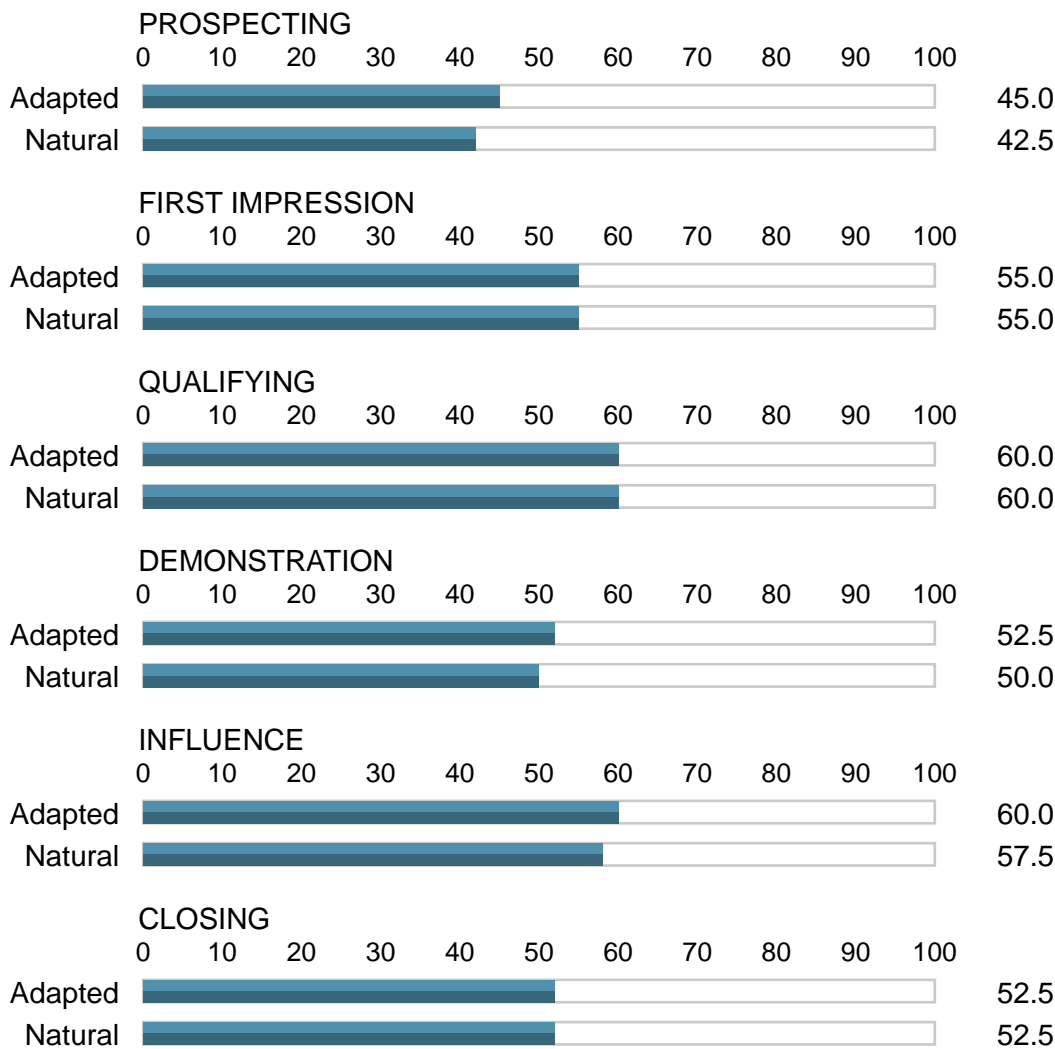ive selling behavior. Sally's adapted scores reflect the behavior that Sally believes necessary in each phase of behavioral selling.

The level of effectiveness that Sally either possesses naturally or is able to modify or "mask" is also shown. The higher the score, the more effective Sally is at that phase of the sale. The lower the score, the greater challenge Sally 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.

PROSPECTING

	0	10	20	30	40	50	60	70	80	90	100	
Adapted												45.0
Natural												42.5

FIRST IMPRESSION

	0	10	20	30	40	50	60	70	80	90	100	
Adapted												55.0
Natural												55.0

QUALIFYING

	0	10	20	30	40	50	60	70	80	90	100	
Adapted												60.0
Natural												60.0

DEMONSTRATION

	0	10	20	30	40	50	60	70	80	90	100	
Adapted												52.5
Natural												50.0

INFLUENCE

	0	10	20	30	40	50	60	70	80	90	100	
Adapted												60.0
Natural												57.5

CLOSING

	0	10	20	30	40	50	60	70	80	90	100	
Adapted												52.5
Natural												52.5

0-50=POOR 51-66=FAIR 67-76=GOOD 77-88=VG 89-100=EX

Potential Strengths or Obstacles to Behavioral Selling Success

The Behavioral Selling Model is a scientific, professional selling process. The Behavioral Selling Overview outlines Sally'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, Sally MAY have a TENDENCY to:**

- Be unrealistically optimistic in appraising the promise, potential, credit and long term value of an account.

- Not take the time to plan efficient, cost effective, travel itineraries or agendas.

- Procrastinate when confronted with a large, complex prospect in her territory. May not take the necessary time to be totally prepared for dealing with the divergent demands of a complicated, demanding prospect.

- Make social visits rather than service visits. The social visit meets her need to be friendly and outgoing while the service visit requires special effort that is not rewarded if the customer doesn't buy more products or services.

First Impression: The first face-to-face interaction between a prospect and the salesperson, this phase is designed to enable the salesperson to display their 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, Sally MAY have a TENDENCY to:

- Make a concerted effort to sell new prospect on herself first and her product or service second. This reflects her own natural approach and is similar to her own purchasing style.

- Overuse body language during the First Impression Phase.

- Oversell herself to the buyer with excessive interpersonal engagement and frequent attempts at humor.

Adapted Style | Natural Style

D I S C

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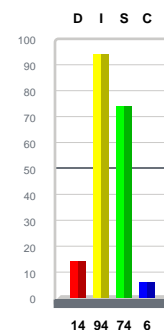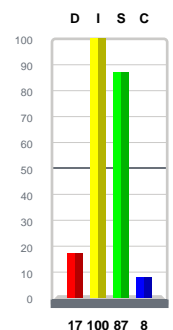
Potential Strengths or Obstacles to Behavioral Selling Success

- Think everybody likes her. If it should appear that this is not the case, she will press to seek personal approval rather than listen to the prospect.

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, Sally MAY have a TENDENCY to:

- Let her mind wander to her own mental agenda. Although this is not apparent to the buyer, it can become very obvious later as she is unable to accurately apply her solutions to problems that she never heard.

- Control the sales process by starting to talk too much, too soon. Needs to learn to ask the right questions in order to control the sales presentation.

- Think in terms of the big picture and to look for big picture solutions rather than specific, detailed solutions to problems.

- Not ask technical questions. May dwell too long or too much on general or abstract questions.

Demonstration: Much different from traditional "demonstration" or "product presentation," this phase allows the salesperson to demonstrate their 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, Sally MAY have a TENDENCY to:

- Not have all the necessary brochures and collateral sales tools available.

- Paint word pictures. This can be a distinct advantage when called upon to explain an intangible. However, some buyers who have trouble visualizing will not be influenced by her ability to paint these colorful word pictures.

- Demonstrate things that her product or service will do that may not have anything to do with the prospect's real needs.

Adapted Style

Natural Style

D I S C

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Potential Strengths or Obstacles to Behavioral Selling Success

- Oversell or talk her way out of a sale by focusing on irrelevant things.

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, Sally MAY have a TENDENCY to:

- Overlook asking satisfied customers to help in securing new prospects or to ask for positive letters of satisfaction.

- Overly rely on friendship to make the sale.

- Gloss over issues of a technical or detailed nature ... even if technical proof sources are important to the buyer.

- Use selling tools with her presentation. However, her level of usage sometimes depends on her ability or inability to be organized. Specifically, she occasionally forgets to update or replenish her supply of collateral materials.

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, Sally MAY have a TENDENCY to:

- Not clarify what she thinks she hears when an objection is raised. She needs to follow all objections with a question to clarify what she actually heard and to determine what the prospect is really saying.

- Cause objections to be raised if she gets into one of her oversell modes. However, she will welcome the objections and answer them to the best of her ability.

- Postpone the close until she has presented the complete presentation. Observers have actually seen her sell the product only to buy it back! She should guard against excessive talking and asking a closing question at the appropriate time.

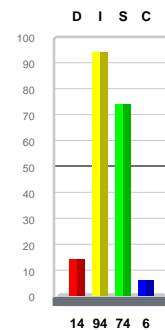Adapted Style | Natural Style

D I S C

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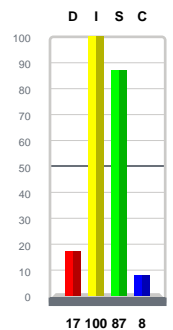
Potential Strengths or Obstacles to Behavioral Selling Success

- Be more concerned with popularity than tangible results if that popularity is rewarded.

Adapted Style   Natural Style

D I S C

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Value to the Organization

This section of the report identifies the specific talents and behavior Sally brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.
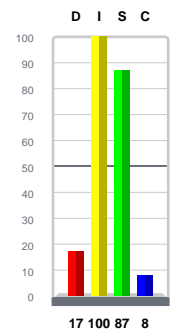
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.

- Verbalizes her feelings.

- Optimistic and enthusiastic.

- Big thinker.

- Dedicated to her own ideas.

- Bottom line-oriented.

- Builds confidence in others.

- Team player.

Adapted Style   Natural Style

D I S C   D I S C

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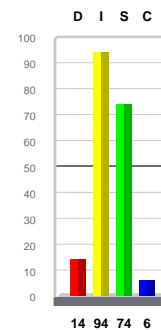
Checklist for Communicating

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 Sally. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Sally most frequently.

Ways to Communicate:

☐ Clarify any parameters in writing.

☐ Provide testimonials from people she sees as important.

☐ Use a balanced, objective and unemotional approach.

☐ Offer special, immediate and extra incentives for her willingness to take risks.

☐ Talk about her, her goals and opinions she finds stimulating.

☐ Appeal to how she will benefit or be admired.

☐ Provide solutions--not opinions.

☐ Read the body language for approval or disapproval.

☐ Leave time for relating, socializing.

☐ Provide "yes" or "no" answers--not maybe.

☐ Provide ideas for implementing action.

☐ Use enough time to be stimulating, fun-loving, fast-moving.

Adapted Style | Natural Style

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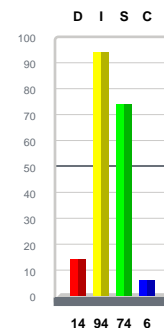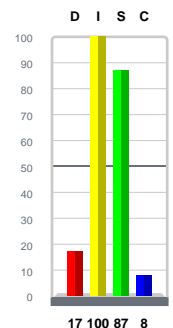
Checklist for Communicating Continued

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

☐ "Dream" with her or you'll lose time.

☐ Leave decisions hanging in the air.

☐ Legislate or muffle--don't overcontrol the conversation.

☐ Drive on to facts, figures, alternatives or abstractions.

☐ Be curt, cold or tight-lipped.

☐ Let her overpower you with verbiage.

☐ Kid around too much, or "stick to the agenda" too much.

☐ Talk down to her.

☐ Be dogmatic.

☐ Ramble.

Adapted Style   Natural Style

D I S C   D I S C

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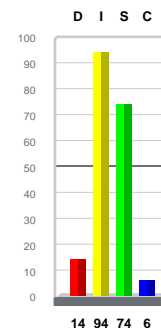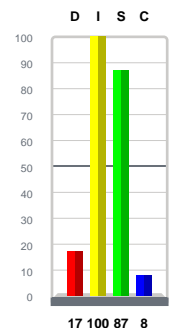
Selling Tips

This section provides suggestions on methods which will improve Sally's communications when selling to different styles. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Sally will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. 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, non-threateningly 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 Sally's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Sally to project the image that will allow her to control the situation.

Self-Perception

Sally usually sees herself as being:

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

Others' Perception - Moderate

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

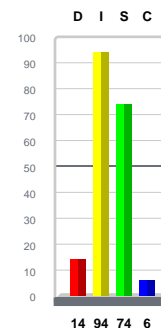- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

Others' Perception - Extreme

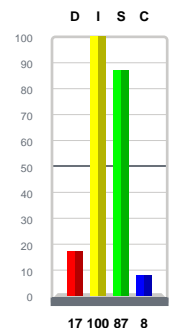*Under extreme pressure, stress or fatigue, others may see her as being:*

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

Adapted Style

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Natural Style

D I S C

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The Absence of a Behavioral Factor

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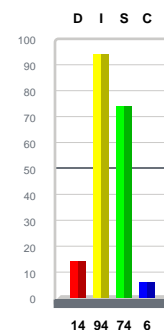
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid situations where critical analysis is required and move toward an out-of-the-box brainstorming environment.

- Avoid working environments where risk taking is not rewarded or encouraged.

- Avoid situations that require strict adherence to standards without any flexibility.

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

- Understand the need for detail in delegation practices, as this may cause unnecessary stress for others, and the desired result will be more difficult to achieve.

- Breaking rules that others must follow will be seen as reckless and haphazard.

- The lack of caution exhibited may lead to unnecessary high-risk decisions being made.

Adapted Style
Natural Style

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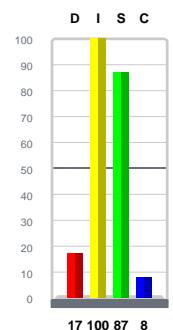
Descriptors

Based on Sally's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she 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

Sally'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

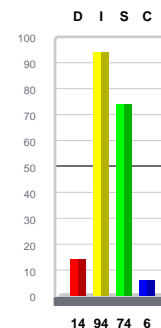| Natural	Adapted
Sally is cautious in her approach to selling and does not attempt to demand that her view, or opinion, be accepted at face value. She likes to help the prospect solve their problems within the framework of a cooperative environment. She will look for a compromise.	Sally sees no need to change her sales approach from her basic style as it is related to solving problems and challenges.

PEOPLE - CONTACTS

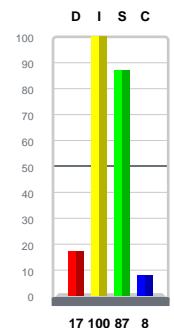| Natural	Adapted
Sally's natural style is to use persuasion and emotion to the extreme. She is positive and seeks to win by the virtue of her oral skills. She will try to convince you that what she is saying is not only right, but is exactly what is needed. She displays enthusiasm for almost everything with every prospect.	Sally sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Adapted Style   Natural Style

D I S C   D I S C

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PACE - CONSISTENCY

Natural

Sally is comfortable in a sales environment where she can sell to customers and provide service in a predictable environment. She prefers to sell products that have proven dependability in a territory that she knows.

Adapted

Sally feels to be most successful in her present environment she must follow up and follow through in a relaxed and patient manner. She will take the time to draw out the needs of her prospects.

PROCEDURES - CONSTRAINTS

Natural

Sally wants to be seen as her own person who is willing and capable of interpreting the company policies to ensure the best results and allow her creative and innovative methods of selling. She wants to be measured on her sales results, not how she achieved the results.

Adapted

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

Adapted Style

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Natural Style

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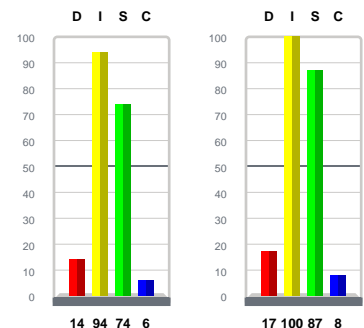
Adapted Style

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

- Speaking smoothly and emotionally with her customers or clients.

- Uninhibited in making a creative sales presentation.

- Generating enthusiasm in others.

- Using a creative approach in selling new and innovative services or products.

- Meeting customers either formally or informally.

- Verbally stressing the benefits of her product or service.

- Skillfully using humor to persuade her clients or customers.

- Setting her own agenda for results.

- Unafraid to overstep authority when necessary to make a sale.

- Using great social strengths in approaching new prospects.

- Adaptable in meeting the needs of clients or customers.

- Sharing her personal opinion with a client or customer.

Adapted Style

D I S C

14 94 74 6

Natural Style

D I S C

17 100 87 8
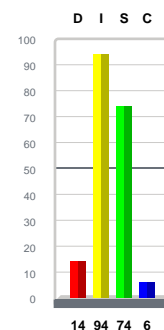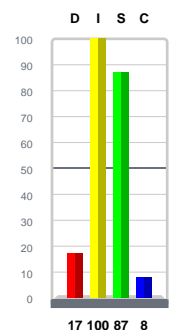
Time Wasters

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.

Open Door Policy

An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.

Possible Causes:

- Want to be seen as supportive and available
- Want the social interaction of people dropping by
- Have a difficult time saying "no"
- Use people interruptions as a way of procrastinating or justifying missed deadlines

Possible Solutions:

- Set aside time to "close your door" and work on projects
- Set aside time to interact with co-workers
- Learn to prioritize activities and say "no" to low priorities
- Place your desk so that it is not always in "view" of those who pass by
- Avoid eye contact with people who walk by your desk or office

Cluttered Desk

A cluttered desk is one that is overloaded by papers, supplies and equipment to the point of impacting the ability to be productive.

Possible Causes:

- See organizing and filing activities as a waste of time
- Want everything at fingertips
- Do not conceptualize a system for grouping information and materials
- Have not established a timeline for tasks or projects

Adapted Style | Natural Style

D I S C | D I S C

14 94 74 6 | 17 100 87 8
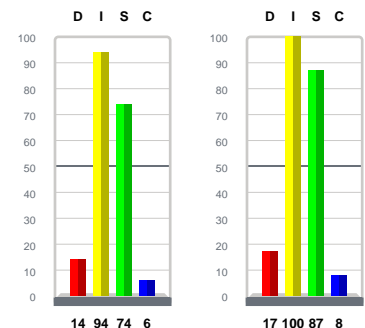
Time Wasters Continued

Possible Solutions:

- Handle each piece of mail only once, i.e. pitch it, file it or delegate it
- Set up (or have someone else set up) an information storage and retrieval system
- Get off mailing lists that are of no interest to you
- Remind yourself that the time it takes to open "junk" mail robs you of time for more important tasks
- Establish a time limit for certain projects and only have current project material on your desk

Long Lunches

Long lunches are those that extend beyond the normal time for eating. They could be kept within a specific time frame but are not.

Possible Causes:

- Get involved in the excitement of conversation and forget about time
- See long lunches as a networking opportunity
- Like doing business in a social, non-threatening environment
- Use long lunches as a way to avoid unpleasant tasks, people or the work environment

Possible Solutions:

- Set a specific time for lunch and STICK TO IT
- Have meetings in the office
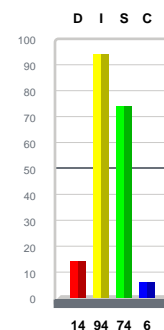- Set meetings right after lunch
- Have working lunches

Inability To Say No

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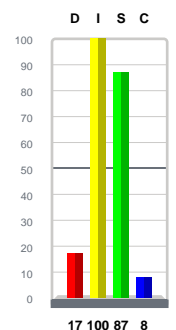
Possible Causes:

- Have many interests and want to be involved

Adapted Style

Natural Style

	D	I	S	C
Adapted	14	94	74	6
Natural	17	100	87	8

Time Wasters Continued

- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- 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:
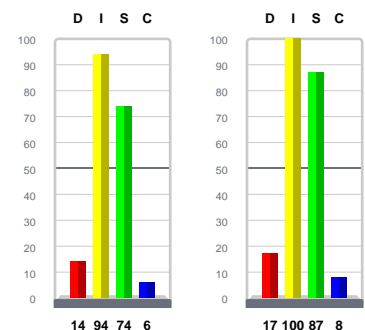
- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

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

D I S C   D I S C

14 94 74 6   17 100 87 8

Poor Filing System

A poor filing system is one that has no predetermined method for subject matter grouping. It is one that you may understand but is not usable by others who may need to retrieve information from your files.

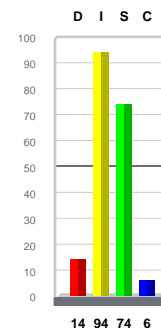**Possible Causes:**

- Have not determined or prioritized subject matter groupings
- Categorize by emotions
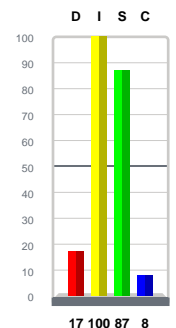
Possible Solutions:

- Set up a cataloging system that you AND others can use easily
- Have someone assist you in setting up a system
- Use cross-referencing indexes
- Computerize information

Adapted Style   Natural Style

D I S C	D I S C
14 94 74 6	17 100 87 8

Areas for Improvement

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

Sally has a tendency to:

- Have difficulty planning and controlling time.

- Be more concerned with popularity than sales results.

- Dislike call reports, etc.

- Need to be more factually-oriented and talk a bit slower.

- Not have all the necessary brochures and sales aids.

- Make promises she can't keep.

- "Oversell" or talk her way out of a sale by focusing on irrelevant things.

- Be more concerned with popularity than tangible results, if popularity is rewarded.

- Not answer objections completely, or tap dance around the objections.

Adapted Style   Natural Style

D I S C   D I S C

14 94 74 6   17 100 87 8
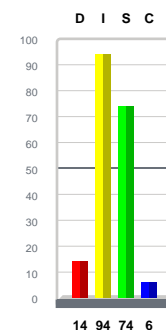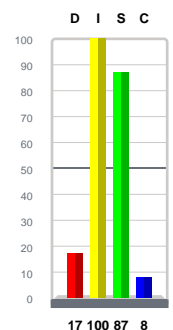
Behavioral Hierarchy

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

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

100

68*

2. Interaction - Frequently engage and communicate with others.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

90

62*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

75
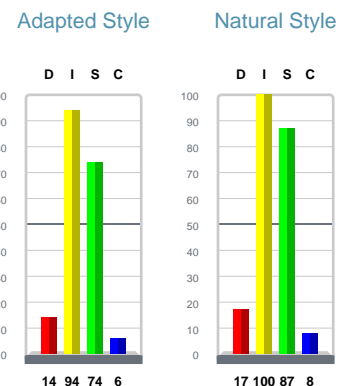
66*

4. Consistent - Perform predictably in repetitive situations.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

62

65*

5. Versatile - Adapt to various situations with ease.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

60

53*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

60

69*

7. Frequent Change - Rapidly shift between tasks.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

58

52*

8. Persistence - Finish tasks despite challenges or resistance.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

43

63*

Adapted Style

Natural Style

D I S C

D I S C

14 94 74 6

17 100 87 8

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

Sally Sampleton

28

Behavioral Hierarchy

9. Analysis - Compile, confirm and organize information.

0   10   20   30   40   50   60   70   80   90   100

20

55*
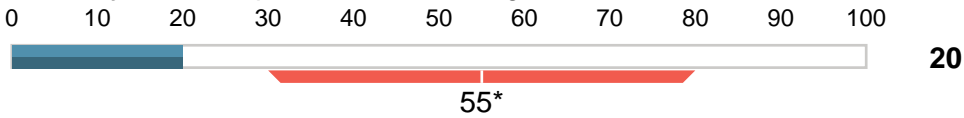
10. Competitive - Want to win or gain an advantage.

0   10   20   30   40   50   60   70   80   90   100

20

47*
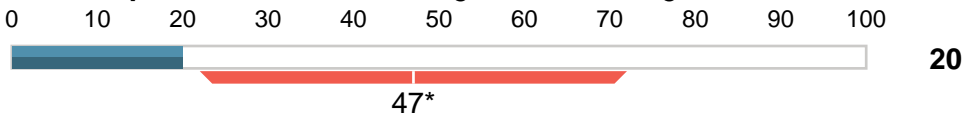
11. Urgency - Take immediate action.

0   10   20   30   40   50   60   70   80   90   100

15

43*
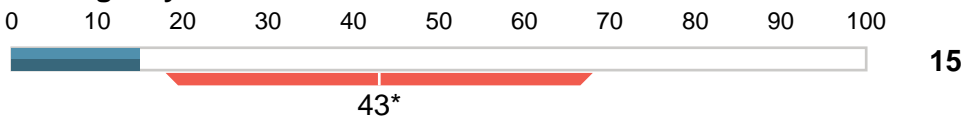
12. Organized Workplace - Establish and maintain specific order in daily activities.

0   10   20   30   40   50   60   70   80   90   100

10

52*
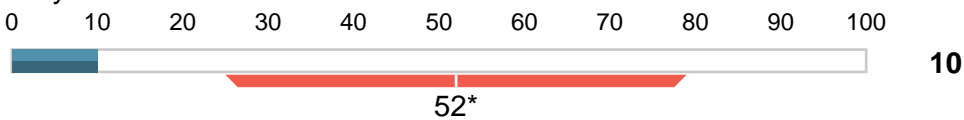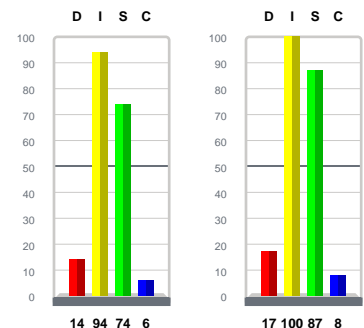
SIA: 14-94-74-06 (15)   SIN: 17-100-87-08 (16)
* 68% of the population falls within the shaded area.

Adapted Style

Natural Style

14 94 74 6

17 100 87 8

Sally Sampleton

Style Insights® Graphs
5-21-2015

Adapted Style

Graph I

	D	I	S	C
	14	94	74	6

Natural Style

Graph II

	D	I	S	C
	17	100	87	8

Norm 2015 R4

T: 13:09

Sally Sampleton
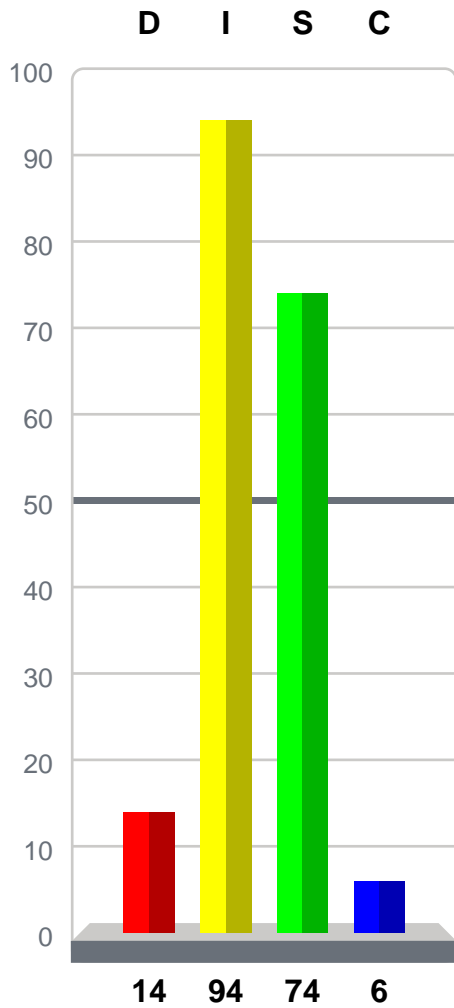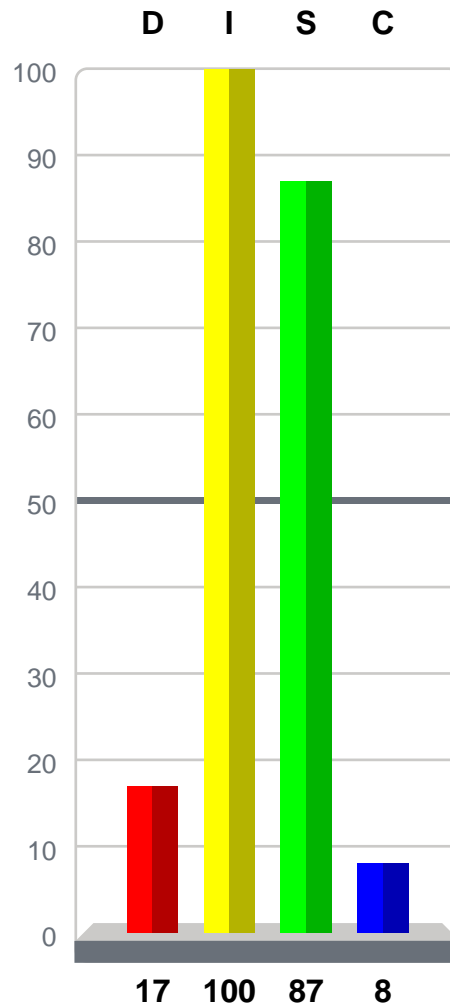
The Success Insights® Wheel

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.

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
5-21-2015

C

D

IMPLEMENTOR

ANALYZER

CONDUCTOR

COORDINATOR

PERSUADER

SUPPORTER

PROMOTER

S

RELATER

I
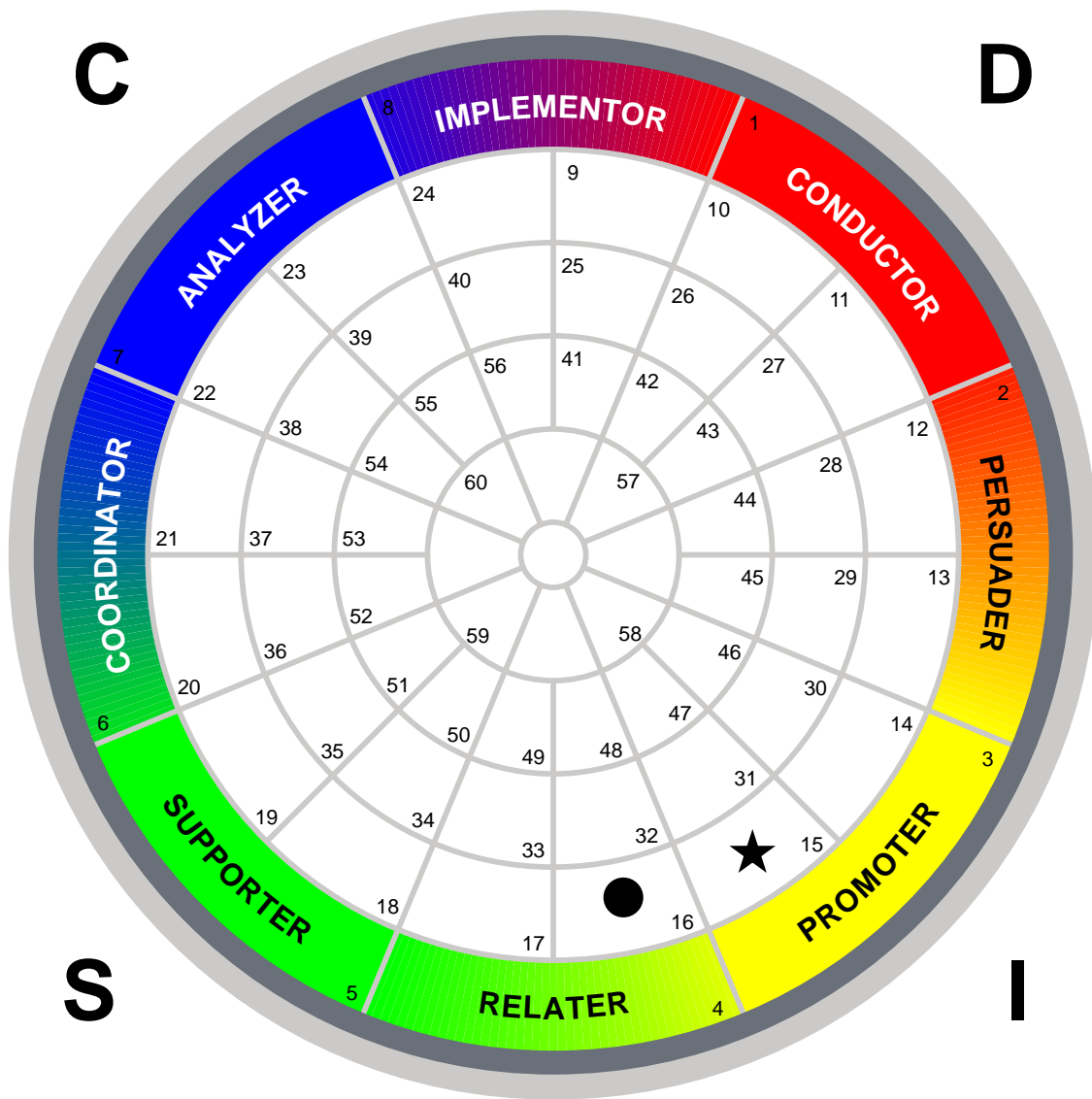
Adapted: ★ (15) RELATING PROMOTER
Natural: ● (16) PROMOTING RELATER

Norm 2015 R4

T: 13:09

Sally Sampleton

32

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

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

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

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

- **Strong** - positive feelings that you need to satisfy either on or off the job.

- **Situational** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.

- **Indifferent** - your feelings will be indifferent when related to your 5th or 6th motivator.

Your Personal Motivators Ranking

1st	Aesthetic	**Strong**
2nd	Social	**Strong**
3rd	Individualistic	**Situational**
4th	Utilitarian	**Situational**
5th	Traditional	**Indifferent**
6th	Theoretical	**Indifferent**

Aesthetic

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

- Sally will evaluate things based on artistic beauty and usefulness.

- Sally looks for and appreciates the beauty in things.

- Decorating her surroundings so they are visually pleasing is enjoyable for Sally.

- Form and harmony provide her with an experience to remember.

- Sally uses her aesthetic talent to impress others.

- Dressing for success comes naturally to Sally. She enjoys the latest designer clothes when she has the funds to purchase them.

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	25	42	73	72	60	28
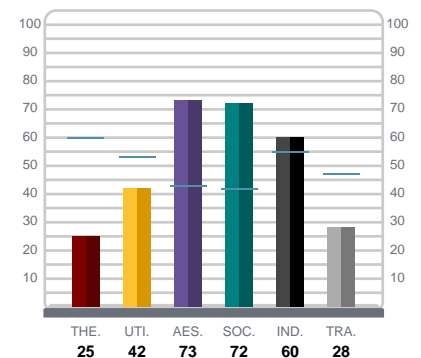
Social

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

- Sally is patient and sensitive to others.

- Helping the homeless may be one of her concerns.

- She believes charities should be supported.

- She is generous with her time, talent and resources for those in need.

- Saying "no" is difficult when others need her time or talent.

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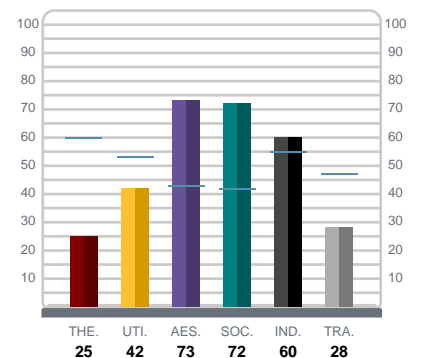
Individualistic

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

- At times Sally can be very competitive.

- She will evaluate each situation individually and determine how much or how little control she will want to exercise.

- The amount of control she attempts will increase if she has strong feelings about the issues involved with the situation. If, however, she has little interest in the issues involved, she will not see the need for exercising control.

- Sally can be assertive in meeting her needs.

| THE.	UTI.	AES.	SOC.	IND.	TRA.
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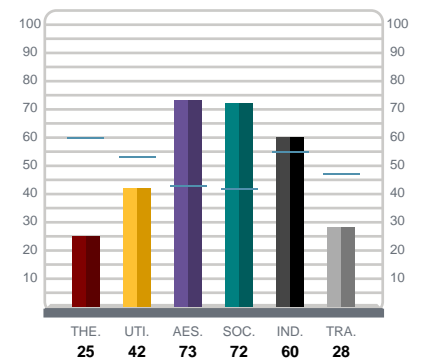
Utilitarian

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

- She will evaluate some decisions but not necessarily all based on their utility and economic return.

- Sally will become money-motivated when she wants to satisfy one of the other motivators mentioned in this report.

- She will use wealth as a yardstick to measure her work effort with certain activities.

- Sally can give freely of time and resources to certain causes and feel this investment will result in a future return on her investment.

- Sally will not alter her lifestyle in order to acquire something unless there is an immediate need (or the situation is critical).

- Money itself is not as important as what it will buy.

|	THE.	UTI.	AES.	SOC.	IND.	TRA.
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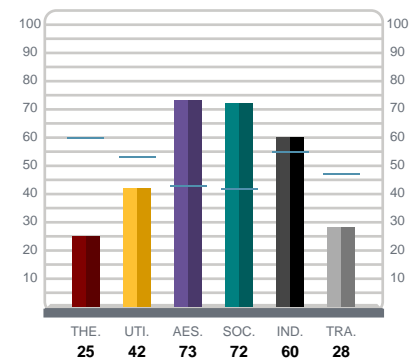
Traditional

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

- She will not be afraid to explore new and different ways of interpreting her own belief system.

- Sally's passion in life will be found in one or two of the other dimensions discussed in this report.

- In many cases, Sally will want to set her own rules which will allow her own intuition to guide and direct her actions.

- Traditions will not place limits or boundaries on Sally.

- It may be hard to manipulate Sally because she has not defined a philosophy or system that can provide immediate answers to every situation.

- She will work within a broadly defined set of beliefs.

- Sally can be creative in interpreting other systems or traditions and selective in applying those traditions.

|	THE.	UTI.	AES.	SOC.	IND.	TRA.
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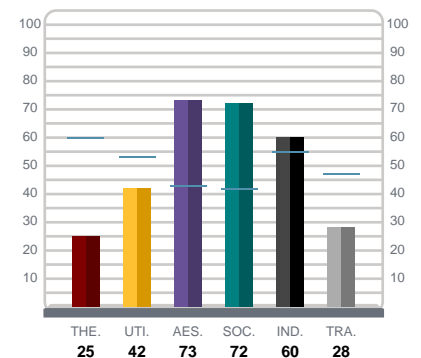
Theoretical

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

- She will attempt to take the practical approach and not over-analyze the process.

- When required, Sally will seek knowledge to better understand a particular situation.

- She may have a hobby or special interest that drives the need to know everything about a particular subject, such as computers, baseball scores, etc.

- Sally will use an instinctual approach to problem-solving.

- Sally will only read books that relate to her chosen field or special interests.

- Sally will have a tendency to read only the articles in newspapers or magazines that appeal to her special interests.

- Sally will not seek knowledge based on curiosity or just for the sake of knowledge.

- Sally can be turned off by people who talk about things in detail if she has no interest in the subject.

- For Sally, personal experiences are a key factor in decision making.

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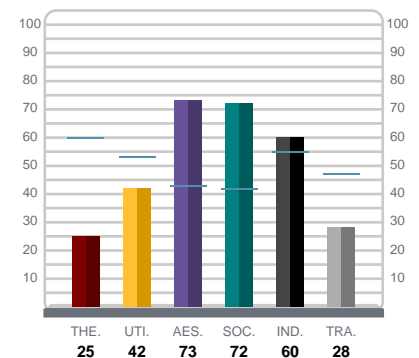
Navigating Situations Outside Your Comfort Zone

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

Tips for Communicating with "High Theoretical" utilizing your Aesthetic.

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

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

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

A person with a high Theoretical will spend time and money helping people who have committed their lives to educating themselves and others.

- Ensure that the time and money allocated to the education of team members is properly distributed, therefore not disturbing the organizational balance.

- Utilize the opportunity to transform the knowledge into understandable visuals that appeal to the organization.

Continuous learning may be more important than the application of knowledge to a person with a high Theoretical.

- Encourage cooperation and sharing from the high Theoreticals in order to help the overall harmony and balance of the team.

- Ask questions as to how an intuitive nature can augment and grow the educational experience within the organization, both from a feeling and visual perspective.

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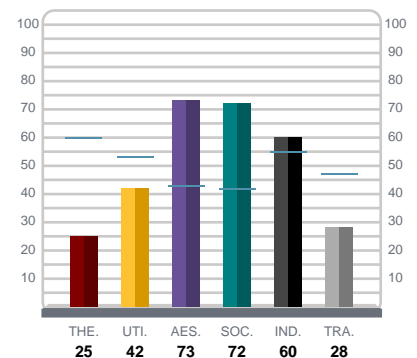
Navigating Situations Outside Your Comfort Zone

A high Theoretical person may use her specialized knowledge of a topic to control the situation.

- Utilize the ability to sense the feelings of the organization in a way that allows information to be shared without leaving others feeling as if they have been talked down to.

- Encourage an experience where a high Theoretical can paint a picture of the information in order to creatively apply the knowledge.

A high Theoretical will seek the "truth;" yet "truth" is relative and will be defined by her knowledge base.

- Understand the similar drive for perfection. Look for ways to bring the information into a picture-type framework for the organization, in order to create a win-win.

- Provide the high Theoretical with information on the actual landscape of the organization (or situation at hand) in order to align the pursuit for truth with the harmony and balance currently in the organization.

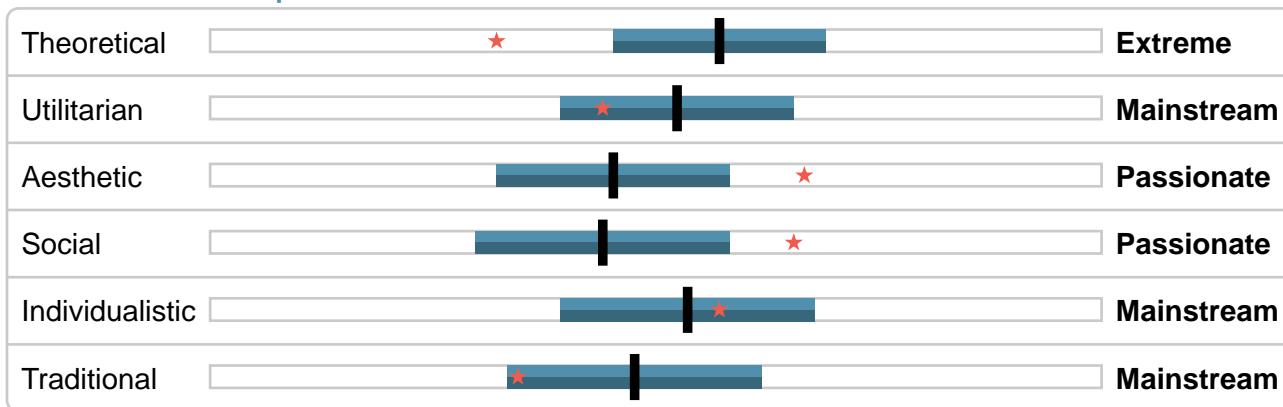|	THE.	UTI.	AES.	SOC.	IND.	TRA.
	25	42	73	72	60	28
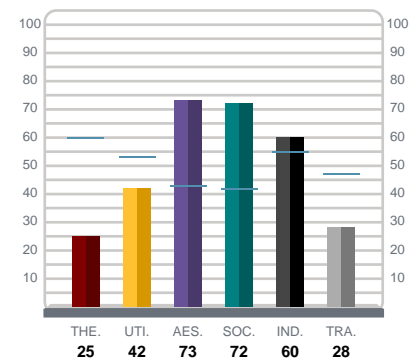
Motivators - Norms & Comparisons

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

- Change the situation.

- Change your perception of the situation.

- Leave the situation.

- Cope with the situation.

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

Norms & Comparisons Table - Norm 2015

Theoretical		**Extreme**
Utilitarian		**Mainstream**
Aesthetic		**Passionate**
Social		**Passionate**
Individualistic		**Mainstream**
Traditional		**Mainstream**

■ - 68 percent of the population   ▮ - national mean   ★ - your score

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

Motivators - Norms & Comparisons

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

- You have a strong desire to become all you can be (self-actualization). You will tend to strive for balance, form and harmony in all areas of your life. Others may not understand your subjective way of reasoning and may feel you are somewhat unrealistic. Your appreciation of the world around you and the environment may appear extreme to them.

- You have a very strong desire to help eliminate pain and conflict in the world, even to the point of personally taking on the pain of others. You will tend to give freely of your time, talent and resources expecting little or nothing in return. Others may believe you are a "doormat," always giving everything away to whoever walks in the front door, unwilling to look out for yourself or your family. They may believe you are weak and easily taken advantage of...a bleeding heart.

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

- The amount of time and resources others spend in learning new things may frustrate you.

Motivators Hierarchy

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

1. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

0   10   20   30   40   50   60   70   80   90   100

73

43*
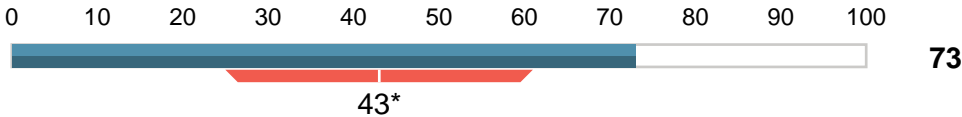
2. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

0   10   20   30   40   50   60   70   80   90   100

72

42*
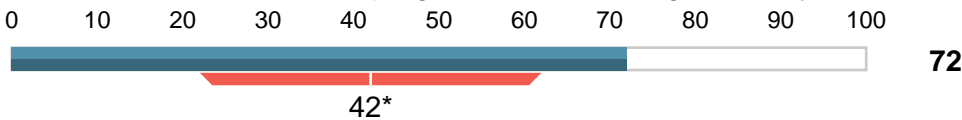
3. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.

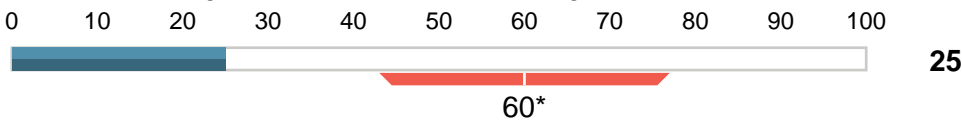0   10   20   30   40   50   60   70   80   90   100

60

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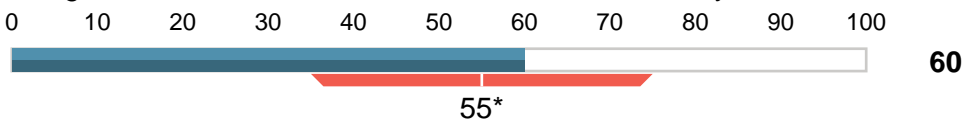
4. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

0   10   20   30   40   50   60   70   80   90   100

42

53*
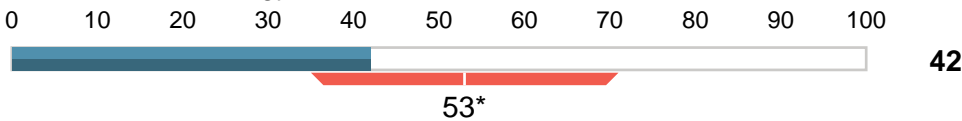
5. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

0   10   20   30   40   50   60   70   80   90   100

28

47*
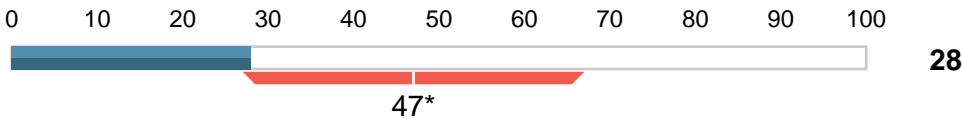
6. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

0   10   20   30   40   50   60   70   80   90   100

25

60*

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

	THE.	UTI.	AES.	SOC.	IND.	TRA.
	25	42	73	72	60	28

TTI SUCCESS INSIGHTS®
DISCOVER • ENGAGE • ADVANCE • PERFORM
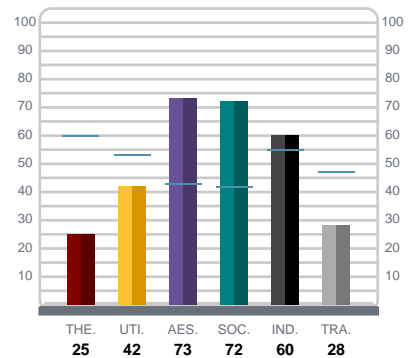
Motivation Insights® Graph
5-21-2015

	THE.	UTI.	AES.	SOC.	IND.	TRA.
Score	25	42	73	72	60	28
Rank	6th	4th	1st	2nd	3rd	5th

— national mean

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Competitive Edge, Inc.
Tel: (770) 487-6460
support@CompetitiveEdgeInc.com
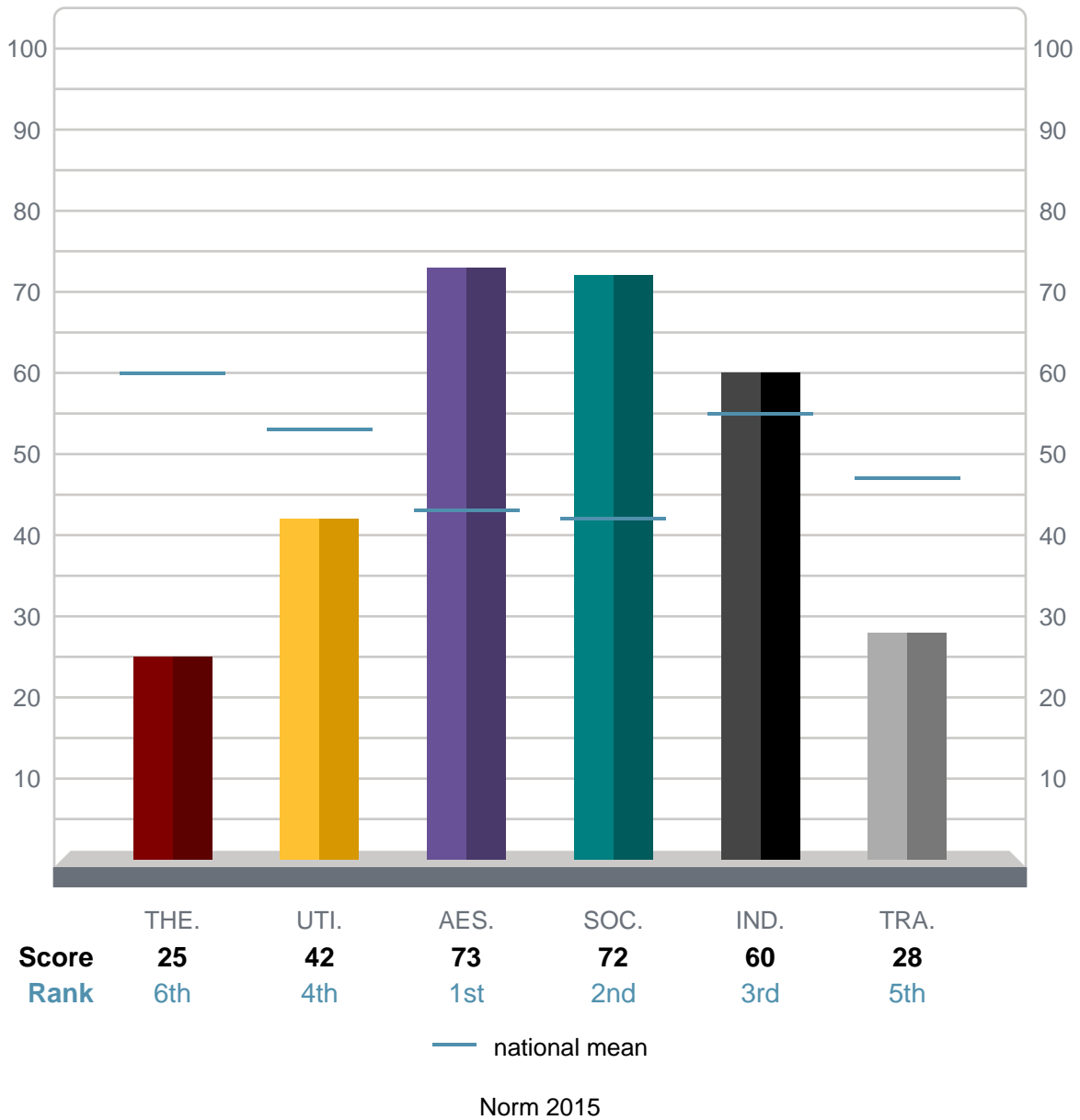
Motivators Wheel™
5-21-2015

Sally Sampleton

46

Introduction Integrating Behaviors and Motivators Section

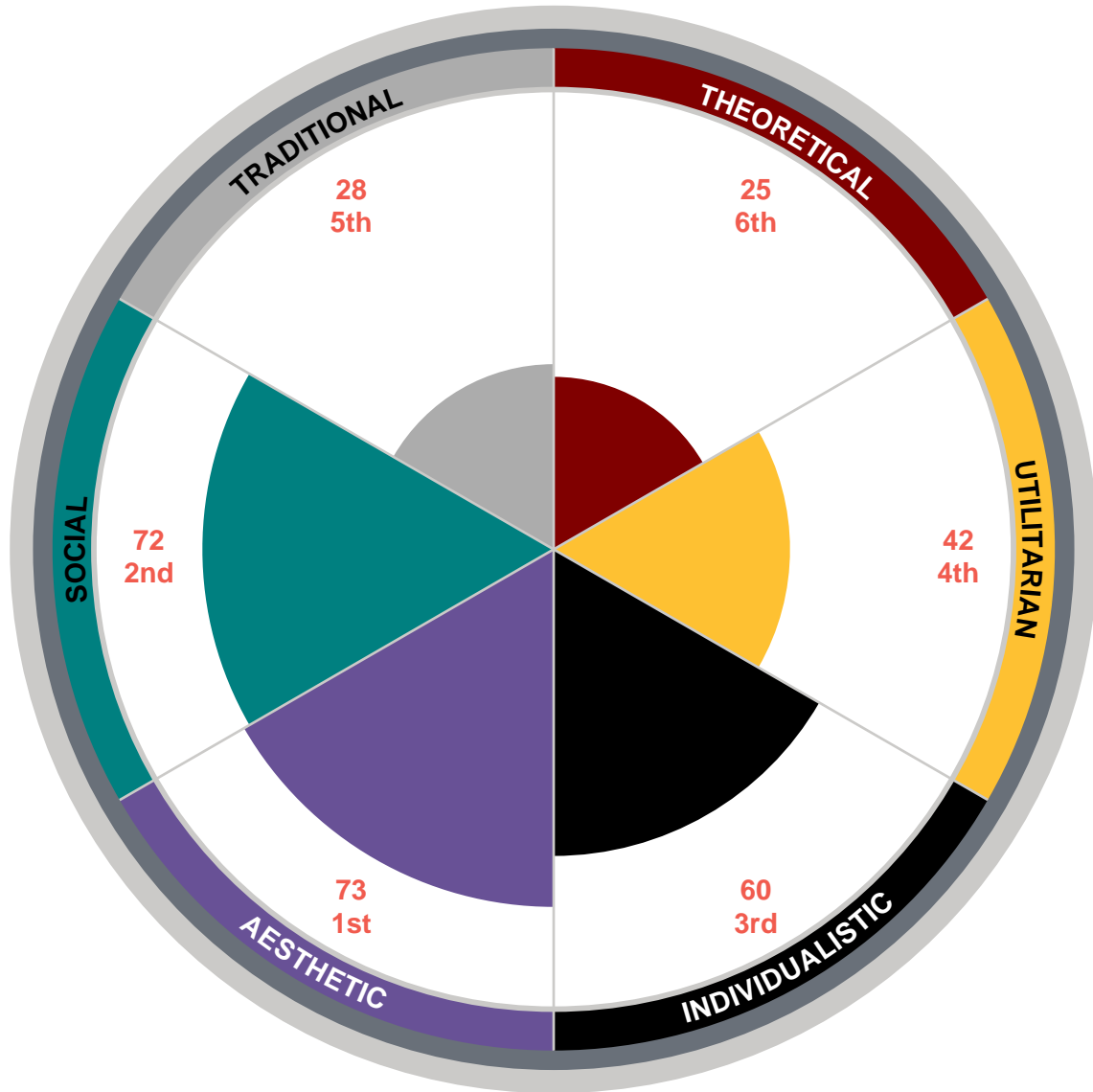The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and motivators. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

In this section you will find:

- Potential Behavioral and Motivational Strengths

- Potential Behavioral and Motivational Conflict

- Ideal Environment

- Keys to Motivating

- Keys to Managing

Potential Behavioral and Motivational Strengths

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

- Will convey optimism for new ideas.

- Always willing to share her ideas on how to enhance the surroundings.

- Wants to be seen as a leader in humanitarian issues.

- Demonstrates a will and desire to help others in the organization.

- Highly in tune to the environment and synergy within it.

- Steady, consistent and balanced member of the team.

- Will be persistent about moving toward the greater cause.

- Able to be a strong listener, who can become a lifelong friend.

Potential Behavioral and Motivational Conflict

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

- Situational listener to other's perspective on the experience.

- Over emphasizes the experience compared to the results.

- When helping others, she may talk too much about herself.

- Does not always listen to those she is helping.

- Keeps to herself resulting in unexpressed viewpoints.

- Difficulty dealing with diverse situations involving objective views.

- May always place blame on herself.

- Can take a long time in addressing sensitive issues that could help others.

Ideal Environment

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

- An environment in which she may deal with people on a personal, intimate basis.

- Little conflict between people.

- A stable and predictable environment.

- Time for personal reflection and an appreciation for staying balanced.

- The need to be liked and to feel a part of a harmonious team.

- An environment that supports time-tested, proven processes for completing tasks.

- Ability to give of time, talent and resources in order to help the organization.

- To be partnered with sincere and genuine co-workers, all going for the same cause.

- Ability to achieve results through the interacting with and helping others.

Keys to Motivating

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

Sally wants:

- Flattery, praise, popularity and strokes.

- Work assignments that provide opportunity for recognition.

- Freedom to talk and participate on the team.

- Time for the beautification of the workplace and areas around her.

- To demonstrate the ways she has worked on the beautification of surroundings, either materialistically or environmentally.

- A proper work/life balance and a physical space that feels like home.

- Time to give back both internally and externally in order to quietly change things for the better.

- Consistency in ways she can contribute to people, the organization and causes.

- An opportunity to express how she can improve society.

Keys to Managing

In this section are some needs which must be met in order for Sally to perform at an optimum level. Some needs can be met by herself, 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 Sally and identify 3 or 4 statements that are most important to her. This allows Sally to participate in forming her own personal management plan.

Sally needs:

- Help on controlling time and setting priorities.

- A quality product in which to believe.

- More control of body language.

- Needs a manager who seeks out their opinions and perspective.

- Assistance in setting realistic and balanced expectations with tangible outcomes that allow for creativity and expression.

- Help understanding the need to actively engage in new assignments to promote balance in the organization.

- To be involved in long-term planning where people are the forefront of the plan.

- Support in not being taken advantage of by others.

- Support in handling situations when others take advantage.

Action Plan

Professional Development

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

Action Plan

Personal Development

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

   _____

   _____

   _____

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

   _____

   _____

   _____

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

   _____

   _____

   _____

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

   _____

   _____

   _____