



TTI
SUCCESS
INSIGHTS®

TriMetrix® EQ
Sales

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Sales
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2-15-2013



Creating Solutions with Assessments

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Introduction Where Opportunity Meets Talent®

The TriMetrix® EQ Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and emotional intelligence. Understanding strengths and weaknesses in each of the three 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 five 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.

Emotional Intelligence Section

This section of the report provides information on your emotional intelligence, which with application and coaching, can impact the way you respond to emotionally charged situations. In turn you will increase your performance and decision making.

Blending Behaviors, Motivators And EQ

This section will illustrate the impact your Emotional Intelligence has on your core behavioral style as well as your top two motivators.



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 Sam'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.

Sam must be cautious to not dominate the sales process totally preventing him from determining the buyer's needs. He is the type of individual who, when under pressure, displays a tremendous sense of urgency to meet his sales goals. He is comfortable in a sales environment that contains variety and/or high pressure situations. He must guard against coming across as a high-pressure salesperson, which can antagonize the prospect and jeopardize the sale. Although Sam is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to the methodical buyer. He will want to sell new and unusual products or services. Motivated by his many interests, he prefers an ever-changing work environment. He loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others.

Sam usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. He may use confrontation to show his knowledge and expertise. Unless he is calling on an aggressive buyer, this may hinder the sale. He usually welcomes objections as they provide him with an opportunity to share his knowledge. If he is careful to take objections seriously, it will allow him to be more effective. He likes to control the sales presentation. Different styles of buyers will probably prefer that he display his sales flexibility. Sam needs to "size up" his buyers before starting his sales presentation. Concentrating on what the buyer is saying will help him adjust his presentation toward the buyer's 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.

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Sales Characteristics Continued

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



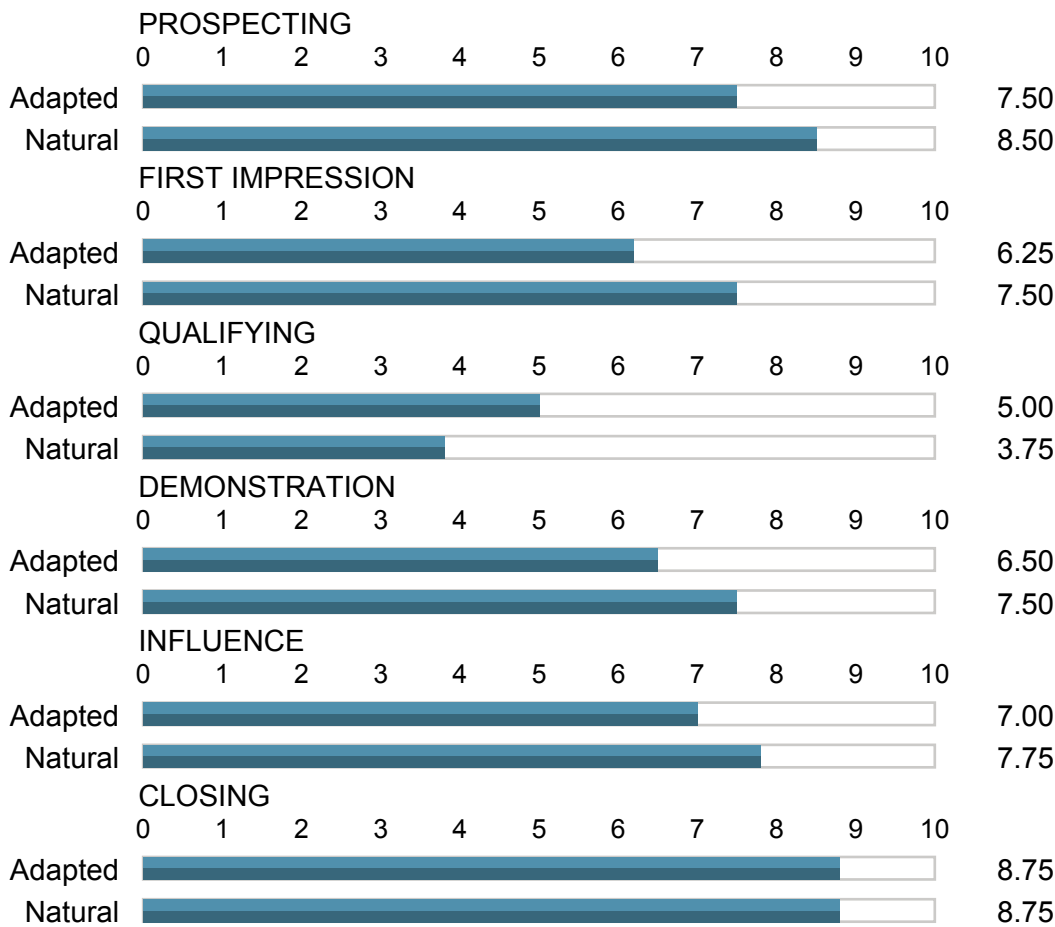


Behavioral Selling Overview

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

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

- Both accept, enjoy and attack the challenge presented by cold calls.
- Be challenged by solving problems and the gathering of bottom-line information that will assist in the sales process.
- Represent himself with more authority than he may have with new prospects.
- Be willing to join organizations for the achievement of sales success.

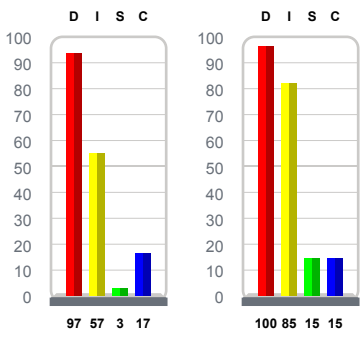
First Impression: The first face-to-face interaction between a prospect and the salesperson, this phase is designed to enable the salesperson to display his or her sincere interest in the prospect...to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase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

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

- 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.
- Be more likely to discuss his own accomplishments rather than asking prospects to talk about their accomplishments.
- Be reluctant to ask prospect for permission to ask questions. Instead, prefers to forge ahead with his own agenda.
- Come on too strong, too early and too assertively for some prospects.



Adapted Style Natural Style





Potential Strengths or Obstacles to Behavioral Selling Success

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

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

- 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.
- Not continue a line of questioning that will allow the prospect to discuss and verbalize their secondary needs and true buying motives.
- Interrupt the prospect. Could be more concerned about how he is perceived than with being an effective listener.
- Impress the prospect with how much he knows by asking questions to which the prospect may not have the answers. May also ask questions that tend to put the prospect on the defensive.

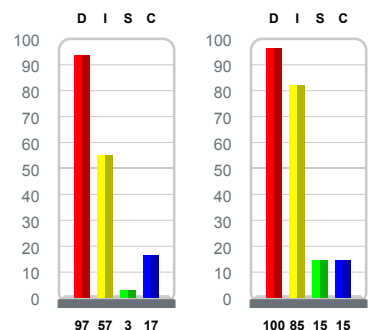
Demonstration: Much different from traditional "demonstration" or "product presentation," this phase allows the salesperson to demonstrate his or her product knowledge in such a way that it fulfills the stated or implied wants, needs, or intentions of the prospect as identified and verbalized in the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

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

- Dominate the presentation and rush through it. May tend to leave the prospect out of the equation.
- Ten to fifteen percent of his potential customers will feel comfortable with his presentation style which can be fast, direct and sometimes glossing over major points. However, the remaining prospects will feel somewhat uncomfortable with his natural style.
- Present the products or service that satisfy his own needs rather than really answering the prospect's true buying motives, time frame for buying and terms of purchase.



Adapted Style Natural Style





Potential Strengths or Obstacles to Behavioral Selling Success

- Present his products or service in a manner that requires the least amount of his effort in terms of any modification or change from his standard presentation.

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

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

- Not allow enough time for prospect to verbalize his full and honest feelings.
- Use intimidation and his physical presence rather than third party testimonial data or related materials to allow prospect to be convinced of the accuracy of his claims.
- Not have the full array of "happy customer" letters that he should have. Feels he doesn't need them because he can "go it alone."
- Make no claims unless they can be backed by fact.

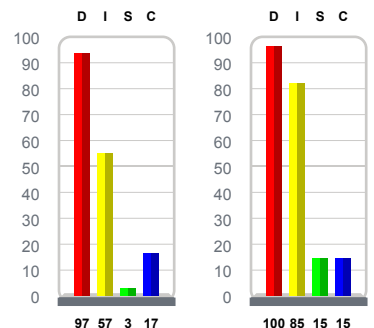
Closing: The final phase of the Behavioral Selling Model. This phase is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

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

- Use fear as a motive for buying.
- 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.
- Not answer objections to the buyer's satisfaction.
- Display impatience if the buyer is raising too many objections. He wants to close the sale and move on to the next challenge.



Adapted Style Natural Style





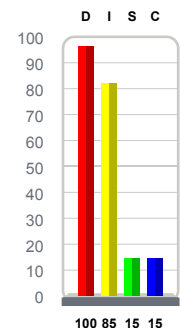
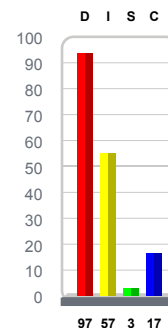
Value to the Organization

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

- Challenge-oriented.
- Negotiates conflicts.
- Creative in his approach to solving problems and selling.
- People-oriented.
- Positive sense of humor.
- Challenges the status quo.
- Verbalizes his feelings.
- Optimistic and enthusiastic.
- Change agent--looks for faster and better ways.

Adapted Style

Natural Style





Checklist for Communicating

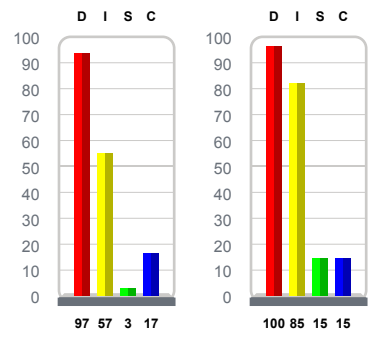
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Sam. Read each 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 Sam most frequently.

Ways to Communicate:

- Read the body language for approval or disapproval.
- Take issue with facts, not the person, if you disagree.
- Ask for his opinions/ideas regarding people.
- Present the facts logically; plan your presentation efficiently.
- Be clear, specific, brief and to the point.
- Stick to business--let him decide if he wants to talk socially.
- Read the body language--look for impatience or disapproval.
- Leave time for relating, socializing.
- Support and maintain an environment where he can be efficient.
- Plan interaction that supports his dreams and intentions.
- Provide a warm and friendly environment.
- Not deal with details, put them in writing, pin him to modes of action.
- Motivate and persuade by referring to objectives and results.



Adapted Style Natural Style





Checklist for Communicating Continued

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

- Reinforce agreement with "I'm with you."
- Legislate or muffle--don't overcontrol the conversation.
- Ramble on, or waste his time.
- Be curt, cold or tight-lipped.
- Be redundant.
- Ask rhetorical questions, or useless ones.
- Let disagreement reflect on him personally.
- Direct or order.
- "Dream" with him or you'll lose time.
- Come with a ready-made decision, and don't make it for him.
- Leave decisions hanging in the air.
- Be dogmatic.







Selling Tips

This section provides suggestions on methods which will improve Sam'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, Sam will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "presentation" in advance.
- Stick to business--provide fact to support your presentation.
- Be accurate and realistic--don't exaggerate.

Factors that will create tension:

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized or messy.

When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business. Give an effective presentation.
- Come prepared with support material in a well-organized "package."

Factors that will create tension:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present yourself softly, nonthreateningly and logically.
- Earn their trust--provide proven products.

Factors that will create tension:

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

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

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

Factors that will create tension:

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



Perceptions

See Yourself as Others See You

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

Self-Perception

Sam usually sees himself as being:

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

Others' Perception - Moderate

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

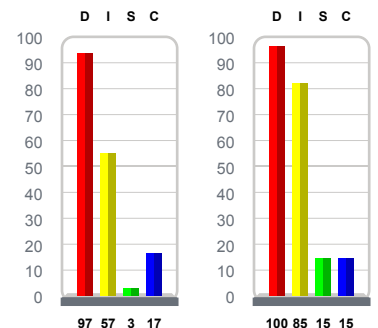
- Demanding
- Nervy
- Egotistical
- Aggressive

Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated

Adapted Style Natural Style





The Absence of a Behavioral Factor

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

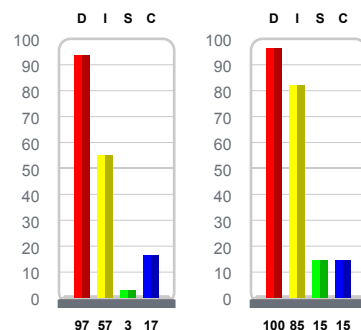
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid situations that require strict adherence to standards without any flexibility.
- Avoid environments where micro-management is the way of the organization.
- Avoid work environments requiring constant diplomacy, as they may cause stress.

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.

- The lack of caution exhibited may lead to unnecessary high-risk decisions being made.
- Extremely formal and structured interactions may cause stress.
- The desire to be seen as a unique person may detract from the ideal outcome.

Adapted Style Natural Style





Descriptors

Based on Sam'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.

Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Dominance	Influencing	Steadiness	Compliance
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



Natural and Adapted Selling Style

Sam'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

Sam 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

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

PEOPLE - CONTACTS

Natural

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

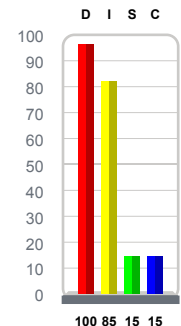
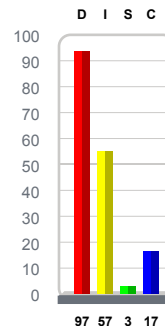
Adapted

Sam feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to sell.



Adapted Style

Natural Style





Natural and Adapted Selling Style Continued



PACE - CONSISTENCY

Natural

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

Adapted

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

PROCEDURES - CONSTRAINTS

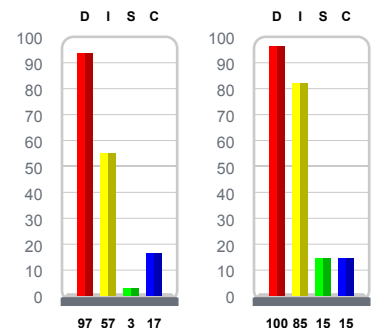
Natural

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

Adapted

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

Adapted Style Natural Style





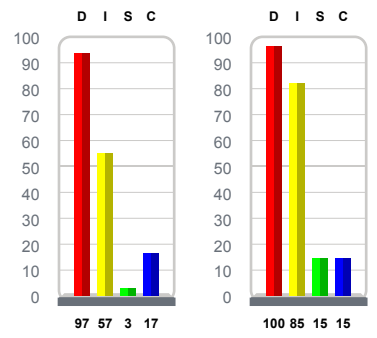
Adapted Style

Sam 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.

- Challenging the status-quo.
- Using an informal sales presentation.
- Impatient to overcome competition.
- Using sales aids in presentation, when he remembers to take them with him.
- Authority to carry out responsibility.
- Adapting easily to changing sales territory.
- Coping easily with many concurrent sales activities.
- A resourceful, eager self-starter.
- Ability to handle many new products or services.
- Positive response to a client's objections.
- Reacting quickly to changes in the sales process or product line.
- Handling a variety of products or services.



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.

Firefighting

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

Possible Causes:

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

Possible Solutions:

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

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:

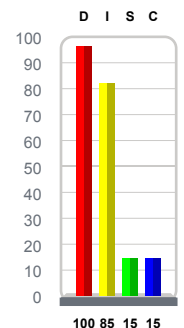
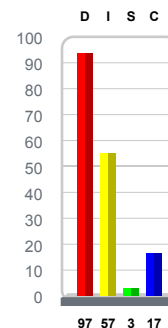
- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda



Horizontal lines for notes

Adapted Style

Natural Style





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

Snap Decisions

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

Possible Causes:

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

Possible Solutions:

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

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







Time Wasters Continued

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

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:

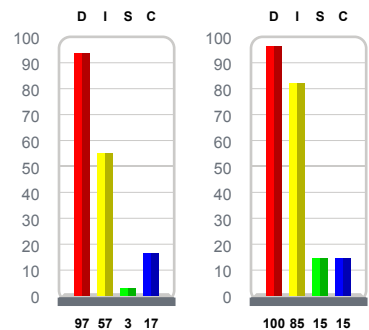
- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

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



Adapted Style Natural Style





Areas for Improvement

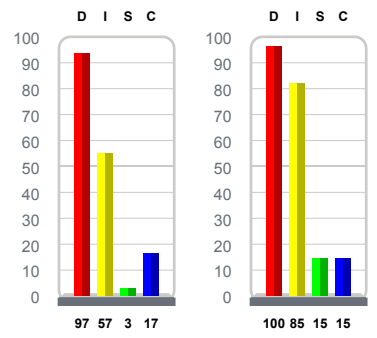
In this area is a listing of possible limitations without regard to a specific job. Review with Sam and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Sam has a tendency to:

- Represent himself with more authority than he may have.
- Be a situational listener--hears only what he wants to hear.
- Become defensive and overreact to certain objections.
- Be weak at providing follow-up service if client has little potential for future sales.
- Dislike routine work--call reports, etc.
- Not have presentation in a logical order.
- Dominate a sales presentation.
- Resist participation as part of the team, unless seen as a leader.
- Take objections lightly.



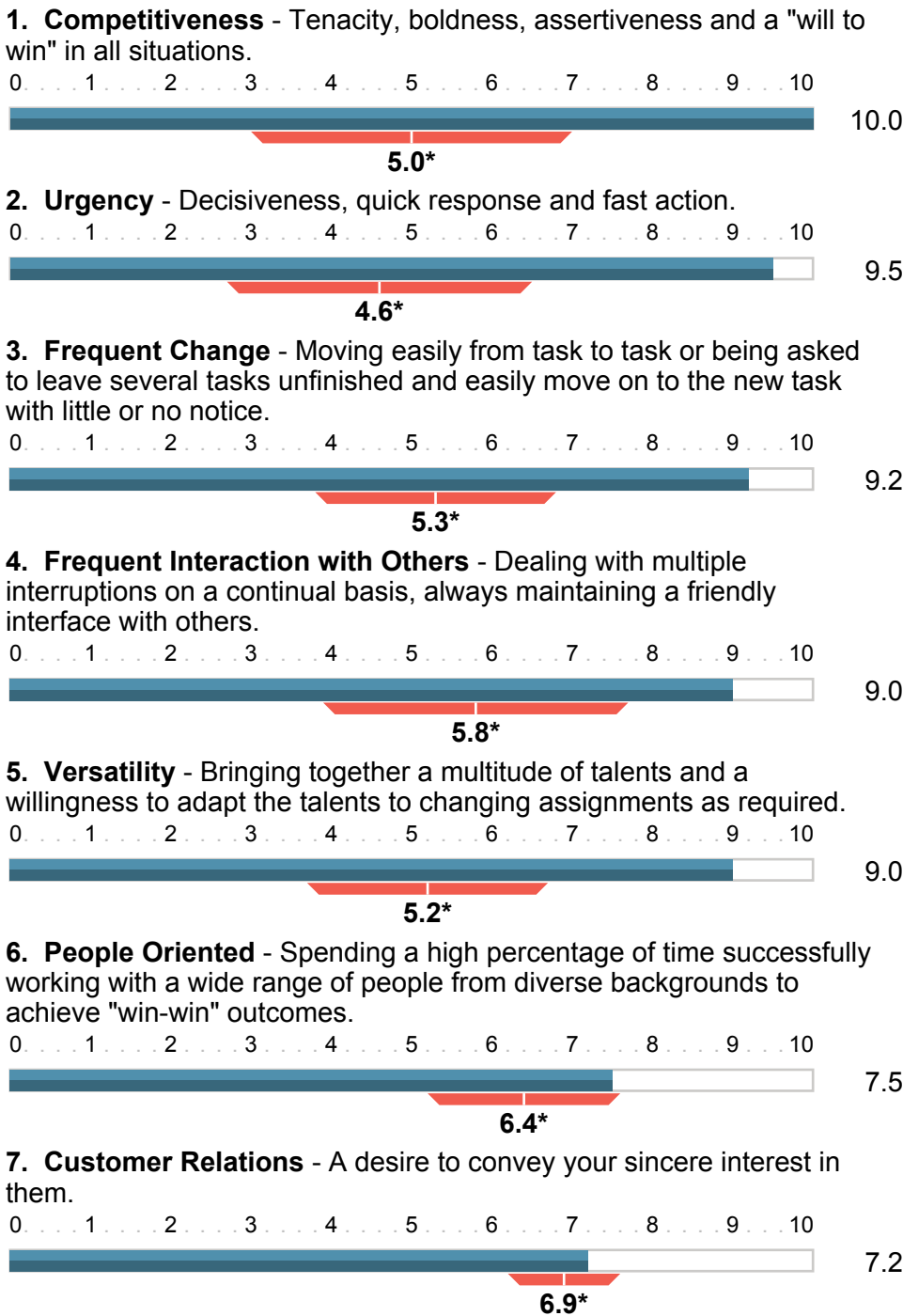
Adapted Style Natural Style





Behavioral Hierarchy

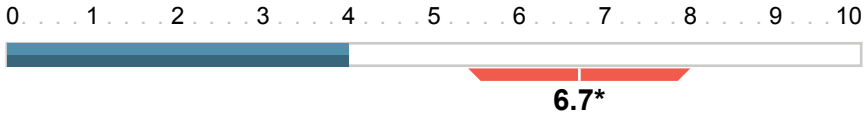
Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The list below ranks your behavioral traits from the strongest to the weakest.





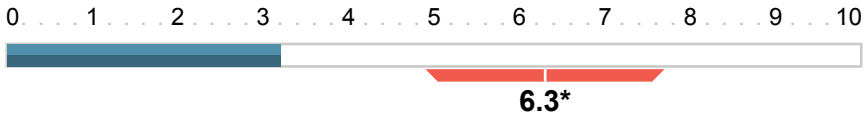
Behavioral Hierarchy

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



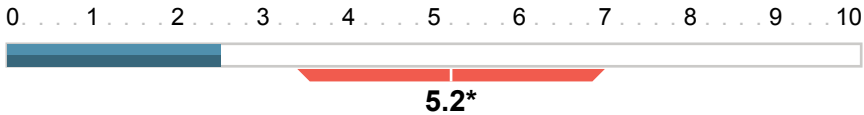
4.0

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



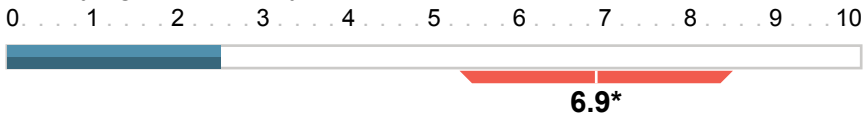
3.2

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



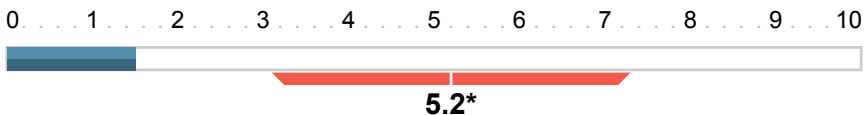
2.5

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



2.5

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

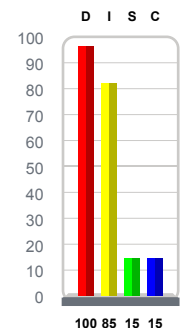
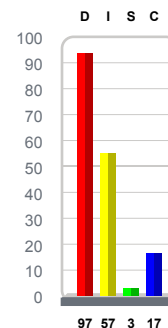


1.5



Adapted Style

Natural Style



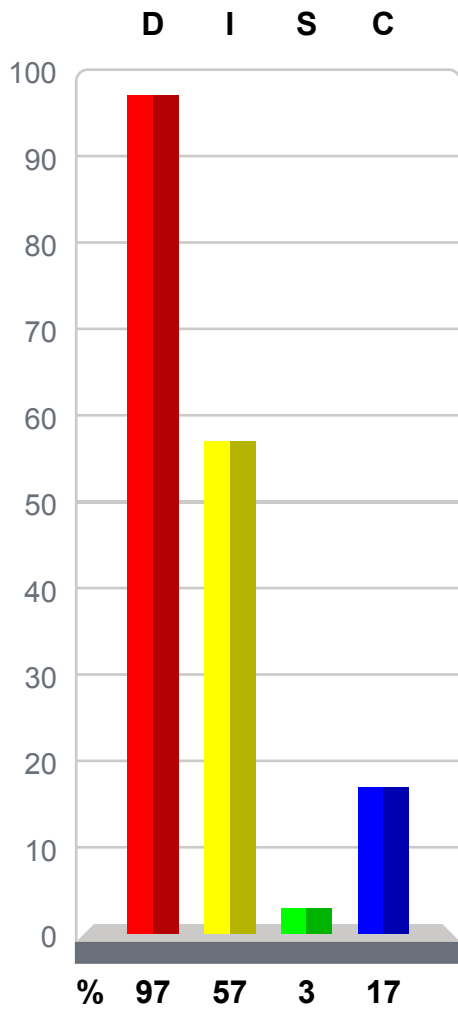
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* 68% of the population falls within the shaded area.



Style Insights® Graphs

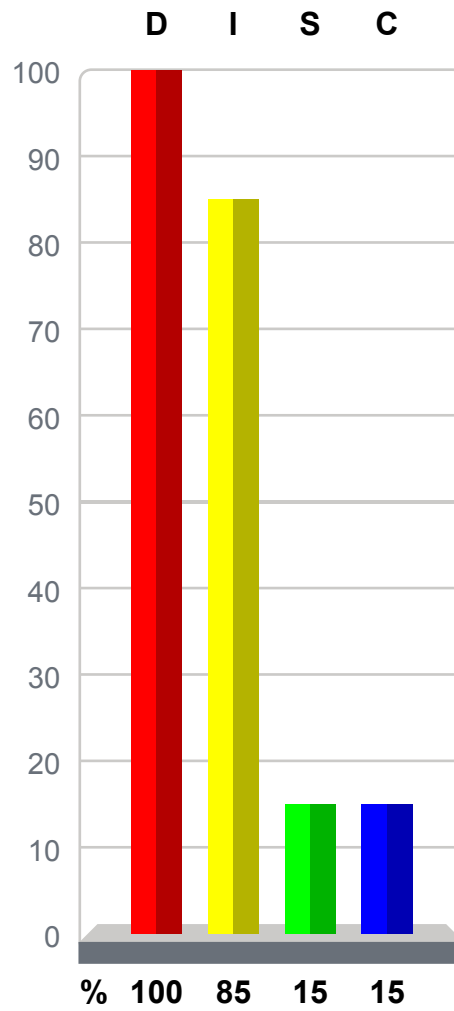
Adapted Style

Graph I



Natural Style

Graph II



Norm 2011 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:

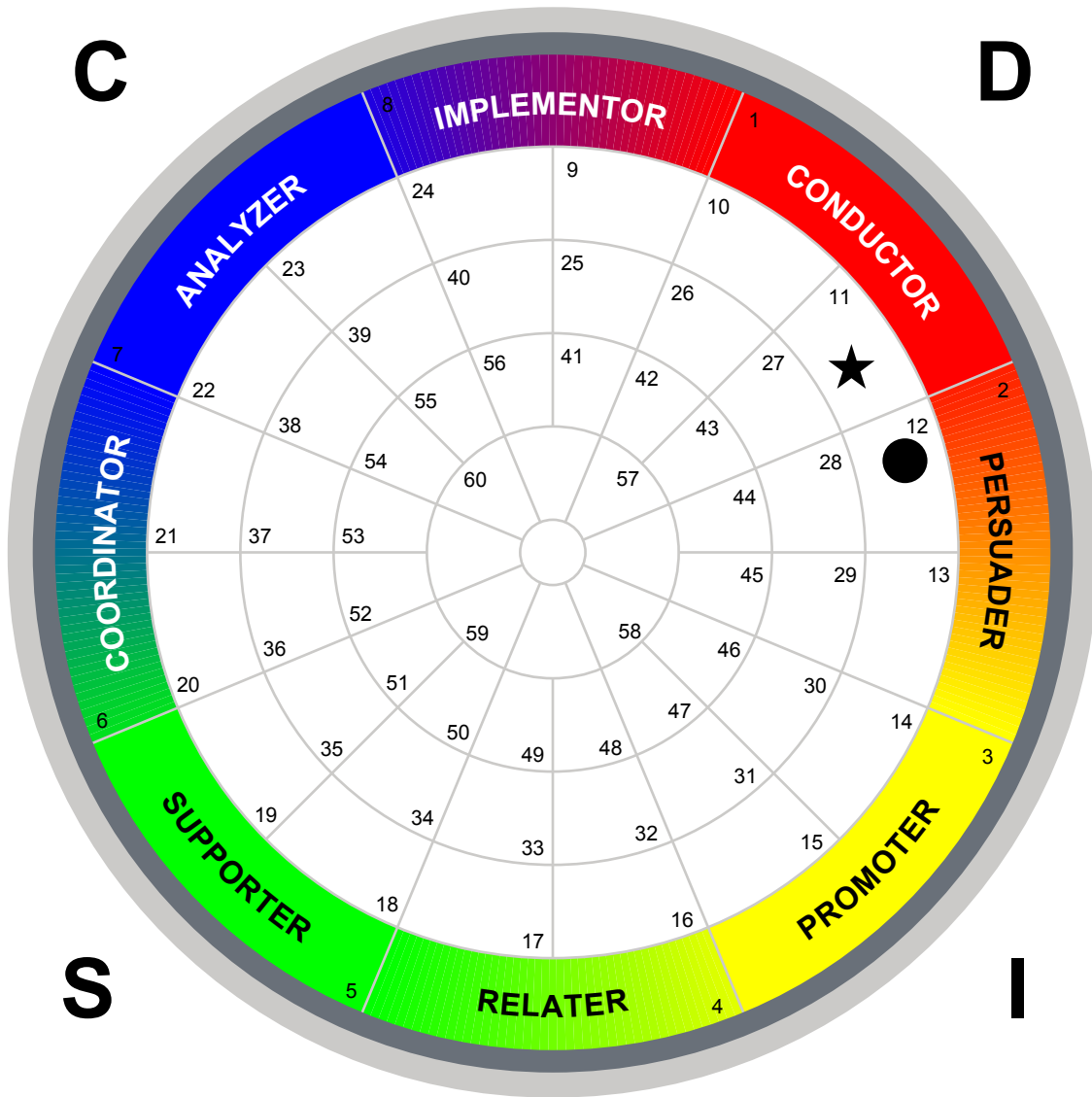
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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



Adapted: ★ (11) PERSUADING CONDUCTOR
 Natural: ● (12) CONDUCTING PERSUADER

Norm 2011 R4



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.

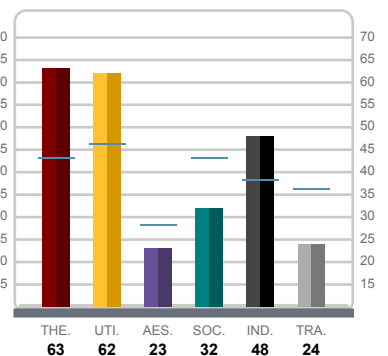
Your Personal Motivators Ranking		
1st	Theoretical	Strong
2nd	Utilitarian	Strong
3rd	Individualistic	Situational
4th	Social	Situational
5th	Traditional	Indifferent
6th	Aesthetic	Indifferent



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.

- He may have difficulty putting down a good book.
- The process is not as important to him as the results.
- Understanding social problems and their ramifications is one of his strengths.
- People who talk on a subject without adequate knowledge will frustrate him and cause him to lose interest in the conversation.
- He sees the value in having good libraries and bookstores in every community.
- Many may see him as an intellectual.
- Sam never walked by a bookstore or library he didn't want to visit.
- Sam is good at integrating the past, present and future.
- Sam may use his specialized knowledge of a topic to control the situation.
- Sam will seek the "truth," yet "truth" is relative and will be defined by his own standards.
- Sam will spend time and money helping people who have committed their lives to educating themselves and others.
- Sam will use his knowledge to ensure economic security.

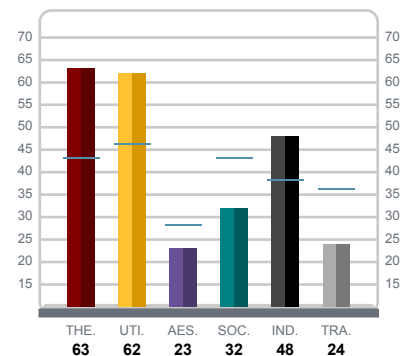




Utilitarian

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.

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



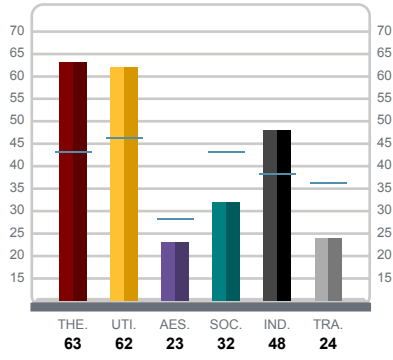


Individualistic

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.

- Sam can be assertive in meeting his needs.
- He will evaluate each situation individually and determine how much or how little control he will want to exercise.
- At times Sam 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.



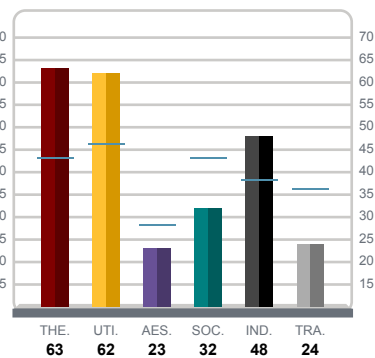




Social

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.

- Sam will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within him.
- Sam's desire to help others (even to his own detriment) or decision not to help others, is reviewed on an individual basis.

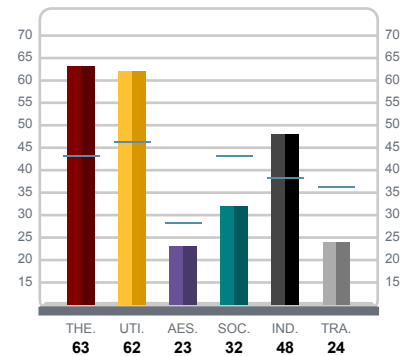




Traditional

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.

- In many cases, Sam will want to set his own rules which will allow his own intuition to guide and direct his actions.
- He will not be afraid to explore new and different ways of interpreting his own belief system.
- Sam's passion in life will be found in one or two of the other dimensions discussed in this report.
- Traditions will not place limits or boundaries on Sam.
- Sam can be creative in interpreting other systems or traditions and selective in applying those traditions.
- He will work within a broadly defined set of beliefs.
- It may be hard to manipulate Sam because he has not defined a philosophy or system that can provide immediate answers to every situation.

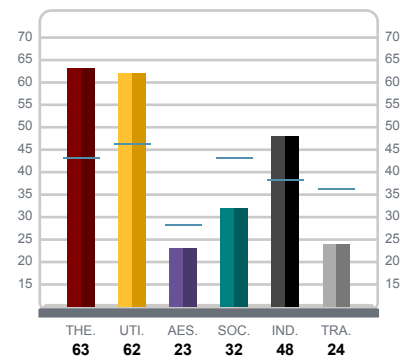




Aesthetic

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.

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





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 Theoretical.

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?

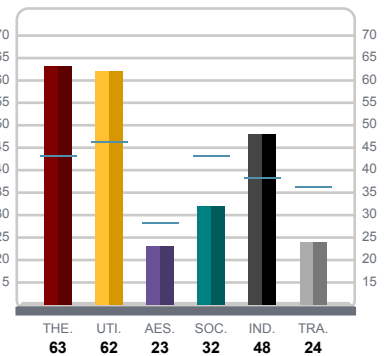
How do Aesthetics contribute to the world, your professional life and your personal life?

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

- *Connect the common need to look at problems from a holistic viewpoint. Understand one viewpoint is through the objective data analysis versus that of the Aesthetic, which is from a subjective, or feeling related, standpoint.*
- *Ask questions to bring the Aesthetic perspective into reality, and utilize visuals in order to influence them. Partner with them in order to visually represent shared opinions.*

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

- *Provide the high Aesthetic with information and data to substantiate why decisions that may disrupt the balance need to be made at times. Assist with bringing the objective to the subjective*
- *Understand that a harmonious organization is more likely to be comfortable with the vulnerability that comes with the need for continuous learning. If fear is present in the organization, it will be less likely to get new information to spread through the company.*





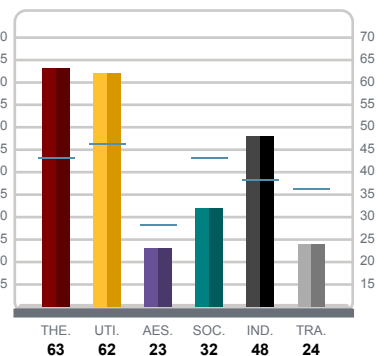
Navigating Situations Outside Your Comfort Zone

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

- Maximize the Aesthetic's ability to beautify educational components, training facilities and other aspects of the continuous learning initiatives of the organization in order to make people feel at ease and open to learning.
- Work with the Aesthetics to present ideas, data and information in a way that people can not only hear what's being said, but visualize it and relate to it. This will help ideas move forward faster.

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

- Understand that the Aesthetic receives the same motivation and reward from the journey or the experience as a Theoretical does from learning something new. How can the parties work together to be sure to bring information back to the organization?
- Prior to presenting findings, work with the Aesthetic to be sure proper credit and explanation are being given to the journey, not just the findings. Connect with the team members that want to know the whole picture.





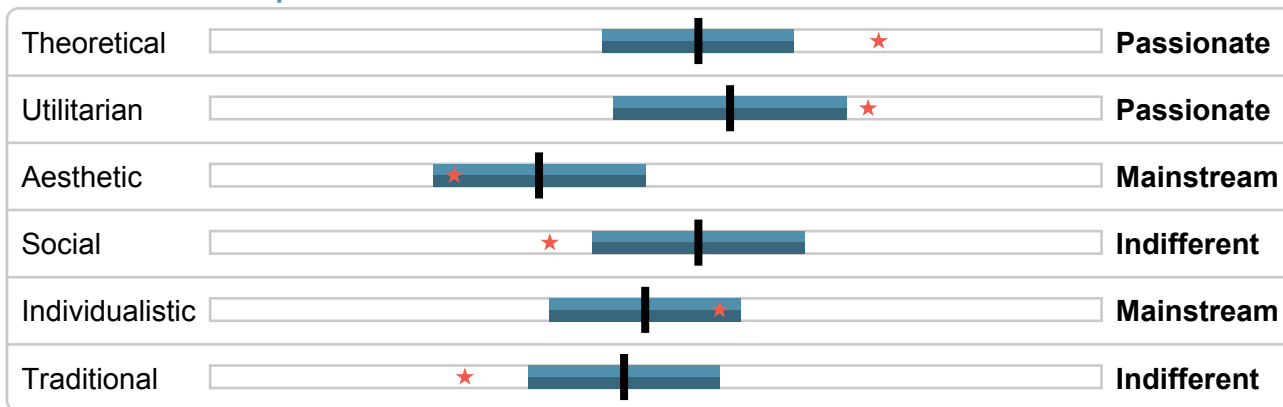
Motivators - Norms & Comparisons

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 2011



- 68 percent of the population - national mean - your score

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



Motivators - Norms & Comparisons

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

- You have an intense passion for learning new things, always searching for opportunities to advance your knowledge. Others may struggle with the amount of time and resources you are willing to invest to learn new things. They might think you should stop learning and start doing.
- 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.

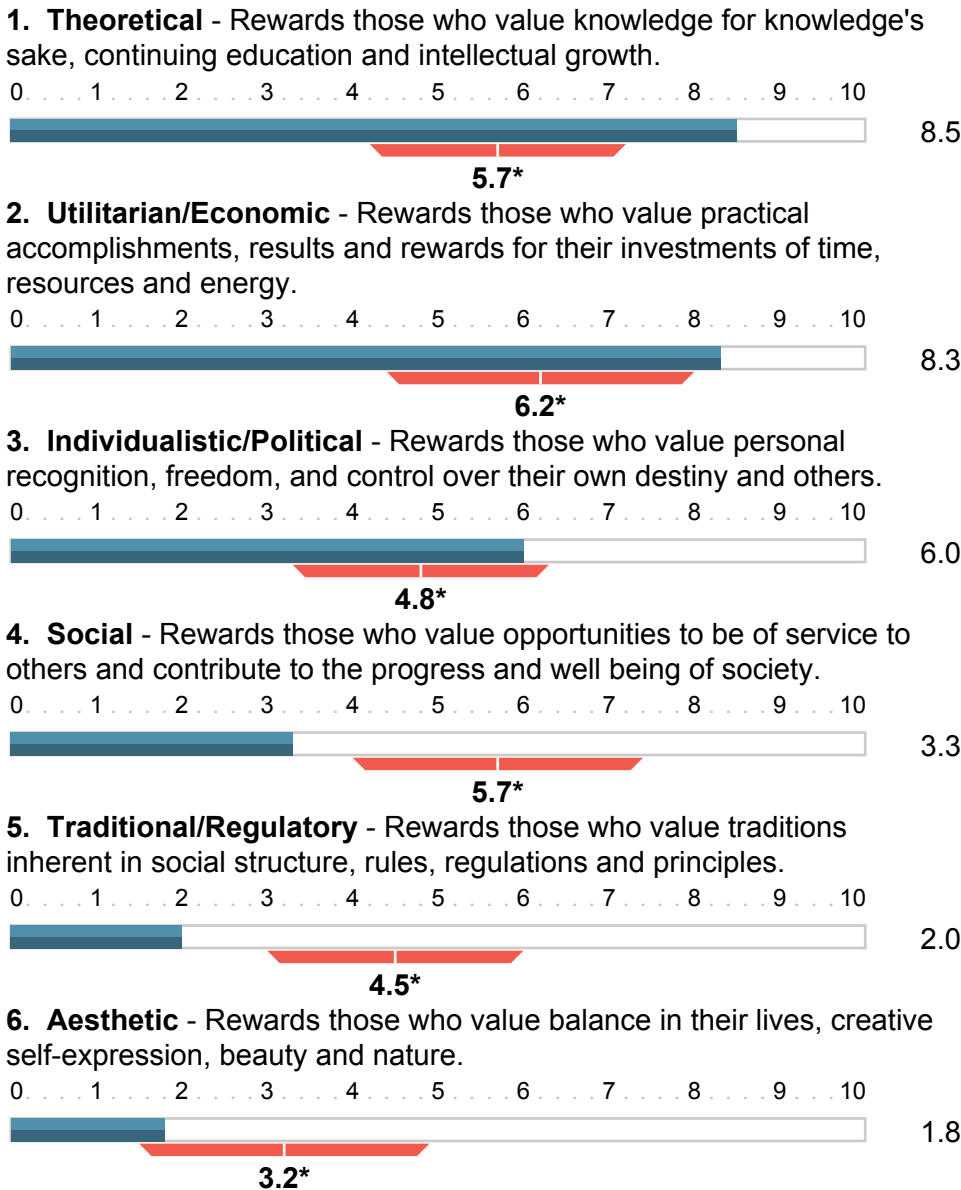
Areas where others' strong feelings may frustrate you as you do not share their same passion:

- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.

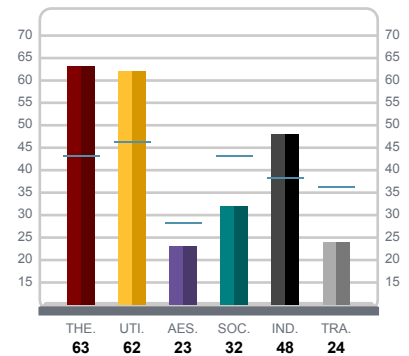


Motivators Hierarchy

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

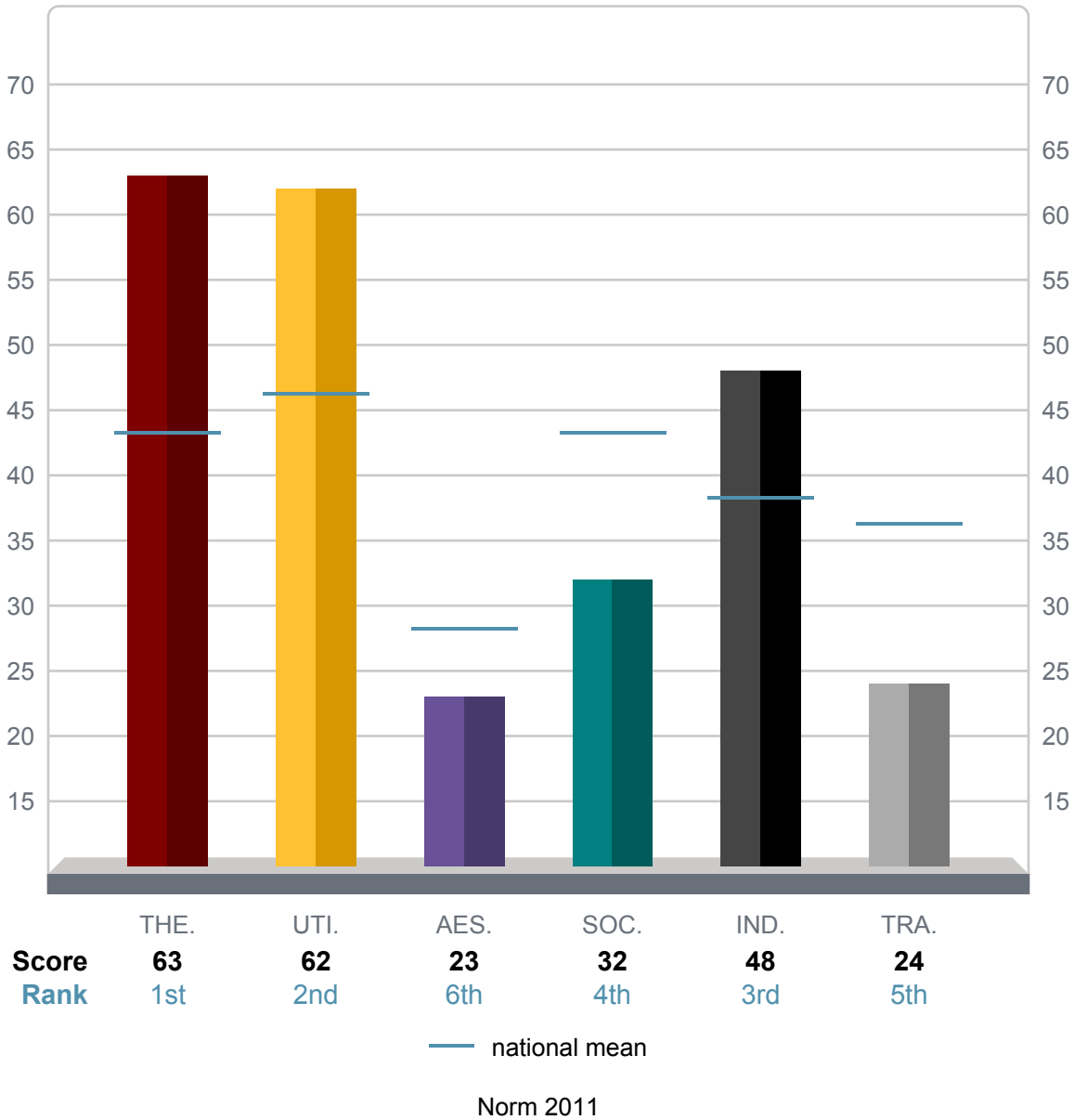


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* 68% of the population falls within the shaded area.



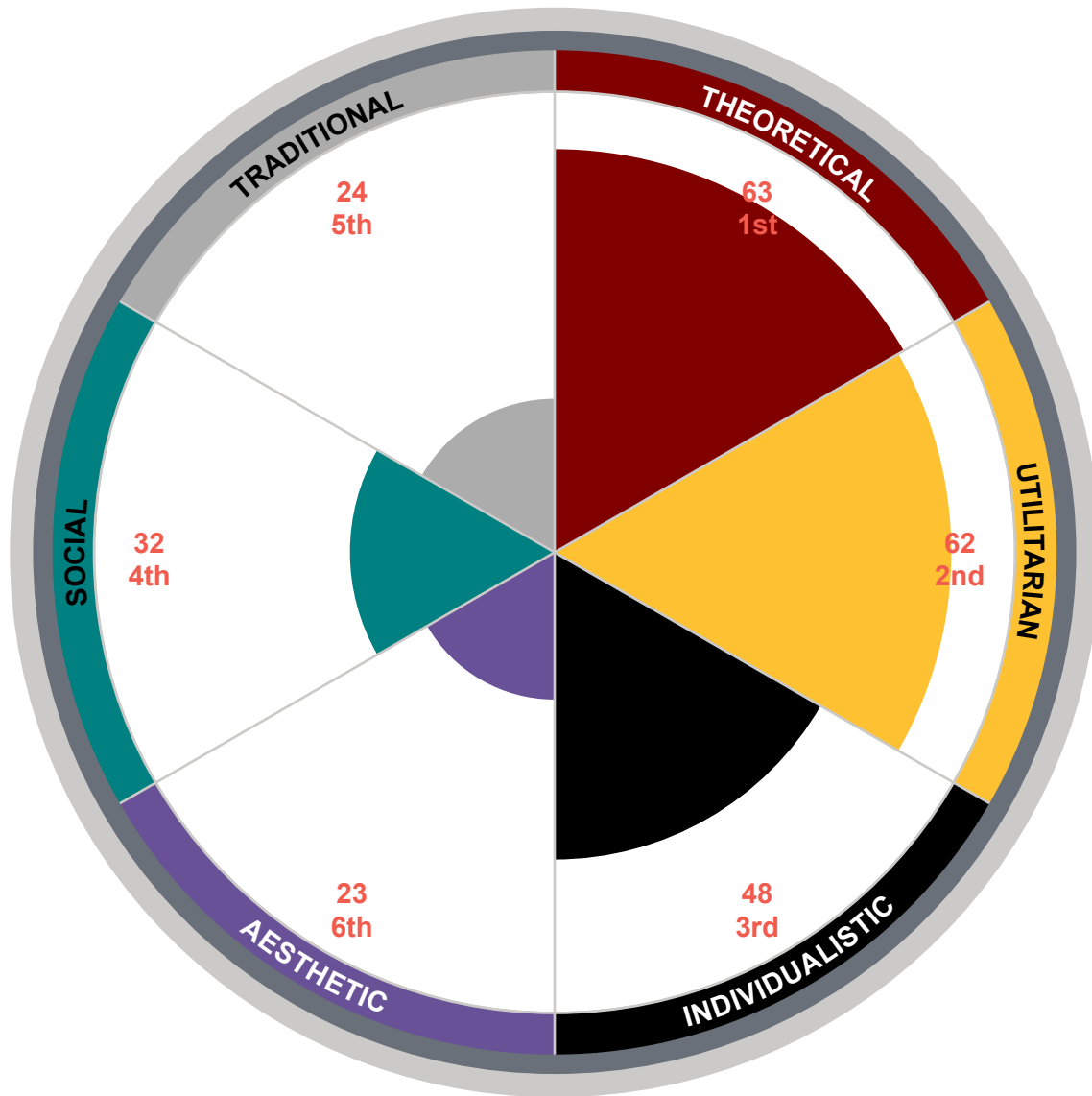


Motivation Insights® Graph





Motivators Wheel™





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 Sam’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.

- Thrives on the challenge of solving problems.
- Uses knowledge to support his position.
- Has an entrepreneurial mindset.
- Very creative in solving problems.
- Willing to share knowledge to benefit the team or organization.
- Motivates others to continue education.
- Optimistic in process improvement.
- Resourceful and influential in creating effective results.





Potential Behavioral and Motivational Conflict

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

- A focus on quick results may hinder quality of information.
- When confronted with a major decision, he will want the facts before deciding but may make the decision anyway.
- May make a quick decision that results in a bad investment and/or wasted time.
- May offend others with too much discussion of results.
- May be too trusting of people as resources.
- A desire to share information can impede his ability to listen and learn.
- Struggles with balancing efficiency and interaction with others.
- Overestimates what others will contribute.



Ideal Environment

This section identifies the ideal work environment based on Sam'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 Sam enjoys and also those that create frustration.

- Evaluation based on results, not the process.
- Freedom from controls, supervision and details.
- Democratic supervisor with whom he can associate.
- The ability to be direct and pointed with the discovery of information needed to solve problems.
- Appreciation for a logical approach to problem solving.
- A forum to be curious about the discovery of new information.
- People-oriented returns are rewarded higher than task-oriented returns.
- Key performance measured on results and efficiency rather than people and process.
- Rewards for being quicker, faster, better.



Keys to Motivating

This section of the report was produced by analyzing Sam'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 Sam and highlight those that are present "wants."

Sam wants:

- A friendly work environment.
- Participation in meetings on future planning.
- Public recognition of his ideas and results.
- Challenging problems where his knowledge and research capabilities can be maximized.
- Complete information in bulleted format for his own investigation.
- Praise for his knowledge base and research capabilities.
- Recognition for solid use of resources and investments.
- Freedom to include others in the celebration of achievements.
- Freedom to get desired results through efficiency and a "can do" attitude.



Introduction Emotional Intelligence Section

The Emotional Quotient™ report looks at a person's emotional intelligence, which is the ability to sense, understand and effectively apply the power and acumen of emotions to facilitate higher levels of collaboration and productivity. The report was designed to provide insight into two broad areas: Intrapersonal and Interpersonal emotional intelligence.

Research shows that successful leaders and superior performers have well developed emotional intelligence skills. This makes it possible for them to work well with a wide variety of people and to respond effectively to the rapidly changing conditions in the business world. In fact, a person's (EQ) emotional intelligence may be a better predictor of success performance than intelligence (IQ).

This report measures five dimensions of emotional intelligence:

Intrapersonal emotional intelligence

What goes on inside of you as you experience day-to-day events.

Self-Awareness is the ability to recognize and understand your moods, emotions and drives, as well as their effect on others.

Self Regulation is your ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment to think before acting.

Motivation is a passion to work for reasons that go beyond money or status and a propensity to pursue goals with energy and persistence.

Interpersonal emotional intelligence

What goes on between you and others.

Empathy is your ability to understand the emotional makeup of other people.

Social Skills is a proficiency in managing relationships and building networks.

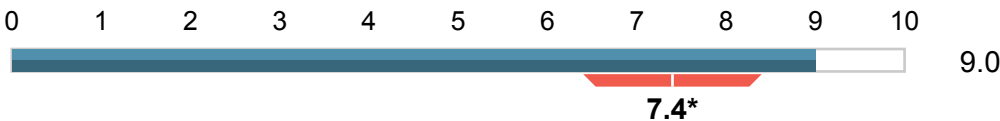
Is the report 100% true? Yes, no and maybe. We are only measuring emotional intelligence. We only report statements from areas in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.



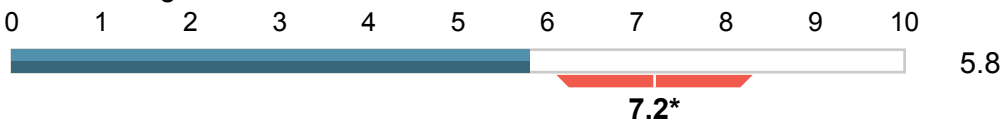
Emotional Quotient Assessment Results

The Emotional Quotient (EQ) is a measure of your ability to sense, understand, and effectively apply the power and acumen of your emotions and the emotions of others in order to facilitate high levels of collaboration and productivity. Your overall score on the Emotional Quotient Assessment indicates your level of overall emotional intelligence. The higher the number, the more emotionally intelligent you are. If your goal is to raise your EQ, the components on which you have scored the lowest should be the focus of your development.

1. SELF-AWARENESS - The ability to recognize and understand your moods, emotions and drives, as well as their effect on others.



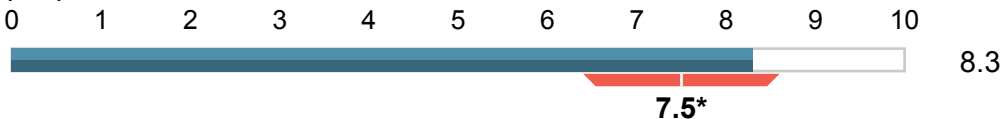
2. SELF-REGULATION - The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.



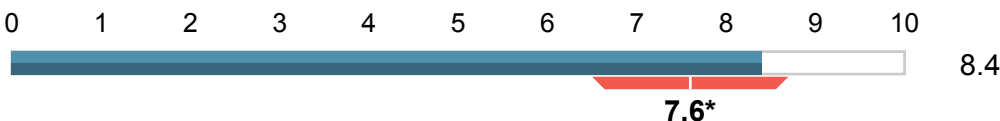
3. MOTIVATION - A passion to work for reasons that go beyond money or status, and a propensity to pursue goals with energy and persistence.



4. EMPATHY - The ability to understand the emotional makeup of other people.



5. SOCIAL SKILLS - A proficiency in managing relationships and building networks.



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



Intrapersonal Motivation

A passion to work for reasons that go beyond money or status, and a propensity to pursue goals with energy and persistence.

You scored a 8.3.

You have an average amount of motivation; procrastination can be an issue. You have the ability to seek out creative challenges.

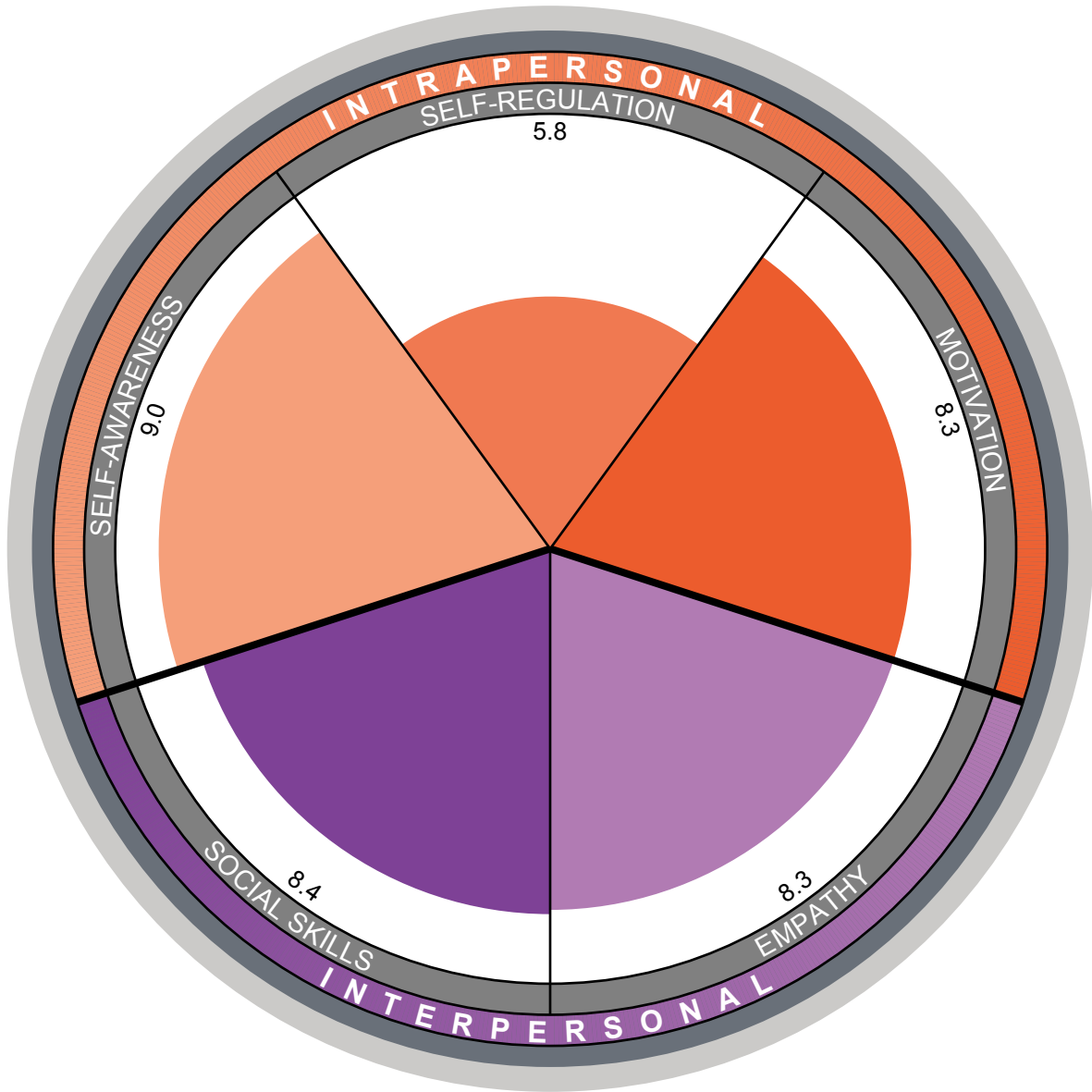
What you can do:

- Set specific goals with dates for achievement.
- Clarify why these goals are important to you. Ask yourself not only, "What are my goals?" but also, "Why are they my goals?"
- Work with a peer or trusted advisor to create detailed action items to work toward your overall goals.
- Set aside time to work on your goals each day, even if it is just five minutes at a time.
- List your goals and post them where you can see them every day.
- Spend time visualizing the achievement of your goals.
- Ask a close friend to help hold you accountable for reaching your goals.
- Celebrate accomplishments, both big and small.
- Learn from your mistakes; keep track of the lessons learned in a journal.
- Question the status quo and make suggestions for improvement.
- Find inspiration from others who use internal motivation to overcome obstacles to reach their dreams.





Emotional Quotient™ Wheel





Introduction Blending Behaviors, Motivators and EQ for Success

Maximizing the effectiveness of one's behavioral style can be a difficult maze to navigate in the workplace, especially in situations where "behavioral labels" are assigned. Often a team will have multiple people with the same behavioral styles faced with the same situation, yet they come across differently.

For years, TTI has educated the corporate world on behaviors, or the "how" of people's actions; meanwhile, motivators drive those actions, or "why" they do what they do. This has explained the difference in actions for decades. However, recent research has led to the discovery of people with similar behaviors and motivators, yet they still respond differently to situations, especially when the situations are emotionally charged.

Why is this? The answer is often found within a person's Emotional Intelligence. Understanding a person's EQ and applying this information to behaviors and motivators can not only expand the working language and communication of an organization, but can help an individual successfully navigate the workplace maze and feel a sense of accomplishment and reward from doing so.

