

TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Sales

Mia Muster

INSIGHTS MDI®

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INSIGHTS MDI International® Deutschland GmbH

Badstraße 3 • D-79761 Waldshut-Tiengen

Tel. +49 (0) 7741 - 96 94 0

info@insights.de • www.insights.de

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Introduction

Where Opportunity Meets Talent

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

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

Behaviours

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

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

Introduction

Behaviours Section



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

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

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

This report analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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.

Sales Characteristics



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

Mia loves the challenge presented by sales. She sees it as a great opportunity to compete with herself and others. When results are at stake, it brings out Mia's drive for success. Some may see her as a high risk-taker, but this merely reflects her approach to winning. She will take the risks necessary to succeed. She prefers to win, respecting winners and those who show persistence. Although Mia is good at selling to people who have similar behavioural characteristics, she may be too impatient to sell to the methodical buyer. Mia usually enjoys the challenge presented by cold calls. They allow her to use what she considers to be one of her real talents--the ability to sell to anyone at anytime! She is a self-starter, generally resourceful and readily adaptable to many sales situations. She finds the actual sales process much more rewarding than completing all the paperwork involved. She wants the authority and responsibility to achieve her sales goals. She may at times tend to overstep her authority if it will help her achieve her goals.

Mia may display her impatience if the buyer raises too many objections. She wants to close the sale and get on to the next challenge. She does not always take the time to anticipate the outcome of a sales call. She may be intent on making an efficient presentation and unintentionally omit details and supporting information. Some buyers are intimidated by Mia's sales approach. She does not intentionally intimidate people, but she may be too blunt and direct for them. She usually dominates the sales presentation. She prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. Mia may fail to listen to the true objection. In her haste to make a response, the real objection may never be answered. She needs to "size up" her buyers before starting her sales presentation. Concentrating on what the buyer is saying will help her adjust her presentation toward the buyer's needs.



Sales Characteristics

Continued



Mia often promises more service than she can deliver, especially if she must be the person to deliver. She usually has too many activities going on to fulfil all she promises. She usually has her favourite close, and she might, therefore, resist using all the closes she knows. She can close so hard that she causes the buyer to think of objections, which may be excuses rather than real objections. She will be direct and positive with her closes. She can be persistent and friendly at the same time. Mia may lose interest in a client once the sale has been completed. Her further interest may be based on the client's ability to buy additional products or services. Mia's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach.



Behavioural Selling

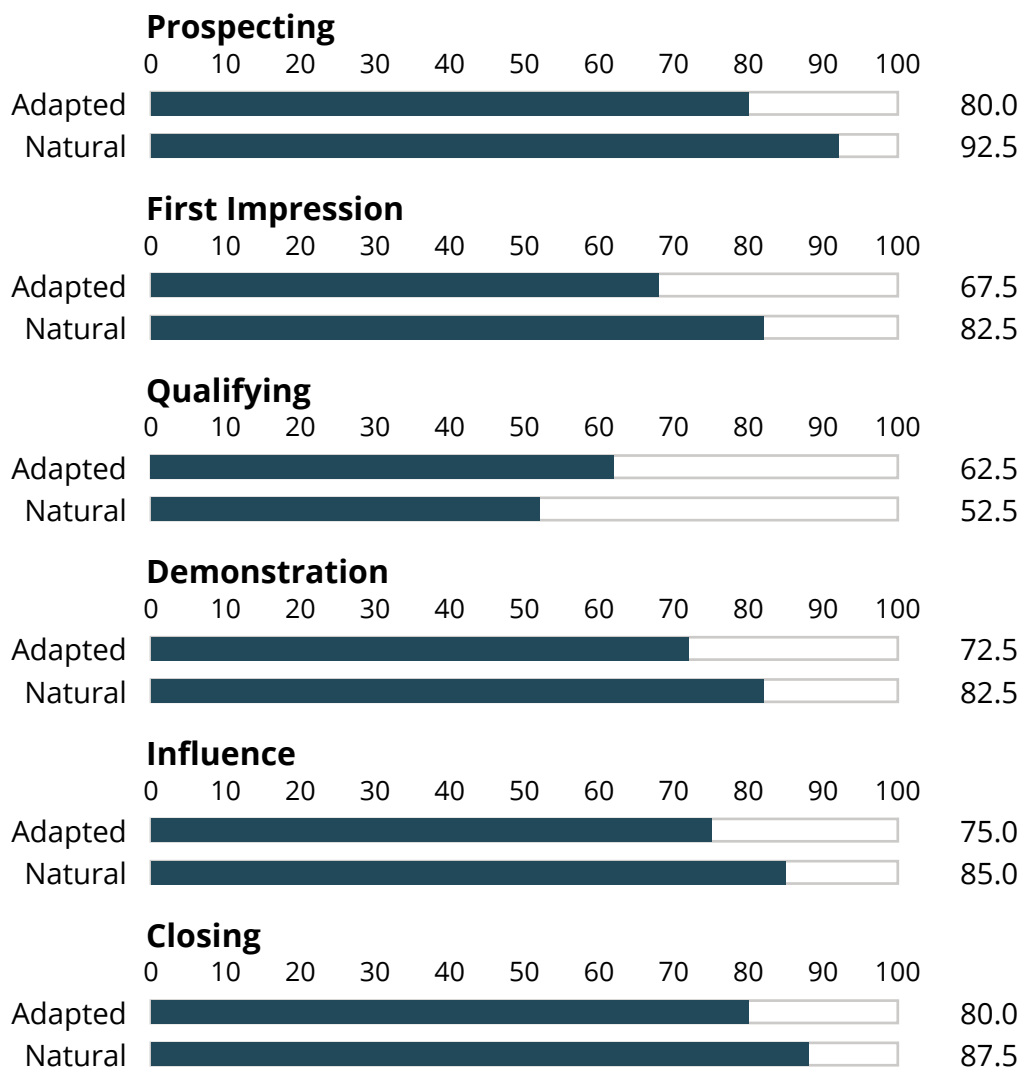


Overview

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

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

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



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

Behavioural Selling Success



Potential Strengths Or Obstacles

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

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

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

- Proceed with the sales process before she has gathered all the necessary facts. She wants to get on with the process quickly...sometimes too quickly.
- Not keep detailed records while gathering information on prospects unless she sees it as leading directly to the sale.
- Be a self starter in finding new business and will be aggressive in the pursuit of new accounts.
- Both accept, enjoy and attack the challenge presented by cold calls.

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

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

- Talk and move too fast for the logical and detailed oriented prospect.
- Not take the time to allow the prospect to feel comfortable in discussing those issues of a personal nature that are often critical to a mutually trusting sales relationship.
- Project an air of aggressive, blunt, superiority from the perspective of a non-assertive or methodical buyer.
- Not size up prospects before starting her sales presentation. She should concentrate on the pace, timing and demeanour of the buyer and adjust her presentation accordingly.



Behavioural Selling Success

Potential Strengths Or Obstacles



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

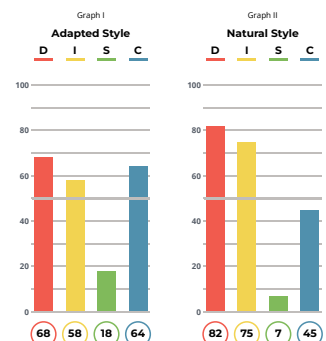
In the Qualifying Phase, Mia MAY have a TENDENCY to:

- Want to get things done immediately while correctly at a level that may be too intense for some buyers.
- Ask potentially insensitive and awkward questions of the prospect too soon upon the first meeting.
- Dominate the sales presentation.
- Sell what she wants to sell rather than listen to the buyer's needs.

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

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

- Ten to fifteen percent of her potential customers will feel comfortable with her presentation style, which can be fast and direct and sometimes gloss over major points. However, the remaining prospects will feel somewhat uncomfortable with her natural style.
- Develop highly creative solutions to the prospect's problems. However, these solutions may tend to be too aggressive for some buyers. Needs to stay alert to buying signals and maintain focus on the buyer rather than on herself or her product or service.
- Dominate the presentation and rush through it. May tend to leave the prospect out of the equation.
- Present the products or services that satisfy her own needs rather than really answering the prospect's true buying motives, time frame for buying and terms of purchase.



Behavioural Selling Success

Potential Strengths Or Obstacles



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, Mia MAY have a TENDENCY to:

- Not take the time to prepare, pack or check for all materials that are needed to influence the prospect.
- Loosely "toss around" testimonials of others without providing the facts to support statements.
- Make claims that are beyond the belief of certain types of buyers. Warning: Make no claims unless they can be backed by fact.
- Believe that the same things that influence her will influence others.

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

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

- Become defensive and overreact to certain objections.
- 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, she is both persistent and direct.
- Take on a large number of outside activities.
- Welcome objections. They provide her with an opportunity to expand her image. However, she may have a tendency to take some objections too lightly.

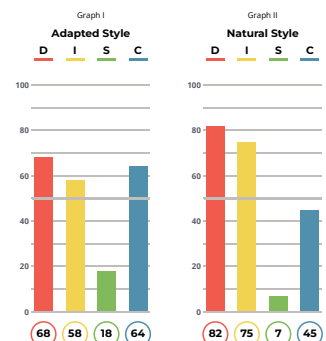


Value to the Organisation



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

- ✓ Innovative.
- ✓ Humour and entertainment for sales meetings.
- ✓ Accomplishes goals through people.
- ✓ Challenge-oriented.
- ✓ Creative in her approach to solving problems and selling.
- ✓ Ability to handle many activities and customers at one time.
- ✓ Few dull moments.
- ✓ Forward-looking and future-oriented.



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

Ways to Communicate:

- ✓ Be isolated from interruptions.
- ✓ Provide facts and figures about probability of success, or effectiveness of options.
- ✓ Give strokes for her involvement.
- ✓ Support and maintain an environment where she can be efficient.
- ✓ Provide systems to follow.
- ✓ Take issue with facts, not the person, if you disagree.
- ✓ Use her jargon.
- ✓ Present the facts logically; plan your presentation efficiently.
- ✓ Come prepared with all requirements, objectives and support material in a well-organized "package."
- ✓ Provide time for fun and relaxing.
- ✓ Be open, honest and informal.
- ✓ Be clear, specific, brief and to the point.



Ineffective Communication



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

- ❌ Direct or order.
- ❌ Be redundant.
- ❌ Be put off by her "cockiness."
- ❌ Ramble on, or waste her time.
- ❌ Ask rhetorical questions, or useless ones.
- ❌ Use a paternalistic approach.
- ❌ Reinforce agreement with "I am with you."
- ❌ Forget or lose things; be disorganised or messy; confuse or distract her mind from business.
- ❌ Dictate to her.
- ❌ Come with a ready-made decision, and do not make it for her.
- ❌ Let her change the topic until you are finished.
- ❌ Assume she heard what you said.



Selling Tips



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

Compliance

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

- ✓ Prepare your "presentation" in advance.
- ✓ Stick to business--provide fact to support your presentation.
- ✓ Be accurate and realistic--do not exaggerate.
- ✗ Being giddy, casual, informal, loud.
- ✗ Wasting time with small talk.
- ✗ Being disorganised or messy.

Dominance

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

- ✓ Be clear, specific, brief and to the point.
- ✓ Stick to business. Give an effective presentation.
- ✓ Come prepared with support material in a well-organised "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganised.

Steadiness

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

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

Influence

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

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



Perceptions

See Yourself As Others See You

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



Mia usually sees herself as being:

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



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

- ✓ Demanding
- ✓ Daring
- ✓ Egotistical
- ✓ Aggressive



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

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

The Absence of a Behavioural Factor



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

Situations and circumstances to avoid or aspects needed within the environment in order to minimise behavioural stress.

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

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

- Situations requiring active listening need to have a conscious effort.
- Seek environments where change is rewarded versus discouraged.
- Be mindful of the signals body language sends and how they affect relationships.



Descriptors



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

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



Natural and Adapted

Selling Style

Mia'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

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

Adapted

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



PEOPLE - CONTACTS

Natural

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

Adapted

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

Natural and Adapted

Selling Style



PACE - CONSISTENCY

Natural

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

Adapted

Mia sees the need to deal with a wide scope of sales activities and prospects. She feels comfortable shuffling schedules and filling every available time slot with activities.



PROCEDURES - CONSTRAINTS

Natural

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

Adapted

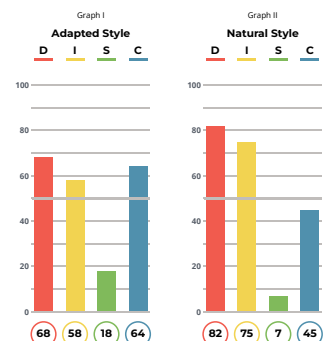
Mia will attempt to follow company policy and meet the needs of her customers to the extent that neither party will be at a disadvantage. She will recognise certain areas as negotiable and others as nonnegotiable.

Adapted Style



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

- ✓ Authority to carry out responsibility.
- ✓ Handling a variety of products or services.
- ✓ A variety of sales activities.
- ✓ Telling clients or customers about the "big picture."
- ✓ Reacting quickly to changes in the sales process or product line.
- ✓ Dealing with customers and clients efficiently.
- ✓ Positive response to a client's objections.
- ✓ Alert, active attention to customers or clients.
- ✓ Adapting easily to changing sales territory.
- ✓ Impatient to overcome competition.
- ✓ Challenging the status-quo.
- ✓ A resourceful, eager self-starter.



Time Wasters



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

Crisis Management

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

Possible Causes:

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

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

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



Time Wasters

Continued



- Recognise the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

Firefighting

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

Possible Causes:

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

Possible Solutions:

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

Lack of a Written Plan

A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilisation 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



Time Wasters

Continued



Possible Solutions:

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

Snap Decisions

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

Possible Causes:

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

Possible Solutions:

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



Areas for Improvement



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

Mia has a tendency to:

- ✓ Dislike routine work--call reports, etc.
- ✓ Become defensive and overreact to certain objections.
- ✓ Take on too many outside activities.
- ✓ Not answer objections to buyer's satisfaction.
- ✓ Use fear as a motive for buying.
- ✓ Resist participation as part of the team, unless seen as a leader.
- ✓ Take objections lightly.

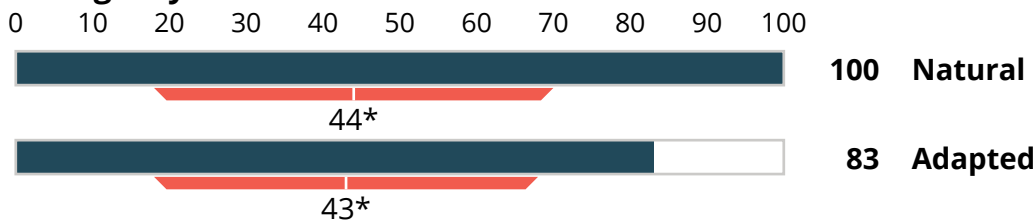




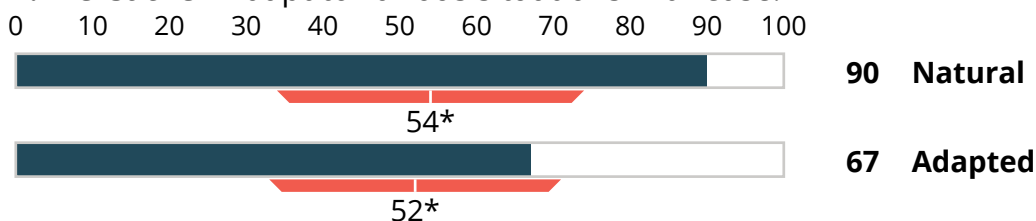
Behavioural Hierarchy

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

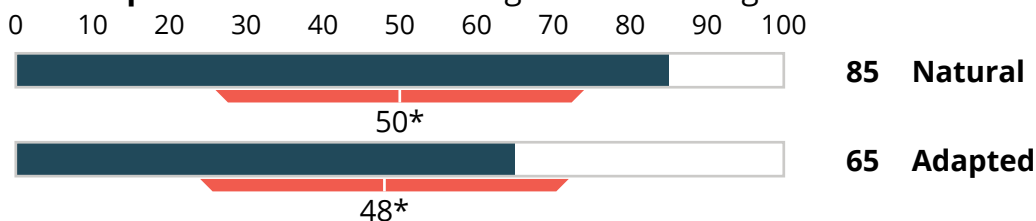
1. Urgency - Take immediate action.



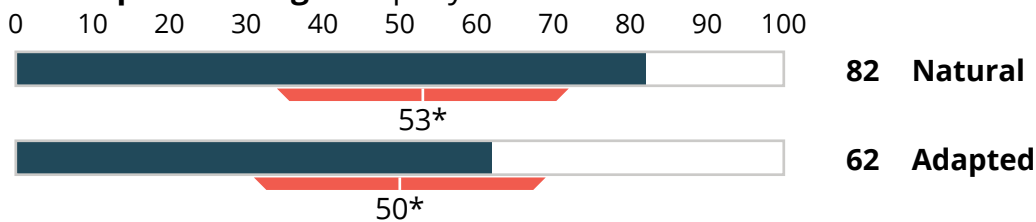
2. Versatile - Adapt to various situations with ease.



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



4. Frequent Change - Rapidly shift between tasks.



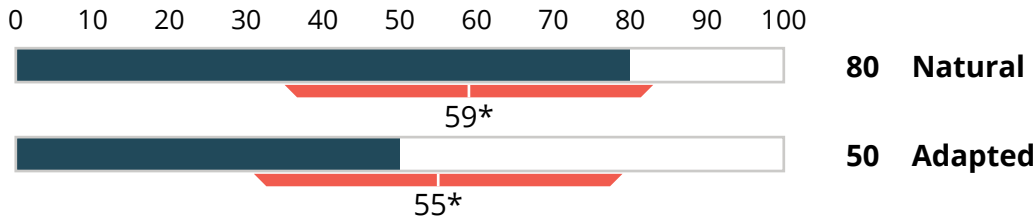
* 68% of the population falls within the shaded area.

Behavioural Hierarchy

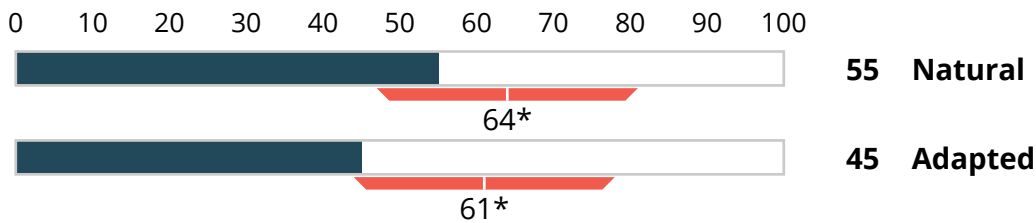
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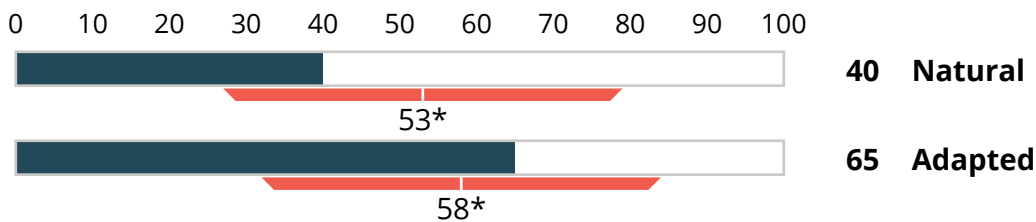
5. Interaction - Frequently engage and communicate with others.



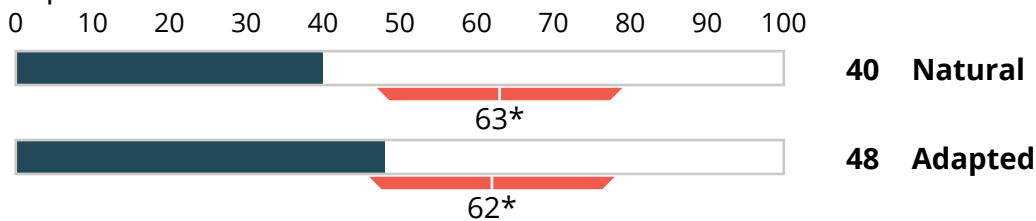
6. People-Oriented - Build rapport with a wide range of individuals.



7. Analysis - Compile, confirm and organise information.



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



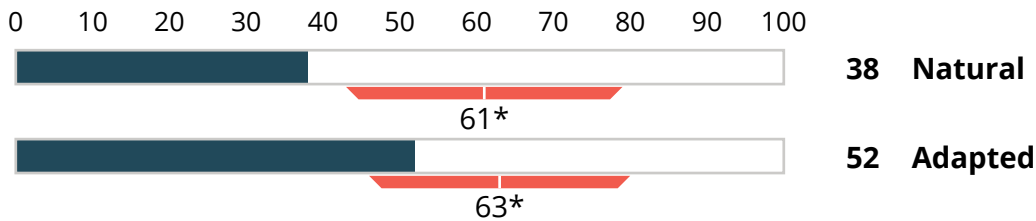
* 68% of the population falls within the shaded area.

Behavioural Hierarchy

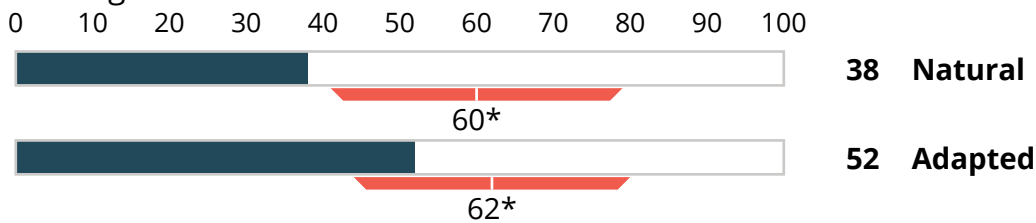
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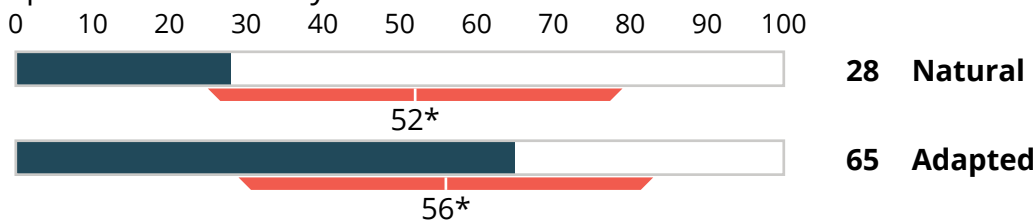
9. Persistence - Finish tasks despite challenges or resistance.



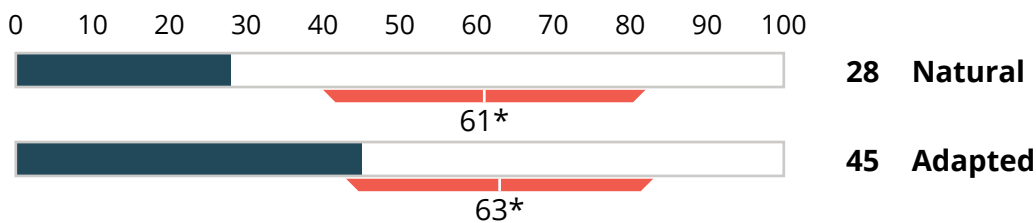
10. Following Policy - Adhere to rules, regulations, or existing methods.



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



12. Consistent - Perform predictably in repetitive situations.

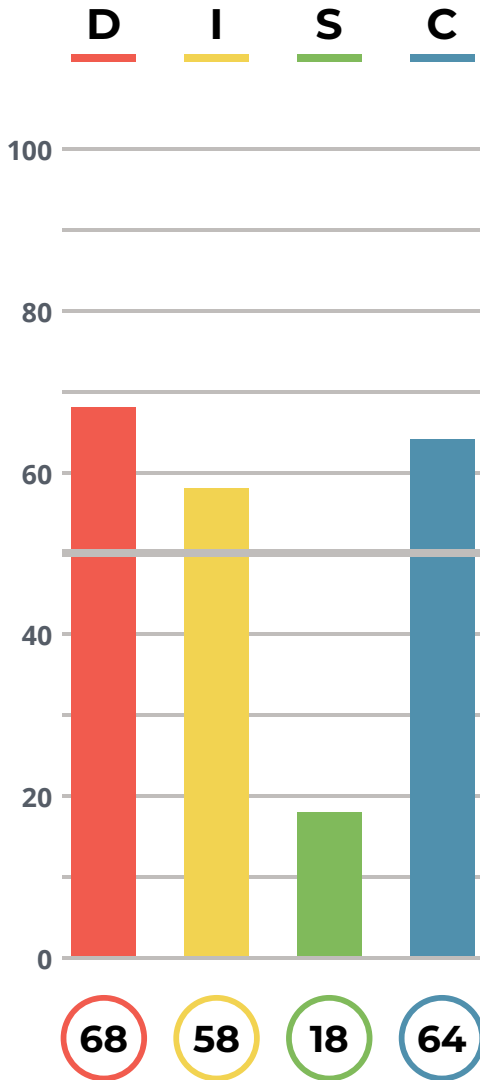


SIA: 68-58-18-64 (25) SIN: 82-75-07-45 (12)
* 68% of the population falls within the shaded area.



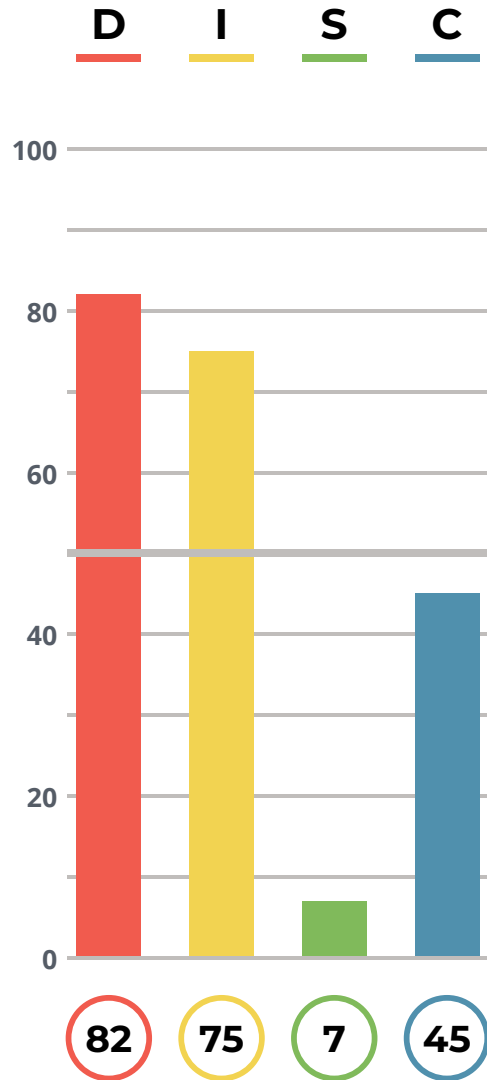
Graph I

Adapted Style



Graph II

Natural Style



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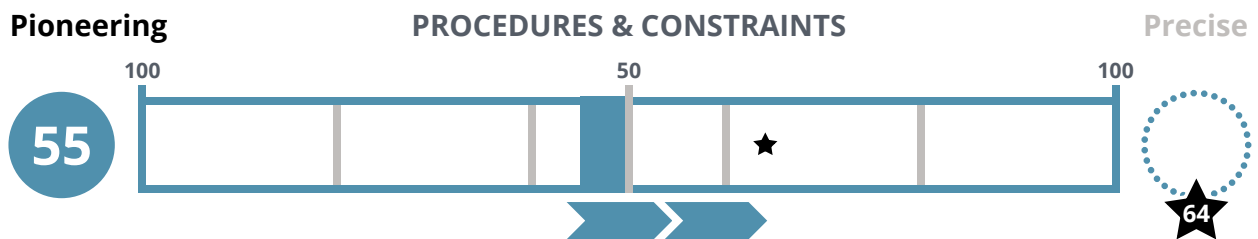
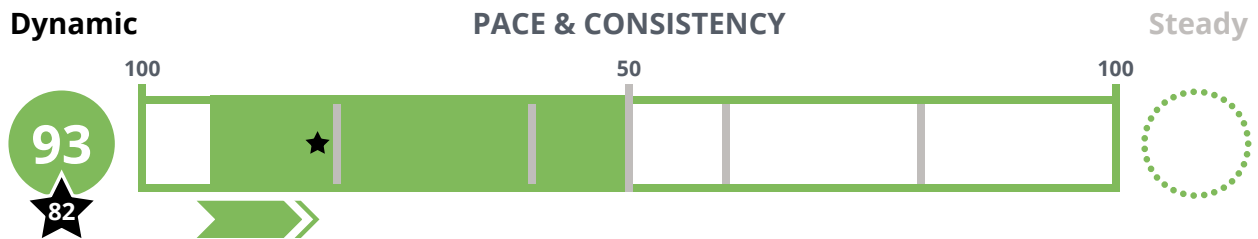
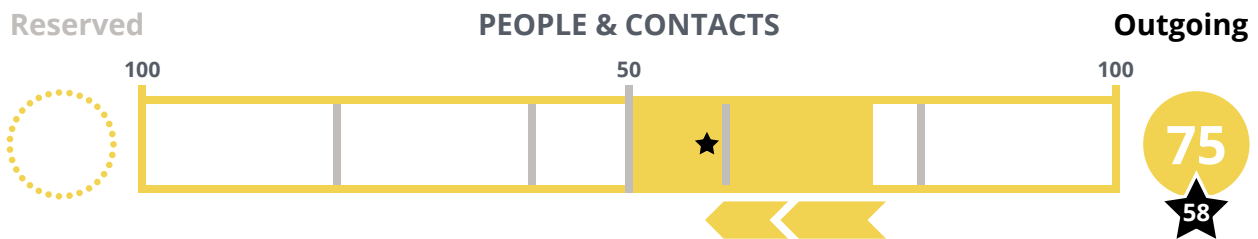
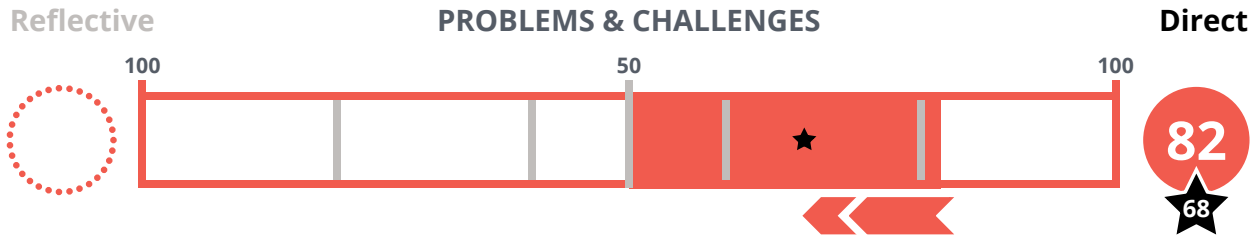
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Behavioural Continuum



Everyone has a varying level of the four main behavioural factors that create their own, personal style. Each side of those factors lives on a continuum, and the combination influences individuals' level of engagement in different situations. The graph below is a visual representation of where Mia falls within each continuum.



- ★ Adapted Position
- ➡ Adapted Movement

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The Success Insights® Wheel



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

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

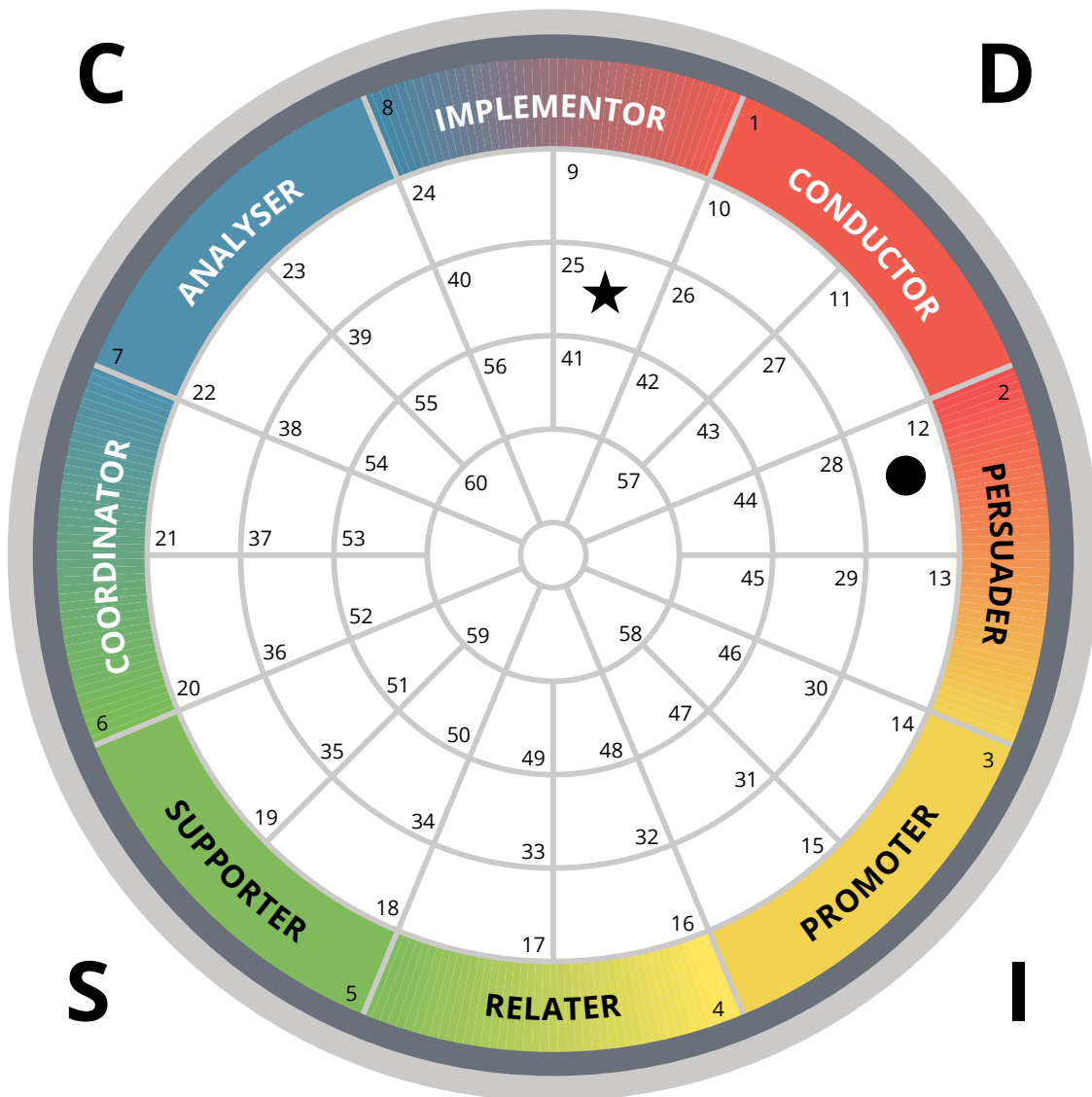
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

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

The Success Insights® Wheel



Mia Muster
 INSIGHTS MDI®
 1/5/2021



Adapted: ★ (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)
 Natural: ● (12) CONDUCTING PERSUADER

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Understanding Your Driving Forces



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

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

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

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

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

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

Driving Characteristics



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

Mia will compartmentalise issues to keep the momentum moving forward. She will thrive in an environment filled with chaos. She tends to see things in pieces. In many cases, Mia would prefer to set her own plan of action. Mia will not get hung up on a specific approach and will keep momentum moving forward. She seeks new ways to accomplish routine tasks. She is comfortable around people who share her interest for knowledge and especially comfortable among people with similar convictions. She will tend to seek new methods or information rather than relying on past experiences. Mia wants to control her own destiny and display her independence. She is passionate about creating something that leaves a lasting impact. She is generous with her time, talent and resources for those who need help. She may see money as a necessary tool versus a measurement of success.

Mia will not get distracted by the form and beauty in her environment. She can focus on the task at hand regardless of her surroundings. She will not be afraid to explore new and different ways of interpreting her own belief system. She tends to overlook traditions or boundaries to complete a task. Mia will benefit from a role that allows her to gain new knowledge. She may have the desire to expand her knowledge to be considered an expert in her chosen field. She tends to work long and hard to advance her position. She will strive to maintain individuality in group settings. Mia may intuitively notice and respond to people in need. In certain situations, Mia may default to the people side of policies. She tends to give freely of time, talent and resources, but may still value a return on her investment. She may evaluate situations based on the desired outcome with little regard for utility and economic return.

Driving Characteristics



Mia evaluates situations and may not feel the need for a return on investment. She may look at the process for faults before blaming an individual. She has the desire to be recognised for her accomplishments. She is very good at integrating past knowledge to solve present problems. Mia tends to interpret and dissect other systems and/or traditions and is creative when applying them. She may prefer to set her own plan to guide her actions. She can divide the personal and professional relationships within the same person. She tends to have a realistic view of everyday life.

Strengths & Weaknesses



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



Potential Strengths

- ✓ Mia emphasises the destination not the journey.
- ✓ She will compartmentalise and focus only on the situation.
- ✓ She focuses on the function not the appearance.
- ✓ She might consider herself an independent thinker.
- ✓ Mia might be open to new ideas, methods and opportunities.
- ✓ She may seek to make the unknown known.
- ✓ She potentially strives to set herself apart.



Potential Weaknesses

- ✗ Mia may create chaos by focusing on individual segments of a project.
- ✗ She may overemphasise the function with disregard for appearance.
- ✗ She may ignore environments that are potentially distracting for others.
- ✗ She may be seen as overly adamant to try something new.
- ✗ Mia seeks change for the sake of change.
- ✗ She may have difficulty when it comes time to apply the knowledge she has gained.
- ✗ She may use the "ends to justify the means" concept in tough situations.



Energizers & Stressors

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

Potential Energizers

- ✓ Mia is energised by specific, measurable outcomes.
- ✓ She likes to provide tangible outcomes.
- ✓ She is able to compartmentalise.
- ✓ She enjoys gathering new ideas.
- ✓ Mia is energised by thinking out-of-the-box.
- ✓ She is energised by discovering new information.
- ✓ She is energised by working to create a personal legacy

Potential Stressors

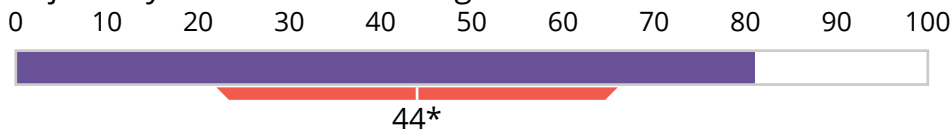
- ✗ Mia is frustrated when too much focus is on the experience.
- ✗ She gets frustrated when appearance is placed over function.
- ✗ She does not enjoy subjectivity.
- ✗ She gets frustrated by a "this is the way we have always done it" attitude.
- ✗ Mia is frustrated by repetitive acts.
- ✗ She is stressed by an environment with no opportunity for intellectual growth.
- ✗ She is stressed by a lack of respect.



Primary Driving Forces Cluster

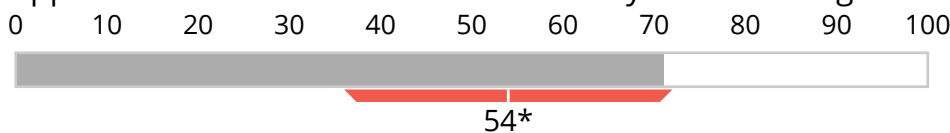
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Objective - People who are driven by the functionality and objectivity of their surroundings.



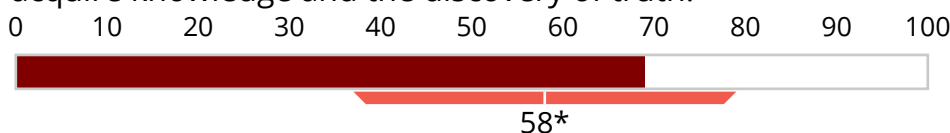
81

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



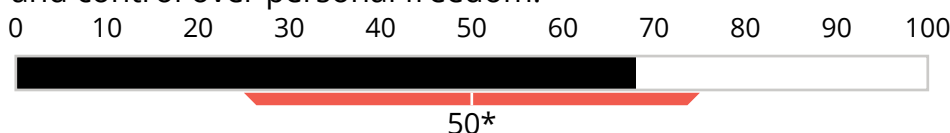
71

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



69

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



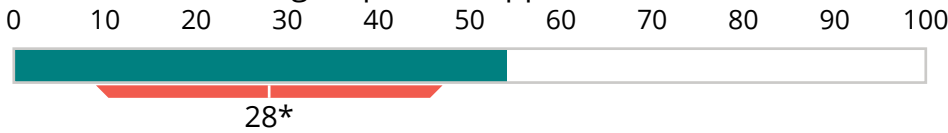
68

Situational Driving Forces Cluster



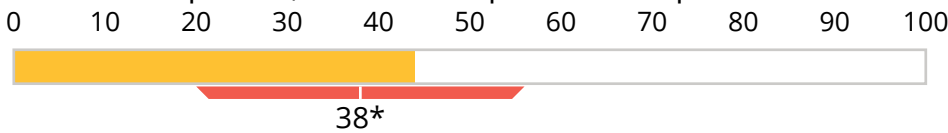
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



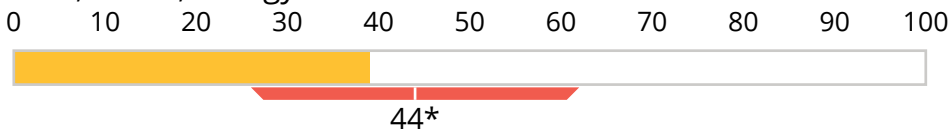
54

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



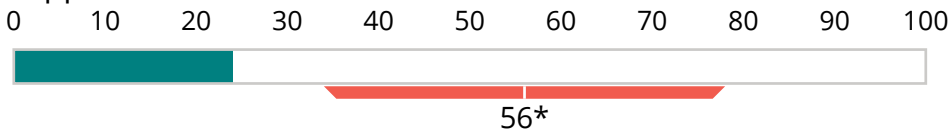
44

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



39

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



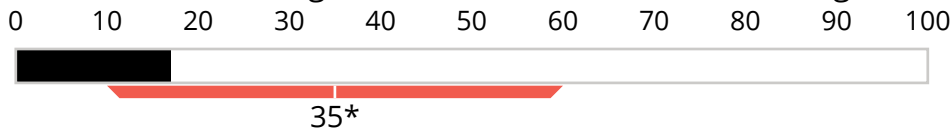
24

Indifferent Driving Forces Cluster



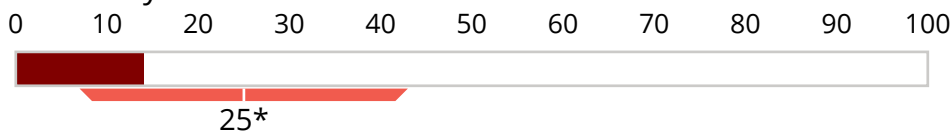
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



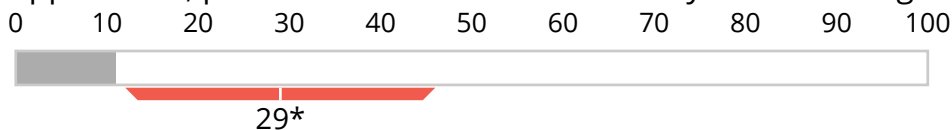
17

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



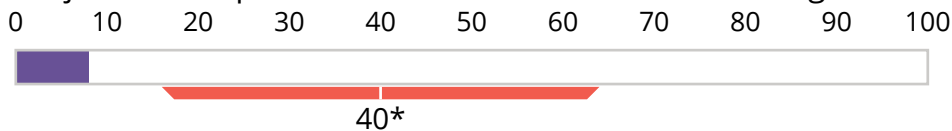
14

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



11

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



8

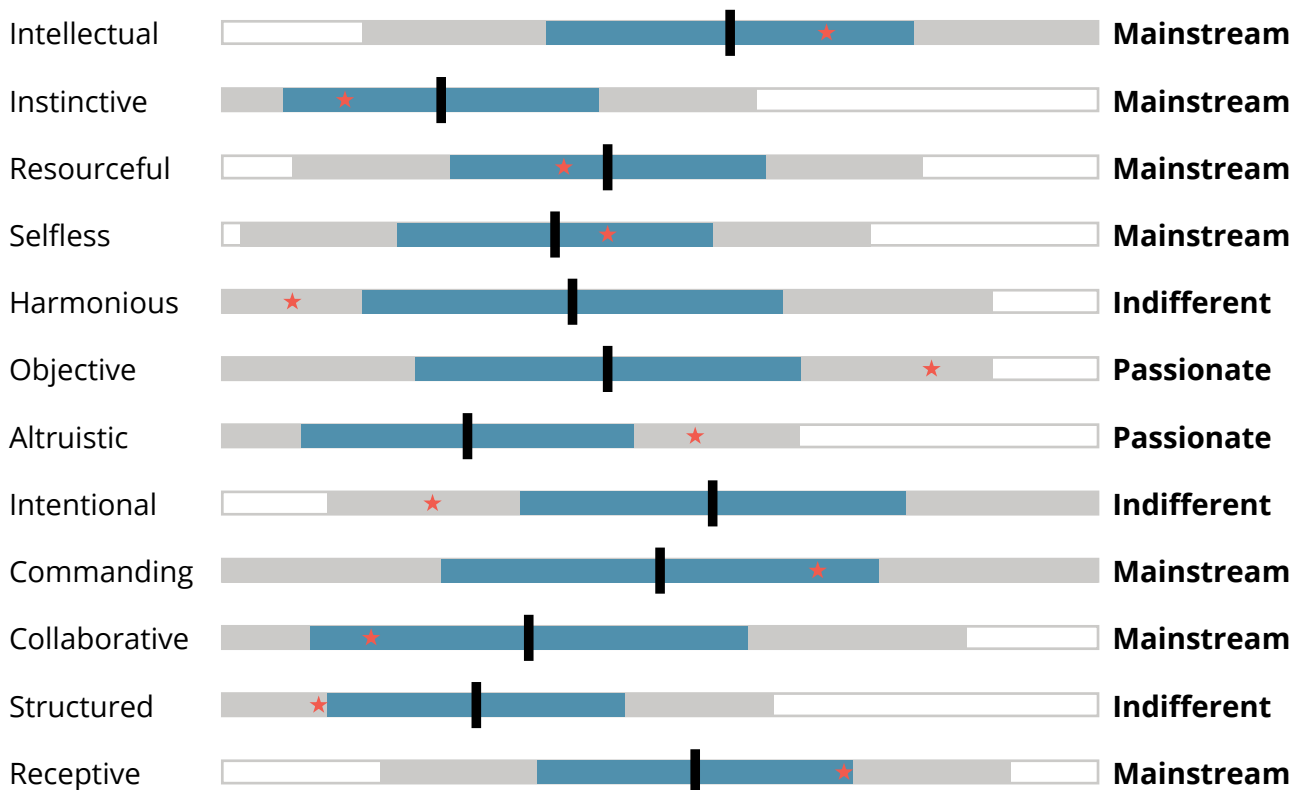
Areas for Awareness



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 energised. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

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

Norms & Comparisons Table - German Norm 2021



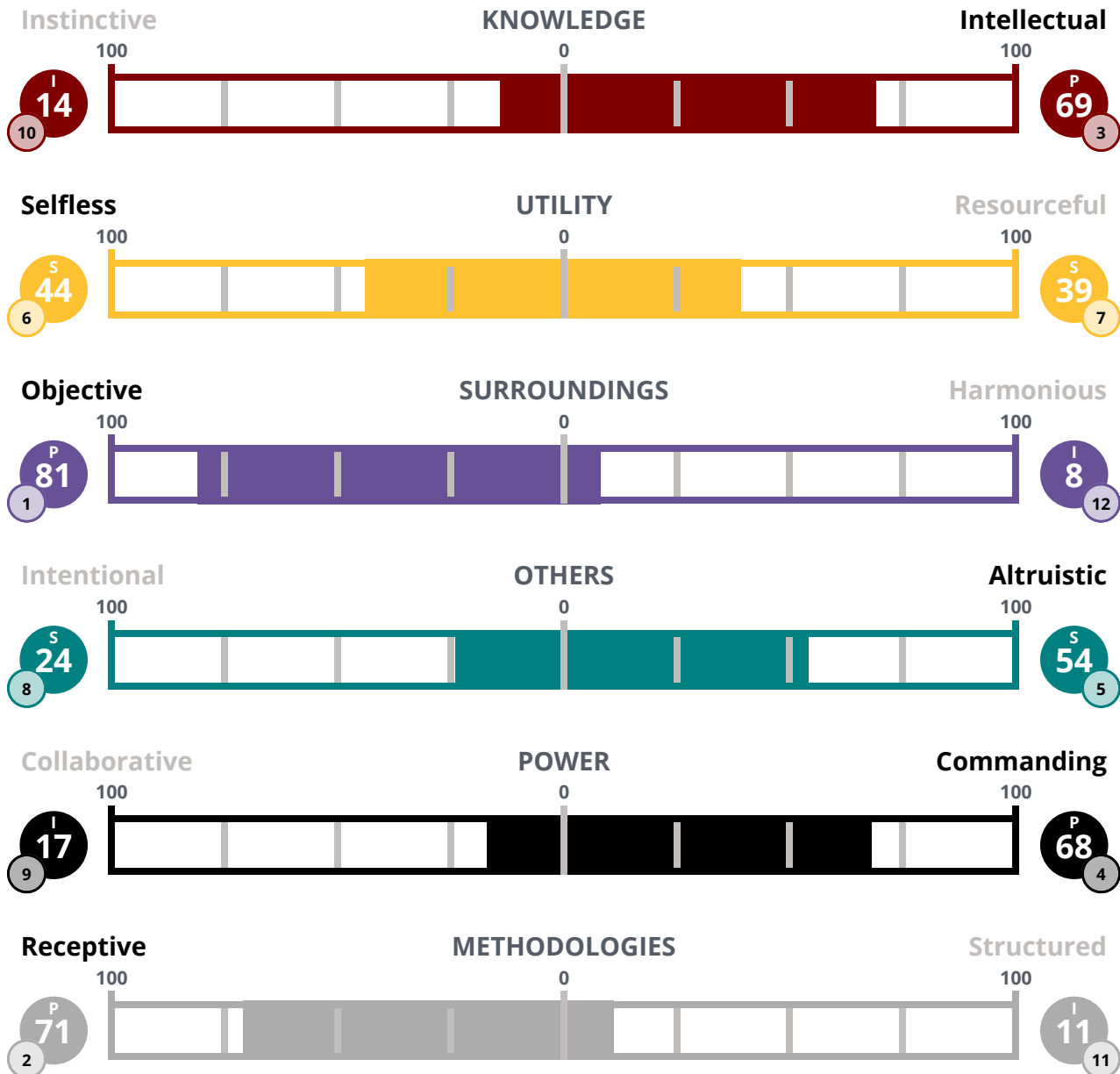
■ - 1st Standard Deviation - * 68% of the population falls within the shaded area.
 ■ - national mean
 ★ - your score
■ - 2nd Standard Deviation
■ - 3rd Standard Deviation

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

Motivational Continuum



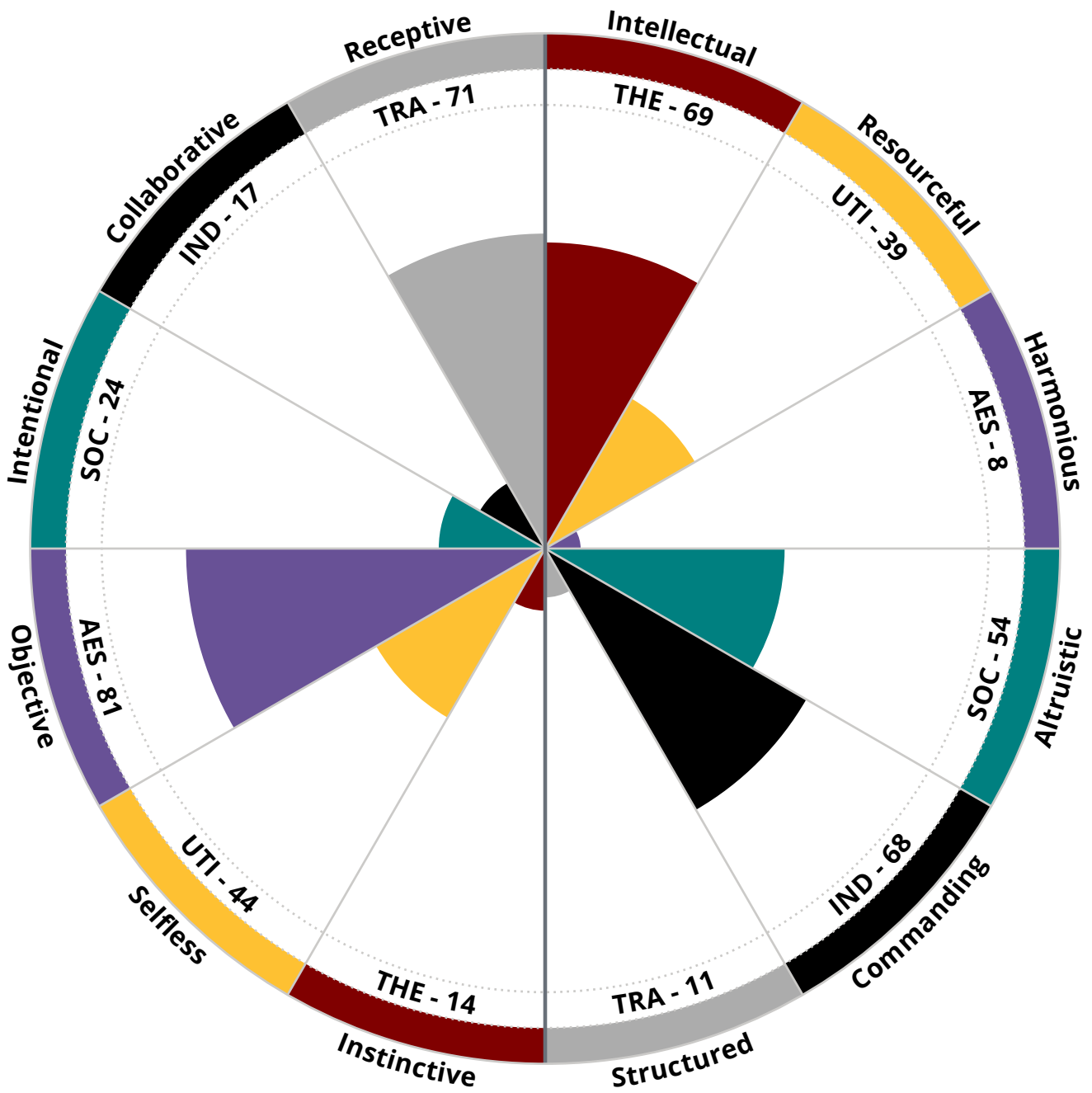
The 12 Driving Forces® Continuum is a visual representation of what motivates Mia and the level of intensity for each category. The letter "P" indicates an individual's primary cluster. These four factors are critical to Mia's motivation and engagement regardless of the situation.



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

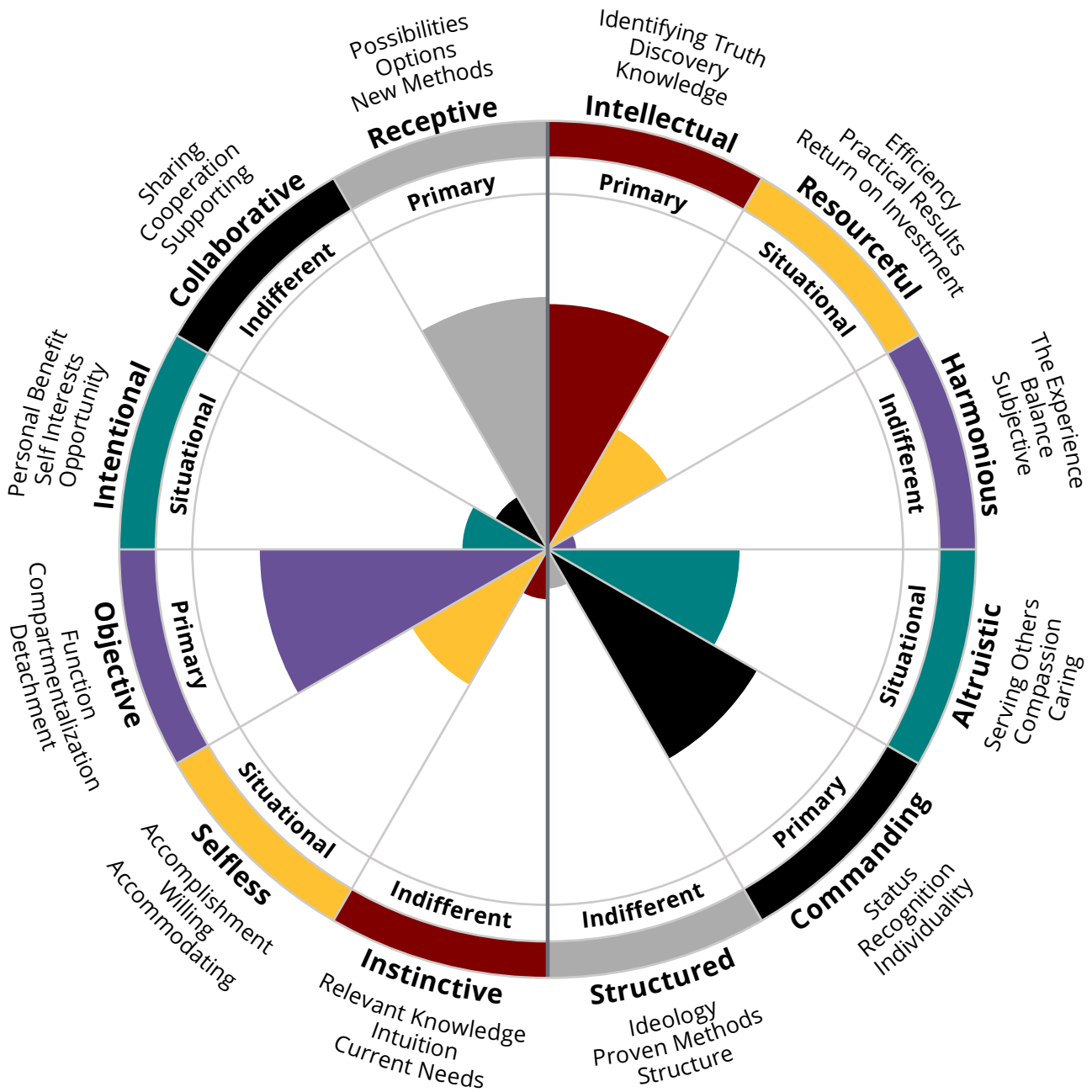
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Driving Forces Wheel



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Descriptors Wheel



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Introduction



Integrating Behaviours and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviours 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 Behavioural and Motivational Strengths
- Potential Behavioural and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing

Potential Behavioural & Motivational Strengths



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

- Will initiate action even during chaos.
- Initiates action to stir up activity.
- May take a leadership position to focus on specific aspects of the organisation.
- Will champion change and focus on out of the box results
- Assertively champions causes she is interested in.
- Puts everything she has into looking for new opportunities.
- Thrives on the challenge of solving problems.
- Will be decisive and make fact-based decisions.
- Offers informed opinions on a variety of topics.
- Willing to make high-risk decisions.
- A strong influencer.
- Forward-looking to improve herself or a situation.

Potential Behavioural & Motivational



Conflict

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

- May over focus on productivity over appearance.
- The need for function and results could overpower the balance in the organisation.
- Will only see her objectives in the here and now.
- A desire for better results may be prohibited by her need for something new.
- Quick decisions may conflict with new opportunities.
- May break others' rules to keep the momentum moving.
- A focus on quick results may hinder quality of information.
- An urgency to get things done may conflict with a desire to know all there is to know about a given subject.
- The need to research everything and the corresponding need to do everything too soon and too fast.
- Can set personal standards too high.
- Takes on too much, too soon, too fast to maintain control.
- May always want to display her superiority through problems or challenges.



Ideal Environment

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

- Fast-paced chaotic activity based situations.
- Objective, results-driven environment.
- Freedom to focus on the functionality over the appearance.
- Opportunity to alter existing systems to make them bigger, better and faster.
- Forum to champion new ways in which to improve existing methods.
- Ability to achieve results by challenging the status quo.
- The ability to be direct and pointed with the discovery of all information related to the problem.
- Active problems that require researched-based solutions.
- Appreciation for a research-based approach to problem solving.
- An environment where competition and winning is viewed as the ideal.
- Ability to be self-starting and forward looking as it relates to challenging the status quo.
- Continual opportunity to challenge and win.

Keys To Motivating



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

Mia wants:

- The understanding from management that working and focusing on tangible results is the desired outcome.
- Things done quickly and to the highest level of functionality.
- The freedom to compartmentalise issues when solving problems.
- All systems and structures to be current and moving toward the desired result.
- Goals and results that stem from a creative and open approach.
- The ability to solve problems by examining many new approaches.
- Challenging problems where her knowledge and research capabilities can be maximised.
- All possible information at her fingertips in order to conquer challenges.
- Complete information in bulleted format for her own investigation.
- Ability to create, share and control the vision.
- Power and control over outcomes and goals.
- New and difficult challenges that lead to prestige and status.

Keys To Managing



This section discusses the needs which must be met in order for Mia to perform at an optimum level. Some needs can be met by herself, 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 Mia and identify 3 or 4 statements that are most important to her. This allows Mia to participate in forming her own personal management plan.

Mia needs:

- To compartmentalise activities in order to accomplish the objectives.
- To set clear expectations for the team in order to obtain tangible results.
- To understand the optimal pace of each team member in order to help maintain momentum.
- A manager that understands her potentially explosive nature is from the desire to achieve and win in new and different ways.
- To understand that there is a time and a place for arguing her point of view.
- A manager that understands her need to explore many systems to capture all possibilities.
- To understand that all battles cannot be conquered through assertiveness and expression of knowledge.
- To understand that others possess information she may not.
- A manager who realises that she wants to learn new ways to solve problems and make decisions.
- To understand that not all problems are a nail, therefore all solutions cannot be a hammer.
- Help understanding the effect on her image when she disengages from uncontrolled projects.
- Assistance in staying on task when she is not the leader of the project.

Action Plan



The following are examples of areas in which Mia may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Customer Service
- Prospecting
- Preparation
- Presentation
- Handling Objections
- Closing
- Product Knowledge
- Personal Goals
- Other

Area: _____

- 1.
- 2.
- 3.

Area: _____

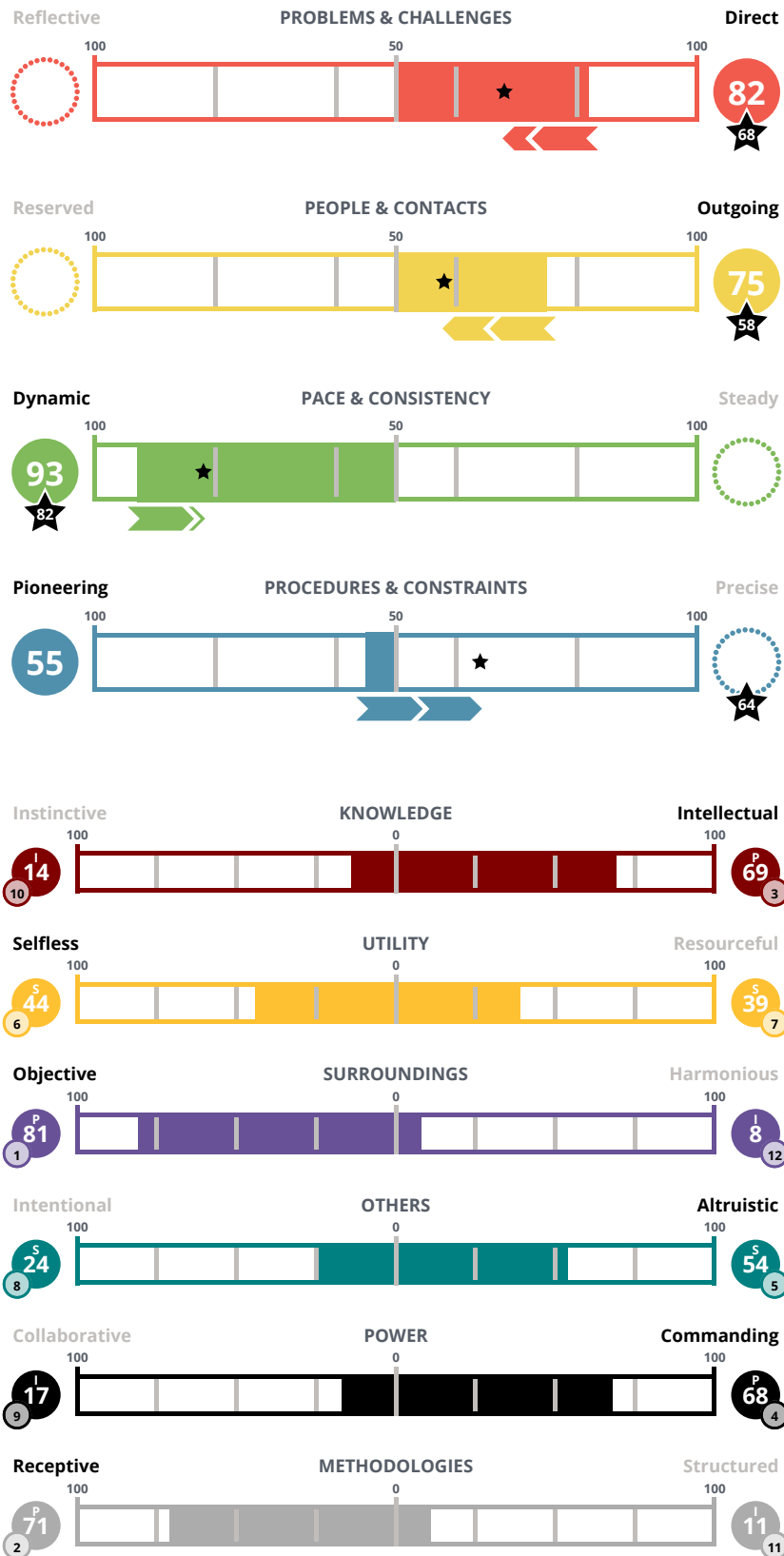
- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____

DISC and Driving Forces Continuums



Behaviours & Driving Forces Graphs

