



TTI  
SUCCESS  
INSIGHTS®

## TriMetrix® DNA Sales

Sample Report  
Team Leader  
Talent Development Team  
1-15-2016

### **Accelerating Performance for Exceptional Results**

TALENT DEVELOPMENT team  
2415 East Camelback Road, Suite 700 --- Phoenix, Arizona  
[www.talentdevelopmentteam.com](http://www.talentdevelopmentteam.com)  
602.912.5800 phone / 602.553.1166  
[info@talentdevelopmentteam.com](mailto:info@talentdevelopmentteam.com)





# Introduction

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

**The following is an in-depth look at your personal talents in the 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.

## Competencies

This section presents 25 key competencies and ranks them from top to bottom, defining your major strengths. The skills at the top highlight well-developed capabilities and reveal where you are naturally most effective in focusing your time.



## Introduction Behaviors

**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 Sample'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.

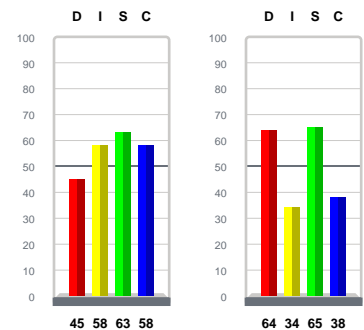
Sample prefers to remain unemotional when he meets potential buyers, preferring to listen and evaluate the needs before attempting to sell the product or service. He operates well as a member of a sales team and will coordinate his sales efforts with others. Many see him as a good neighbor and he is willing to help those he considers to be friends. He may have difficulty selling the aggressive buyer who just wants to hear the "bottom line" benefits. His natural sales style is slower paced than what the aggressive buyer wants. Most potential buyers feel comfortable with him. He is usually well prepared for the call and will present his information in a logical order. Sometimes he prefers to sell tangible products over intangibles. Although he can probably sell either, he is more comfortable with products people can see and touch. He likes to build close relationships with his customers and prefers making repeat calls, as opposed to cold calls. He resists making cold calls preferring to work in the more predictable environment of repeat calls. He is modest, predictable, easygoing and better organized than most salespeople. By coupling his sales style with persistence, he can be a steady winner.

Sample will avoid confrontation in his sales presentation. He may not even challenge a potential buyer who has been misinformed about his product or service. He will remain amiable and attempt to influence by using logic. He needs to extend himself to be more assertive when he is sure of his ground. By challenging the buyer he will, at times, increase his odds for success. He will emphasize rational buying motives over emotional buying motives. He leans toward this approach in his personal life and projects it into his professional life. Flexibility can be a problem with him. He prefers selling his way and may resist changing his presentation to meet the buyer's buying habits. Occasionally, he spends too much time in the office. He uses this office time to meet his need for adequate preparation, since he becomes frustrated when prospects ask questions he can't answer. He represents the type of salesperson who prepares before he makes a sales presentation. He wants complete knowledge of his product or service. If he is armed with knowledge and preparation, he will deliver a logical presentation.



Horizontal lines for notes or comments.

Adapted Style      Natural Style





# Sales Characteristics Continued

Sample may accept and agree with the buyer who isn't ready to buy today. Buyers who want to think it over are usually given the chance. He will call back to get their decision. He usually responds slowly to resistance when he is closing. He doesn't like confrontation, so he will avoid the resistance if possible. He can be guilty of spending too much time servicing old accounts and not enough time selling new accounts. He may choose the easy way out if the buyer doesn't show strong buying signals. Using this approach, he will probably return and win the buyer over with persistence. Sample services well what he sells. Servicing provides him with the opportunity to show just how friendly and neighborly he can be. He may side with the customer, if the customer is dissatisfied with the product or service. His basic approach to servicing is to make the customer happy.



---

---

---

---

---

---

---

---

---

---

---

---

---

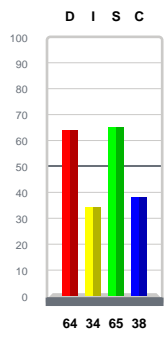
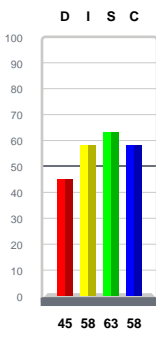
---

---

---

Adapted Style

Natural Style



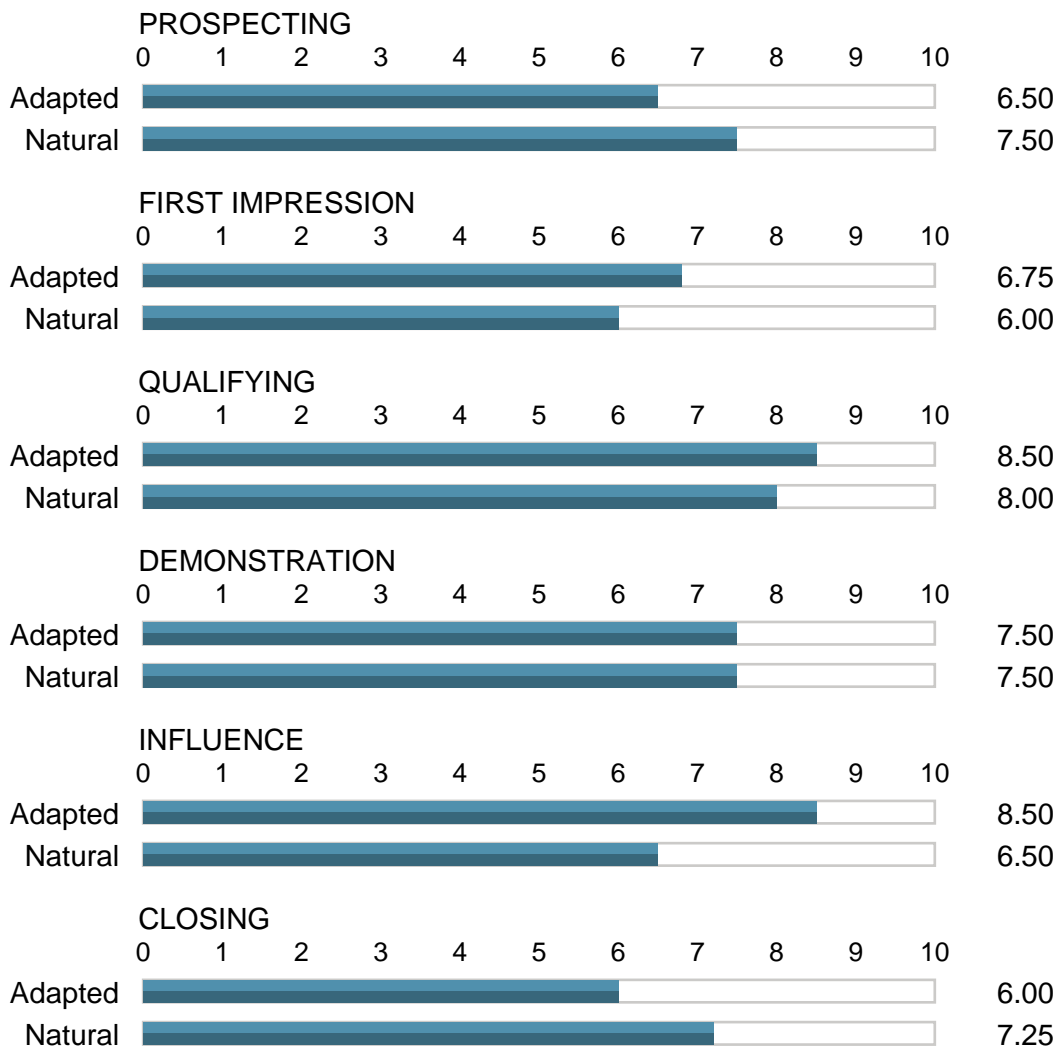


# Behavioral Selling Overview

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

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

- Focus on personal organization issues sometimes at the expense of a proactive prospecting effort.
- Wait for orders before acting.
- Resist the activity level required to keep a large number of prospects active.
- Not display a sense of urgency when pressured for results.

**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, Sample MAY have a TENDENCY to:**

- Resist aggressively communicating to prospects who they are, whom they represent, what they want and what is in the relationship for the buyer unless first asked.
- Lack the aggressiveness required to seek out and meet a wide variety of people.
- Not communicate interest or appropriate level of intensity with his non-verbal communications.
- Be reluctant to initiate activity with the prospect with whom he or his organization has had problems in the past.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

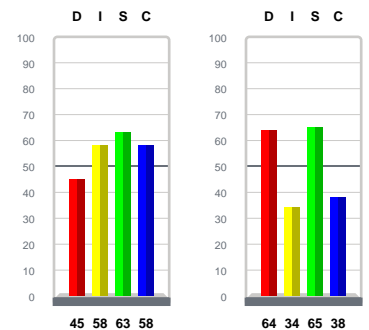
---

---

---

---

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, Sample MAY have a TENDENCY to:

- Be hesitant in continuing the proper line of questioning in order to uncover deeper and more telling needs that the prospect may have.
- Not spontaneously be able to develop additional qualifying questions when the prospect's answers to the initial questions call for more information.
- Look to ask questions leading to "how to" answers rather than broader, philosophical, "why to" answers.

**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, Sample MAY have a TENDENCY to:

- Have trouble making a quick modification in his presentation if the prospect verbalizes a need which is not traditional or flies in the face of the expected response.
- Present the value he feels that his product or service brings to the prospect rather than putting it in terms that meet the prospect's buying needs.
- Make the safest recommendation for the resolution of solving a prospect's problem or solving their specific need.
- Lack the flexibility necessary to present his product or service in a way that meets the prioritization of needs that the prospect has verbalized.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

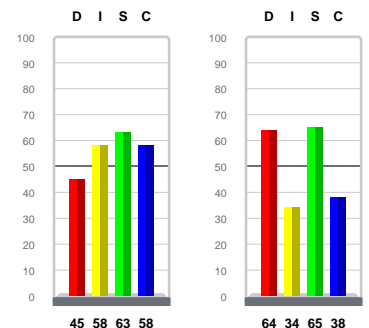
---

---

---

---

Adapted Style      Natural Style







# Potential Strengths or Obstacles to Behavioral Selling Success

**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, Sample MAY have a TENDENCY to:

- Utilize tools and testimonials primarily from only the most traditionally accepted sources.
- Rely too much on the Influence Phase as being the most important to the buyer since it is so critical to him in making a buying decision.
- Be hesitant to make claims that may appear to be somewhat ambitious even if those claims are true.
- Be reluctant to develop his own proof sources unless given adequate time and research capabilities to personally confirm their validity.

**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, Sample MAY have a TENDENCY to:

- Be tentative in the Closing Phase. As a consequence, the prospect may interpret this lack of aggressiveness as meaning that the salesperson not believe that he has a product or service to meet their needs.
- Be reluctant to ask the prospect to buy because it is far more comfortable to let the prospect "off the hook" than to go through the potentially combative act of closing the sale.
- Sometimes even urge a prospect to think it over rather than close the sale immediately.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

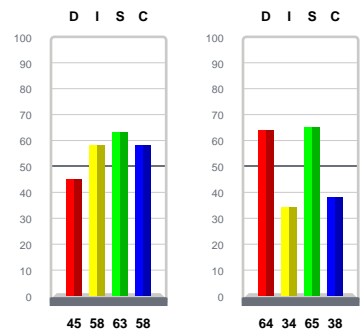
---

---

---

---

Adapted Style      Natural Style





# Value to the Organization

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

- Service-oriented.
- Objective and realistic.
- People-oriented.
- Tough-minded.
- Patient and empathetic.
- Builds good relationships.
- Presents the facts without emotion.
- Suspicious of people with shallow ideas.
- Excellent troubleshooter.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

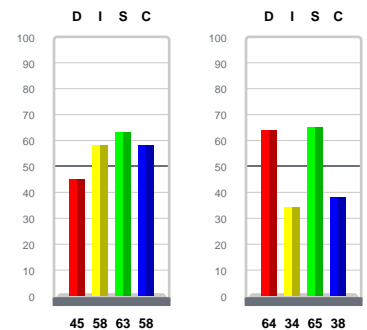
---

---

---

---

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 Sample. 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 Sample most frequently.

## Ways to Communicate:

- Start, however briefly, with a personal comment. Break the ice.
- Listen to him.
- Use expert testimonials.
- Define clearly (preferably in writing) individual contributions.
- Show sincere interest in him as a person; find areas of common involvement; be candid and open.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Be patient and persistent.
- Be prepared with the facts and figures.
- Respect his quiet demeanor.
- Keep at least three feet away from him.
- Have the facts in logical order.
- Present your case softly, nonthreateningly with a sincere tone of voice.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

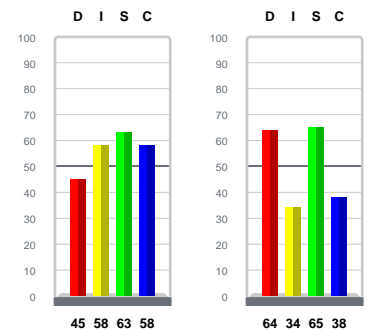
---

---

---

---

Adapted Style      Natural Style





# Checklist for Communicating Continued

*This section of the report is a list of things NOT to do while communicating with Sample. Review each statement with Sample 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 redundant.
- Offer assurances and guarantees you can't fulfill.
- Be abrupt and rapid.
- Be superficial.
- Rush headlong into business or the agenda.
- Make statements you cannot prove.
- Use high speed, intense inputs.
- Use inappropriate buzz words.
- Keep deciding for him, or he'll lose initiative; don't leave him without backup support.
- Be disorganized.
- Be vague; don't offer opinions and probabilities.
- Leave things open to interpretation.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

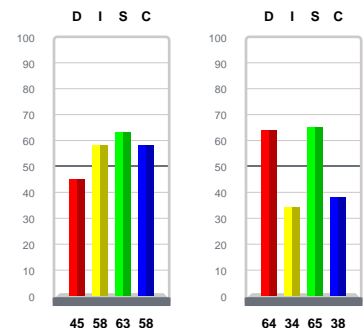
---

---

---

---

Adapted Style      Natural Style





## Selling Tips

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

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

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

#### **Factors that will create tension:**

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

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

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

#### **Factors that will create tension:**

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

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

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

#### **Factors that will create tension:**

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

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

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

#### **Factors that will create tension:**

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



# Perceptions

## See Yourself as Others See You

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

### Self-Perception

*Sample usually sees himself as being:*

- Considerate
- Good-Natured
- Team player
- Thoughtful
- Dependable
- Good listener

### Others' Perception - Moderate

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

- Nondemonstrative
- Unconcerned
- Hesitant
- Inflexible

### Others' Perception - Extreme

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

- Possessive
- Detached
- Stubborn
- Insensitive

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

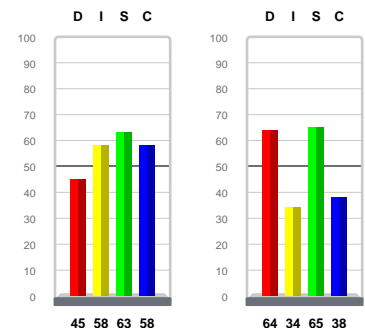
---

---

---

---

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 giving public presentations, as doing so will cause stress.
- Avoid situations where forced to trust without supporting data.
- Avoid groups where trust has not been previously established.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

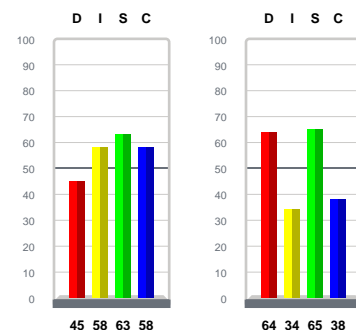
---

---

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

- Meetings that constantly move off track will cause stress and may decrease effectiveness as a participant.
- Understand when an analytical perspective is needed and valued.
- Not verbalizing feelings and perspectives may delay desired outcomes.

Adapted Style      Natural Style





# Descriptors

Based on Sample'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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
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

Sample'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

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

### Adapted

Sample sees the need to be somewhat conservative in his approach to the sales environment. He wants to accept the challenges but will be somewhat calculated in his response.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

## PEOPLE - CONTACTS

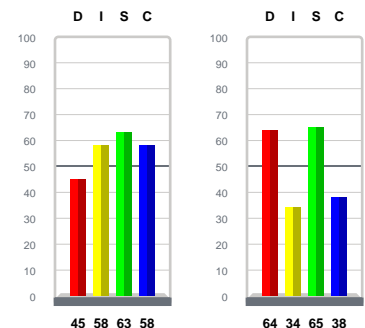
### Natural

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

### Adapted

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

Adapted Style      Natural Style





# Natural and Adapted Selling Style Continued

## PACE - CONSISTENCY

### Natural

Sample enjoys a sales environment that needs a consistent approach. He will change approach if the new direction is meaningful and consistent with past experience. He enjoys selling quality products that he feels are reliable and dependable.

### Adapted

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

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

## PROCEDURES - CONSTRAINTS

### Natural

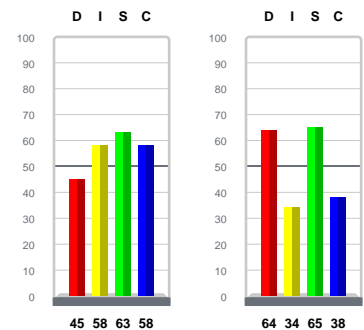
Sample is striving to be independent and self-directed. He is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of his customer in certain situations.

### Adapted

Sample will attempt to follow company policy and meet the needs of his customers to the extent that neither party will be at a disadvantage. He will recognize certain areas as negotiable and others as nonnegotiable.

Adapted Style

Natural Style





# Adapted Style

Sample 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.

- Exhibiting excitement about his service or product.
- Skillfully using humor to persuade his clients or customers.
- Using persuasive skills.
- Adaptable in meeting the needs of clients or customers.
- Testing any innovative products or services before attempting to sell them.
- Generating enthusiasm in others.
- Speaking smoothly and emotionally with his customers or clients.
- Persistence in completing a sale.
- Carefully avoiding conflict with customers or clients.
- Being a dependable sales team member.
- Exhibiting a willingness to work hard to complete the sale.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

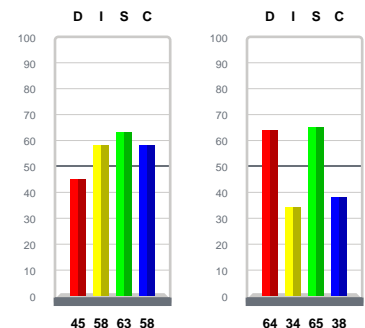
---

---

---

---

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.

## Habits

A habit is a specific thought, behavior or way of doing something that was acquired by repetition or by reinforcement from self and/or others.

### Possible Causes:

- Have established routines that are comfortable
- Routine creates a feeling of security
- Resist change for change's sake
- Have been praised repeatedly for a specific behavior

### Possible Solutions:

- Evaluate habits and decide which contribute to your accomplishments and which deter you from success
- Try new ways of performing a certain task
- Ask others for recommendations on different approaches
- Consciously practice changing your routine

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

## Failure To Share Information

The failure to share information is the inability or unwillingness to discuss with others.

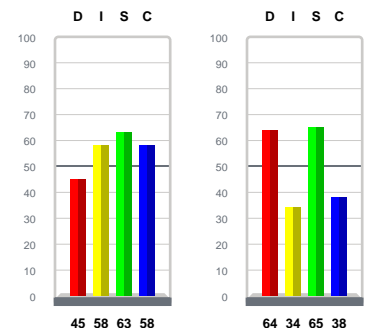
### Possible Causes:

- Don't think others want to know the information
- Unclear of the way the information will be used/received
- Wait until asked before sharing information

### Possible Solutions:

- Let others know that they need to ask for information
- Share with those whose opinions you trust

Adapted Style      Natural Style





# Areas for Improvement

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

## Sample has a tendency to:

- Not sell new products until he has all the product knowledge.
- Be family-oriented--may resist overnight traveling.
- Spend too much time servicing and not selling.
- Deliver long presentations covering all the points at a slow pace.
- Confuse loyalty with performance, especially if his loyalty is rewarded.
- Take criticism of his work as a personal affront.
- Be slow to change--resists new ways of selling or prospecting.
- Give a false sense of compliance to superiors because he fights passively and you do not know he is in disagreement.




---

---

---

---

---

---

---

---

---

---

---

---

---

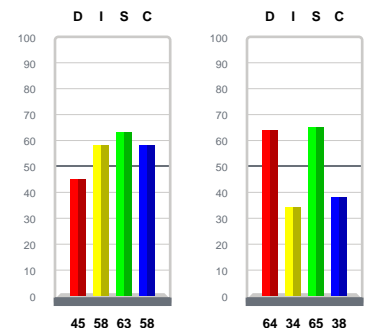
---

---

---

Adapted Style

Natural Style

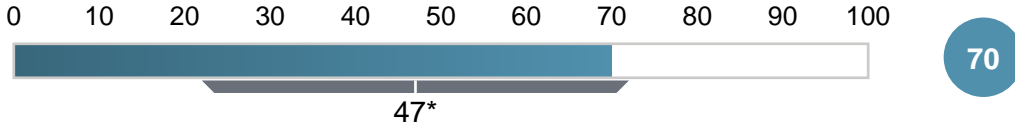




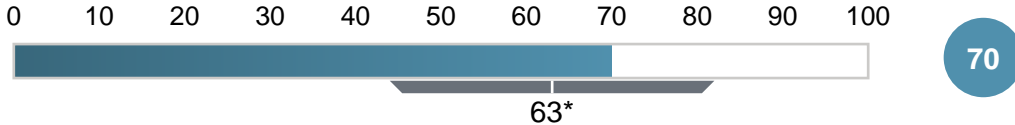
# Behavioral Hierarchy

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

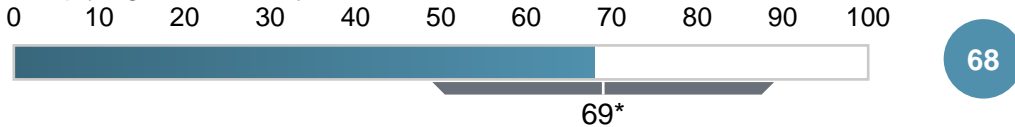
**1. Competitiveness** - Tenacity, boldness, assertiveness and a "will to win" in all situations.



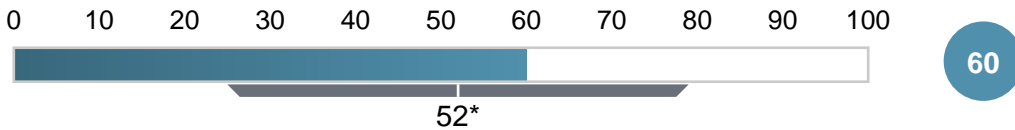
**2. Follow Up and Follow Through** - A need to be thorough.



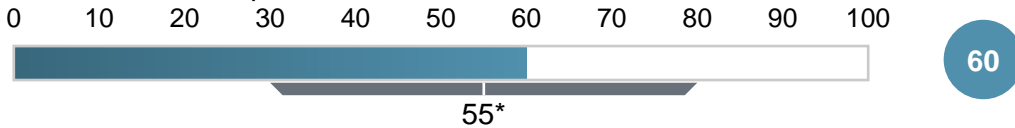
**3. Following Policy** - Complying with the policy or if no policy, complying with the way it has been done.



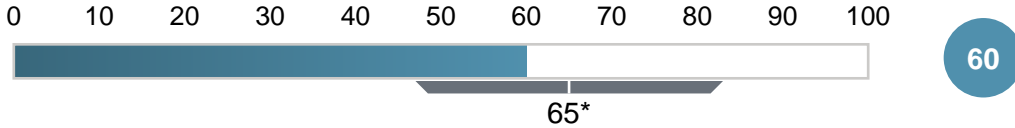
**4. Organized Workplace** - Systems and procedures followed for success.



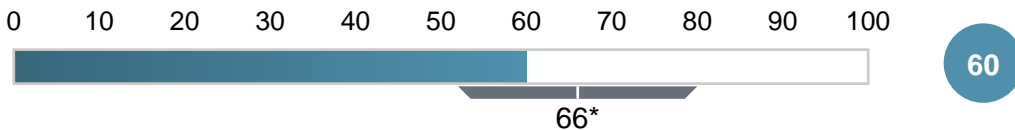
**5. Analysis of Data** - Information is maintained accurately for repeated examination as required.



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



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




---

---

---

---

---

---

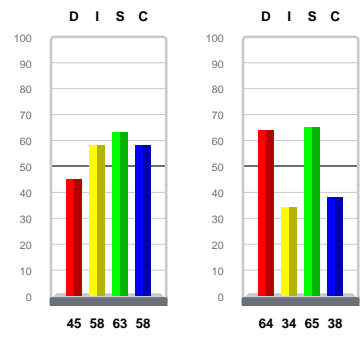
---

---

---

---

Adapted Style      Natural Style



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



# Behavioral Hierarchy

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

0 10 20 30 40 50 60 70 80 90 100



52\*

55

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

0 10 20 30 40 50 60 70 80 90 100



43\*

50

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

0 10 20 30 40 50 60 70 80 90 100



68\*

50

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

0 10 20 30 40 50 60 70 80 90 100



62\*

40

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

0 10 20 30 40 50 60 70 80 90 100

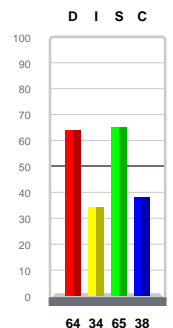
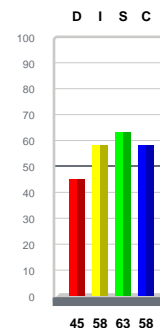


53\*

40

Adapted Style

Natural Style



SIA: 45-58-63-58 (33) SIN: 64-34-65-38 (59)

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

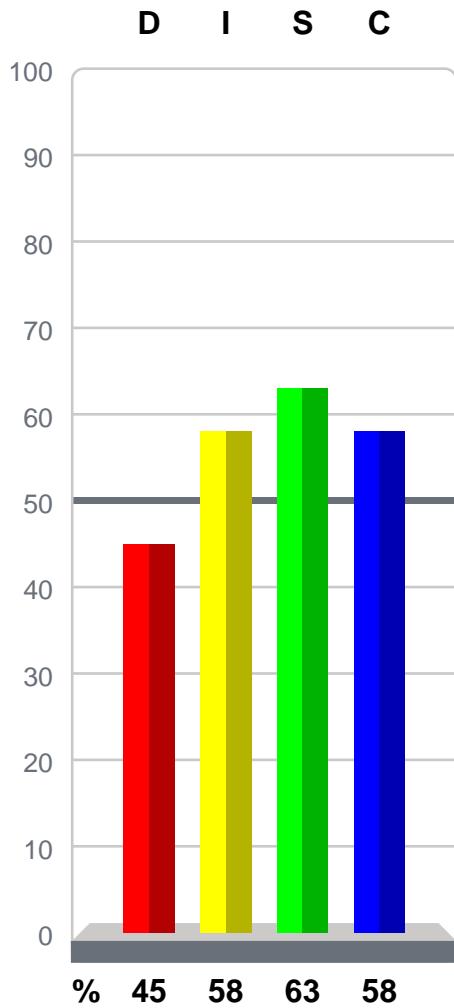


# Style Insights® Graphs

1-15-2016

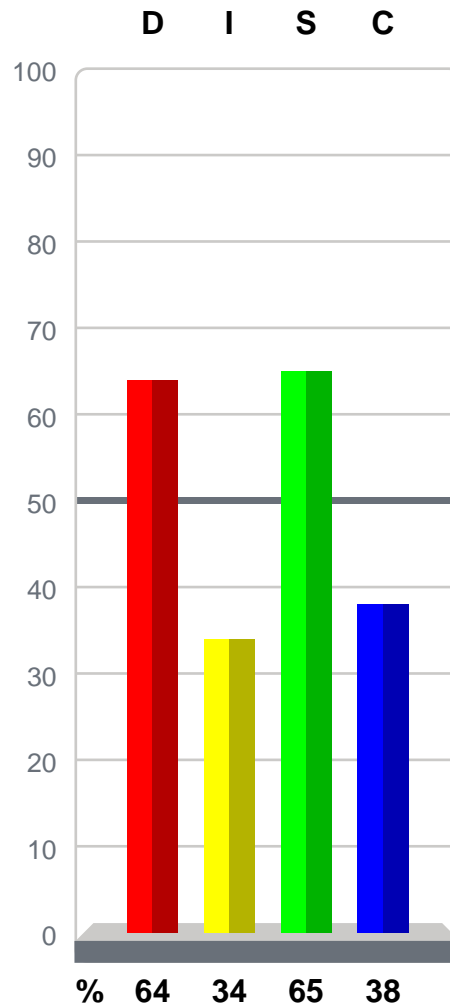
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4

T: 2:45





## 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.

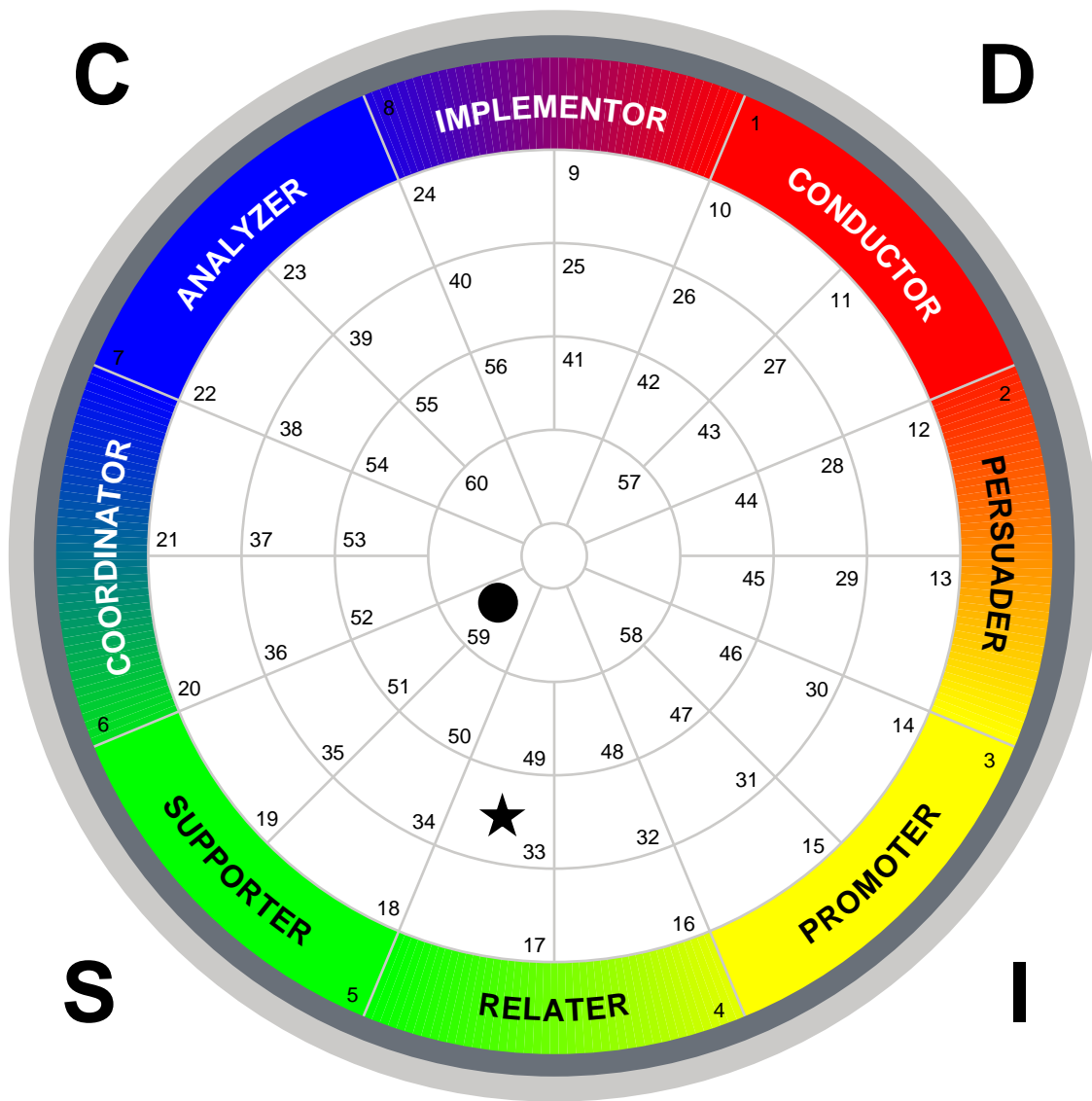
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

1-15-2016



Adapted: ★ (33) SUPPORTING RELATER (FLEXIBLE)  
Natural: ● (59) CONDUCTING SUPPORTER (ACROSS)

Norm 2015 R4

T: 2:45



# Understanding Your Driving Forces

This report is based on six basic interests, or motivators in your life: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional. 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 core 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:

- Understand how your driving forces are at play in your career and relationships
- Be able to apply your understanding of your driving forces to your relationships and job-related performance
- Have a clearer impression of your purpose and direction in life, which can lead to greater satisfaction in work and life



# 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.*

Sample may be energized by public recognition. He wants to control his own destiny and display his independence. He has the desire to be recognized for his accomplishments. He tends to seek new methods and ways to expand his future opportunities. In many cases, Sample would prefer to set his own plan of action. He tends to overlook traditions or boundaries to complete a task. If knowledge of a specific subject is not of interest, or is not required for success, Sample will have a tendency to rely on his intuition or practical information in this area. If Sample 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. Sample will focus on the purpose as well as the presentation of a project. He may be able to mask personal issues and focus on professional productivity. He tends to give freely of time, talent and resources, but may still value a return on his investment. He will be generous with time, research and information if the cause appeals to him.

Sample will strive to maintain individuality in group settings. He looks for situations that allow him the freedom to control his destiny. He will not be afraid to explore new and different ways of interpreting his own belief system. He tends to be an out-of-the-box thinker. A job that challenges Sample's own knowledge may increase his job satisfaction. He has the potential to become an expert in his chosen field. In general, unpleasant surroundings may not impact Sample's productivity. He may attempt to balance the functionality and harmony of his workday. Sample may see money as a necessary tool versus a measurement of success. He may use completion of activities and tasks as a measure of his success. He may attempt to help an individual or group overcome adversity. He will evaluate a situation and determine if it's more valuable to assist people or achieve results.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



# General Characteristics

If necessary, Sample will be assertive to maintain control of a situation. He seeks to achieve leadership roles. He tends to interpret and dissect other systems and/or traditions and is creative when applying them. He may be open to new ideas because he is not tied to a defined philosophy or system. Sample will incorporate knowledge as well as experience when making decisions. He may be able to separate issues to keep the momentum moving forward. He may accomplish tasks for the sake of accomplishment. He is willing to help others if they are willing to work to achieve their goals.



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

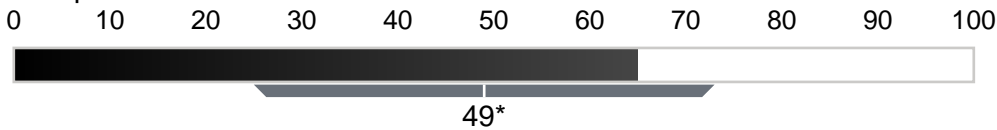
---



# Primary Driving Forces Cluster

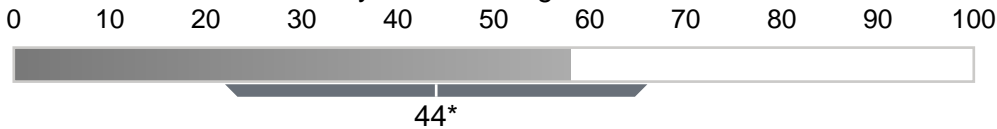
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Commanding** - People who are driven by status, recognition and control over personal freedom.



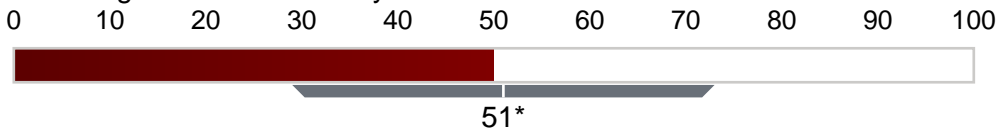
65

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



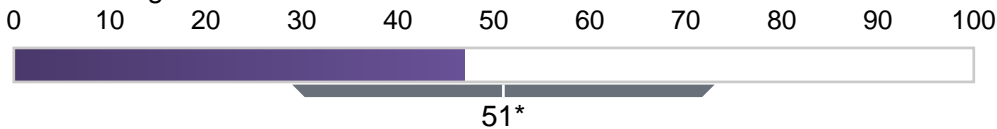
58

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



50

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



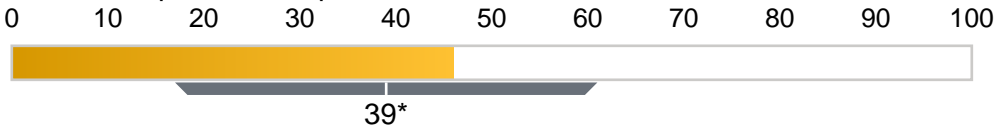
47



# Situational Driving Forces Cluster

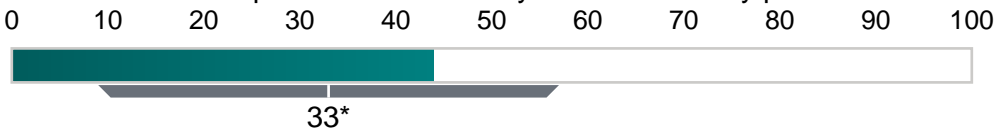
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

**5. Selfless** - People who are driven by completing tasks for the greater good, with little expectation of personal return.



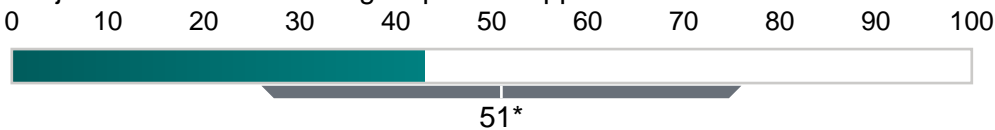
46

**6. Altruistic** - People who are driven by the benefits they provide others.



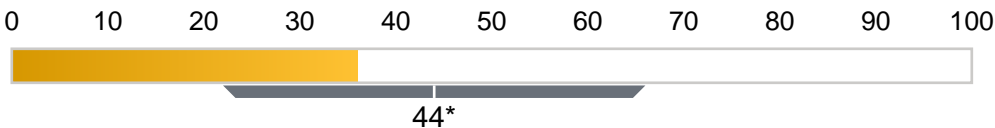
44

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



43

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



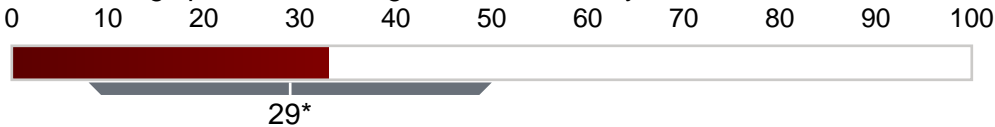
36



# Indifferent Driving Forces Cluster

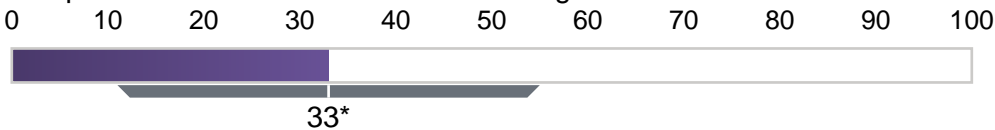
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



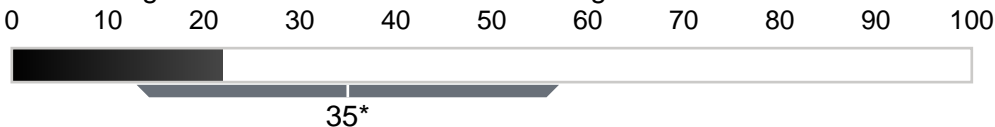
33

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



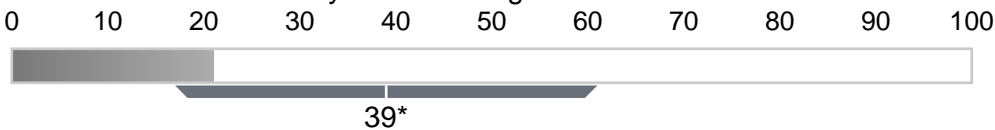
33

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



22

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



21



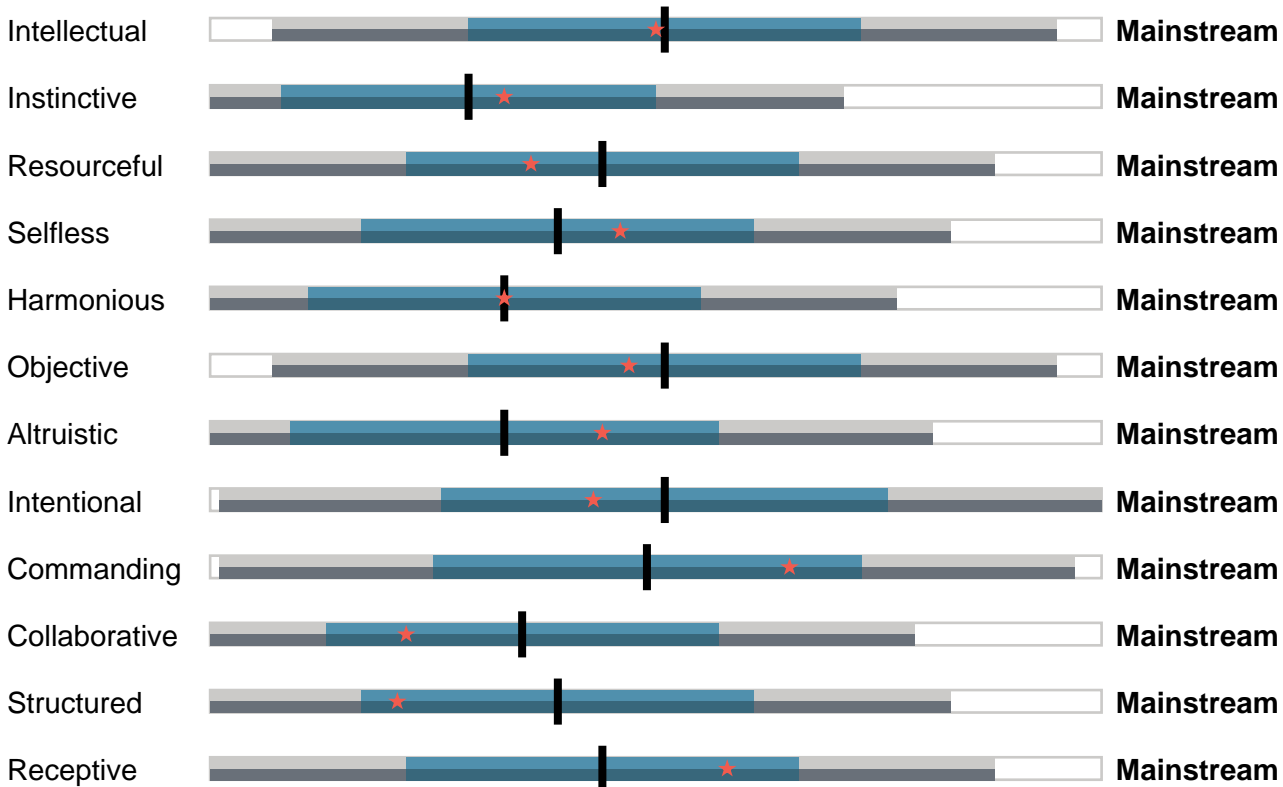


# Areas for Awareness

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 away you are from the mainstream on the high side, the more people will notice your passion about that driving force. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about 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 2015

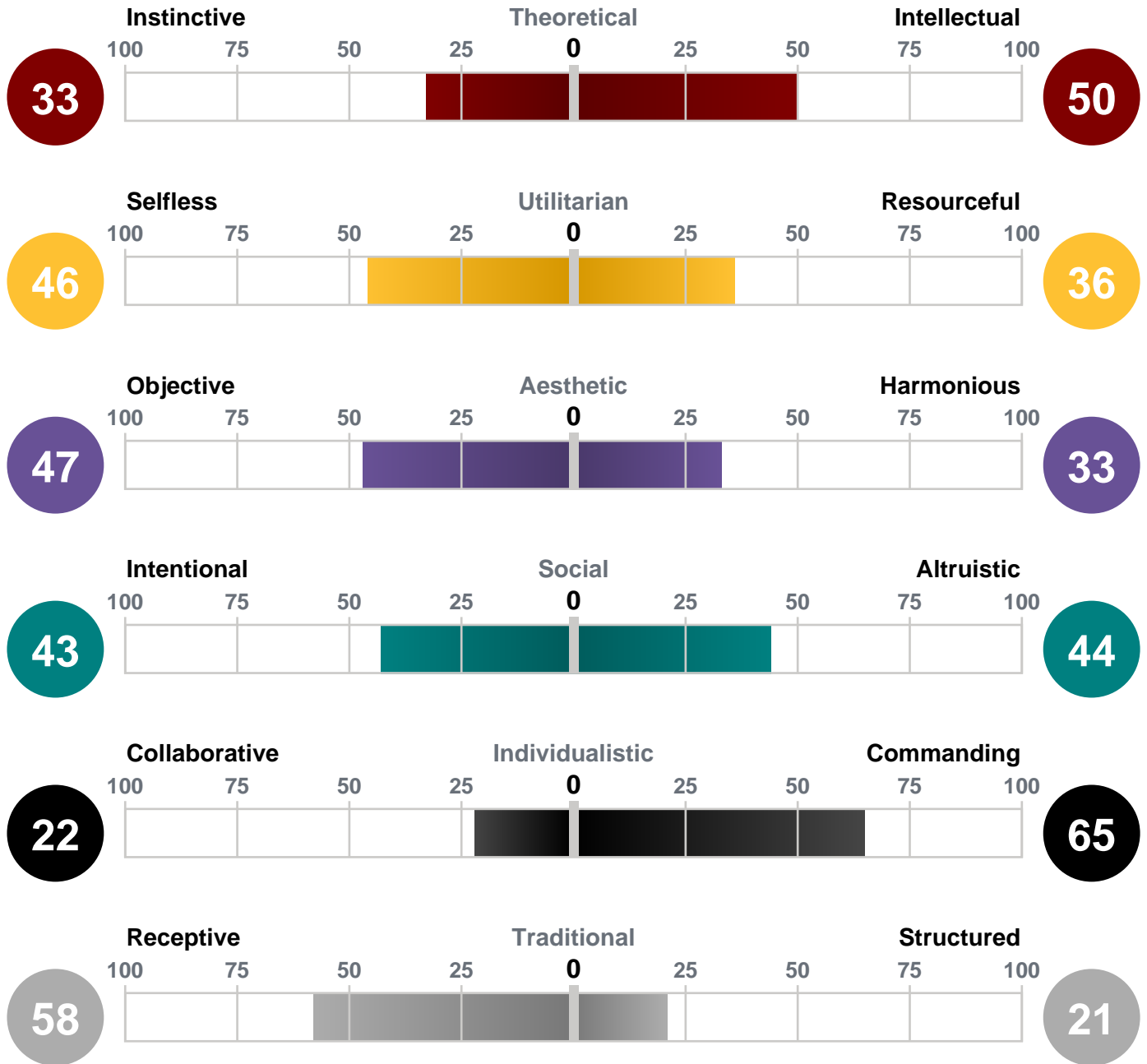


■ - 1st Standard Deviation - \* 68% of the population falls within the shaded area. ■ - national mean ★ - your score  
 ■ - 2nd Standard Deviation  
 □ - 3rd Standard Deviation

**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



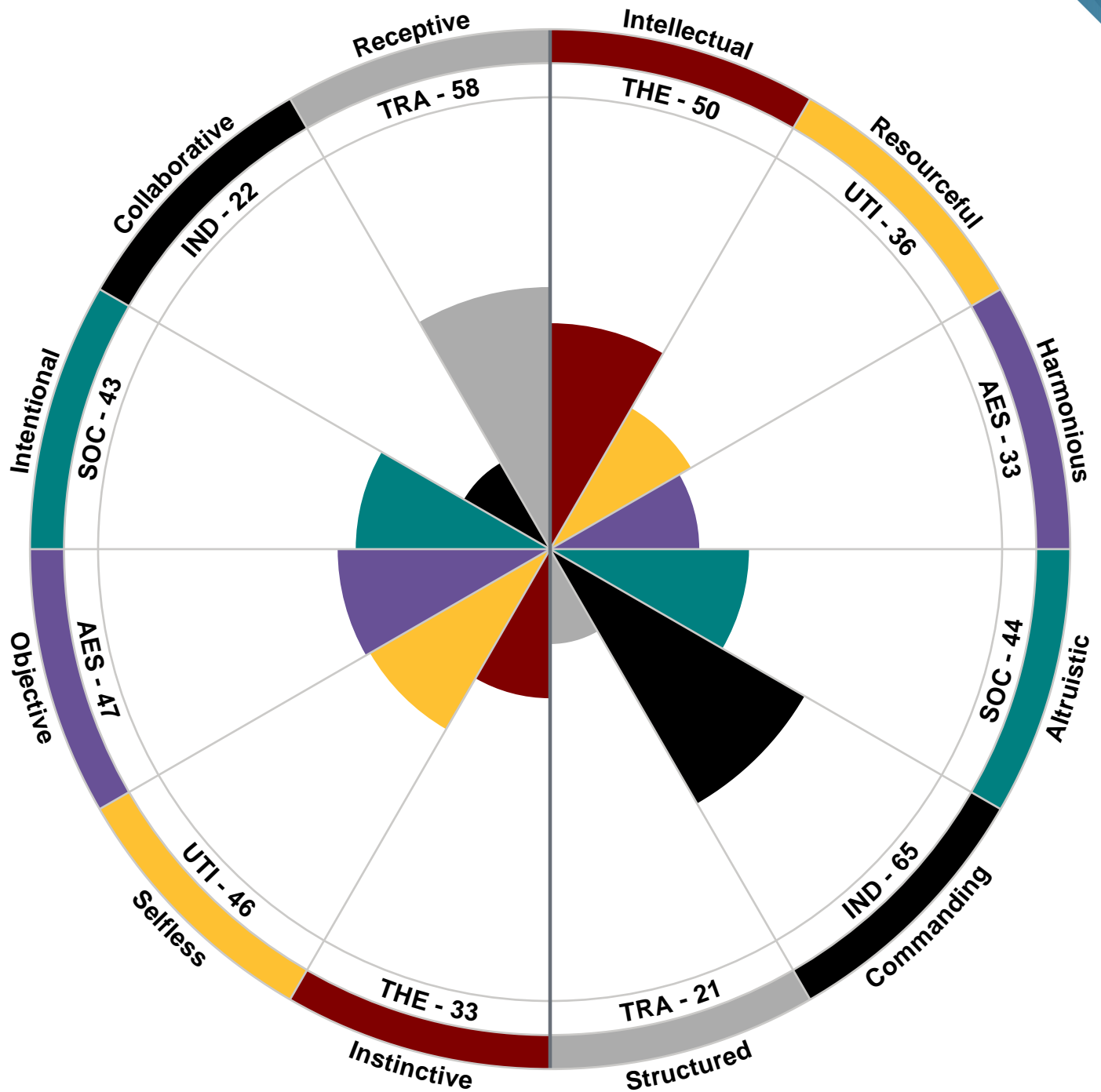
# Driving Forces Graph



T: 1:09



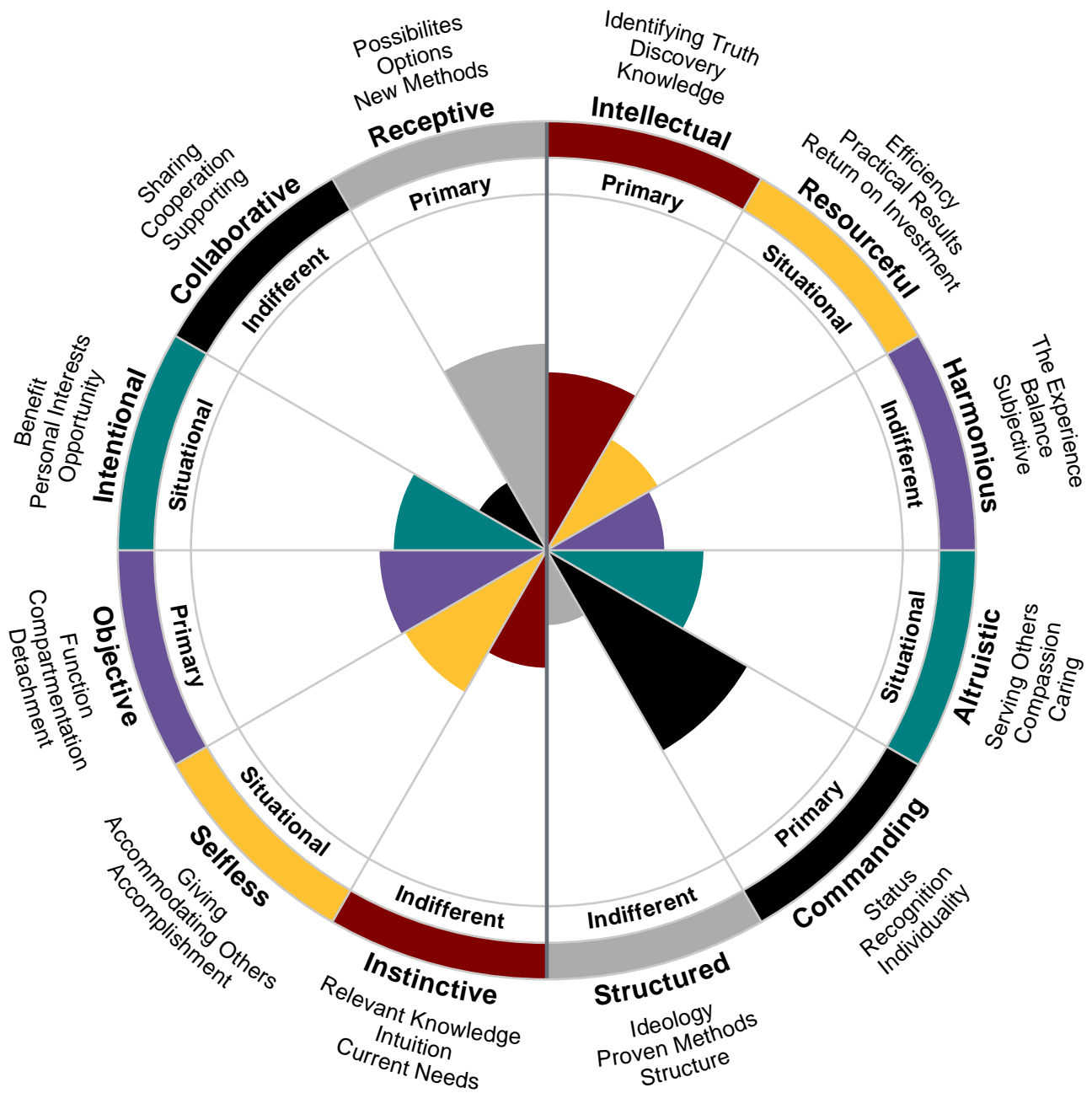
# Driving Forces Wheel



T: 1:09



# Descriptors Wheel



T: 1:09



## 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 and Motivational Strengths

*This section describes the potential areas of strengths between Sample'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.*

- Methodically follows a strategy to achieve.
- Will take a firm stance when his position or status is questioned.
- Leads by example and in a quiet and methodical way.
- Great at maintaining and improving a system or process.
- Loyal to changes that are made for the right reasons.
- Will maintain consistency for the team that builds the legacy.
- Desire for continuous learning is one of his greatest strengths.
- Great at retrieving information for decision makers he trusts.
- Delivers his knowledge and wisdom objectively.
- Supports a leader and a cause that implements tangible processes.
- Steady, consistent and objective member of the team.
- Accommodating team member that brings function to the organization.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



# Potential Behavioral and Motivational Conflict

*This section describes the potential areas of conflict between Sample'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.*

- A fear of change prevents him from advancing.
- Will hide emotions until others push his buttons or take advantage of him.
- Forgives but has a hard time forgetting.
- Difficulty making new choices when confronted with changes to the system.
- Diverse situations can be highly stressful when forced to stay in line with corporate structure.
- May struggle with change even when it complements his own discovery.
- May have difficulty sharing subjective information.
- Struggles in adapting to new situations without preparation.
- Resents change without logical facts and reasoning behind the change.
- Dislikes unwarranted change but can function in a chaotic environment.
- Has difficulty establishing priorities when balancing steadiness and functionality.
- Difficulty dealing with unknown situations involving subjective views.



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---







# Keys to Motivating

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

## Sample wants:

- A manager that appreciates his steadfast approach to leadership.
- Time to determine when and where to promote winning strategy.
- Recognition for loyalty and service.
- Appreciation for his persistent ability to examine multiple systems to benefit the organization.
- Private recognition for his out-of-the-box thinking.
- To know that changes are for the greater good of the organization.
- To support others through the gathering and delivery of information.
- To have all the information to support others so he can feel secure with how the job is being done.
- The time to research and layout information in a methodical way.
- Clearly defined start and finish points on each project or task.
- To support the steady pace and momentum of the organization.
- Management to understand that he will consistently focus on the function of the organization.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---





## Introduction Competencies

Your success in any job depends on the value of your contribution to the organization. Managers, mentors and professional coaches can encourage, advise and guide you as you grow professionally. However, the ultimate responsibility for your career development is yours and yours alone.

This report is designed to assist you in managing and developing your career. For many jobs, personal skills are as important as technical skills in producing superior performance. Personal skills are often transferable to different jobs, whereas technical skills are usually more specific.

Based on your responses to the DNA 25 questionnaire, this report indicates your development of 25 personal skills. These 25 personal skills contribute to superior performance in many jobs. Your development of these personal skills are categorized into four levels:

- 1) Well Developed
- 2) Developed
- 3) Moderately Developed
- 4) Needs Development

While personal skills are certainly important for career development, it is not necessary to fully develop every one. In fact, development of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development efforts on the personal skills that are required in your current job, or the job you want.

Be sure to read the entire report with an open mind. Everyone has areas where they can improve. Before deciding to work on developing personal skills you have not yet fully developed, you may want to discuss the report with a trusted peer, mentor or professional coach. You may even wish to share the report with your manager. In most cases, management takes a very positive view of individuals who wish to develop their skills.



# Development Indicator

This section of your report shows your development level of 25 personal skills based on your responses to the questionnaire.

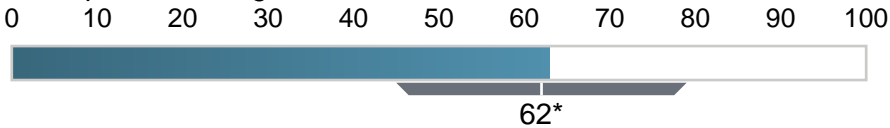




# Competencies Hierarchy

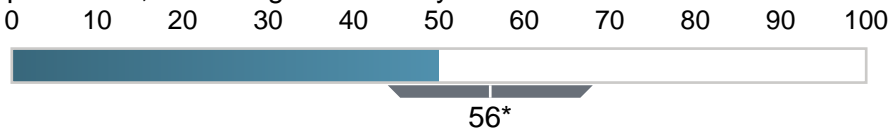
Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.

**1. Continuous Learning** - Taking initiative to regularly learn new concepts, technologies and/or methods.



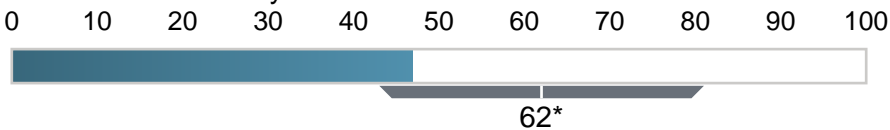
63

**2. Creativity and Innovation** - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



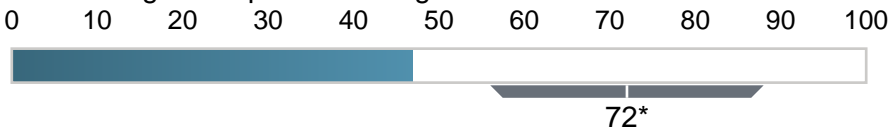
50

**3. Conflict Management** - Understanding, addressing and resolving conflict constructively.



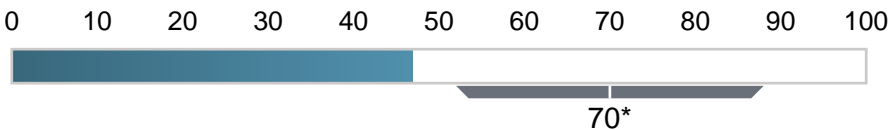
47

**4. Employee Development/Coaching** - Facilitating, supporting and contributing to the professional growth of others.



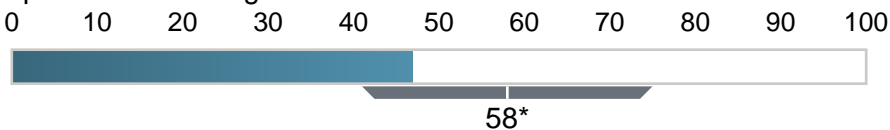
47

**5. Flexibility** - Readily modifying, responding and adapting to change with minimal resistance.



47

**6. Influencing Others** - Personally affecting others actions, decisions, opinions or thinking.



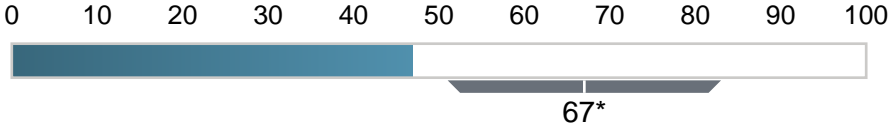
47

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



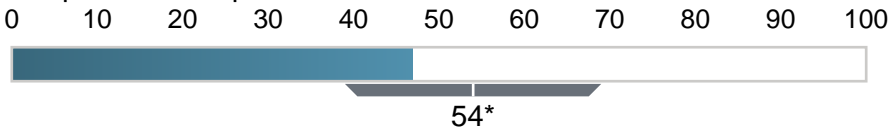
# Competencies Hierarchy

**7. Personal Accountability** - Being answerable for personal actions.



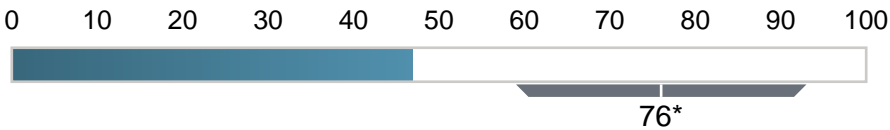
47

**8. Problem Solving** - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



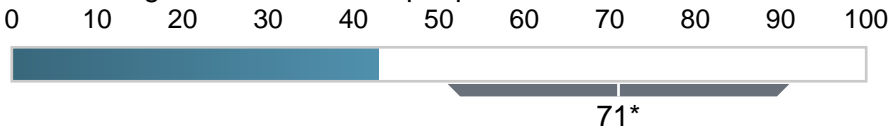
47

**9. Understanding Others** - Understanding the uniqueness and contributions of others.



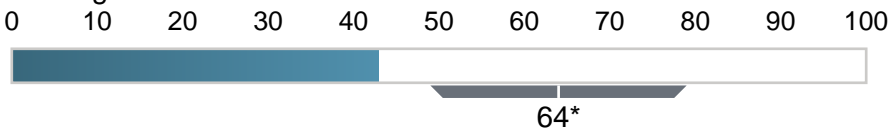
47

**10. Interpersonal Skills** - Effectively communicating, building rapport and relating well to all kinds of people.



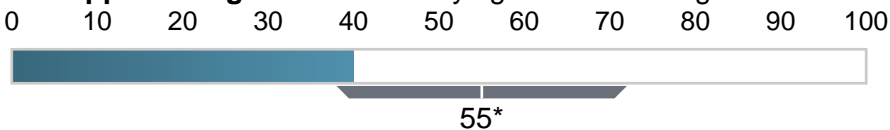
43

**11. Self Starting** - Demonstrating initiative and willingness to begin working.



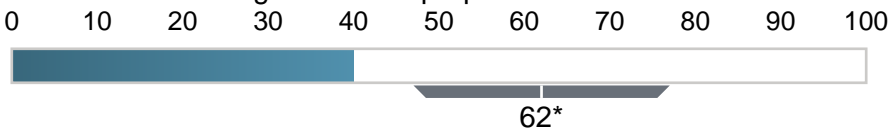
43

**12. Appreciating Others** - Identifying with and caring about others.



40

**13. Leadership** - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



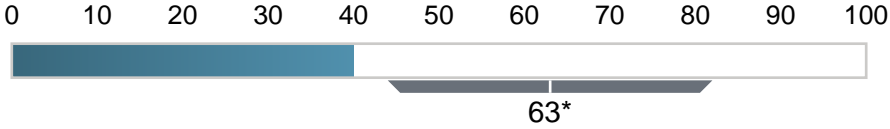
40

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



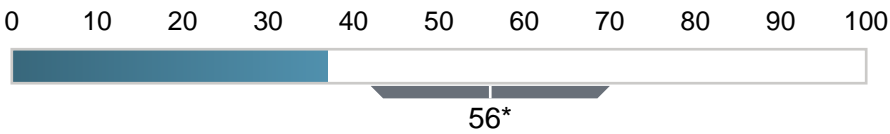
# Competencies Hierarchy

**14. Resiliency** - Quickly recovering from adversity.



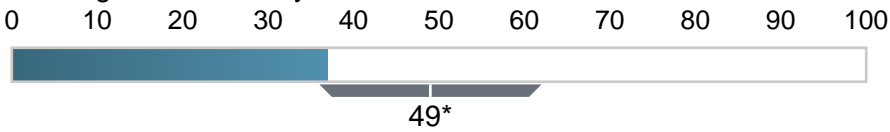
40

**15. Diplomacy** - Effectively and tactfully handling difficult or sensitive issues.



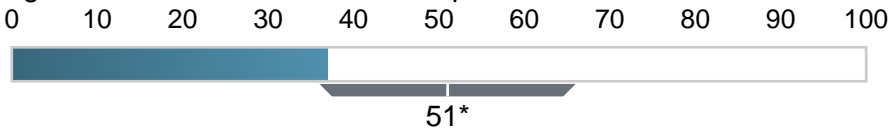
37

**16. Futuristic Thinking** - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



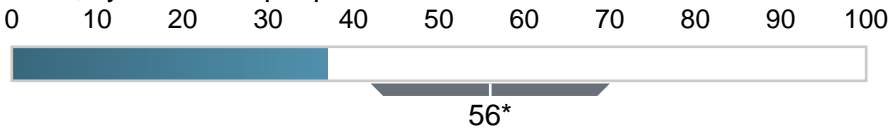
37

**17. Negotiation** - Listening to many points of view and facilitating agreements between two or more parties.



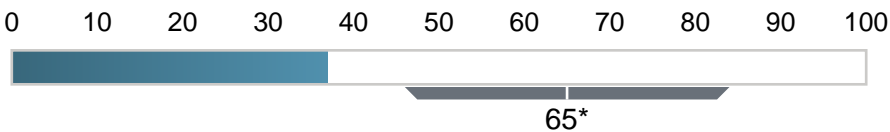
37

**18. Project Management** - Identifying and overseeing all resources, tasks, systems and people to obtain results.



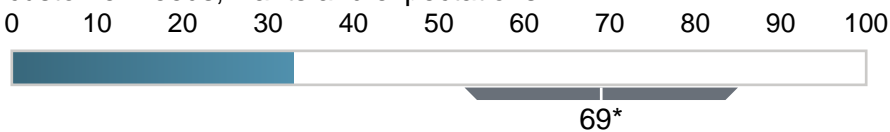
37

**19. Time and Priority Management** - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.



37

**20. Customer Focus** - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



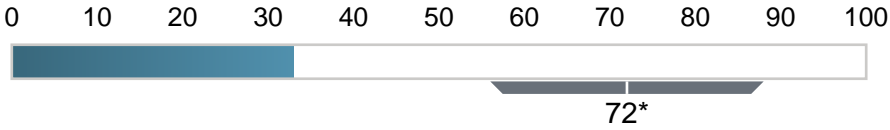
33

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



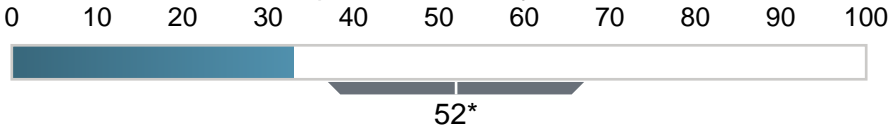
# Competencies Hierarchy

**21. Goal Orientation** - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



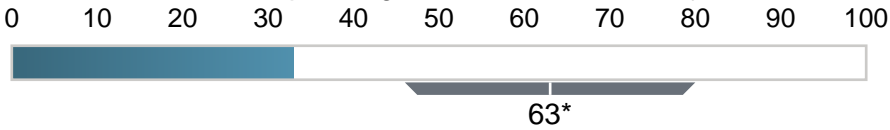
33

**22. Planning and Organizing** - Establishing courses of action to ensure that work is completed effectively.



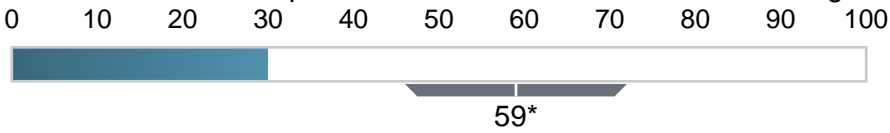
33

**23. Teamwork** - Cooperating with others to meet objectives.



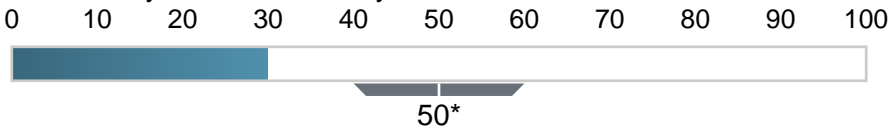
33

**24. Conceptual Thinking** - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.



30

**25. Decision Making** - Analyzing all aspects of a situation to make consistently sound and timely decisions.



30




---

---

---

---

---

---

---

---

---

---

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













# Summary of Competencies

## 11. Self Starting: Demonstrating initiative and willingness to begin working.

- Possesses a strong work ethic and belief in getting results.
- Takes initiative and does whatever it takes to achieve objectives.
- Projects self-assurance in getting the task started.
- Starts quickly to avoid setbacks.
- Asserts self in personal and professional life.
- Willing to begin working regardless of circumstances.
- Accepts personal responsibility for achieving personal and professional goals.
- Functions effectively and achieves results regardless of circumstances.
- Takes initiative and acts without waiting for direction.
- Displays self-confidence, conscientiousness, assertiveness, persistence and is achievement-oriented.

---

---

---

---

---

---

---

---

---

---

## 12. Appreciating Others: Identifying with and caring about others.

- Demonstrates genuine concern for others.
- Respects and values people.
- Wants to ensure people experience positive emotions.
- Expends considerable effort to impact the needs, concerns and feelings of others.
- Advocates for the interests, needs and wants of others.
- Demonstrates sensitivity and understanding.
- Takes personal and/or professional risks for the sake of others.
- Recognizes and enjoys the good qualities of others.
- Provides support, appreciation and recognition.
- Displays kindness and concern for others.

---

---

---

---

---

---

---

---

---

---

## 13. Leadership: Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.

- Inspires others with compelling visions.
- Takes risks for the sake of purpose, vision or mission.
- Builds trust and demonstrates integrity with a noticeable congruence between words and actions.
- Demonstrates optimism and positive expectations of others.
- Delegates appropriate levels of responsibility and authority.
- Involves people in decisions that affect them.
- Addresses performance issues promptly, fairly and consistently.
- Adapts methods and approaches to create an environment to allow others to be successful.
- Makes decisions that are best for the organization and attempts to mitigate the negative consequences for people.
- Demonstrates loyalty to constituents.

---

---

---

---

---

---

---

---

---

---













# Summary of Competencies

## 24. Conceptual Thinking: Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.

- Demonstrates the ability to identify patterns, themes or connections not noticed by others.
- Gathers hypothetical or abstract concepts to formulate new insights.
- Evaluates many patterns to formulate connections.
- Recognizes unique or unusual perspectives.
- Envisions hypothetical situations to formulate new concepts.
- Utilizes patterns to develop new ways to process information.
- Observes and analyzes data to create new methods, techniques or processes.
- Sees new possibilities by dissecting the situation and examining the parts.
- Integrates issues and factors into a practical framework.
- Understands a situation or problem by identifying patterns or connections, to address key underlying issues.

## 25. Decision Making: Analyzing all aspects of a situation to make consistently sound and timely decisions.

- Demonstrates an ability to make thorough decisions in a timely manner.
- Gathers relevant input and develops a rationale for making decisions.
- Evaluates the impact or consequences of decisions before making them.
- Acts decisively once all aspects have been analyzed.
- Focuses on timely decisions after the situations have been completely diagnosed.
- Willing to update decisions if more information becomes available.
- Provides a rationale for decisions when necessary.
- Systematically analyzes information before making a decision.
- Looks at all aspects of a situation including historical components.
- Asks the right questions rather than making assumptions to produce a timely decision.




---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



# Getting the Most From Your Report

Questions about the personal skills you are well developed in:

- Are you using the personal skills you are well developed in more in your personal or professional life?
- How is your development of these personal skills contributing to your success?
- How can you use these personal skills to advance your career, get a promotion or secure a better job?
- Do other people know that you are well developed in these personal skills?
- If not, what would be the benefit of sharing this information with them?

Questions about the personal skills in which you are developed and moderately developed:

- How has not fully developing these personal skills hindered your ability to succeed personally or professionally?
- Which of these personal skills might help you the most personally, if you developed them more thoroughly?
- Which of these personal skills might help you the most professionally, if you developed them more thoroughly?

Questions about the personal skills you have not yet developed:

- Which of these personal skills might help you the most personally, if you developed them?
- Which of these personal skills might help you the most professionally, if you developed them?