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SUCCESS
INSIGHTS®

TriMetrix® HD

Sales Coaching

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NEW
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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, driving forces, 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

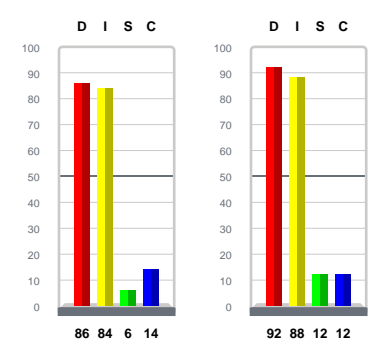
Based on William's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to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

William loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others. He wants the authority and responsibility to achieve his sales goals. He may at times tend to overstep his authority if it will help him achieve his goals. He is usually known for his ability to tackle tough sales problems and bring them to a successful conclusion. He can be resourceful, even when faced with obstacles. Although William is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to the methodical buyer. When results are at stake, it brings out William's drive for success. Some may see him as a high risk-taker, but this merely reflects his approach to winning. He will take the risks necessary to succeed. He prefers to win, respecting winners and those who show persistence. He is a self-starter, generally resourceful and readily adaptable to many sales situations. He finds the actual sales process much more rewarding than completing all the paperwork involved.

William prefers a direct and straightforward approach to selling. He truly feels that he can sell to anyone at anytime, and this may be true if he takes the time to prepare properly. He may become defensive if he hears objections to a service or product he helped to develop. He may fail to listen to the true objection. In his haste to make a response, the real objection may never be answered. He usually welcomes objections as they provide him with an opportunity to share his knowledge. If he is careful to take objections seriously, it will allow him to be more effective. William may not use enough facts to overcome objections; that is, he likes the challenge presented by the objection, and may attempt to answer, whether he has all the facts or not. William's body language may sometimes get him into trouble. He projects a great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs.



Adapted Style Natural Style





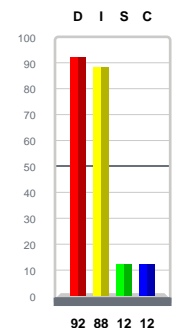
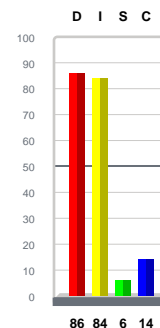
Sales Characteristics *Continued*

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



Adapted Style

Natural Style



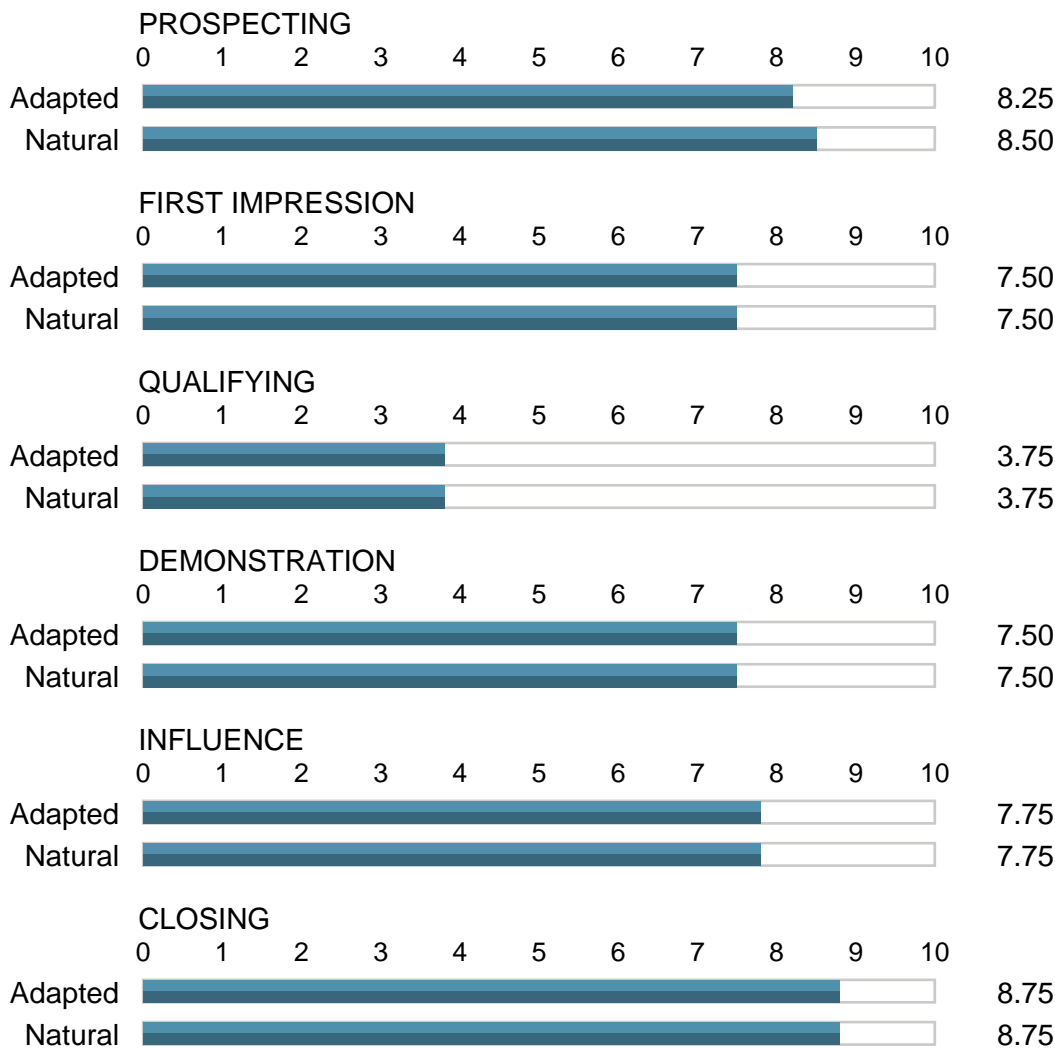


Behavioral Selling Overview

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

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

- Both accept, enjoy and attack the challenge presented by cold calls.
- Disregard a cardinal rule of behavioral selling: the secret to selling is to be in front of a qualified buyer when they are ready to buy, not when he is ready to sell! The results could be an impatient and sometimes pushy attitude in setting appointments.
- Be willing to join organizations for the achievement of sales success.
- Seize the opportunity to make new contacts. He also enjoys competing against himself as well as against others.

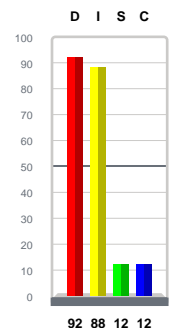
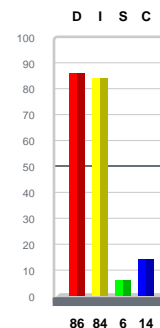
First Impression: The first face-to-face interaction between a prospect and the salesperson, this phase is designed to enable the salesperson to display his or her sincere interest in the prospect...to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase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

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

- Be impatient when selling the methodical buyer. Although he may be very good at selling prospects who have similar behavioral characteristics to his own.
- Use confrontation as a means to display his position, power, knowledge and expertise. This may hinder the sales process unless he is calling on an equally aggressive buyer.
- Be more likely to discuss his own accomplishments rather than asking prospects to talk about their accomplishments.

Adapted Style

Natural Style





Potential Strengths or Obstacles to Behavioral Selling Success

- Launch into a traditional, yet outdated demonstration of his product or service rather than wait for the appropriate time to make an appropriate application oriented behavioral selling presentation.

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, William MAY have a TENDENCY to:

- Interrupt the prospect. Could be more concerned about how he is perceived than with being an effective listener.
- Not continue a line of questioning that will allow the prospect to discuss and verbalize their secondary needs and true buying motives.
- Be so concerned with the big picture that he forgets to remember that there are little pieces that can often make a sale successful or actually make it fall apart.
- Not take the time to actively listen to what the prospect is saying in order to determine what they really need. In addition, is likely to jump too quickly to a recommendation before processing everything that the prospect has to say.

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

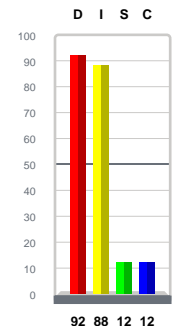
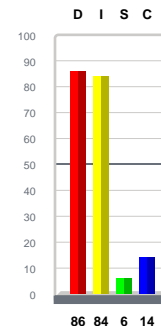
In the Demonstration Phase, William MAY have a TENDENCY to:

- Not take the time to ask feedback questions in order to assure that his presentation is on target and meeting the prospect's stated or implied needs.



Adapted Style

Natural Style





Potential Strengths or Obstacles to Behavioral Selling Success

- Ten to fifteen percent of his potential customers will feel comfortable with his presentation style which can be fast, direct and sometimes glossing over major points. However, the remaining prospects will feel somewhat uncomfortable with his natural style.
- Not devote sufficient time to present his products and/or services adequately.
- Present his products or service in a manner that requires the least amount of his effort in terms of any modification or change from his standard presentation.

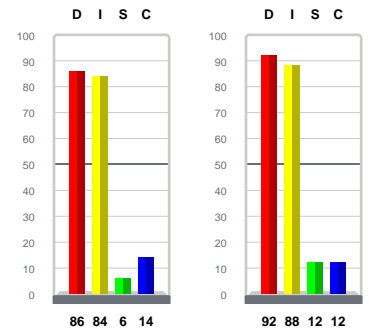
Influence: What people believe enough, they act upon. This phase is designed to enable the salesperson to build value and overcome the tendency that many prospects have to place little belief or trust in what is told to them. It is this phase of the sale that solidifies the prospect's belief in the supplier,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

In the Influence Phase, William MAY have a TENDENCY to:

- Not take the time to prepare, pack or check for all materials that are needed to influence the prospect.
- Overuse name dropping as a strategy in the Influence Phase.
- Want authority and responsibility to achieve his sales goals. He may overstep this authority if thought necessary to achieve the results he desires.
- Rely too much on high visibility customers, publications and prestigious references as testimonials or proven resources.



Adapted Style Natural Style





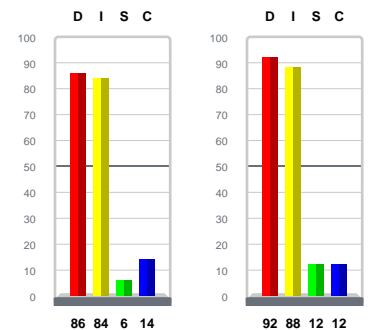
Value to the Organization

This section of the report identifies the specific talents and behavior William 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.

- Positive sense of humor.
- Change agent--looks for faster and better ways.
- Verbalizes his feelings.
- People-oriented.
- Will join organizations to represent the company.
- Motivates others towards goals.
- Competitive.



Adapted Style Natural Style





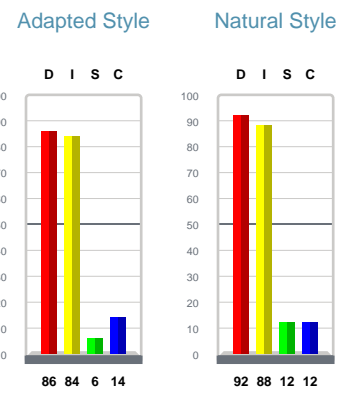
Checklist for Communicating

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 William. 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 William most frequently.

Ways to Communicate:

- Talk about him, his goals and opinions he finds stimulating.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Not deal with details, put them in writing, pin him to modes of action.
- Provide testimonials from people he sees as important.
- Provide a warm and friendly environment.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Be clear, specific, brief and to the point.
- Plan interaction that supports his dreams and intentions.
- Offer special, immediate and extra incentives for his willingness to take risks.
- Motivate and persuade by referring to objectives and results.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide ideas for implementing action.
- Stick to business--let him decide if he wants to talk socially.







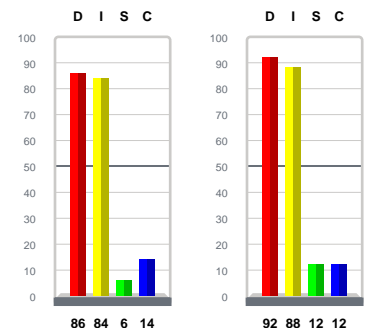
Checklist for Communicating Continued

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

- Talk down to him.
- Direct or order.
- Be redundant.
- "Dream" with him or you'll lose time.
- Ramble on, or waste his time.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- Come with a ready-made decision, and don't make it for him.
- Kid around too much, or "stick to the agenda" too much.
- Drive on to facts, figures, alternatives or abstractions.
- Be dogmatic.
- Try to build personal relationships.
- Leave decisions hanging in the air.
- Take credit for his ideas.

Adapted Style Natural Style





Selling Tips

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



Self-Perception

William usually sees himself as being:

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

Others' Perception - Moderate

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

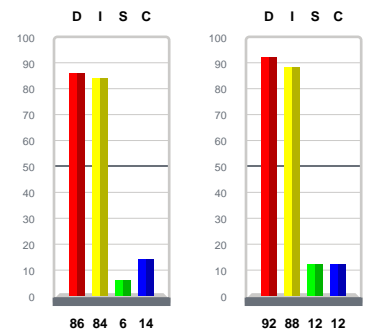
- Demanding
- Nervy
- Egotistical
- Aggressive

Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated

Adapted Style Natural Style





The Absence of a Behavioral Factor

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

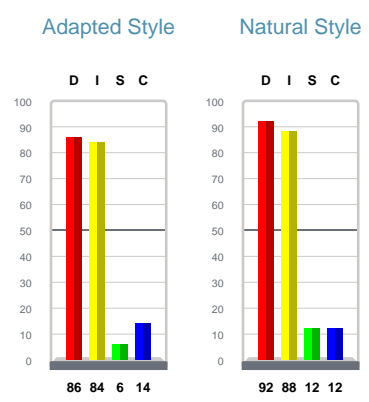
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid environments where micro-management is the way of the organization.
- Avoid working environments where risk taking is not rewarded or encouraged.
- Avoid situations 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.

- Extremely formal and structured interactions may cause stress.
- 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.







Descriptors

Based on William'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

William'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

William tends to attack sales challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and will actively seek to achieve sales goals. He likes authority along with his responsibility and a territory that will constantly challenge him to perform up to his ability.

Adapted

William sees no need to change his sales approach from his basic style as it is related to solving problems and challenges.

PEOPLE - CONTACTS

Natural

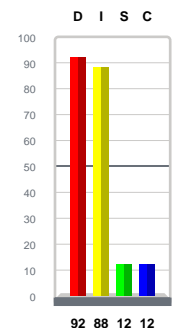
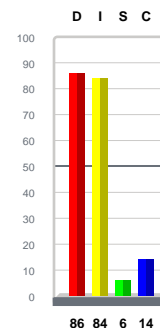
William's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtue of his oral skills. He will try to convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost everything with every prospect.

Adapted

William 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

William maintains his sense of equilibrium even in the face of extreme time constraints and ever-changing schedules. He is comfortable dealing with a wide variety of customers. His need for high activity level can lead to meeting many new prospects.

Adapted

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

PROCEDURES - CONSTRAINTS

Natural

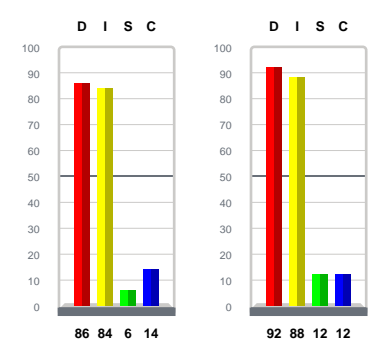
William wants to be seen as his own person who is willing and capable of interpreting the company policies to ensure the best results and allow him creative and innovative methods of selling. He wants to be measured on his sales results, not how he achieved the results.

Adapted

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



Adapted Style Natural Style





Adapted Style

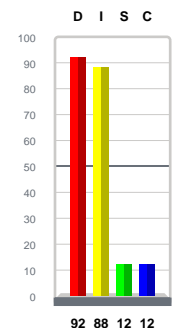
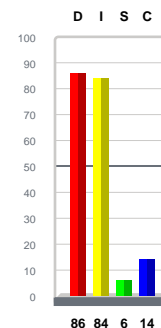
William sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Dealing with customers and clients efficiently.
- Anticipating and using creative ways to assist clients in problem solving.
- A resourceful, eager self-starter.
- Ability to handle many new products or services.
- Using sales aids in presentation, when he remembers to take them with him.
- Reacting quickly to changes in the sales process or product line.
- Handling a variety of products or services.
- Impatient to overcome competition.
- Authority to carry out responsibility.
- Impulsive and eager to keep the sales presentation moving.
- Challenging the status-quo.



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.



Lack of a Written Plan

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

Possible Causes:

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

Possible Solutions:

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

Snap Decisions

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

Possible Causes:

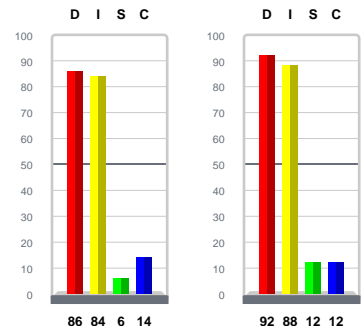
- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

Possible Solutions:

- Ask for recommendations

Adapted Style

Natural Style





Time Wasters *Continued*

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

Firefighting

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

Possible Causes:

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

Possible Solutions:

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

Poor Delegation

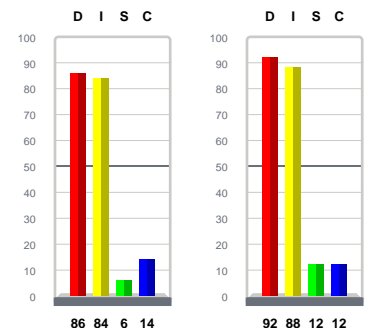
Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

Possible Causes:

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

Adapted Style

Natural Style





Time Wasters Continued

Possible Solutions:

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

Crisis Management

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

Possible Causes:

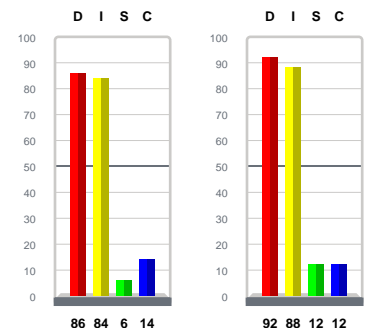
- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

Possible Solutions:

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



Adapted Style Natural Style





Areas for Improvement

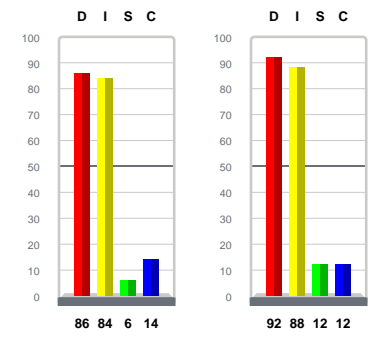
In this area is a listing of possible limitations without regard to a specific job. Review with William and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

William has a tendency to:

- Use fear as motive for buying.
- Blame, deny and defend when confronted with poor sales results.
- Talk too fast for the logical and detail-oriented buyer.
- Take on too many outside activities.
- Be weak at providing follow-up service if client has little potential for future sales.
- Not have presentation in a logical order.
- Sell what he wants to sell rather than listen to the buyer's needs.



Adapted Style Natural Style

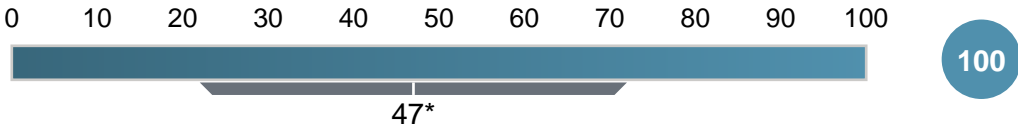




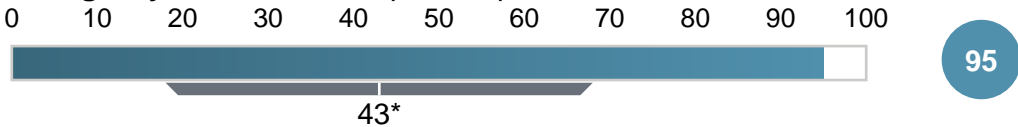
Behavioral Hierarchy

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.

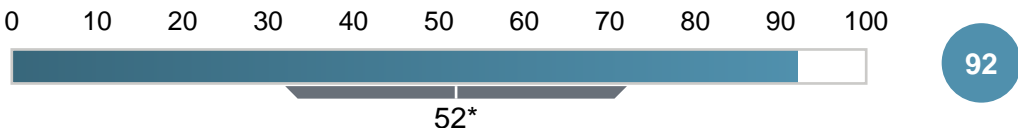
1. **Competitiveness** - Tenacity, boldness, assertiveness and a "will to win" in all situations.



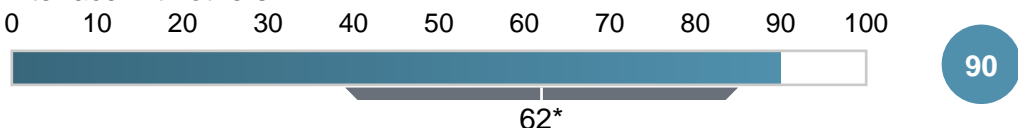
2. **Urgency** - Decisiveness, quick response and fast action.



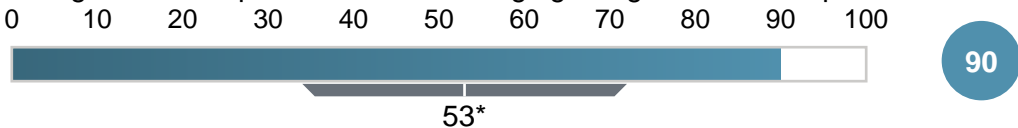
3. **Frequent Change** - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



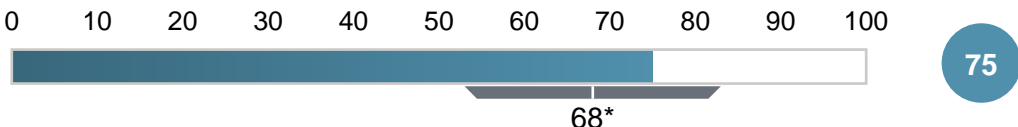
4. **Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



5. **Versatility** - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.

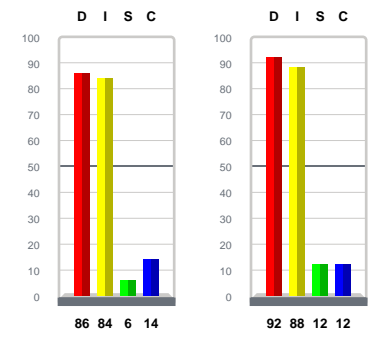


6. **People Oriented** - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



Horizontal lines for notes or additional information.

Adapted Style Natural Style

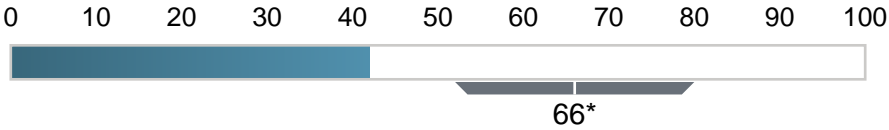


* 68% of the population falls within the shaded area.



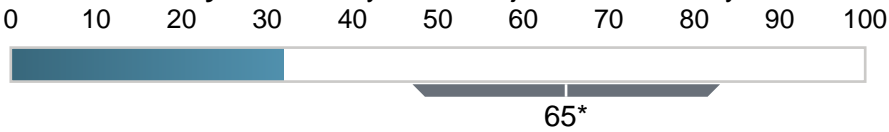
Behavioral Hierarchy

7. Customer Relations - A desire to convey your sincere interest in them.



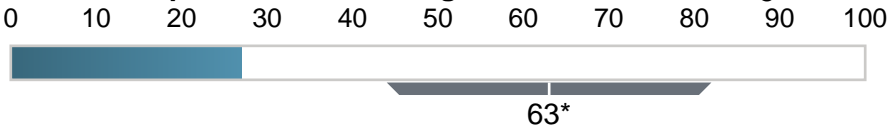
42

8. Consistency - The ability to do the job the same way.



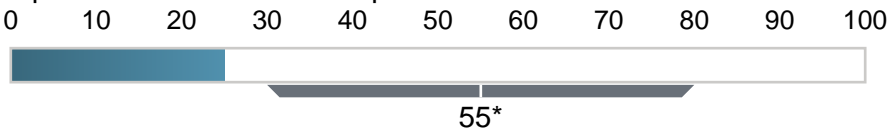
32

9. Follow Up and Follow Through - A need to be thorough.



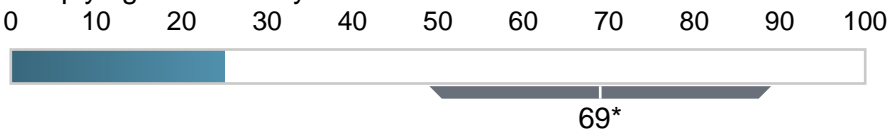
27

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



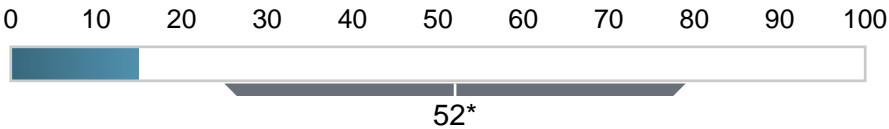
25

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



25

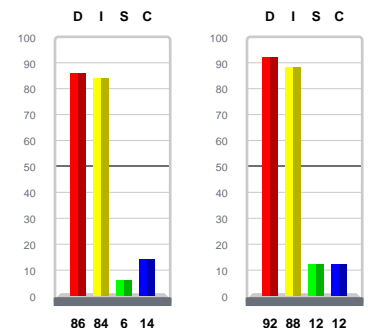
12. Organized Workplace - Systems and procedures followed for success.



15



Adapted Style Natural Style



SIA: 86-84-06-14 (12) SIN: 92-88-12-12 (12)
* 68% of the population falls within the shaded area.

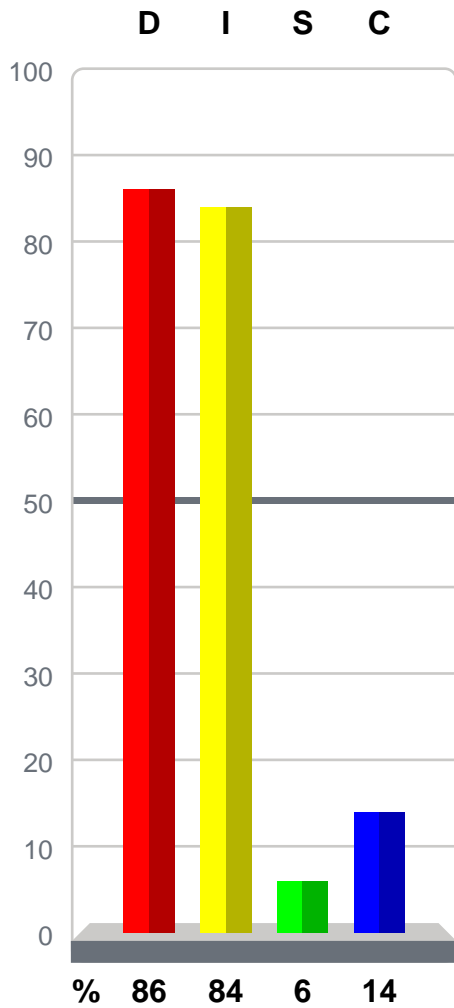


Style Insights® Graphs

11-30-2015

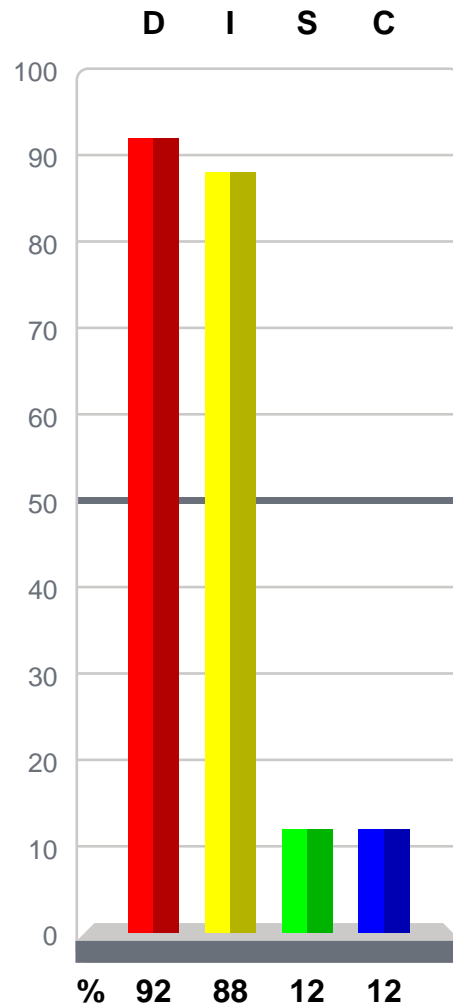
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4



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.

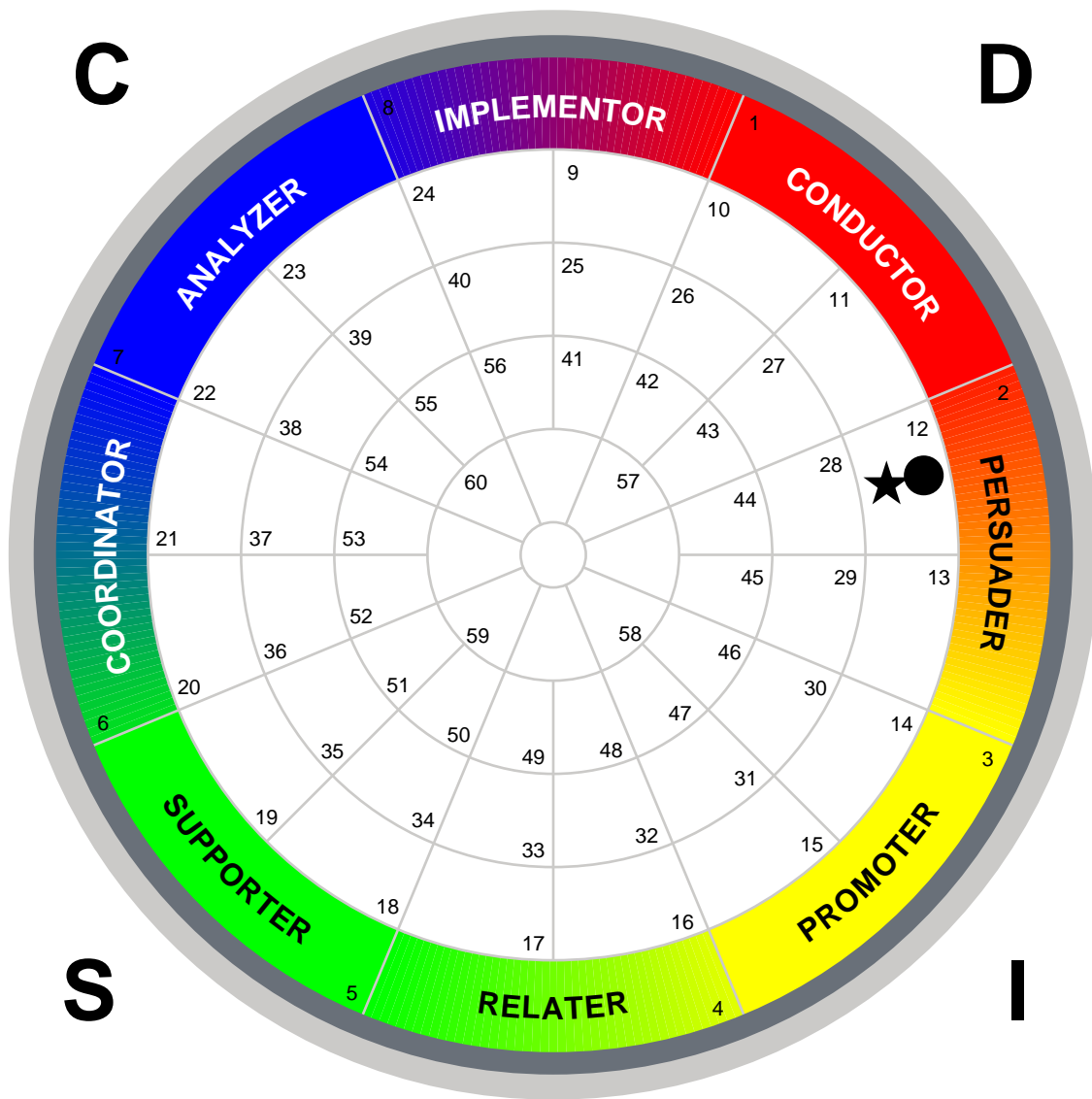
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

11-30-2015



Adapted: ★ (12) CONDUCTING PERSUADER
 Natural: ● (12) CONDUCTING PERSUADER

Norm 2015 R4

T: N/A



Understanding Your Driving Forces

This report is based on six basic interests, or motivators in your life: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional. 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 core 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:

- Understand how your driving forces are at play in your career and relationships
- Be able to apply your understanding of your driving forces to your relationships and job-related performance
- Have a clearer impression of your purpose and direction in life, which can lead to greater satisfaction in work and life



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.

William lives in the moment with the goal of finding new methods for existing activities. He can be an out-of-the-box thinker. He is always looking for new ways to accomplish routine tasks. He will create opportunities for others if he sees a greater return in the future. William is driven to be very diligent and resourceful. He is driven by a long list of wants and will work hard to achieve them. He may be energized by public recognition. He wants to control his own destiny and display his independence. William may question the amount of time individuals spend helping other people. He will struggle if helping others is in conflict with his own self-interest. He may be able to mask personal issues and focus on professional productivity. If William is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth.

William is seeking opportunities to enhance his ever changing system for living. He is looking for new methods and ways to expand his future opportunities. He has a strong desire to build resources for the future. He is energized by building a framework that maximizes his time and talent invested in a project. William has the desire to be recognized for his accomplishments. If necessary, William will be assertive to maintain control of a situation. He is willing to help others if they are working to achieve their goals. He will tend to follow others if it will enhance his goals. William will focus on the objective before the harmony of a situation. He will focus on the purpose as well as the presentation of a project. He will seek knowledge based on his needs in individual situations. If knowledge of a specific subject is not of interest, or is not required for success, William will have a tendency to rely on his intuition or practical information in this area.





General Characteristics

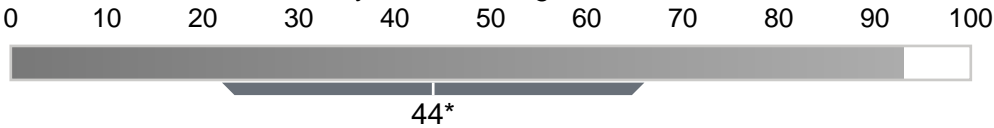
William has the potential to become an expert in his chosen field. In those areas where William has a special interest he will be good at integrating past knowledge to solve current problems. He may attempt to balance the functionality and harmony of his workday. He may be able to compartmentalize the situation to ensure a rewarding interaction. William may see the world as a toolset to accomplish his own self-interest. He is passionate about creating something that leaves a lasting impact. He will be creative when resources are scarce. He is creative when interpreting systems and will adopt aspects of them if he sees a benefit.



Primary Driving Forces Cluster

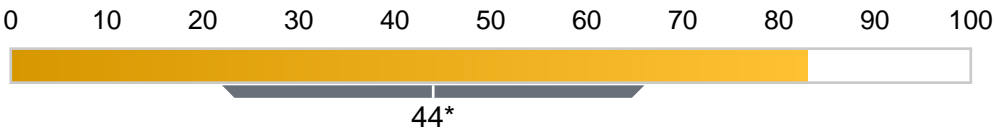
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



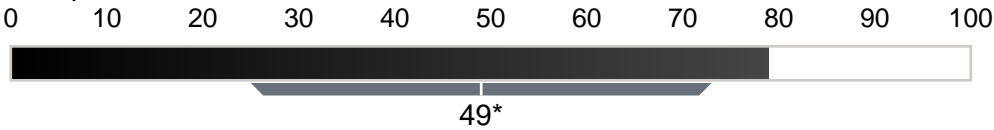
93

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



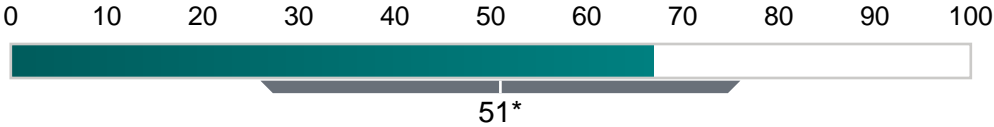
83

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



79

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



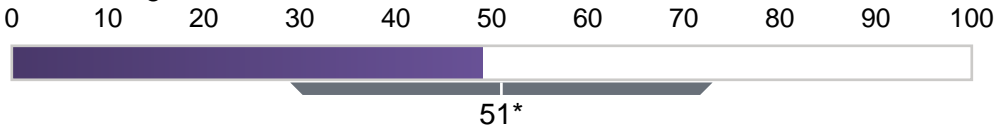
67



Situational Driving Forces Cluster

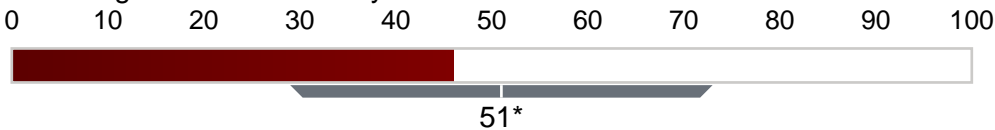
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



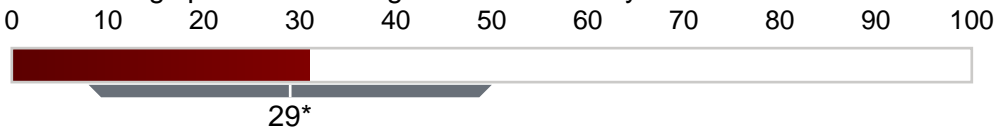
49

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



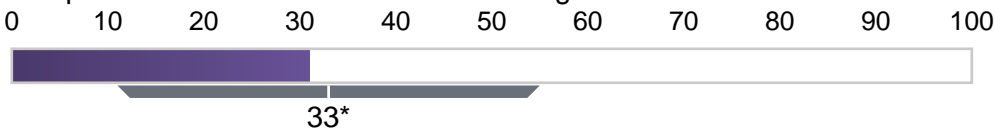
46

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



31

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



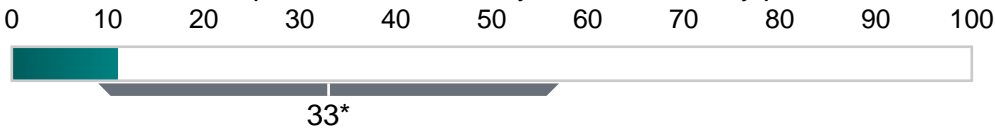
31



Indifferent Driving Forces Cluster

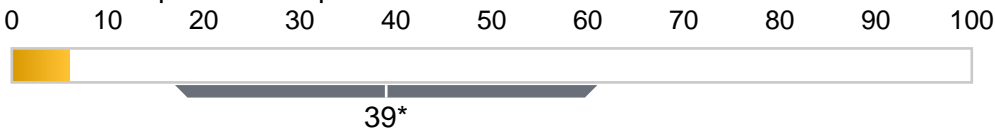
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

9. Altruistic - People who are driven by the benefits they provide others.



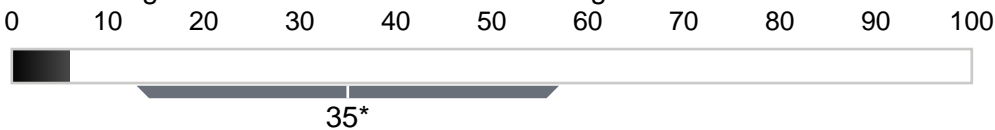
11

10. Selfless - People who are driven by completing tasks for the greater good, with little expectation of personal return.



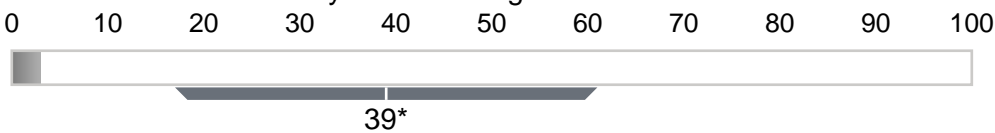
6

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



6

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



0

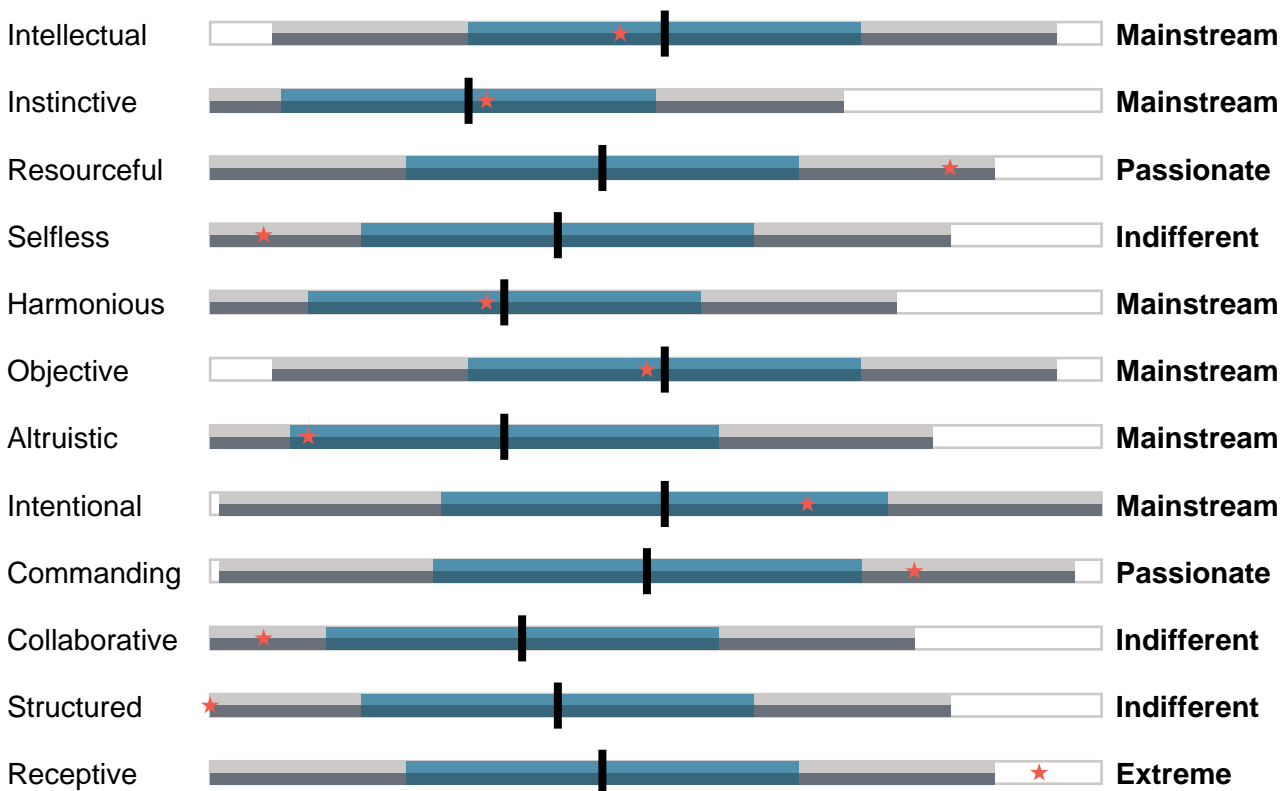


Areas for Awareness

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 away you are from the mainstream on the high side, the more people will notice your passion about that driving force. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about 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 2015

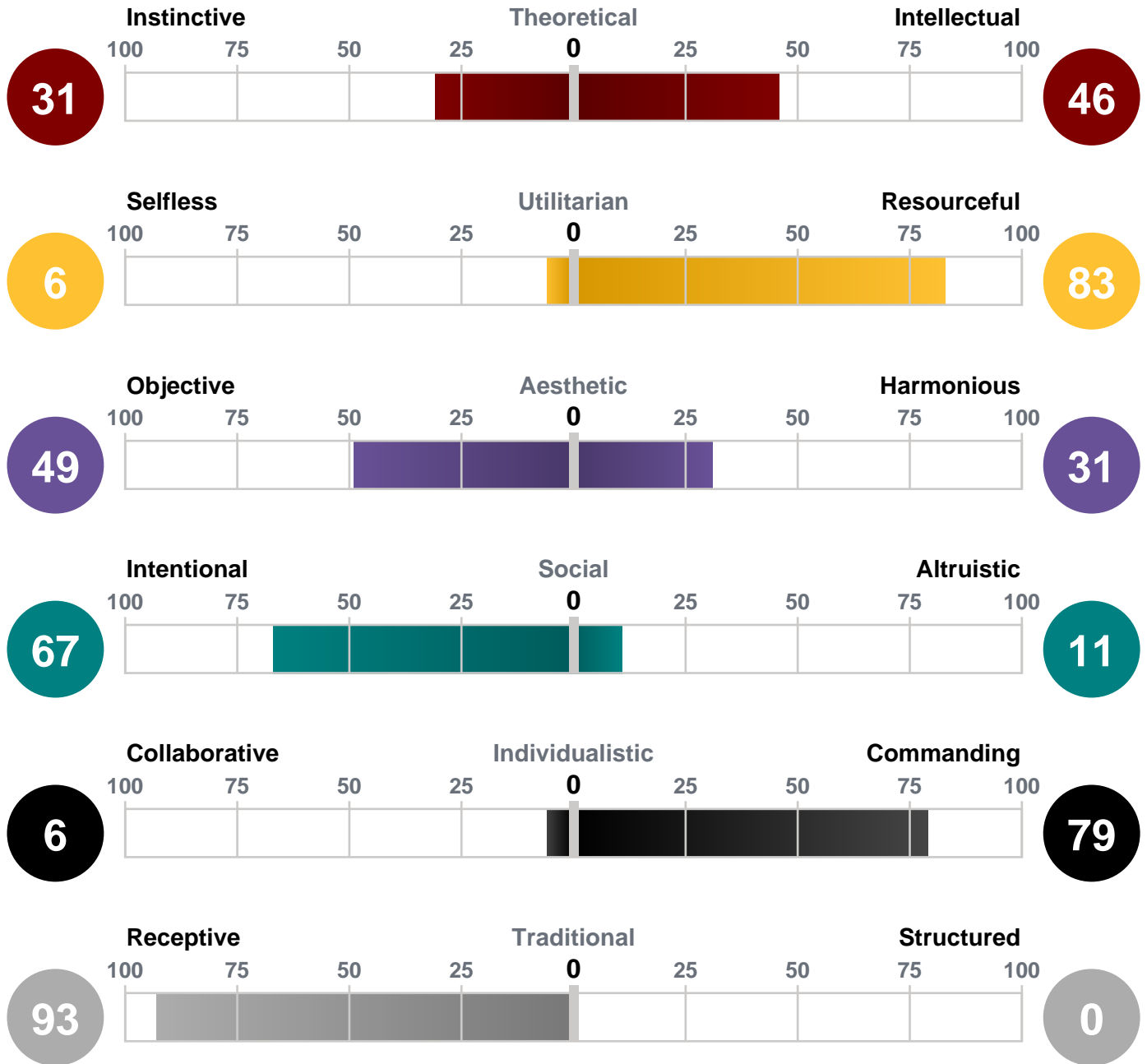


■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
 ■ - 2nd Standard Deviation
 □ - 3rd Standard Deviation

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

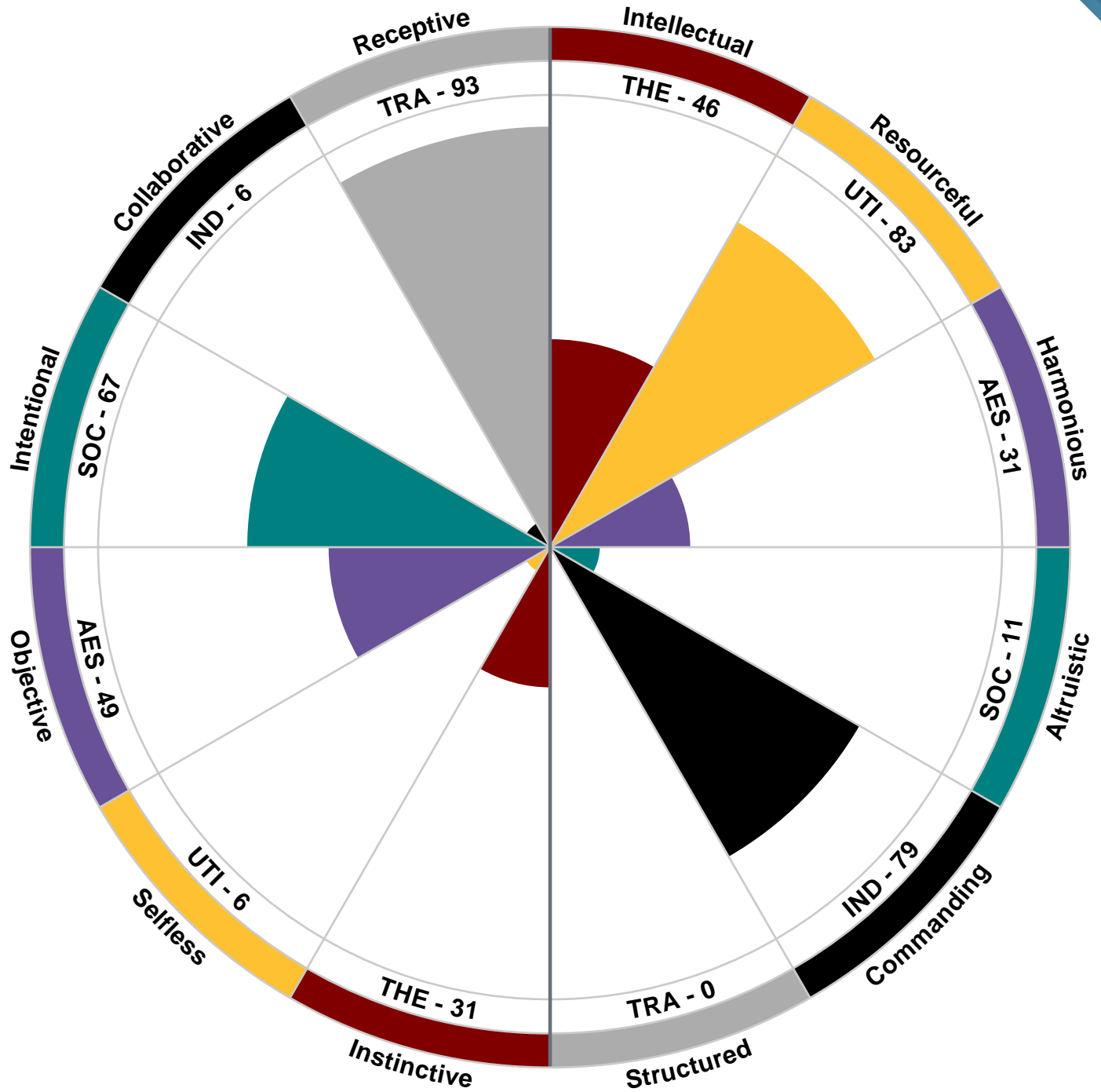


Driving Forces Graph



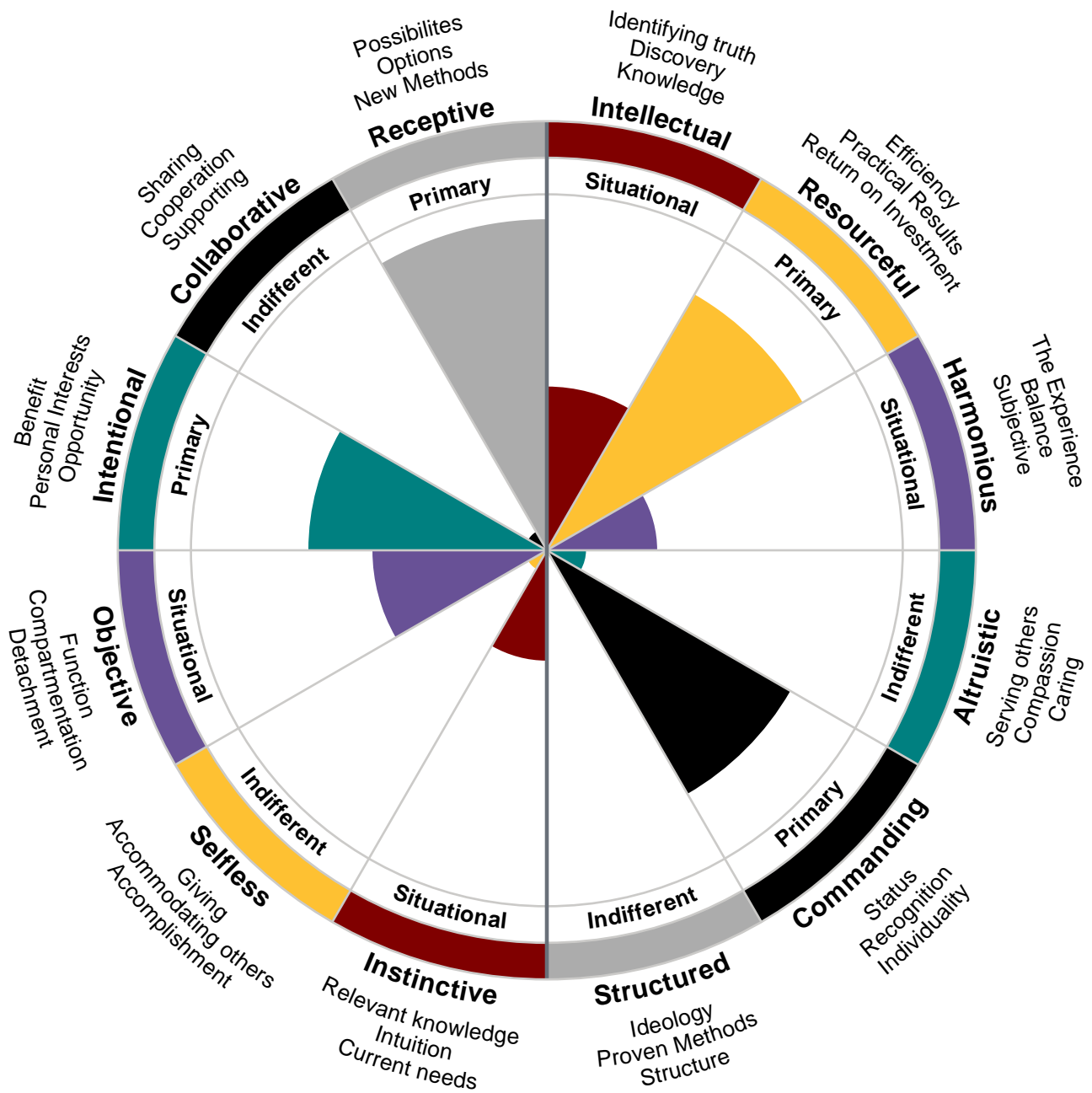


Driving Forces Wheel





Descriptors Wheel





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 Conflict

This section describes the potential areas of conflict between William'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.

- Can be a workaholic, for the sake of getting things done.
- May offend others by not worrying about bottom-line results.
- May take high risk to involve others.
- An urgency to get things done may conflict with a desire to know specific information about a given subject.
- A focus on quick results may hinder the quantity of information.
- Impatient when gathering information and may rely on past experience.
- Will work hard to live up to others high standards rather than his own.
- Tends to display his support by solving problems or challenges.
- May not realize how his quick decisions can impact co-workers.
- Willing to listen to outside viewpoints to build a creative solution.
- By challenging the status quo he may miss the desired results.
- A desire for better results may be prohibited by his need for something new.



Keys to Managing

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

William needs:

- The opportunity to achieve results for the good of the company.
- To understand that some people are primarily driven by return on investment.
- To assess the risk of each decision to accomplish the desired outcome.
- To understand that some battles need to be conquered with knowledge as well as intuition.
- To exhibit patience for those still learning what he has already accomplished.
- To manage necessary information to achieve desired results.
- A manager that understands not all problems can be solved independently.
- Assistance in staying on task when he is the leader of the project.
- Freedom to collaborate while determining how results should be achieved.
- Support in properly displaying his passion for the way things could be.
- A manager that understands his need to explore many systems to capture all possibilities.
- A manager that understands his potentially explosive nature is from the desire to achieve and win in new and different ways.





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:

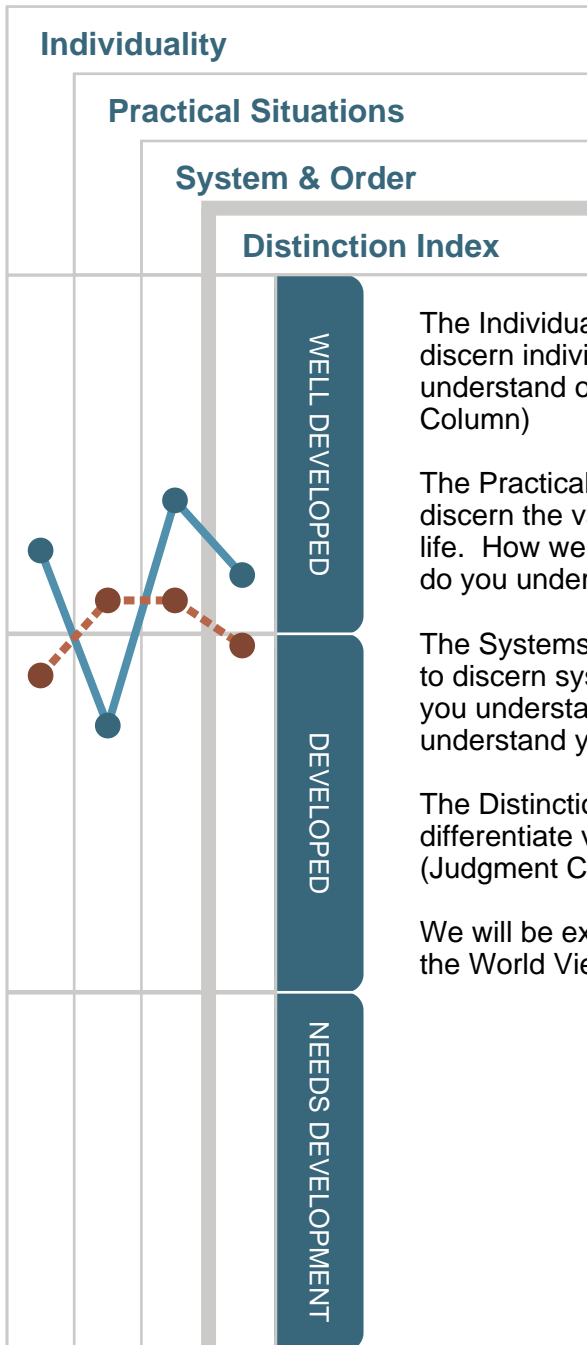
- Summary of Acumen Capacity
- World View General Characteristics
- Self View General Characteristics
- Clarity of Performance and Situational Awareness
- Capacity for Problem Solving
- Reaction Index
- Business Performance Summary

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 William'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)

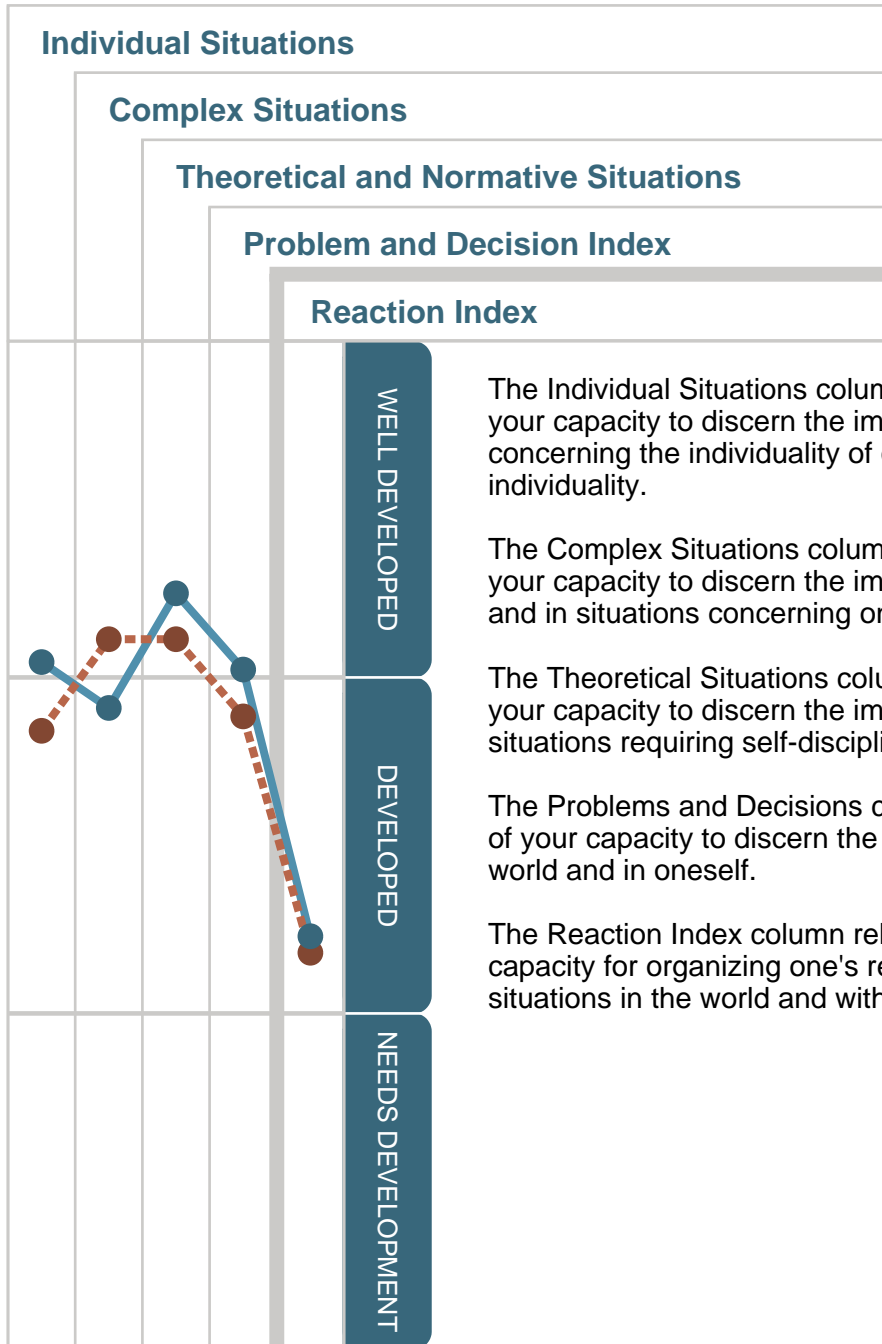
We will be exploring this information in more detail over the next two pages in the World View and Self View sections.

World View Self-View





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.

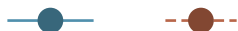
The Complex Situations column relates to the development of your capacity to discern the importance within practical situations and in situations concerning one's own roles in life.

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

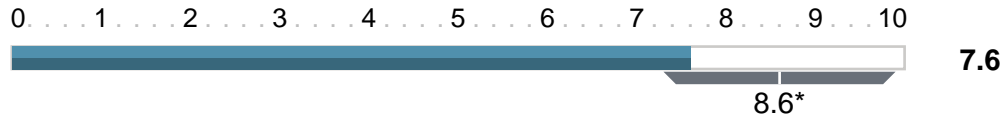




Capacity for Problem Solving

The Problem Solving Summary will identify William'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.

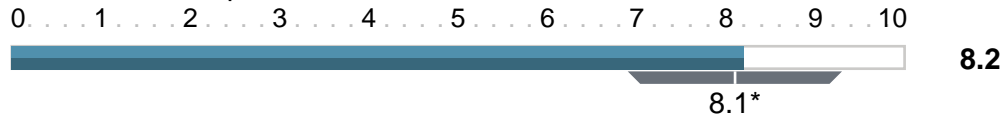
Capacity for Solving Problems Involving People - The ability to perceive the important within the complex in outside situations concerning the individuality of others and the ability to solve personal problems of others.



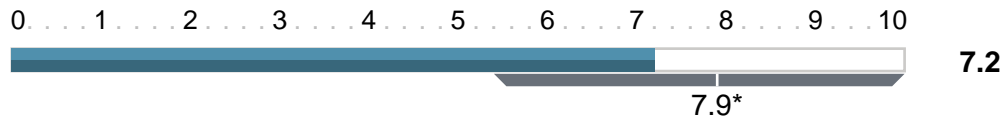
Capacity for Solving Practical Problems - The ability to perceive the important within the complex in outside situations in order to solve practical problems in the outside world.



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.

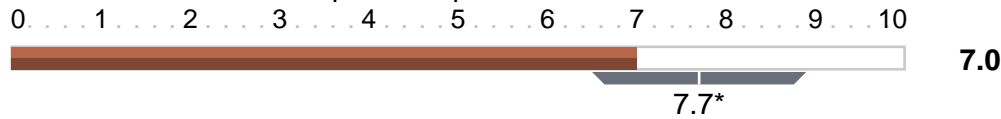


* 68% of the population falls within the shaded area.

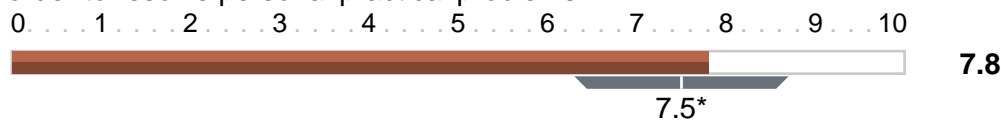


Capacity for Problem Solving Continued

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.



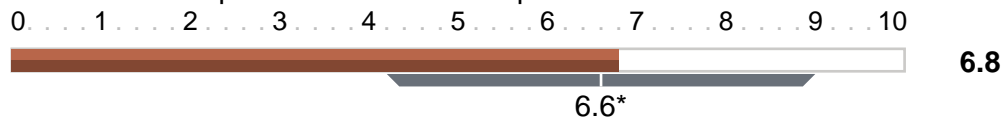
Problem Solving Ability Within One's Roles - The ability to perceive the important within the complex in situations which concern one's roles in order to resolve personal practical problems.



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 William'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 other people.
- 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 systems and theories.

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 some discipline and organization when reacting to conflict, primarily dealing with problems involving his own individuality.
- He shows some 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 developed.
- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving self-discipline.



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



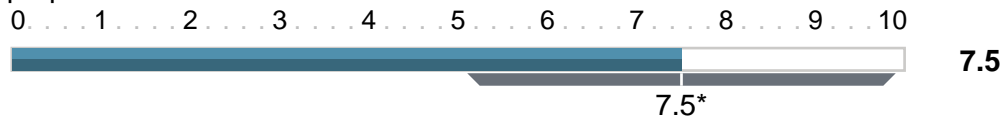
Business Performance Summary

The business performance summary will identify William'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.

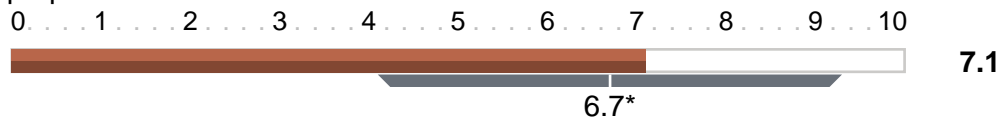
Balanced Decision Making - The ability to make consistently sound and timely decisions in one's personal and professional life.



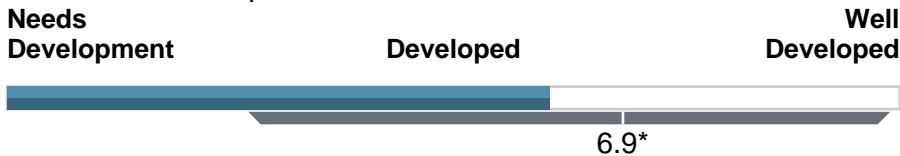
External Concentration Index - The ability to concentrate with a sense of proportion in external situations.



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

- Prudent - sensible, practical, discreet
- A Little Doubtful - uncertain, unsure
- Timid - nervous
- Cautious - careful, guarded, watchful
- Hesitant - shy, uncertain
- Tentative - provisional, speculative

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

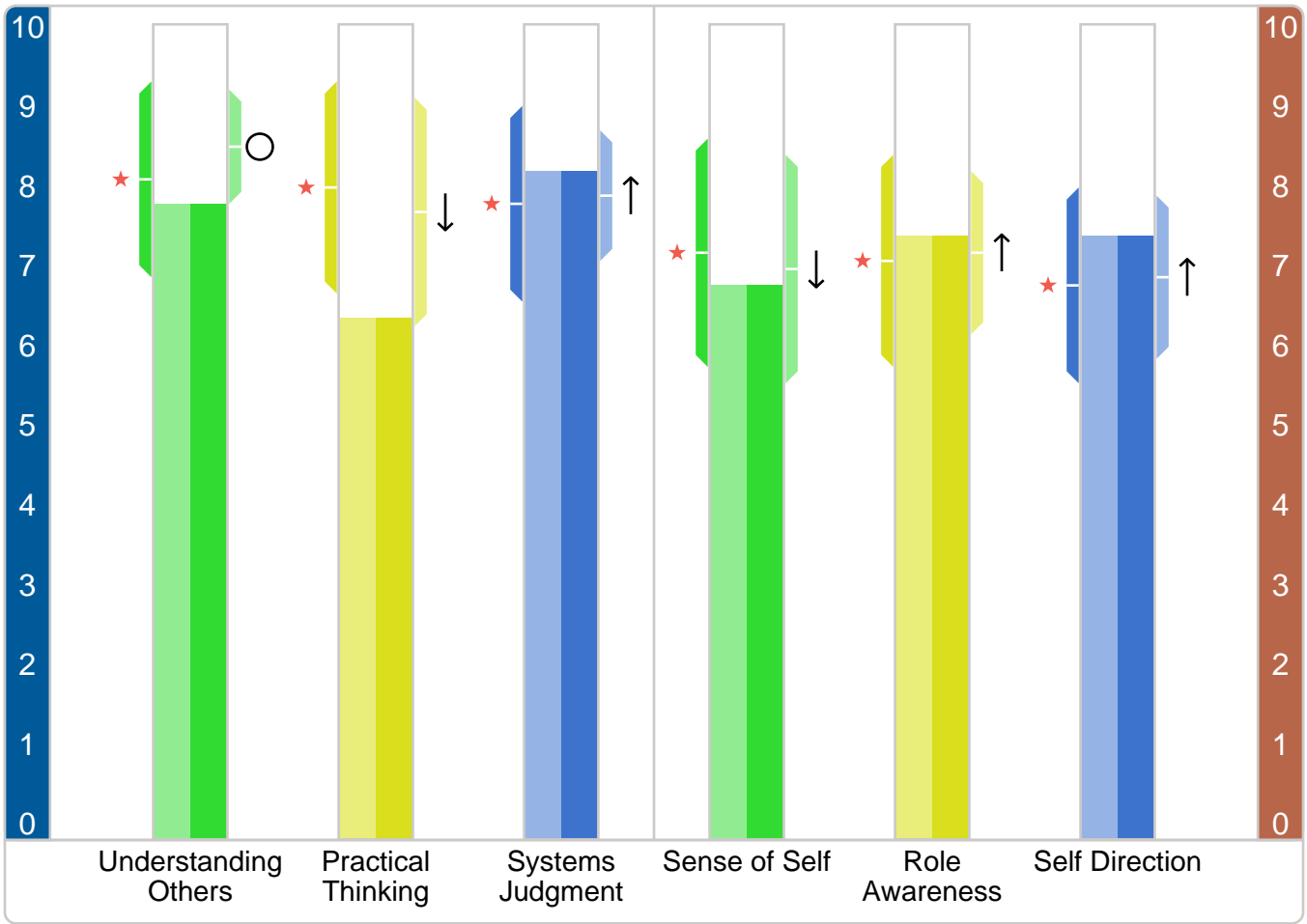


Dimensional Balance

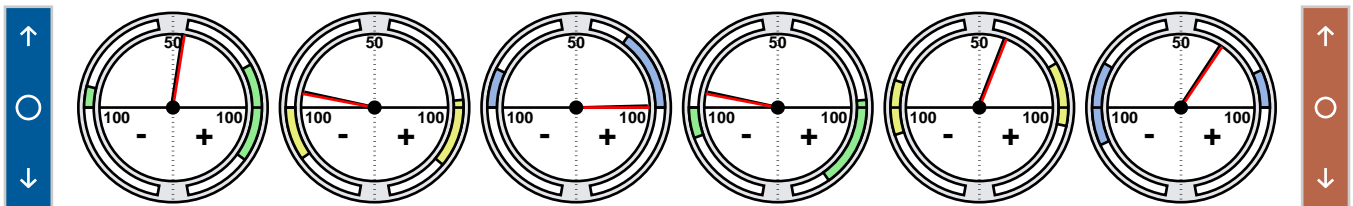
- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	7.8	6.4	8.2	6.8	7.4	7.4
Bias	○	↓	↑	↓	↑	↑



Rev: 0.87-0.84

T: N/A



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.

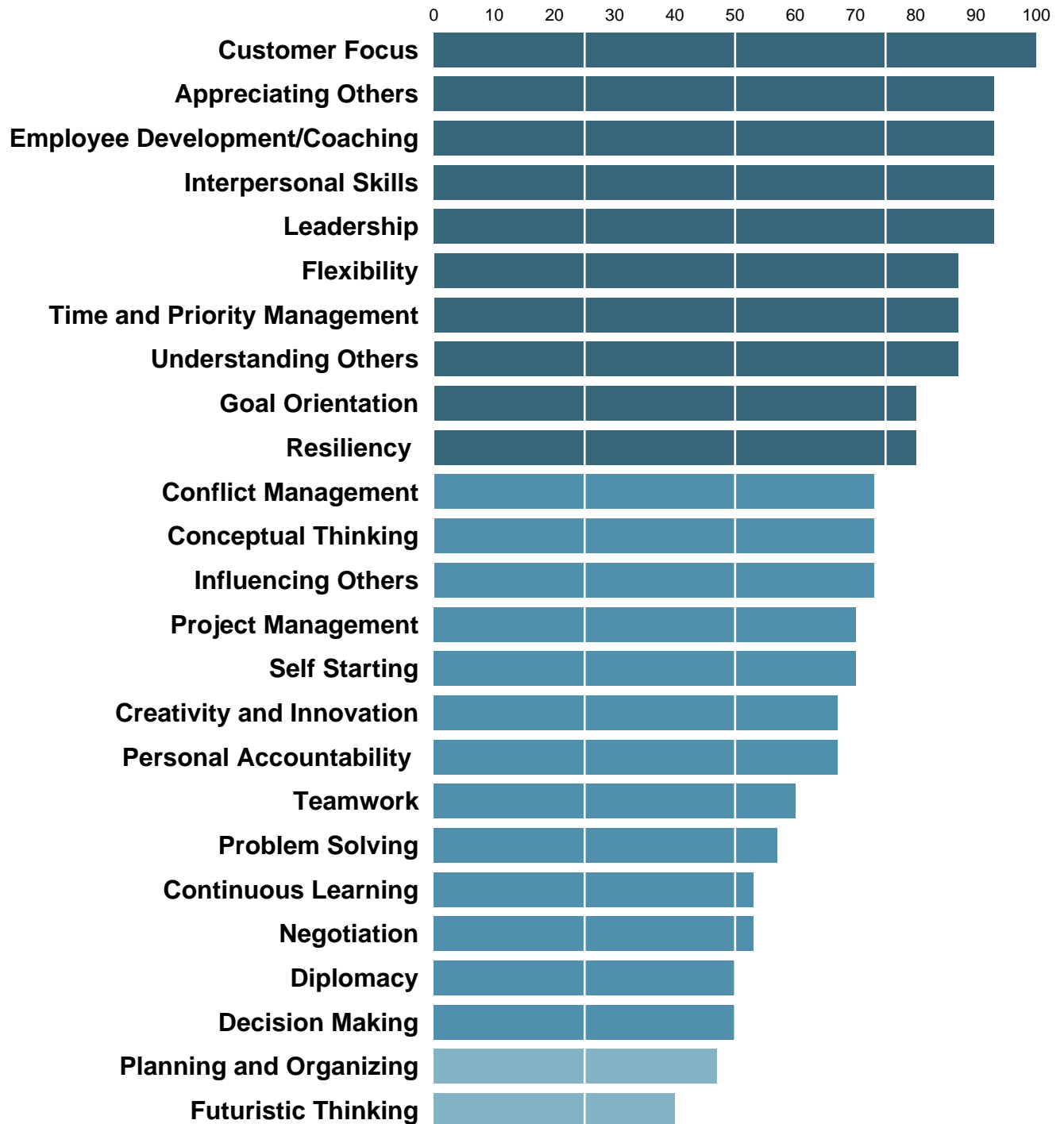
While personal skills are certainly important for career development, it is not necessary to fully develop every one. In fact, development of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development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

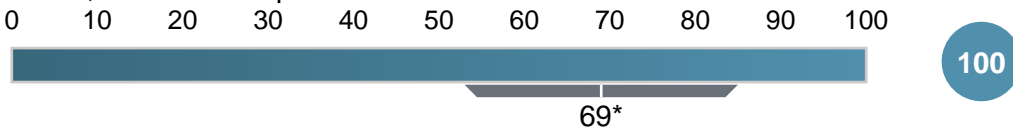




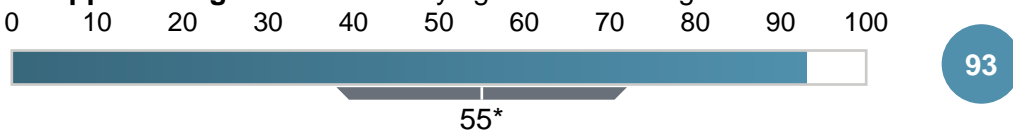
Competencies Hierarchy

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.

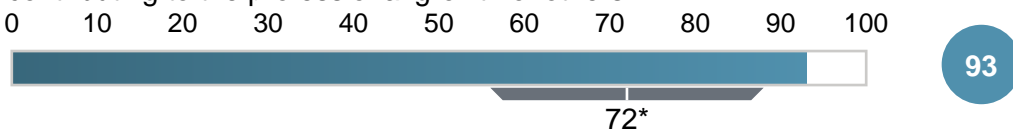
1. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



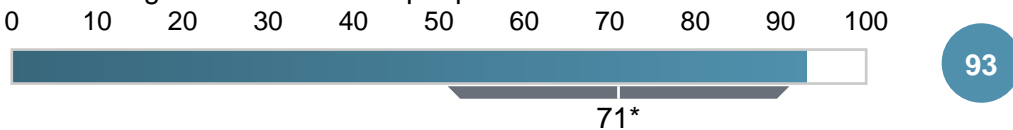
2. Appreciating Others - Identifying with and caring about others.



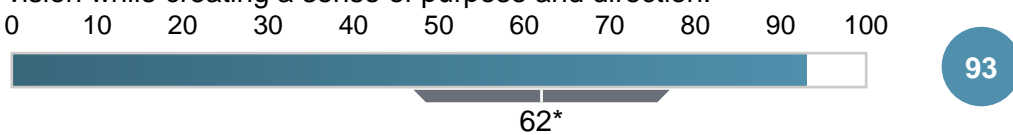
3. Employee Development/Coaching - Facilitating, supporting and contributing to the professional growth of others.



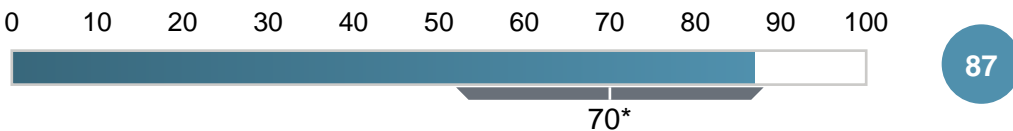
4. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



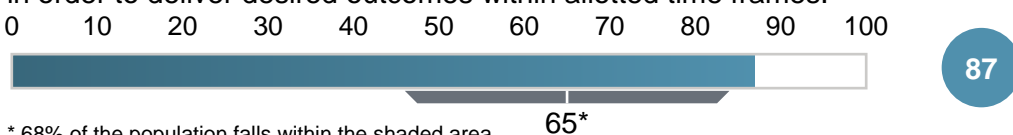
5. Leadership - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



6. Flexibility - Readily modifying, responding and adapting to change with minimal resistance.



7. Time and Priority Management - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.

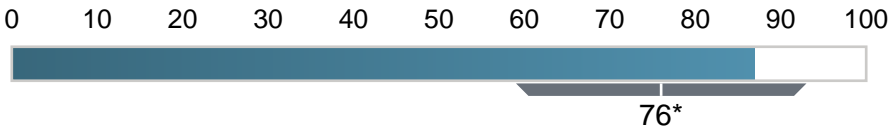


* 68% of the population falls within the shaded area.

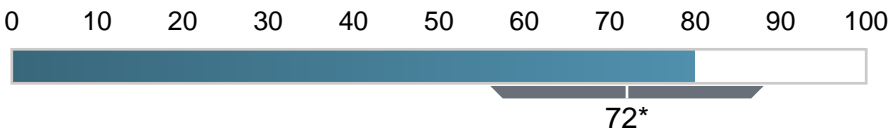


Competencies Hierarchy

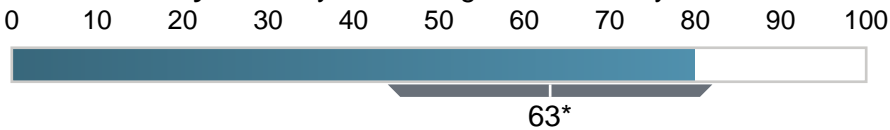
8. Understanding Others - Understanding the uniqueness and contributions of others.



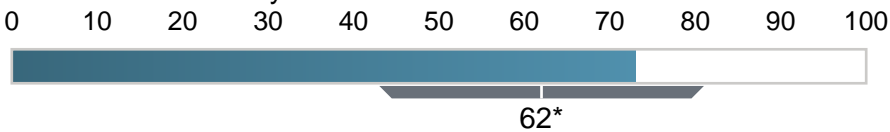
9. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



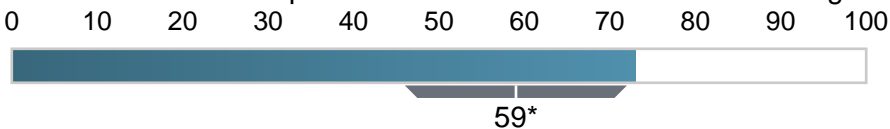
10. Resiliency - Quickly recovering from adversity.



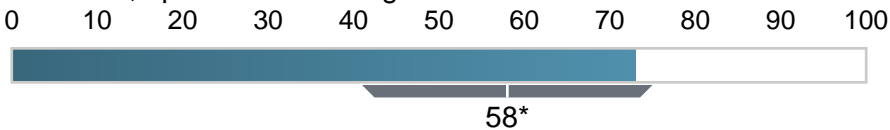
11. Conflict Management - Understanding, addressing and resolving conflict constructively.



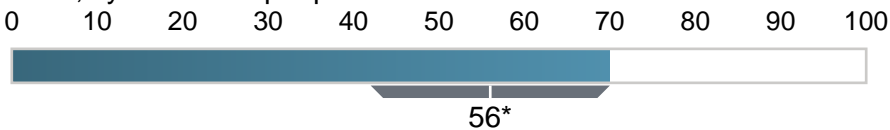
12. Conceptual Thinking - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.



13. Influencing Others - Personally affecting others actions, decisions, opinions or thinking.



14. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.

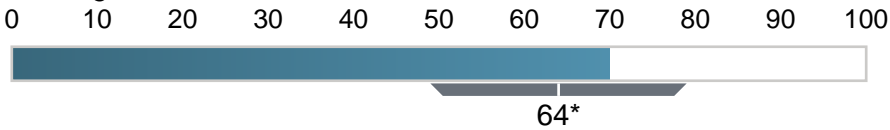


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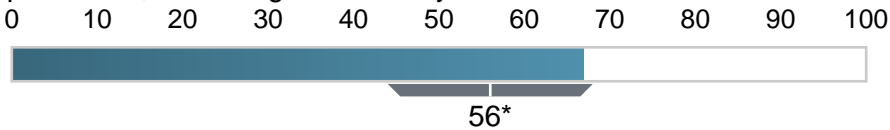
Competencies Hierarchy

15. Self Starting - Demonstrating initiative and willingness to begin working.



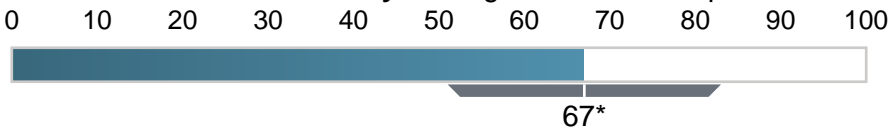
70

16. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



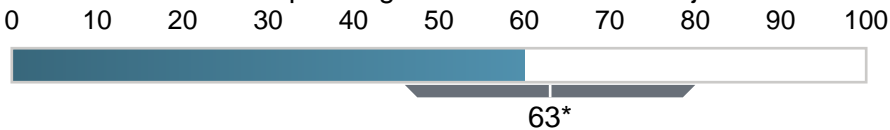
67

17. Personal Accountability - Being answerable for personal actions.



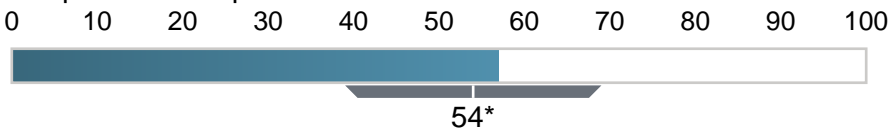
67

18. Teamwork - Cooperating with others to meet objectives.



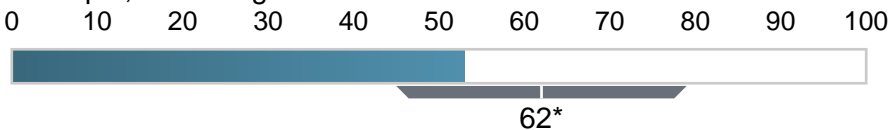
60

19. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



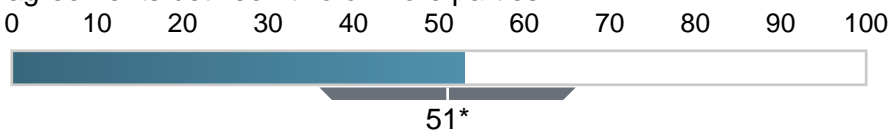
57

20. Continuous Learning - Taking initiative to regularly learn new concepts, technologies and/or methods.



53

21. Negotiation - Listening to many points of view and facilitating agreements between two or more parties.



53

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



Summary of Competencies

25. Futuristic Thinking: Imagining, envisioning, projecting and/or creating what has not yet been actualized.

- Demonstrates an ability to connect the dots and see the big picture.
- Looks beyond the forces driving the 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 cutting-edge 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.
- Creates an environment where forward thinking is the norm not the exception.
- Envisions ideas that may be seen as unobtainable by others.
- Mentally lives in the future and does not allow current technology to cloud their vision.





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?