



TTI
SUCCESS
INSIGHTS®

Talent Insights®

Sales

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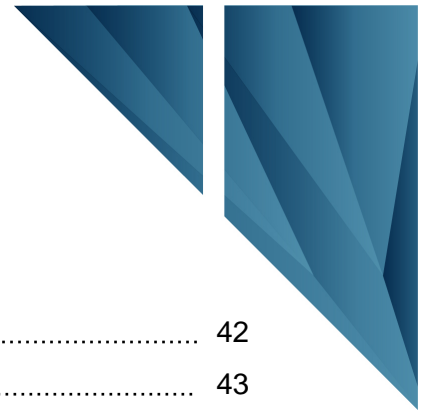


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Introduction Where Opportunity Meets Talent

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

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

Behaviors

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

Motivators

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

Integrating Behaviors and Motivators

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



Introduction Behaviors Section

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

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

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

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

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

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



Sales Characteristics

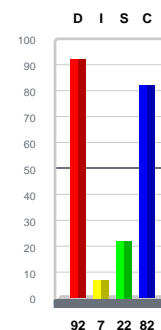
Based on Jerome's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the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

Jerome prefers to win, respecting winners and those who show persistence. 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. 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. Although Jerome 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 Jerome'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 loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others. He sets high sales goals for himself. He sees the benefit of joining organizations as a way to meet his sales goals.

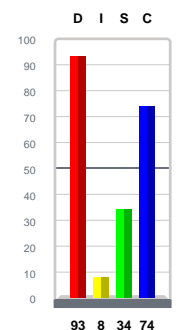
Jerome's body language may sometimes get him into trouble. He projects a great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs. He may display his impatience if the buyer raises too many objections. He wants to close the sale and get on to the next challenge. He doesn't always take the time to anticipate the outcome of a sales call. He may be intent on making an efficient presentation and unintentionally omit details and supporting information. He may confront a potential buyer. Confrontation presents a challenge that he rarely turns down. Jerome approaches sales in a direct, positive and straightforward manner. He always feels prepared to sell to anyone at anytime. The methodical buyer doesn't always appreciate his fast presentation. He likes to control the sales presentation. Different styles of buyers will probably prefer that he display his sales flexibility.



Adapted Style



Natural Style



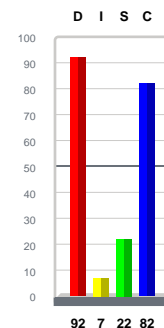


Sales Characteristics *Continued*

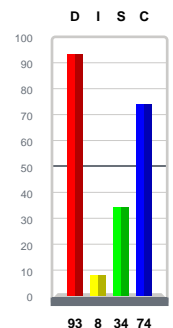
Jerome usually closes soon and often. He will close many sales the competition has sold but failed to close. He can be so direct with his closing that he antagonizes some buyers. The methodical buyer could be intimidated. He may lose interest in a client once the sale has been completed. His further interest may be based on the client's ability to buy additional products or services. He prefers selling new accounts over servicing accounts with little potential; however, he may misread the potential of some accounts. Jerome usually has his favorite close, and he might, therefore, resist using all the closes he knows. Jerome prefers to service his accounts using one of two methods: excellent service for those accounts he likes, or those with potential; adequate or poor service for those accounts he doesn't like, or with little potential.



Adapted Style



Natural Style



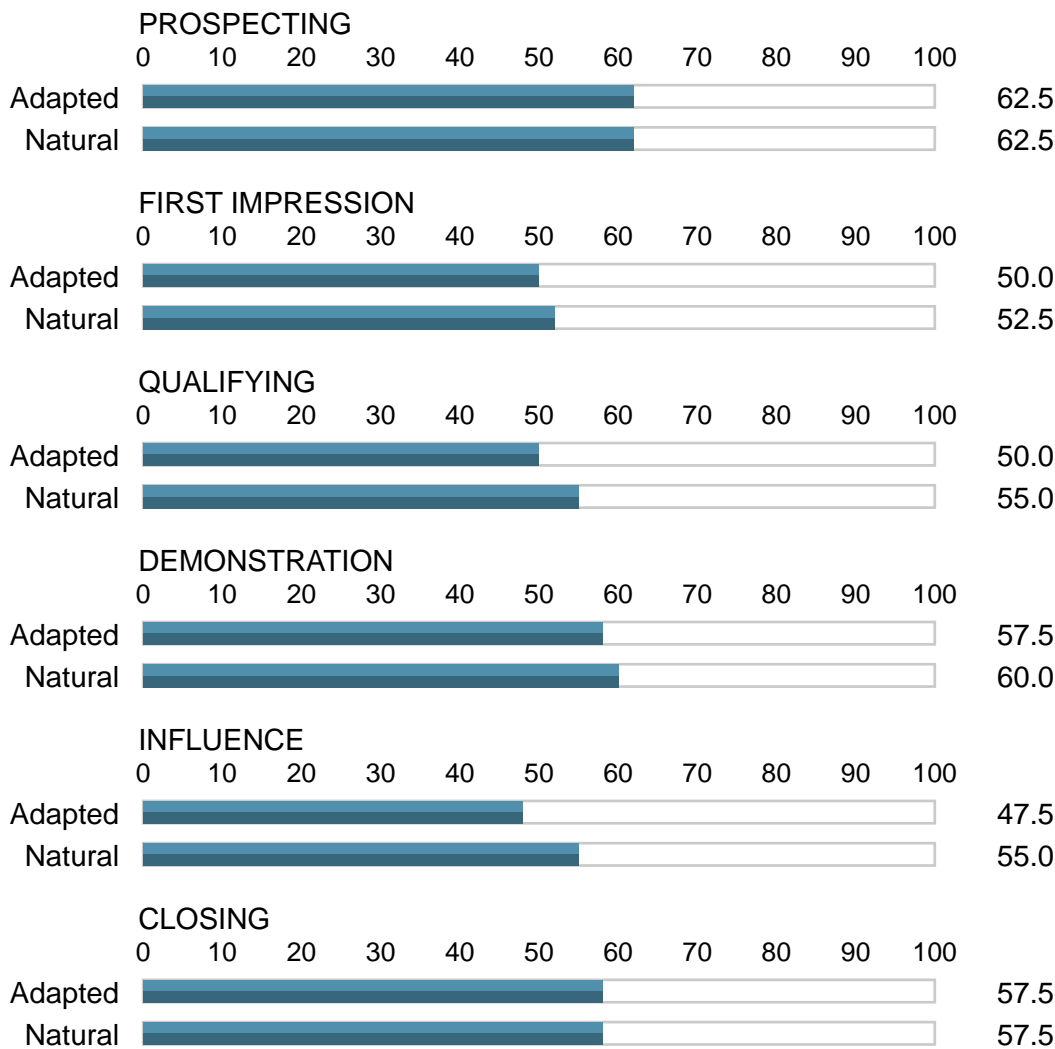


Behavioral Selling Overview

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

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



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



Potential Strengths or Obstacles to Behavioral Selling Success

The Behavioral Selling Model is a scientific, professional selling process. The Behavioral Selling Overview outlines Jerome'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.

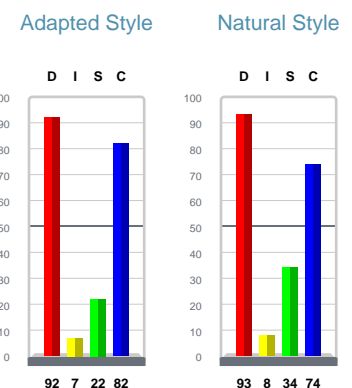
In the Prospecting Phase, Jerome MAY have a TENDENCY to:

- Be a self starter in finding new business and will be aggressive in the pursuit of new accounts.
- Be so eager to achieve new sales goals that he may not pay attention to or devote sufficient time to working with current prospects or customers.
- Be willing to join organizations for the achievement of sales success.
- Be challenged by solving problems and the gathering of bottom-line information that will assist in the sales process.

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

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

- 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.
- Rush through the First Impression Phase and get into the Qualifying Phase prematurely while not allowing some prospects the time to feel a sense of trust, confidence and rapport.
- Not take the time to allow the prospect to feel comfortable in discussing those issues of a personal nature that are often critical to a mutually trusting sales relationship.
- Talk and move too fast for the logical and detailed oriented prospect.





Potential Strengths or Obstacles to Behavioral Selling Success

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

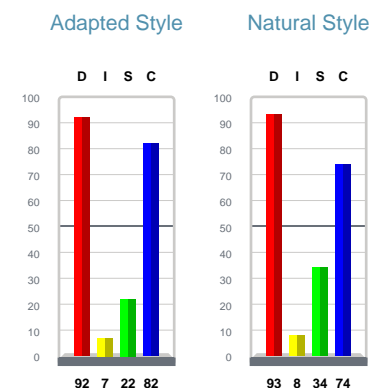
In the Qualifying Phase, Jerome MAY have a TENDENCY to:

- Ask potentially insensitive and awkward questions of the prospect too soon upon the first meeting.
- Ask abrupt and potentially insensitive questions "off the cuff" rather than taking time in the Prospecting Phase to develop carefully crafted questions that will empower prospects to verbalize their wants and needs in a sensitive, yet powerful way.
- Not continue a line of questioning that will allow the prospect to discuss and verbalize their secondary needs and true buying motives.
- Not devote adequate time to the Qualifying Phase, although it is, by far, the most important in the face-to-face portion of the entire sales process.

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

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

- Dominate the presentation and rush through it. May tend to leave the prospect out of the equation.
- 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.
- Ten to fifteen percent of his potential customers will feel comfortable with his presentation style, which can be fast and direct and sometimes gloss over major points. However, the remaining prospects will feel somewhat uncomfortable with his natural style.





Potential Strengths or Obstacles to Behavioral Selling Success

- 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.

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, Jerome MAY have a TENDENCY to:

- Not have the full array of "happy customer" letters that he should have. Feel he doesn't need them because he can "go it alone."
- Not allow prospect time to think through what the information really means and how the product or service will solve his problems.
- Overuse name dropping as a strategy in the Influence Phase.
- Rely too much on high visibility customers, publications and prestigious references as testimonials or proven resources.

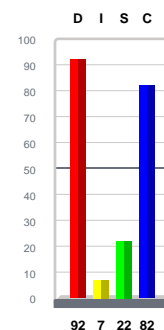
Closing: The final phase of the Behavioral Selling Model. This phase is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

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

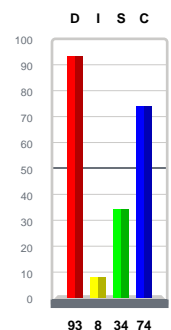
- Use his single favorite closing strategy. He may resist utilizing all the closing skills he has.
- Not listen to the true objection. May respond hastily and never answer the prospect's real objection.
- Tackle tough sales problems and bring them to a successful conclusion. He can be very resourceful, even when faced with seemingly insurmountable obstacles to success.
- Be so direct in closing that he antagonizes some buyers. The methodical buyer could be intimidated.



Adapted Style



Natural Style



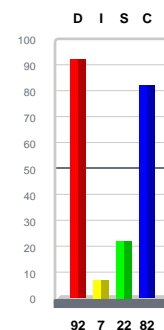


Value to the Organization

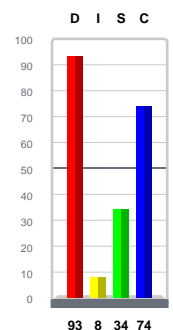
This section of the report identifies the specific talents and behavior Jerome brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Creative in his approach to solving problems and selling.
- Will join organizations to represent the company.
- Innovative.
- Thinks big.
- Tough-minded.
- Always looking for logical solutions.
- Places high value on time.

Adapted Style



Natural Style





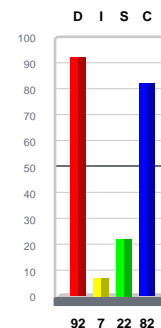
Checklist for Communicating

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 Jerome. 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 Jerome most frequently.

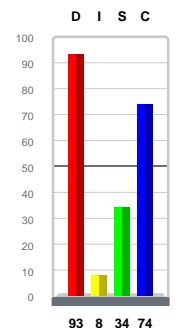
Ways to Communicate:

- Ask specific (preferably "what?") questions.
- Give pros and cons on ideas.
- Respect his quiet demeanor.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Be patient and persistent.
- Listen to him.
- Keep at least three feet away from him.
- Take issue with facts, not the person, if you disagree.
- Provide facts and figures about probability of success, or effectiveness of options.
- Use the proper buzz words that are appropriate to his expertise.
- Support the results, not the person, if you agree.
- Provide details in writing.
- Stick to business--let him decide if he wants to talk socially.

Adapted Style



Natural Style





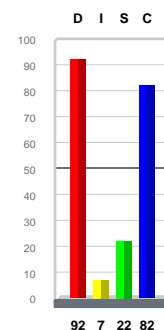
Checklist for Communicating Continued

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

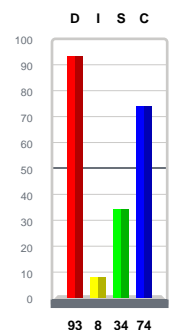
Ways **NOT** to Communicate:

- Ask rhetorical questions, or useless ones.
- Ramble on, or waste his time.
- Touch his body when talking to him.
- Come with a ready-made decision, and don't make it for him.
- Let disagreement reflect on him personally.
- Pretend to be an expert if you are not.
- Use inappropriate buzz words.
- Make statements you cannot prove.
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.
- Be superficial.
- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.

Adapted Style



Natural Style





Selling Tips

This section provides suggestions on methods which will improve Jerome'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, Jerome 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, non-threateningly and logically.
- Earn their trust--provide proven products.

Factors that will create tension:

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

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

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

Factors that will create tension:

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



Perceptions

See Yourself as Others See You

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

Self-Perception

Jerome usually sees himself as being:

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

Others' Perception - Moderate

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

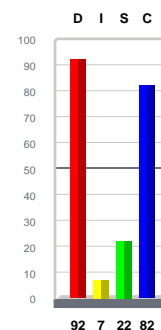
- Demanding
- Egotistical
- Nervy
- Aggressive

Others' Perception - Extreme

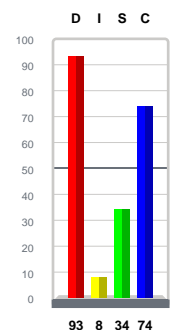
Under extreme pressure, stress or fatigue, others may see him as being:

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Adapted Style



Natural Style





The Absence of a Behavioral Factor

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

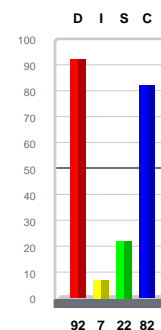
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid groups where trust has not been previously established.
- Avoid working environments that see a realistic nature as purely pessimistic.
- Avoid environments that are about quantity over quality.

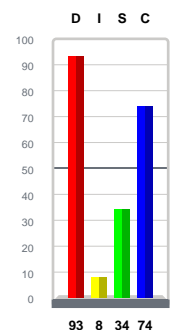
Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with I above the energy line and/or tips for seeking environments that will be conducive to the low I.

- Not verbalizing feelings and perspectives may delay desired outcomes.
- Understand when an analytical perspective is needed and valued.
- Daily and repetitive team meetings will detract from productivity and add to stress.

Adapted Style



Natural Style





Descriptors

Based on Jerome'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

Jerome'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

Jerome 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

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

PEOPLE - CONTACTS

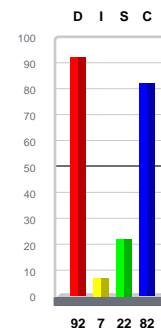
Natural

Jerome feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.

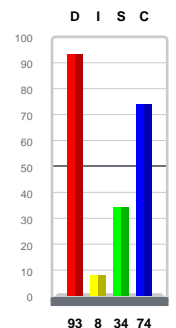
Adapted

Jerome 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

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

Adapted

Jerome sees the need to deal with a wide scope of sales activities and prospects. He feels comfortable shuffling schedules and filling every available time slot with activities.

PROCEDURES - CONSTRAINTS

Natural

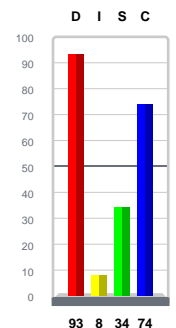
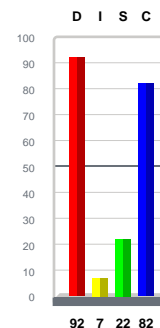
Jerome is comfortable on a sales team that sells high quality, desirable products. He will not exaggerate on the facts and data and wants his prospects to hear all the facts and figures in the sales process. He will follow company policy even if others fail to do so.

Adapted

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

Adapted Style

Natural Style



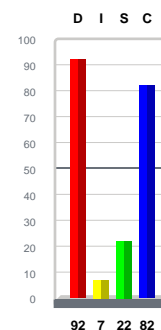


Adapted Style

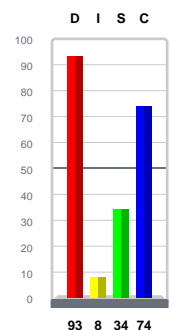
Jerome sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Designing a sales presentation that doesn't require a lot of socializing.
- Challenging the status-quo.
- Backing up any claim by presenting many facts and logic.
- Using authority and responsibility for completing the sale.
- Giving undemonstrative, matter-of-fact presentations.
- Authority to carry out responsibility.
- Ability to handle many new products or services.
- Calculating the use of trust in the presentation.
- Asking logical, systematic questions to gather data.
- Holding emotion to a minimum in the presentation.
- 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.

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

Possible Solutions:

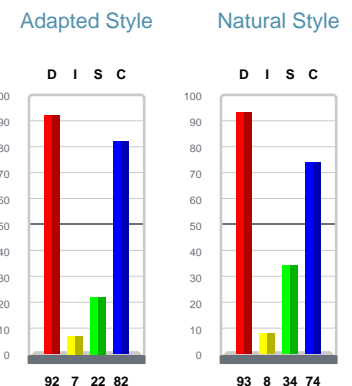
- Train and mentor others
- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

Lack of a Written Plan

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

Possible Causes:

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





Time Wasters Continued

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

Vacillation

Vacillation is the process of regarding an issue or a requirement in one way at one time and a different or the opposite at another time. It is the inability to make an immediate decision and stick with it.

Possible Causes:

- Lack confidence in information
- Fear making the wrong decision
- Lack a systematic decision making process
- Hope that time will eliminate the problem or issue

Possible Solutions:

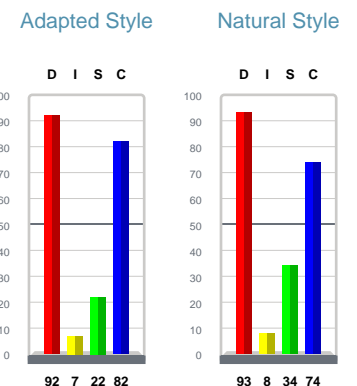
- Acknowledge that the decision will be the best based on experience and available information
- Establish a time frame for making decisions
- Develop a method for analyzing a problem and choosing a solution
- Seek the advice or input from key people involved in the issue

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





Time Wasters Continued

- 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

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.

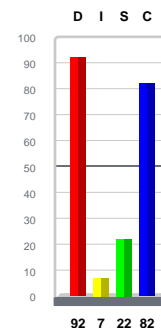
Possible Causes:

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

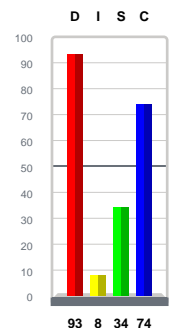
Possible Solutions:

- 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





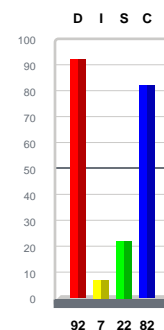
Areas for Improvement

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

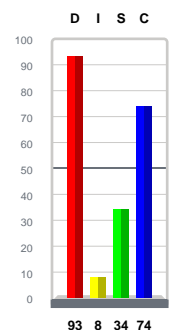
Jerome has a tendency to:

- Become defensive and overreact to certain objections.
- Resist participation as part of the team, unless seen as a leader.
- Blame, deny and defend when confronted with poor sales results.
- Use fear as a motive for buying.
- Be weak at providing follow-up service if a client has little potential for future sales.
- Be so concerned with the big picture; he forgets to see the little pieces.
- Dominate a sales presentation.

Adapted Style



Natural Style

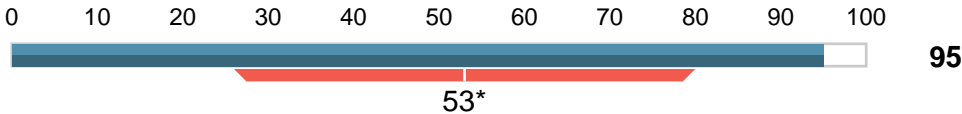




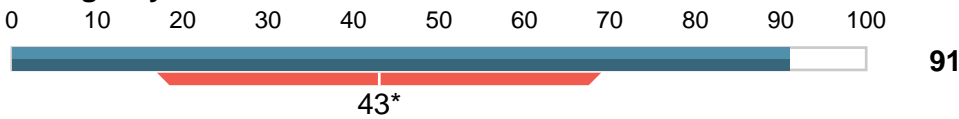
Behavioral Hierarchy

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.

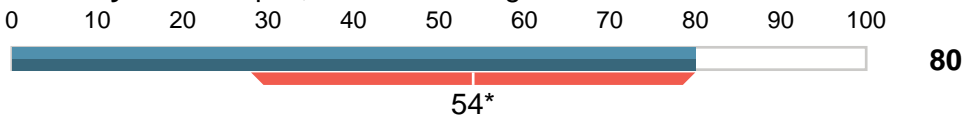
1. Organized Workplace - Establish and maintain specific order in daily activities.



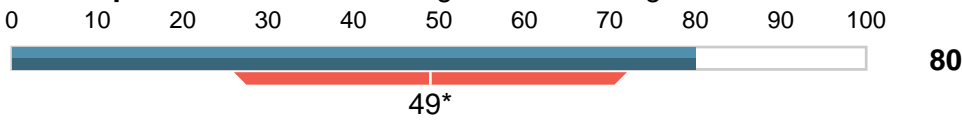
2. Urgency - Take immediate action.



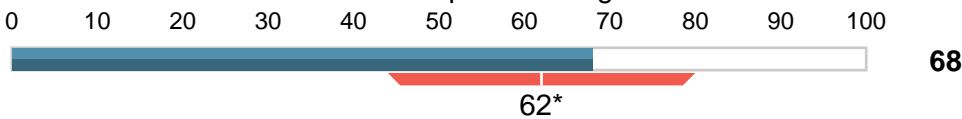
3. Analysis - Compile, confirm and organize information.



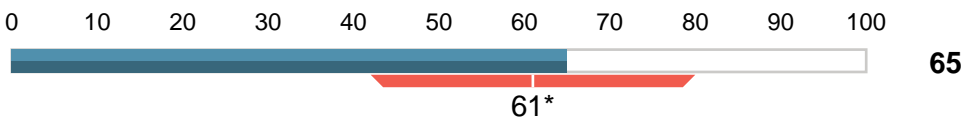
4. Competitive - Want to win or gain an advantage.



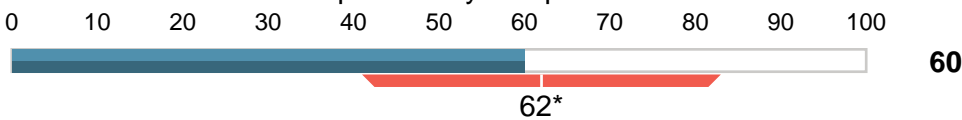
5. Persistence - Finish tasks despite challenges or resistance.



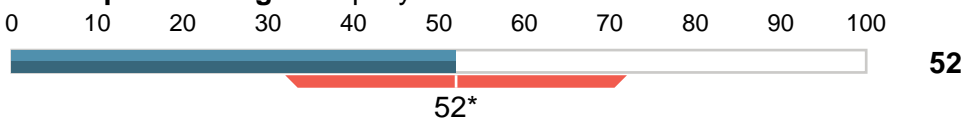
6. Following Policy - Adhere to rules, regulations, or existing methods.



7. Consistent - Perform predictably in repetitive situations.



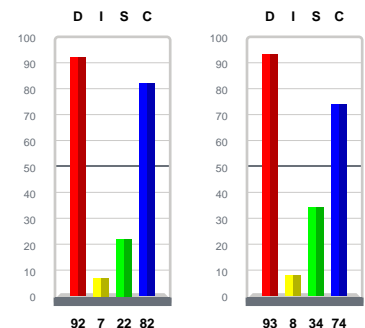
8. Frequent Change - Rapidly shift between tasks.



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



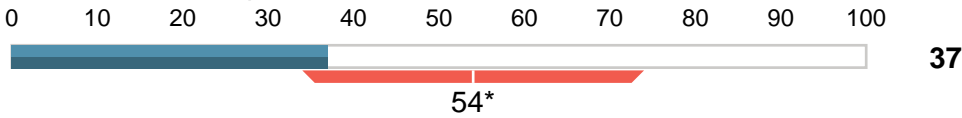
Adapted Style Natural Style



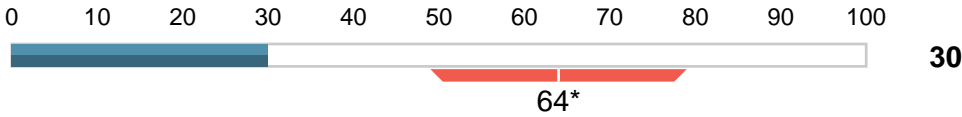


Behavioral Hierarchy

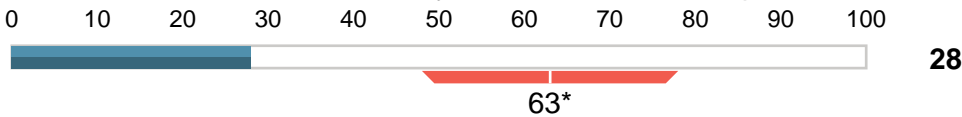
9. Versatile - Adapt to various situations with ease.



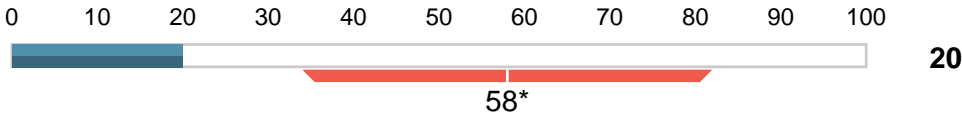
10. People-Oriented - Build rapport with a wide range of individuals.



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

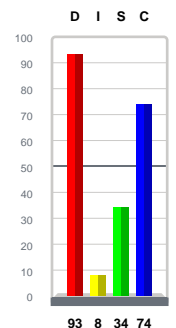
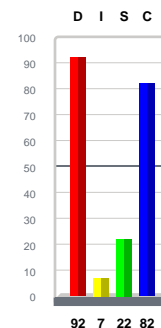


12. Interaction - Frequently engage and communicate with others.



Adapted Style

Natural Style



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



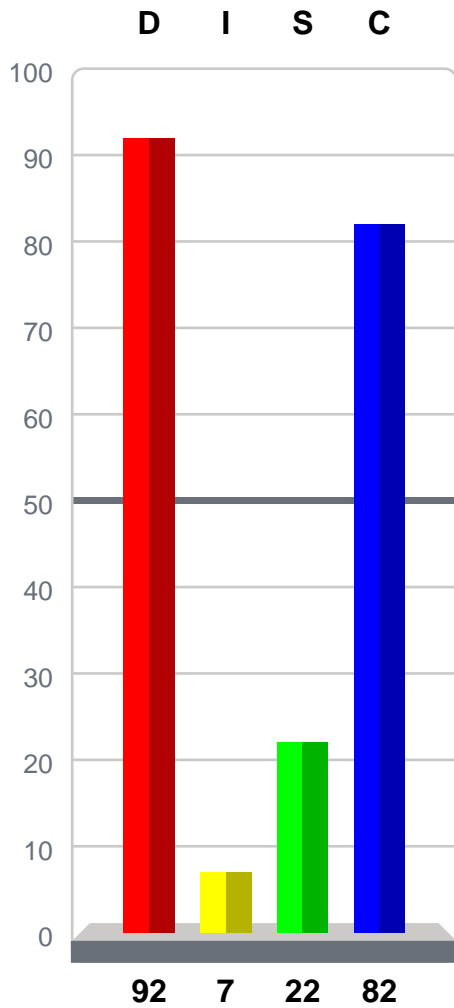
Style Insights® Graphs

4-19-2022



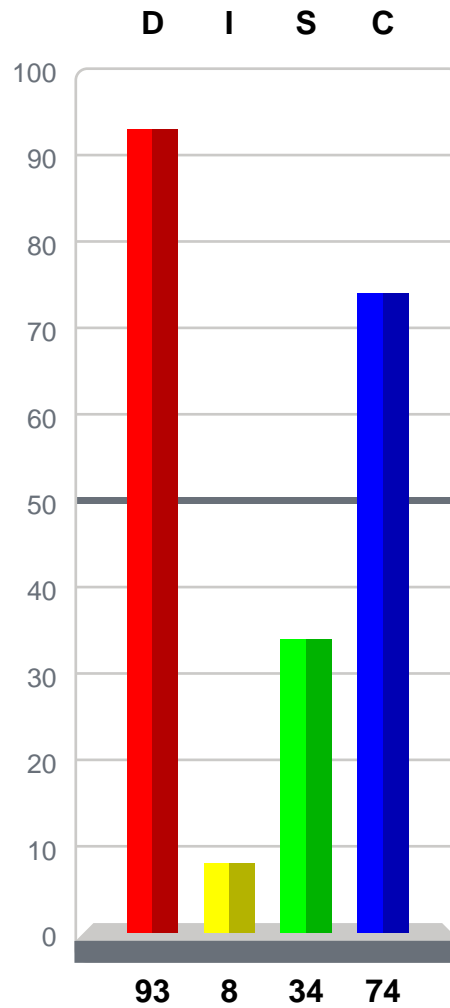
Adapted Style

Graph I



Natural Style

Graph II



Norm 2021 R4

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The Success Insights® Wheel

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

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.

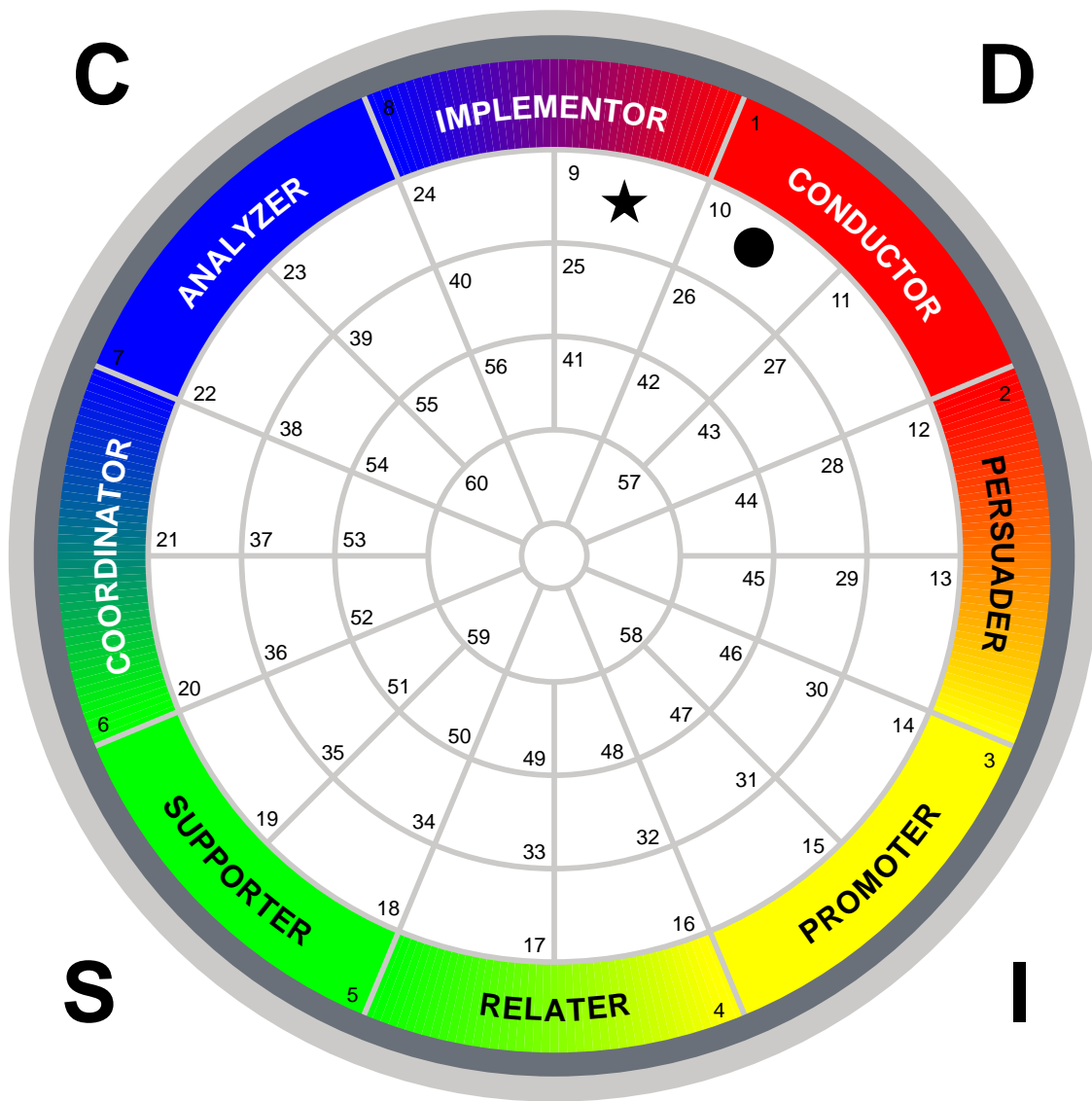
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

4-19-2022



Adapted: ★ (9) CONDUCTING IMPLEMENTOR
 Natural: ● (10) IMPLEMENTING CONDUCTOR

Norm 2021 R4

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Introduction Motivators Section

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

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

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

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

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

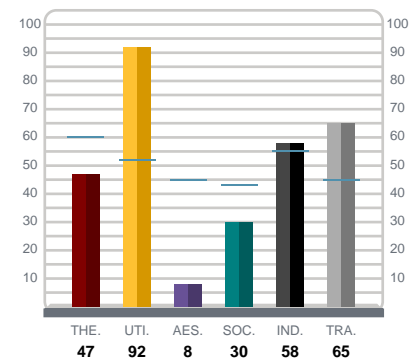
Your Personal Motivators Ranking		
1st	Utilitarian	Strong
2nd	Traditional	Strong
3rd	Individualistic	Situational
4th	Theoretical	Situational
5th	Social	Indifferent
6th	Aesthetic	Indifferent



Utilitarian

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

- Jerome will protect his assets to ensure the future of his economic security.
- He uses money as a scorecard.
- Wealth provides the security Jerome wants for himself and/or his family.
- He can be very practical.
- Jerome is future-oriented.
- With economic security comes the freedom to advance his ideas or beliefs.
- Having more wealth than others is a high priority for Jerome.
- Jerome faces the future confidently.
- Jerome has a long list of wants and will work hard to achieve them.
- Jerome will be motivated by his accomplishments.
- All attempts are made to protect future security to ensure that his legacy is protected.
- Jerome will attempt to structure his economic dealings.

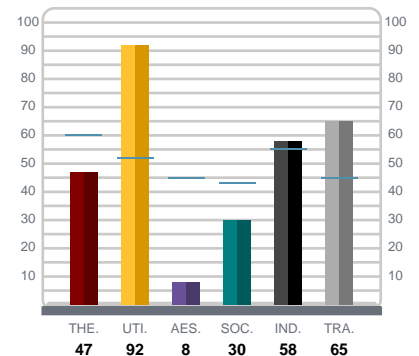




Traditional

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

- Jerome likes unity and order in his life.
- He believes strongly in his opinions.
- Following proven procedures is more important than quick fixes.
- Jerome lets his conscience be his guide.
- He is true to his personal vision.
- He will evaluate others based on his rules for living.

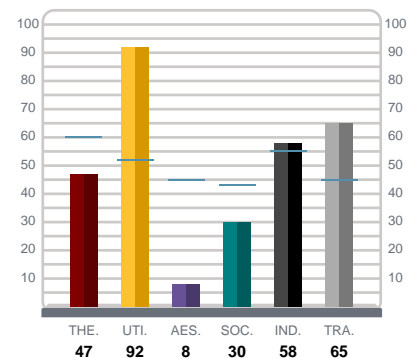




Individualistic

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

- He will evaluate each situation individually and determine how much or how little control he will want to exercise.
- Jerome can be assertive in meeting his needs.
- At times Jerome can be very competitive.
- The amount of control he attempts will increase if he has strong feelings about the issues involved with the situation. If, however, he has little interest in the issues involved, he will not see the need for exercising control.

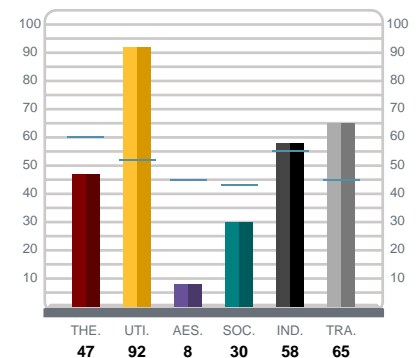




Theoretical

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

- If knowledge of a specific subject is not of interest or is not required for success, Jerome will have a tendency to rely on his intuition or practical information in this area.
- In those areas where Jerome has a special interest, he will be good at integrating past knowledge to solve current problems.
- If Jerome 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.
- Jerome has the potential to become an expert in his chosen field.
- Jerome will usually have the data to support his convictions.
- A job that challenges the knowledge will increase his job satisfaction.
- Jerome will seek knowledge based on his needs in individual situations.

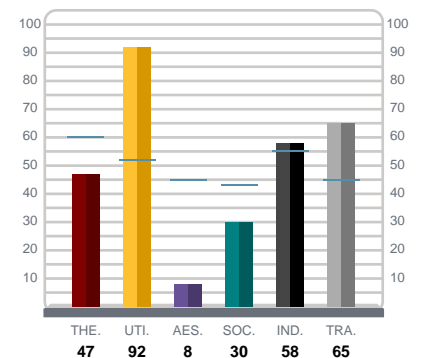




Social

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

- He will be firm in his decisions and not be swayed by unfortunate circumstances.
- Jerome's passion in life will be found in one or two of the other dimensions discussed in this report.
- Believing that hard work and persistence are within everyone's reach — he feels things must be earned, not given.
- He will not normally allow himself to be directed by others unless it will enhance his own self-interest.
- Jerome is willing to help others if they are working as hard as possible to achieve their goals.
- Jerome will be torn if helping others proves to be detrimental to him.

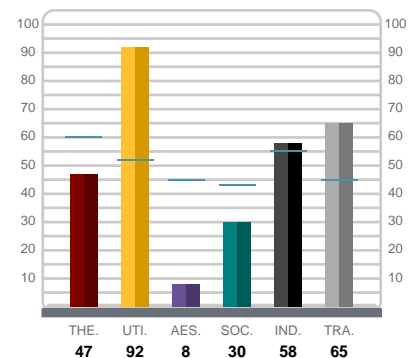




Aesthetic

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

- Jerome is not necessarily worried about form and beauty in his environment.
- He is a very practical person who is not sensitive to being in harmony with his surroundings.
- Unpleasant surroundings will not stifle his creativity.
- He wants to take a practical approach to events.
- Jerome's passion in life will be found in one or two of the other motivators discussed in this report.
- Intellectually, Jerome can see the need for beauty but has difficulty buying the finer things in life.
- The utility of "something" is more important than its beauty, form and harmony.





Navigating Situations Outside Your Comfort Zone

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

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

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

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

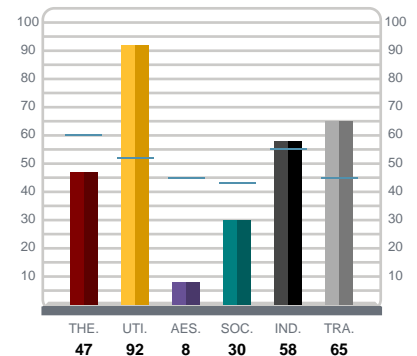
How do Aesthetics contribute to the world, your professional life and your personal life?

A person with a high Aesthetic is interested in studying and appreciating the totality of a situation.

- A comfort level with direct, business minded communication can be perceived as too hard and uncaring. This will shut down communication when trying to solve a problem.
- Look for clues that the Aesthetic has had the opportunity to fully absorb the situation. Once this has occurred, the parties involved will be able to move toward achieving return out of the situation.

A person with a high Aesthetic will have a strong interest in preserving the balance and harmony of the organization.

- Aesthetics are about balance, and balance increases productivity. Approach the goal with the Aesthetic from a journey perspective. Communicate the current state and desired state. Then leverage the ability for the Aesthetic to get there without alienating the team.
- Having a partner to "check the temperature" of the team will help accomplish goals. Allow the Aesthetic to speak in feeling terms and listen to how a goal-directedness approach is impacting the team in a positive or negative way.





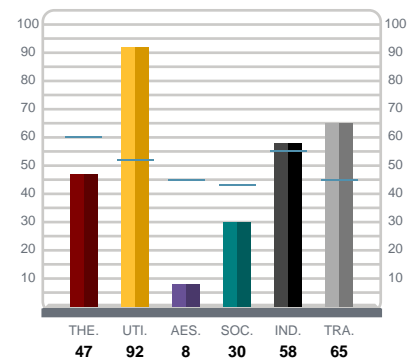
Navigating Situations Outside Your Comfort Zone

A person with a high Aesthetic is in tune with his inner feelings and likes surroundings that compliment these feelings.

- Understanding that while efficiency is compelling to some, others need it to look good in addition to operating well. Ask the high Aesthetic questions in order to make them a part of the big picture. Doing so will increase the amount of people moving a project forward.
- Investing in the beautification of the organizational surroundings can increase productivity and retention. Understand this doesn't have to be costly, but can be about self-expression being allowed in the workplace.

Form and harmony are key in providing a high Aesthetic with an experience to remember.

- Seek out viewpoints from Aesthetics when presenting marketing, sales or other influential visuals. They will be able to predict how people will feel and react to words, visuals and colors. This can be the difference in a campaign succeeding or failing.
- Blending functionality and appearance will enhance the experience of the customer or employee. This will lead to more repeat business from a customer perspective and to more retention for employees.





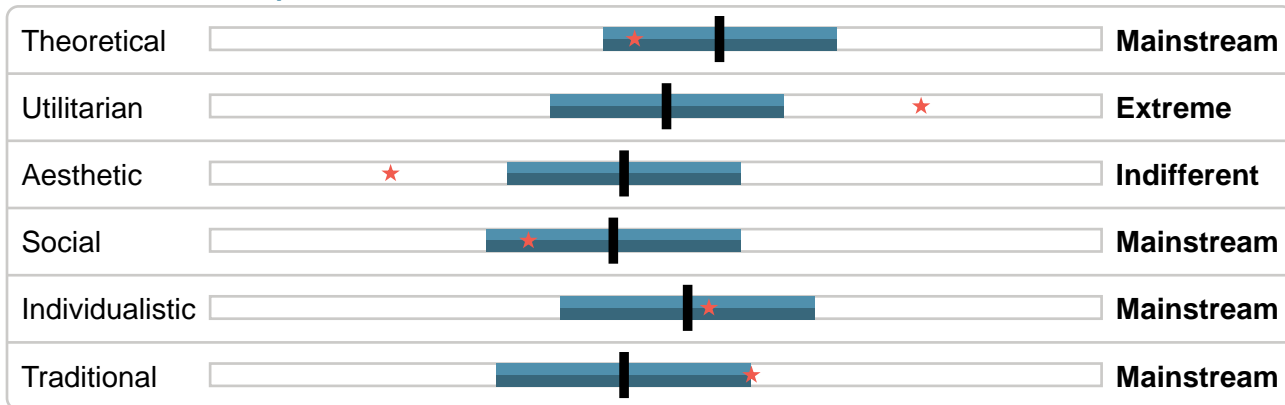
Motivators - Norms & Comparisons

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

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

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

Norms & Comparisons Table - Norm 2021



- - national mean - your score

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



Motivators - Norms & Comparisons

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

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

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

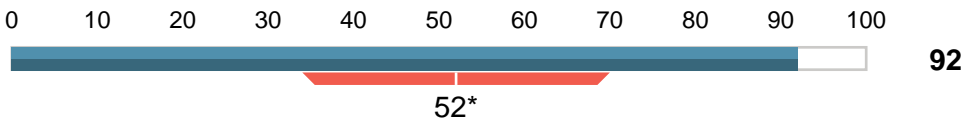
- People who emphasize the need for beauty, form and harmony in all aspects of their life may frustrate you. You have other priorities.



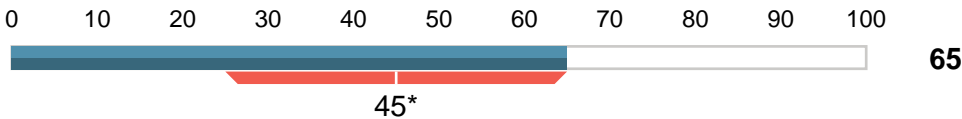
Motivators Hierarchy

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

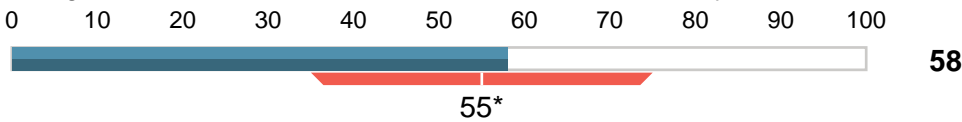
1. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



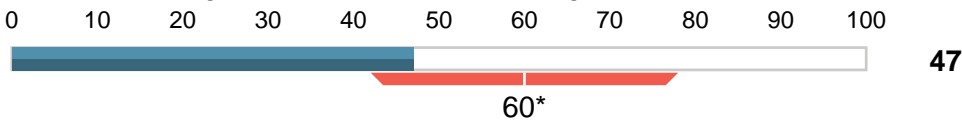
2. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



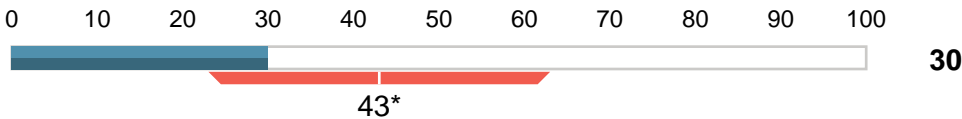
3. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



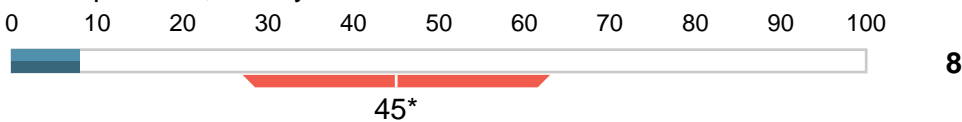
4. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



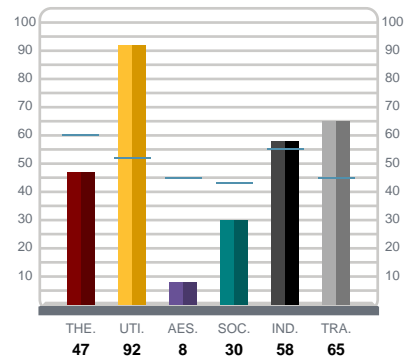
5. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



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



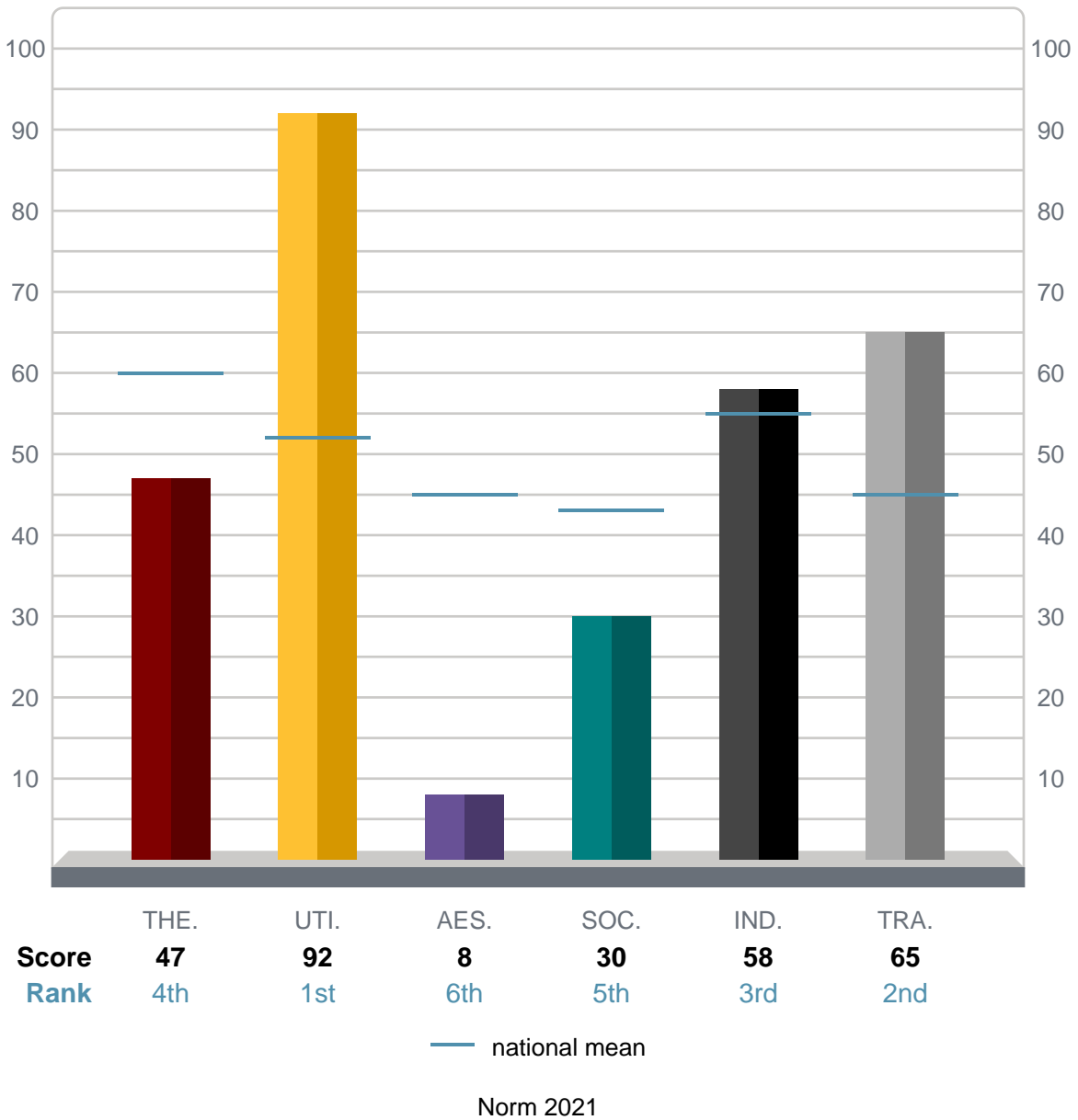
* 68% of the population falls within the shaded area.





Motivation Insights® Graph

4-19-2022

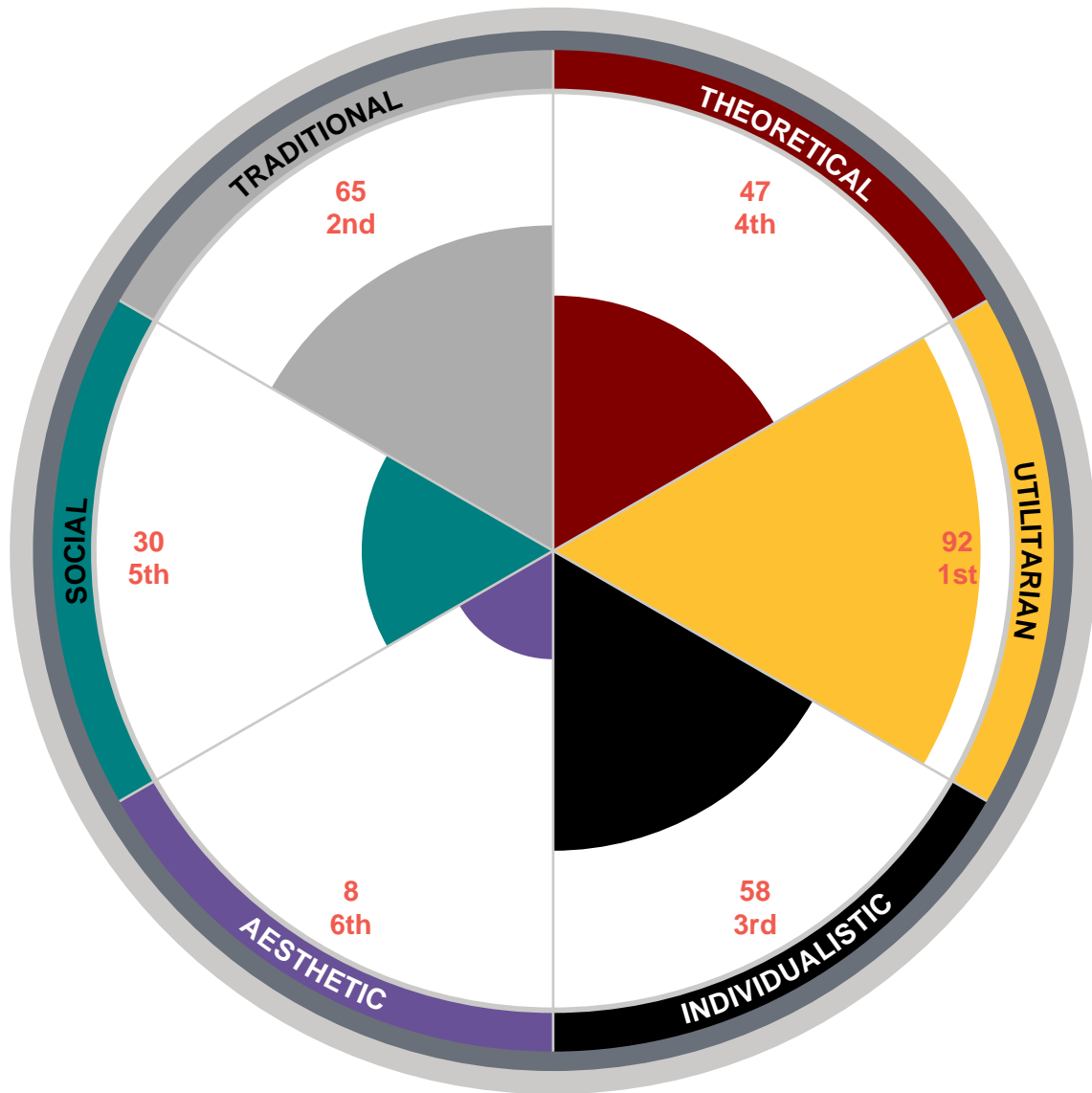


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Motivators Wheel™

4-19-2022





Introduction Integrating Behaviors and Motivators Section

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

In this section you will find:

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



Potential Behavioral and Motivational Strengths

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

- Tends to be futuristic.
- Makes decisions based on saving time, resources and improving efficiency.
- A leader for those who share his traditions.
- Will champion change and be bottom-line focused for results within the system of living.
- Tends to make accurate decisions based on facts and return on investment, rather than emotions.
- Expectations are clear, tangible and have a bottom-line focus.
- Will do things the way they should be done the first time.
- Will catch the mistakes of others and try to correct them through the system.



Potential Behavioral and Motivational Conflict

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

- May make a quick decision that results in a bad investment and/or wasted time.
- Can be a workaholic.
- May contradict his beliefs to get results.
- A desire for better results may be prohibited by his way of living.
- Will have a desire to take risks, but will be fearful of failure.
- May over focus on the negative side of investments and, therefore, may miss the opportunity.
- May find fault in his system, which he perceived as infallible.
- Can obsess over unimportant details when in conflict with his system of beliefs.



Ideal Environment

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

- Close relationship with a small group of associates.
- Evaluation based on results, not the process.
- An environment where he can use his intuitive thinking skills.
- Rewards for being quicker, faster, better.
- Clearly defined rules, procedures and pathways to meet performance objectives.
- Rewards based on challenging the status quo, resulting in a return to the organization.
- Forum to champion the way in which things should be done.
- An environment that aligns with his system for solving problems and making decisions.
- Opportunity to make an existing system quicker, better and faster.



Keys to Motivating

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

Jerome wants:

- Evaluation based on the bottom line.
- Evaluation on not only the results achieved, but the quality of the work and the price he paid for performance.
- Meetings that stay on the agenda or reasons for changing the agenda.
- Documentation of potential returns for projects and goals.
- Policies to follow that have previous evidence of achieving outcomes in which he is being held accountable for.
- Focus on results and rewards, not the process or journey.
- Goals and results that stem from a system he believes in.
- A challenge to convince others to his way of thinking.
- All systems and structures to be efficient and move things toward the desired result.



Keys to Managing

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

Jerome needs:

- To know results expected and to be evaluated on the results.
- To be confronted when you don't understand or disagree with him.
- To smile, relax and display a warmer feeling towards other members of the team.
- To be an active listener instead of dominating the discussion.
- Ability to prove that company policies and standards will protect the return on investment to the organization.
- The opportunity to receive rewards based on results achieved.
- To understand that there is a time and a place for arguing his point of view and that all viewpoints need to be considered.
- Support his desire to achieve results through his own system for living.
- A manager that understands his potentially explosive nature is out of the desire to achieve and win within the system.



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 _____:
