TTI Talent Insights®

Sales

Paul Smith

ABC Corp.
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Advancing People in Business ℠

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Introduction
Where Opportunity Meets Talent

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

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

Behaviours

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 Behaviours 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 behaviours and motivators blend together, your performance will be enhanced and you will experience an increase in satisfaction.

Introduction

Behaviours

Behavioural research suggests that the most effective people are those who understand their strengths and weaknesses, because they can best develop strategies to meet the demands of their environment.

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

In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no, and maybe. We are only measuring behaviour. We only report statements which are true and areas of behaviour in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

All people exhibit all four behavioural factors to varying degrees of intensity.

–W.M. Marston

Sales Characteristics

Based on Paul'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.

Paul prefers to win, respecting winners and those who show persistence. He will want to sell new and unusual products or services. Motivated by his many interests, he prefers an ever-changing work environment. He sets high sales goals for himself. He sees the benefit of joining organisations as a way to meet his sales goals. While selling, Paul is efficient and businesslike. He can organise new sales projects and initiate new procedures in an orderly, systematic way and follow them through to completion. Paul is an intense person and, as he sells, wants to get things done, and done correctly. Although Paul is good at selling to people who have similar behavioural characteristics, he may be too impatient to sell to a methodical buyer. He is a self-starter, generally resourceful, and readily adaptable to many sales situations. He finds the actual sales process much more rewarding than completing all the paperwork involved.

Paul may fail to listen to the true objection. In his haste to make a response, the real objection may never be answered. He 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. He approaches sales in a direct, positive, and straightforward manner. He always feels prepared to sell to anyone at anytime. The methodical buyer does not always appreciate his fast presentation. Paul usually dominates a sales presentation. He prefers a fast and to-the-point approach, which may be too sudden and blunt for some buyers. He may confront a potential buyer. Confrontation presents a challenge that he rarely turns down.

Paul can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections. He prefers selling new accounts over servicing accounts with little potential; however, he may misread the potential of some accounts. 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 fulfil all he promises. He usually has his favourite close, and he might, therefore, resist using all the closes he knows. Paul usually closes soon and often. He will close

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C
100	100
80	80
60	60
40	40
20	20
0	0
58 52 52 52	66 42 42 58

Paul Smith

Sales Characteristics
Continued

many sales the competition has sold but failed to close. He can be so direct with his closing that he antagonises some buyers. A methodical buyer could be intimidated.
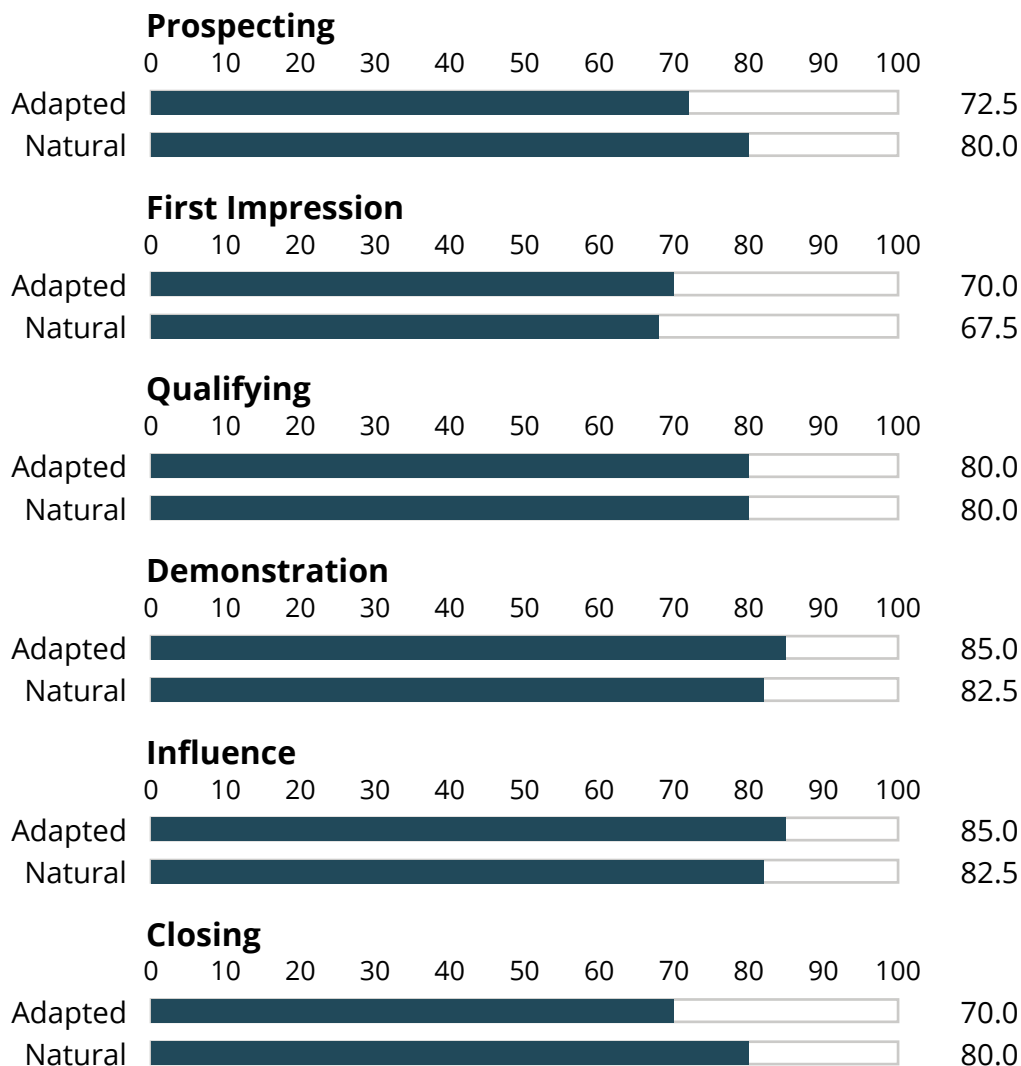
Behavioural Selling
Overview

The Behavioural Selling Overview reflects Paul's natural and adapted styles within each phase of the Behavioural Selling Model. Paul's natural style reflects his native, intuitive selling behaviour. Paul's adapted scores reflect the behaviour that Paul believes necessary in each phase of behavioural selling.

The level of effectiveness that Paul either possesses naturally or is able to modify or "mask" is also shown. The higher the score, the more effective Paul is at that phase of the sale. The lower the score, the greater challenge Paul has in terms of delivering specific behaviour 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.

Prospecting

	Score
Adapted	72.5
Natural	80.0

First Impression

	Score
Adapted	70.0
Natural	67.5

Qualifying

	Score
Adapted	80.0
Natural	80.0

Demonstration

	Score
Adapted	85.0
Natural	82.5

Influence

	Score
Adapted	85.0
Natural	82.5

Closing

	Score
Adapted	70.0
Natural	80.0

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

Behavioural Selling Success
Potential Strengths Or Obstacles

The Behavioural Selling Model is a scientific, professional selling process. The Behavioural Selling Overview outlines Paul's performance tendencies within each specific phase of the Behavioural Selling Model.

Prospecting: The first phase of the Behavioural 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, Paul MAY have a TENDENCY to:

- Disregard a cardinal rule of behavioural 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.

- Proceed with the sales process before he has gathered all the necessary facts. He wants to get on with the process quickly, sometimes too quickly.

- Be both assertive and aggressive in his drive to gather information, but needs to be cautious with regard to following prospects' formal and informal lines of authority.

- Be so eager to achieve new sales goals that he may not pay attention to or devote sufficient time to working with current prospects or customers.

First Impression: The first face-to-face interaction between a prospect and the salesperson, this phase is designed to enable the salesperson to display their sincere interest in the prospect, that is 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, Paul MAY have a TENDENCY to:

- Not size up prospects before starting his sales presentation. He should concentrate on the pace, timing, and demeanour of the buyer and adjust his presentation accordingly.

- Rush through the First Impression Phase and get into the Qualifying Phase prematurely and thus not allowing some prospects time to feel a sense of trust, confidence, and rapport.

Graph I		Graph II	
Adapted Style		**Natural Style**	
D I S C		D I S C	

| 58 | 52 | 52 | 52 | | 66 | 42 | 42 | 58 |

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Behavioural Selling Success
Potential Strengths Or Obstacles

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

- Talk and move too fast for the logical and detailed oriented prospect.

Qualifying: The questioning and detailed needs analysis phase of the face-to-face sale, this phase of the Behavioural 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 verbalise their level of interest, specific wants, and detailed needs in the product or service the salesperson is offering.

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

- Not use all of the selling tools available to him. May use them, however, if he participated in designing and developing them.

- Show impatience during the Qualifying Phase, rather than allowing the prospect to verbally expand on his or her problems, needs, and concerns.

- Dominate the sales presentation.

- Not devote adequate time to the Qualifying Phase, although it is, by far, the most important in the face-to-face portion of the entire sales process.

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

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

- Ten to fifteen percent of his potential customers will feel comfortable with his presentation style, which can be fast and direct and sometimes gloss over major points. However, the remaining prospects will feel somewhat uncomfortable with his natural style.

- Dominate the presentation and rush through it. May tend to leave the prospect out of the equation.

Graph I
Adapted Style
D I S C

Graph II
Natural Style
D I S C

Adapted Style: 58 52 52 52
Natural Style: 66 42 42 58

Behavioural Selling Success
Potential Strengths Or Obstacles

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

- 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, Paul MAY have a TENDENCY to:

- Overuse name dropping as a strategy in the Influence Phase.

- Subconsciously force the prospect to agree with his intentions.

- Not allow enough time for prospect to verbalise his full and honest feelings.

- Believe that the same things that influence him will influence others.

Closing: The final phase of the Behavioural 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, Paul MAY have a TENDENCY to:

- Resist participation as part of the team, instead prefers to be seen as the leader of the team.

- Blame, deny, and defend when confronted with poor sales results.

- Use too few facts to overcome objections. He loves the challenge presented by objections that he will attempt to answer, whether he has all the facts or not.

- Close so hard that he causes the buyer to think of objections, which may really be excuses rather than actual objections.

Graph I
Adapted Style
D   I   S   C

Graph II
Natural Style
D   I   S   C

D	I	S	C
58	52	52	52

D	I	S	C
66	42	42	58

Value to the Organisation

This section of the report identifies the specific talents and behaviour Paul brings to the job. By looking at these statements, one can identify his role in the organisation. The organisation can then develop a system to capitalise on his particular value, making him an integral part of the team.

1. Challenge-oriented.

2. Creative in his approach to solving problems and selling.

3. Tenacious.

4. Challenges the status quo.

5. Initiates activity.

6. Places high value on time.

7. Forward-looking and future-oriented.

Graph I

Adapted Style

D   I   S   C

Graph II

Natural Style

D   I   S   C

58 52 52 52

66 42 42 58

Paul Smith

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 Paul. 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 providing a list to those who communicate with Paul most frequently.

Ways to Communicate:

✓ 1. Motivate and persuade by referring to objectives and results.

✓ 2. Present the facts logically; plan your presentation efficiently.

✓ 3. Take issue with facts, not the person, if you disagree.

✓ 4. Minimise risk by providing guarantees over a period of time.

✓ 5. Make an organised contribution to his efforts; present specifics, and do what you say you can do.

✓ 6. Provide facts and figures about probability of success, or effectiveness of options.

✓ 7. Support the results, not the person, if you agree.

✓ 8. Give him time to verify the reliability of your actions; be accurate and realistic.

✓ 9. Ask specific (preferably "what?") questions.

✓ 10. Read the body language--look for impatience or disapproval.

✓ 11. Come prepared with all requirements, objectives, and support material in a well-organised "package."

✓ 12. Provide tangible and practical evidence.

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C

Graph I values: D 58, I 52, S 52, C 52
Graph II values: D 66, I 42, S 42, C 58

Paul Smith

Checklist for Communicating

Continued

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

🚫 1. Let disagreement reflect on him personally.

🚫 2. Ramble or waste his time.

🚫 3. Be redundant.

🚫 4. Leave things to chance or luck.

🚫 5. Use testimonies of unreliable sources; do not be haphazard.

🚫 6. Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.

🚫 7. Provide special personal incentives.

🚫 8. Direct or order.

🚫 9. Threaten, cajole, wheedle, coax, or whimper.

🚫 10. Ask rhetorical questions, or useless ones.

🚫 11. Forget or lose things; be disorganised or messy; confuse or distract his mind from business.

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C
58 52 52 52	66 42 42 58

Paul Smith

Selling Tips

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

Compliance

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--do not exaggerate.
- 🚫 Being giddy, casual, informal, loud.
- 🚫 Wasting time with small talk.
- 🚫 Being disorganised or messy.

Dominance

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-organised "package."
- 🚫 Talking about things that are not relevant to the issue.
- 🚫 Leaving loopholes or cloudy issues.
- 🚫 Appearing disorganised.

Steadiness

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

- ✔ Begin with a personal comment--break the ice.
- ✔ Present yourself softly, non-threateningly and logically.
- ✔ Earn their trust--provide proven products.
- 🚫 Rushing headlong into the interview.
- 🚫 Being domineering or demanding.
- 🚫 Forcing them to respond quickly to your questions.

Influence

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

- ✔ Provide a warm and friendly environment.
- ✔ Do not deal with a lot of details, unless they want them.
- ✔ Provide testimonials from people they see as important.
- 🚫 Being curt, cold, or tight-lipped.
- 🚫 Controlling the conversation.
- 🚫 Driving on facts and figures, alternatives, abstractions.

Paul Smith

Perceptions
See Yourself As Others See You

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

Paul usually sees himself as being:

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

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

- ✔ Demanding
- ✔ Egotistical
- ✔ Nervy
- ✔ Aggressive

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

- ✔ Abrasive
- ✔ Arbitrary
- ✔ Controlling
- ✔ Opinionated

The Absence of a Behavioural Factor

The absence of a behavioural 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 minimised in a person's day-to-day environment. By understanding the contribution of a low behavioural 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 minimise behavioural stress.

- The need for juggling many tasks at once may jeopardise quality.

- Avoid positions that revolve around routine work.

- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.

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

- Recognise that others may move at a slower pace.

- Be mindful of the signals body language sends and how they affect relationships.

- Seek environments where change is rewarded rather than discouraged.

Graph I
Adapted Style

D	I	S	C
58	52	52	52

Graph II
Natural Style

D	I	S	C
66	42	42	58

Paul Smith

Descriptors

Based on Paul's responses, the report has marked those words that describe his personal behaviour. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment, and how he responds to rules and procedures set by others.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-minded
Decisive	Optimistic	Steady	**Balanced Judgment**
Venturesome	Trusting	Stable	**Diplomatic**
Dominance	**Influence**	**Steadiness**	**Compliance**
Calculating	**Reflective**	**Mobile**	Firm
Cooperative	**Factual**	**Active**	Independent
Hesitant	Calculating	Restless	Self-willed
Cautious	Sceptical	Impatient	Obstinate
Agreeable	Logical	Pressure-oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Paul Smith

Natural & Adapted
Selling Style

Paul'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

Paul is quite inquisitive and wants to be seen as an outwardly competitive person. He is results-oriented and likes to be innovative in his sales approach. He is not necessarily confrontational by nature, but will not turn down the opportunity for confrontation if the opportunity exists.

Adapted

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

PEOPLE - CONTACTS

Natural

Paul is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.

Adapted

Paul sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Natural & Adapted
Selling Style

PACE - CONSISTENCY

Natural

Paul 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

Paul feels that the sales environment does not require him to alter the way he deals with activity level and consistency.

PROCEDURES - CONSTRAINTS

Natural

Paul sees the need to be flexible about rules; however, he is also aware and sensitive to the consequence of not following those rules.

Adapted

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

Adapted Style

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

✓ 1. Using authority and responsibility for completing the sale.

✓ 2. A resourceful, eager self-starter.

✓ 3. Using persuasive skills.

✓ 4. Exhibiting excitement about his service or product.

✓ 5. Generating enthusiasm in others.

✓ 6. Challenging the status-quo.

✓ 7. Speaking smoothly and emotionally with his customers or clients.

✓ 8. Telling clients or customers about the "big picture."

✓ 9. Skilfully using humour to persuade his clients or customers.

✓ 10. Using great social skills in approaching new prospects.

✓ 11. Adaptable in meeting the needs of clients or customers.

✓ 12. Positive response to a client's objections.

Graph I
Adapted Style
D I S C
100
80
60
40
20
0
58 52 52 52

Graph II
Natural Style
D I S C
100
80
60
40
20
0
66 42 42 58

Paul Smith

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 maximising 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 them being anticipating and for the employee to be pro-active.

Possible Causes:

1. Lack planning
2. Place unrealistic time requirements on people and tasks
3. Always looking for problems to solve

Possible Solutions:

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

Vacillation

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

Possible Causes:

1. Lack confidence in information
2. Fear making the wrong decision
3. Lack a systematic decision making process
4. Hope that time will eliminate the problem or issue

Possible Solutions:

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

Graph I
Adapted Style
D I S C

Graph II
Natural Style
D I S C

Adapted Style values: 58 52 52 52
Natural Style values: 66 42 42 58

Time Wasters
Continued

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:

1. Do not want to give up control
2. Do not trust the abilities of others
3. Do not understand the abilities of others
4. Fear the talents of others
5. Do not want to overload others

Possible Solutions:

1. Train and mentor others
2. Develop a support team
3. Give people the opportunity to help
4. Recognise 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 utilisation of resources. It may also simply mean written priorities and a written daily plan of action.

Possible Causes:

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

Possible Solutions:

1. Write down personal and job-related values and prioritise them
2. Write out a long-term plan that will support those values
3. Recognise that by having priorities clearly in mind, constant change will be replaced with change-by-design

Graph I
Adapted Style

D	I	S	C

| 100 |
| 80 |
| 60 |
| 40 |
| 20 |

58	52	52	52

Graph II
Natural Style

D	I	S	C

| 100 |
| 80 |
| 60 |
| 40 |
| 20 |

66	42	42	58

Time Wasters

Continued

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:

1. Desire to solve problems quickly and sometimes without adequate information
2. Lack of delegation
3. Lack of standard operating procedures
4. Poor or the wrong priorities
5. Failure to scale intensity to the situation

Possible Solutions:

1. Establish a plan
2. Create operational procedures for tasks and known problems
3. Establish a "management by objectives" approach

Graph I
Adapted Style
D I S C
58 52 52 52

Graph II
Natural Style
D I S C
66 42 42 58

Areas for Improvement

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

Paul has a tendency to:

✓ 1. Be so concerned with the big picture; he forgets to see the little pieces.

✓ 2. Sell what he wants to sell rather than listen to the buyer's needs.

✓ 3. Blame, deny, and defend when confronted with poor sales results.

✓ 4. Dislike routine work--call reports, etc.

✓ 5. Dominate a sales presentation.

✓ 6. Take on too many outside activities.

✓ 7. Become defensive and overreact to certain objections.

✓ 8. Resist participation as part of the team, unless seen as a leader.

✓ 9. Be weak at providing follow-up service if a client has little potential for future sales.

Graph I
Adapted Style
D I S C

Graph II
Natural Style
D I S C

100
80
60
40
20
0

Adapted: 58 52 52 52

Natural: 66 42 42 58

Paul Smith

Behavioural Hierarchy

The Behavioural Hierarchy graph will display a ranking of your natural behavioural 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.

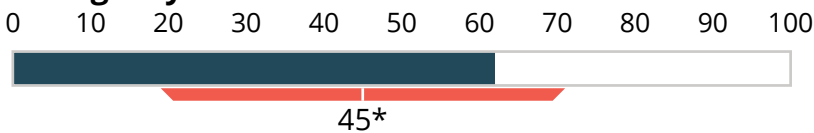**1. Competitive** - Want to win or gain an advantage.

0   10   20   30   40   50   60   70   80   90   100

70

51*
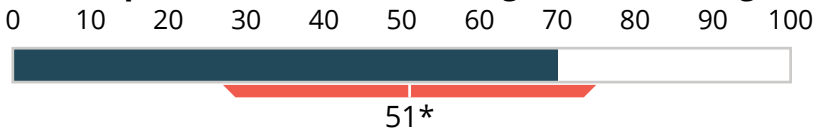
2. Organised Workplace - Establish and maintain specific order in daily activities.

0   10   20   30   40   50   60   70   80   90   100

65

52*
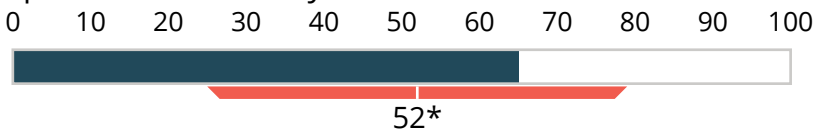
3. Urgency - Take immediate action.

0   10   20   30   40   50   60   70   80   90   100

62

45*

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

0   10   20   30   40   50   60   70   80   90   100

62

60*
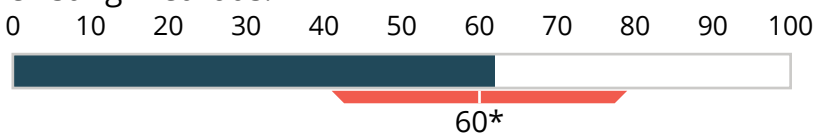
5. Analysis - Compile, confirm and organise information.

0   10   20   30   40   50   60   70   80   90   100

60

54*
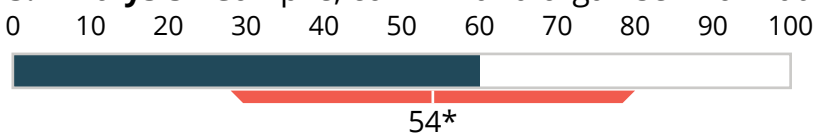
6. Persistence - Finish tasks despite challenges or resistance.

0   10   20   30   40   50   60   70   80   90   100

60

61*
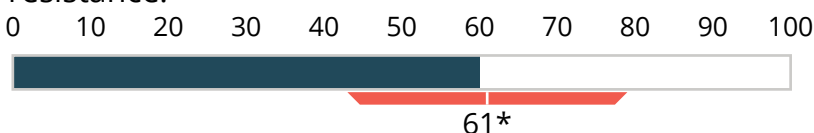
7. Frequent Change - Rapidly shift between tasks.

0   10   20   30   40   50   60   70   80   90   100

58

53*
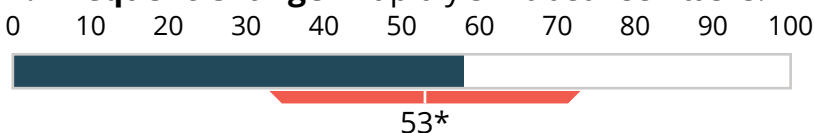
8. Consistent - Perform predictably in repetitive situations.

0   10   20   30   40   50   60   70   80   90   100

55

60*

Graph I
Adapted Style
D   I   S   C

Graph II
Natural Style
D   I   S   C

58 52 52 52   66 42 42 58

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

Paul Smith
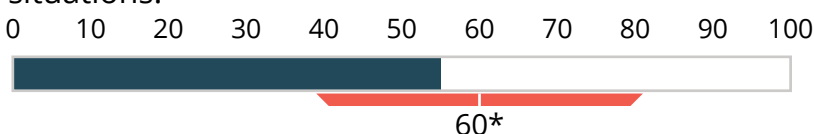
Behavioural Hierarchy

9. Versatile - Adapt to various situations with ease.

0   10   20   30   40   50   60   70   80   90   100

53

55*

10. Customer-Oriented - Identify and fulfil customer expectations.

0   10   20   30   40   50   60   70   80   90   100

52

62*

11. Interaction - Frequently engage and communicate with others.

0   10   20   30   40   50   60   70   80   90   100

50

59*

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

0   10   20   30   40   50   60   70   80   90   100

50

63*

Graph I
Adapted Style
D   I   S   C

Graph II
Natural Style
D   I   S   C

58	52	52	52	66	42	42	58

SIA: 58-52-52-52 (00)   SIN: 66-42-42-58 (09)
* 68% of the population falls within the shaded area.

Style Insights® Graphs

Graph I

Adapted Style

D I S C

100

80

60

40

20

0

| 58 | 52 | 52 | 52 |

Graph II

Natural Style

D I S C

100

80

60

40

20

0

| 66 | 42 | 42 | 58 |

Paul Smith
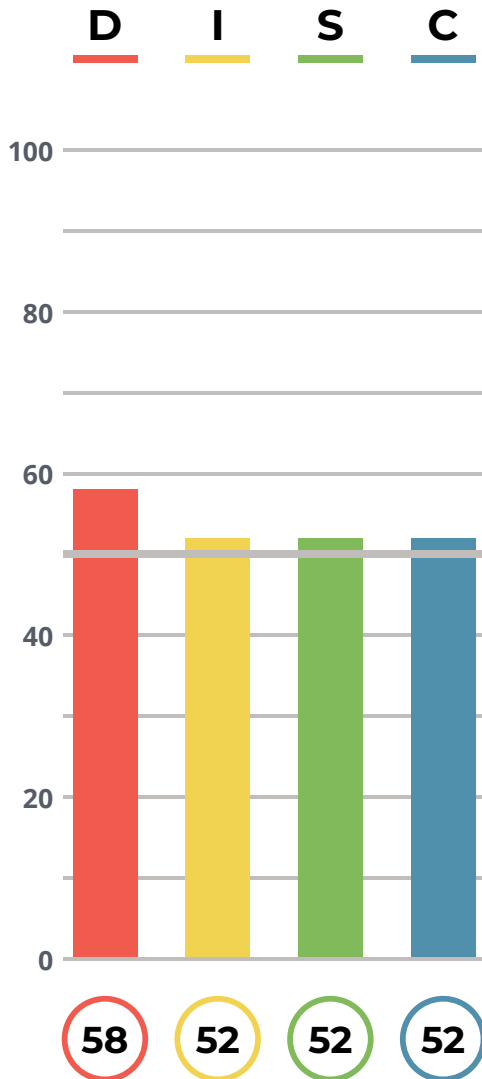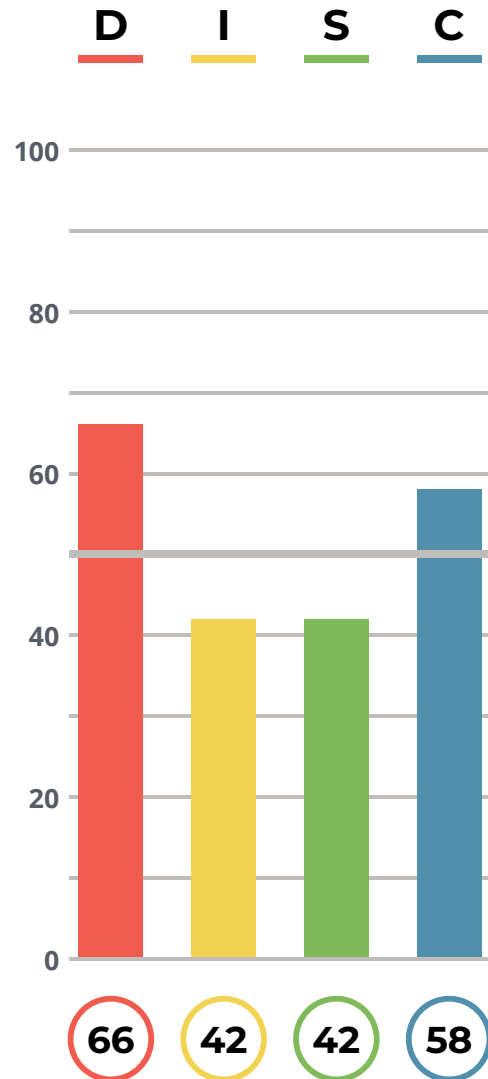
The TTI Success Insights® Wheel

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

- View your natural behavioural style (circle).

- View your adapted behavioural style (star).

- Note the degree to which you are adapting your behaviour.

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 behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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 TTI Success Insights® Wheel

Paul Smith
ABC Corp.
11/4/2023
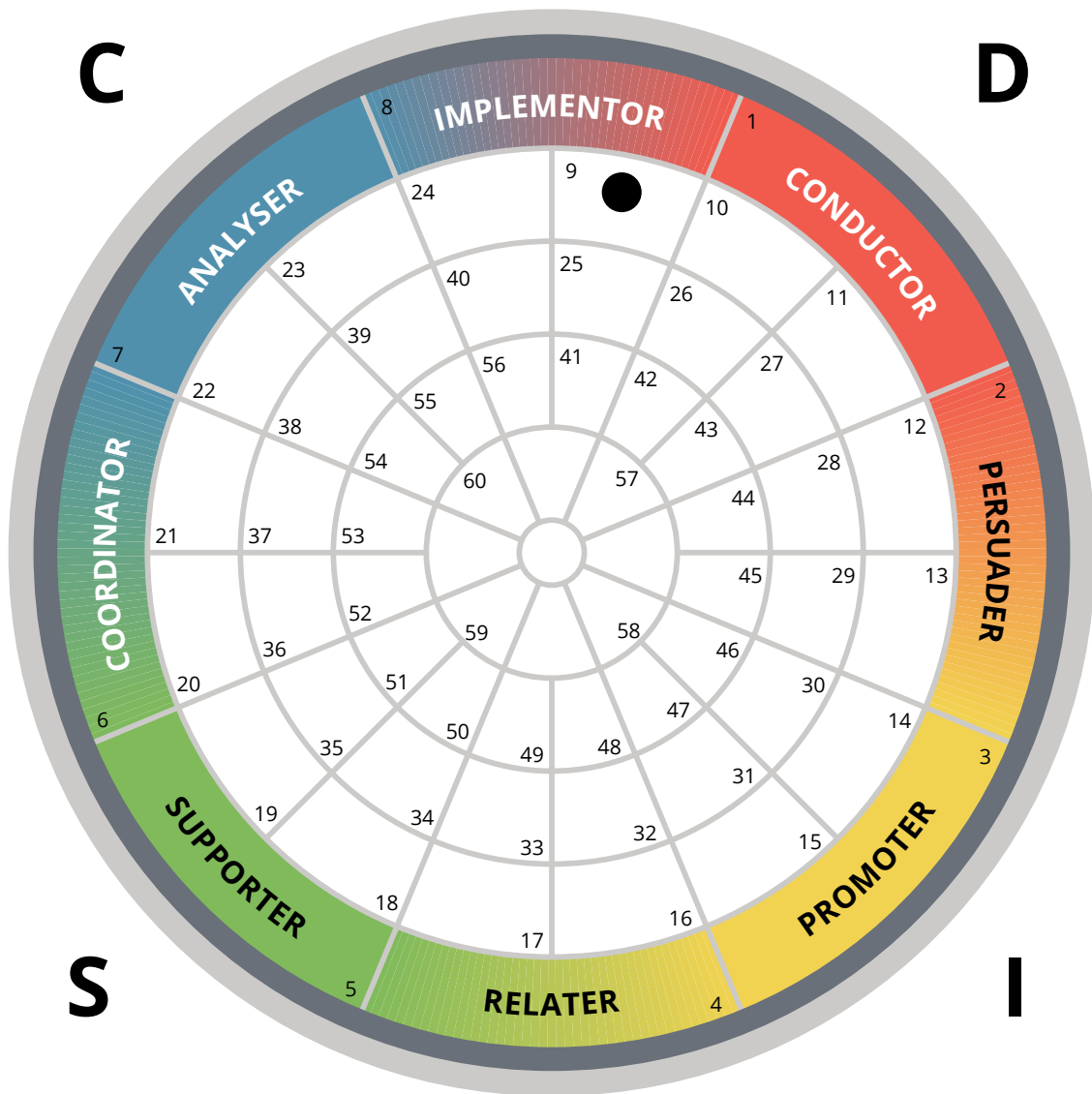
Adapted: ★ (0) NON-PLACEABLE
Natural: ● (9) CONDUCTING IMPLEMENTOR

Intl Norm 2021 R4

T: 11:26

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Introduction

Motivators

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. Behavioural 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 behaviour 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	Individualistic	**Strong**
2nd	Aesthetic	**Strong**
3rd	Utilitarian	**Strong**
4th	Social	**Situational**
5th	Traditional	**Indifferent**
6th	Theoretical	**Indifferent**

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.

1. Maintaining individuality is strived for in relationships.

2. Paul has the desire to assert himself and to be recognised for his accomplishments.

3. People who are determined and competitive are liked by Paul.

4. Paul likes to be in situations that allow him the freedom to control his destiny and the destiny of others. His team's strategy is to attempt to dilute outsiders' influence on the results of their goals.

5. Paul believes "when the going gets tough, the tough get going."

6. He wants to control his own destiny and display his independence.

7. He believes "if at first you do not succeed try, try again."

8. Paul takes responsibility for his actions.

9. If necessary, Paul will be assertive in meeting his own needs.

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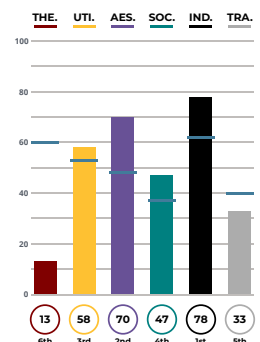
Aesthetic

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.

1. Decorating his surroundings so they are visually pleasing is enjoyable for Paul.

2. Paul will evaluate things based on artistic beauty and usefulness.

3. Paul looks for and appreciates the beauty in things.

4. Form and harmony provide him with an experience to remember.

5. Paul uses his aesthetic talent to impress others.

6. Dressing for success comes naturally to Paul. He enjoys the latest designer clothes when he has the funds to purchase them.

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13	58	70	47	78	33
6th	3rd	2nd	4th	1st	5th

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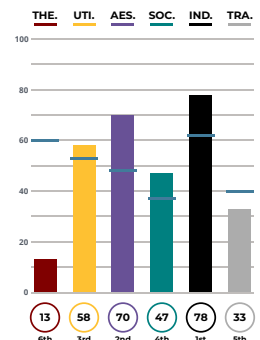
Utilitarian

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.

1. Paul is good at achieving goals.

2. Paul tends to give freely of time and resources, but will want and expect a return on his investment.

3. The accumulation of material possessions results from his ability to follow through and accomplish goals.

4. He evaluates things for their utility and economic return.

5. He may use wealth as a yardstick to measure his work effort.

6. He will work long and hard to satisfy his needs.
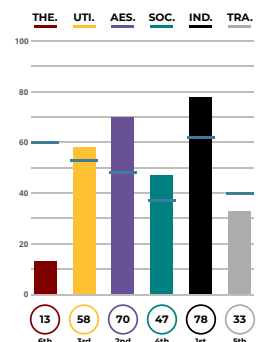
Social

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.

1. Paul will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within him.

2. Paul's desire to help others (even to his own detriment) or decision not to help others, is reviewed on an individual basis.

THE.	UTI.	AES.	SOC.	IND.	TRA.
13	58	70	47	78	33
6th	3rd	2nd	4th	1st	5th

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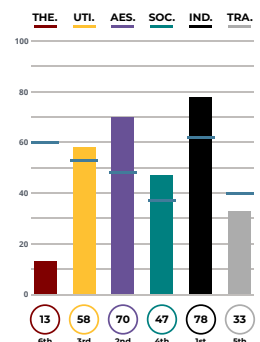
Traditional

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.

1. In many cases, Paul will want to set his own rules which will allow his own intuition to guide and direct his actions.

2. Paul's passion in life will be found in one or two of the other dimensions discussed in this report.

3. He will work within a broadly defined set of beliefs.

4. Paul can be creative in interpreting other systems or traditions and selective in applying those traditions.

5. Traditions will not place limits or boundaries on Paul.

6. He will not be afraid to explore new and different ways of interpreting his own belief system.

7. It may be hard to manipulate Paul because he has not defined a philosophy or system that can provide immediate answers to every situation.
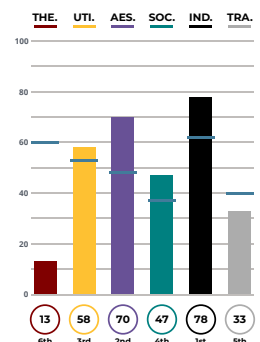
Theoretical

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 systematise knowledge: knowledge for the sake of knowledge.

1. Paul will only read books that relate to his chosen field or special interests.

2. He may have a hobby or special interest that drives the need to know everything about a particular subject, such as computers, baseball scores, etc.

3. Paul will not seek knowledge based on curiosity or just for the sake of knowledge.

4. When required, Paul will seek knowledge to better understand a particular situation.

5. For Paul, personal experiences are a key factor in decision making.

6. He will attempt to take the practical approach and not over-analyse the process.

7. Paul will have a tendency to read only the articles in newspapers or magazines that appeal to his special interests.

8. Paul will use an instinctual approach to problem-solving.

9. Paul can be turned off by people who talk about things in detail if he has no interest in the subject.

THE.	UTI.	AES.	SOC.	IND.	TRA.
13	58	70	47	78	33
6th	3rd	2nd	4th	1st	5th

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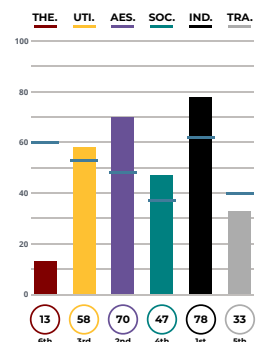
The information on this page will highlight areas in which you may struggle relating to based on your lowest motivator. The information will teach you how to manage your way through discussions focusing on your number six motivator.

Tips for Communicating with "High Theoretical" utilising your Individualistic.

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

1. How does the mindset of a high Theoretical contribute to today's workforce?
2. How do Theoreticals contribute to the world, your professional life, and your personal life?

A person with a high Theoretical will spend time and money helping people who have committed their lives to educating themselves and others.

- Take the position as the leader to ensure people are educated so they have the ability to achieve their potential.

- Exercise the ability to protect the image of the organisation as it relates to the educational initiatives and to be sure the knowledge is incorporated into everyday aspects of corporate functionality.

Continuous learning may be more important than the application of knowledge to a person with a high Theoretical.

- Knowledge is power. How can knowledge of the high Theoretical be leveraged to increase the sphere of influence?

- Understanding the benefits of a continuous learning culture will allow the organisation to be positioned as leading edge and staying ahead of the competition.
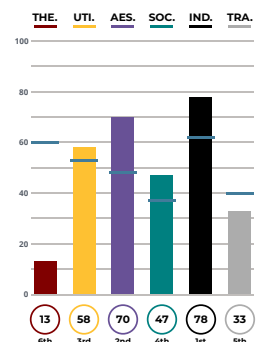
A high Theoretical person may use his specialised knowledge of a topic to control the situation.

- Be careful in discussions where the information necessary to control the conversation is not available. How can questions be asked or information be leveraged to drive toward goals?

- Create a dialogue that allows the ability to determine if the high Theoretical team member is utilising the information to move the company forward or to hold it back. Understand this may not be an intentional act but an instinctive one.

A high Theoretical will seek the "truth;" yet "truth" is relative and will be defined by his knowledge base.

- Analyse information being presented to determine if it furthers the vision; in cases where it does not, be careful not to overpower and lose credibility with peers.

- Understand and appreciate the knowledge brought to the table. Apply the knowledge to advance the organisation and the people within it.

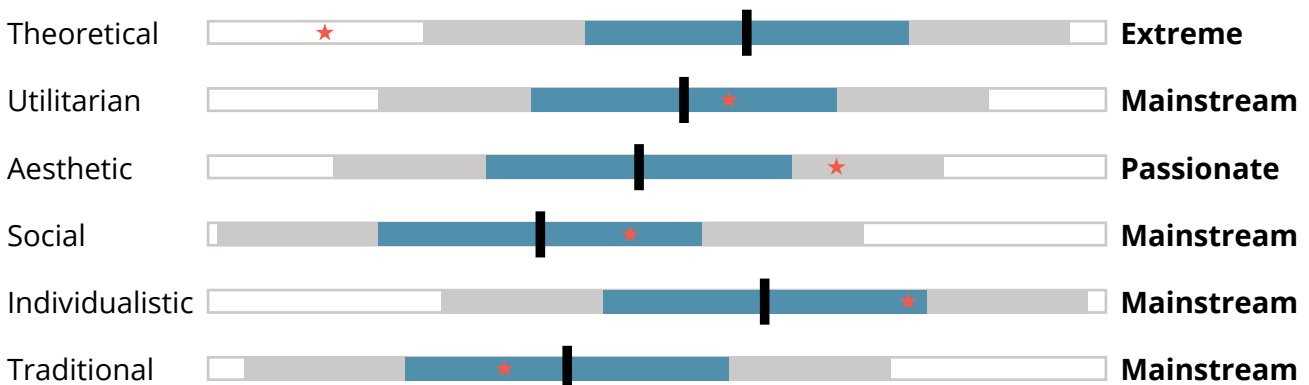| THE.	UTI.	AES.	SOC.	IND.	TRA.
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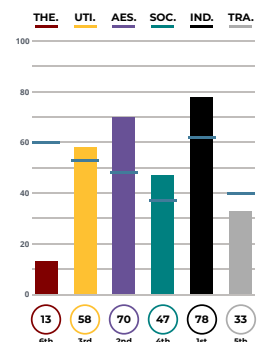
Motivators - Norms & Comparisons

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 motivators, you will fit in with the group and be energised. 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 - Intl Norm 2021

Theoretical		**Extreme**
Utilitarian		**Mainstream**
Aesthetic		**Passionate**
Social		**Mainstream**
Individualistic		**Mainstream**
Traditional		**Mainstream**

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

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

Motivators - Norms & Comparisons

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

- You have a strong desire to become all you can be (self-actualization). You will tend to strive for balance, form and harmony in all areas of your life. Others may not understand your subjective way of reasoning and may feel you are somewhat unrealistic. Your appreciation of the world around you and the environment may appear extreme to them.

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

- The amount of time and resources others spend in learning new things may frustrate you.

Motivators Hierarchy

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

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

0   10   20   30   40   50   60   70   80   90   100

78

62*
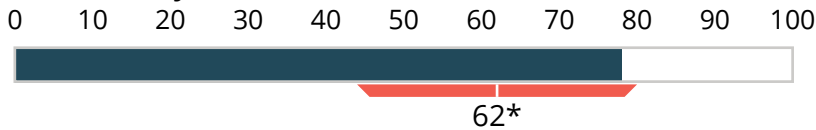
2. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

0   10   20   30   40   50   60   70   80   90   100

70

48*
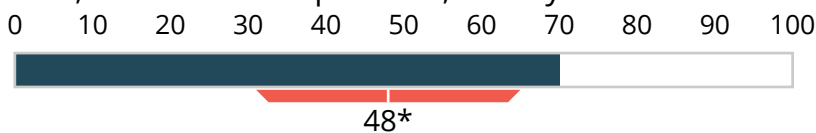
3. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.
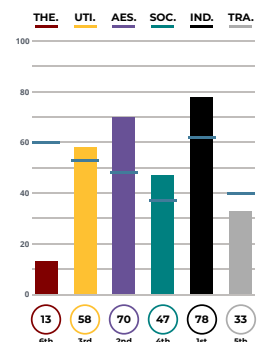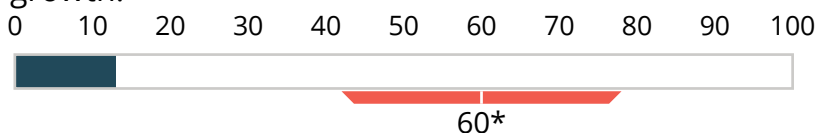
0   10   20   30   40   50   60   70   80   90   100

58

53*
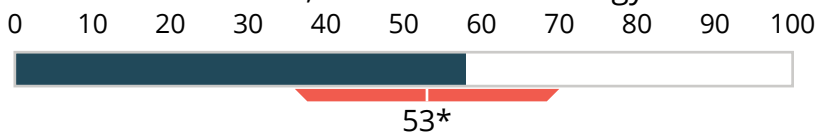
4. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

0   10   20   30   40   50   60   70   80   90   100

47

37*
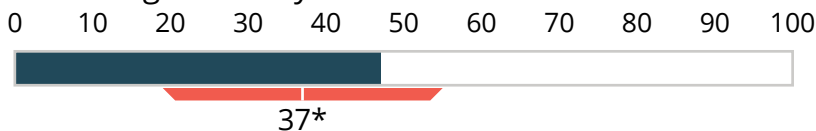
5. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

0   10   20   30   40   50   60   70   80   90   100

33

40*
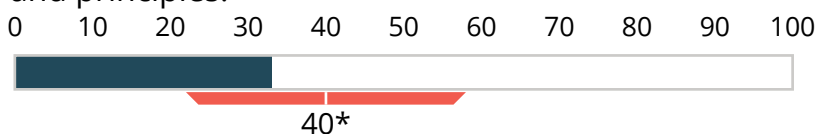
6. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

0   10   20   30   40   50   60   70   80   90   100

13

60*

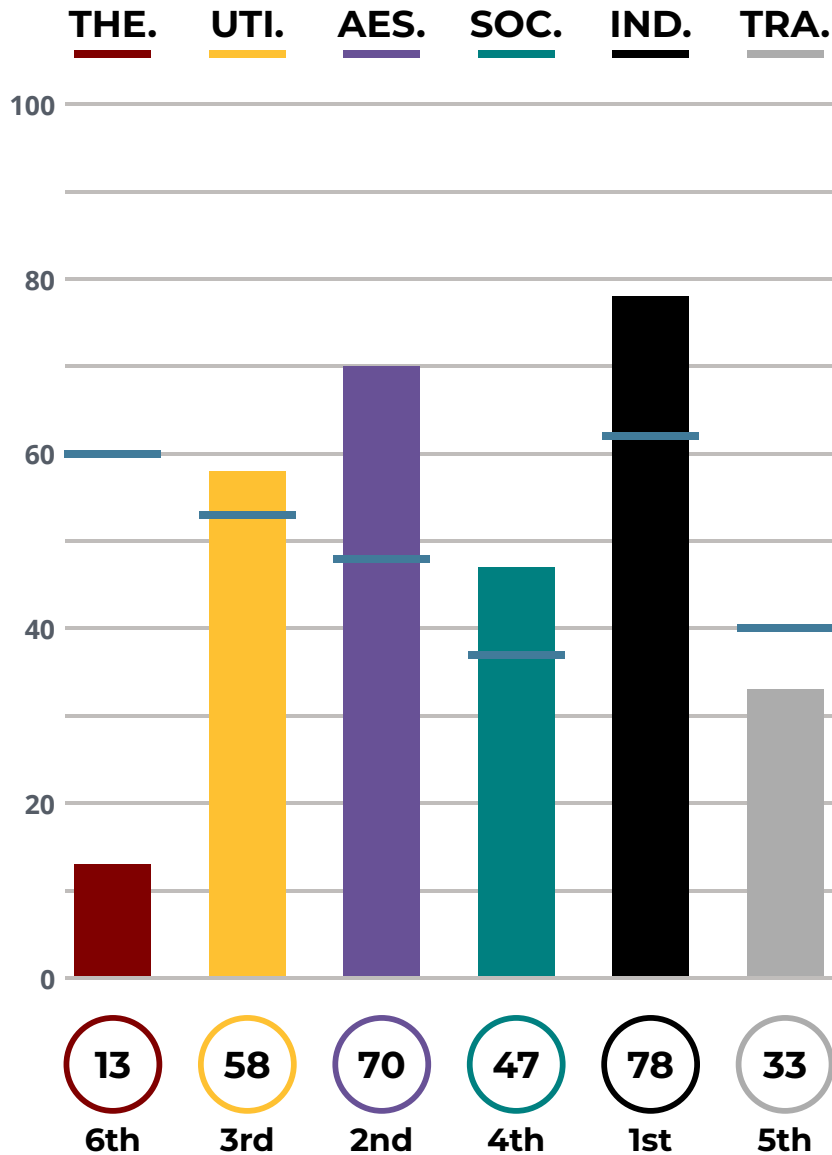| THE.	UTI.	AES.	SOC.	IND.	TRA.
13	58	70	47	78	33
6th	3rd	2nd	4th	1st	5th

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

Motivation Insights® Graph

The Motivators Graph is a visual representation of what motivates Paul and the level of intensity for each category. These categories include: Theoretical, Utilitarian, Aesthetic, Social, Individualistic, and Traditional.

THE.	UTI.	AES.	SOC.	IND.	TRA.

13	58	70	47	78	33
6th	3rd	2nd	4th	1st	5th

national mean
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Paul Smith

Motivators Wheel™

11/4/2023

TRADITIONAL
33
5th

THEORETICAL
13
6th

SOCIAL
47
4th

UTILITARIAN
58
3rd

AESTHETIC
70
2nd

INDIVIDUALISTIC
78
1st

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44

Paul Smith
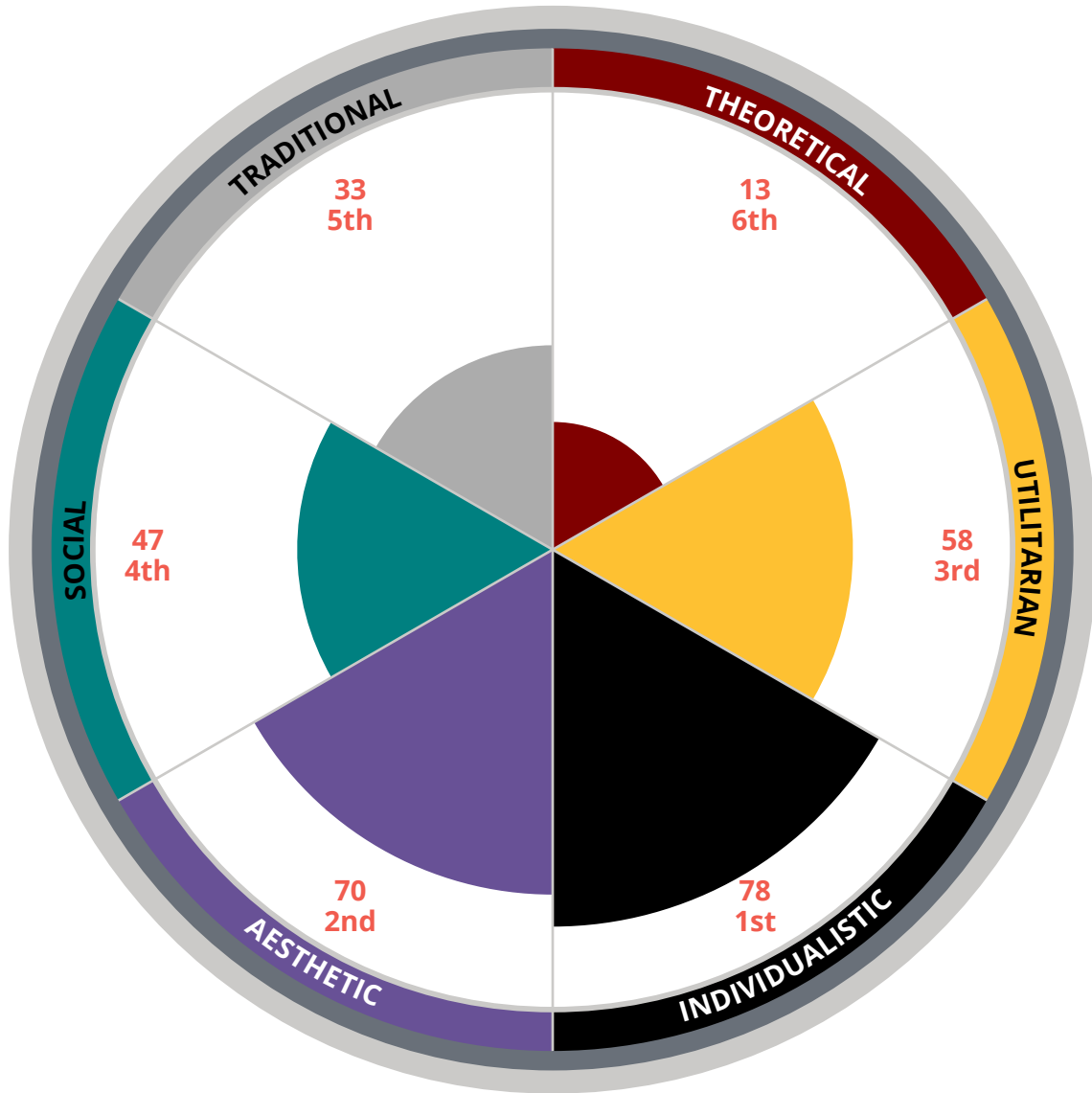
Introduction

Integrating Behaviours & Motivators

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviours and motivators. Individually, each is powerful enough 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 Behavioural and Motivational Strengths

- Potential Behavioural and Motivational Conflict

- Ideal Environment

- Keys to Motivating

- Keys to Managing

Potential Behavioural & Motivational
Strengths

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

1. Innovative with strategies for success.

2. A strong influencer.

3. Initiates action to create or enhance.

4. Seen as a leader in his hobbies and interests.

5. Takes pride in finding flaws in policies and procedures.

6. Has a calculated plan to advance or win within the organisational framework.

7. Gives clear specific instructions to maintain balance.

8. Lets his work demonstrate his uniqueness, rather than talking about himself.

Potential Behavioural & Motivational
Conflict

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

1. Has to be a big player, if not the leader, and may miss out on beneficial role-supporting opportunities.

2. Takes on too much, too soon, and too fast to maintain control.

3. May overfocus on standards of beauty.

4. May communicate bluntly and not fully express what he thinks and feels.

5. May set unreachable standards for himself and others.

6. Will control all of the details for fear of a tainted image.

7. Feels a better job could be done if more focus was on the experience of the project.

8. May feel his view is the only way and not see the subjectivity in his viewpoint.

Ideal Environment

This section identifies the ideal work environment based on Paul'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 behaviour and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Paul enjoys and also those that create frustration.

1. Forum to express ideas and viewpoints.

2. An environment dictated by logic rather than emotion.

3. Evaluation based on results, not the process.

4. Rewards for the utilisation of facts and data in order to determine a holistic direction.

5. Freedom to decorate office area with a status-conscience efficiency.

6. Time and opportunity to create in solitary.

7. Ability to be self-starting and forward looking as it relates to challenging the status quo.

8. An environment that demands high standards with the opportunity to enforce such standards.

9. Ability to control the review and storage of facts and data.

Keys To Motivating

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

Paul wants:

1. To be part of a quality-oriented work group.

2. Logical arguments.

3. Time to perform up to his high standards.

4. The ability to base company morale initiatives on facts and data.

5. Things done now and to the highest level of appeal possible in a streamlined way.

6. To focus on long-term stability which will lead to a lasting impact on the functionality of the organisation.

7. Power and control over outcomes and goals.

8. Control over long-term planning in order to protect the company from unnecessary risks.

9. Recognition for calculated risk-taking and plans for action.

Keys To Managing

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

Paul needs:

1. A manager who prefers quality over quantity.

2. Support in making high-risk decisions.

3. Recognition for what he accomplished.

4. To see action has been taken in regards to his suggestions.

5. Clear expectation of himself and others in order to eliminate unnecessary conflict within the team.

6. To provide benefits in selling an idea rather than the telling of an idea.

7. Help understanding the effect on his image when he disengages from uncontrolled projects.

8. To be able to earn the respect and trust to control his domain of expertise.

9. To set goals that are within reach.

Action Plan
Professional Development

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

   _____

   _____

   _____

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

   _____

   _____

   _____

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

   _____

   _____

   _____

4. I will make the following changes to my behaviour, and I will implement them by _____:

   _____

   _____

   _____

Paul Smith

Action Plan
Personal Development

1. When reviewing my report for personal development, I learned the following key behaviours contribute to reaching my goals and the quality of life I desire: (list 1-3)

   _____

   _____

   _____

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

   _____

   _____

   _____

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

   _____

   _____

   _____

4. I will make the following changes to my behaviour, and I will implement them by _____:

   _____

   _____

   _____