



TTI  
SUCCESS  
INSIGHTS®

## Behaviors and Motivators

Sales Version

Gregg Wilson  
Sales  
Sample Co.  
7-14-2014

**Your Address Here**  
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Your Email Address Here





## Introduction Where Opportunity Meets Talent®

The TTI Success Insights® Behaviors and Motivators Report was designed to increase the understanding of an individual's talents. The report provides insight to two distinct areas: behaviors and motivators. Understanding strengths and weaknesses in both of 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 two 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.



## 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 Gregg'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.

Gregg will want to sell new and unusual products or services. Motivated by his many interests, he prefers an ever-changing work environment. He must guard against coming across as a high-pressure salesperson, which can antagonize the prospect and jeopardize the sale. He may be so self-confident about this ability to sell to anyone he may fail to qualify the prospect adequately. He is the type of individual who, when under pressure, displays a tremendous sense of urgency to meet his sales goals. Gregg 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 Gregg is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to the methodical buyer. He is comfortable in a sales environment that contains variety and/or high pressure situations.

Gregg 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 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. Gregg may not use enough facts to overcome objections; that is, he likes the challenge presented by the objection, and may attempt to answer, whether he has all the facts or not. He prefers a direct and straightforward approach to selling. He truly feels that he can sell to anyone at anytime, and this may be true if he takes the time to prepare properly.



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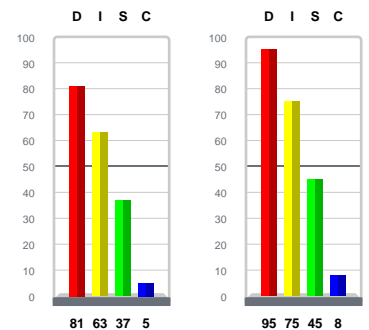
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Adapted Style      Natural Style





# Sales Characteristics Continued

Gregg's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. He can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections. He usually closes soon and often. He will close many sales the competition has sold but failed to close. He usually has his favorite close, and he might, therefore, resist using all the closes he knows. Gregg 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. 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.



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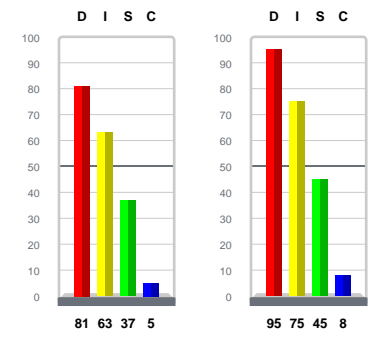
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Adapted Style      Natural Style



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Gregg Wilson

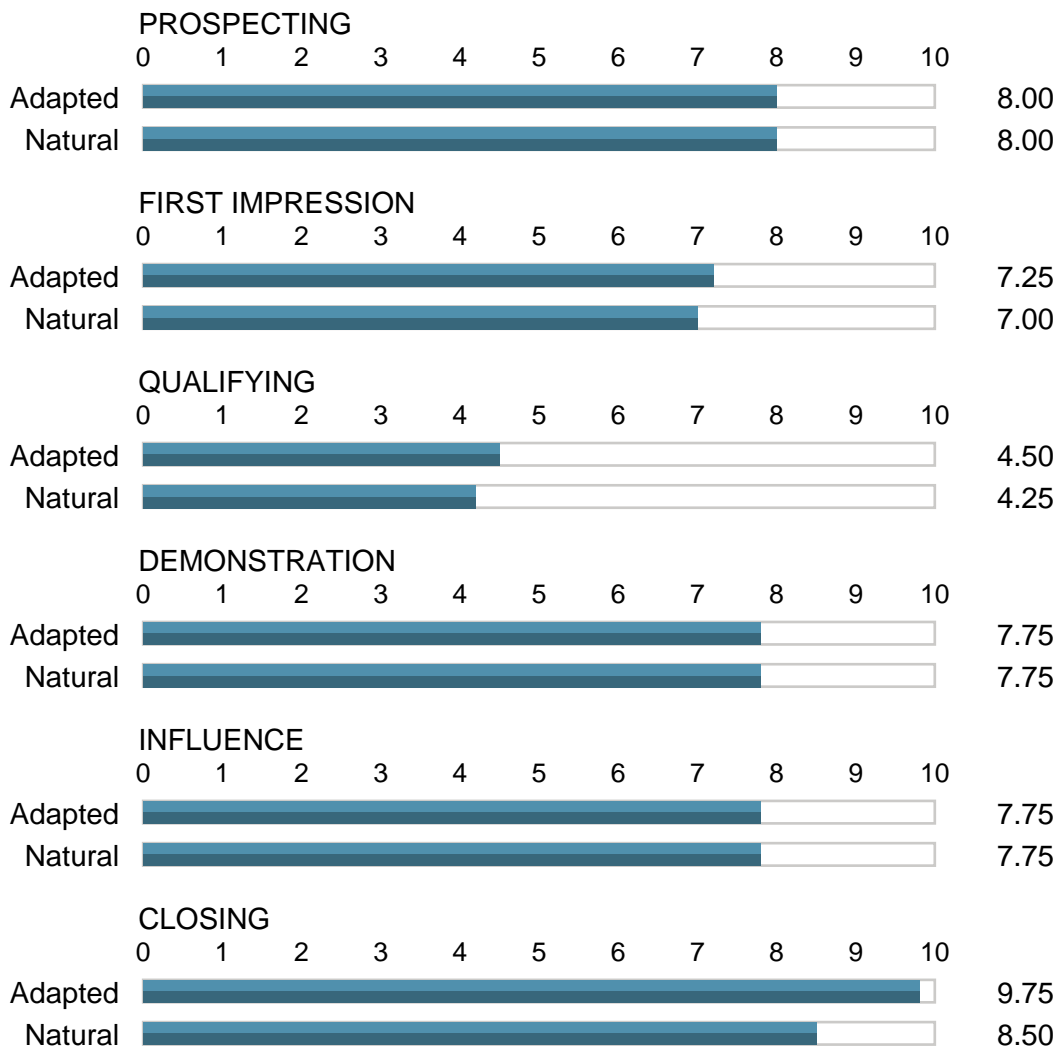


# Behavioral Selling Overview

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

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

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Gregg Wilson



# Potential Strengths or Obstacles to Behavioral Selling Success

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

- Dislike routine work such as call or travel records, expense reports, etc.
- Represent himself with more authority than he may have with new prospects.
- Disregard a cardinal rule of behavioral selling: the secret to selling is to be in front of a qualified buyer when they are ready to buy, not when he is ready to sell! The results could be an impatient and sometimes pushy attitude in setting appointments.
- Not keep detailed records while gathering information on prospects unless he sees it as leading directly to the sale.

**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, Gregg MAY have a TENDENCY to:

- Come on too strong, too early and too assertively for some prospects.
- Not size up prospects before starting his sales presentation. He should concentrate on the pace, timing and demeanor of the buyer and adjust his presentation accordingly.
- Talk and move too fast for the logical and detailed oriented prospect.
- Be impatient when selling the methodical buyer. Although he may be very good at selling prospects who have similar behavioral characteristics to his own.




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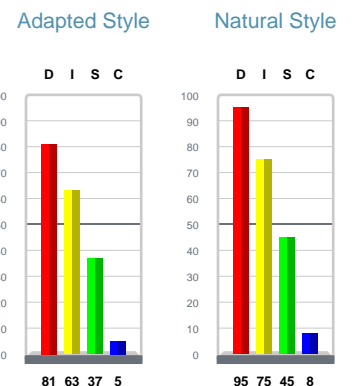
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# Potential Strengths or Obstacles to Behavioral Selling Success

**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, Gregg MAY have a TENDENCY to:

- Let his non verbal communication show his impatience during the Qualifying Phase.
- Interrupt the prospect. Could be more concerned about how he is perceived than with being an effective listener.
- Be so concerned with the big picture that he forgets to remember that there are little pieces that can often make a sale successful or actually make it fall apart.
- Not take the time to actively listen to what the prospect is saying in order to determine what they really need. In addition, is likely to jump too quickly to a recommendation before processing everything that the prospect has to say.

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

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

- To try to close the sale prematurely before the prospect is truly convinced. May believe in the outdated "close early and close often" school of selling. In today's world of selling, this can lead to more trouble than to more sales.
- 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.




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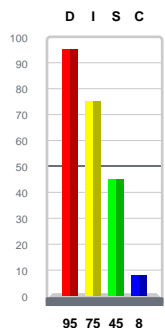
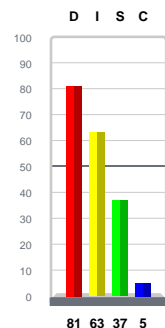
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Adapted Style

Natural Style







# Potential Strengths or Obstacles to Behavioral Selling Success

- Ten to fifteen percent of his potential customers will feel comfortable with his presentation style which can be fast, direct and sometimes glossing over major points. However, the remaining prospects will feel somewhat uncomfortable with his natural style.
- Not devote sufficient time to present his products and/or services adequately.

**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, Gregg MAY have a TENDENCY to:

- Not allow enough time for prospect to verbalize his full and honest feelings.
- Not take the time to prepare, pack or check for all materials that are needed to influence the prospect.
- Subconsciously force prospect to agree with his intentions.
- Not allow prospect time to think through what the information really means and how the product or service will solve his problems.

**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, Gregg MAY have a TENDENCY to:

- Become defensive and overreact to an objection. This is especially true if he has played a major role in the development of the product or service.
- Be so direct in closing that he antagonizes some buyers. The methodical buyer could be intimidated.
- Welcome objections. They provide him with an opportunity to expand his image. However, he may have a tendency to take some objections too lightly.




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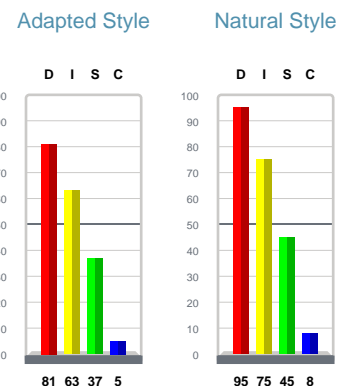
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# Value to the Organization

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

- Dedicated to his own ideas.
- Initiates activity.
- Pioneering.
- Competitive.
- Self-starter.
- Thinks big.
- Can support or oppose strongly.
- Tenacious.

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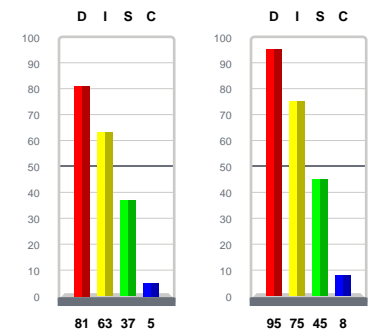
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Adapted Style      Natural Style





# 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 Gregg. 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 Gregg most frequently.*

## Ways to Communicate:

- Provide facts and figures about probability of success, or effectiveness of options.
- Be clear, specific, brief and to the point.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Clarify any parameters in writing.
- Appeal to how he will benefit or be admired.
- Provide "yes" or "no" answers--not maybe.
- Use the carrot approach when appropriate.
- Present the facts logically; plan your presentation efficiently.
- Take issue with facts, not the person, if you disagree.
- Speak at a rapid pace.
- Define the problem in writing.
- Look for his oversights.




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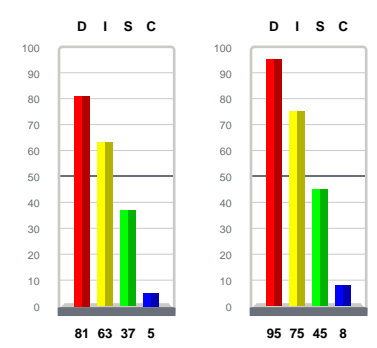
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Adapted Style      Natural Style





# Checklist for Communicating Continued

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

- Take credit for his accomplishments.
- Muffle or over legislate.
- Ask rhetorical questions, or useless ones.
- Hesitate when confronted.
- Come with a ready-made decision, and don't make it for him.
- Ramble on, or waste his time.
- Let him overpower you with verbiage.
- Be paternalistic.
- Reinforce agreement with "I'm with you."
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.
- Try to build personal relationships.
- Try to convince by "personal" means.
- Be redundant.




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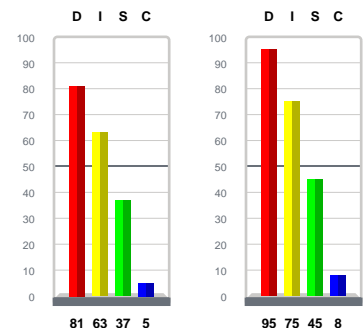
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Adapted Style

Natural Style





## Selling Tips

*This section provides suggestions on methods which will improve Gregg'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, Gregg 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.



# Ideal Environment

This section identifies the ideal work environment based on Gregg's basic style. 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 Gregg enjoys and also those that create frustration.

- Forum to express ideas and viewpoint.
- An innovative and futuristic-oriented environment.
- Work with a results-oriented team.
- Freedom from controls, supervision and details.
- Position with a tolerant sales manager.
- Needs difficult assignments.
- Evaluation based on results, not the process.
- Freedom to try new approaches.
- Nonroutine work with challenge and opportunity.

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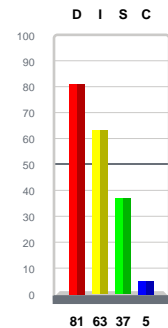
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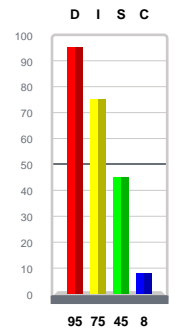
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Adapted Style



Natural Style





# 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 Gregg's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Gregg to project the image that will allow him to control the situation.

### Self-Perception

Gregg 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 |

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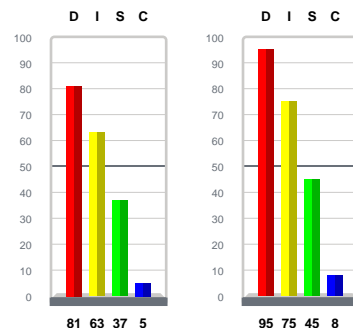
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Adapted Style      Natural Style







# Descriptors

Based on Gregg'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 <b>Egocentric</b> Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative <b>Persuasive</b> <b>Warm</b> <b>Convincing</b> <b>Polished</b> <b>Poised</b> <b>Optimistic</b> 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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
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	<b>Mobile</b> Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	<b>Firm</b> Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



# Natural and Adapted Selling Style

Gregg'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

Gregg 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

Gregg's response to the sales environment is to be strong-willed and ambitious. He seeks to win against all obstacles.

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## PEOPLE - CONTACTS

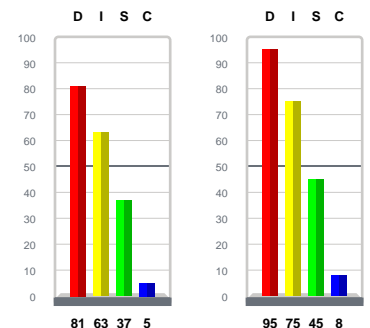
### Natural

Gregg is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. He is trusting and also wants to be trusted.

### Adapted

Gregg 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

Gregg 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

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

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## PROCEDURES - CONSTRAINTS

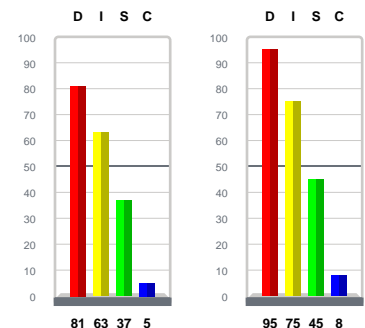
### Natural

Gregg 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 Gregg'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

Gregg 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.

- Seeking challenges presented by competition.
- Authority to carry out responsibility.
- Exhibiting confidence in approaching customers.
- Using authority and responsibility for completing the sale.
- Positive response to a client's objections.
- Independent in approaching customers or clients.
- Telling clients or customers about the "big picture."
- Ability to handle many new products or services.
- Challenging the status-quo.
- A resourceful, eager self-starter.
- Sharing his personal opinion with a client or customer.
- Using a creative approach in selling new and innovative services or products.
- Making a presentation in his own particular style.

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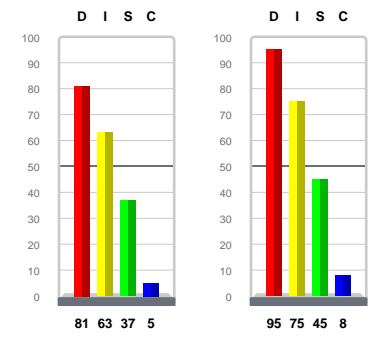
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Adapted Style      Natural Style





## Keys to Motivating

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

### Gregg wants:

- Exposure to those who appreciate his sales results.
- To be seen as a leader.
- Exciting place to work.
- Unusual, new or difficult products to sell.
- Prestige, position and titles so he can control the destiny of others.
- Power and authority to take the risks to achieve sales results.
- New challenges and problems to solve.
- Opportunity to verbalize his ideas and demonstrate his skills.
- Control of his own destiny.
- No close supervision.
- Sales meetings that allow him to ventilate his emotions.




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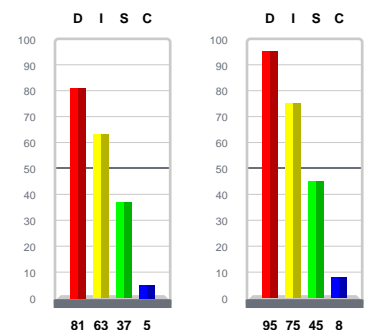
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Adapted Style

Natural Style





# Keys to Managing

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

## Gregg needs:

- Support in doing excessive detail work.
- To adjust his intensity to match the situation.
- Restraints or program to calculate the risk involved by his decisions.
- A work environment with many activities.
- Documentation of expected sales results.
- A program for pacing work and relaxing.
- To display empathy for people who approach life differently than he does.
- Authority equal to responsibility.
- To negotiate commitment face-to-face.
- To understand his role on the team--either a team player or the leader.
- A tolerant sales manager.
- Opportunity to try the untried.

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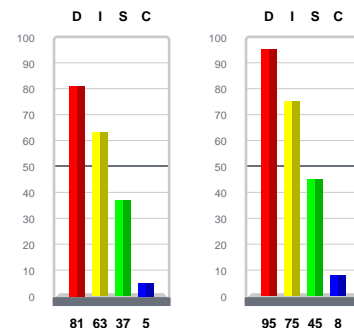
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Adapted Style      Natural Style





# 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.

## 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

## 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




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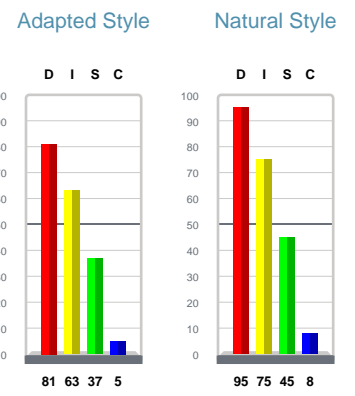
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# Time Wasters *Continued*

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

## Firefighting

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

### Possible Causes:

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

### Possible Solutions:

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

## Poor Delegation

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

### Possible Causes:

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



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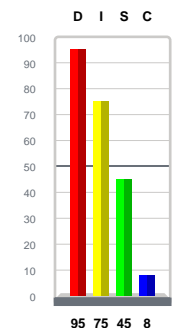
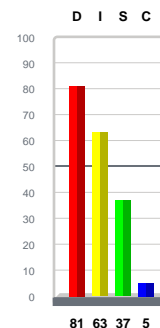
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Adapted Style

Natural Style







# Time Wasters Continued

### Possible Solutions:

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

### Lack of a Written Plan

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

### Possible Causes:

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

### Possible Solutions:

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




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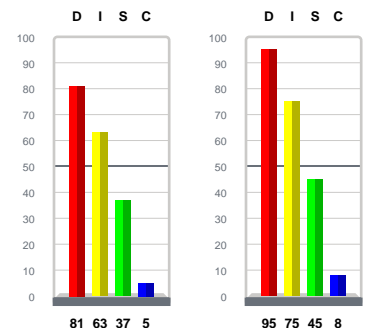
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Adapted Style      Natural Style





# Areas for Improvement

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

## Gregg has a tendency to:

- Take objections lightly.
- Dislike routine work--call reports, etc.
- Dominate a sales presentation.
- Resist participation as part of the team, unless seen as a leader.
- Use fear as motive for buying.
- Not answer objections to buyer's satisfaction.
- Sell what he wants to sell rather than listen to the buyer's needs.
- Represent himself with more authority than he may have.
- Take on too many outside activities.




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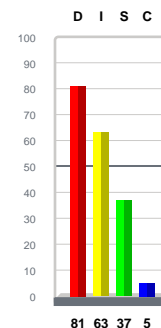
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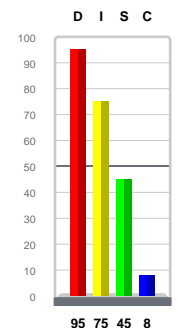
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Adapted Style



Natural Style





# Action Plan

## Professional Development

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

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

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

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

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# 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)

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

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

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

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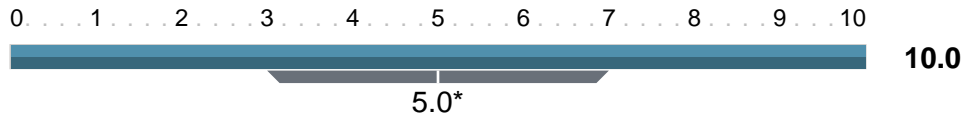
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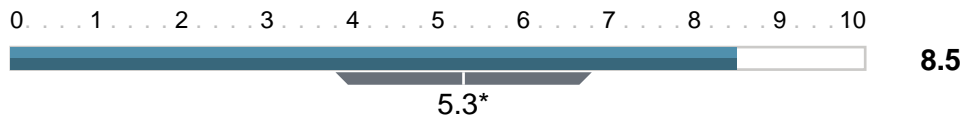
# Behavioral Hierarchy

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.

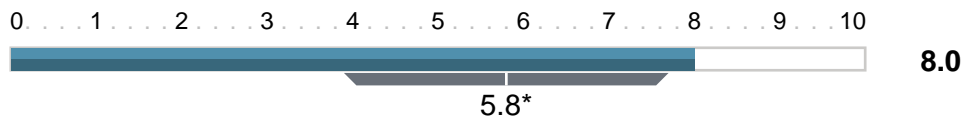
**1. Competitiveness** - Tenacity, boldness, assertiveness and a "will to win" in all situations.



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



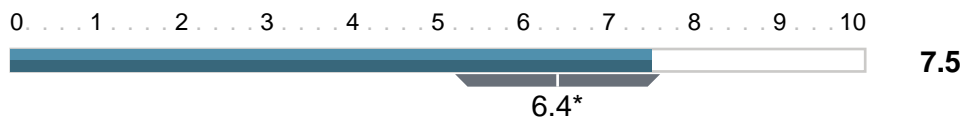
**3. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



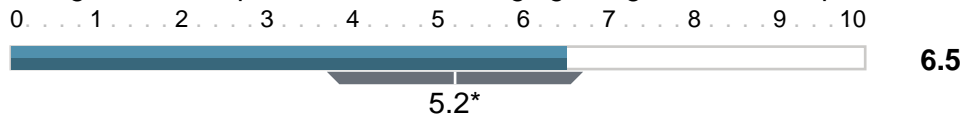
**4. Urgency** - Decisiveness, quick response and fast action.



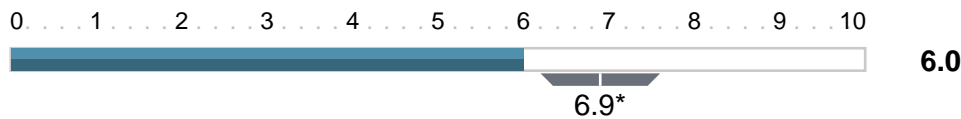
**5. People Oriented** - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



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



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



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




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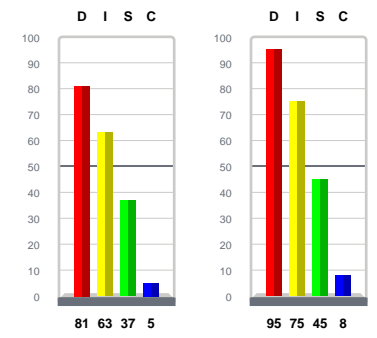
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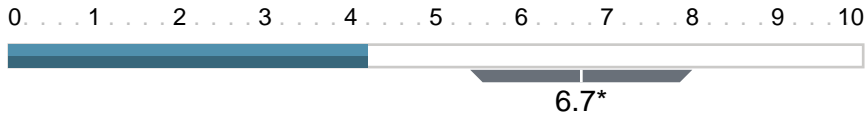
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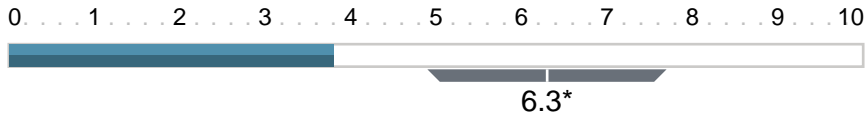


# Behavioral Hierarchy

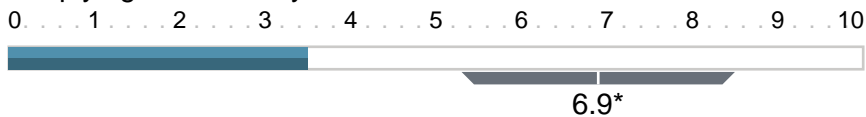
**8. Follow Up and Follow Through** - A need to be thorough.



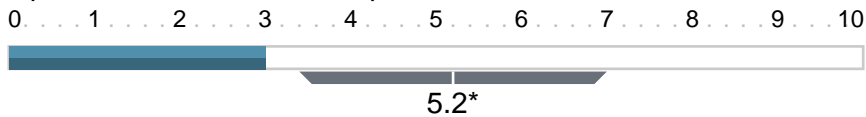
**9. Consistency** - The ability to do the job the same way.



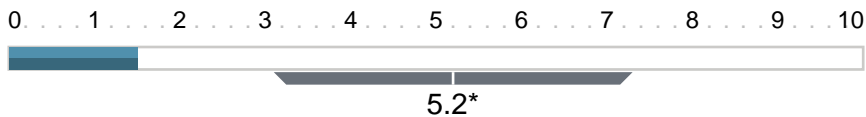
**10. Following Policy** - Complying with the policy or if no policy, complying with the way it has been done.



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

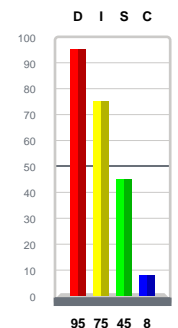
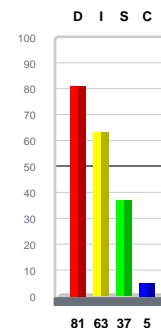


**12. Organized Workplace** - Systems and procedures followed for success.



Adapted Style

Natural Style



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

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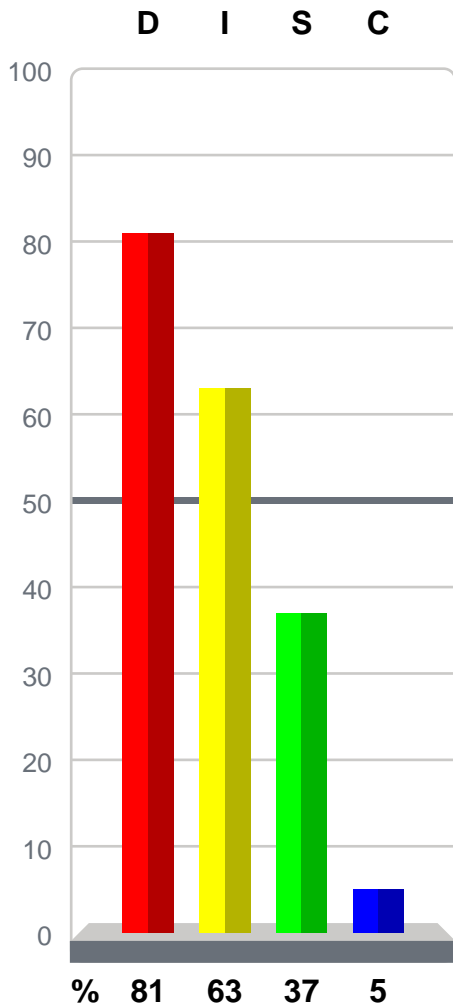


# Style Insights® Graphs

7-14-2014

Adapted Style

Graph I



Natural Style

Graph II



Norm 2011 R4

T: 14:31

Your Address Here  
Your Phone Number Here  
Your Email Address Here

Gregg Wilson



## 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.

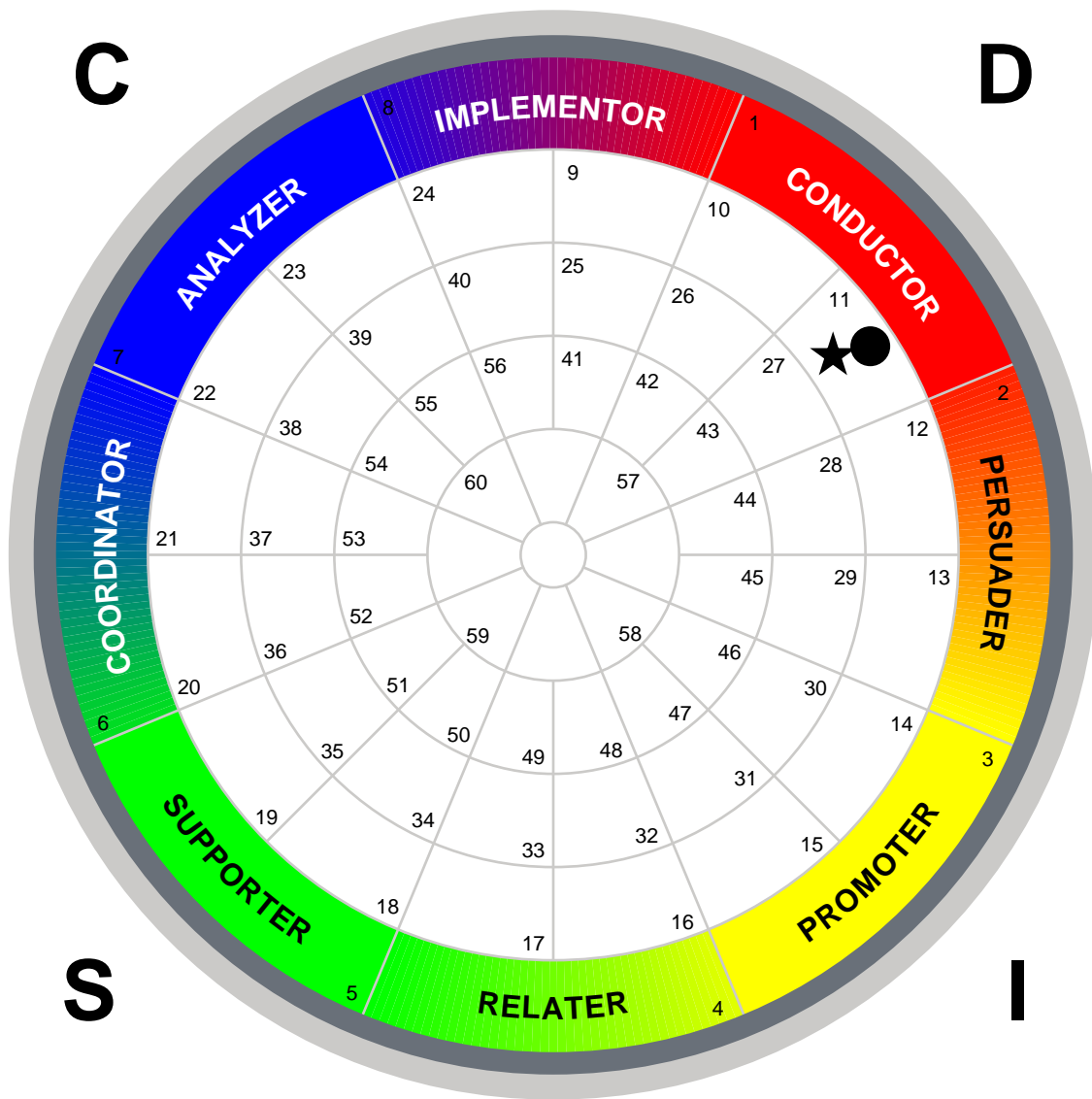
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.





# The Success Insights® Wheel

7-14-2014



Adapted: ★ (11) PERSUADING CONDUCTOR  
 Natural: ● (11) PERSUADING CONDUCTOR

Norm 2011 R4

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Gregg Wilson



## Introduction Motivators Section

Knowledge of an individual's motivators and attitudes 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. This 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	<b>Strong</b>
2nd	Individualistic	<b>Strong</b>
3rd	Social	<b>Situational</b>
4th	Aesthetic	<b>Situational</b>
5th	Theoretical	<b>Indifferent</b>
6th	Traditional	<b>Indifferent</b>



## Utilitarian/Economic

*The Utilitarian/Economic 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 value 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 businessperson. A person with a high score is likely to have a high need to surpass others in wealth.*

### General Characteristics

- Fits the stereotype of the highly driven businessperson, motivated by economic incentives.
- Motivated by money and bonuses as recognition for a job well done.
- When profit or project cost/benefits are examined, Gregg may take the position that the ends justify the means.
- Gregg tends to like rewards based on the results achieved rather than on the method used to obtain the results.
- Needs for education and training to be practical and useful, with a profit or economic motive.
- Gregg tends to be hard working, competitive, and motivated mostly by financial rewards and challenging compensation plans.
- Working long and hard to purchase the finer things in life is one of Gregg's goals.

### Value to the Organization

- Able to multi-task in a variety of areas and keep important projects moving.
- Is profit driven and bottom-line oriented.
- Makes decisions with practicality and bottom-line dollars in mind.
- High motivation to achieve and win in a variety of areas.
- Shows a keen awareness of the revenue-clock, his own and the organization's.

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# Utilitarian/Economic

## Keys to Managing and Motivating

- Realize that it's not just money that motivates, but also personal payback from the job.
- Assure that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for them.
- Be aware that for those who score in this very high range there is a potential for low company loyalty. Be certain to reward performance, and encourage participation as an important member of the team.
- Reward high performance in tangible and monetary ways with individual and team recognition.
- Provide coaching to help Gregg appreciate that not everybody is highly-motivated by wealth, return-on-investment and gain like he is.

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## Training, Professional Development and Learning Insights

- If possible, build in some group competition as a part of the training activities.
- Provide rewards and incentives for participation in additional training and professional development.
- Scores like those who want information that will help them increase bottom-line results and effectiveness.

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## Continuous Quality Improvements

- Within this very high economic drive, there is a significant motivating factor in achieving goals. It may also become an insatiable need, especially in sales people and others sharing this very high economic drive.
- Needs to learn to appreciate that not everybody is highly-motivated by wealth, return-on-investment or gain so as not to alienate a prospect, customer or client.
- Needs to hide the dollar signs in his eyes in order to establish the most appropriate rapport with others.

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# Individualistic/Political

*The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. 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.*

## General Characteristics

- He likes to invent new things, design new products, and develop new ideas and procedures.
- Enjoys working in his own way and own methods.
- Thrives in a team environment.
- Independent.
- Brings a lot of energy that needs to be put to good use.
- Likes to have his own niche; the place where he can excel.
- There is a tendency to push the envelope a bit in situations where winning is desired.

## Value to the Organization

- Ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- Brings creative ideas.
- Not afraid to take calculated risks.
- Desires to be an individual and celebrate differences.
- Brings a variety of different and energetic ideas to the workplace.
- Realizes that we are all individuals and have ideas to offer.




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# Individualistic/Political

## Keys to Managing and Motivating

- Allow freedom to make his own decisions about how an assignment should be completed.
- Be patient in allowing for expression of his uniqueness and sense of humor.
- Gregg brings a variety of strengths to the team that may not have been utilized. Explore the possibilities of expanding these opportunities.
- Gregg enjoys making presentations to small or large groups. Explore this possibility.
- Be open to new ideas Gregg may offer, and realize that he may do things a bit differently than standard operating procedure.

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## Training, Professional Development and Learning Insights

- Learning and professional development activities should be flexible, having a wide variety of options.
- Allow for some experimental or non-routine types of options.
- Link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

## Continuous Quality Improvements

- Some values clashes may be reduced if awareness of the needs of others and awareness of the job parameters and protocol are used to govern his high Individualistic behavior.
- Needs to remember that his good ideas aren't the only good ideas.
- Needs to listen more and speak less.



# Social/Altruistic

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

## General Characteristics

- Shows an appropriate and realistic approach to helping others, without being an extremist.
- Has the ability to balance decisions about whether or not to share with and help others.
- Able to balance own needs against the needs of others, and work in ways that both achieve and succeed.
- Can support and understand the positions of individuals with either a higher or lower Social/Altruistic score.
- Can bring a sense of stability to issues around this Social/Altruistic dimension.

## Value to the Organization

- Brings flexibility to the team regarding this Social/Altruistic area. He is able to say "yes," but also knows where to draw the line and say "no," when appropriate.
- Projects a stabilizing and realistic influence on the team.
- Able to appreciate the needs of individuals with either a higher or lower Social/Altruistic score.
- Demonstrates the ability to help and go the extra mile without a negative impact on his own responsibility and work load.
- Is not an extremist, and therefore is able to bring balance to the team when Social/Altruistic issues emerge.

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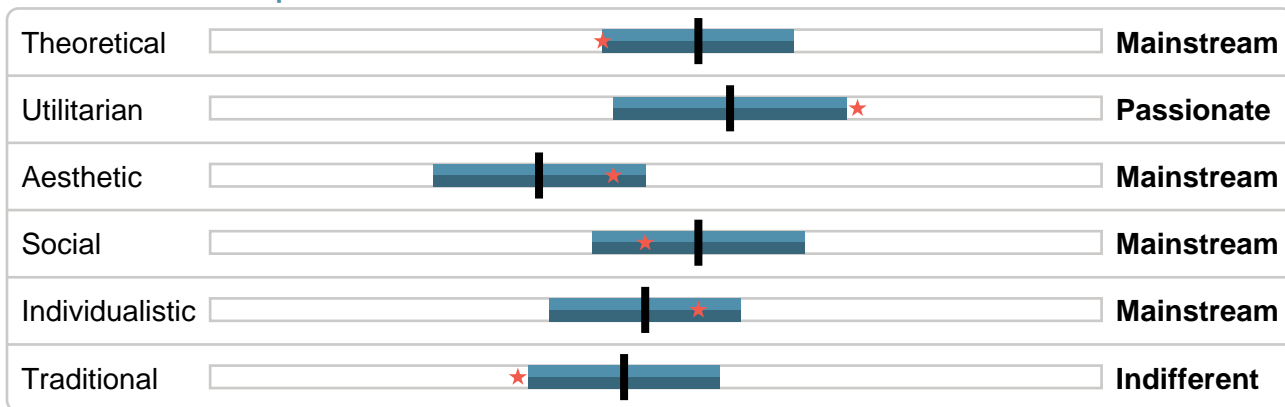
# Motivators - Norms & Comparisons

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 values, you will fit in with the group and be energized. However, when surrounded by people whose values are significantly different from yours, you may be perceived as out of the mainstream. If the differences are understood, each brings strengths to the equation. If not understood, 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 values 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 value. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that value. The shaded area for each value 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 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:

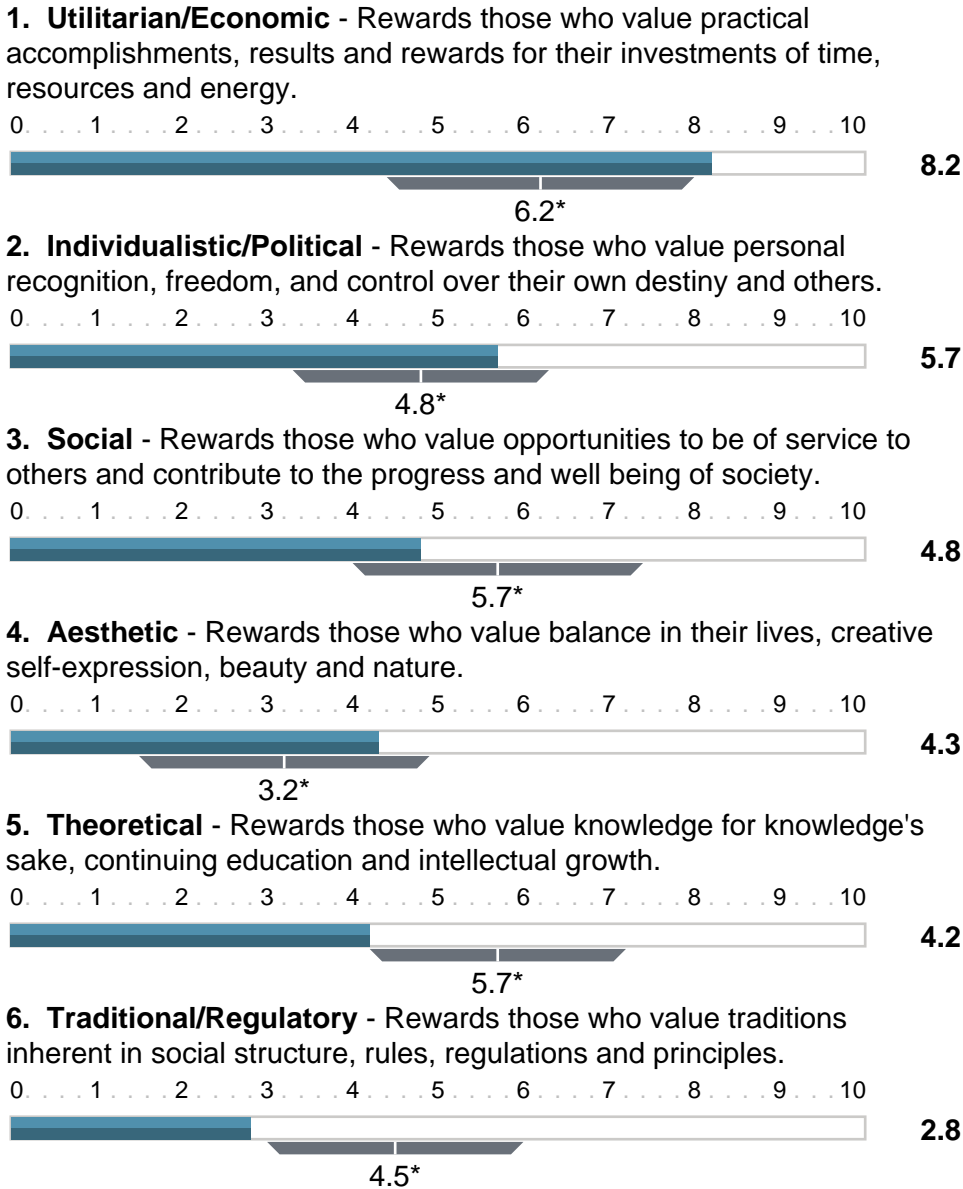
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.





# Personal Interests, Attitudes and Values

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.



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

MI: 37-61-38-41-46-29 (THE.-UTI.-AES.-SOC.-IND.-TRA.)

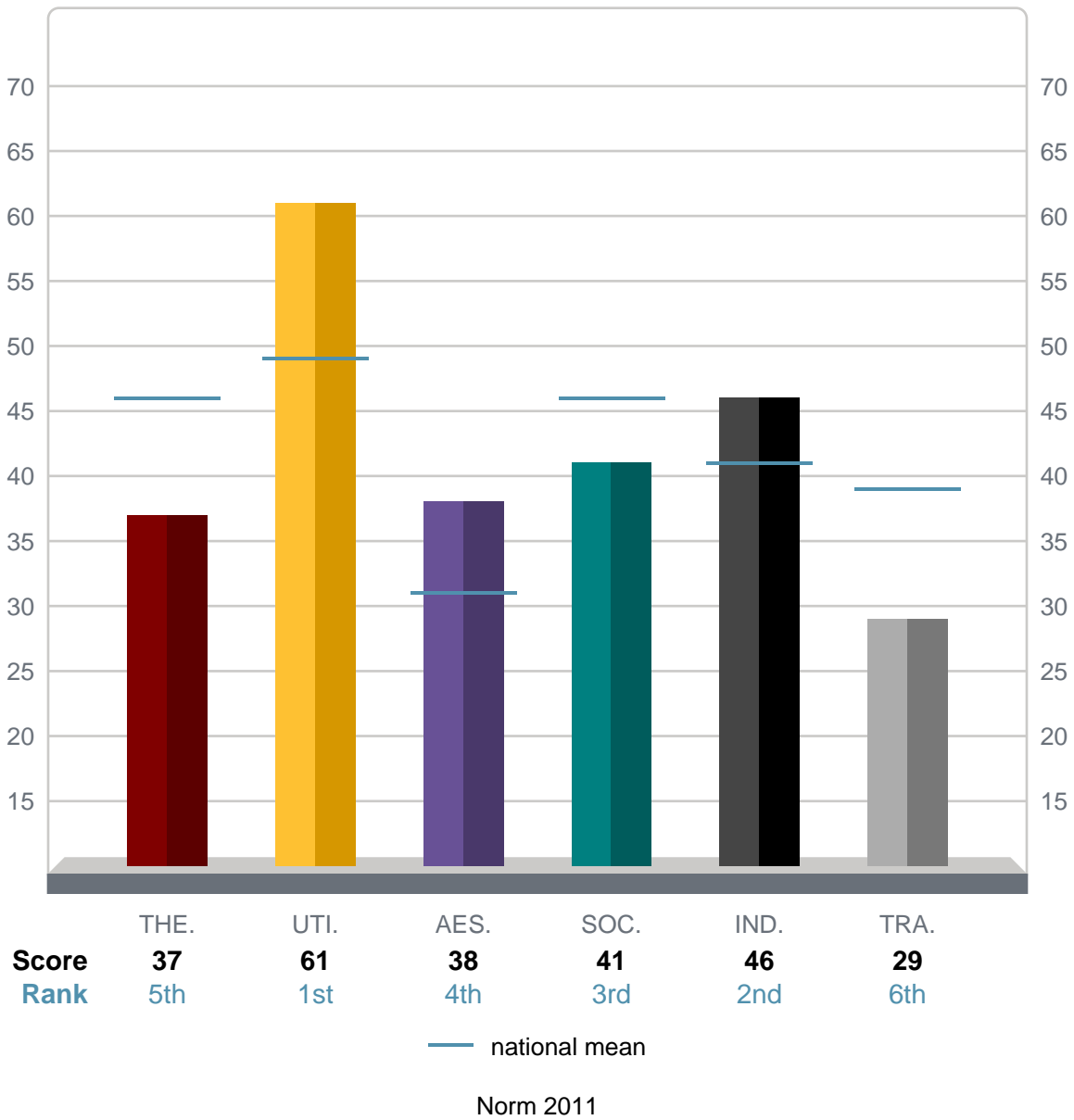
Your Address Here  
Your Phone Number Here  
Your Email Address Here

Gregg Wilson



# Motivation Insights® Graph

7-14-2014



T: 10:45

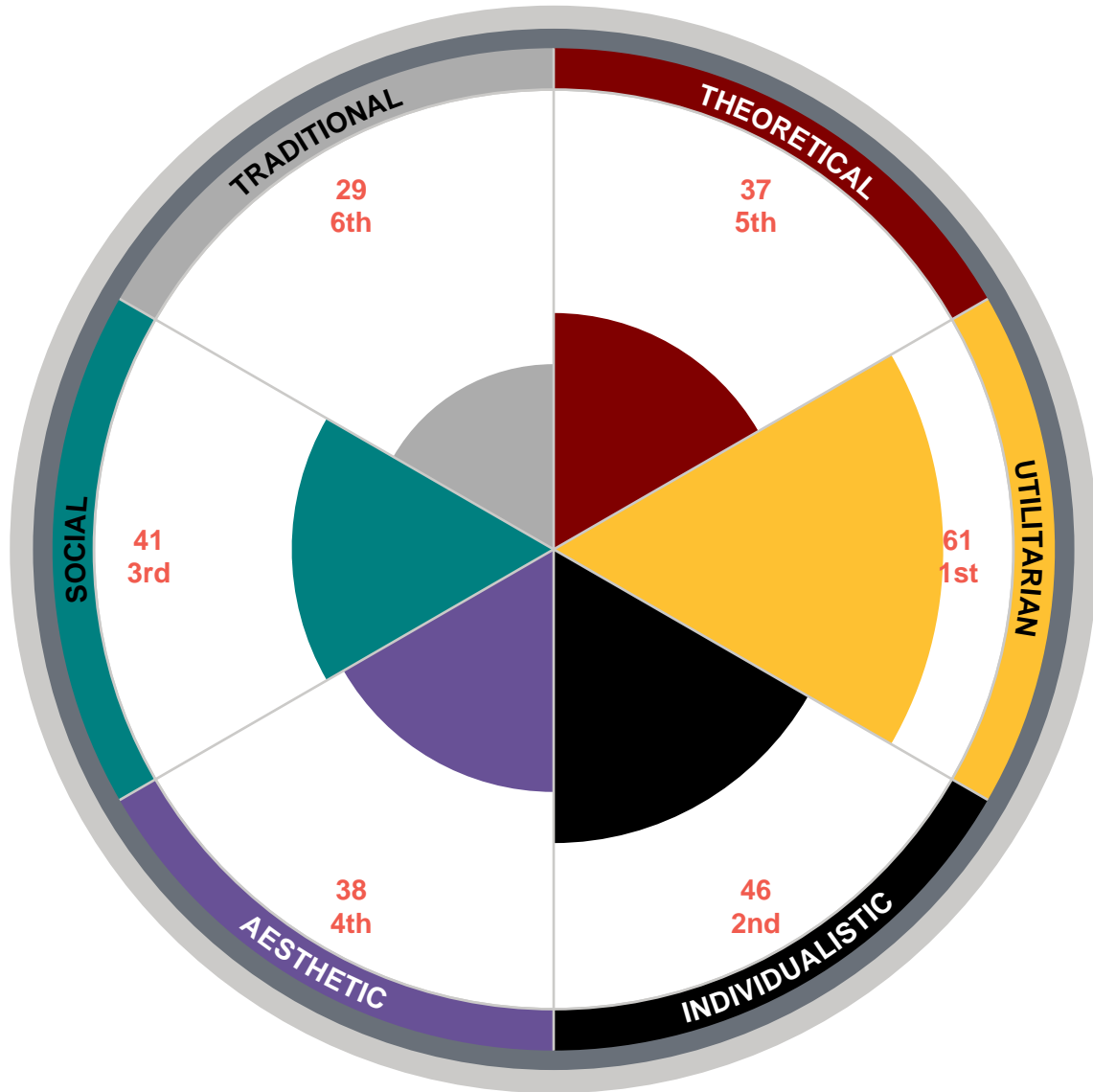
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Your Phone Number Here  
Your Email Address Here

Gregg Wilson



# Motivators Wheel™

7-14-2014



T: 10:45

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Your Email Address Here

Gregg Wilson



# Values Action Plan

*This Action Plan is your tool to contribute to the process of self-development and continuous improvement. As you have reviewed information in this document, please respond to the items below as they relate to your specific professional environment.*

## **Area 1: The greater or global mission of the team or organization.**

In the space below indicate briefly one or two areas of strength that you bring to the greater mission of the organization at large.

## **Area 2: An immediate or shorter-term mission, task or purpose of a smaller group of people with whom you work on day-to-day operations.**

In the space below, indicate briefly one or two areas of strength (different from those above), that you bring to the shorter-term tasks or day-to-day operations.



# Quality Improvement Action Plan

In the area below, respond briefly as indicated. Base your answers on some of the information and results presented in this document.

## Action Point 1: Things I will keep on doing.

Indicate three things that you are doing very well already, and that you plan to keep on doing.

- 1.
- 2.
- 3.

## Action Point 2: Things I will modify or change slightly.

Indicate 2 things that you will modify, adjust, or change slightly in order to increase personal effectiveness.

- 1.
- 2.

## Action Point 3: Things I will stop doing, or try to eliminate.

Indicate one thing that you will try to stop doing in order to increase personal effectiveness.

- 1.

Today's Date: \_\_\_\_\_

Date to review with mentor or peer: \_\_\_\_\_



# Team Building Summary of Workplace Values

Pick the most important item in each category from your report in the topic areas indicated. Leave a line blank if no primary item emerges to you. This summary sheet is to be used as a primary point of dialogue between you, your peers, and your manager, provided that all have copies of their own information. This communication should be a two-way process.

*(Remember, these items are related to one's intrinsic drive factors, their 'hidden motivators' not readily observable. These items are of critical importance to one's long range success. This list illuminates why we do what we do.)*

## General Characteristics

1. Theoretical \_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_
3. Aesthetic \_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_

## Value to the Organization

1. Theoretical \_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_
3. Aesthetic \_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_



# Team Building Summary of Workplace Values

## Keys to Managing and Motivating:

1. Theoretical \_\_\_\_\_  
\_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_  
\_\_\_\_\_
3. Aesthetic \_\_\_\_\_  
\_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_  
\_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_  
\_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_  
\_\_\_\_\_

## Training, Professional Development and Learning Insights:

1. Theoretical \_\_\_\_\_  
\_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_  
\_\_\_\_\_
3. Aesthetic \_\_\_\_\_  
\_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_  
\_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_  
\_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_  
\_\_\_\_\_



# Team Building Summary of Workplace Values

## Continuous Quality Improvement:

1. Theoretical \_\_\_\_\_  
\_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_  
\_\_\_\_\_
3. Aesthetic \_\_\_\_\_  
\_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_  
\_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_  
\_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_  
\_\_\_\_\_

## Continuous Quality Improvement: (choose two items from any values areas)

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_