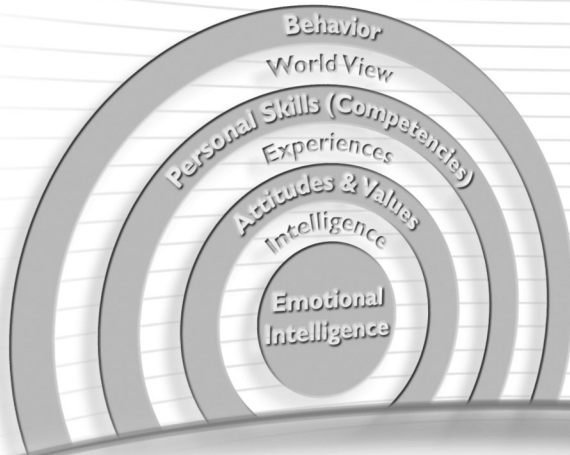




TTI Success Insights®
Behaviors and Motivators - Sales Version



Dave Neely
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3-24-2011

Helping you build a stronger organization
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INTRODUCTION

Where Opportunity Meets Talent®

The TTI Success Insights® Behaviors and Motivators Report was designed to increase the understanding of an individual's talents. The report provides insight to two distinct areas: behaviors and motivators. Understanding strengths and weaknesses in both of these areas will lead to personal and professional development and a higher level of satisfaction.

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

SECTION 1: 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.

SECTION 2: MOTIVATORS

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

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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*

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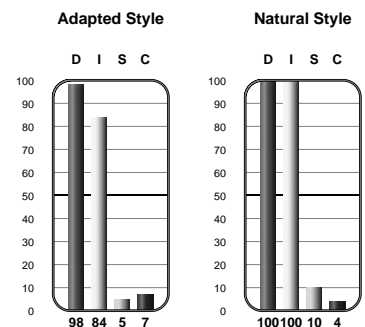


SALES CHARACTERISTICS

Based on Dave'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.

Dave 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! With his natural style of assertive presentations, he must be aware of the impact his body language and louder tone tend to have on the sales process. He prefers to win, respecting winners and those who show persistence. He perceives himself as a salesperson who is totally keyed to results. He wants to get things done in a way that is consistent with his perception of "the right way" for him to accomplish his sales goals. Dave sets high sales goals for himself. He sees the benefit of joining organizations as a way to meet his sales goals. When results are at stake, it brings out Dave's drive for success. Some may see him as a high risk-taker, but this merely reflects his approach to winning. He will take the risks necessary to succeed. He is comfortable in a sales environment that contains variety and/or high pressure situations.

Dave's usage of sales aids may be higher if he participated in developing them. He may use confrontation to show his knowledge and expertise. Unless he is calling on an aggressive buyer, this may hinder the sale. He may not use enough facts to overcome objections; that is, he likes the challenge presented by the objection, and may attempt to answer, whether he has all the facts or not. He likes to control the sales presentation. Different styles of buyers will probably prefer that he display his sales flexibility. Dave may fail to listen to the



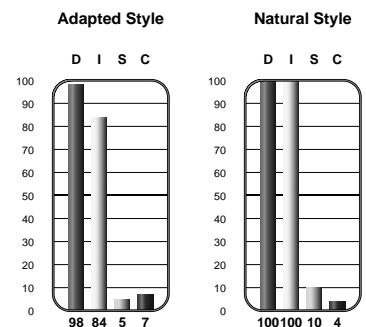
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SALES CHARACTERISTICS

true objection. In his haste to make a response, the real objection may never be answered. Dave'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.

Dave 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 can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections. Dave's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. Dave often promises more service than he can deliver, especially if he must be the person to deliver. He usually has too many activities going on to fulfill all he promises. He generally concentrates on selling new accounts as compared to servicing his present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine.



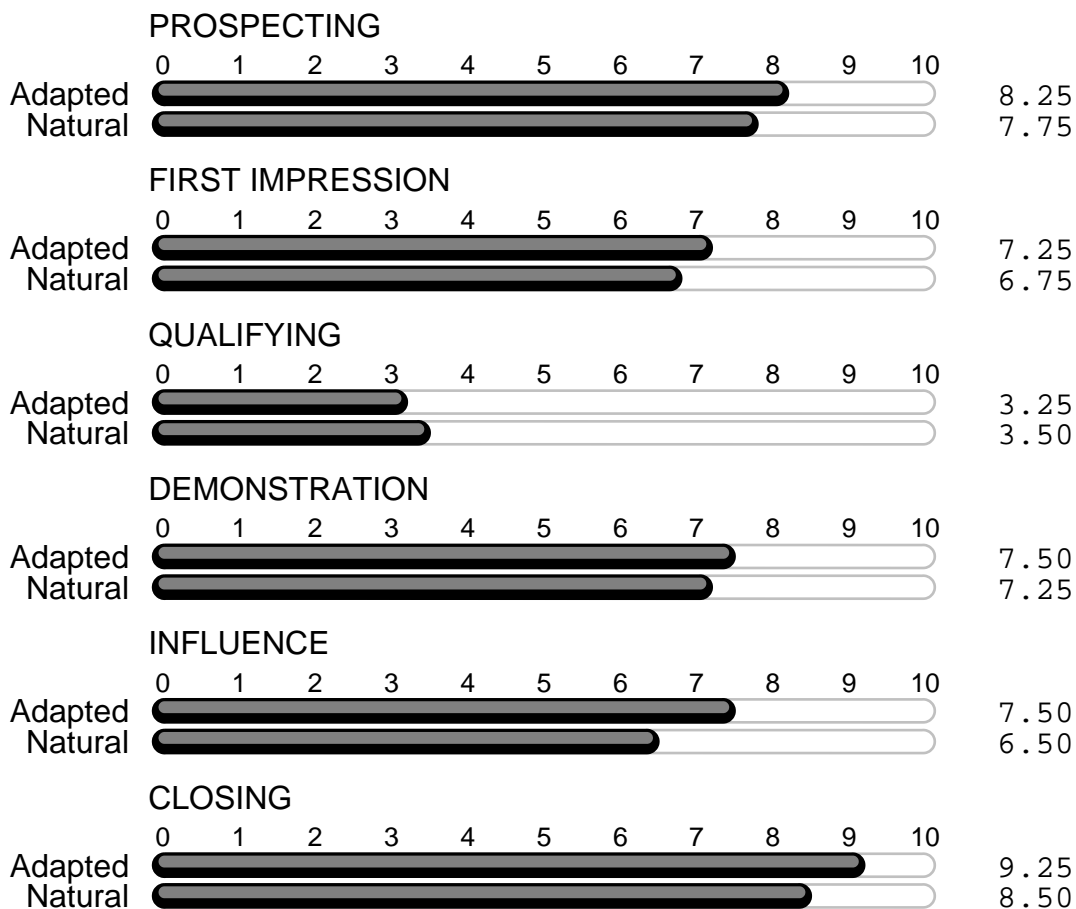
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The Behavioral Selling Overview reflects Dave's natural and adapted styles within each phase of the Behavioral Selling Model. Dave's natural style reflects his native, intuitive selling behavior. Dave's adapted scores reflect the behavior that Dave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

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

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



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

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POTENTIAL STRENGTHS OR OBSTACLES TO BEHAVIORAL SELLING SUCCESS

The Behavioral Selling Model is a scientific, professional selling process. The Behavioral Selling Overview outlines Dave'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.

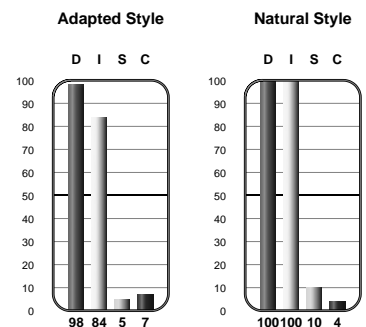
In the Prospecting Phase, Dave MAY have a TENDENCY to:

- Represent himself with more authority than he may have with new prospects.
- Be challenged by solving problems and the gathering of bottom-line information that will assist in the sales process.
- the secret to selling is to be in front of a qualified buyer when they are ready to buy, not when he is ready to sell! The results could be an impatient and sometimes pushy attitude in setting appointments.
- Not keep detailed records while gathering information on prospects unless he sees it as leading directly to the sale.

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

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

- Open with a close.
- 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.



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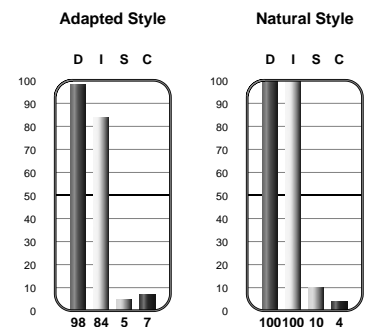
POTENTIAL STRENGTHS OR OBSTACLES TO BEHAVIORAL SELLING SUCCESS

- Project an air of aggressive, blunt, superiority from the perspective of a non-assertive or methodical buyer.
- Be so interested in accomplishing the sale that he forgets the need to sell his sincere interest in the prospect as a human being.

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, Dave MAY have a TENDENCY to:

- Be so concerned with the big picture that he forgets to remember that there are little pieces that can often make a sale successful or actually make it fall apart.
- Not take the time to actively listen to what the prospect is saying in order to determine what they really need. In addition, is likely to jump too quickly to a recommendation before processing everything that the prospect has to say.
- Sell what he wants to sell rather than listen to the buyer's needs.
- Ask potentially insensitive and awkward questions of the prospect too soon upon the first meeting.



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POTENTIAL STRENGTHS OR OBSTACLES TO BEHAVIORAL SELLING SUCCESS

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.

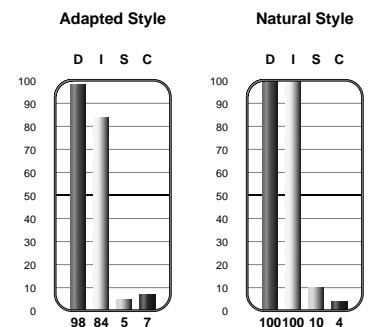
In the Demonstration Phase, Dave MAY have a TENDENCY to:

- Develop highly creative solutions to 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.
- 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.
- Dominate the presentation and rush through it. May tend to leave the prospect out of the equation.
- Not devote sufficient time to present his products and/or services adequately.

Influence: What people believe enough, they act upon. This phase is designed to enable the salesperson to build value and overcome the tendency that many prospects have to place little belief or trust in what is told to them. It is this phase of the sale that solidifies the prospect's belief in the supplier, product or service and salesperson.

In the Influence Phase, Dave MAY have a TENDENCY to:

- Rely too much on high visibility customers, publications and prestigious references as testimonials or proven resources.
- Not allow enough time for prospect to verbalize his full and honest feelings.



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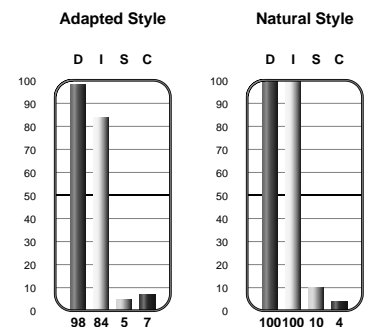
POTENTIAL STRENGTHS OR OBSTACLES TO BEHAVIORAL SELLING SUCCESS

- Believe that the same things that influence him will influence others.
- Overuse name dropping as a strategy in the Influence Phase.

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, Dave MAY have a TENDENCY to:

- Have a natural closing style that works extremely well with the fast acting buyer. These buyers appreciate a salesperson who uses the direct approach. Tends to be direct and proactive in closing. More specifically, he is both persistent and direct.
- Welcome objections. They provide him with an opportunity to expand his image. However, he may have a tendency to take some objections too lightly.
- Use too few facts to overcome objections. He loves the challenge presented by objections that he will attempt to answer whether he has all the facts or not.
- Take objections lightly.



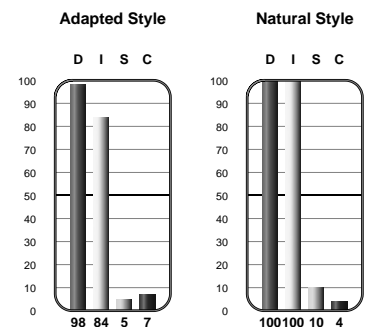
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VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Dave 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.

- Negotiates conflicts.
- Challenge-oriented.
- Change agent--looks for faster and better ways.
- Team player.
- Forward-looking and future-oriented.
- Usually makes decisions with the bottom line in mind.
- Verbalizes his feelings.
- Positive sense of humor.



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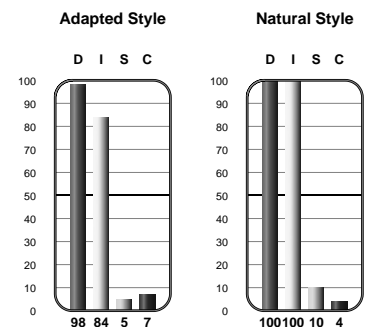


CHECKLIST FOR COMMUNICATING

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 Dave. 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 Dave most frequently.

Do:

- Ask for his opinions/ideas regarding people.
- Read the body language for approval or disapproval.
- Provide a warm and friendly environment.
- Leave time for relating, socializing.
- Plan interaction that supports his dreams and intentions.
- Be clear, specific, brief and to the point.
- Take issue with facts, not the person, if you disagree.
- Ask specific (preferably "what?") questions.
- Support the results, not the person, if you agree.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide questions, alternatives and choices for making his own decisions.
- Motivate and persuade by referring to objectives and results.
- Present the facts logically; plan your presentation efficiently.



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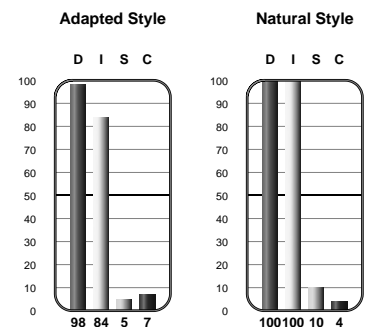


DON'TS ON COMMUNICATING

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

Don't:

- Be dogmatic.
- Direct or order.
- Talk down to him.
- Ask rhetorical questions, or useless ones.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- Drive on to facts, figures, alternatives or abstractions.
- Try to convince by "personal" means.
- Legislate or muffle--don't overcontrol the conversation.
- Be redundant.
- Try to build personal relationships.
- Ramble on, or waste his time.
- Be curt, cold or tight-lipped.
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.



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SELLING TIPS

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

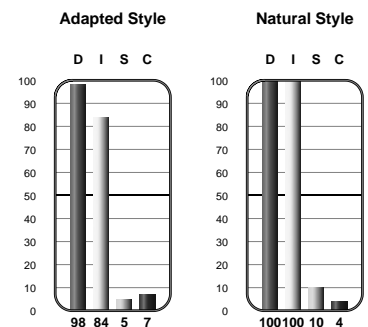
| | |
|---|---|
| <p>When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ● Prepare your "presentation" in advance. ● Stick to business--provide fact to support your presentation. ● Be accurate and realistic--don't exaggerate. <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ● Being giddy, casual, informal, loud. ● Wasting time with small talk. ● Being disorganized or messy. | <p>When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> ● 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." <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ● Talking about things that are not relevant to the issue. ● Leaving loopholes or cloudy issues. ● Appearing disorganized. |
| <p>When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> ● Begin with a personal comment--break the ice. ● Present yourself softly, nonthreateningly and logically. ● Earn their trust--provide proven products. <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ● Rushing headlong into the interview. ● Being domineering or demanding. ● Forcing them to respond quickly to your questions. | <p>When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> ● 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. <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ● Being curt, cold or tight-lipped. ● Controlling the conversation. ● Driving on facts and figures, alternatives, abstractions. |

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This section identifies the ideal work environment based on Dave's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Dave enjoys and also those that create frustration.

- Tasks involving motivated groups and establishing a network of contacts.
- Forum to express ideas and viewpoint.
- Work tasks that change from time to time.
- Evaluation based on results, not the process.
- Assignments with a high degree of people contacts.
- An innovative and futuristic-oriented environment.
- Freedom from controls, supervision and details.



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

"See Yourself As Others See You"

SELF-PERCEPTION

Dave usually sees himself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

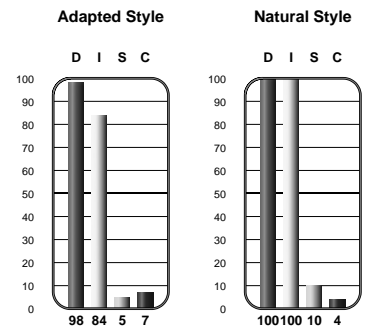
Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated



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Based on Dave'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.

| Dominance | Influencing | Steadiness | Compliance |
|--|---|--|---|
| Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible | Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable | Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense | Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details |
| Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive | Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical | | |

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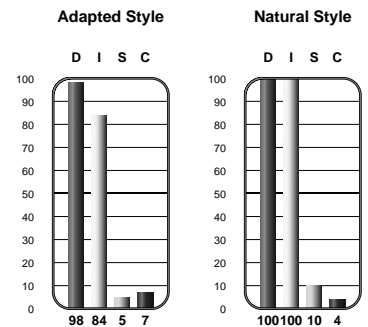


NATURAL AND ADAPTED SELLING STYLE

Dave'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.

| Natural | PROBLEMS - CHALLENGES | Adapted |
|--|-----------------------|--|
| Dave 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. | | Dave sees no need to change his sales approach from his basic style as it is related to solving problems and challenges. |

| Natural | PEOPLE - CONTACTS | Adapted |
|--|-------------------|--|
| Dave's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtue of his oral skills. He will try to convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost everything with every prospect. | | Dave projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted. |

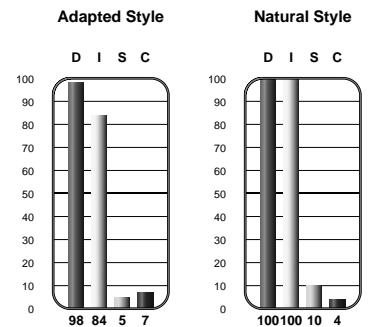


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| Natural | PACE - CONSISTENCY | Adapted |
|--|---------------------------|--|
| Dave maintains his sense of equilibrium even in the face of extreme time constraints and ever-changing schedules. He is comfortable dealing with a wide variety of customers. His need for high activity level can lead to meeting many new prospects. | | Dave feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency. |

| Natural | PROCEDURES - CONSTRAINTS | Adapted |
|---|---------------------------------|--|
| Dave wants to be seen as his own person who is willing and capable of interpreting the company policies to ensure the best results and allow him creative and innovative methods of selling. He wants to be measured on his sales results, not how he achieved the results. | | The difference between Dave's basic and adapted sales style is not significant and he sees no need to change on this factor. |

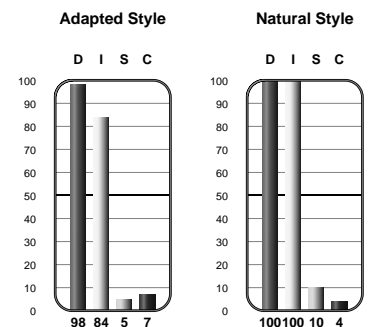


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Dave sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Impatient to overcome competition.
- Using an informal sales presentation.
- Reacting quickly to changes in the sales process or product line.
- A variety of sales activity.
- Coping easily with many concurrent sales activities.
- Authority to carry out responsibility.
- Positive response to a client's objections.
- Dealing with customers and clients efficiently.
- Impulsive and eager to keep the sales presentation moving.
- Alert, active attention to customers or clients.
- Using authority and responsibility for completing the sale.
- Telling clients or customers about the "big picture."
- Anticipating and using creative ways to assist clients in problem solving.



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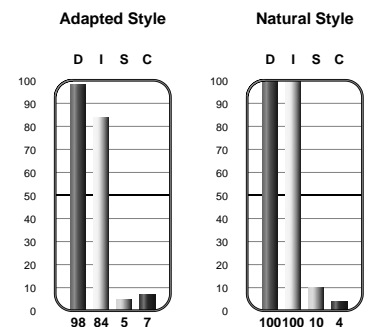


KEYS TO MOTIVATING

This section of the report was produced by analyzing Dave's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Dave and highlight those that are present "wants."

Dave wants:

- Outside activities so there is never a dull moment.
- Travel or changing territory.
- Control of his own destiny.
- Opportunity to verbalize his ideas and demonstrate his skills.
- A variety of products to sell.
- Changing environments in which to work/play.
- To be seen as a leader.
- Support troops to follow through with his part or detail work.
- A wide scope of activities.
- New challenges and problems to solve.
- Prestige, position and titles so he can control the destiny of others.
- Power and authority to take the risks to achieve sales results.
- More time in the day.



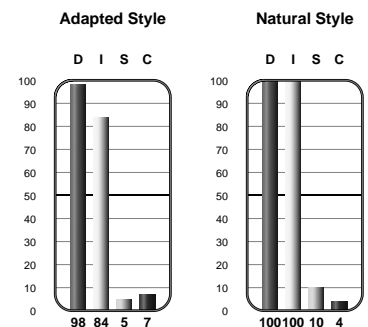
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In this section are some needs which must be met in order for Dave to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Dave and identify 3 or 4 statements that are most important to him. This allows Dave to participate in forming his own personal management plan.

Dave needs:

- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Better organization of record keeping.
- People to work and associate with.
- To focus conversations on work activities--less socializing.
- To understand his role on the team--either a team player or the leader.
- Objectivity when dealing with customers because of his high trust level.
- To display empathy for people who approach life differently than he does.
- Help on controlling time and setting priorities.
- To handle routine paperwork only once.
- More control of body language.
- To adjust his intensity to match the situation.
- A program for pacing work and relaxing.
- An awareness of the parameters or rules in writing.



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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.

1. FIREFIGHTING

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

POSSIBLE CAUSES:

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

POSSIBLE SOLUTIONS:

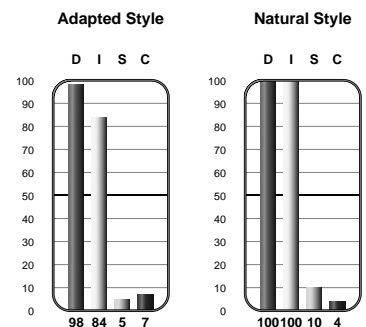
- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach

2. 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



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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

3. 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:

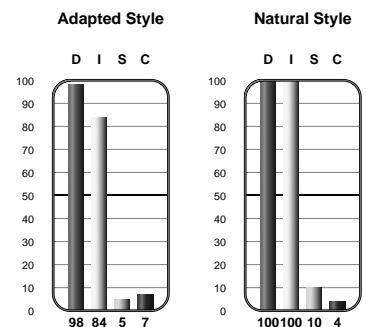
- Ask for recommendations
- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

4. 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



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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

5. POOR DELEGATION

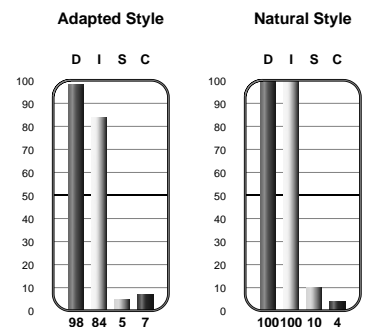
Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

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



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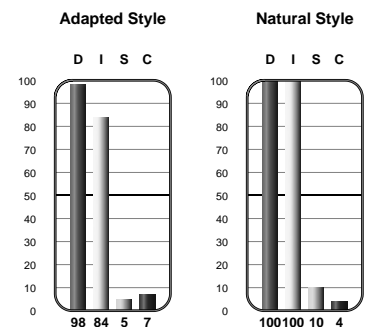


AREAS FOR IMPROVEMENT

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

Dave has a tendency to:

- Take on too many outside activities.
- Represent himself with more authority than he may have.
- Use fear as motive for buying.
- Be so concerned with big picture; he forgets to see the little pieces.
- Be weak at providing follow-up service if client has little potential for future sales.
- Become defensive and overreact to certain objections.
- Not answer objections to buyer's satisfaction.
- Resist participation as part of the team, unless seen as a leader.



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BEHAVIORAL HIERARCHY

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. URGENCY



2. COMPETITIVENESS



3. VERSATILITY



4. FREQUENT CHANGE



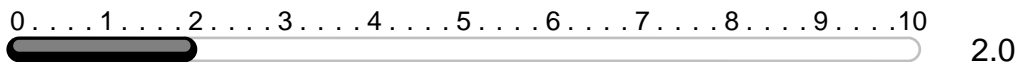
5. FREQUENT INTERACTION WITH OTHERS



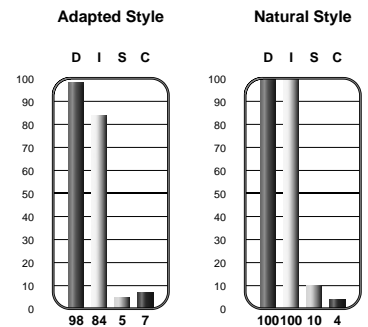
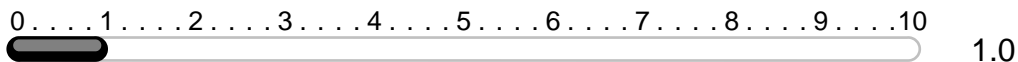
6. CUSTOMER ORIENTED



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE



SIA: 98-84-05-07 (12) SIN: 100-100-10-04 (02)

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Dave Neely

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3-24-2011

MOST

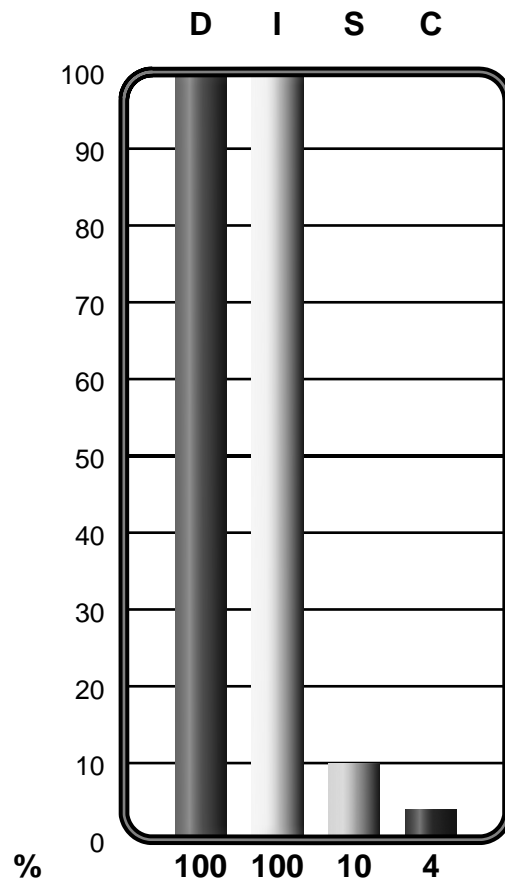
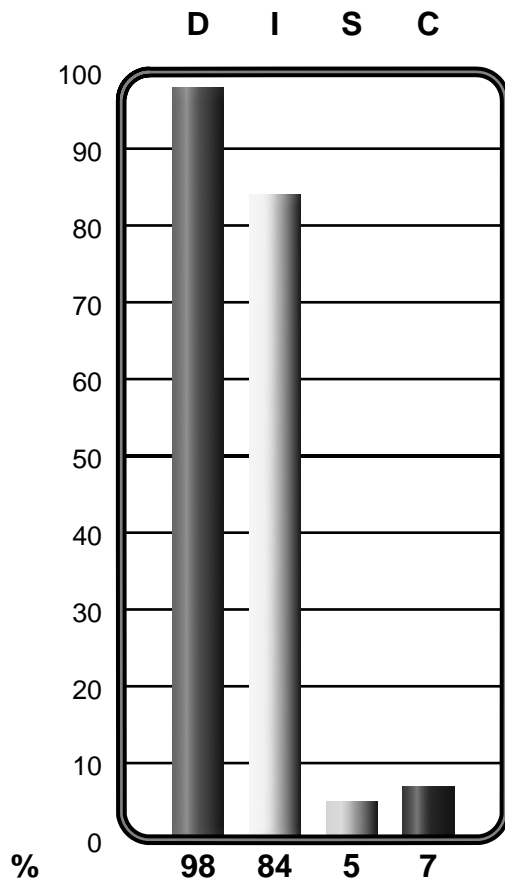
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2009

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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.

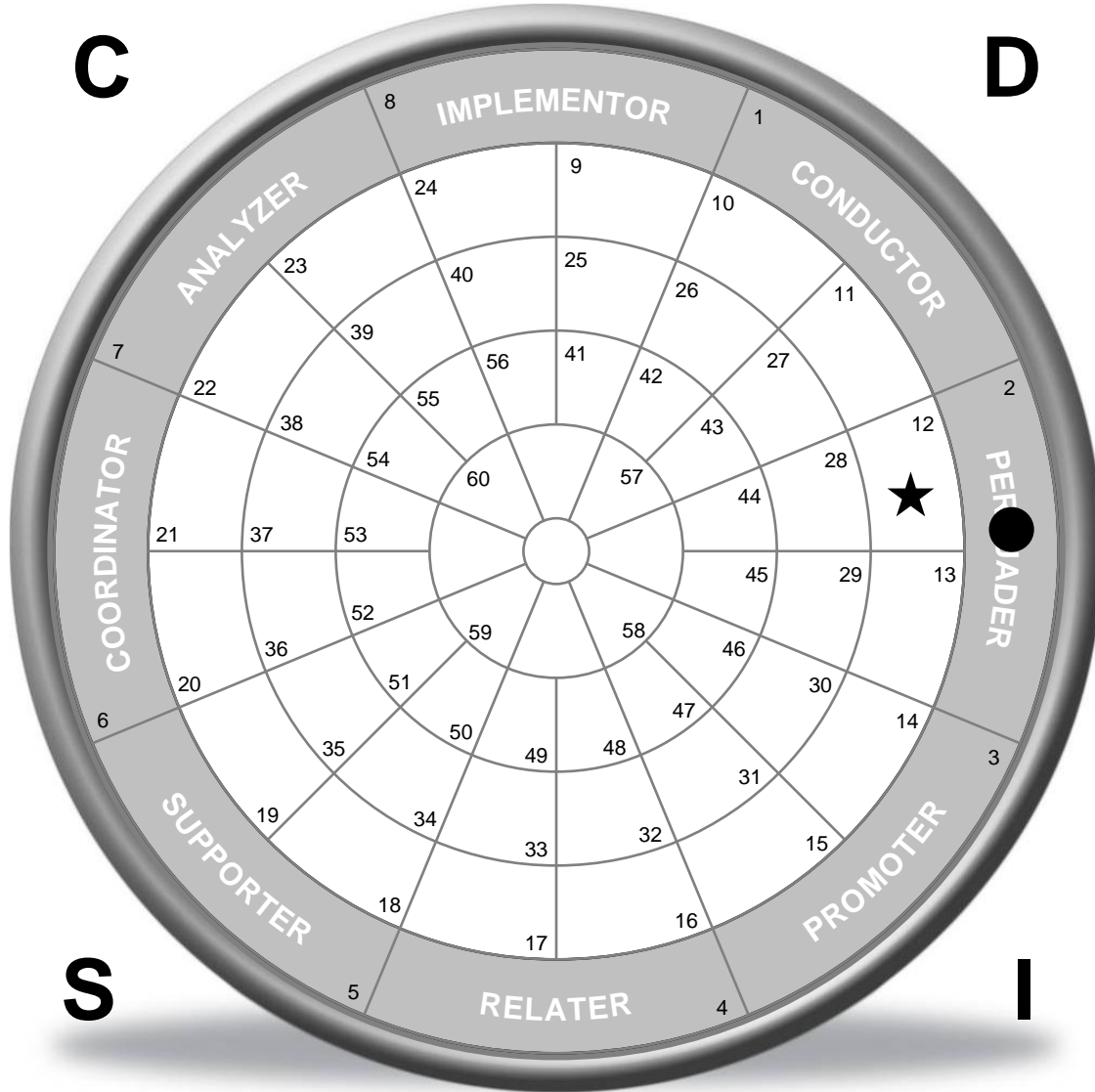
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Adapted: ★ (12) CONDUCTING PERSUADER

Natural: ● (2) PERSUADER

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INTRODUCTION

Motivators Section

Knowledge of an individual's attitudes help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. The PIAV report measures the relative prominence of six basic interests or attitudes (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Attitudes help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six attitudes. Your top two and sometimes three attitudes cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top attitudes.

The feedback you will receive in this section will reflect one of three intensity levels for each of the six attitudes.

- **STRONG** - positive feelings that you need to satisfy either on or off the job.
- **SITUATIONAL** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These attitudes tend to become more important as your top attitudes are satisfied.
- **INDIFFERENT** - your feelings will be indifferent when related to your 5th or 6th attitude.

| YOUR ATTITUDES RANKING | | |
|------------------------|-----------------|-------------|
| 1st | UTILITARIAN | Strong |
| 2nd | SOCIAL | Strong |
| 3rd | THEORETICAL | Situational |
| 4th | INDIVIDUALISTIC | Situational |
| 5th | TRADITIONAL | Indifferent |
| 6th | AESTHETIC | Indifferent |

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UTILITARIAN/ECONOMIC

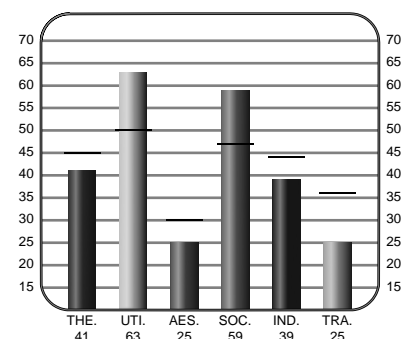
The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the production, marketing and consumption of goods, the use of credit, and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average businessperson. A person with a high score is likely to have a high need to surpass others in wealth.

General Characteristics

- Interested in what is practical and useful in achieving his vision of success.
- Knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy and creativity.
- Fits the stereotype of the highly driven businessperson, motivated by economic incentives.
- Motivated by high pay, and attaches importance to high earnings.
- May want to surpass others in wealth or materials.
- Dave tends to like rewards based on the results achieved rather than on the method used to obtain the results.
- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of their participation.
- Dave tends to be hard working, competitive, and motivated mostly by financial rewards and challenging compensation plans.
- A high sense of satisfaction is gained by earning and sharing his wealth.

Value to the Organization

- Able to multi-task in a variety of areas and keep important projects moving.
- Is profit driven and bottom-line oriented.
- Is highly responsive to competition, challenges, and economic incentives.
- High motivation to achieve and win in a variety of areas.
- Shows a keen awareness of the revenue-clock, his own and the organization's.



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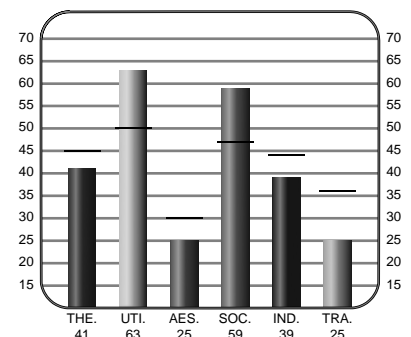
UTILITARIAN/ECONOMIC

Keys to Managing and Motivating

- Realize that it's not just money that motivates, but also personal payback from the job.
- Assure that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for them.
- Link training and meeting events to potential gains in business share or future income.
- Remember that Dave has a keen ear to the revenue-clock. This may give him a keen economic awareness in projects and decision-making with the team.
- Provide recognition and rewards (e.g. bonuses) as soon as possible, not just at the end of the quarter or year.

Training, Professional Development and Learning Insights

- If possible, build in some group competition as a part of the training activities.
- Link learning outcomes to the ability to become more effective in increasing earnings for both himself and the organization.
- Scores like those who want information that will help them increase bottom-line results and effectiveness.



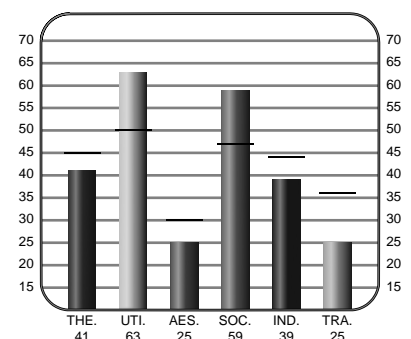
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UTILITARIAN/ECONOMIC

Continuous Quality Improvements

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



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SOCIAL/ALTRUISTIC

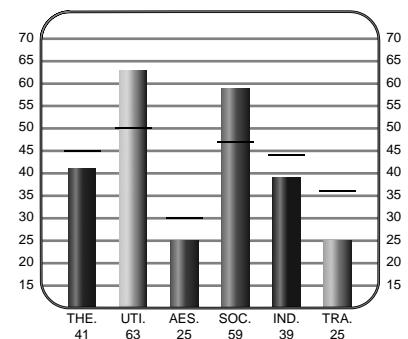
Those who score very high in this value have an inherent love of people. The Social/Altruistic person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic values cold and inhuman. Compared to the Individualistic value,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

General Characteristics

- Possesses a high sincerity factor and helping attitude, as demonstrated in the things he does.
- Exhibits a high sincerity factor in his tone of voice in communicating with others.
- Freely gives of his time, talent, and energy to others, even without being asked.
- Feels a win in coaching others to support the team, not just from a paycheck.
- Seeks to contribute to the welfare of others.
- Possesses a high service ethic toward helping others.
- Likes to connect people with others who have things in common.
- Cares about the feelings of others on the team.

Value to the Organization

- Is enthusiastic and willing to work and contribute to the team efforts.
- Shows a high degree of interpersonal empathy when dealing with team or individual concerns.
- Has a good memory for helping others. Able to keep a mental list of needs for others on the team and helps them obtain links and resources in an on-going way.
- Is a very good team player.
- Shows a high degree of willingness to give time to help, teach, and coach others.
- Proactive in helping the team progress. Sees things that need to be done, then does them.



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Keys to Managing and Motivating

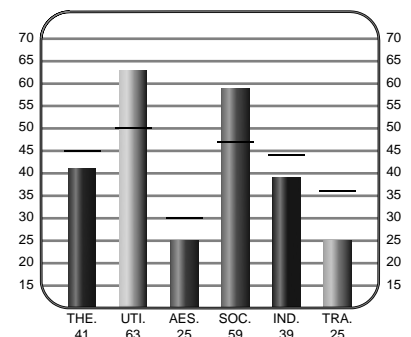
- Remember also that Dave may be taken advantage of by others with fewer scruples.
- Show a genuine interest in what he wants to give to the job.
- Dave gets a high degree of motivation from helping others achieve, grow, and solve problems, both as internal team members and as external customers and clients. Provide an outlet for this strength.
- Allow for participation with interests and activities outside the team or work environment.
- Remember that he brings a high sincerity factor to the things that he does. Remember also that he appreciates high sincerity from others in return.

Training, Professional Development and Learning Insights

- Learning and professional development should be linked to his potential of being more effective in helping others on the team.
- Courses and training will help amplify his need to teach, coach or help others as either internal or external stakeholders.
- Learning successes can be linked to increasing his personal knowledge base to share with others.

Continuous Quality Improvements

- Needs to learn to say "no" more often.
- May try to help too much and ends up getting in the way of some who may not want the help.
- May get into teaching/helping mode too often.



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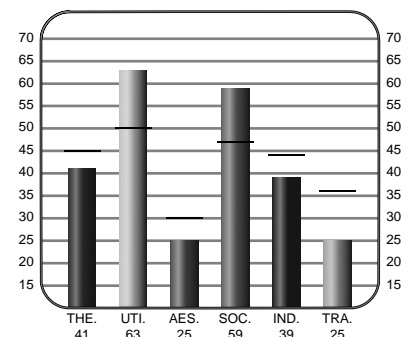
The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical and rational, the person appears to be an intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.

General Characteristics

- His Theoretical need is not the most important or primary driving values factor.
- Dave may provide a balance between the very high theoretical approaches, and the very low approaches, and be able to communicate with each side.
- Is able to understand the needs of big picture issues, and appreciate the needs of trivial or minute issues without being an extremist.
- Brings a sense of balance and stability to a variety of technical issues impacting the team.
- Dave typically won't get bogged down in minutia, nor will he ignore the details when decision-making.

Value to the Organization

- Dave demonstrates awareness of the necessary technical features, and responds as needed on-the-job.
- Brings flexibility to the team; that is, being detail-oriented when necessary, and being practically-oriented other times.
- Is a stabilizing force on the team.
- Is able to appreciate the needs of both the higher and lower Theoretical.
- Shows curiosity about technical details without getting bogged down.



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Keys to Managing and Motivating

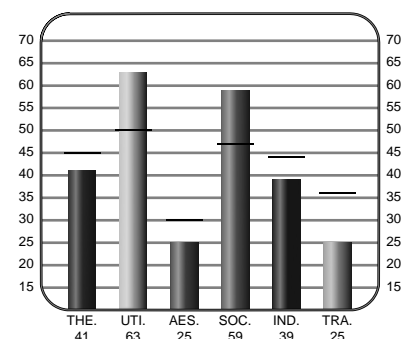
- Remember that he has the ability to be a balancing and stabilizing agent on high knowledge-driven tasks/assignments/projects.
- Dave brings a knowledge-drive typical of many business professionals.
- Include the perspective he brings in order to gain a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more complete picture of specific keys to managing and motivating.

Training, Professional Development & Learning Insights

- Is rather flexible and accepting of most training programs offered in the organization.
- Is able to see the need for training, and also realizes the importance of practical information.
- Understands the needs of the high Theoreticals who want more information, and the lower Theoreticals who want only the necessary information.

Continuous Quality Improvements

- May need to be a bit more demonstrative on some complex theoretical issues.
- May be asked to take a firmer stand or position on team initiatives.
- May need to examine other values drives to determine the importance of this Theoretical drive factor.



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INDIVIDUALISTIC/POLITICAL

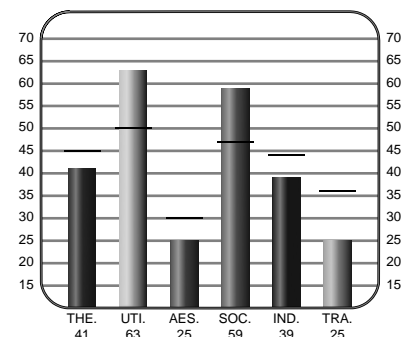
The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

General Characteristics

- Shows moderate social flexibility. Dave would be considered as one who is socially appropriate and supportive of others on the team.
- Generally not considered an extremist on ideas, methods, or issues in the workplace.
- Has the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Has the ability to take or leave the limelight and attention given for special contributions.
- Shows the ability to take a leadership role when asked, and also to be supportive team member when asked.
- Dave would not be considered controversial in his workplace ideas or transactions.

Value to the Organization

- Seen as a stabilizing force in organizational operations and transactions.
- Considered flexible and versatile without being an extremist.
- Able to see both sides of the position from those with higher and lower Individualistic scores.
- Able to mediate between the needs of the higher and lower Individualistic members of the team.
- Able to take a stand with emphasis, or to be a more quiet member supporting a position.
- Able to lead or follow as asked.



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INDIVIDUALISTIC/POLITICAL

Keys to Managing and Motivating

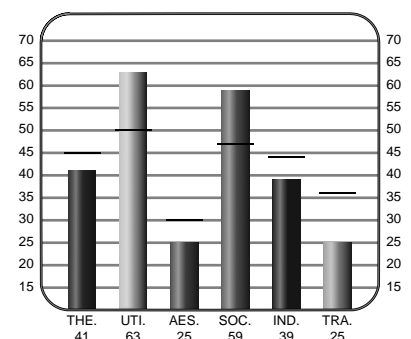
- Dave is socially flexible. He can assume an appropriate leadership role for a team; or, be a supportive team member as the situation requires.
- Remember that Dave shows the ability to get along with a wide variety of others without alienating those with opinions in extreme positions on the spectrum.
- Dave is able to be a balancing or stabilizing agent in a variety of team-related issues without being an extremist on either side.
- Dave brings an Individualistic drive typical of many professionals.
- Seek his input to gain a center-lane perspective on an organizational issue related to this Values scale.

Training, Professional Development and Learning Insights

- Able to be a flexible participant in training and development programs.
- Will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Please check other higher and lower Values areas to obtain additional insight into learning preferences.

Continuous Quality Improvements

- Without necessarily picking sides, he may need to take a stand on some issues related to individual agendas.
- To gain additional insight, examine other Values drives to determine the importance of this Individualistic drive factor.
- Avoid criticizing those with higher or lower Individualistic drives since all Values positions are positions deserving respect.



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TRADITIONAL/REGULATORY

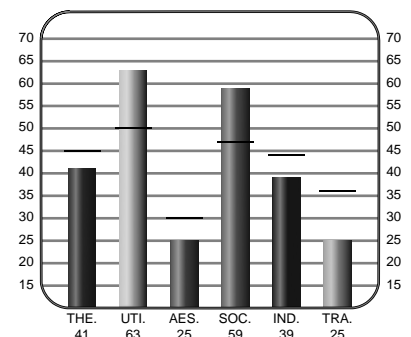
The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.

General Characteristics

- Realizes that sometimes rules need to be treated as guidelines with more flexible interpretations.
- Able to make creative decisions and set new precedent when necessary.
- Change-oriented and readily adaptable to new projects.
- Has the desire for quick results. This may include expediting certain procedures.
- Is motivated by the personal right to express himself.
- Is an active agent in team projects and conversations.
- Adjusts quickly to change and is flexible.
- Questions authority.
- Sometimes bends the rules while creatively solving a problem.

Value to the Organization

- Is always looking for efficient and logical solutions.
- Generates new ideas.
- Is a creative problem-solver.
- Creates solutions, sometimes more through personal attempts, calculated risks, and creativity, than by-the-book or established protocol.
- Desires to learn new methods and strategies.



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TRADITIONAL/REGULATORY

Keys to Managing and Motivating

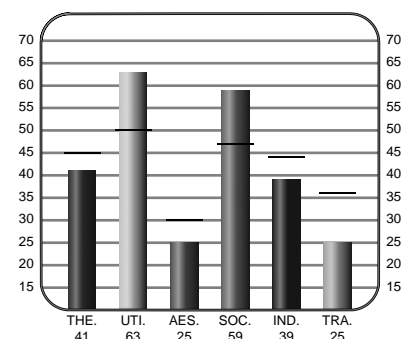
- Provide opportunities for professional development and growth.
- Desires honest and sincere feedback from others.
- May need to sell his ideas, not just tell them.
- Enjoys variety in the job culture.
- Utilize his ability to see and communicate the big picture.

Training, Professional Development and Learning Insights

- May prefer more dynamic, spontaneous, or creative learning activities.
- Tends to be more flexible and adaptable to a variety of learning activities.
- May want to create his own learning path or activities in a creative manner.

Continuous Quality Improvements

- Don't ignore the important details.
- Needs to increase patience when interacting with more rules-oriented individuals.
- Maintain awareness of facial expression and comments when in disagreement with those showing a different point of view.



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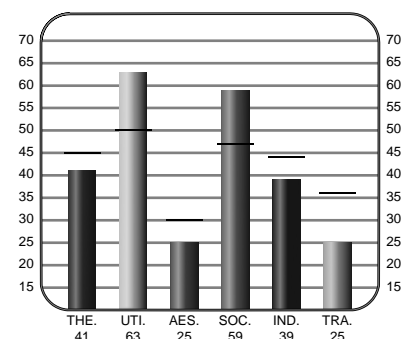
A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent has talents in creative artistry. It indicates a primary interest in the artistic episodes of life.

General Characteristics

- Check the full results and graph of the inventory to determine those values that were ranked in a higher field than this Aesthetic area.
- Able to allow others on the team a greater voice and expression of their creativity. May not need a high-visibility profile.
- Keeps an ear to the revenue-clock of an organization, and doesn't want to waste time or money on ambience issues if it doesn't affect productivity.
- What Dave defines as his passion in life will be found in higher values scales in this report.
- Intellectually, Dave can see the need for beauty and artistic forms, but may not seek them for his own environment.
- Dave is a very practical person who can take or leave the Aesthetics or ambience of the work environment.
- Is motivated and driven in areas other than the Aesthetic.
- Surroundings lacking aesthetics will not stifle his creativity.
- Dave prefers to take a practical approach to workplace events.

Value to the Organization

- Unpleasant surroundings will not adversely affect his productivity and creativity.
- Sees a wider spectrum of the picture, not just from the artistic viewpoint.
- Not easily swayed in terms of emotional issues.
- Good business-sense and a good eye for that which is practical.



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Keys to Managing and Motivating

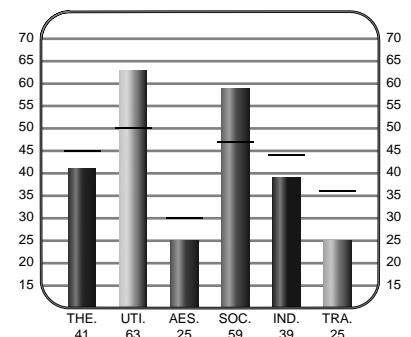
- Be careful not to overload with assignments that require significant individual creativity and self-expression.
- Notice other higher plotting points on the Values graph and structure an environment that amplifies those peaks.
- Remember that practical talent is just as important as highly creative talent when supporting team efforts.
- Provide sincere recognition for contributions.
- Structure job enrichment strategies into the reward system, especially those that will appeal to higher Values scores.

Training, Professional Development and Learning Insights

- Make training and development activities as practical as possible.
- Brings a bottom-line orientation to training venues and is flexible about the environment of the training session.
- Link learning and professional development to other items of greater self-interest.

Continuous Quality Improvements

- There may be an avoidance of creative or self-expressive details.
- Needs to be more sensitive to others need for an aesthetically pleasant workplace.
- Needs to be more open and receptive to the creative ideas of others.



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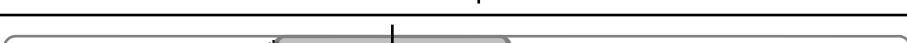


MOTIVATORS - NORMS & COMPARISONS

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar values, you will fit in with the group and be energized. However, when surrounded by people whose values are significantly different from yours, you may be perceived as out of the mainstream. If the differences are understood, each brings strengths to the equation. If not understood, these differences can induce stress or conflict. When confronted with this type of situation you can:

- Change the situation.
- Change your perception of the situation.
- Leave the situation.
- Cope with the situation.

This section reveals areas where your values may be outside the mainstream and could lead to conflict. The further away you are from the mainstream on the high side, the more people will notice your passion about that value. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that value. The shaded area for each value represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

| NORMS & COMPARISONS TABLE - Norm 2009 | | |
|---------------------------------------|--|------------|
| <i>THEORETICAL</i> |  | Mainstream |
| <i>UTILITARIAN</i> |  | Passionate |
| <i>AESTHETIC</i> |  | Mainstream |
| <i>SOCIAL</i> |  | Passionate |
| <i>INDIVIDUALISTIC</i> |  | Mainstream |
| <i>TRADITIONAL</i> |  | Mainstream |

 - 68 percent of the population | - national mean * - your score

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

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MOTIVATORS - NORMS & COMPARISONS

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

- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.
- You have a very strong desire to help eliminate pain and conflict in the world, even to the point of personally taking on the pain of others. You will tend to give freely of your time, talent and resources expecting little or nothing in return. Others may believe you are a "doormat," always giving everything away to whoever walks in the front door, unwilling to look out for yourself or your family. They may believe you are weak and easily taken advantage of...a bleeding heart.

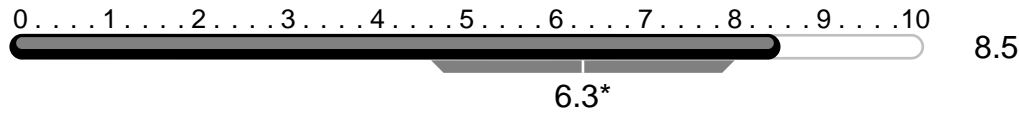
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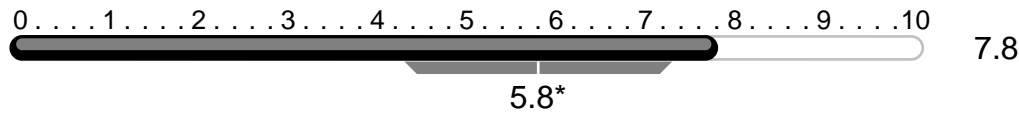
PERSONAL INTERESTS, ATTITUDES AND VALUES

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

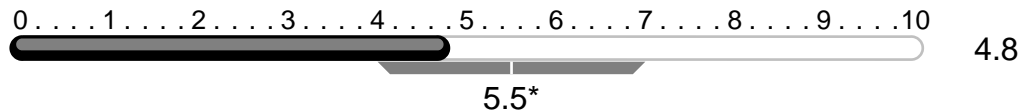
1. UTILITARIAN/ECONOMIC



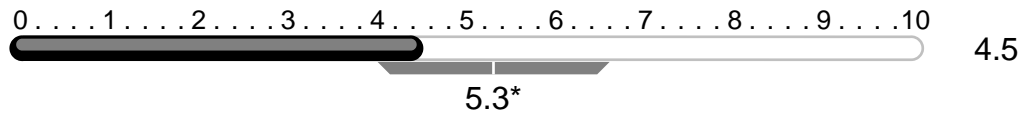
2. SOCIAL



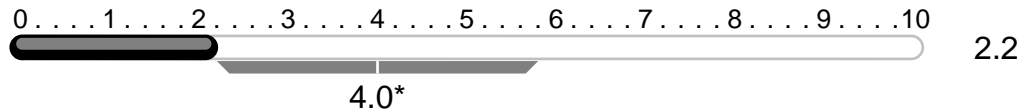
3. THEORETICAL



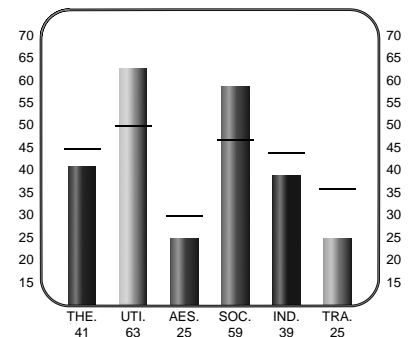
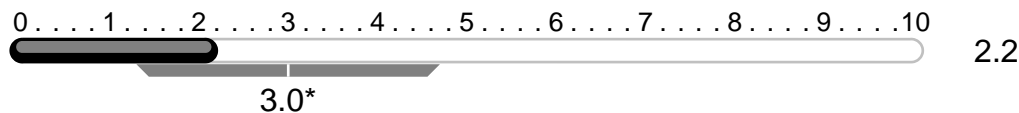
4. INDIVIDUALISTIC/POLITICAL



5. TRADITIONAL/REGULATORY



6. AESTHETIC



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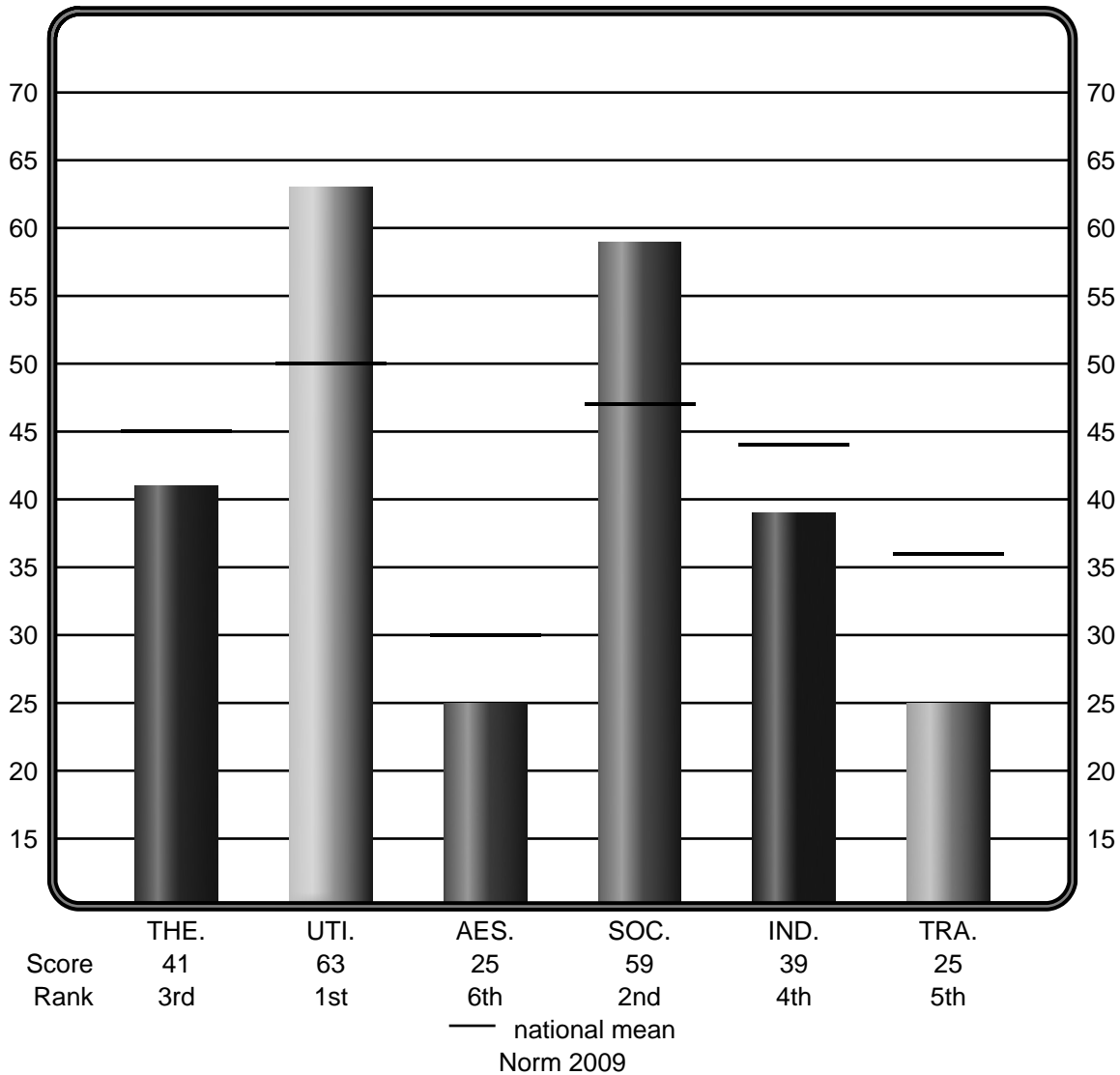
* 68% of the population falls within the shaded area.

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Dave Neely

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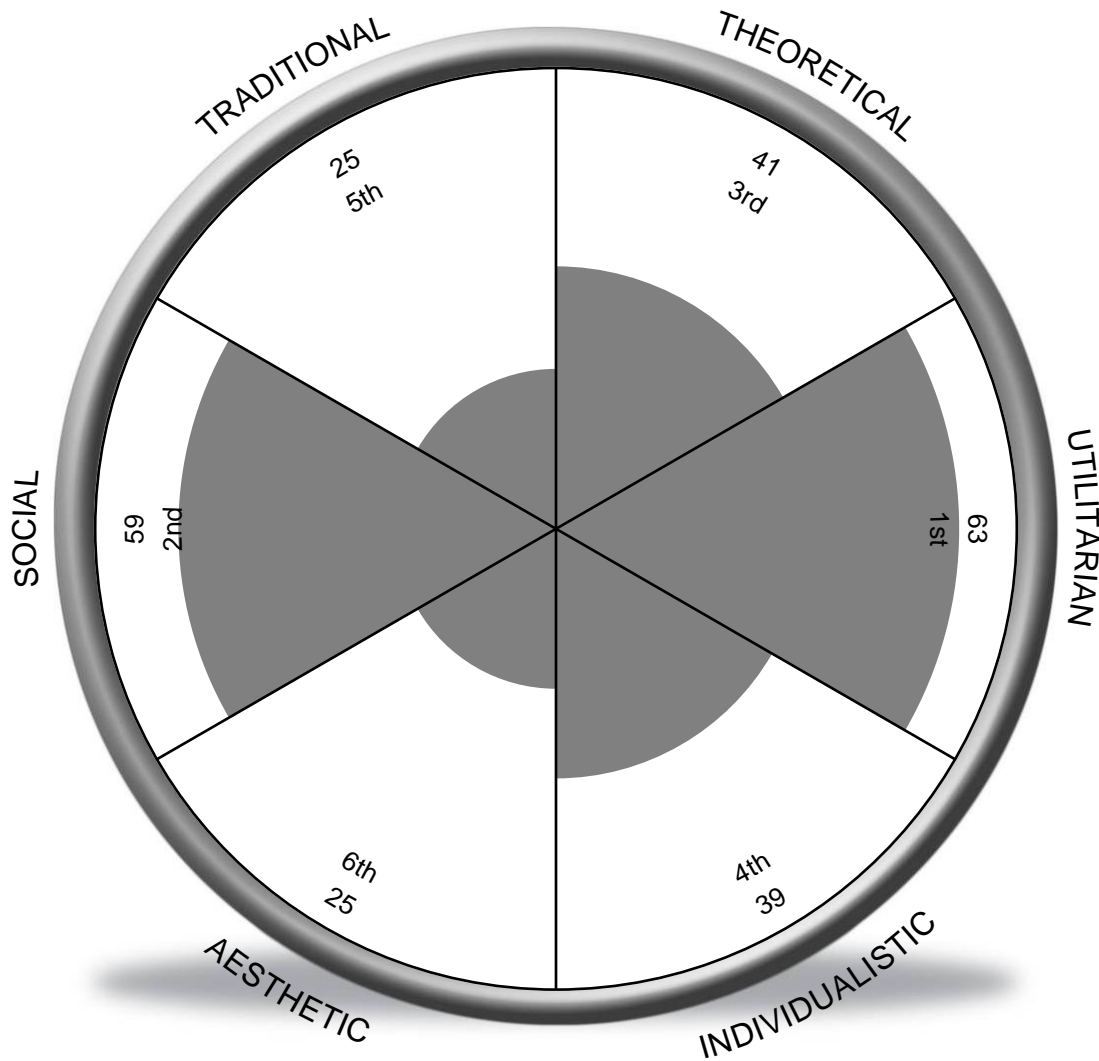
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VALUES ACTION PLAN

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

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

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

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

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

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QUALITY IMPROVEMENT ACTION PLAN

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

Action Point 1: Things I will keep on doing.

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

- 1.
- 2.
- 3.

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

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

- 1.
- 2.

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

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

- 1.

Today's Date: _____

Date to review with mentor or peer: _____

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TEAM BUILDING SUMMARY OF WORKPLACE VALUES

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

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

General Characteristics

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

Value to the Organization

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

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TEAM BUILDING SUMMARY OF WORKPLACE VALUES

Keys to Managing and Motivating:

1. Theoretical _____

2. Utilitarian/Economic _____

3. Aesthetic _____

4. Social/Altruistic _____

5. Individualistic/Political _____

6. Traditional/Regulatory _____

Training, Professional Development and Learning Insights:

1. Theoretical _____

2. Utilitarian/Economic _____

3. Aesthetic _____

4. Social/Altruistic _____

5. Individualistic/Political _____

6. Traditional/Regulatory _____

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TEAM BUILDING SUMMARY OF WORKPLACE VALUES

Continuous Quality Improvement:

1. Theoretical _____

2. Utilitarian/Economic _____

3. Aesthetic _____

4. Social/Altruistic _____

5. Individualistic/Political _____

6. Traditional/Regulatory _____

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

1. _____

2. _____

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