



THE BROOKS GROUP

BROOKS TALENT INDEX

LEVEL 3

Sales Behaviors | Motivators | Personal Skills

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Introduction

Where Opportunity Meets Talent

The Brooks Talent Index Level 3 Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and acumen. Understanding strengths and weaknesses in each of the three areas will lead to personal and professional development and a higher level of satisfaction.

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

Behaviors

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

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.

Integrating Behaviors And Motivators

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

Acumen Indicators

This section of the report will help you truly understand how you analyze and interpret your experiences. Your acumen, keenness and depth of perception or discernment, is directly related to your level of performance.

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

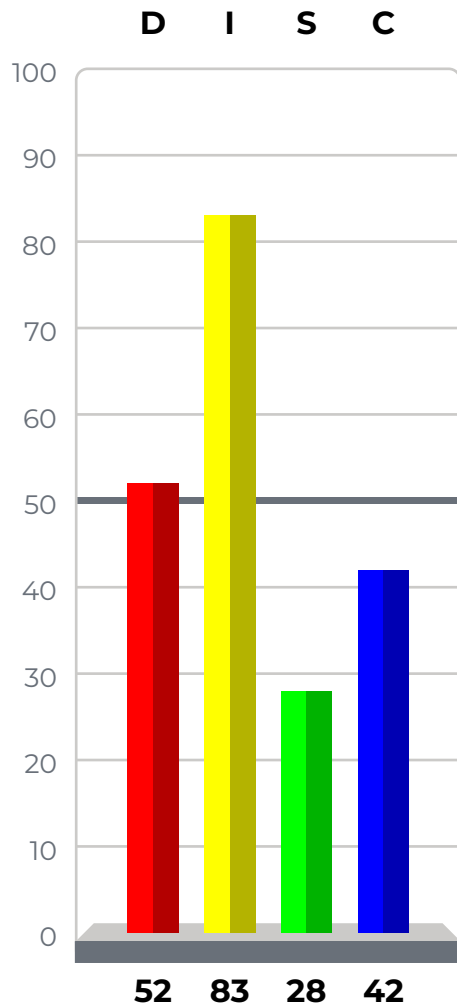
Style Insights® Graphs

Your Natural and Adaptive Behavior Styles Graph

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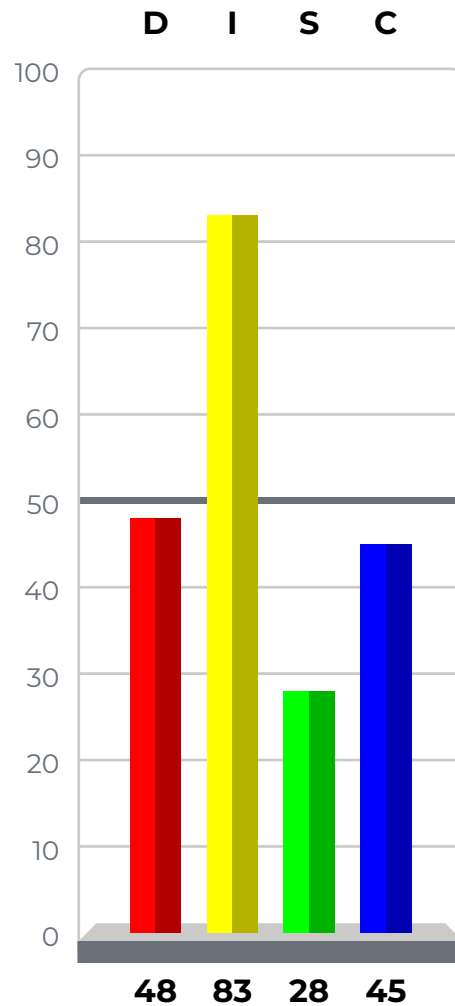
Adapted Style

Graph I



Natural Style

Graph II



Norm 2021 R4

Descriptors

Words That Describe Your Personal Behavior

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

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

Sales Characteristics

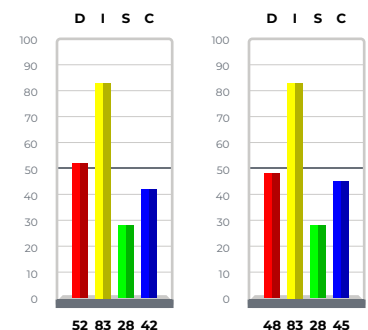
Understanding Your Natural Sales Style

Based on Molly'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.

Molly prefers to sell new, innovative products or services. In fact, she often uses creative ways to sell her products or services. She can sell both tangible and intangible products successfully. Her ability to paint word pictures can be a distinct advantage when she is called upon to explain an intangible. Socially and verbally aggressive, she loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions. Being optimistic and enthusiastic, she is good at generating enthusiasm in others. Sometimes her enthusiasm is what sells her products or services, but sometimes other buyers may be offended. Molly becomes highly excited about what influences her. She usually displays this emotion when she is attempting to influence people. She prefers to sell a new client on herself first rather than her product or service. This reflects her natural approach. When she buys, she also prefers to be sold in this manner. She consistently meets the challenge of persuading people to her point of view. Some buyers may desire less talk and more facts.

Molly depends on her prospects to trust her judgment in recommending her products or services. Not all prospects are as trusting and some will want facts and data to support her judgment. She may proceed too fast with her presentation for some buyers. She gets carried away with her emotions and tends to let the emotion control the pace of the presentation. She may be rather careless in her sales preparation. She truly believes she can walk and talk her way through any presentation at anytime, anyplace. She may use sales aids with her presentation. Her usage sometimes depends on her ability to be organized; that is, she occasionally forgets to replenish her supply of sales aids or feels she can verbalize the presentation without them. Some see her as a natural born salesperson but what they really see is her ability to talk smoothly and readily on most subjects. She quickly shares her opinion on most topics. If she gets into one of her "oversell" modes,

Adapted Style Natural Style



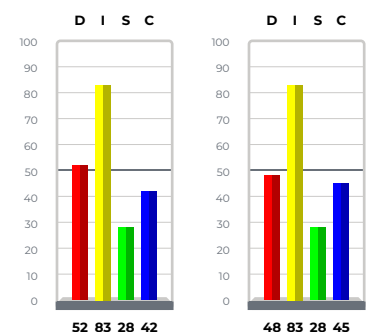
Sales Characteristics Continued

Understanding Your Natural Sales Style

she may cause the objections to be raised. However, she will welcome the objections and answer them to the best of her ability.

Molly will promise more service than she can deliver, especially if she must provide the service herself. She needs the help of a support staff to provide the follow-up service so she can focus on new opportunities. Molly's listening skills may cause her to miss some closing opportunities. She may be thinking about what she is going to say next and miss the buying signal. She can be seen as a good closer. However, she may postpone the close until giving the complete sales pitch. Observers have actually seen her sell the product and then buy it back. She should guard against excessive talking and close at the appropriate time. She would rather make a social visit instead of a service visit. The social visit meets her need to be friendly and outgoing, while the service visit requires special effort if customers don't buy more products or services. Sometimes she tries too hard to accommodate the buyer with service. She will resent her effort if the account doesn't live up to its potential. She probably has several favorite closes. She needs to evaluate the way she is using them and if they are appropriate to the sales situation.

Adapted Style Natural Style



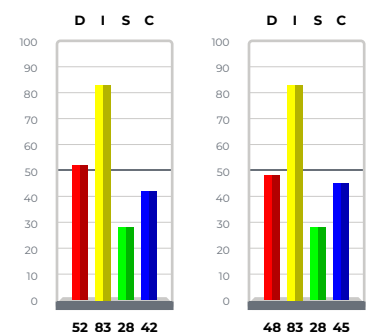
Value to the Organization

Specific Talents and Behaviors You Bring to the Job

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

- Good mixer.
- Negotiates conflicts.
- People-oriented.
- Team player.
- Ability to handle many activities and customers at one time.
- Creative problem-solving.
- Ability to change gears fast and often.

Adapted Style Natural Style



Areas for Improvement

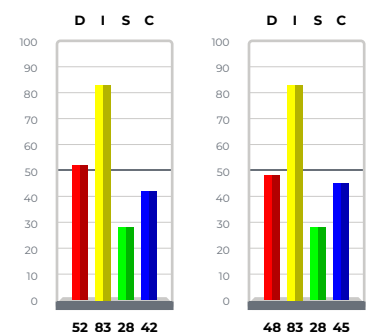
In this area is a listing of possible limitations without regard to a specific job. Review with Molly and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Molly has a tendency to:

- Make promises she can't keep.
- Be unrealistic in appraising a client's credit.
- Sell new accounts rather than service present ones.
- Give away products or services to make the client happy.
- Be a situational listener.
- Need to be more factually-oriented and talk a bit slower.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Not answer objections completely, or tap dance around the objections.

Adapted Style

Natural Style



Checklist for Communicating

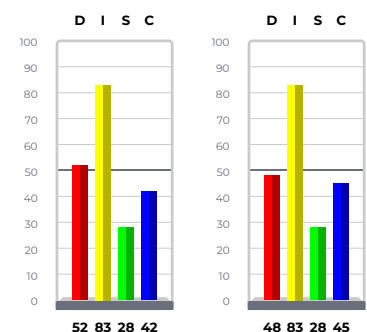
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Molly. Read 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 Molly most frequently.

Ways to Communicate:

- ☐ Be open, honest and informal.
- ☐ Expect acceptance without a lot of questions.
- ☐ Not deal with details, put them in writing, pin her to modes of action.
- ☐ Put projects in writing with deadlines.
- ☐ Provide ideas for implementing action.
- ☐ Talk about her, her goals and opinions she finds stimulating.
- ☐ Offer special, immediate and extra incentives for her willingness to take risks.
- ☐ Read the body language for approval or disapproval.
- ☐ Understand her sporadic listening skills.
- ☐ Use enough time to be stimulating, fun-loving, fast-moving.
- ☐ Provide testimonials from people she sees as important.

Adapted Style

Natural Style



Checklist for Communicating Continued

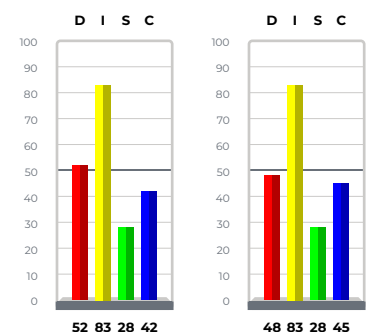
This section of the report is a list of things NOT to do while communicating with Molly. Review each statement with Molly and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Ways **NOT** to Communicate:

- ☐ Assume she heard what you said.
- ☐ Drive on to facts, figures, alternatives or abstractions.
- ☐ Let her change the topic until you are finished.
- ☐ Be dogmatic.
- ☐ Waste time trying to be impersonal, judgmental, or too task-oriented.
- ☐ Legislate or muffle--don't overcontrol the conversation.
- ☐ Dictate to her.
- ☐ Leave decisions hanging in the air.
- ☐ Be put off by her "cockiness."
- ☐ "Dream" with her or you'll lose time.
- ☐ Talk down to her.
- ☐ Be curt, cold or tight-lipped.

Adapted Style

Natural Style



Selling Tips

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

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

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

Factors that will create tension:

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

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

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

Factors that will create tension:

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

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

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

Factors that will create tension:

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

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

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

Factors that will create tension:

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

Perceptions

See Yourself as Others See You

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

Self-Perception

Molly usually sees herself as being:

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

Others' Perception - Moderate

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

- Self-Promoting
- Glib
- Overly Optimistic
- Unrealistic

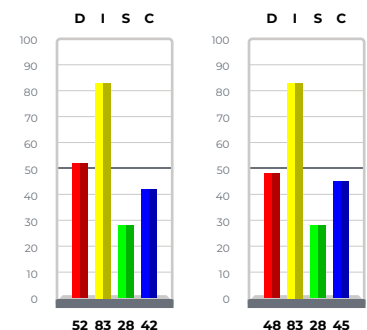
Others' Perception - Extreme

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

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

Adapted Style

Natural Style

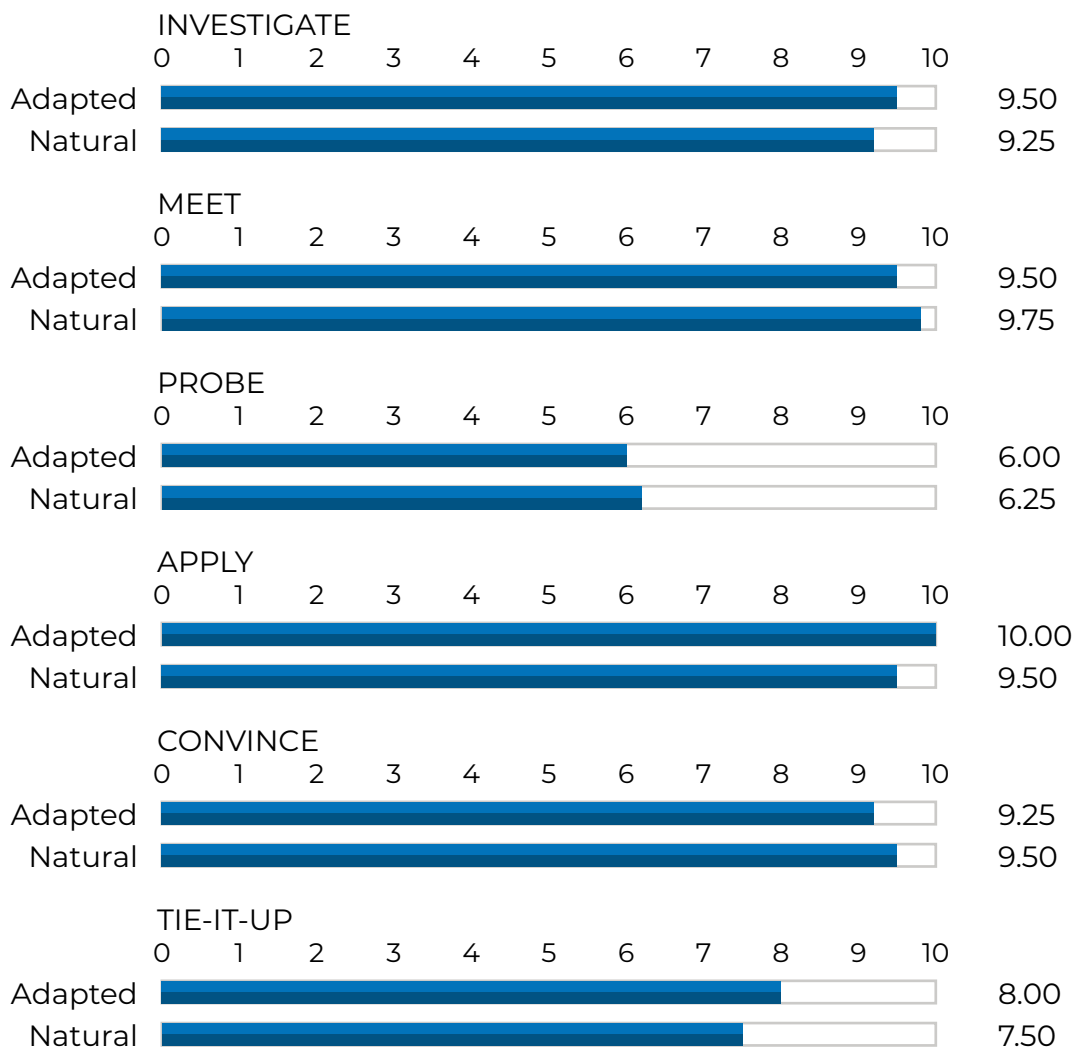


IMPACT Selling® Overview

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

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

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



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

Potential Strengths or Obstacles To IMPACT Selling® Success

IMPACT Selling® is a 6-step, linked, sequential sales process. The IMPACT Selling® Overview outlines Molly's performance tendencies within each specific step of the IMPACT process.

Investigate: The first step of the IMPACT Selling® process. It is the step 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 Investigate step, Molly MAY have a TENDENCY to:

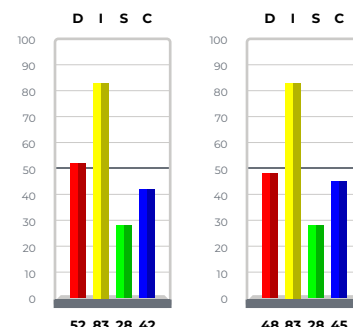
- Set high sales goals for both herself and for others. Being optimistic, she may set them too high. However, if a sales plan is provided to her, she will generally follow that plan and deliver results.
- Shy away from detail work. Enjoys people over things and may procrastinate when faced with time consuming detail work. She prefers to be evaluated on sales results rather than on paperwork.
- Not take the time to plan efficient, cost effective, travel itineraries or agendas.
- Not do a thorough and/or objective job of evaluating the potential of a prospect.

Meet: The first face-to-face interaction between a prospect and the salesperson, this step 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 Meet Step, Molly MAY have a TENDENCY to:

- Overuse body language during the Meet step.
- Talk at a rapid pace and need to be more factual with her verbiage.
- Oversell herself to the buyer with excessive interpersonal engagement and frequent attempts at humor.

Adapted Style Natural Style



Potential Strengths or Obstacles To IMPACT Selling® Success

- Be so enthusiastic that she can be seen as superficial.

Probe: The questioning and detailed needs analysis step of the face-to-face sale, this step of the IMPACT Selling® System 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 Probe Step, Molly MAY have a TENDENCY to:

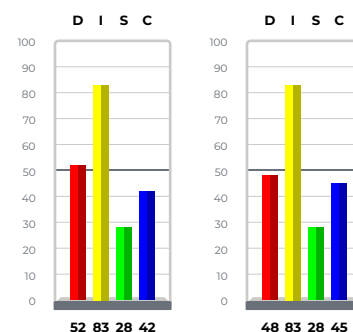
- Fail to actively listen to what the prospect is saying. Her desire to verbalize and control the presentation hinders her ability to listen. Also, she may be guilty of interrupting the prospect in order to get her point across.
- Not ask technical questions. May dwell too long or too much on general or abstract questions.
- Paraphrase in her jargon what the prospect has said, and, to potentially misunderstand what the prospect has really said.
- Think in terms of the big picture and to look for big picture solutions rather than specific, detailed solutions to problems.

Apply: Much different from traditional "demonstration" or "product presentation," this step 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 Probe Step.

In the Apply Step, Molly MAY have a TENDENCY to:

- Move too fast with her presentation for some buyers. She gets carried away with her emotions and then lets her emotions control the pace of the presentation.
- Use emotion in her sales presentation. This is often coupled with excessive gestures. This could prove to be detrimental with some buyers. They may see her as being too superficial.
- Spend a lot of effort trying to emotionally persuade people to her point of view. Some buyers may desire less talk and more facts.

Adapted Style Natural Style



Potential Strengths or Obstacles To IMPACT Selling® Success

- Enjoy selling new and innovative products and services. In fact, she can often be very creative or innovative in the way she sells these new products or services.

Convince: What people believe enough, they act upon. This step 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 step of the sale that solidifies the prospect's belief in the supplier, product or service and salesperson.

In the Convince Step, Molly MAY have a TENDENCY to:

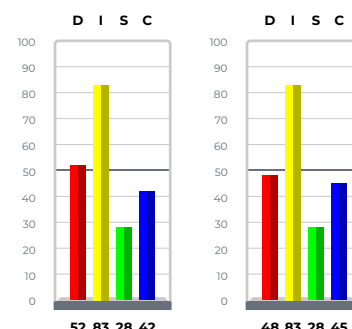
- Gloss over issues of a technical or detailed nature ... even if technical proof sources are important to the buyer.
- Rely solely and primarily on verbal/persuasive skills to convince the buyer or skip the Convince step altogether.
- Stress benefits that are important to her, rather than identifying those that are important to the prospect.
- Overly rely on friendship to make the sale.

Tie-It-Up: The final step of the IMPACT Selling® System. This step is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

In the Tie-It-Up Step, Molly MAY have a TENDENCY to:

- Not clarify what she thinks she hears when an objection is raised. She needs to follow all objections with a question to clarify what she actually heard and to determine what the prospect is really saying.
- Not answer objections completely or tap dance around the objections.
- Cause objections to be raised if she gets into one of her oversell modes. However, she will welcome the objections and answer them to the best of her ability.
- Be more concerned with popularity than tangible results if that popularity is rewarded.

Adapted Style Natural Style



Natural and Adapted Selling Style

Molly'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

Molly is somewhat conservative in her approach to solving problems and usually doesn't push potential prospects to make quick high-risk decisions. She will accept challenges by being quite calculating in her response to the challenge. She will be quite cooperative by nature and attempt to avoid confrontation as she wants to be seen as a salesperson who is "easy" to work with.

Adapted

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

PEOPLE - CONTACTS

Natural

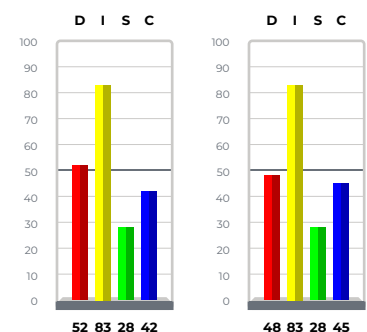
Molly is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. She is trusting and also wants to be trusted.

Adapted

Molly sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Adapted Style

Natural Style



Natural and Adapted Selling Style

Continued

PACE - CONSISTENCY

Natural

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

Adapted

Molly feels that the sales environment doesn't require her to alter the way she deals with activity level and consistency.

PROCEDURES - CONSTRAINTS

Natural

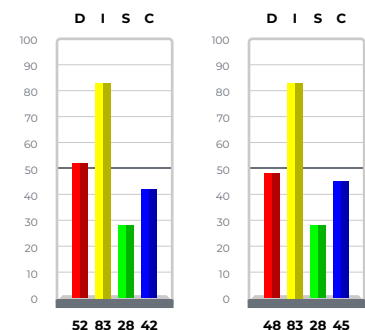
Molly is striving to be independent and self-directed. She is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of her customer in certain situations.

Adapted

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

Adapted Style

Natural Style

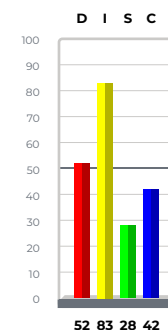


Adapted Style

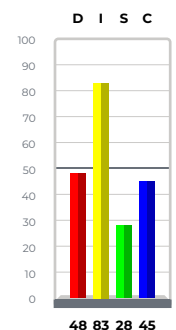
Molly sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Alert, active attention to customers or clients.
- Exhibiting excitement about her service or product.
- Meeting customers either formally or informally.
- Skillfully using humor to persuade her clients or customers.
- Handling a variety of products or services.
- Impatient to overcome competition.
- Using persuasive skills.
- Using great social strengths in approaching new prospects.
- Verbally stressing the benefits of her product or service.
- Using an informal sales presentation.
- Adapting easily to changing sales territory.

Adapted Style



Natural Style



The Absence of a Behavioral Factor

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

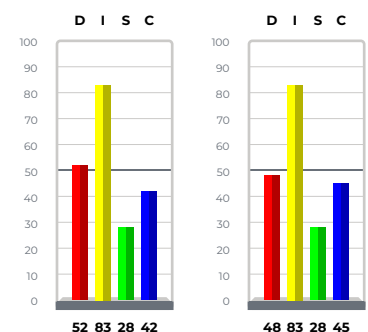
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.
- The need for juggling many tasks at once may jeopardize quality.
- Avoid working situations where a high sense of urgency could cause a safety issue.

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.

- Be mindful of the signals body language sends and how they affect relationships.
- Situations requiring active listening need to have a conscious effort.
- Recognize that others may move at a slower pace.

Adapted Style Natural Style



Behavioral Hierarchy

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

1. Interaction - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



58*

90

2. Versatile - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



54*

90

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

0 10 20 30 40 50 60 70 80 90 100



64*

70

4. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100



52*

70

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

0 10 20 30 40 50 60 70 80 90 100



63*

70

6. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



43*

58

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

0 10 20 30 40 50 60 70 80 90 100

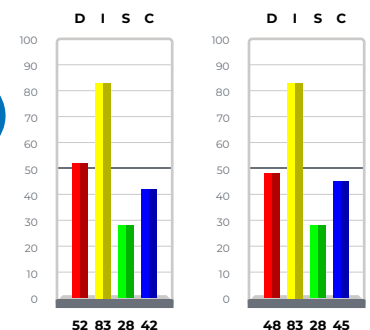


49*

50

Adapted Style

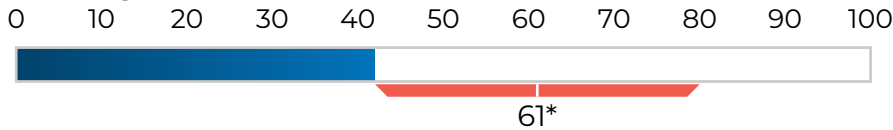
Natural Style



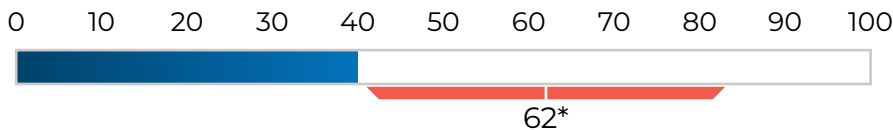
* 68% of the population falls within the shaded area.

Behavioral Hierarchy

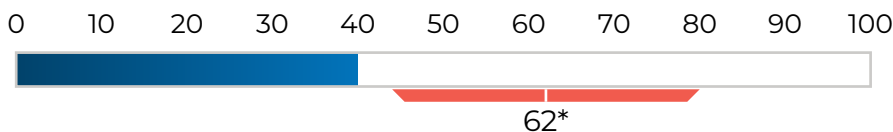
8. Following Policy - Adhere to rules, regulations, or existing methods.



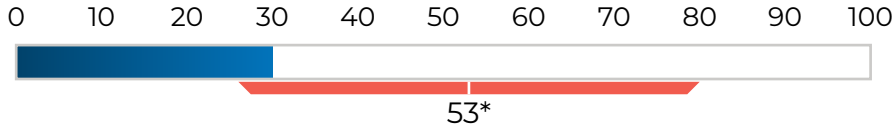
9. Consistent - Perform predictably in repetitive situations.



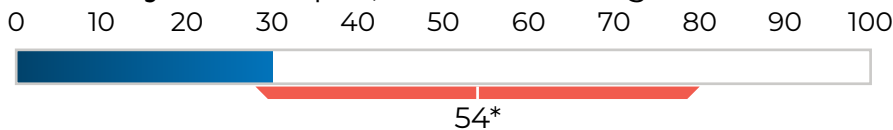
10. Persistence - Finish tasks despite challenges or resistance.



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

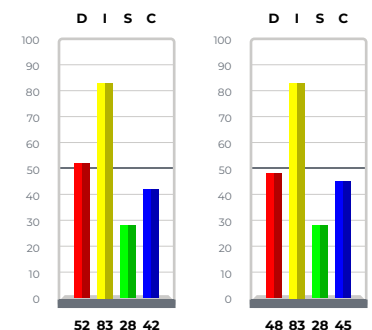


12. Analysis - Compile, confirm and organize information.



Adapted Style

Natural Style



SIA: 52-83-28-42 (14) SIN: 48-83-28-45 (03)

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

Introduction

Motivators Section

Knowledge of an individual's motivators 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 Personal Motivators & Engagement report measures the relative prominence of six basic interests or motivators (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Motivators 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 motivators. Your top two and sometimes three motivators cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top motivators.

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

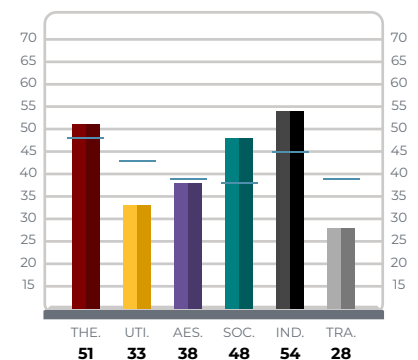
- **Strong** - positive feelings that you need to satisfy either on or off the job.
- **Situational** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.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

Your Personal Motivators Ranking		
1st	Individualistic	Strong
2nd	Theoretical	Strong
3rd	Social	Situational
4th	Aesthetic	Situational
5th	Utilitarian	Indifferent
6th	Traditional	Indifferent

Individualistic

The primary interest for this motivator is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power drive. 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.

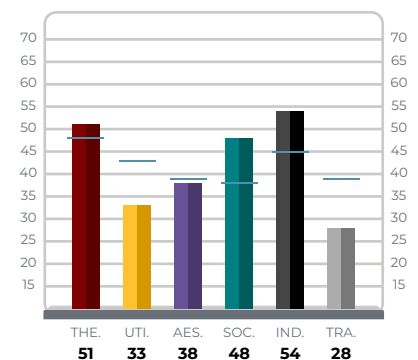
- Molly believes "when the going gets tough, the tough get going."
- If necessary, Molly will be assertive in meeting her own needs.
- She wants to control her own destiny and display her independence.
- Molly has the desire to assert herself and to be recognized for her accomplishments.
- Maintaining individuality is strived for in relationships.
- Molly takes responsibility for her actions.
- Molly likes to be in situations that allow her the freedom to control her destiny and the destiny of others. Her team's strategy is to attempt to dilute outsiders' influence on the results of their goals.
- People who are determined and competitive are liked by Molly.
- She believes "if at first you don't succeed try, try again."



Theoretical

The primary drive with this motivator is the discovery of TRUTH. In pursuit of this drive, 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.

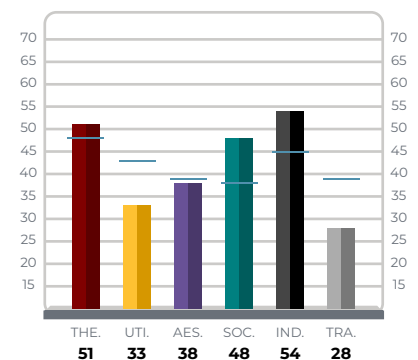
- A comfortable job for Molly is one that challenges her knowledge.
- She will usually have the data to support her convictions.
- She may have difficulty putting down a good book.
- Molly is very good at integrating past knowledge to solve present problems.
- Molly has the potential to become an expert in her chosen field.
- Molly is comfortable around people who share her interest for knowledge and especially those people with similar convictions.



Social

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

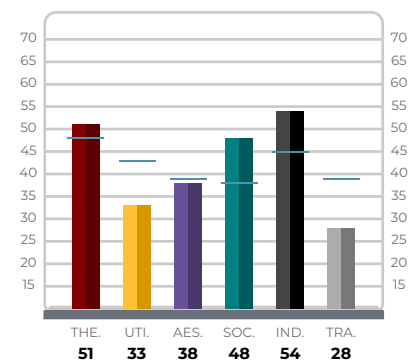
- Molly will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within her.
- Molly's desire to help others (even to her own detriment) or decision not to help others, is reviewed on an individual basis.



Aesthetic

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.

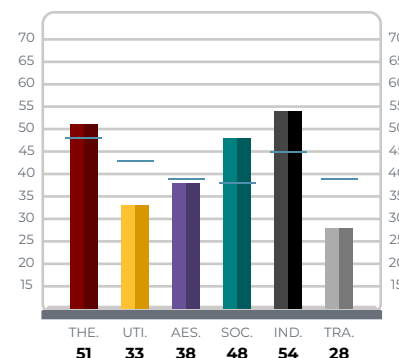
- Molly may desire fine things for her spouse or family members.
- The need for the appreciation of beauty is determined on an individual basis and is not generalized in terms of the total world around her.
- At times Molly will look for the beauty in all things.
- There could be a specific area that is of great interest to her. For instance, she may be appreciative of the natural beauty of mountains and streams, but may not be overly impressed by the works of Picasso or Rembrandt.



Utilitarian

The Utilitarian 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 motivator 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 business person. A person with a high score is likely to have a high need to surpass others in wealth.

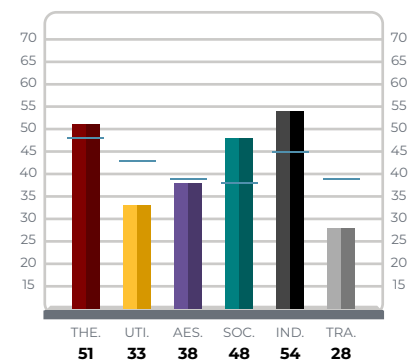
- Money and material possessions are not a high priority for Molly.
- Molly will seek a comfort level in her standard of living and try to maintain that level.
- Financial security is not a necessity, but a long-term goal.
- She is motivated by internal beliefs and does not feel compelled to impress others with material things.
- Molly will not be swayed or motivated by what she feels are excessive material goals.
- There is not a tremendous need for Molly to have great sums of money.
- Overemphasizing the value of money will bore Molly and turn her off.
- Molly will not use money as a scorecard to impress others.
- Molly will use her money to satisfy her true motivation.
- Molly will accept her financial situation and not strive to change it.



Traditional

The highest interest for this motivator may be called "unity," "order," or "tradition." Individuals with high scores for this motivator 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.

- It may be hard to manipulate Molly because she has not defined a philosophy or system that can provide immediate answers to every situation.
- Traditions will not place limits or boundaries on Molly.
- Molly can be creative in interpreting other systems or traditions and selective in applying those traditions.
- She will not be afraid to explore new and different ways of interpreting her own belief system.
- In many cases, Molly will want to set her own rules which will allow her own intuition to guide and direct her actions.
- She will work within a broadly defined set of beliefs.
- Molly's passion in life will be found in one or two of the other dimensions discussed in this report.



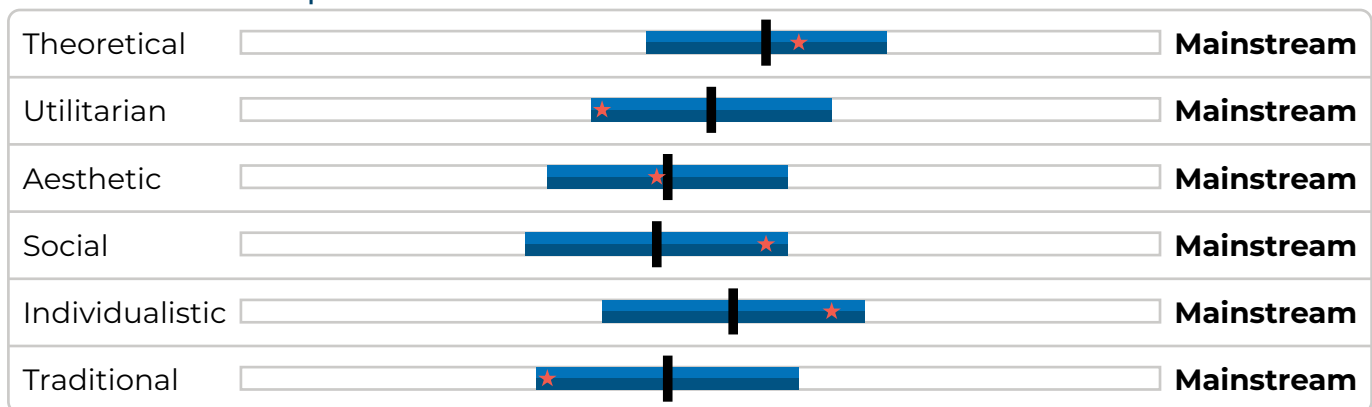
Motivators - Norms & Comparisons

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 motivators, you will fit in with the group and be energized. However, when surrounded by people whose motivators are significantly different from yours, you may be perceived as out of the mainstream. 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 motivators 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 motivator. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that motivator. The shaded area for each motivator represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2021



 -  - 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

Motivators - Norms & Comparisons

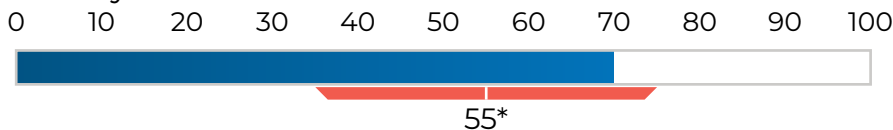
All of your attitude scores fall within one standard deviation of the national mean. This means that 68% of the population have similar attitudes and feelings on each of the six attitudes. Having all your scores close to the national mean indicates the following:

- You will be seen by others as a team player.
- You will be able to relate to a large percentage of our society.
- You will have less conflict with other people.
- You will have a larger selection of friends and careers than most people.

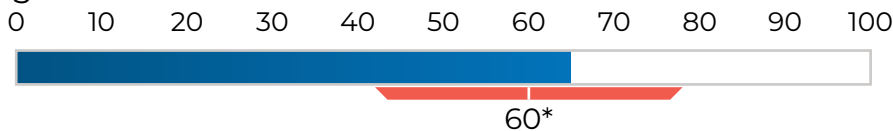
Motivators Hierarchy

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

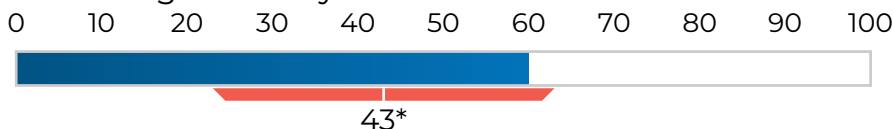
1. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



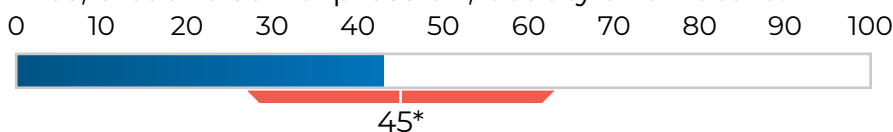
2. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



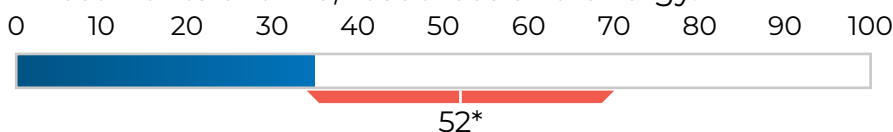
3. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



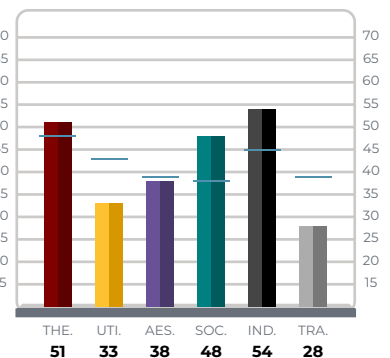
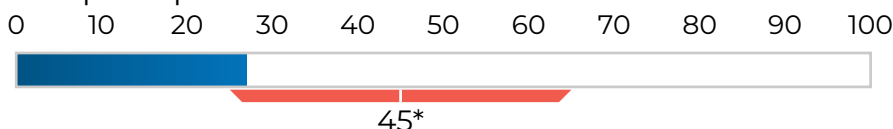
4. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



5. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



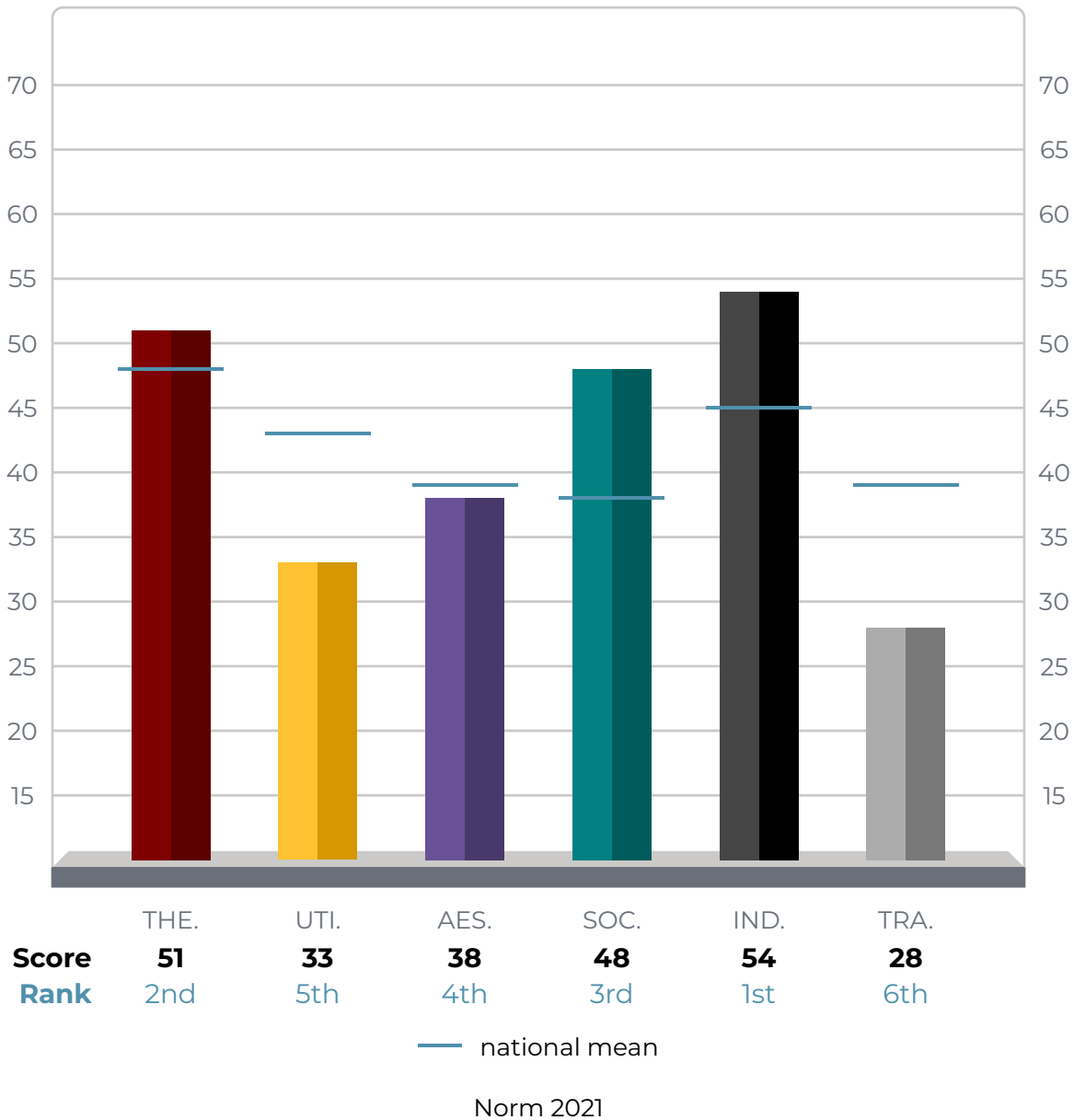
6. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



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

Motivation Insights® Graph

6-8-2022



Introduction

Integrating Behaviors and Motivators Section

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

In this section you will find:

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

Potential Behavioral and Motivational Strengths

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

- Capable of addressing conflict for a win-win scenario.
- Positively promotes the image of the organization.
- Motivates others to be the best they can be.
- Being an optimistic leader.
- Volunteers her knowledge on many subjects.
- Motivates others to continue education.
- Thinks outside of the box when gathering information.
- Looks for the positive side of every situation.

Potential Behavioral and Motivational Conflict

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

- Can disclose their agenda to the wrong people.
- May only interact with those she feels complement her goals.
- She may overestimate her authority.
- May be viewed as someone who over promises and under delivers.
- May present facts and figures with too much emotion.
- A desire to share information can impede her ability to listen and learn.
- May overlook vital details in her pursuit of information.
- Will tend to elaborate on limited data.

Ideal Environment

This section identifies the ideal work environment based on Molly's basic style and top two motivators. 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 Molly enjoys and also those that create frustration.

- Tasks involving motivated groups and establishing a network of contacts.
- Work tasks that change from time to time.
- Freedom of movement.
- Flexibility to attend tradeshow and seminars in order to gain information and share with others.
- Flexibility to explore a variety of outlets for learning in a people-rich environment.
- A leadership team that is optimistic toward learning new concepts or theories.
- A "can-do" environment filled with optimistic people.
- An environment to express ideas to influence people.
- A forum to celebrate successes as an individual.

Keys to Motivating

This section of the report was produced by analyzing Molly'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 Molly and highlight those that are present "wants."

Molly wants:

- Group activities outside the job.
- A friendly work environment.
- Work assignments that provide opportunity for recognition.
- The opportunity to share knowledge with others.
- Praise for her knowledge base and research capabilities.
- To be seen as an expert in a variety of areas and to be included in discussions about new things.
- To lead people toward her vision.
- Public recognition of power and prestige.
- Opportunities for advancement and new experiences.

Keys to Managing

In this section are some needs which must be met in order for Molly 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 Molly and identify 3 or 4 statements that are most important to her. This allows Molly to participate in forming her own personal management plan.

Molly needs:

- To handle routine paperwork only once.
- Better organization of record keeping.
- Participatory management.
- To understand that others do not share the same excitement for new ideas as she does.
- Learn to prioritize ideas and thoughts according to organizational objectives.
- To continue her learning in a participatory rather than solitary environment.
- To minimize her natural way of under informing the details when delegating or giving instruction.
- To understand that others need "air-time" during meetings to share their own ideas.
- To set realistic goals that can be accomplished without disrupting the organizational objectives.

World View

This is how Molly sees the world around her. This view measures her clarity and understanding of people, tasks and systems. It could also be looked at in terms of feeling, doing and thinking from an external standpoint. The statements below are based primarily on the 3 dimensions found on the World View side of the dimensional balance page. The statements will be listed in scoring order from highest to lowest.

- Molly will use her understanding of people in order to influence them to her viewpoint.
- Molly understands others well and tends to be sensitive to their needs and desires.
- Molly understands other people and can build and maintain either personal or professional relationships.
- Molly tends to put various things together to make or produce desired results.
- Molly tends to enjoy dealing hands-on with things.
- Molly will try to find a way to accomplish objectives, even if she doesn't have the necessary resources.
- Molly believes authority figures, rules and processes should be respected.
- Molly will take care of the process of implementing a plan.
- Molly sees order and structure as necessary requirements for getting things done.
- Molly will perform best in an atmosphere where there is an open exchange of ideas and where feedback is readily available.

Self View

This is how Molly sees herself. This view measures her clarity and understanding of herself, her roles in life and her direction for the future. The internal dimensions are a reflection of her from both personal and professional viewpoints. The statements below are based on the 3 dimensions found on the Self View side of the dimensional balance page. The statements will be listed in scoring order from highest to lowest.

- Molly tends to appreciate herself for who she is.
- Molly tends to rely on herself in the face of adversity.
- Molly may benefit from gaining a better understanding of herself.
- Molly might benefit from listing her roles and asking herself if any of these roles are currently in transition?
- Molly will focus on the process of role changes when necessary to assure a smoother transition.
- Molly knows what she should be doing.
- Molly may focus on gaining information to clearly envision herself in the future.
- Molly may benefit from developing a clear set of goals for the future.
- Molly tends to follow a set of organizing principles for her life.

Development Indicator

This section of your report shows your development level of 23 personal skills based on your responses to the questionnaire. The 23 personal skills have been categorized into four levels; based on means and standard deviations. Well Developed, Developed, Moderately Developed and Needs Development.

Personal Skills Ranking	
1	Empathetic Outlook
2	Customer Focus
3	Interpersonal Skills
4	Objective Listening
5	Conflict Management
6	Diplomacy & Tact
7	Flexibility
8	Influencing Others
9	Decision Making
10	Leading Others
11	Teamwork
12	Problem Solving
13	Developing Others
14	Planning and Organization
15	Accountability for Others
16	Continuous Learning
17	Self Management
18	Conceptual Thinking
19	Goal Achievement
20	Results Orientation
21	Personal Accountability
22	Resiliency
23	Self-Starting Ability

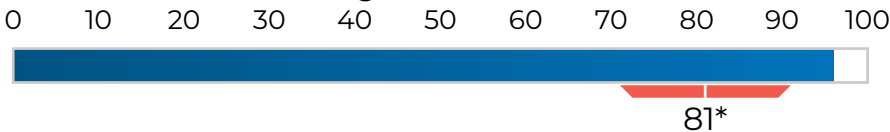
Note: Don't be concerned if you have not developed all 23 personal skills. Research has proven that individuals seldom develop all 23. Development of the most important personal skills needed for your personal and professional life is what is critical.

 Well Developed
  Developed
  Moderately Developed
  Needs Development

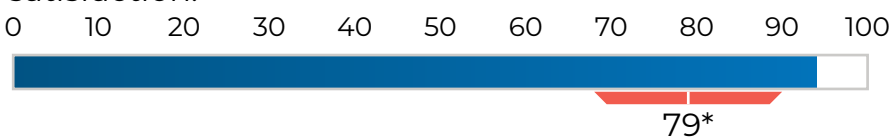
Personal Skills Hierarchy

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

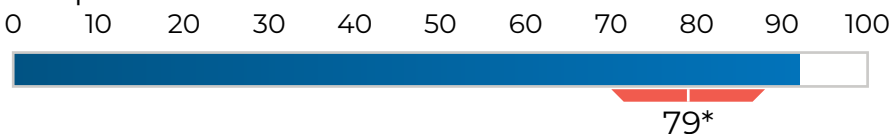
1. Empathetic Outlook - The capacity to perceive and understand the feelings and attitudes of others.



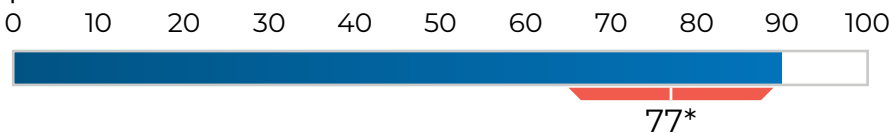
2. Customer Focus - A commitment to customer satisfaction.



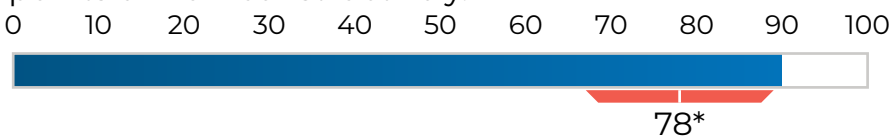
3. Interpersonal Skills - The ability to interact with others in a positive manner.



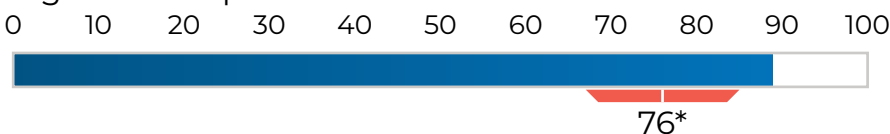
4. Objective Listening - The ability to listen to many points of view without bias.



5. Conflict Management - The ability to resolve different points of view constructively.



6. Diplomacy And Tact - The ability to treat others fairly, regardless of personal biases or beliefs.



Development Legend

WD = Well Developed
D = Developed
MD = Moderately Developed
ND = Needs Development

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

Personal Skills Hierarchy

7. Flexibility - The ability to readily modify, respond to and integrate change with minimal personal resistance.

0 10 20 30 40 50 60 70 80 90 100



8. Influencing Others - The ability to personally affect others' actions, decisions, opinions or thinking.

0 10 20 30 40 50 60 70 80 90 100



9. Leading Others - The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

0 10 20 30 40 50 60 70 80 90 100



10. Teamwork - The ability to cooperate with others to meet objectives.

0 10 20 30 40 50 60 70 80 90 100



11. Problem Solving - The ability to identify key components of a problem to formulate a solution or solutions.

0 10 20 30 40 50 60 70 80 90 100



12. Decision Making - The ability to analyze all aspects of a situation to gain thorough insight to make decisions.

0 10 20 30 40 50 60 70 80 90 100



13. Developing Others - The ability to contribute to the growth and development of others.

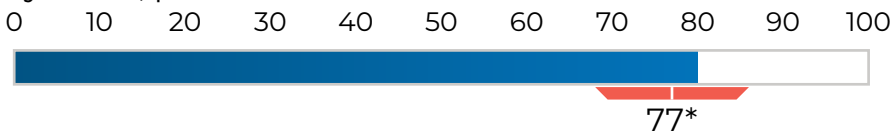
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* 68% of the population falls within the shaded area.

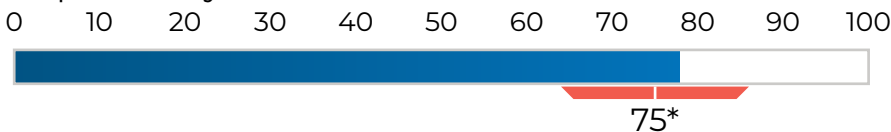
Personal Skills Hierarchy

14. Planning and Organization - The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



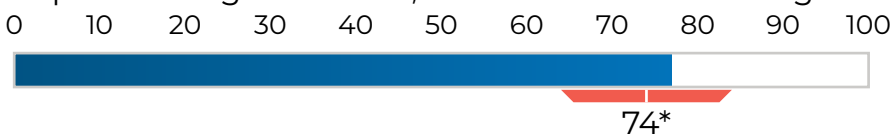
80
D

15. Accountability for Others - The ability to take responsibility for others' actions.



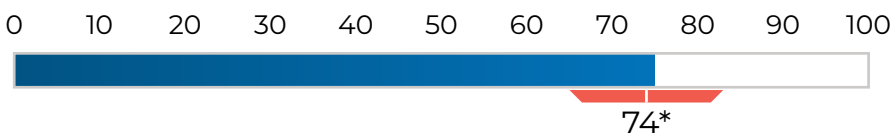
78
D

16. Continuous Learning - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



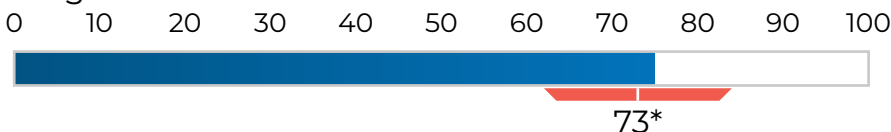
77
D

17. Self Management - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



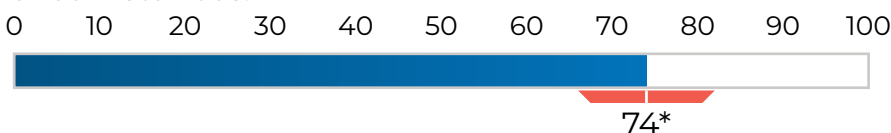
75
D

18. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.



75
D

19. Goal Achievement - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.

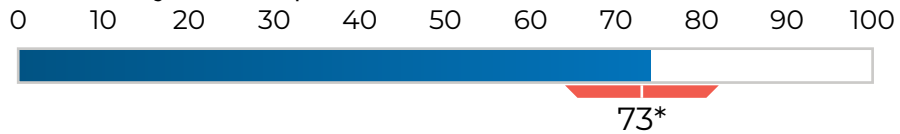


74
D

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

Personal Skills Hierarchy

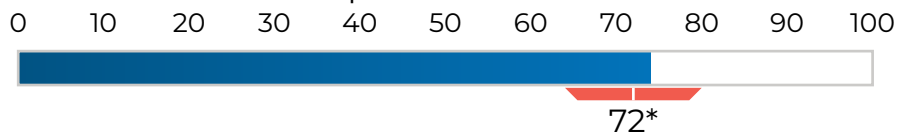
20. Results Orientation - The ability to identify actions necessary to complete tasks and obtain results.



74

D

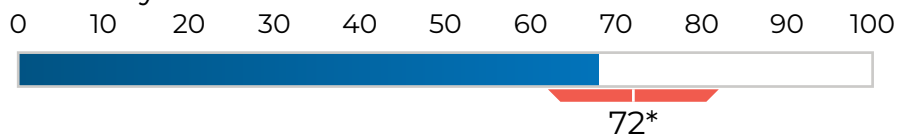
21. Personal Accountability - A measure of the capacity to be answerable for personal actions.



74

D

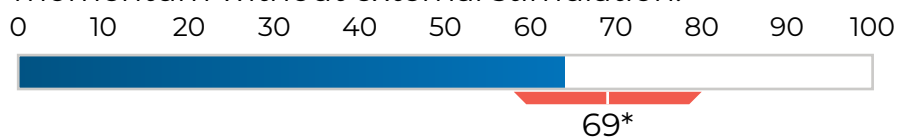
22. Resiliency - The ability to quickly recover from adversity.



68

MD

23. Self Starting - The ability to initiate and sustain momentum without external stimulation.



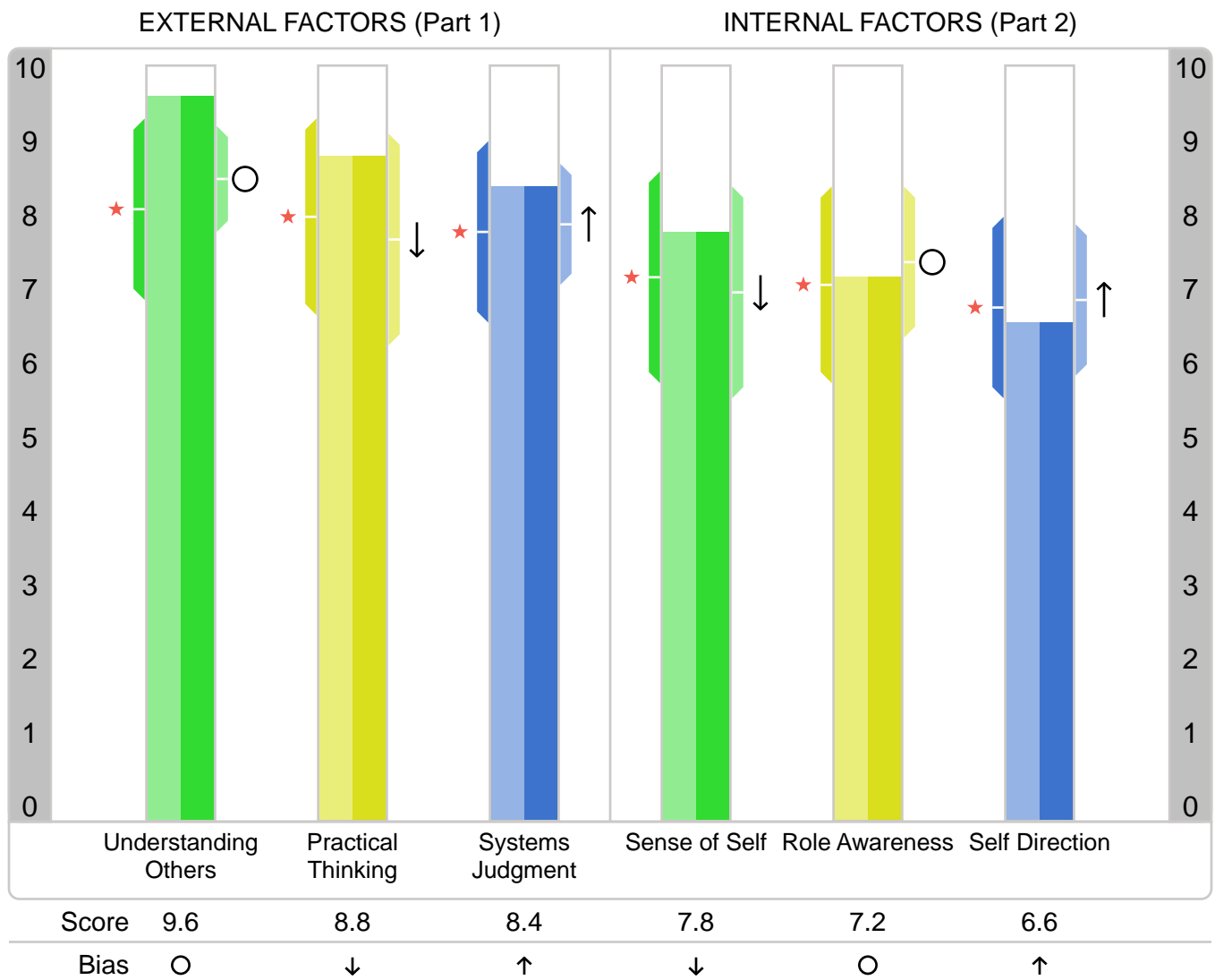
64

MD

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

Dimensional Balance

- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

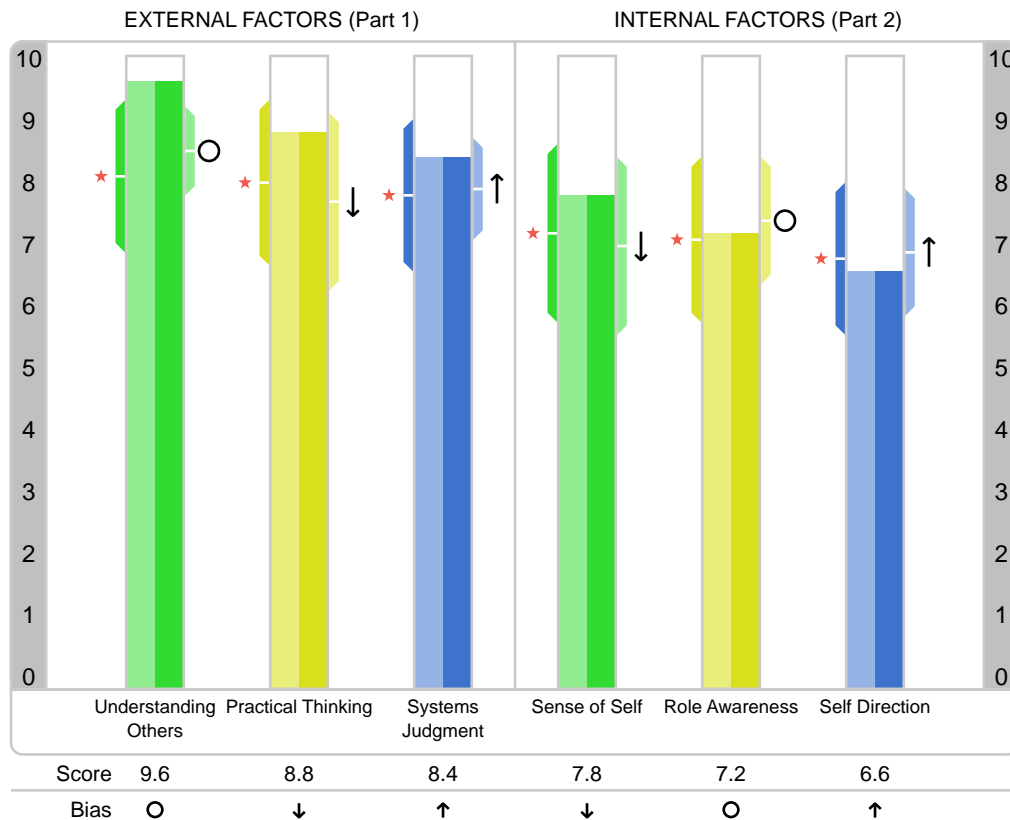
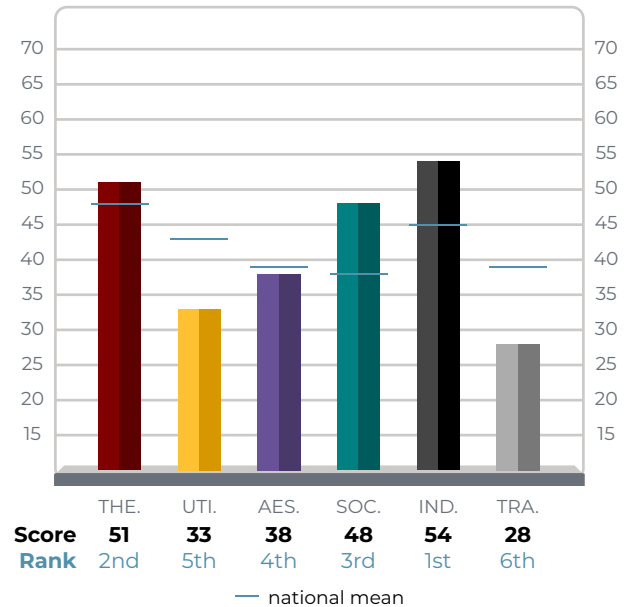
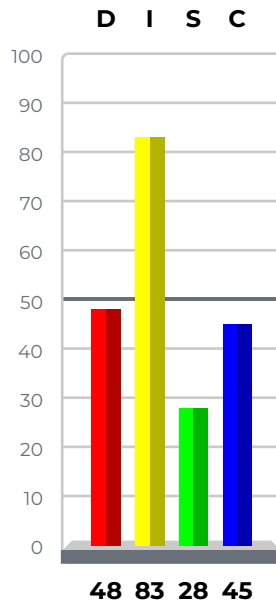
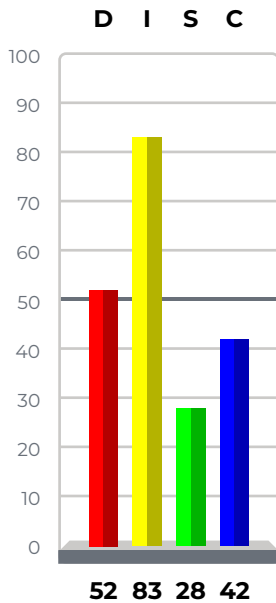


Rev: 0.98-0.83

Trigraph

Adapted Style

Natural Style



Rev: 0.98-0.83

6-8-2022