



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Sales

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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 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 & 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 Samuel'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.

Samuel wants the authority and responsibility to achieve his sales goals. He may at times tend to overstep his authority if it will help him achieve his goals. He is a self-starter, generally resourceful and readily adaptable to many sales situations. He finds the actual sales process much more rewarding than completing all the paperwork involved. Although Samuel is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to the methodical buyer. He loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others. Samuel sets high sales goals for himself. He sees the benefit of joining organizations as a way to meet his sales goals. He usually enjoys the challenge presented by cold calls. They allow him to use what he considers to be one of his real talents--the ability to sell to anyone at anytime! He prefers to win, respecting winners and those who show persistence.

Samuel may fail to listen to the true objection. In his haste to make a response, the real objection may never be answered. Some buyers are intimidated by Samuel's sales approach. He doesn't intentionally intimidate people, but he may be too blunt and direct for them. He usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. He may display his impatience if the buyer raises too many objections. He wants to close the sale and get on to the next challenge. Samuel may become defensive if he hears objections to a service or product he helped to develop. Samuel's body language may sometimes get him into trouble. He projects a great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs.

Sales Characteristics

Continued



Samuel's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. Samuel prefers to service his accounts using one of two methods: excellent service for those accounts he likes, or those with potential; adequate or poor service for those accounts he doesn't like, or with little potential. He usually closes soon and often. He will close many sales the competition has sold but failed to close. He may lose interest in a client once the sale has been completed. His further interest may be based on the client's ability to buy additional products or services. Samuel usually has his favorite close, and he might, therefore, resist using all the closes he knows. He can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections.

Behavioral Selling

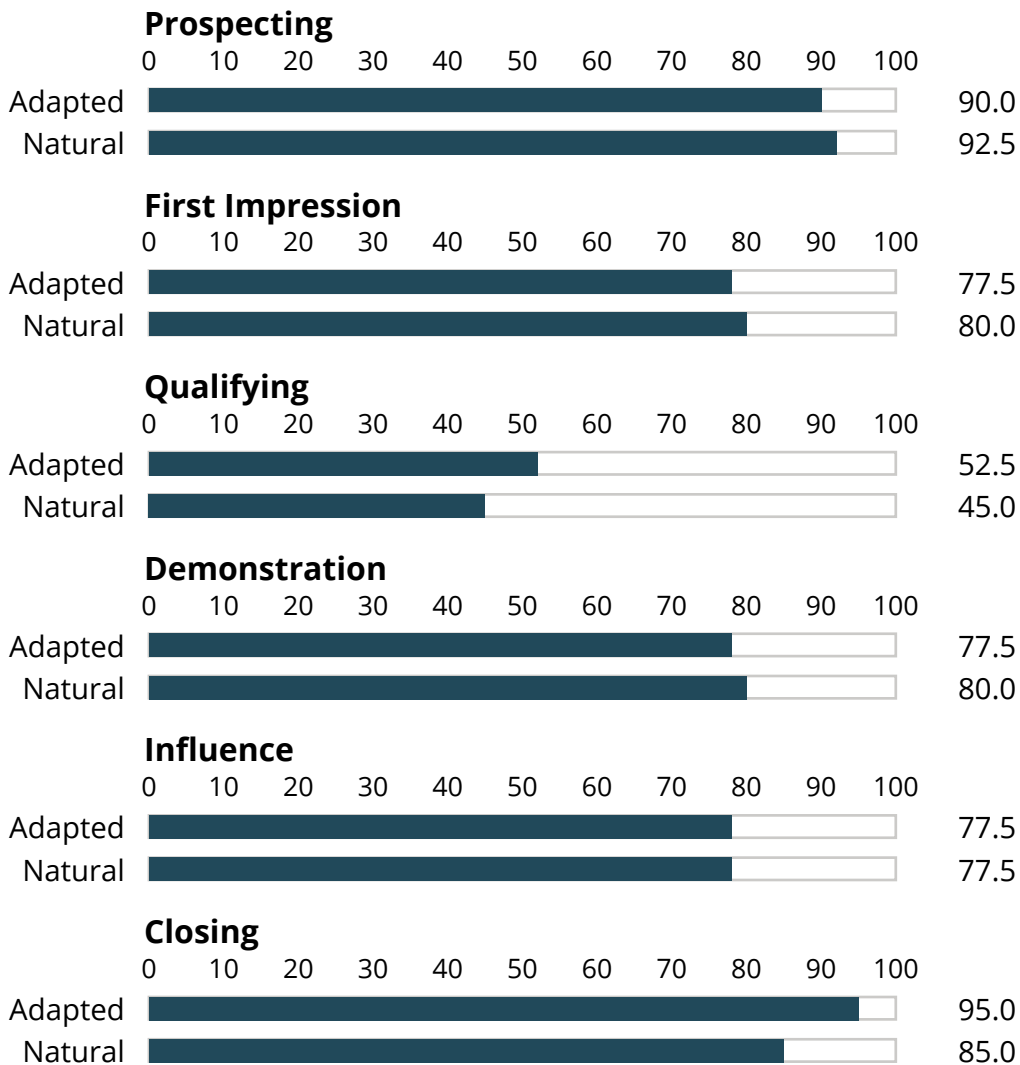
Overview



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

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

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



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

Behavioral Selling Success

Potential Strengths Or Obstacles



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

- Not keep detailed records while gathering information on prospects unless he sees it as leading directly to the sale.
- Be premature in judging the value of a prospect, either good or bad. Sometimes this is based strictly upon a pure surface evaluation.
- Be motivated by a varied range of interests and prefers an ever changing work environment with a variety of people in it.
- Seize the opportunity to make new contacts. He also enjoys competing against himself as well as against others.

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

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

- Be reluctant to ask the prospect for permission to ask questions. Instead, prefers to forge ahead with his own agenda.
- Be impatient when selling to the methodical buyer, although he may be very good at selling prospects who have similar behavioral characteristics to his own.
- Launch into a traditional, yet outdated, demonstration of his product or service rather than wait for the appropriate time to make an appropriate application oriented behavioral selling presentation.

Behavioral Selling Success

Potential Strengths Or Obstacles



- Open with a close.

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, Samuel MAY have a TENDENCY to:

- Not have the presentation in logical order.
- Not continue a line of questioning that will allow the prospect to discuss and verbalize their secondary needs and true buying motives.
- Not take the time to actively listen to what the prospect is saying in order to determine what they really need. In addition, is likely to jump too quickly to a recommendation before processing everything that the prospect has to say.
- Want to get things done immediately while correctly at a level that may be too intense for some buyers.

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

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

- Develop highly creative solutions to the prospect's problems. However, these solutions may tend to be too aggressive for some buyers. Needs to stay alert to buying signals and maintain focus on the buyer rather than on himself or his product or service.
- Not devote sufficient time to present his products and/or services adequately.



Behavioral Selling Success

Potential Strengths Or Obstacles

- To try to close the sale prematurely before the prospect is truly convinced. May believe in the outdated "close early and close often" school of selling. In today's world of selling, this can lead to more trouble than to more sales.
- Present the products or services that satisfy his own needs rather than really answering the prospect's true buying motives, time frame for buying and terms of purchase.

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, Samuel MAY have a TENDENCY to:

- Make claims that are beyond the belief of certain types of buyers. Warning: Make no claims unless they can be backed by fact.
- Not take the time to prepare, pack or check for all materials that are needed to influence the prospect.
- Not allow prospect time to think through what the information really means and how the product or service will solve his problems.
- Loosely "toss around" testimonials of others without providing the facts to support statements.

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

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

- Resist participation as part of the team, rather, prefers to be seen as the leader of the team.
- Take on a large number of outside activities.
- Close soon and sometimes too often. However, he will also be able to close many sales that his competitors are too weak to close.

Behavioral Selling Success

Potential Strengths Or Obstacles



- Use fear as a motive for buying.



Value to the Organization

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

- ✓ Thinks big.
- ✓ Self-starter.
- ✓ Forward-looking and future-oriented.
- ✓ Ability to change gears fast and often.
- ✓ Ability to handle many activities and customers at one time.
- ✓ Usually makes decisions with the bottom line in mind.
- ✓ Creative in his approach to solving problems and selling.

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 Samuel. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Samuel most frequently.

Ways to Communicate:

- ✓ Give strokes for his involvement.
- ✓ Understand his sporadic listening skills.
- ✓ Verify that the message was heard.
- ✓ Put projects in writing with deadlines.
- ✓ Take issue with facts, not the person, if you disagree.
- ✓ Support and maintain an environment where he can be efficient.
- ✓ Present the facts logically; plan your presentation efficiently.
- ✓ Be open, honest and informal.
- ✓ Support the results, not the person, if you agree.
- ✓ Read the body language--look for impatience or disapproval.
- ✓ Come prepared with all requirements, objectives and support material in a well-organized "package."

Checklist for Communicating

Continued



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

- ❌ Ramble on, or waste his time.
- ❌ Assume he heard what you said.
- ❌ Ask rhetorical questions, or useless ones.
- ❌ Try to build personal relationships.
- ❌ Come with a ready-made decision, and don't make it for him.
- ❌ Let him change the topic until you are finished.
- ❌ Reinforce agreement with "I'm with you."
- ❌ Forget to follow-up.
- ❌ Use a paternalistic approach.
- ❌ Try to convince them by "personal" means.
- ❌ Be redundant.
- ❌ Let disagreement reflect on him personally.

Selling Tips



This section provides suggestions on methods which will improve Samuel'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, Samuel 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--don't exaggerate.
- ✗ Being giddy, casual, informal, loud.
- ✗ Wasting time with small talk.
- ✗ Being disorganized 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-organized "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

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.
- ✓ Don't 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.

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



Samuel usually sees himself as being:

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



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

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.

- The need for juggling many tasks at once may jeopardize quality.
- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.
- Avoid projects that require constant focus without any room for variance in task.

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.

- Recognize that others may move at a slower pace.
- Rambling, written or verbal, will be avoided to the point of missing a deadline.
- Seek environments where change is rewarded versus discouraged.

Descriptors



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

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influence	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



Samuel'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.

D PROBLEMS - CHALLENGES

Natural

Samuel tends to attack sales challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and will actively seek to achieve sales goals. He likes authority along with his responsibility and a territory that will constantly challenge him to perform up to his ability.

Adapted

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

P PEOPLE - CONTACTS

Natural

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

Adapted

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

Natural and Adapted

Selling Style



PACE - CONSISTENCY

Natural

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

Adapted

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



PROCEDURES - CONSTRAINTS

Natural

Samuel is striving to be independent and self-directed. He is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of his customer in certain situations.

Adapted

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

Adapted Style



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

- ✓ Using sales aids in presentation, when he remembers to take them with him.
- ✓ Positive response to a client's objections.
- ✓ Anticipating and using creative ways to assist clients in problem solving.
- ✓ Using an informal sales presentation.
- ✓ Adapting easily to changing sales territory.
- ✓ Dealing with customers and clients efficiently.
- ✓ Challenging the status-quo.
- ✓ Impatient to overcome competition.
- ✓ Using authority and responsibility for completing the sale.
- ✓ Telling clients or customers about the "big picture."
- ✓ Handling a variety of products or services.



Time Wasters

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

Poor Delegation

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

Possible Causes:

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

Possible Solutions:

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

Firefighting

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

Possible Causes:

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



Time Wasters

Continued

Possible Solutions:

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

Lack of a Written Plan

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

Possible Causes:

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

Possible Solutions:

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

Crisis Management

Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

Possible Causes:

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



Time Wasters

Continued

Possible Solutions:

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

Snap Decisions

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

Possible Causes:

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

Possible Solutions:

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



Areas for Improvement

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

Samuel has a tendency to:

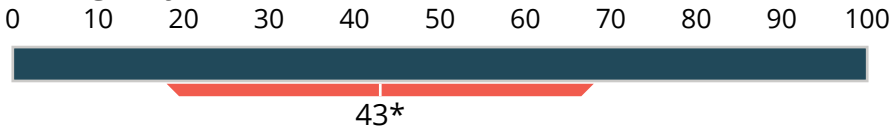
- ✓ Not answer objections to buyer's satisfaction.
- ✓ Take on too many outside activities.
- ✓ Resist participation as part of the team, unless seen as a leader.
- ✓ Not have his presentation in a logical order.
- ✓ Dislike routine work--call reports, etc.
- ✓ Be a situational listener--hears only what he wants to hear.
- ✓ Be weak at providing follow-up service if a client has little potential for future sales.
- ✓ Represent himself with more authority than he may have.
- ✓ Take objections lightly.

Behavioral Hierarchy



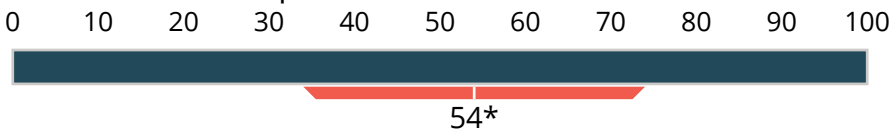
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. Urgency - Take immediate action.



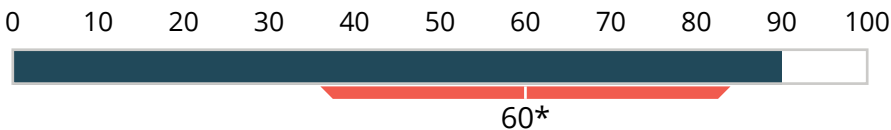
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2. Versatile - Adapt to various situations with ease.



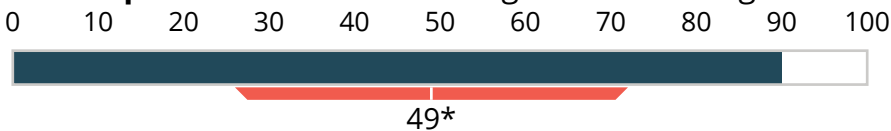
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3. Interaction - Frequently engage and communicate with others.



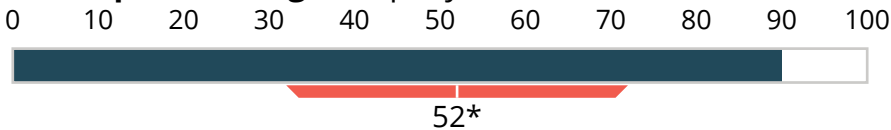
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4. Competitive - Want to win or gain an advantage.



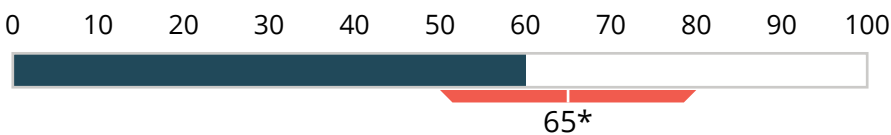
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5. Frequent Change - Rapidly shift between tasks.



90

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



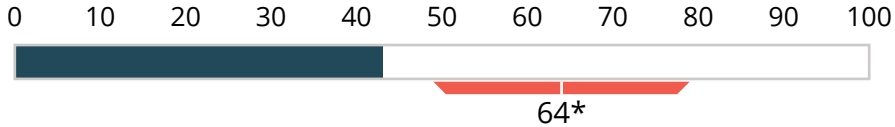
60

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

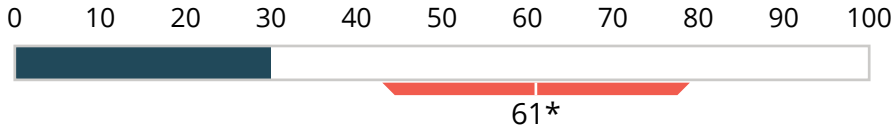
Behavioral Hierarchy



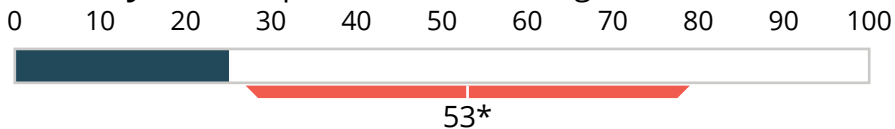
7. Customer-Oriented - Identify and fulfill customer expectations.



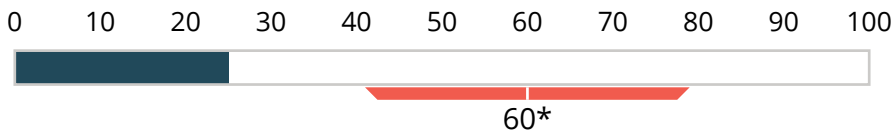
8. Persistence - Finish tasks despite challenges or resistance.



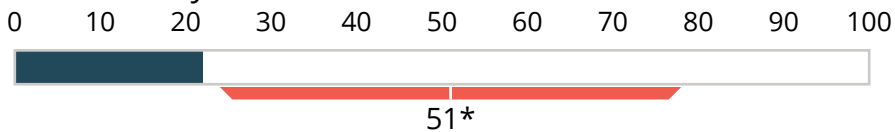
9. Analysis - Compile, confirm and organize information.



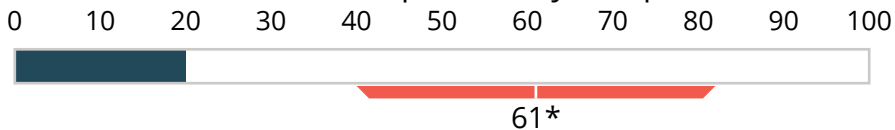
10. Following Policy - Adhere to rules, regulations, or existing methods.



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



12. Consistent - Perform predictably in repetitive situations.



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

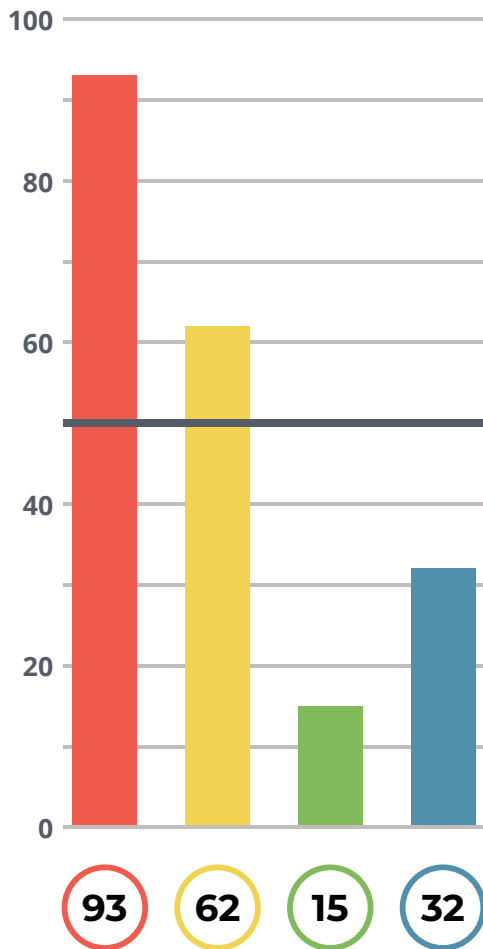
Style Insights® Graphs



Graph I

Adapted Style

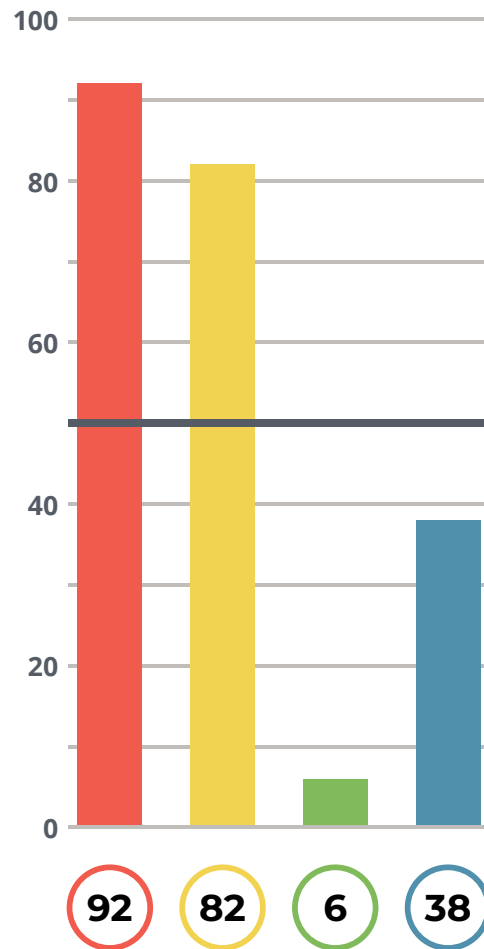
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



Norm 2017 R4
3-12-2021
T: 7:12

Samuel Sample

The Success Insights® Wheel



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

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

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

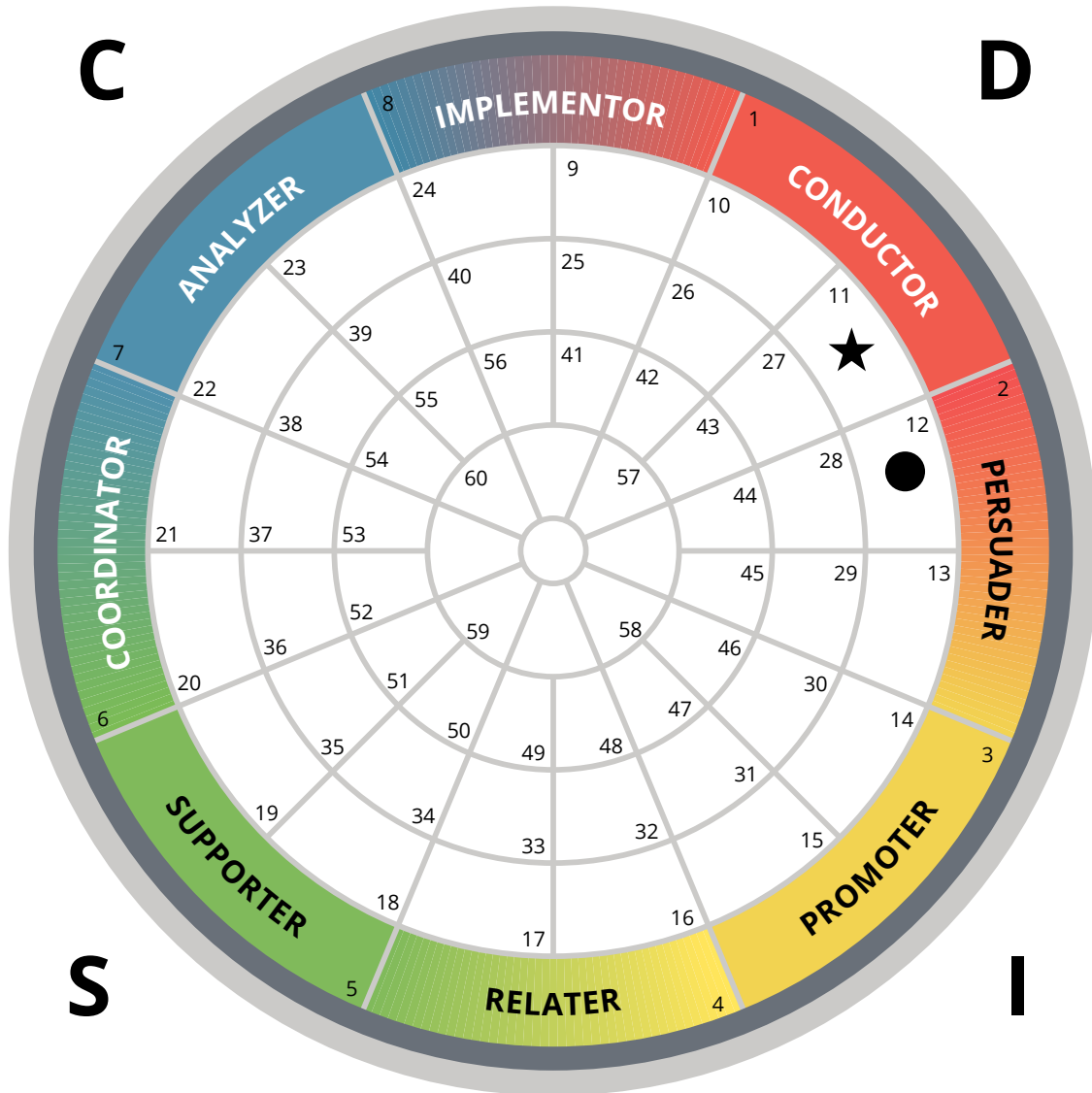
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

The Success Insights® Wheel



Samuel Sample

TTI
3-12-2021



Adapted: ★ (11) PERSUADING CONDUCTOR
 Natural: ● (12) CONDUCTING PERSUADER
 Norm 2017 R4

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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 a 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

Driving 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.

Samuel is motivated by increasing productivity and efficiency. He is driven by a long list of wants and will work hard to achieve them. He is driven to be very diligent and resourceful. He views people as a resource to achieve results. Samuel can buffer the feelings of others to drive business. He sees the world as a toolset to accomplish his goals. He will challenge the status quo to keep momentum moving. He is always looking for new ways to accomplish routine tasks. When Samuel feels strongly about a situation, he will apply the "end justifies the means" concept. He wants to control his own destiny and impact the destiny of others. If knowledge of a specific subject is not of interest, or is not required for success, Samuel will have a tendency to rely on his intuition or practical information in this area. He may prefer pleasant experiences for himself and others.

Samuel will focus on creating processes to ensure efficiency going forward. He is driven to maximize opportunities in order to create financial flexibility. He follows a philosophy of "it's not personal, it's just business." He will help develop an individual if he sees opportunities for future return. Samuel can be an out-of-the-box thinker. Given the choice, Samuel would choose to experience new opportunities. He can go to extremes to win or control the situation. He has the desire to create a winning strategy. In those areas where Samuel has a special interest he will be good at integrating past knowledge to solve current problems. If Samuel is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth. At times Samuel will look for opportunities to tie beauty and harmony into the experiences of others. He may look at the totality of a situation to ensure a rewarding interaction.

Driving Characteristics



Samuel may look for ways to create a positive customer experience. He will seek knowledge based on his needs in individual situations. He is driven by public recognition. He likes to set his own plan to guide and direct his actions. Samuel believes it's important to keep emotions out of business decisions. He will not normally allow himself to be directed by others unless it will enhance his own self-interest. He has a strong desire to build resources for the future. He will be creative when resources are scarce.

Strengths & Weaknesses



The following section will give you a general understanding of the strengths and weaknesses of Samuel's top four Driving Forces, otherwise known as the Primary Driving Forces Cluster. Remember, an overextension of a strength can be perceived as a weakness to others.



Potential Strengths

- ✓ Samuel configures resources to maximize output.
- ✓ He tends to focus on the return on investment.
- ✓ He tends to maximize efficiency and productivity.
- ✓ He will help others when others are willing to work hard.
- ✓ Samuel will seek to develop or help others when he can see future opportunities.
- ✓ He will adopt aspects of systems if he sees a benefit.
- ✓ He strives to advance his position.



Potential Weaknesses

- ✗ Samuel tends to view people and resources as tools to achieve an outcome.
- ✗ He may view material possessions and money as a scorecard.
- ✗ He may be perceived as a workaholic.
- ✗ He may create scenarios that benefit himself more than others.
- ✗ Samuel may expect something in return each time he helps or serves others.
- ✗ He resists overly structured ways of thinking and approaches.
- ✗ He can be driven by the desire to achieve status and recognition.

Energizers & Stressors



The following section will give you a general understanding of the energizers and stressors of Samuel's top four Driving Forces, otherwise known as the Primary Driving Forces Cluster. Remember, an overextension of an energizer can be perceived as a stressor to others.

Potential Energizers

- ✓ Samuel tries to eliminate waste.
- ✓ He strives to obtain practical results.
- ✓ He likes to be compensated based on performance.
- ✓ He is energized by purposeful people.
- ✓ Samuel likes to develop internal advocates.
- ✓ He likes to question unnecessary protocols.
- ✓ He likes to create and control his destiny.

Potential Stressors

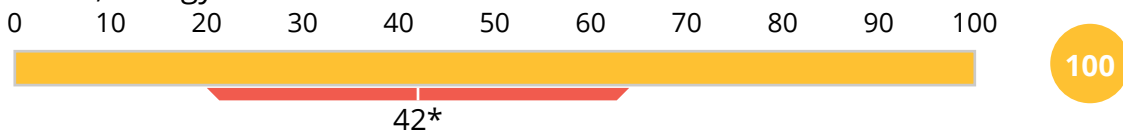
- ✗ Samuel does not like when resources are used inefficiently.
- ✗ He gets frustrated when processes are redundant.
- ✗ He is stressed when others ignore the return on investment.
- ✗ He does not act without personal benefit.
- ✗ Samuel does not like to make emotion-based decisions.
- ✗ He is stressed when he must support the status quo.
- ✗ He does not like a small workspace.

Primary Driving Forces Cluster

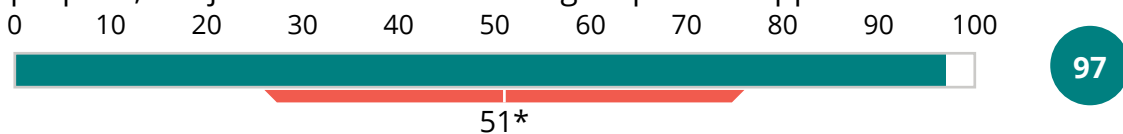


Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver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

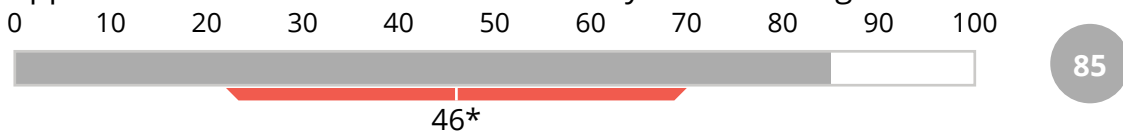
1. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



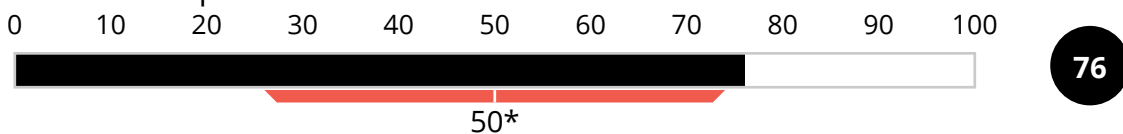
2. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



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



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

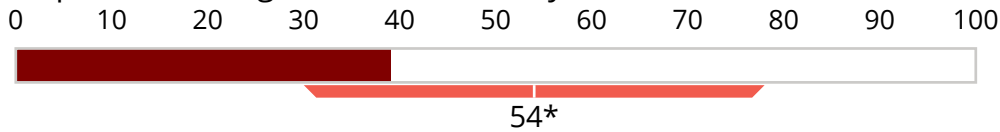


Situational Driving Forces Cluster



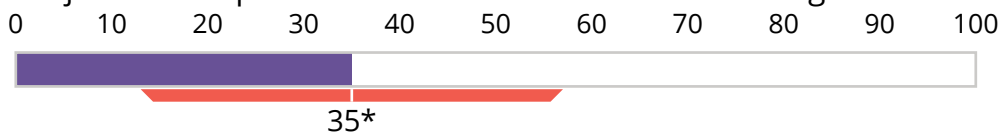
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



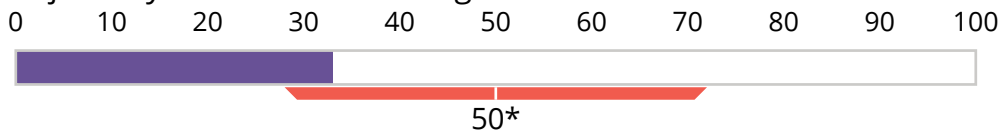
39

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



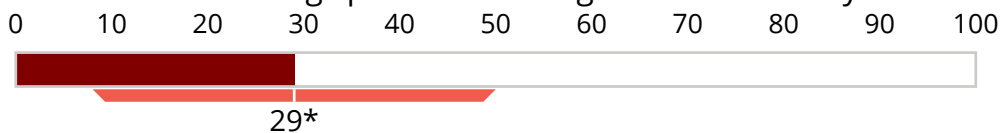
35

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



33

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



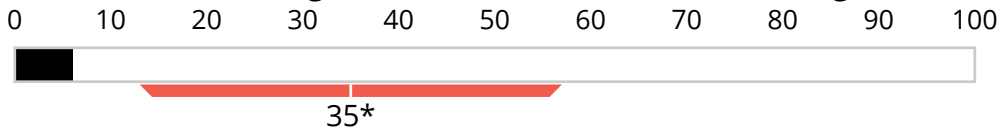
29

Indifferent Driving Forces Cluster

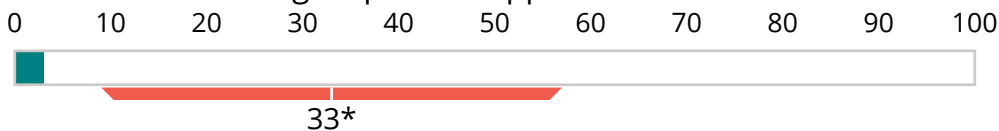


You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

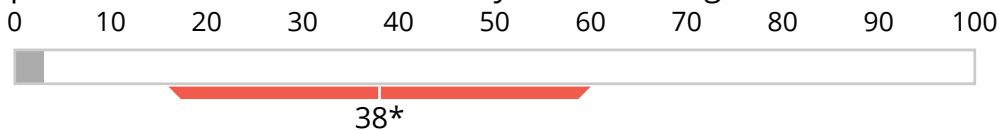
9. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



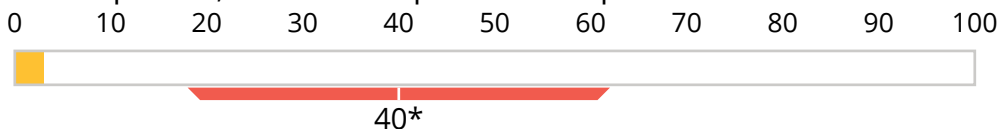
10. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



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



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



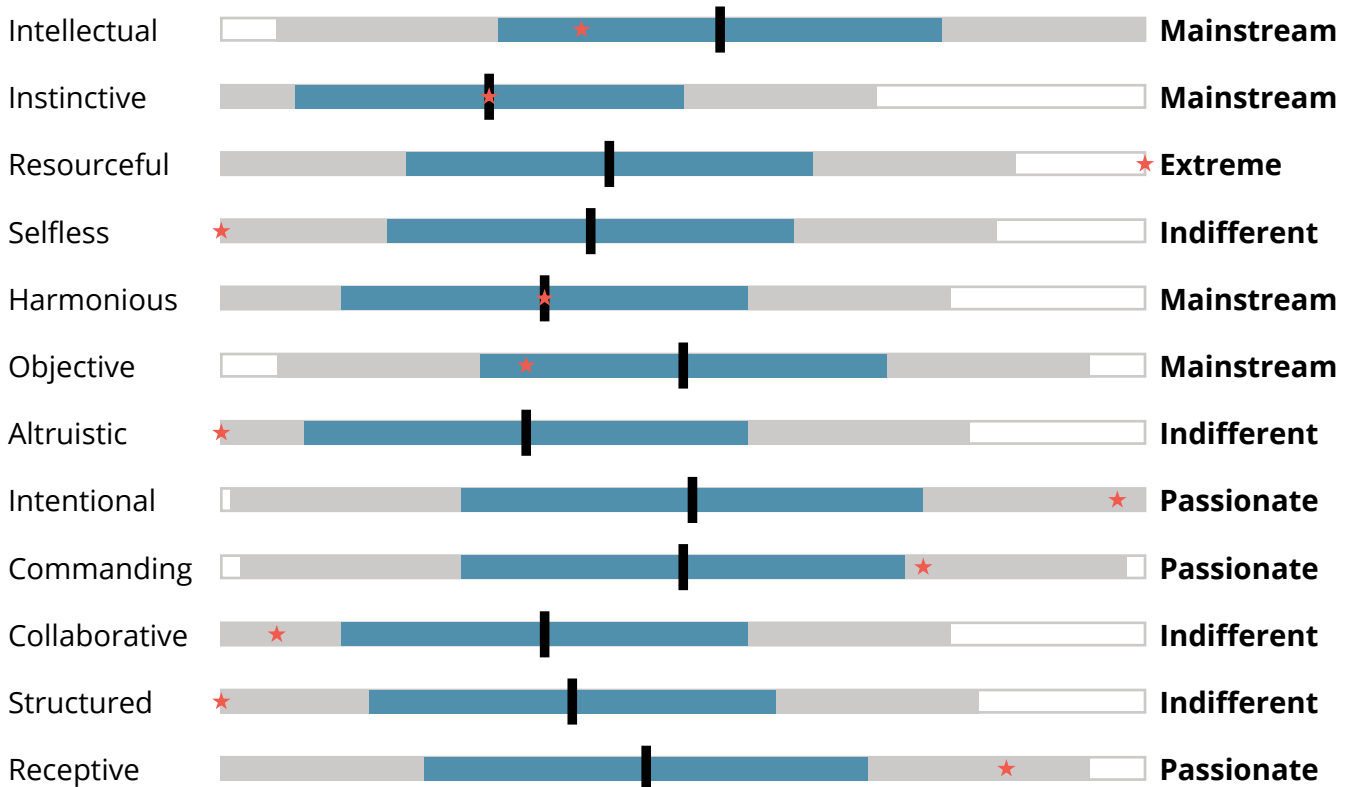
Areas for Awareness



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



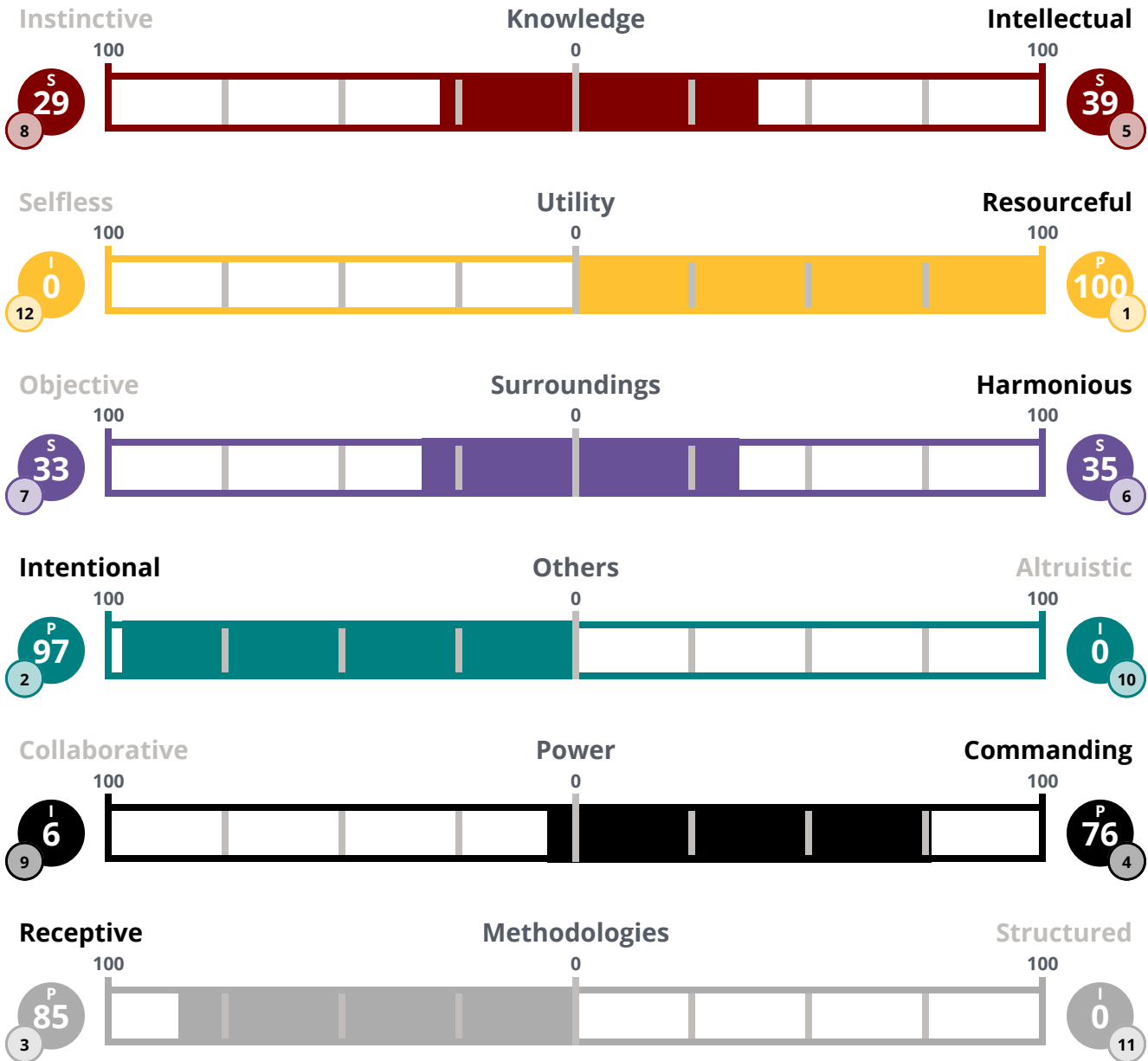
■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
■ - 2nd Standard Deviation
■ - 3rd Standard Deviation

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

Motivational Continuum



The 12 Driving Forces® Continuum is a visual representation of what motivates Samuel and the level of intensity for each category. The letter "P" indicates an individual's primary cluster. These four factors are critical to Samuel's motivation and engagement regardless of the situation.

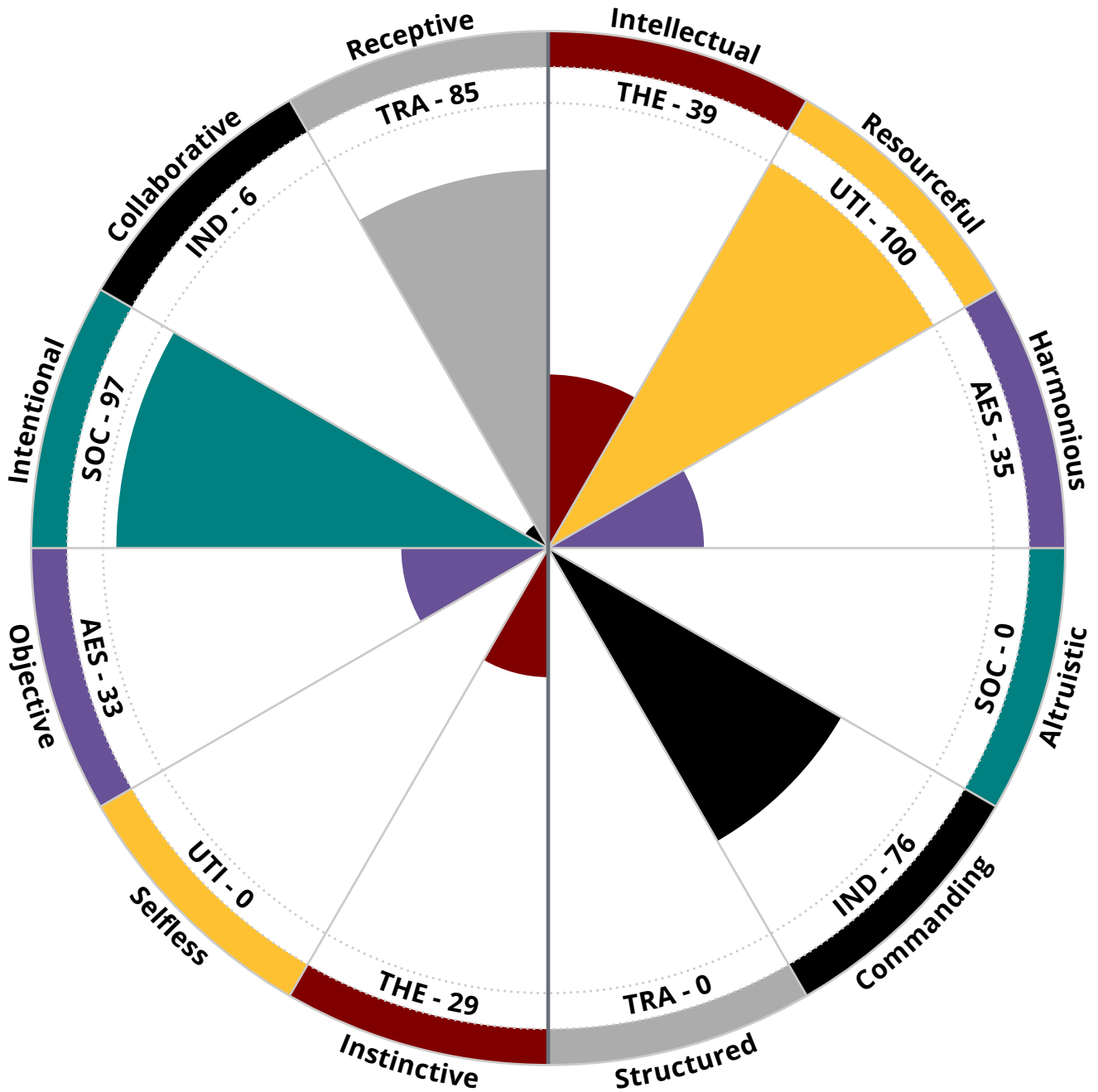


P Primary, Situational, or Indifferent
76 Driving Forces Score
3 Driving Forces Rank

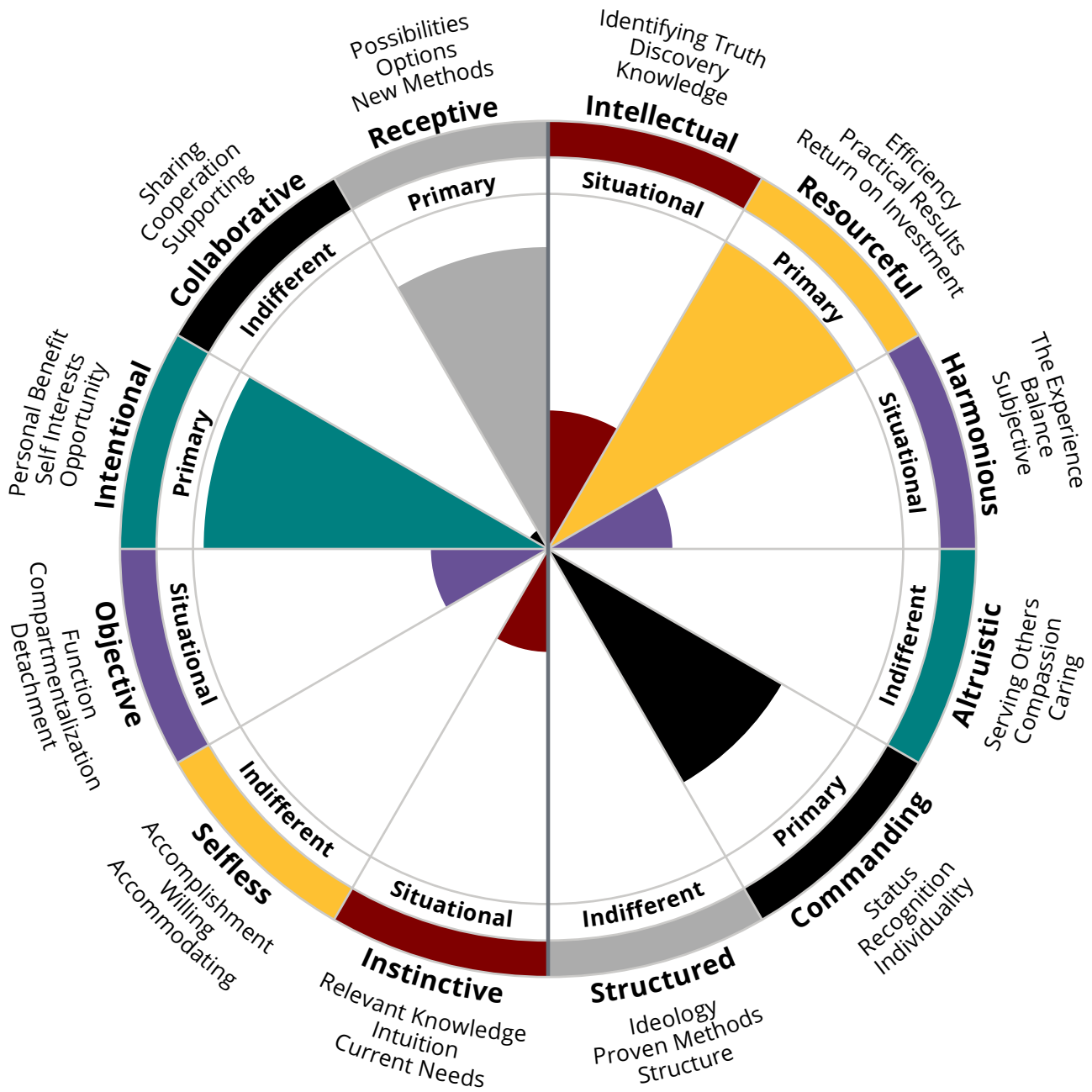
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Samuel Sample

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

Potential Behavioral & Motivational Strengths



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

- Can be resourceful to influence others to get results.
- Makes decisions based on saving time, resources and improving efficiency.
- Very resourceful in solving problems.
- Will champion a worthy cause, as a challenge, if they see a potential return.
- Initiates the activity of developing others if they are putting forth a strong effort on their own.
- Tough but fair when others are willing to work hard.
- A leader for those who question traditions.
- Will champion change and focus on out of the box results
- Puts everything he has into looking for new opportunities.
- Forward-looking to improve himself or a situation.
- Not easily deterred by setbacks.
- Seeks the challenge and opportunity to win.

Potential Behavioral & Motivational Conflict



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

- May tend to flaunt success and use money as a scorecard.
- Can be a workaholic.
- May offend others with too much discussion of results.
- May try to utilize many people to obtain results.
- Needs immediate results when involving others.
- May set standards too high that causes others to fall short.
- By challenging the status quo he may miss the desired results.
- A desire for better results may be prohibited by his need for something new.
- May break others' rules to keep the momentum moving.
- May always want to display his superiority through problems or challenges.
- May not realize the negative consequences of his quick decisions.
- Takes on too much, too soon, too fast to maintain control.

Ideal Environment



People are more engaged and productive when their work environment matches the statements described in this section. This section identifies the ideal work environment based on Samuel's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Samuel enjoys.

- Rewards for being quicker, faster, better.
- Key performance measured on results and efficiency rather than people and process.
- An environment where direct, bottom-line efforts are appreciated.
- A forum to champion the needs and desires of others who are willing to work for common results.
- The opportunity to show others their potential in order to drive the desired outcomes.
- A results-driven environment where people are respected for what they can provide.
- An environment that promotes creative ideas for solving problems and making decisions.
- Opportunity to alter existing systems to make them bigger, better and faster.
- Ability to achieve results by challenging the status quo.
- Continual opportunity to challenge and win.
- Opportunity to assertively express his desire to control his own destiny and potentially that of others.
- Ability to be self-starting and forward looking as it relates to challenging the status quo.

Keys To Motivating



All people are different and motivated in various ways. This section of the report was produced by analyzing Samuel's driving forces. Review each statement produced in this section with Samuel and highlight those that are present "wants."

Samuel wants:

- Freedom to get desired results and improve efficiency.
- Focus on results and rewards, not the process or journey.
- Opportunities for achieving things faster and of more value.
- Opportunities to accomplish solutions to problems that relate to his vision.
- To be in charge of people, resources and surroundings.
- Recognition for driving business and being a catalyst for changing the world.
- The opportunity to expand his way of thinking.
- All systems and structures to be current and moving toward the desired result.
- The ability to solve problems by examining many new approaches.
- New and difficult challenges that lead to prestige and status.
- Space and latitude to do what it takes to get the job done.
- Power and control over outcomes and goals.

Keys To Managing



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

Samuel needs:

- To be an active listener instead of dominating the discussion.
- The opportunity to receive rewards based on results achieved.
- To assess the risk and rewards of each decision.
- To be given power and authority to achieve results through people.
- Needs task-oriented challenges.
- Help to understand how managing his intensity can align others to his objectives.
- Support to achieve results through his constantly evolving system for living.
- A manager that understands his potentially explosive nature is from the desire to achieve and win in new and different ways.
- A manager that understands his need to explore many systems to capture all possibilities.
- Assistance in staying on task when he is not the leader of the project.
- Freedom to determine how results should be achieved.
- Help understanding the effect on his image when he disengages from uncontrolled projects.

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 _____:
