



TTI  
SUCCESS  
INSIGHTS®

# Talent Insights®

Sales

Sylvia Sales  
Manager  
ABC Corp.  
12-23-2015



## Introduction Where Opportunity Meets Talent®

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces 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.

### 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.



## 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 Sylvia'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.

Sylvia consistently meets the challenge of persuading people to her point of view. Some buyers may desire less talk and more facts. She maintains a high trust level; that is, she trusts that people will make good on their promises. She becomes highly excited about what influences her. She usually displays this emotion when she is attempting to influence people. Socially and verbally aggressive, she loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions. Being optimistic and enthusiastic, 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. She likes cold calls because they present a challenge. She feels her verbal skills will help her win. Every cold call provides an opportunity to win friends and influence people. Detail work is not Sylvia's forte. She enjoys "people over things" and may procrastinate when faced with time-consuming, detail work. She prefers to be evaluated on her results, not the paper work.

Sylvia 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. 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. She may not answer objections completely. She often treats them lightly and may "tap dance" around the objections or use sales puffery to answer them. She may not always listen to what her prospects are saying. Her desire to verbalize and control the presentation often may hinder her ability to listen. She may also be guilty of interrupting the prospect to get her point across. Sylvia 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 succeeds in projecting self-confidence in her sales presentations. This self-confidence evolves from her belief in herself and her products or services. This may cause her to become frustrated if a prospect attacks either her or her product.



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

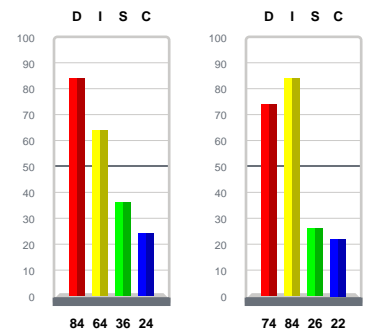
---

---

---

---

Adapted Style      Natural Style





# Sales Characteristics Continued

Sylvia 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. If given the choice, she would prefer to sell a new account instead of servicing an old account. This is especially true if the old account has little potential or requires sufficient facts and data to support their purchase decisions. 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 has a good sense of urgency to get things done quickly. Sometimes this will not allow her the patience needed to service some of her accounts. Sylvia can be seen as a good closer. However, she may postpone the close until giving the complete sales pitch. Observers have actually seen her sell the product and then buy it back. She should guard against excessive talking and close at the appropriate time. 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.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

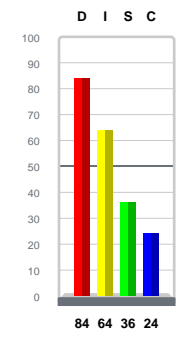
---

---

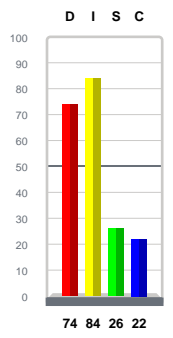
---

---

Adapted Style



Natural Style



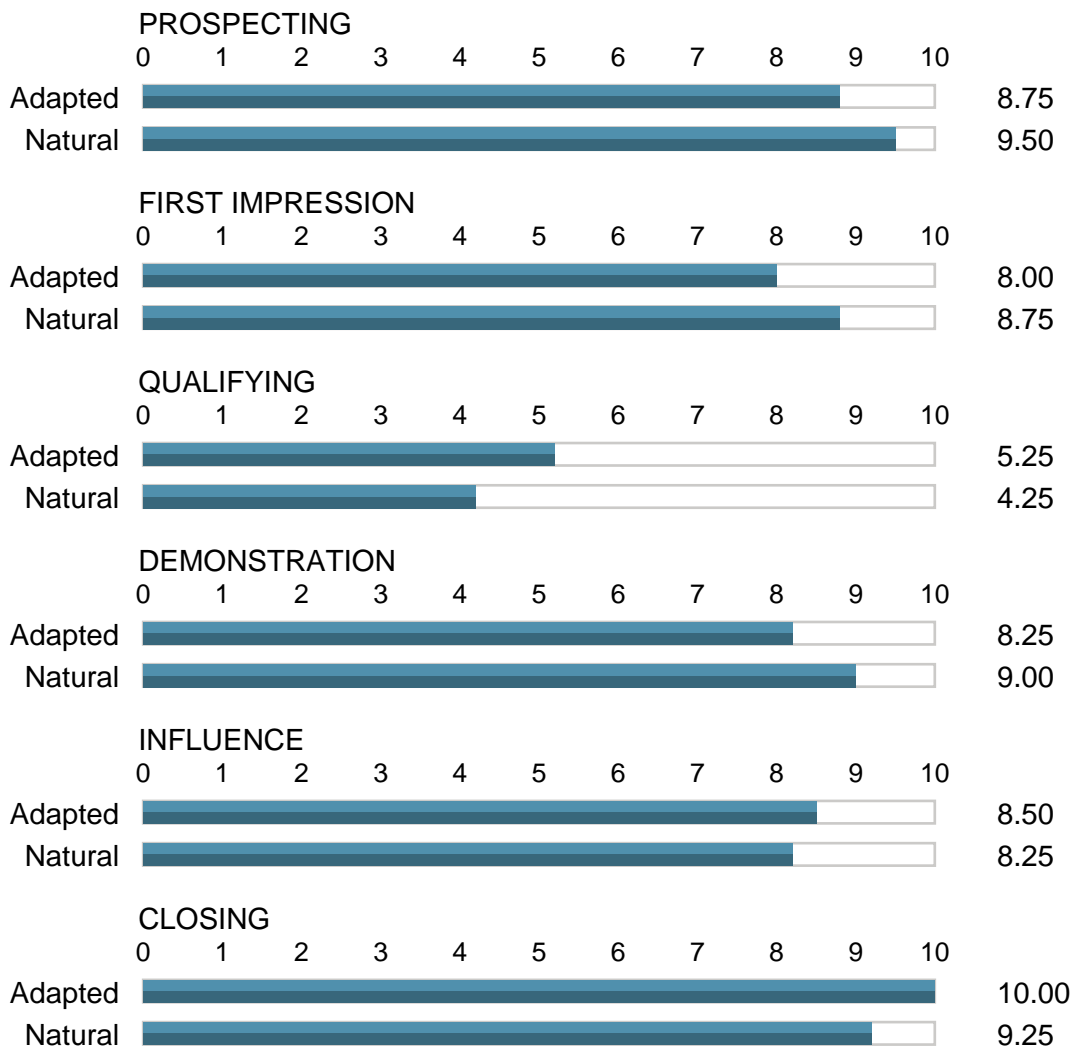


# Behavioral Selling Overview

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

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

- Not take the time to plan efficient, cost effective, travel itineraries or agendas.
- Like cold calls that are not overly threatening. They present a challenge she feels her verbalizing will help her win. Every cold call provides an opportunity to influence people and widen her circle of acquaintances and contacts.
- 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.
- Be rather careless in her sales presentation. She believes that she can walk and talk her way through any presentation at any time. However, this may prove to be her opinion only.

**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, Sylvia MAY have a TENDENCY to:

- Have her own sales agenda rather than listening to the needs, time parameters and expectations of the prospect.
- Constantly seek approval of the buyer...sometimes even at the expense of selling.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

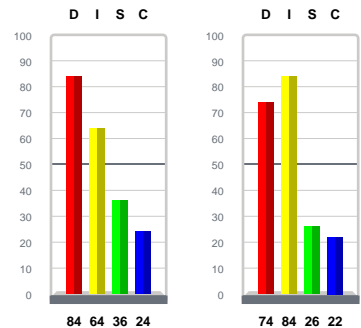
---

---

---

Adapted Style

Natural Style





# Potential Strengths or Obstacles to Behavioral Selling Success

- Rely on style, dress, interpersonal and verbal skills rather than in displaying a sincere interest in the prospect on a one-on-one basis.
- Talk at a rapid pace and needs to be more factual with her verbiage.

**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, Sylvia MAY have a TENDENCY to:

- Think in terms of the big picture and to look for big picture solutions rather than specific, detailed solutions to problems.
- Tune out others and to tune in only to herself.
- Ask the prospect questions and then answer the question for the prospect.
- 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.

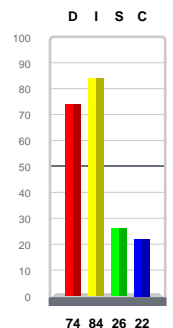
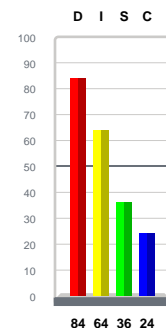
**Demonstration:** Much different from traditional "demonstration" or "product presentation," this phase allows the salesperson to demonstrate his or her product knowledge in such a way that it fulfills the stated or implied wants, needs, or intentions of the prospect as identified and verbalized in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

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

- Use humor in her presentation. This may help or hinder based on the type of prospect. Excessive humor may cause her to ramble and not allow sufficient time for a meaningful presentation or, at the other extreme, prolong her presentation if left unchecked.
- Not have all the necessary brochures and collateral sales tools available.
- Demonstrate benefits and use inappropriate humor at times.

Adapted Style

Natural Style







# 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, Sylvia MAY have a TENDENCY to:

- Stress benefits that are important to her, rather than identifying those that are important to the prospect.
- Gloss over issues of a technical or detailed nature ... even if technical proof sources are important to the buyer.
- Overly rely on friendship to make the sale.
- Project self-confidence in her sales presentation. This self-confidence evolves from her belief in herself and her products. This may cause her to become frustrated and emotional should a prospect attack either her or her product.

**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, Sylvia MAY have a TENDENCY to:

- Not answer objections completely, or tap dance around the objections.
- 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.
- Solicit prospects who may raise tough objections. This provides her the opportunity to meet a challenge, share more of her knowledge and utilize her verbal skills.
- Be more concerned with popularity than tangible results if that popularity is rewarded.




---

---

---

---

---

---

---

---

---

---

---

---

---

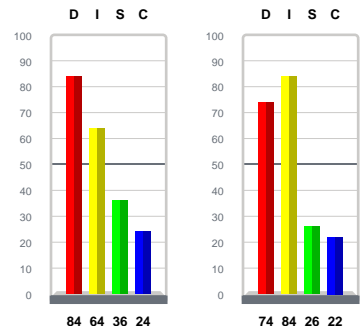
---

---

---

Adapted Style

Natural Style





# Value to the Organization

*This section of the report identifies the specific talents and behavior Sylvia 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.*

- Negotiates conflicts.
- Verbalizes her feelings.
- Bottom line-oriented.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Team player.
- Pioneering.
- Can support or oppose strongly.
- Has the confidence to do the difficult assignments.
- Optimistic and enthusiastic.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

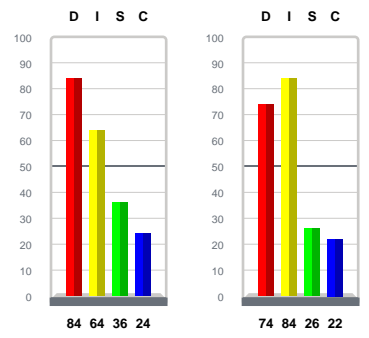
---

---

---

---

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 Sylvia. 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 Sylvia most frequently.*

## Ways to Communicate:

- Clarify any parameters in writing.
- Not deal with details, put them in writing, pin her to modes of action.
- Offer special, immediate and extra incentives for her willingness to take risks.
- Leave time for relating, socializing.
- Understand her defiant nature.
- Speak at a rapid pace.
- Provide ideas for implementing action.
- Appeal to how she will benefit or be admired.
- Read the body language for approval or disapproval.
- Plan interaction that supports her dreams and intentions.
- Provide a warm and friendly environment.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

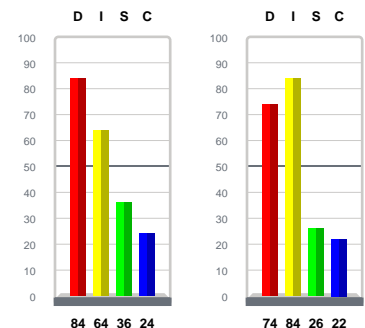
---

---

---

---

Adapted Style      Natural Style





## Checklist for Communicating Continued

*This section of the report is a list of things NOT to do while communicating with Sylvia. Review each statement with Sylvia 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.
- Be paternalistic.
- Let her overpower you with verbiage.
- Hesitate when confronted.
- Kid around too much, or "stick to the agenda" too much.
- Drive on to facts, figures, alternatives or abstractions.
- Talk down to her.
- Be dogmatic.
- Give her your opinion unless asked.
- Leave decisions hanging in the air.
- Ramble.
- Legislate or muffle--don't overcontrol the conversation.
- Waste time trying to be impersonal, judgmental, or too task-oriented.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

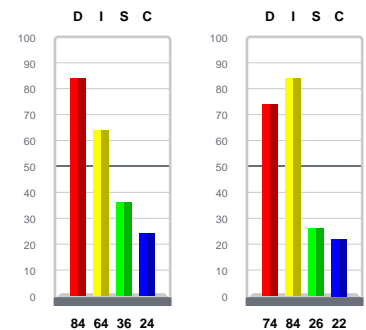
---

---

---

---

Adapted Style      Natural Style





## Selling Tips

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

### Self-Perception

Sylvia 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




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

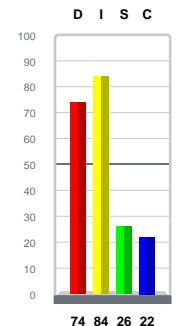
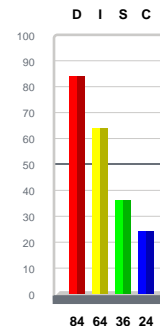
---

---

---

Adapted Style

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 situations where the lack of fear is the driving force versus the return for the organization.
- 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.

## 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.

- Stress is demonstrated through body language; be sure to send the same message verbally and physically.
- 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.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

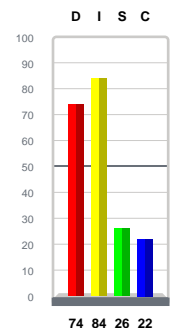
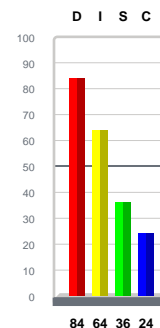
---

---

---

Adapted Style

Natural Style





# Descriptors

Based on Sylvia'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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
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

Sylvia'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
Sylvia is ambitious in her approach to selling, displaying a strong will and has a need to win against all obstacles. She has a tendency to confront prospects and desire to control the sales situation. She needs a territory and products that will constantly challenge her.	Sylvia sees no need to change her sales approach from her basic style as it is related to solving problems and challenges.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

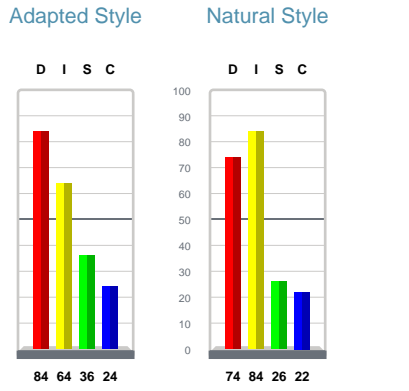
---

---

---

## PEOPLE - CONTACTS

Natural	Adapted
Sylvia is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. She is trusting and also wants to be trusted.	Sylvia feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to sell.





# Natural and Adapted Selling Style Continued



## PACE - CONSISTENCY

### Natural

Sylvia wants a sales environment that is intense and demanding. She feels a great sense of urgency to close her prospects quickly. She feels comfortable selling new products that meet her prospect's needs.

### Adapted

Sylvia feels that the sales environment doesn't require her to alter the way she deals with activity level and consistency.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

## PROCEDURES - CONSTRAINTS

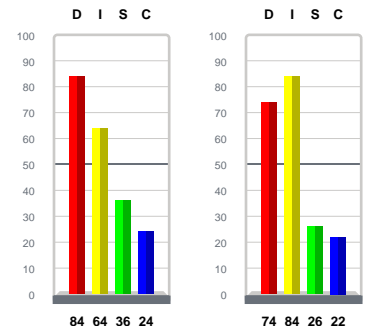
### Natural

Sylvia is independent by nature and her sales style displays her desire to sell the results she can deliver, as opposed to providing all the details to support her position. If she feels that rules and procedures are too restrictive she will attempt to change them in an active manner.

### Adapted

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

Adapted Style          Natural Style





# Adapted Style

*Sylvia 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.*

- Seeking challenges presented by competition.
- Using a creative approach in selling new and innovative services or products.
- Independent in approaching customers or clients.
- Authority to carry out responsibility.
- Exhibiting confidence in approaching customers.
- Ability to handle many new products or services.
- Making a presentation in her own particular style.
- Setting her own agenda for results.
- Sharing her personal opinion with a client or customer.
- Uninhibited in making a creative sales presentation.
- Anticipating and using creative ways to assist clients in problem solving.
- Telling clients or customers about the "big picture."

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

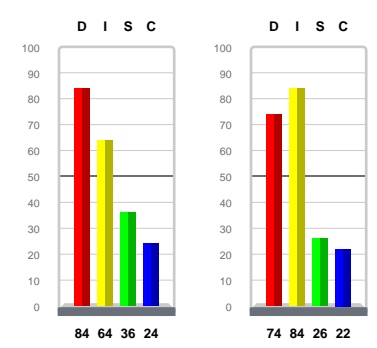
---

---

---

---

Adapted Style      Natural Style





# Time Wasters

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

## Procrastination

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

### Possible Causes:

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

### Possible Solutions:

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

## 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

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

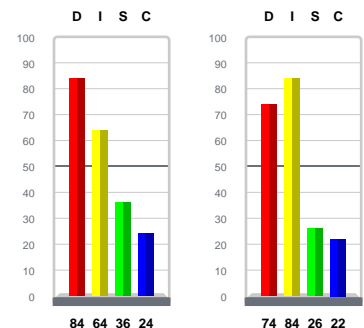
---

---

---

---

Adapted Style      Natural Style





## 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

## 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

## Excessive Socializing

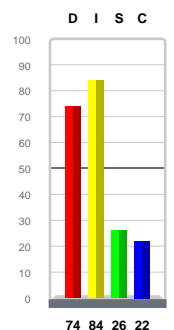
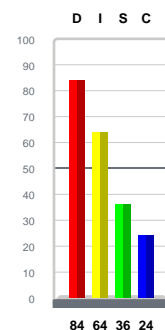
*Excessive socializing is defined as those interactions that go beyond the usual required time for discussing a issue or task. It can also be interacting too frequently with those who do not support or contribute to the accomplishment of daily priorities.*

### Possible Causes:

- Enjoy people

Adapted Style

Natural Style



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



## Time Wasters Continued

- Want to be liked
- Are creatively motivated when with others
- Allow and even encourage visitors and telephone calls
- Haven't prioritized daily requirements
- Confuse deadlines

### Possible Solutions:

- Keep daily priorities in view to keep you on task
- Set time guidelines for informal conversations, lunches and meetings
- Monitor your open door policy
- Screen and put a time limit on telephone calls
- Be willing to tell visitors and callers that you cannot be interrupted at this time

## 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




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

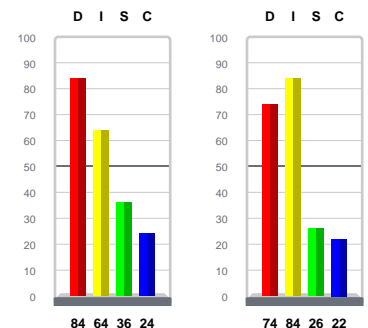
---

---

---

---

Adapted Style      Natural Style





# Time Wasters Continued

## 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

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

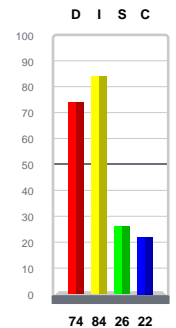
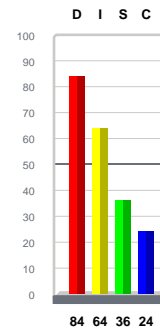
---

---

---

Adapted Style

Natural Style





# Areas for Improvement

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

## Sylvia has a tendency to:

- Give away products or services to make client happy.
- Tell the complete story and miss closing opportunities.
- Sell new accounts rather than service present ones.
- Be a situational listener.
- Not answer objections completely, or tap dances around the objections.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Dislike call reports, etc.
- "Oversell" or talk her way out of a sale by focusing on irrelevant things.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

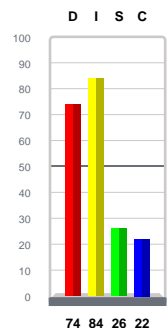
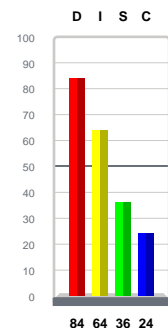
---

---

---

Adapted Style

Natural Style



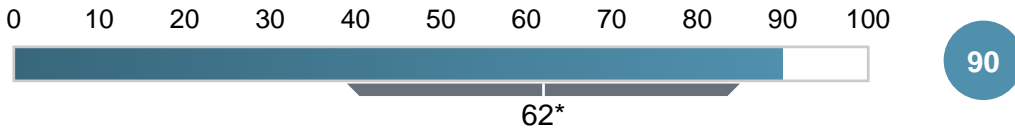




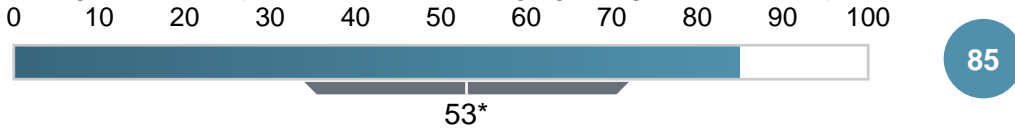
# Behavioral Hierarchy

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.

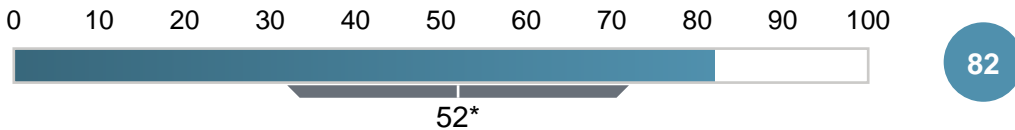
**1. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



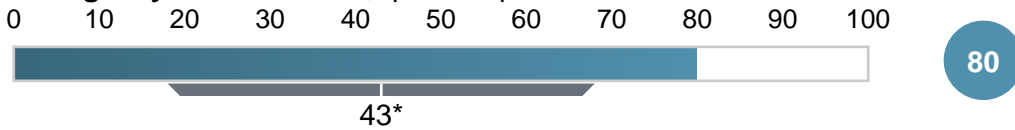
**2. Versatility** - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



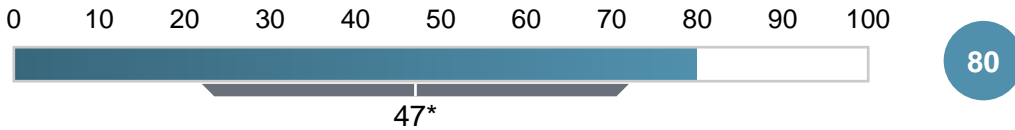
**3. Frequent Change** - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



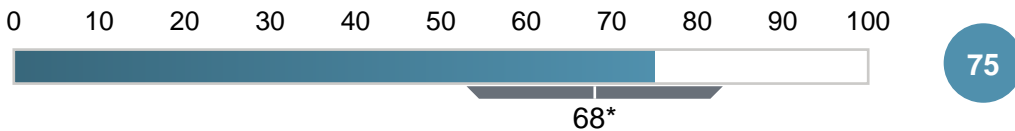
**4. Urgency** - Decisiveness, quick response and fast action.



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



**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.




---

---

---

---

---

---

---

---

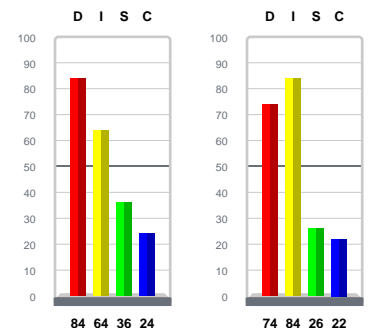
---

---

---

---

Adapted Style      Natural Style

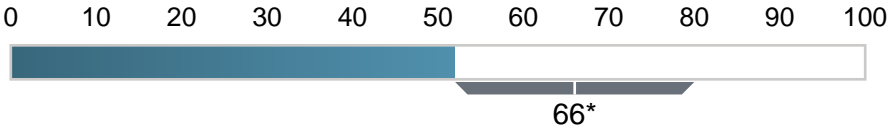


\* 68% of the population falls within the shaded area.



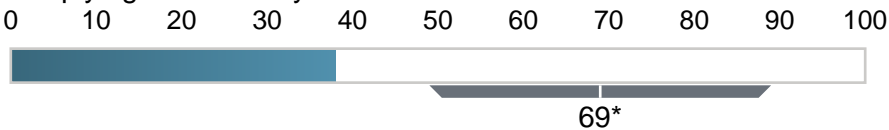
# Behavioral Hierarchy

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



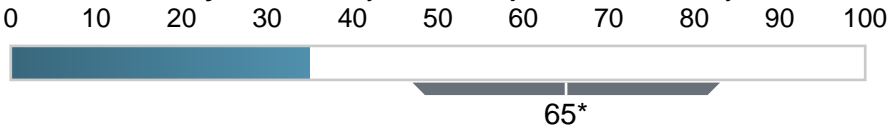
52

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



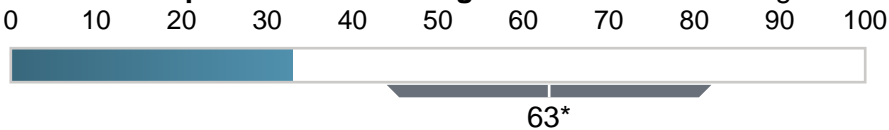
38

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



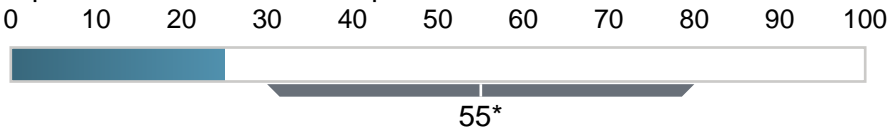
35

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



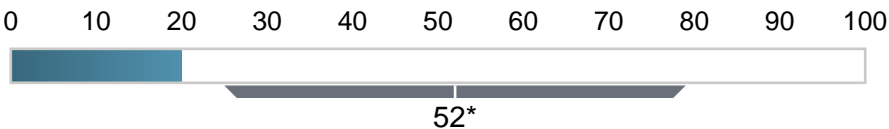
33

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



25

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



20




---



---



---



---



---



---



---



---



---



---



---

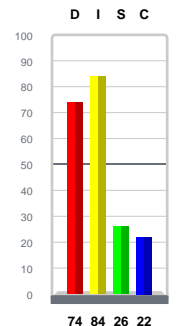
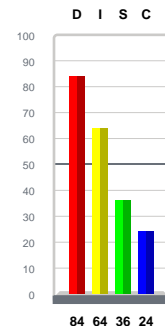


---



---

Adapted Style      Natural Style



SIA: 84-64-36-24 (11)    SIN: 74-84-26-22 (13)  
\* 68% of the population falls within the shaded area.

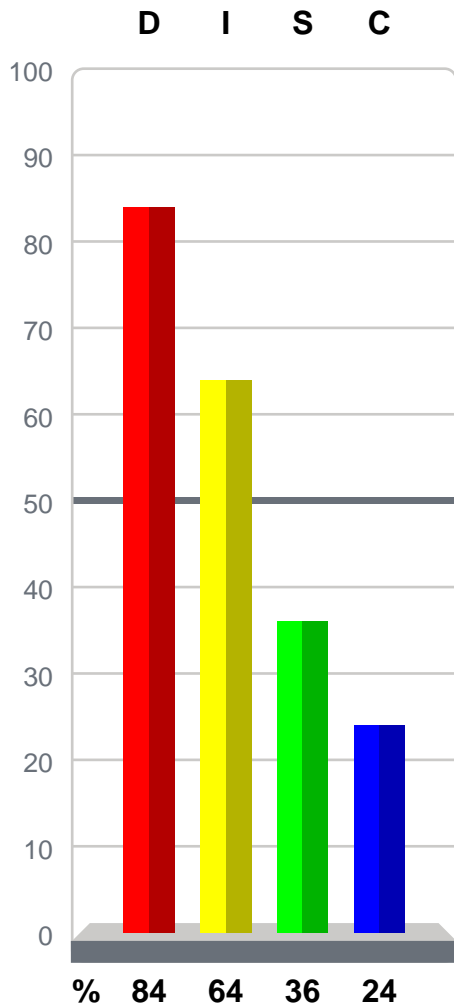


# Style Insights® Graphs

12-23-2015

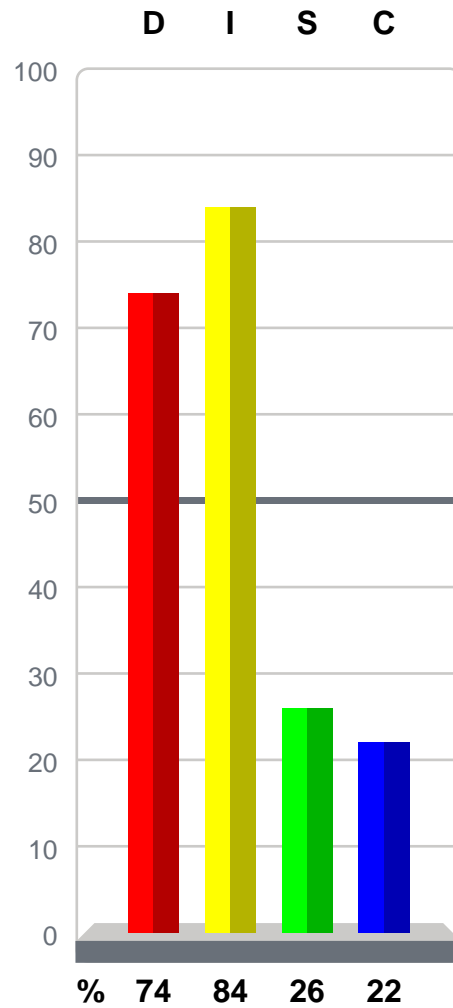
Adapted Style

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.

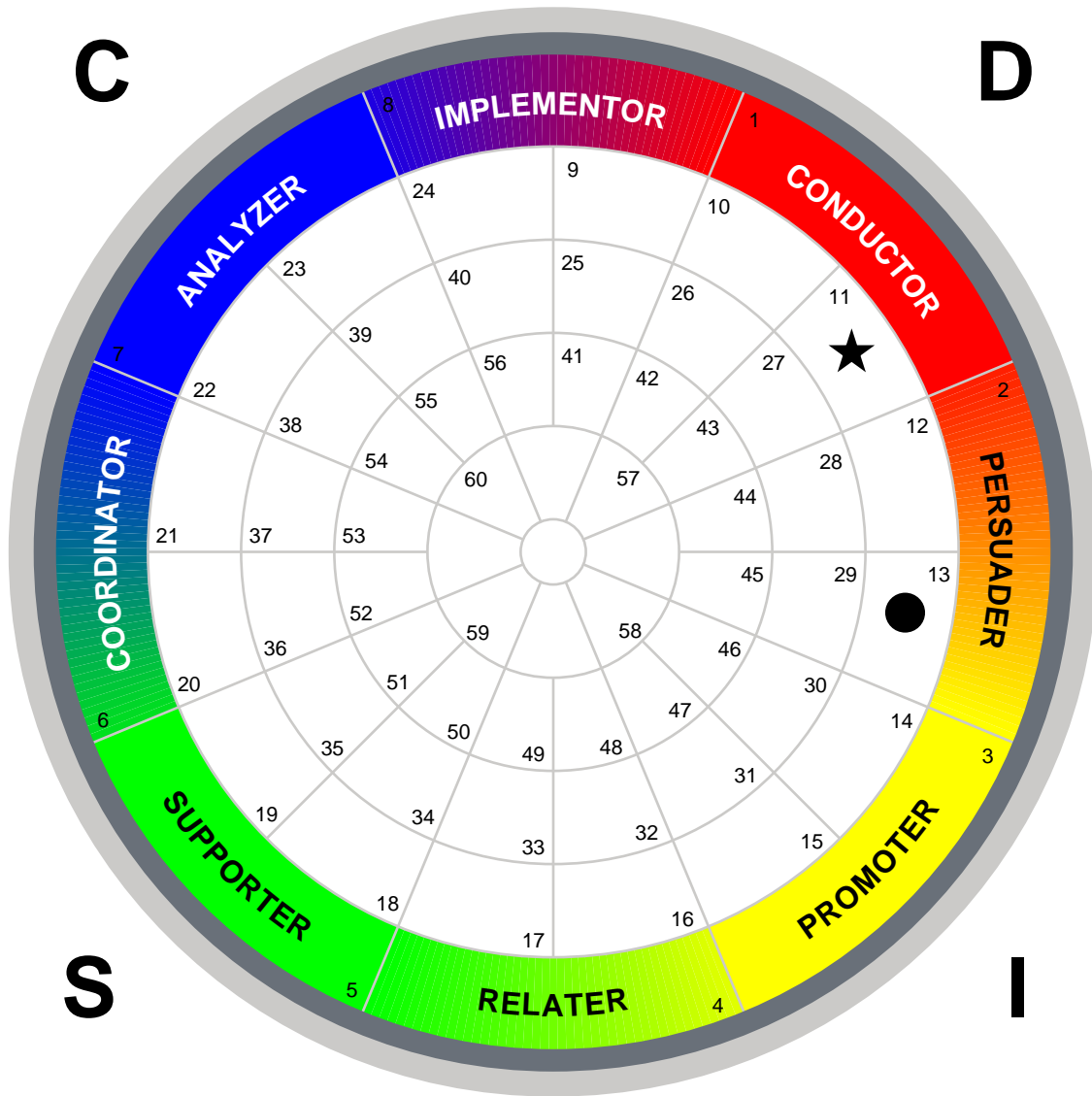
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

12-23-2015



Adapted: ★ (11) PERSUADING CONDUCTOR  
Natural: ● (13) PROMOTING PERSUADER

Norm 2015 R4

T: N/A



# Understanding Your Driving Forces

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

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

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

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

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

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



# General Characteristics

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

Sylvia has the ability to instinctively notice and respond to people in need. If she thinks it will harm the relationship, Sylvia will avoid confrontation. She has a desire to ensure policies are fair for everyone. She will accomplish tasks for the sake of accomplishment. Being rewarded for her investment of time, talent or resources is not her driving force. She will focus more on the satisfaction of others rather than being restrained by efficiency. She will thrive in a role where she can experience self-realization and gratification. She is able to see the overall situation and strive for harmony. Sylvia will view and use knowledge as a needed resource or a means to an end. She is comfortable in situations when she can rely on past experiences. She will evaluate each situation and determine how much collaboration is needed. She may be able to pick and choose the traditions to which she will adopt.

Sylvia looks for ways to help people have positive experiences. She has the desire to be empathetic toward those in need. She views money as a necessary means of surviving not as a sense of accomplishment. She values people for who they are versus what they can provide. Sylvia aspires to create unity and balance in her work environment. She feels a high level of satisfaction when she is able to create rapport and tranquility with others. She will research a subject if it's something Sylvia is passionate about. She is comfortable starting a project before gathering all the necessary information. Sylvia may focus on the greater good more than personal advancement. As long as Sylvia's beliefs are not threatened, she may allow others to influence the direction of her work. She may overlook traditions or boundaries to complete a task. She tends to dissect other systems and/or traditions and may be creative when applying them.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



# General Characteristics

Sylvia will strive to eliminate conflict in the workplace. She may sacrifice personal gain in a situation if the outcome is detrimental to others. She focuses on the greater good versus her return on investment. She focuses on the task at hand before considering the best use of her talent and skills. Looking and feeling good enhances her daily productivity. She may prefer a summary rather than the full-length version. She may seek situations that allow her the freedom to partner with others. She may seek new ways to accomplish routine tasks.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

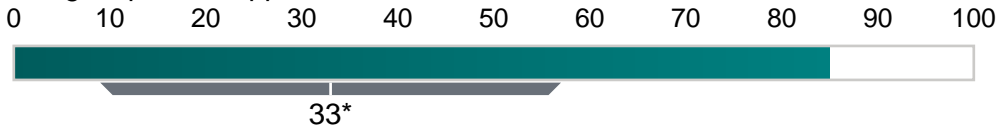




# Primary Driving Forces Cluster

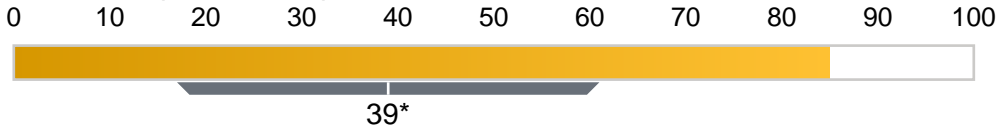
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Altruistic** - People who are driven to assist others for the satisfaction of being helpful or supportive.



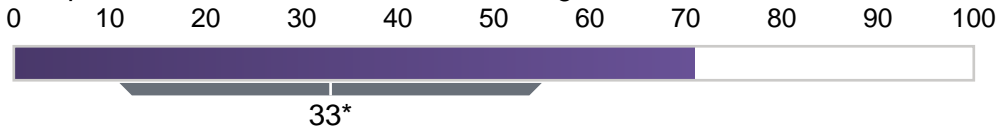
85

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



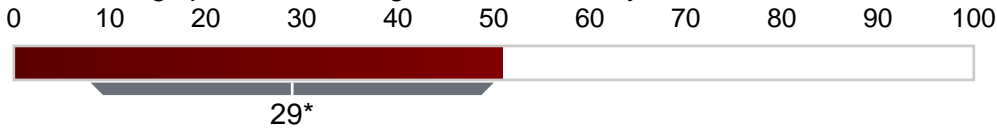
85

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



71

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



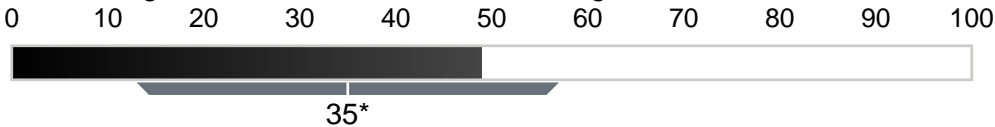
51



# Situational Driving Forces Cluster

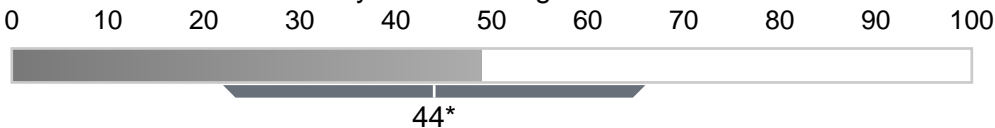
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



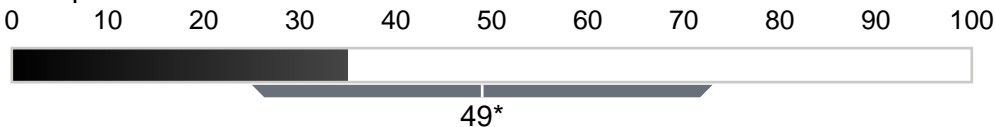
49

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



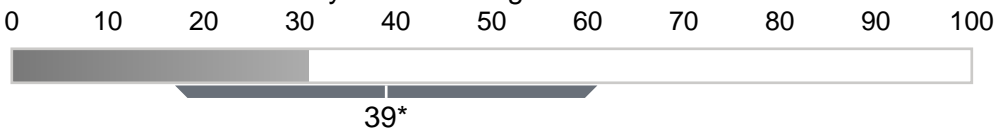
49

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



35

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



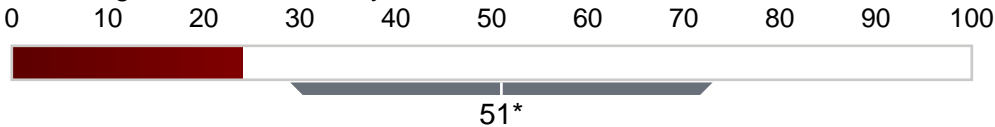
31



# Indifferent Driving Forces Cluster

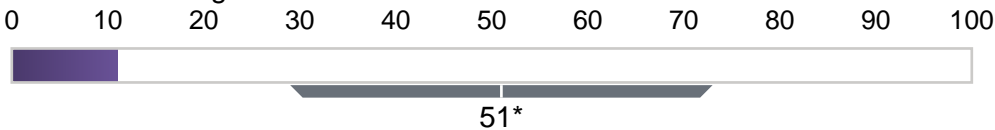
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



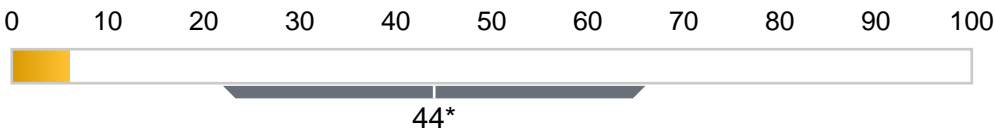
24

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



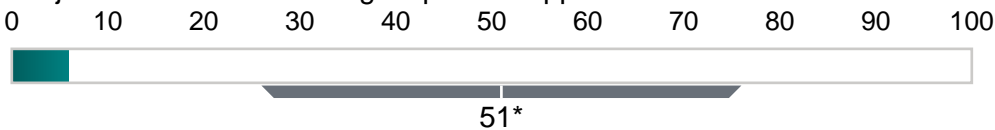
11

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



6

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



6

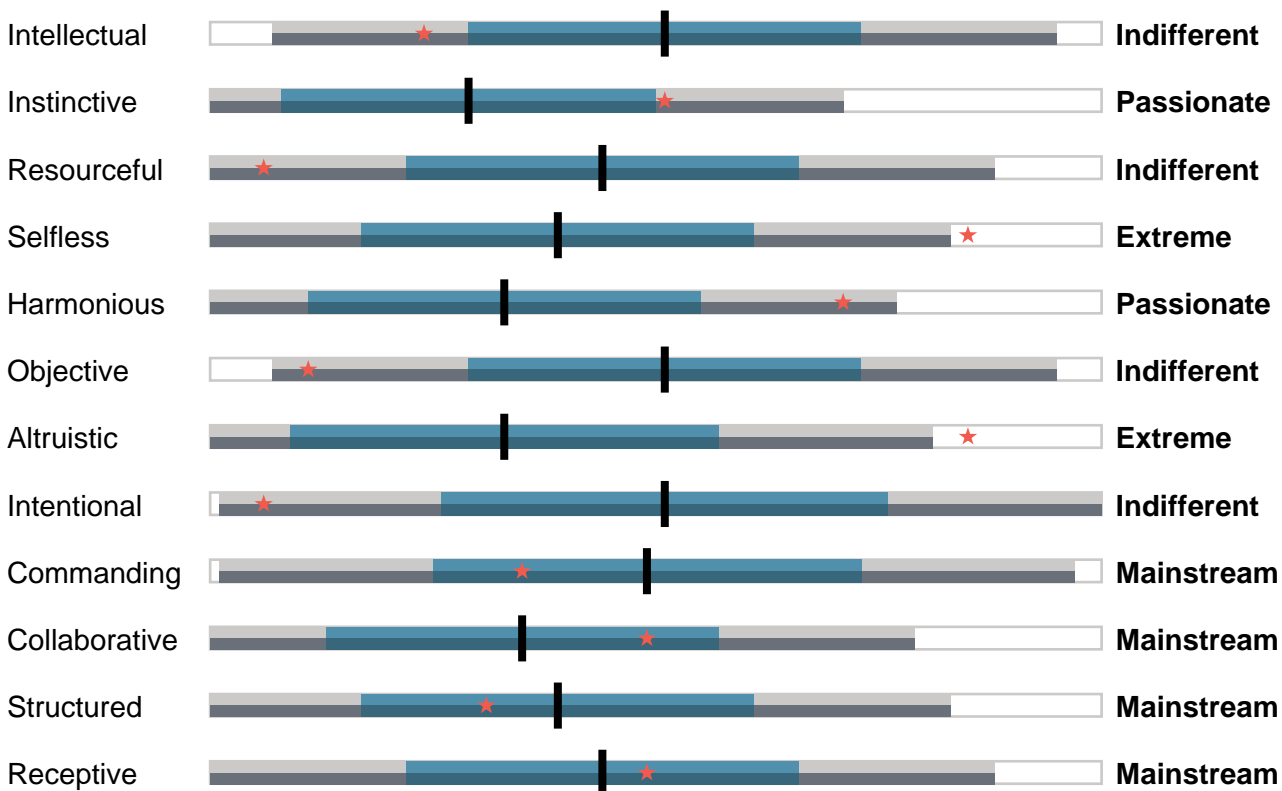


# Areas for Awareness

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

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

## Norms & Comparisons Table - Norm 2015

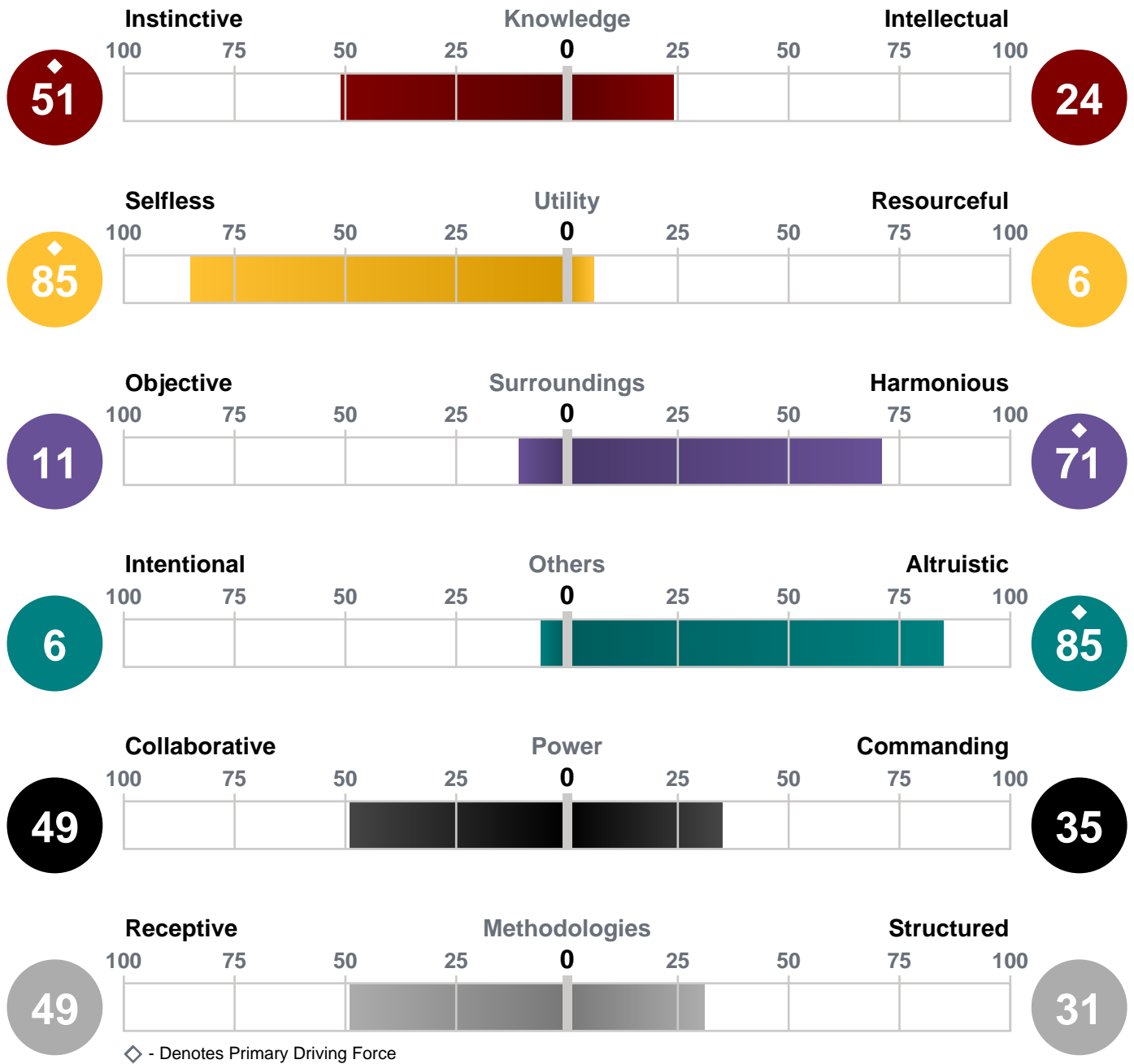


■ - 1st Standard Deviation - \* 68% of the population falls within the shaded area. ■ - national mean ★ - your score  
 ■ - 2nd Standard Deviation  
 □ - 3rd Standard Deviation

**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

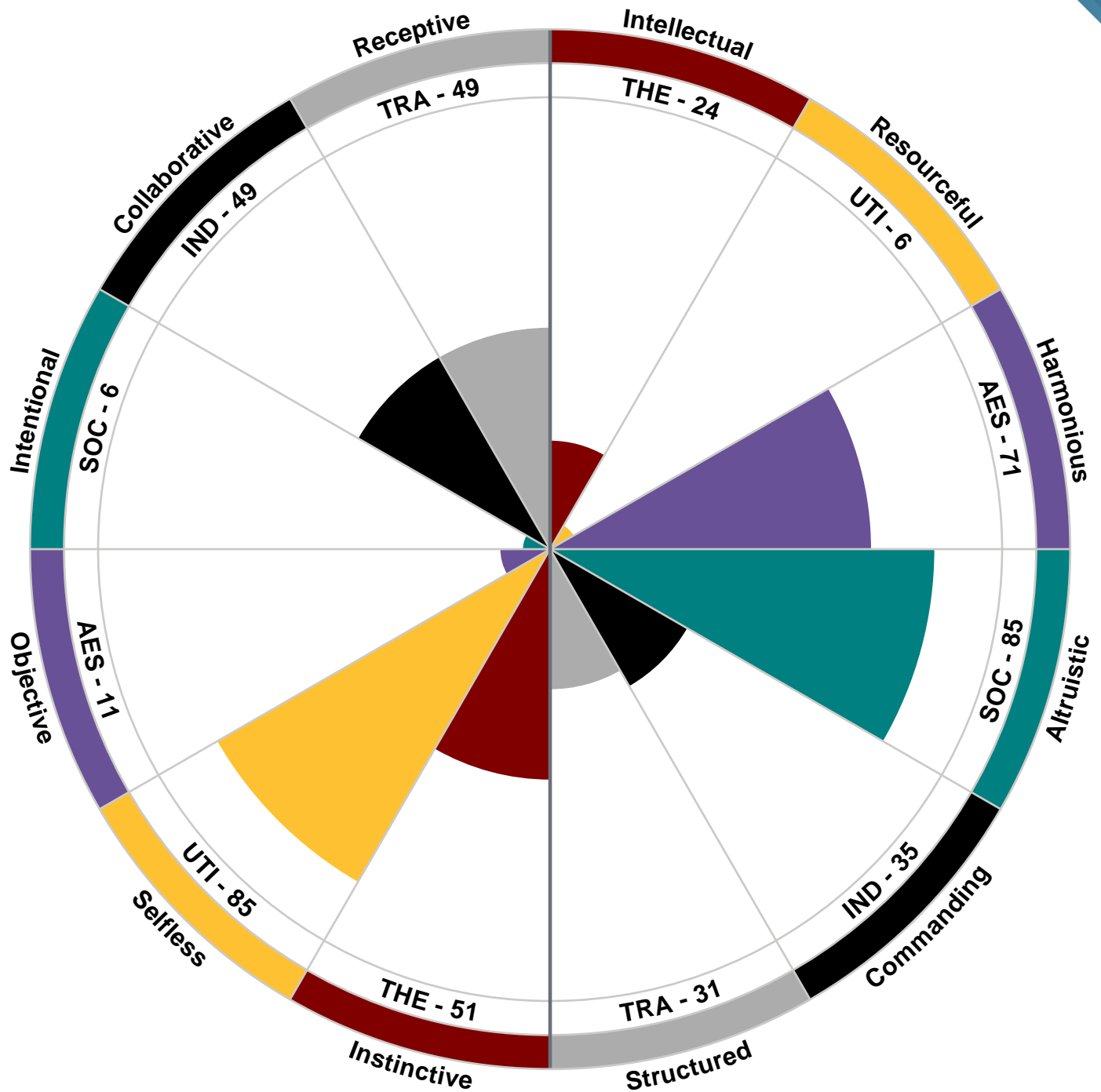


# Driving Forces Graph



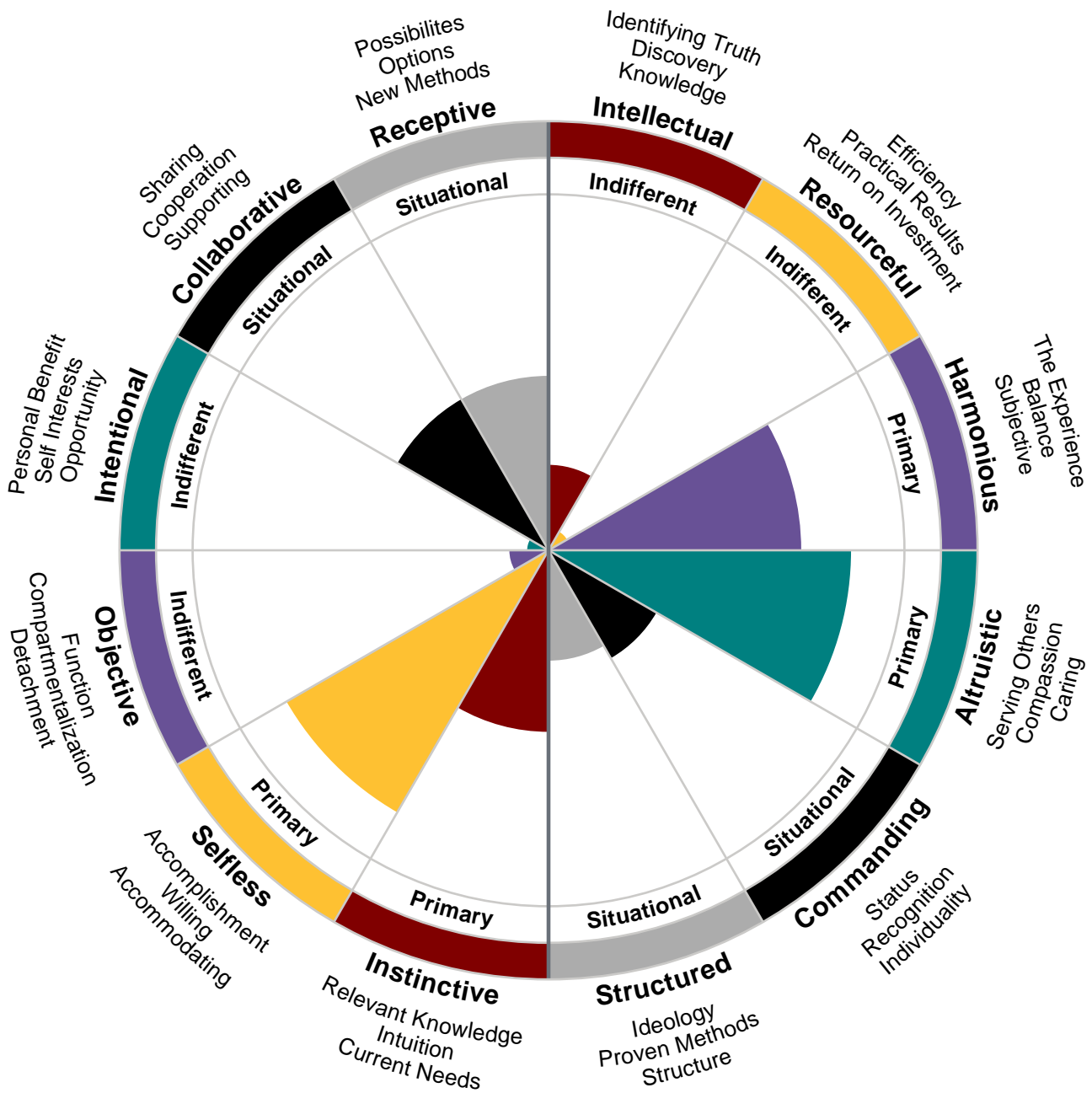


# Driving Forces Wheel





# 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 Strengths

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

- Always willing to offer her time and perspective.
- Wants to be seen as a leader in humanitarian issues.
- Good at promoting causes that improve society.
- Promotes accomplishments for the greater good of the organization.
- Optimistic about process improvement related to people.
- Looks for the positive in people, processes and resources.
- Motivates others to express themselves.
- Brings balance to the organization in a positive and friendly way.
- Expresses and strives for a balanced team.
- Will bring high energy and intuition to the researching process.
- Motivates others to look for the right information.
- Willing to share knowledge and past experience to benefit the team or organization.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



# Potential Behavioral and Motivational Conflict

*This section describes the potential areas of conflict between Sylvia'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.*

- High trust and a desire to help could lead to being taken advantage of.
- When helping others, may talk too much about herself.
- Would rather take responsibility for others' actions than have a difficult conversation with a direct report.
- Struggles balancing advice with actual results.
- Struggles with balancing efficiency and interaction with others.
- May overlook details when completing objectives.
- Overly optimistic in her ability to bring balance to any situation.
- Spends too much time self-reflecting and not enough time following through.
- Has difficulty looking at situations objectively.
- Desire to learn is diminished due to her lack of focus on specific ideas.
- A desire to share past experiences can impede her ability to listen and learn.
- May be too trusting of intuition as a resource.



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



## Ideal Environment

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

- Groups and committees are present in order to assist charities and social causes.
- An environment where interacting with others in an effort to help each person is rewarded.
- Ability to showcase altruistic achievements in order to get others involved.
- The experience is seen as a part of the desired accomplishment.
- Rewards determined by contributions to group efforts.
- A manager that focuses on people and brings excitement into the business.
- Working conditions that allow for creativity and people-interaction.
- The need to be liked and to feel a part of a harmonious team.
- A forum to participate in meetings with others in an inviting meeting space.
- A forum to collect information when needed.
- Flexibility to acquire necessary knowledge in a people-rich environment.
- A team atmosphere where people share information openly.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



## Keys to Motivating

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

### Sylvia wants:

- The flexibility to be creative in ways that help others.
- An opportunity to express how she can improve society.
- To be a part of the team that contributes to causes and helping others.
- The chance to include others as part of the agenda.
- The opportunity to express accomplishments of the company to others.
- The opportunity to discuss team and organizational accomplishments.
- The ability to express enthusiasm and creativity necessary for successful projects.
- To demonstrate the ways she has worked on the beautification of surroundings, either materialistically or environmentally.
- To be involved in keeping morale high and an overall harmonious work environment.
- To be able to seek out critical information that is valuable to share with others.
- Praise for her experience and ability to gather timely information.
- To gather pertinent information in a team environment requiring people interaction.



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

# Keys to Managing

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

## Sylvia needs:

- Assistance in managing time to meet own goals while helping other people.
- Support in handling situations when others take advantage.
- To help balance socialization and tangible assistance for others.
- Help balancing the desire for accomplishment and the need for people interactions.
- To listen for the answer she wants in order to benefit the organization.
- Assistance in establishing realistic expectations while increasing involvement of others.
- To find opportunities for self-expression.
- To set clear objectives of their role in a work or team dynamic.
- Assistance in setting realistic and balanced expectations with tangible outcomes that allow for creativity and expression.
- To seek out ways to organize thoughts in order to effectively convey the relevant information.
- To prioritize and connect past experiences and thoughts to organizational objectives.
- To establish a method for bringing the ideal to the practical.



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



# 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 \_\_\_\_\_:

---

---

---