



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Sales

Sylvia Sales
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6-26-2017



Introduction Where Opportunity Meets Talent

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

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

Behaviors

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

Driving Forces

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

Integrating Behaviors And Driving Forces

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



Introduction Behaviors Section

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

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

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

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

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

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



Sales Characteristics

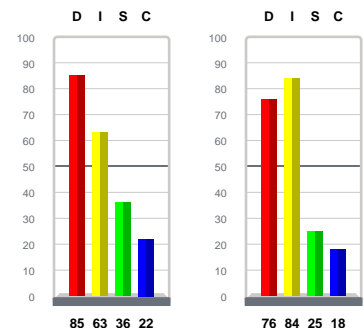
Based on Sylvia's responses, the report has selected general statements to provide a broad understanding of her sales style. This section highlights how she deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style she brings to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

Sylvia prefers to sell a new client on herself first rather than her product or service. This reflects her natural approach. When she buys, she also prefers to be sold in this manner. Inclined to talk smoothly, readily and at length, she loves the opportunity to verbalize. Sales presents an opportunity for her to use this great attribute. Detail work is not Sylvia's forte. She enjoys "people over things" and may procrastinate when faced with time-consuming, detail work. She prefers to be evaluated on her results, not the paper work. She consistently meets the challenge of persuading people to her point of view. Some buyers may desire less talk and more facts. Sylvia may be seen as somewhat impulsive. She likes new products and often is the first in her neighborhood to buy the latest things. She prefers to sell new, innovative products or services. In fact, she often uses creative ways to sell her products or services. She maintains a high trust level; that is, she trusts that people will make good on their promises.

Sylvia welcomes the objections that prospects raise. This provides an opportunity to meet a challenge and share more of her knowledge. She may use humor in her presentation, which may help or hinder, based on the style of the buyer. Excessive humor may cause her to ramble and not provide sufficient time for the presentation. She experiences difficulty in telling a prospect that she doesn't have the answer to the prospect's objections. Her natural sales style attempts to answer the objections even if she lacks the proper data to do so. She would rather take the risk than admit failure. She has probably been known to answer objections even if she has never heard the objection before. She will rely on her quick thinking and verbal skills to meet the challenge. Sylvia may use sales aids with her presentation. Her usage sometimes depends on her ability to be organized; that is, she occasionally forgets to replenish her supply of sales aids or feels she can verbalize the presentation without them. She frequently uses emotion and active body language in her sales presentation. With some buyers this could be detrimental because they may see her as being superficial.



Adapted Style Natural Style



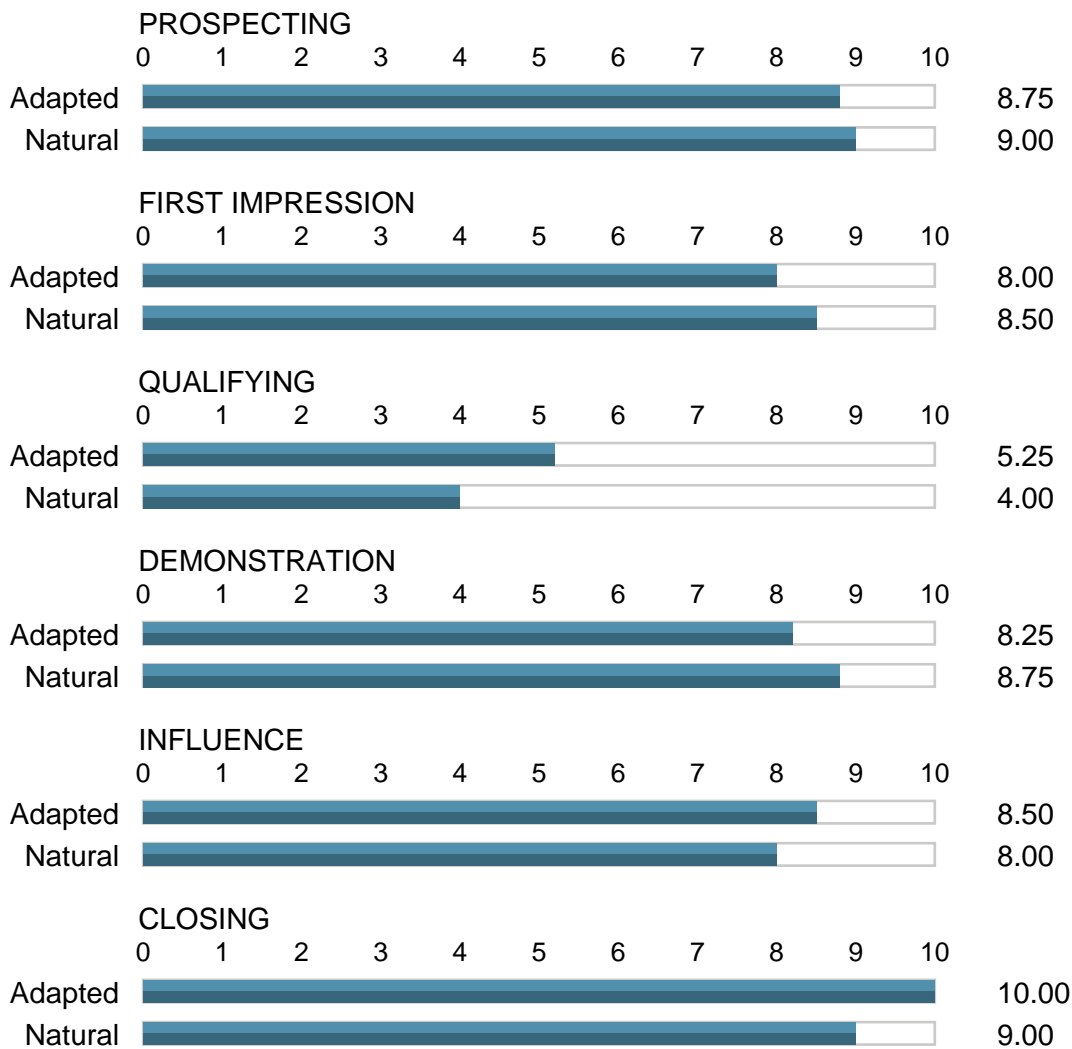


Behavioral Selling Overview

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

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

The amount of difference between a salesperson's adapted and natural styles is also key. The greater the difference, the greater potential for stress.



0-5.0=POOR 5.1-6.6=FAIR 6.7-7.6=GOOD 7.7-8.8=VG 8.9-10=EX



Potential Strengths or Obstacles to Behavioral Selling Success

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

Prospecting: The first phase of the Behavioral Selling Model. It is the phase of the sale where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.

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

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

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

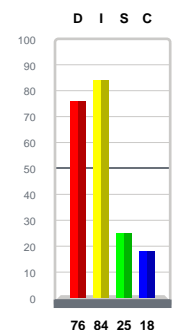
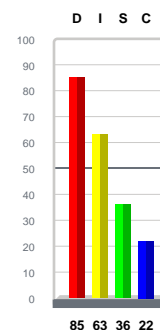
In the First Impression Phase, Sylvia MAY have a TENDENCY to:

- Think everybody likes her. If it should appear that this is not the case, she will press to seek personal approval rather than listen to the prospect.
- Talk at a rapid pace and needs to be more factual with her verbiage.
- Move at too fast a pace for some buyers.
- Be so enthusiastic that she can be seen as superficial.



Adapted Style

Natural Style





Potential Strengths or Obstacles to Behavioral Selling Success

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

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

- Paraphrase in her jargon what the prospect has said, and, to potentially misunderstand what the prospect has really said.
- Ask questions that will allow her to proceed with her own agenda.
- Not ask technical questions. May dwell too long or too much on general or abstract questions.
- Be too impatient in waiting for the prospect to identify, verbalize and explain her real problems.

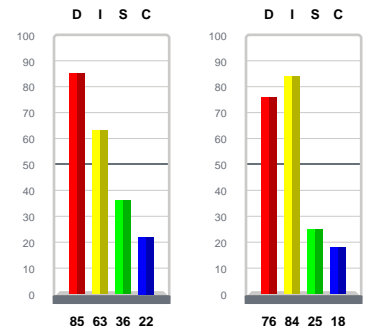
Demonstration: Much different from traditional "demonstration" or "product presentation," this phase allows the salesperson to demonstrate his or her product knowledge in such a way that it fulfills the stated or implied wants, needs, or intentions of the prospect as identified and verbalized in the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

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

- Oversell or talk her way out of a sale by focusing on irrelevant things.
- Be careless and ramble in the sales presentation.
- Use humor in her presentation. This may help or hinder based on the type of prospect. Excessive humor may cause her to ramble and not allow sufficient time for a meaningful presentation or, at the other extreme, prolong her presentation if left unchecked.
- Paint word pictures. This can be a distinct advantage when called upon to explain an intangible. However, some buyers who have trouble visualizing will not be influenced by her ability to paint these colorful word pictures.



Adapted Style Natural Style





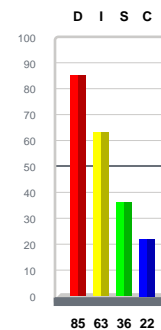
Value to the Organization

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

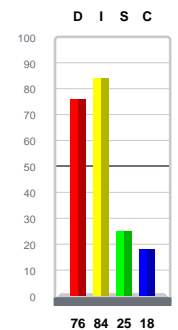
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Has the confidence to do the difficult assignments.
- Positive sense of humor.
- Self-reliant.
- Optimistic and enthusiastic.
- Pioneering.
- People-oriented.
- Creative problem-solving.



Adapted Style



Natural Style





Checklist for Communicating

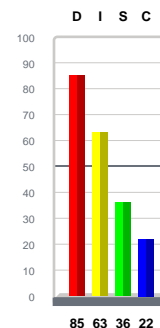
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Sylvia. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Sylvia most frequently.

Ways to Communicate:

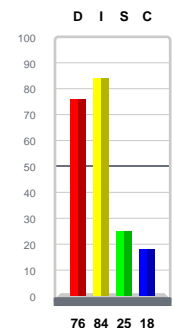
- Confront when in disagreement.
- Provide testimonials from people she sees as important.
- Provide a warm and friendly environment.
- Not deal with details, put them in writing, pin her to modes of action.
- Provide ideas for implementing action.
- Provide "yes" or "no" answers--not maybe.
- Understand her defiant nature.
- Plan interaction that supports her dreams and intentions.
- Speak at a rapid pace.
- Clarify any parameters in writing.
- Be brief--be bright--be gone.
- Use enough time to be stimulating, fun-loving, fast-moving.



Adapted Style



Natural Style





Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Sylvia. Review each statement with Sylvia and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

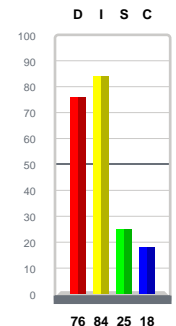
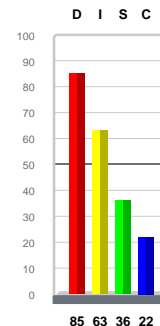
Ways NOT to Communicate:

- Be paternalistic.
- Be curt, cold or tight-lipped.
- Kid around too much, or "stick to the agenda" too much.
- Let her overpower you with verbiage.
- Legislate or muffle--don't overcontrol the conversation.
- "Dream" with her or you'll lose time.
- Leave decisions hanging in the air.
- Be dogmatic.
- Drive on to facts, figures, alternatives or abstractions.
- Hesitate when confronted.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- Give her your opinion unless asked.
- Ramble.



Adapted Style

Natural Style





Selling Tips

This section provides suggestions on methods which will improve Sylvia's communications when selling to different styles. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Sylvia will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

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

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

Factors that will create tension:

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

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

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

Factors that will create tension:

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

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

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

Factors that will create tension:

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

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

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

Factors that will create tension:

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



Perceptions

See Yourself as Others See You

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



Self-Perception

Sylvia usually sees herself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

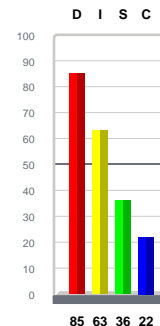
- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

Others' Perception - Extreme

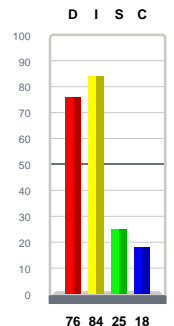
Under extreme pressure, stress or fatigue, others may see her as being:

- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter

Adapted Style



Natural Style





The Absence of a Behavioral Factor

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

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

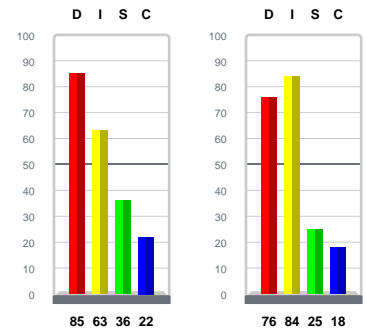
- Avoid work environments requiring constant diplomacy, as they may cause stress.
- Avoid working environments where risk taking is not rewarded or encouraged.
- Avoid environments where micro-management is the way of the organization.

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

- The desire to be seen as a unique person may detract from the ideal outcome.
- Breaking rules that others must follow, will be seen as reckless and haphazard.
- Extremely formal and structured interactions may cause stress.

Adapted Style

Natural Style





Descriptors

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

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



Natural and Adapted Selling Style

Sylvia's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

PROBLEMS - CHALLENGES

Natural

Sylvia is ambitious in her approach to selling, displaying a strong will and has a need to win against all obstacles. She has a tendency to confront prospects and desire to control the sales situation. She needs a territory and products that will constantly challenge her.

Adapted

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

PEOPLE - CONTACTS

Natural

Sylvia is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. She is trusting and also wants to be trusted.

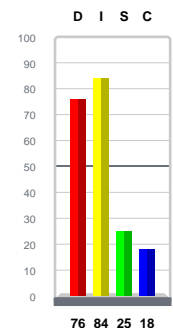
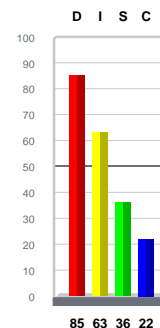
Adapted

Sylvia feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to sell.



Adapted Style

Natural Style





Natural and Adapted Selling Style Continued



PACE - CONSISTENCY

Natural

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

Adapted

Sylvia feels to be successful in her present sales environment she must see many prospects/customers. She feels mobility is one of her strengths. She can go in many different directions with ease and control.

PROCEDURES - CONSTRAINTS

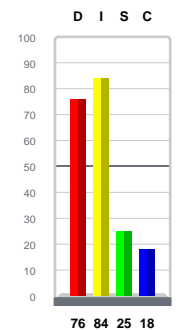
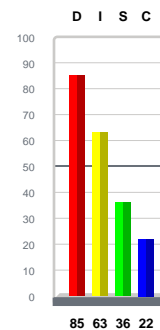
Natural

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

Adapted

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

Adapted Style Natural Style





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.

Desire To Be Involved With Too Many People

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

Possible Causes:

- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

Possible Solutions:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view

Long Lunches

Long lunches are those that extend beyond the normal time for eating. They could be kept within a specific time frame but are not.

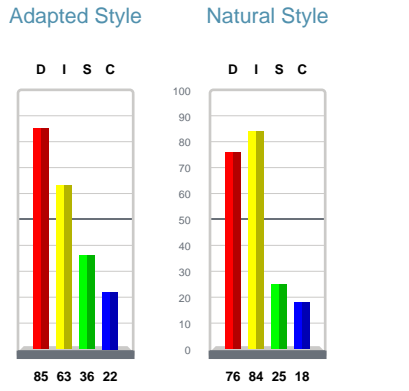
Possible Causes:

- Get involved in the excitement of conversation and forget about time
- See long lunches as a networking opportunity
- Like doing business in a social, non-threatening environment
- Use long lunches as a way to avoid unpleasant tasks, people or the work environment

Possible Solutions:

- Set a specific time for lunch and STICK TO IT







Time Wasters Continued

- Have meetings in the office
- Set meetings right after lunch
- Have working lunches

Excessive Socializing

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

Possible Causes:

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

Possible Solutions:

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

Cluttered Desk

A cluttered desk is one that is overloaded by papers, supplies and equipment to the point of impacting the ability to be productive.

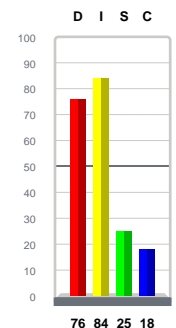
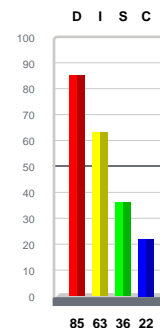
Possible Causes:

- See organizing and filing activities as a waste of time
- Want everything at fingertips



Adapted Style

Natural Style





Time Wasters Continued

- Do not conceptualize a system for grouping information and materials
- Have not established a timeline for tasks or projects

Possible Solutions:

- Handle each piece of mail only once, i.e. pitch it, file it or delegate it
- Set up (or have someone else set up) an information storage and retrieval system
- Get off mailing lists that are of no interest to you
- Remind yourself that the time it takes to open "junk" mail robs you of time for more important tasks
- Establish a time limit for certain projects and only have current project material on your desk

Inability To Say No

The inability to say no is when you are unable to or feel powerless to refuse any request.

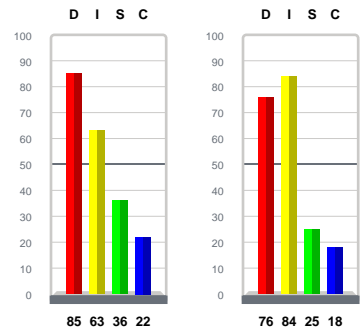
Possible Causes:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

Possible Solutions:

- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

Adapted Style Natural Style





Time Wasters *Continued*

Open Door Policy

An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.

Possible Causes:

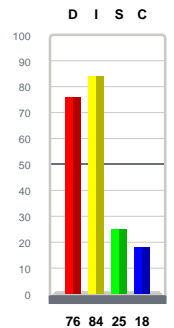
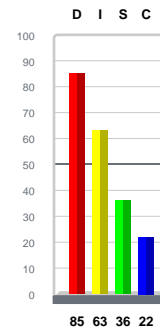
- Want to be seen as supportive and available
- Want the social interaction of people dropping by
- Have a difficult time saying "no"
- Use people interruptions as a way of procrastinating or justifying missed deadlines

Possible Solutions:

- Set aside time to "close your door" and work on projects
- Set aside time to interact with co-workers
- Learn to prioritize activities and say "no" to low priorities
- Place your desk so that it is not always in "view" of those who pass by
- Avoid eye contact with people who walk by your desk or office

Adapted Style

Natural Style





Areas for Improvement

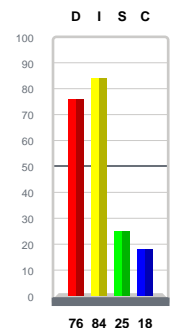
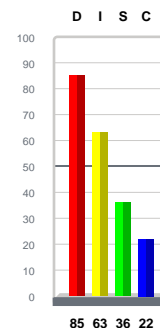
In this area is a listing of possible limitations without regard to a specific job. Review with Sylvia and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Sylvia has a tendency to:

- Be so enthusiastic that she can be seen as superficial.
- Dislike call reports, etc.
- Make promises she can't keep.
- Be more concerned with popularity than sales results.
- Give away products or services to make client happy.
- Not answer objections completely, or tap dances around the objections.
- Need to be more factually-oriented and talk a bit slower.

Adapted Style

Natural Style

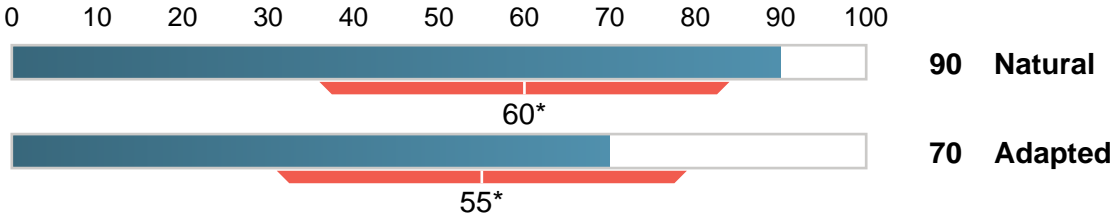




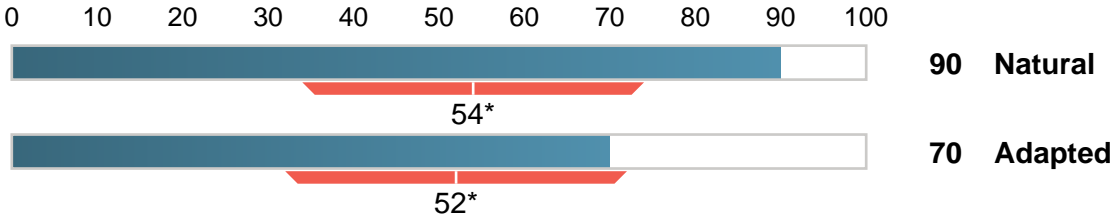
Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

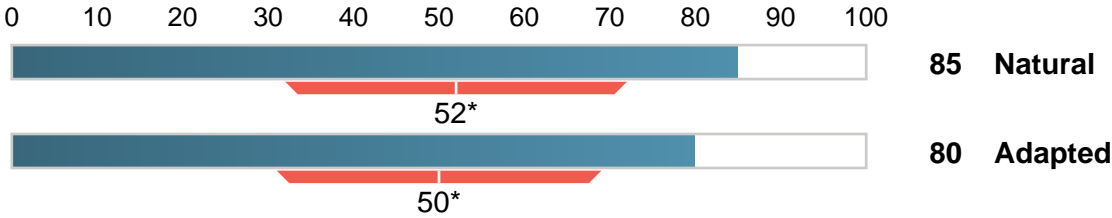
1. Interaction - Frequently engage and communicate with others.



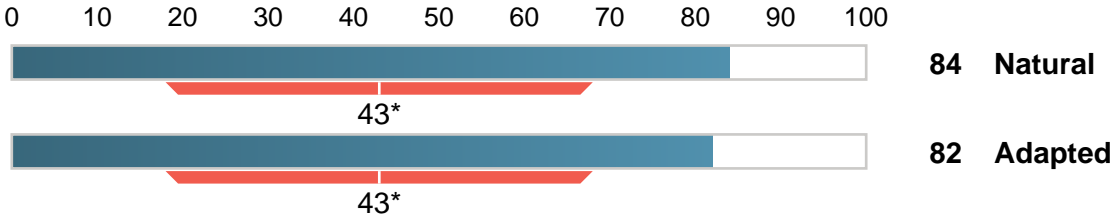
2. Versatile - Adapt to various situations with ease.



3. Frequent Change - Rapidly shift between tasks.



4. Urgency - Take immediate action.

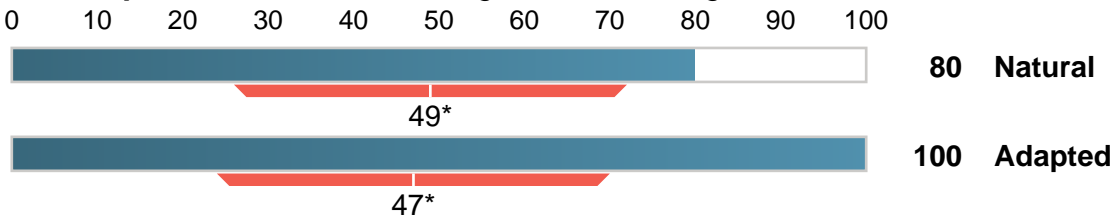


* 68% of the population falls within the shaded area.

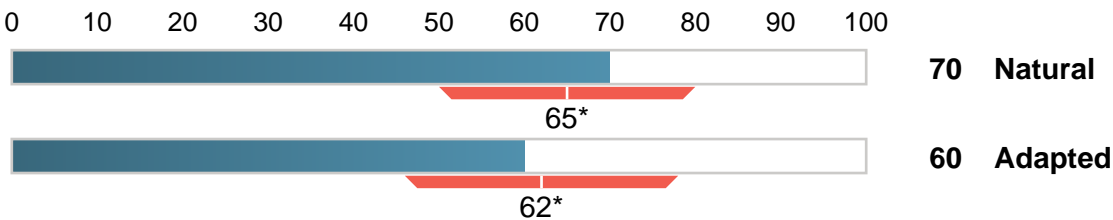


Behavioral Hierarchy Continued

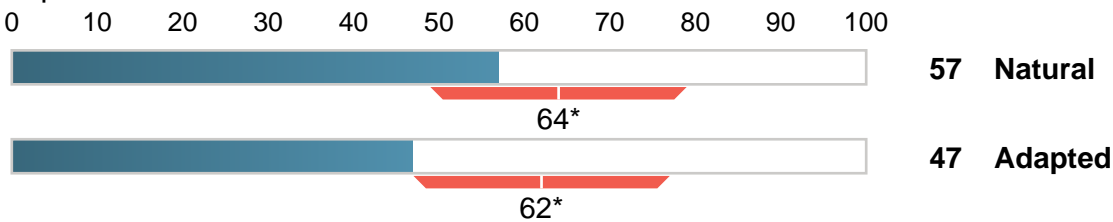
5. Competitive - Want to win or gain an advantage.



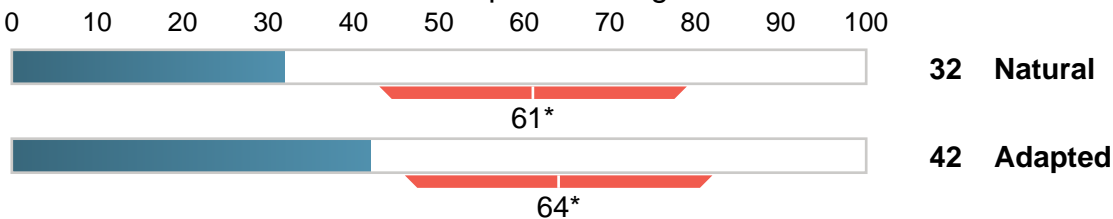
6. People-Oriented - Build rapport with a wide range of individuals.



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



8. Persistence - Finish tasks despite challenges or resistance.



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



Behavioral Hierarchy Continued

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

0 10 20 30 40 50 60 70 80 90 100



28 Natural

60*



35 Adapted

63*

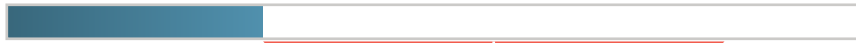
10. Organized Workplace - Establish and maintain specific order in daily activities.

0 10 20 30 40 50 60 70 80 90 100



22 Natural

51*



30 Adapted

57*

11. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



20 Natural

61*



35 Adapted

64*

12. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



15 Natural

53*



35 Adapted

59*

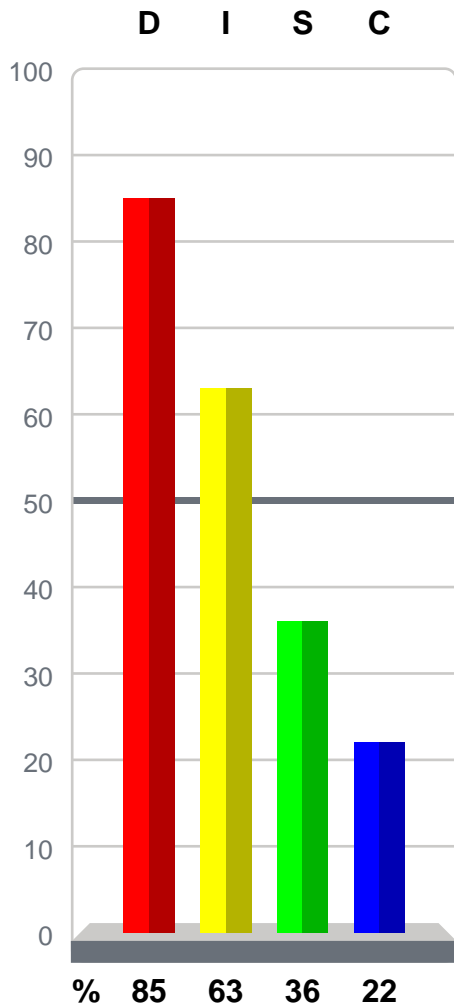


Style Insights® Graphs

6-26-2017

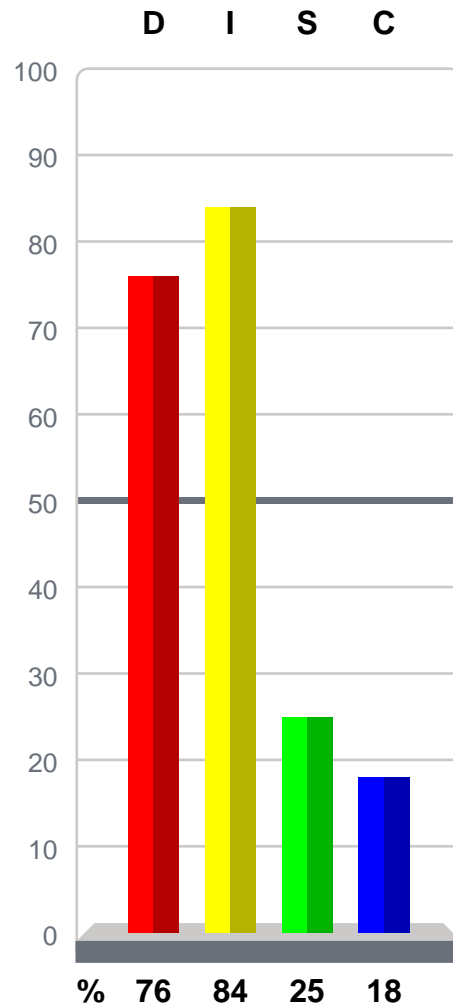
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4



The Success Insights® Wheel

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

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

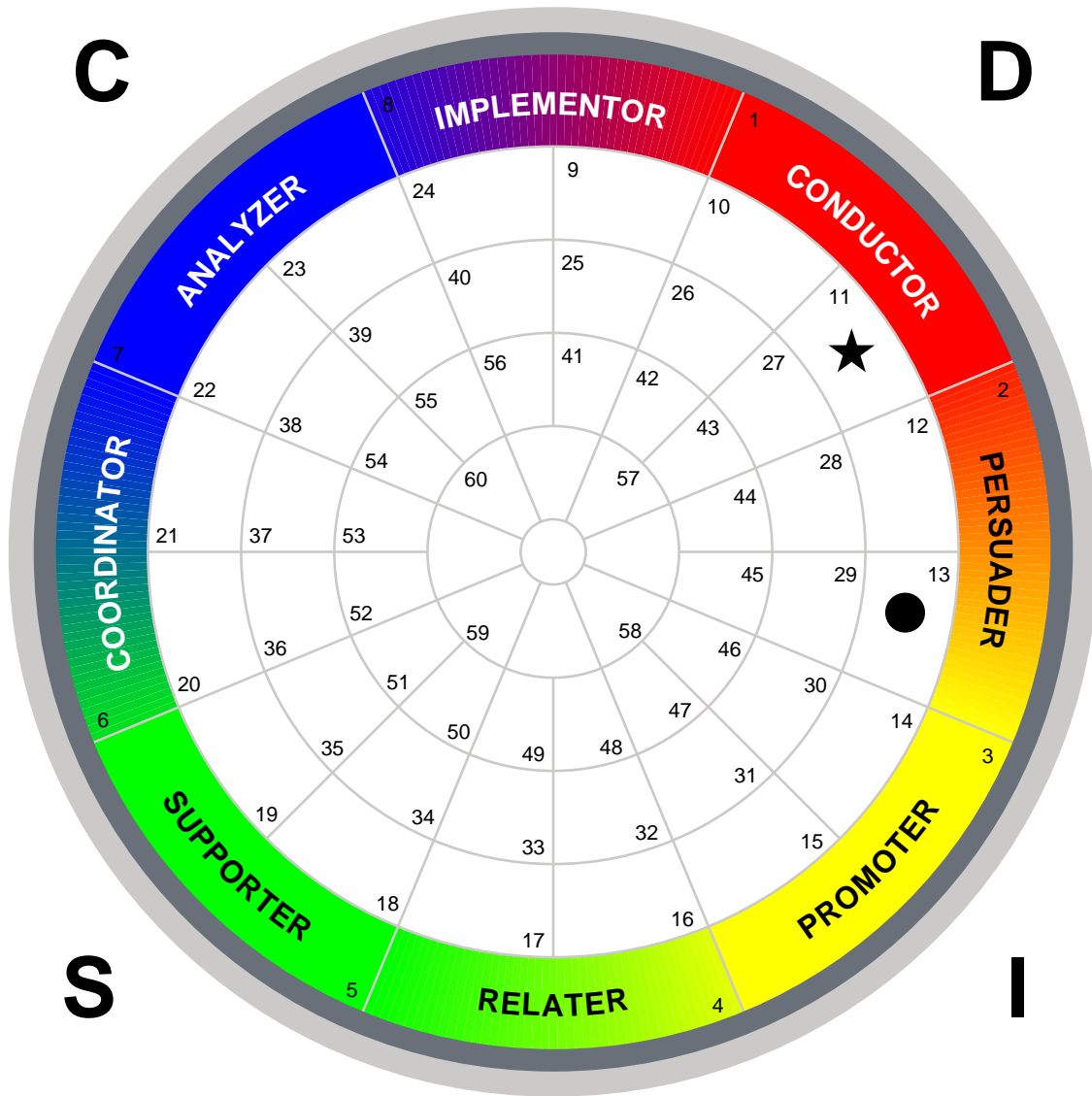
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



The Success Insights® Wheel

6-26-2017



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

Norm 2017 R4



Understanding Your Driving Forces

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

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

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

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

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

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



General Characteristics

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

Sylvia has the desire to be empathetic toward those in need. She will strive to eliminate conflict in the workplace. She has the ability to instinctively notice and respond to people in need. She values people for who they are versus what they can provide. Sylvia focuses on the greater good versus her return on investment. She will accomplish tasks for the sake of accomplishment. Looking and feeling good enhances her daily productivity. She is most comfortable working in an aesthetically pleasing environment. Sylvia will view and use knowledge as a needed resource or a means to an end. She will research a subject if it's something Sylvia is passionate about. In most situations Sylvia may look for ways to create collaboration. She may gather elements from multiple systems to implement as needed.

Sylvia looks for ways to help people have positive experiences. If she thinks it will harm the relationship, Sylvia will avoid confrontation. She views money as a necessary means of surviving not as a sense of accomplishment. Being rewarded for her investment of time, talent or resources is not her driving force. Sylvia will thrive in a role where she can experience self-realization and gratification. She feels a high level of satisfaction when she is able to create rapport and tranquility with others. She is more concerned with the application of ideas than the details behind it. She will Google a topic to address a current situation. Sylvia may strive to maintain collaboration in group settings. She may focus on the greater good more than personal advancement. She may not focus on a specific approach and will keep momentum moving forward. She may overlook traditions or boundaries to complete a task.





General Characteristics

Sylvia tends to dissect other systems and/or traditions and may be creative when applying them. As long as Sylvia's beliefs are not threatened, she may allow others to influence the direction of her work. She is comfortable starting a project before gathering all the necessary information. She is able to see the overall situation and strive for harmony. Sylvia tends to include others as part of the agenda without expecting anything in return. She is able to let go of possessions without looking at future needs or uses. She will have a strong interest in improving the working conditions. She will look for faults in a process before blaming an individual.

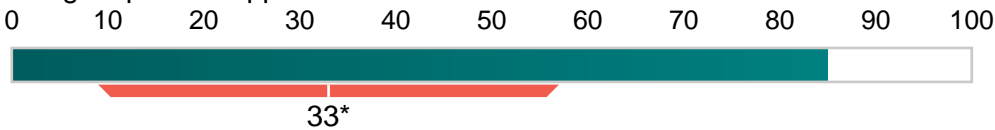




Primary Driving Forces Cluster

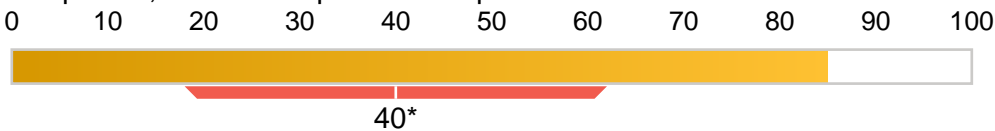
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement to create your unique driving force.

1. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



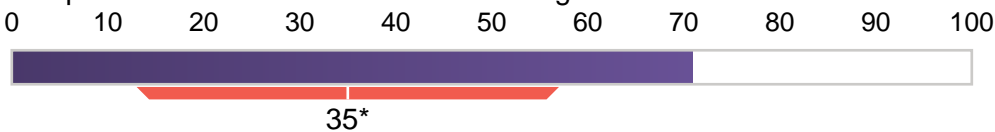
85

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



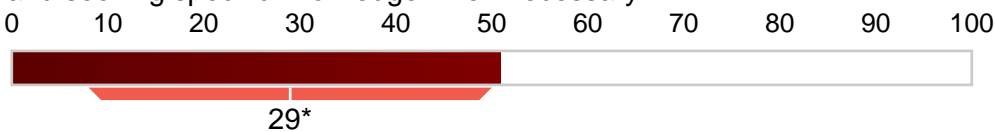
85

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



71

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



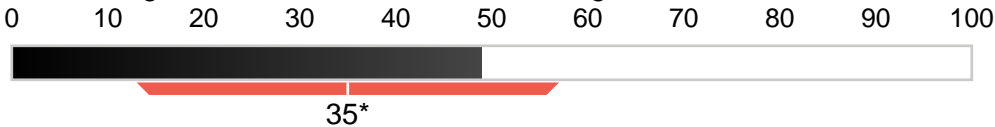
51



Situational Driving Forces Cluster

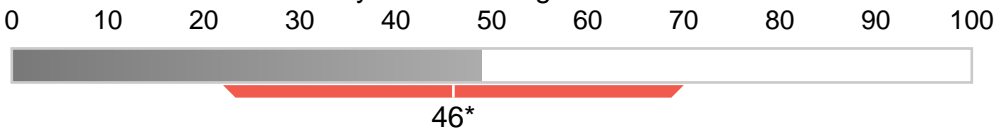
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



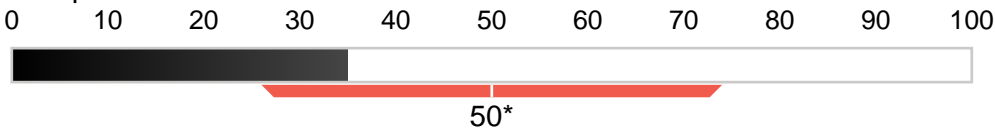
49

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



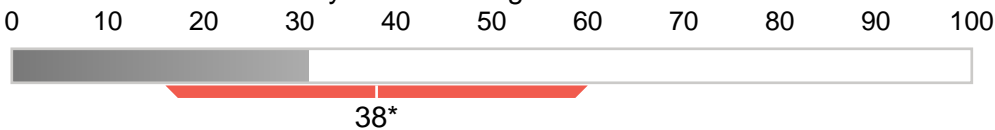
49

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



35

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



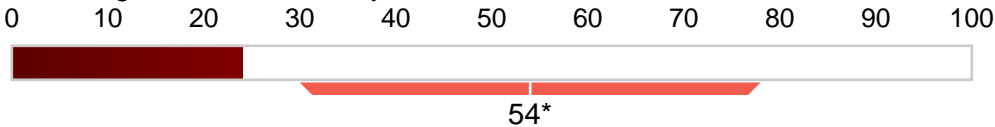
31



Indifferent Driving Forces Cluster

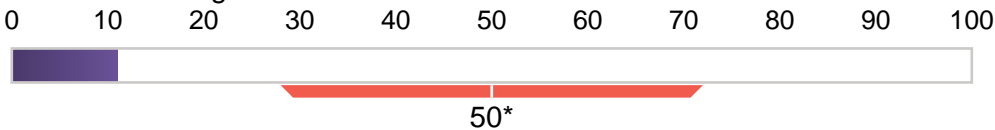
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



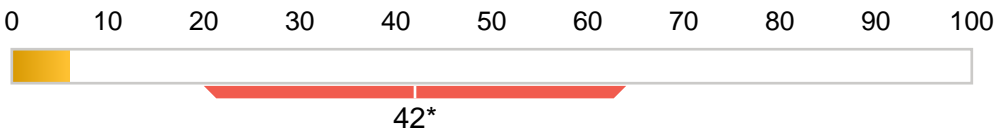
24

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



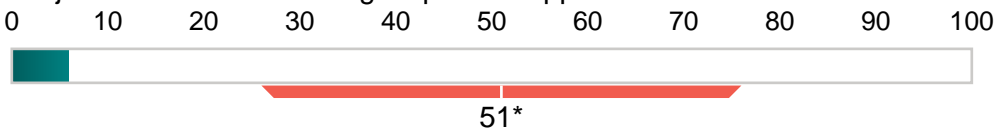
11

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



6

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



6

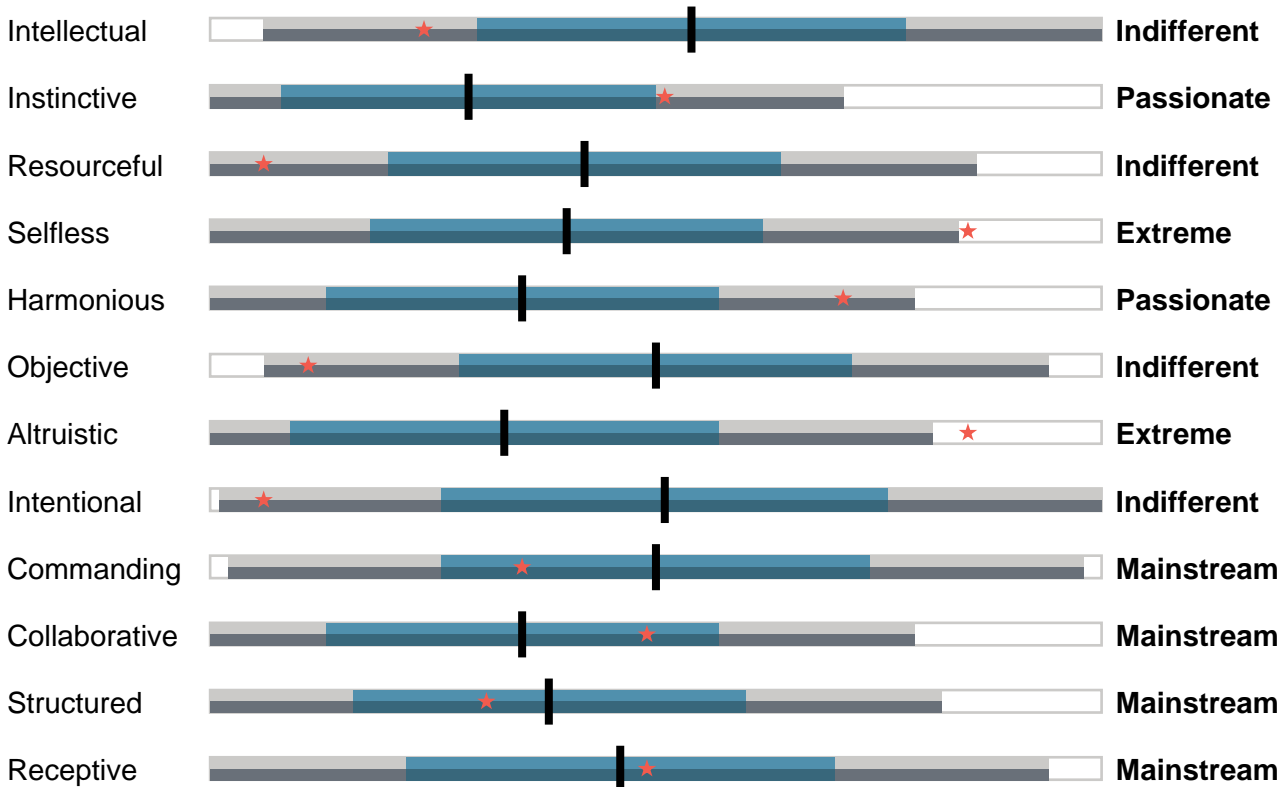


Areas for Awareness

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

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

Norms & Comparisons Table - Norm 2017

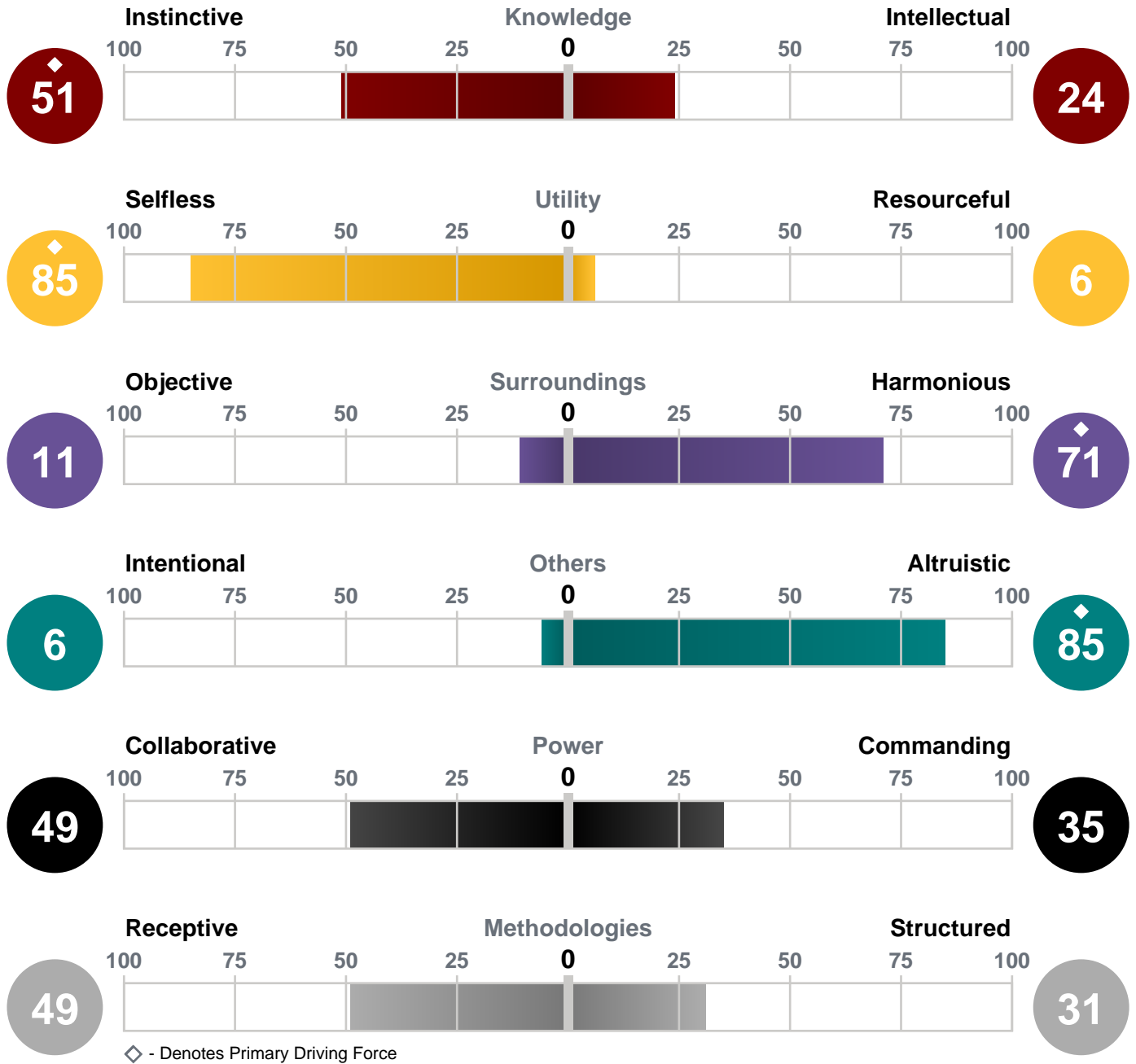


- 1st Standard Deviation - * 68% of the population falls within the shaded area.
 - 2nd Standard Deviation
 - 3rd Standard Deviation
 - national mean
 ★ - your score

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

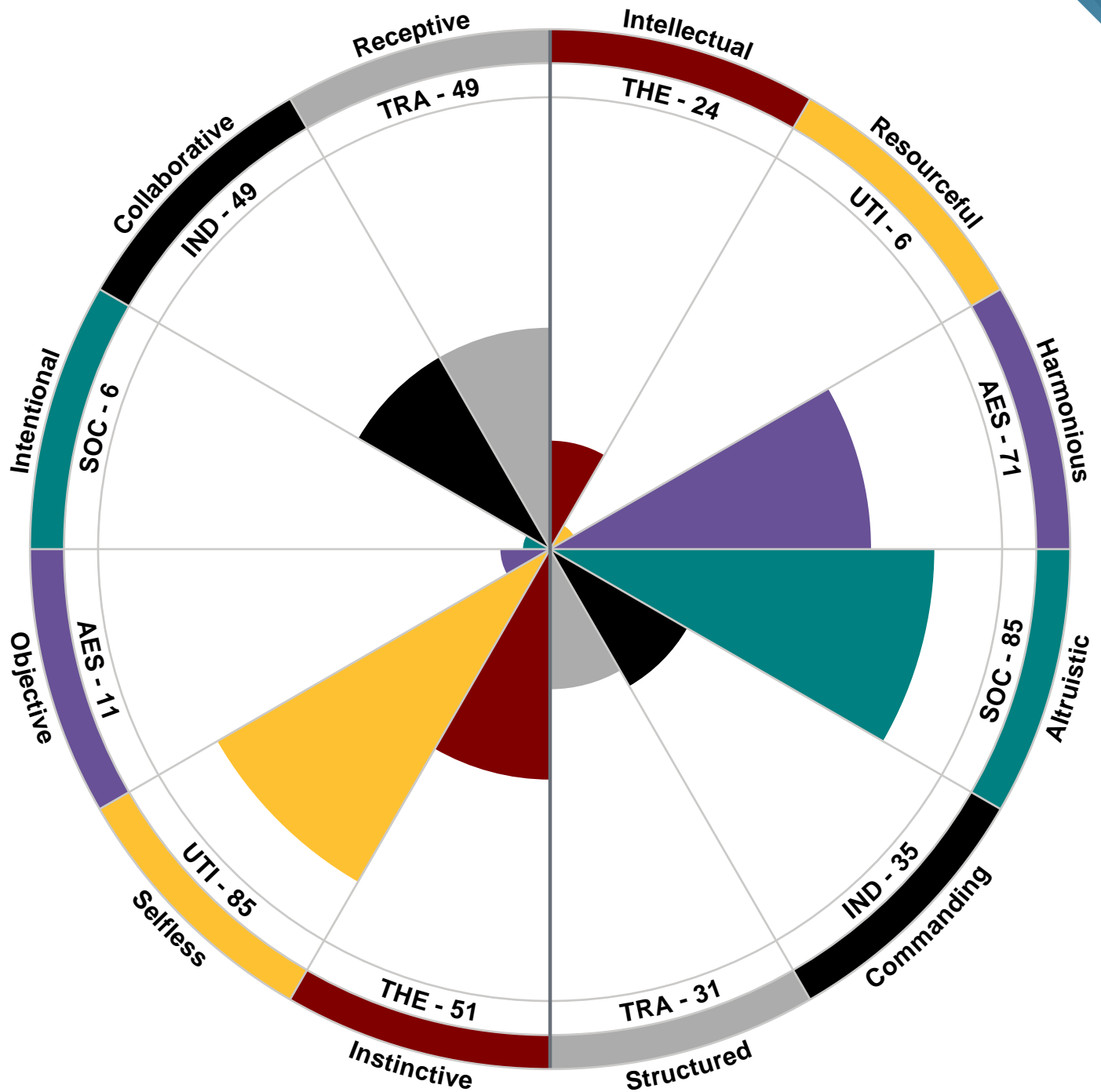


Driving Forces Graph



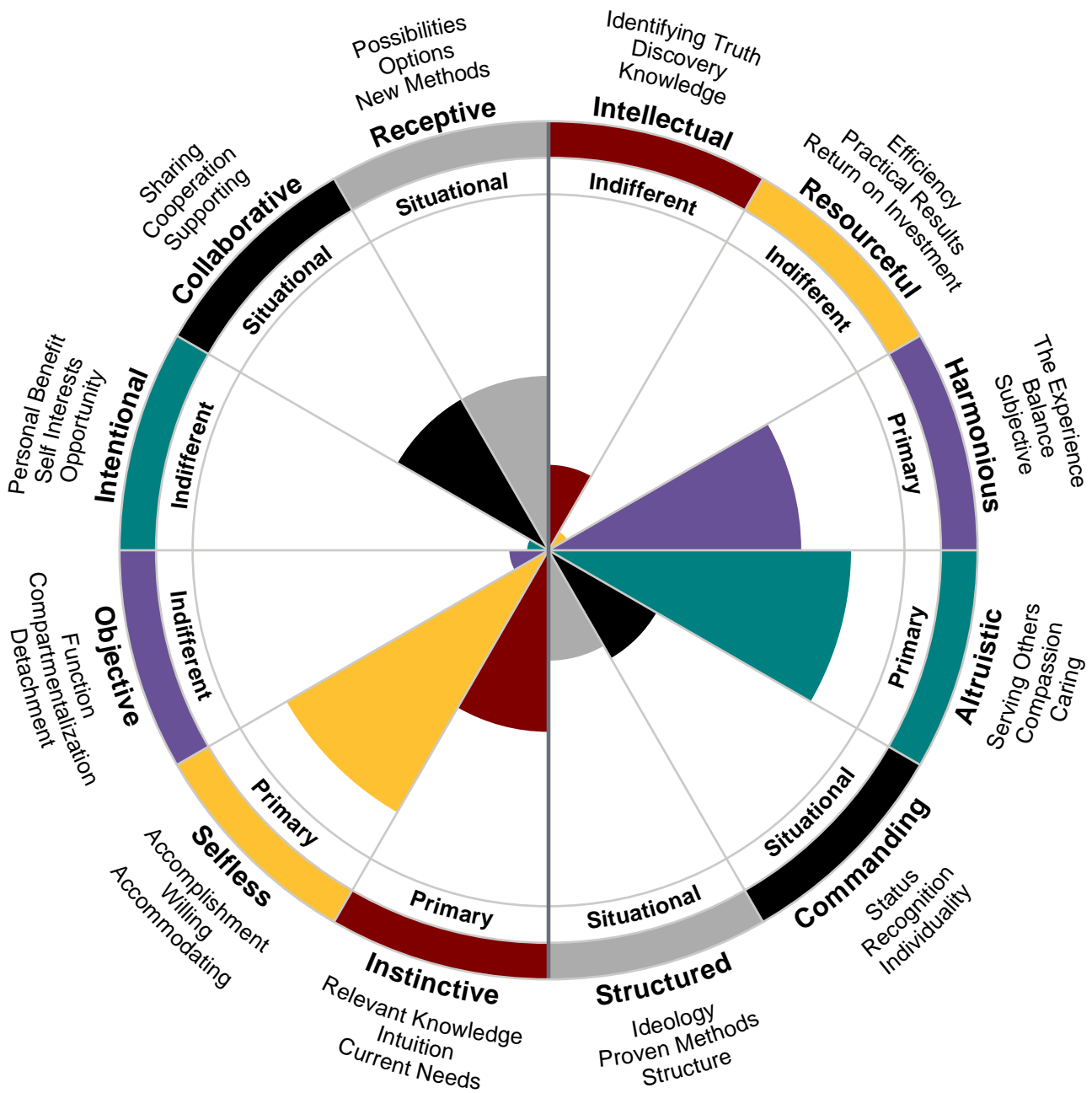


Driving Forces Wheel





Descriptors Wheel





Introduction Integrating Behaviors and Driving Forces Section

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

In this section you will find:

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



Action Plan

Professional Development

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

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

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

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



Action Plan

Personal Development

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

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

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

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