



TTI  
SUCCESS  
INSIGHTS®

## TriMetrix® DNA Sales

Salina Sample  
Director of Sales Services  
Dimension Corp  
11-18-2015



# Introduction

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

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

## Behaviors

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

## Driving Forces

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

## Integrating Behaviors And Driving Forces

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

## Competencies

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



## Introduction Behaviors

**Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.**

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

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

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

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors  
in varying degrees of intensity."  
—W.M. Marston*



# Sales Characteristics

*Based on Salina'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.*

Salina is usually known for her ability to tackle tough sales problems and bring them to a successful conclusion. She can be resourceful, even when faced with obstacles. When results are at stake, it brings out Salina'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 sets high sales goals for herself. She sees the benefit of joining organizations as a way to meet her sales goals. She prefers to win, respecting winners and those who show persistence. Salina loves the challenge presented by sales. She sees it as a great opportunity to compete with herself and others. 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.

Salina may become defensive if she hears objections to a service or product she helped to develop. She prefers a direct and straightforward approach to selling. She truly feels that she can sell to anyone at anytime, and this may be true if she takes the time to prepare properly. She usually welcomes objections as they provide her with an opportunity to share her knowledge. If she is careful to take objections seriously, it will allow her to be more effective. In handling objections, she attempts to win on all points. Sometimes this desire to win may hinder the sale. Salina usually dominates the sales presentation. She prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. She may use confrontation to show her knowledge and expertise. Unless she is calling on an aggressive buyer, this may hinder the sale.




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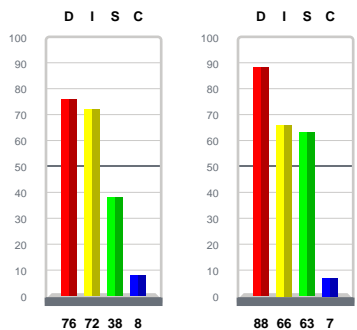
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Adapted Style      Natural Style





# Sales Characteristics *Continued*

Salina usually has her favorite close, and she might, therefore, resist using all the closes she knows. She usually closes soon and often. She will close many sales the competition has sold but failed to close. She 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. She will be direct and positive with her closes. She can be persistent and friendly at the same time. Salina generally concentrates on selling new accounts as compared to servicing her present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. Salina prefers to service her accounts using one of two methods: excellent service for those accounts she likes, or those with potential; adequate or poor service for those accounts she doesn't like, or with little potential.



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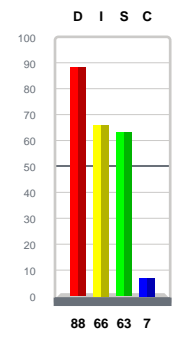
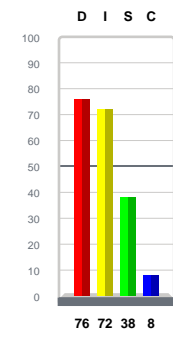
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Adapted Style      Natural Style



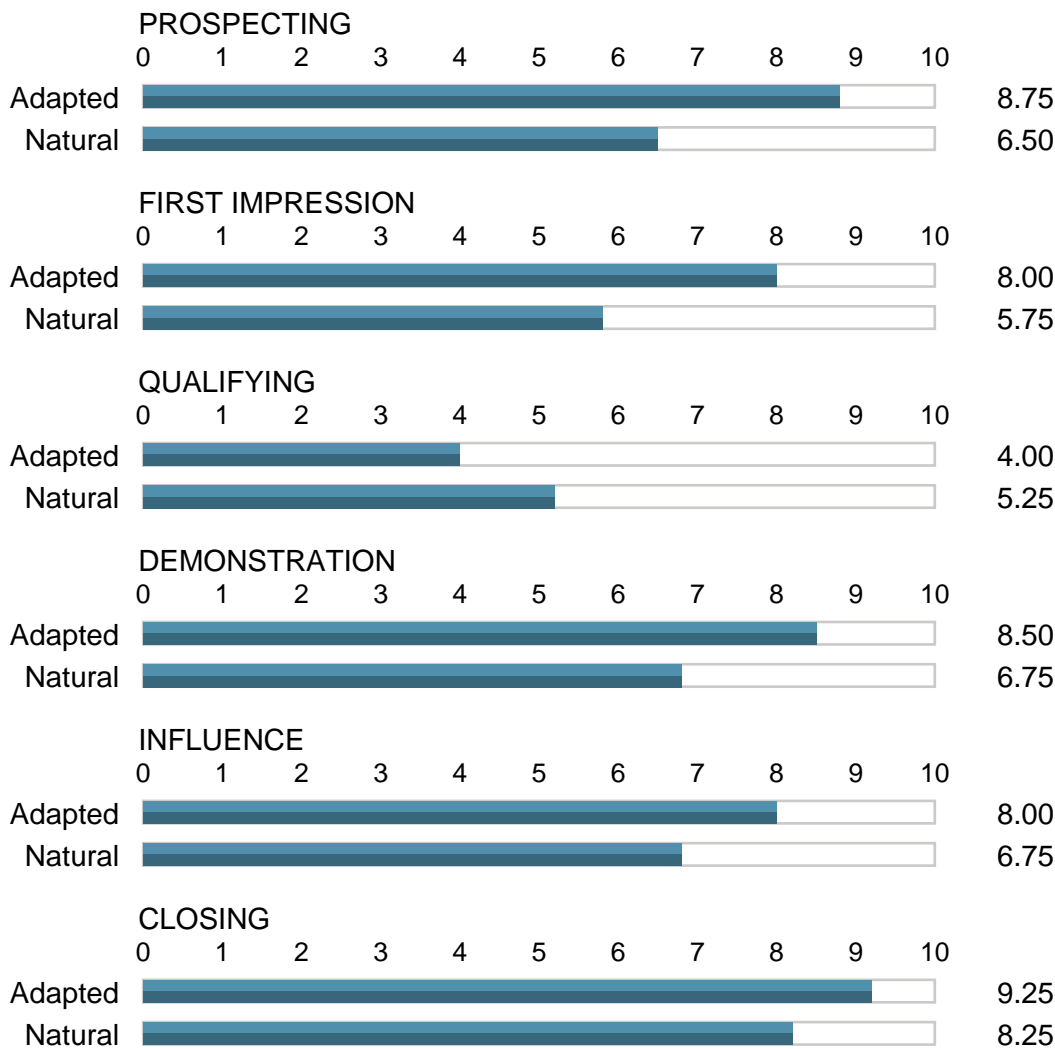


# Behavioral Selling Overview

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

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

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



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



# Potential Strengths or Obstacles to Behavioral Selling Success

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

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

**In the Prospecting Phase, Salina MAY have a TENDENCY to:**

- Represent herself with more authority than she may have with new prospects.
- Be both assertive and aggressive in her drive to gather information and needs to be cautious with regard to following prospects' formal and informal lines of authority.
- Overlook small, but relevant bits of information that are important to gathering meaningful information essential to making a precise and meaningful presentation.
- Be challenged by solving problems and the gathering of bottom-line information that will assist in the sales process.

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

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

- Rush through the First Impression Phase and get into the Qualifying Phase prematurely while not allowing some prospects the time to feel a sense of trust, confidence and rapport.
- Aggressively confront potential buyers. Confrontation presents a challenge that she rarely turns down.
- Launch into a traditional, yet outdated demonstration of her product or service rather than wait for the appropriate time to make an appropriate application oriented behavioral selling presentation.




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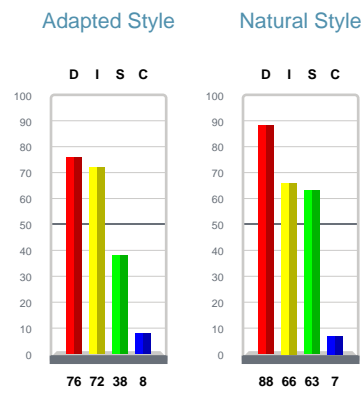
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# Potential Strengths or Obstacles to Behavioral Selling Success

- Come on too strong, too early and too assertively for some prospects.

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

## In the Qualifying Phase, Salina MAY have a TENDENCY to:

- Not use all of the selling tools available to her. May use them, however, if she participated in designing and developing them.
- Dominate the sales presentation.
- Act as if she is listening to what the prospect is saying but, in actuality, her mind is moving ahead to how she is going to present her product or service on her own terms rather than on the prospect's terms.
- Not write down answers to questions. Is more likely to rely upon memory or sketchy notes when not realizing how important accuracy is and what a critical role writing down someone's comments is to the proper positioning of the sale.

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

## In the Demonstration Phase, Salina MAY have a TENDENCY to:

- Ten to fifteen percent of her potential customers will feel comfortable with her presentation style which can be fast, direct and sometimes glossing over major points. However, the remaining prospects will feel somewhat uncomfortable with her natural style.
- Not take the time to ask feedback questions in order to assure that her presentation is on target and meeting the prospect's stated or implied needs.




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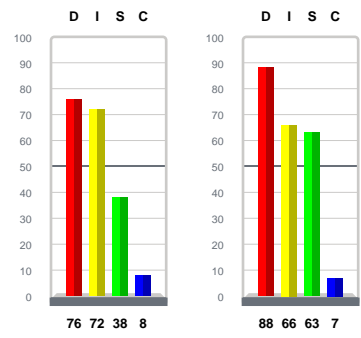
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Adapted Style      Natural Style





# Potential Strengths or Obstacles to Behavioral Selling Success

- Dominate the presentation and rush through it. May tend to leave the prospect out of the equation.
- Develop highly creative solutions to prospect's problems. However, these solutions may tend to be too aggressive for some buyers. Needs to stay alert to buying signals and maintain focus on the buyer rather than on herself or her product or service.

**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, Salina MAY have a TENDENCY to:

- Loosely "toss around" testimonials of others without providing the facts to support statements.
- Not allow enough time for prospect to verbalize her full and honest feelings.
- Make claims that are beyond the belief of certain types of buyers. Warning: Make no claims unless they can be backed by fact.
- Subconsciously force prospect to agree with her intentions.

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

## In the Closing Phase, Salina MAY have a TENDENCY to:

- Be so direct in closing that she antagonizes some buyers. The methodical buyer could be intimidated.
- Welcome objections. They provide her with an opportunity to expand her image. However, she may have a tendency to take some objections too lightly.
- Not answer objections to the buyer's satisfaction.

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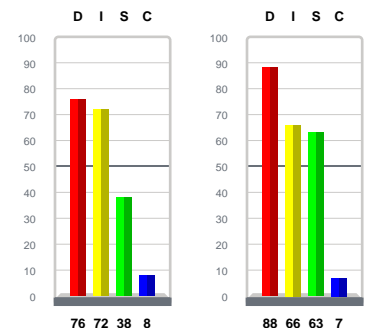
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Adapted Style

Natural Style





# Potential Strengths or Obstacles to Behavioral Selling Success

- 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.



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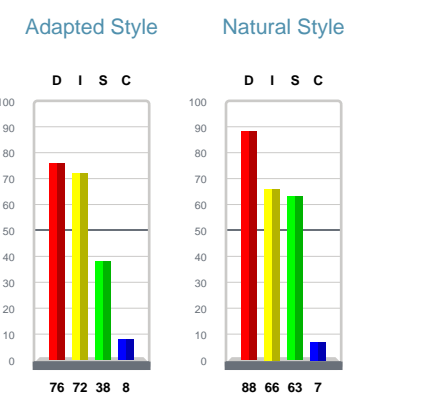
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# Value to the Organization

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

- Creative in her approach to solving problems and selling.
- Tenacious.
- Usually makes decisions with the bottom line in mind.
- Accomplishes goals through people.
- Pioneering.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Self-starter.



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# Checklist for Communicating

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

## Ways to Communicate:

- Provide solutions--not opinions.
- Use the carrot approach when appropriate.
- Appeal to how she will benefit or be admired.
- Present the facts logically; plan your presentation efficiently.
- Support the results, not the person, if you agree.
- Understand her defiant nature.
- Ask specific (preferably "what?") questions.
- Expect her to return to fight another day when she has received a no answer.
- Flatter her ego.
- Define the problem in writing.
- Provide "yes" or "no" answers--not maybe.




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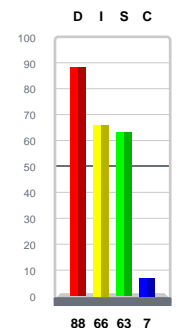
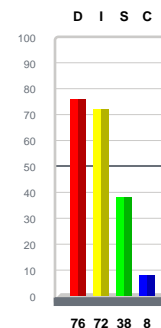
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Adapted Style

Natural Style





# Checklist for Communicating Continued

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

- Come with a ready-made decision, and don't make it for her.
- Ramble on, or waste her time.
- Be redundant.
- Reinforce agreement with "I'm with you."
- Direct or order.
- Try to build personal relationships.
- Let her overpower you with verbiage.
- Forget or lose things; be disorganized or messy; confuse or distract her mind from business.
- Muffle or over legislate.
- Try to convince by "personal" means.
- Let disagreement reflect on her personally.
- Be paternalistic.
- Take credit for her accomplishments.




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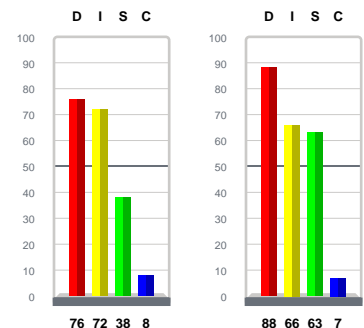
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Adapted Style

Natural Style





## Selling Tips

*This section provides suggestions on methods which will improve Salina'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, Salina 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, nonthreateningly and logically.
- Earn their trust--provide proven products.

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

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

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

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

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

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



# Perceptions

## See Yourself as Others See You

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

### Self-Perception

Salina usually sees herself as being:

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

### Others' Perception - Moderate

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

- Demanding
- Nervy
- Egotistical
- Aggressive

### Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated




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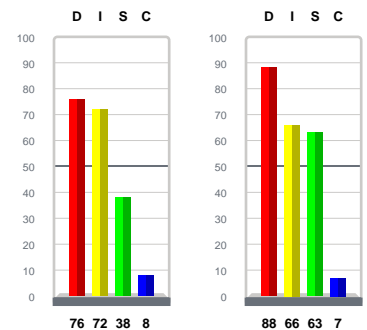
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Adapted Style      Natural Style





# 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 environments where micro-management is the way of the organization.
- Avoid working environments where risk taking is not rewarded or encouraged.
- Avoid situations where critical analysis is required, and move toward an out-of-the-box brainstorming environment.

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

- Extremely formal and structured interactions may cause stress.
- Breaking rules that others must follow, will be seen as reckless and haphazard.
- Understand the need for detail in delegation practices, as this may cause unnecessary stress for others, and the desired result will be more difficult to achieve.



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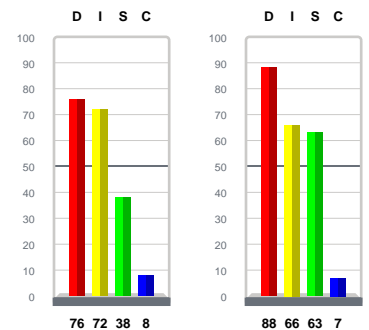
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Adapted Style      Natural Style







# Descriptors

Based on Salina'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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



# Natural and Adapted Selling Style

Salina'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.




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## PROBLEMS - CHALLENGES

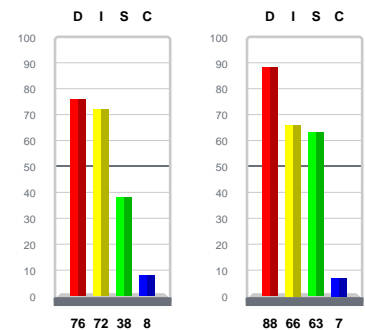
Natural	Adapted
Salina tends to attack sales challenges in a demanding, driving and self-willed manner. She is individualistic in her approach and will actively seek to achieve sales goals. She likes authority along with her responsibility and a territory that will constantly challenge her to perform up to her ability.	Salina's response to the sales environment is to be strong-willed and ambitious. She seeks to win against all obstacles.

## PEOPLE - CONTACTS

Natural	Adapted
Salina is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She will trust others and likes a positive environment in which to sell.	Salina 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



















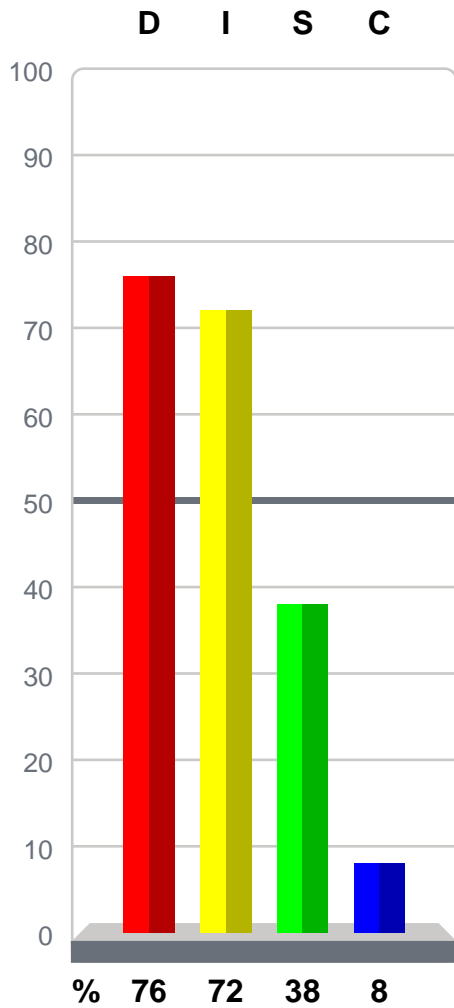


# Style Insights® Graphs

11-18-2015

Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4



## The Success Insights® Wheel

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

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

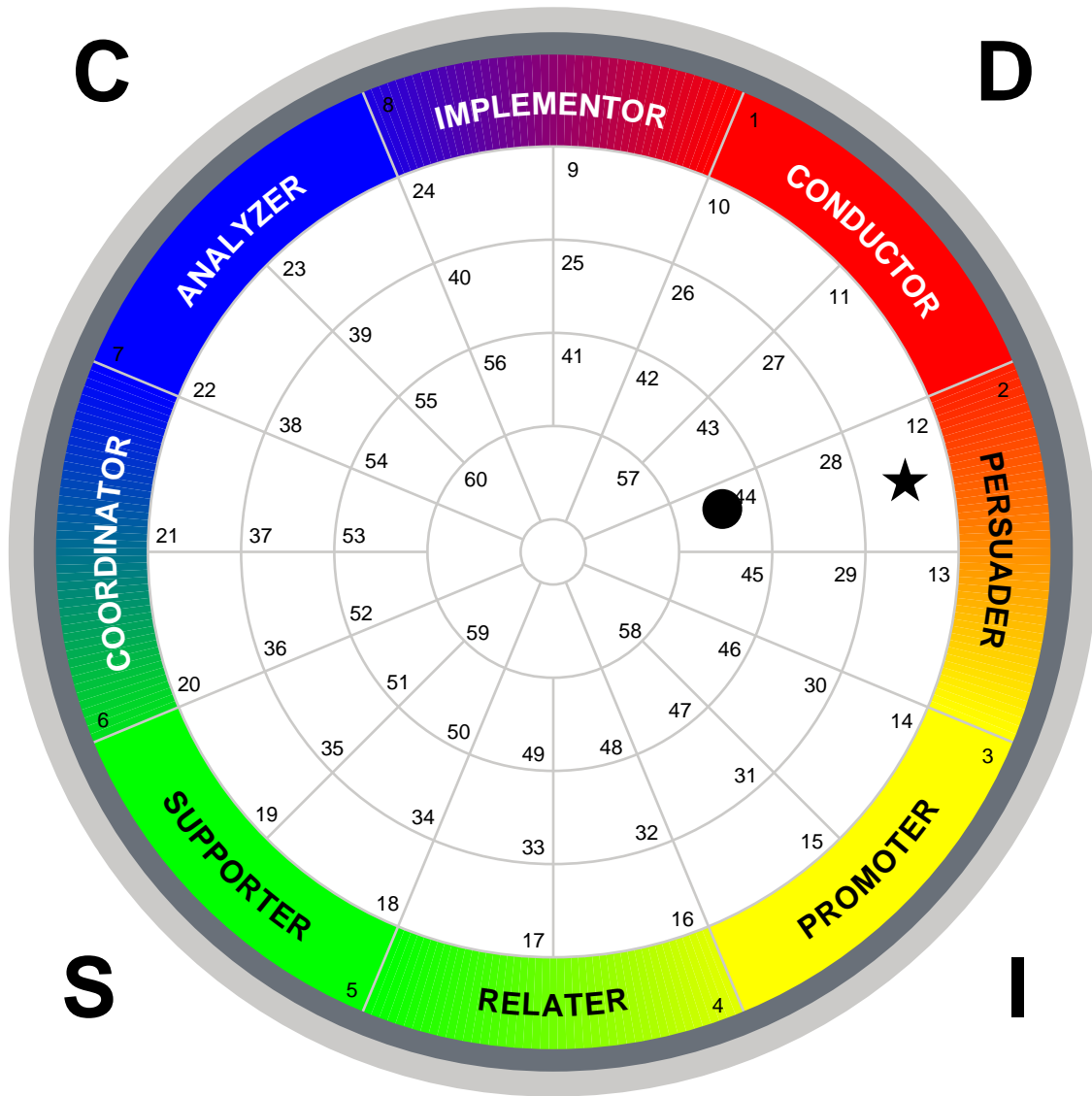
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



# The Success Insights® Wheel

11-18-2015



Adapted: ★ (12) CONDUCTING PERSUADER  
 Natural: ● (44) CONDUCTING PERSUADER (ACROSS)

Norm 2015 R4



# Understanding Your Driving Forces

This report is based on six basic interests, or motivators in your life: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional. You will learn how to explain, clarify and amplify some of the driving forces in your life. This report will empower you to build on your unique strengths, which you bring to work and life. You will learn how your passions from 12 core driving forces frame your perspectives and provide the most accurate understanding of you as a unique person.

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

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

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



# General Characteristics

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

Salina wants to control her own destiny and impact the destiny of others. When Salina feels strongly about a situation, she will apply the "end justifies the means" concept. She can go to extremes to win or control the situation. She is always looking for new ways to accomplish routine tasks. Salina will challenge the status quo to keep momentum moving. She can be an out-of-the-box thinker. She is willing to help others if they are working to achieve their goals. She may question the amount of time individuals spend helping other people. Salina evaluates situations and looks for the potential return on investment. She may give freely of time, talent and resources, but will want and expect a return on her investment. She will focus on the objective before the harmony of a situation. She will seek knowledge based on her needs in individual situations.

Salina looks for opportunities to take control of situations. She will work long and hard to advance her position. She is looking for new methods and ways to expand her future opportunities. She is creative when interpreting systems and will adopt aspects of them if she sees a benefit. Salina may be firm in her decisions and not be swayed by unfortunate circumstances. She will struggle if helping others is in conflict with her own self-interest. Salina's enterprising tendencies may cause her to be sensitive to wasting time, resources and/or opportunities. She may focus on efficiency to minimize the squandering of resources. Salina will focus on the purpose as well as the presentation of a project. She may be able to mask personal issues and focus on professional productivity. If knowledge of a specific subject is not of interest, or is not required for success, Salina will have a tendency to rely on her intuition or practical information in this area. If Salina is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then she will take the initiative to learn about that subject in great depth.

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## General Characteristics

Salina has the potential to become an expert in her chosen field. In those areas where Salina has a special interest she will be good at integrating past knowledge to solve current problems. She may attempt to balance the functionality and harmony of her workday. She may be able to compartmentalize the situation to ensure a rewarding interaction. Salina may use wealth as a way to measure her success. She will tend to follow others if it will enhance her goals. She lives in the moment with the goal of finding new methods for existing activities. She is passionate about creating something that leads to an enduring legacy.



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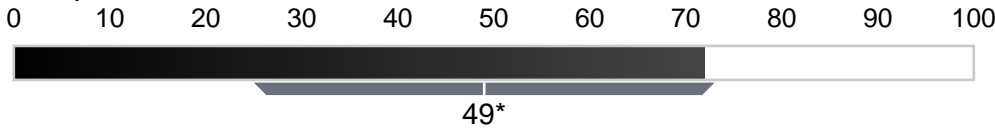
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# Primary Driving Forces Cluster

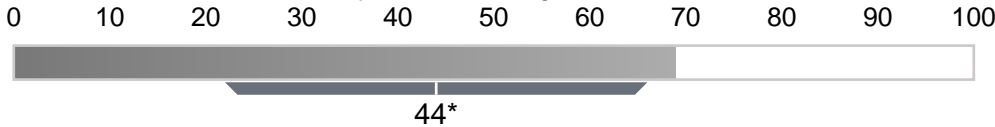
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver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

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



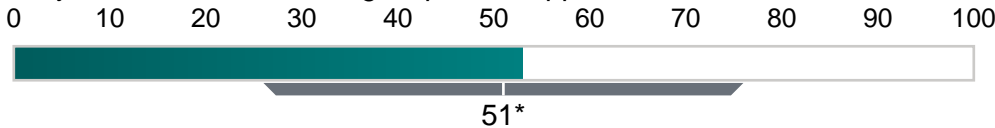
72

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



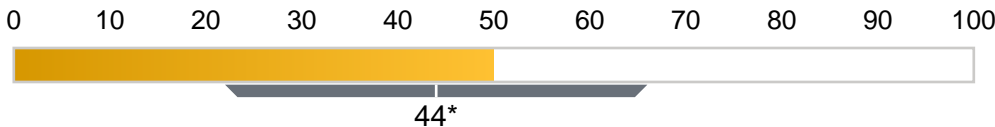
69

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



53

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



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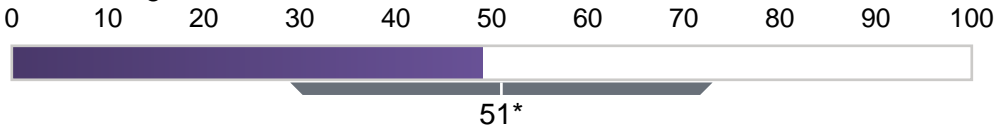




# Situational Driving Forces Cluster

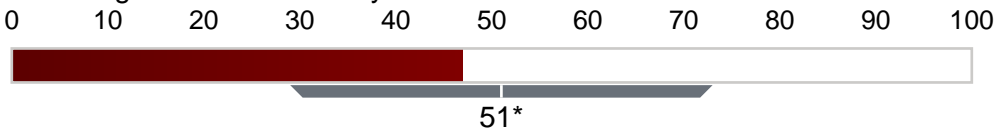
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



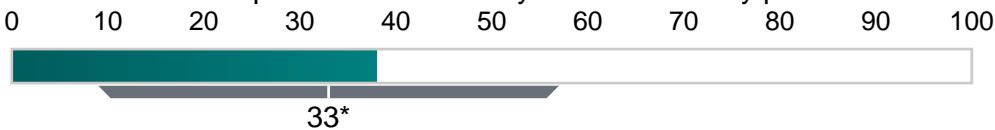
49

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



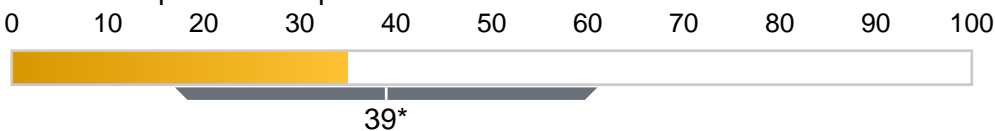
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**7. Altruistic** - People who are driven by the benefits they provide others.



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



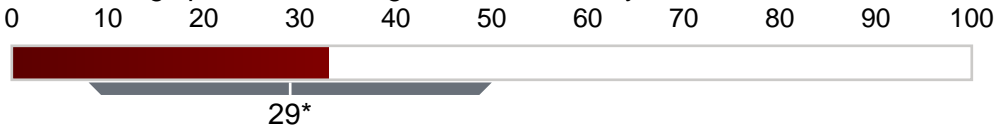
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# Indifferent Driving Forces Cluster

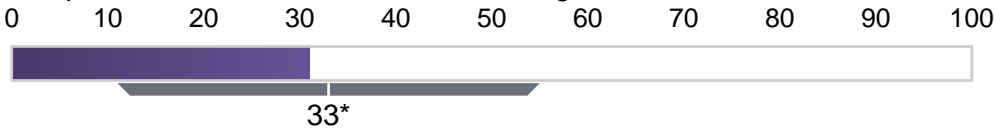
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



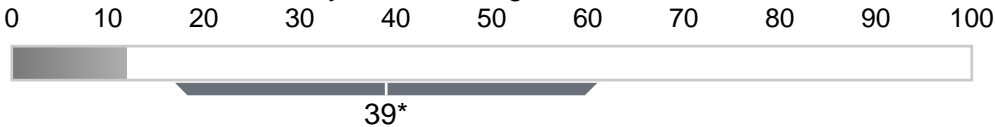
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**10. Harmonious** - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



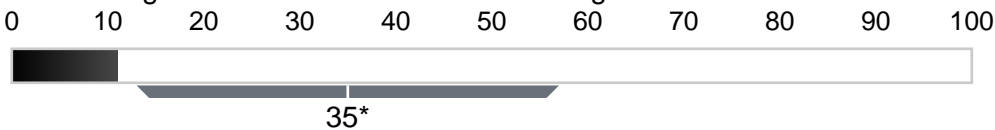
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**11. Structured** - People who are driven by traditional approaches, proven methods and a defined system for living.



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



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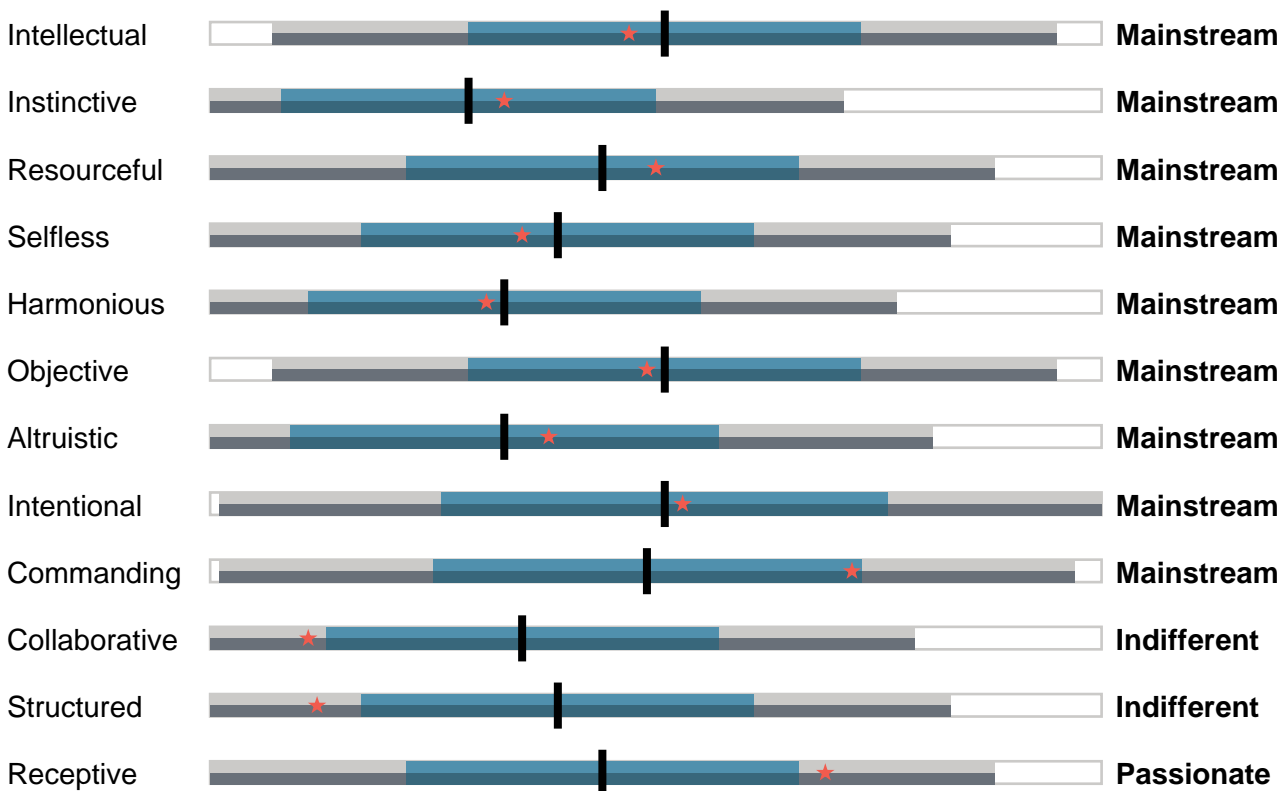


# Areas for Awareness

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar driving forces, you will fit in with the group and be energized. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

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

## Norms & Comparisons Table - Norm 2015

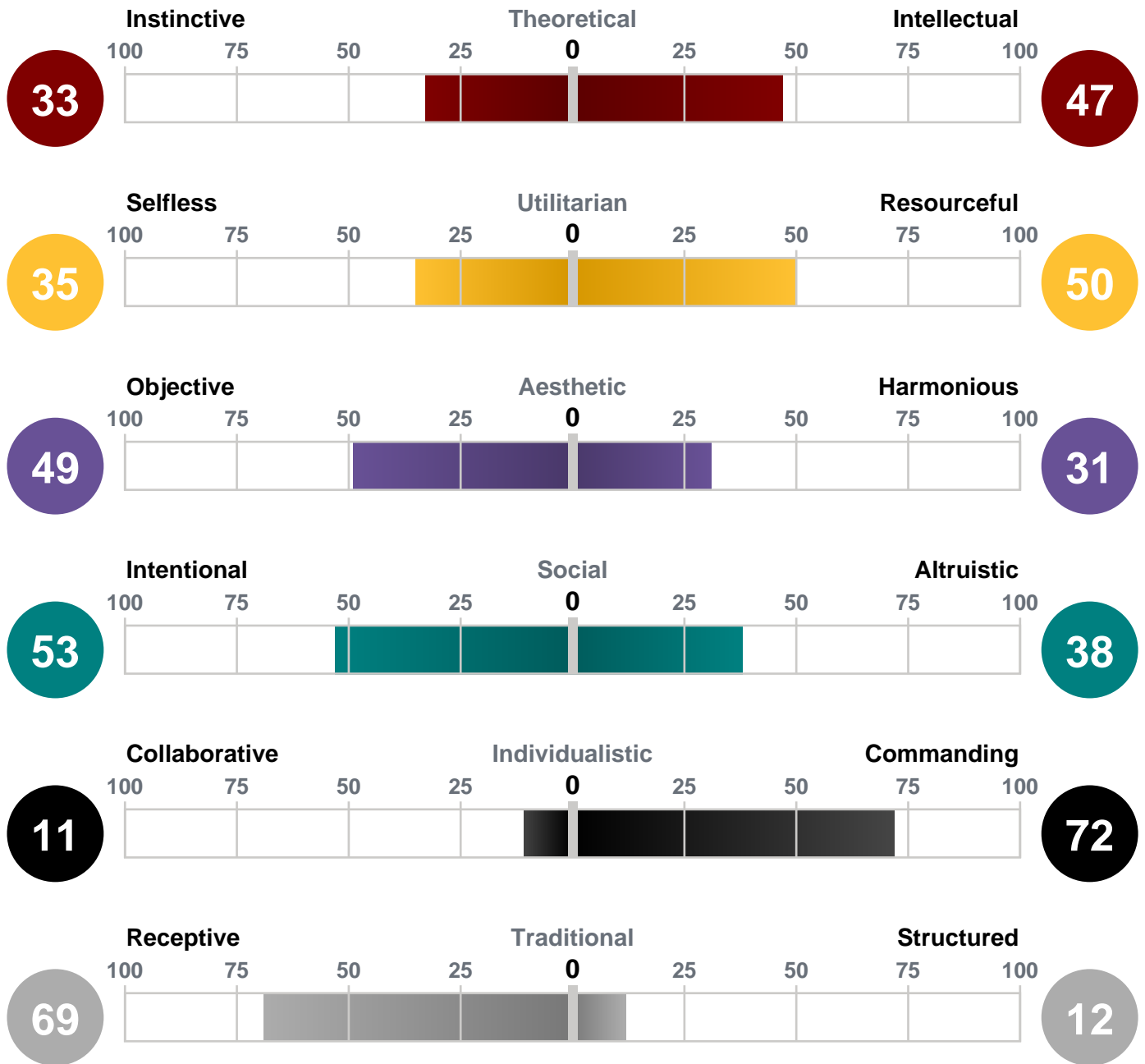


■ - 1st Standard Deviation - \* 68% of the population falls within the shaded area. ■ - national mean ★ - your score  
 ■ - 2nd Standard Deviation  
 □ - 3rd Standard Deviation

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

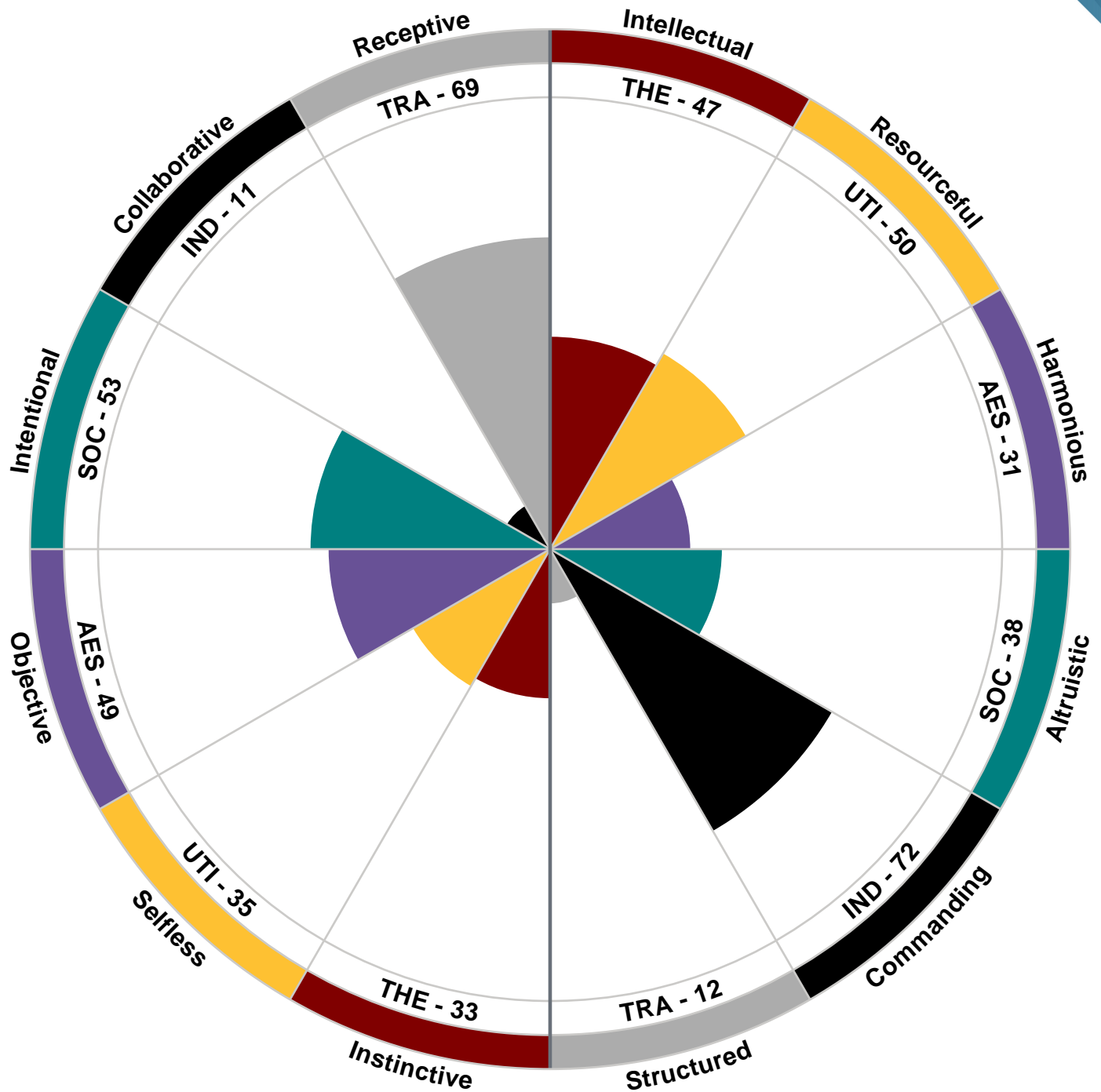


# Driving Forces Graph



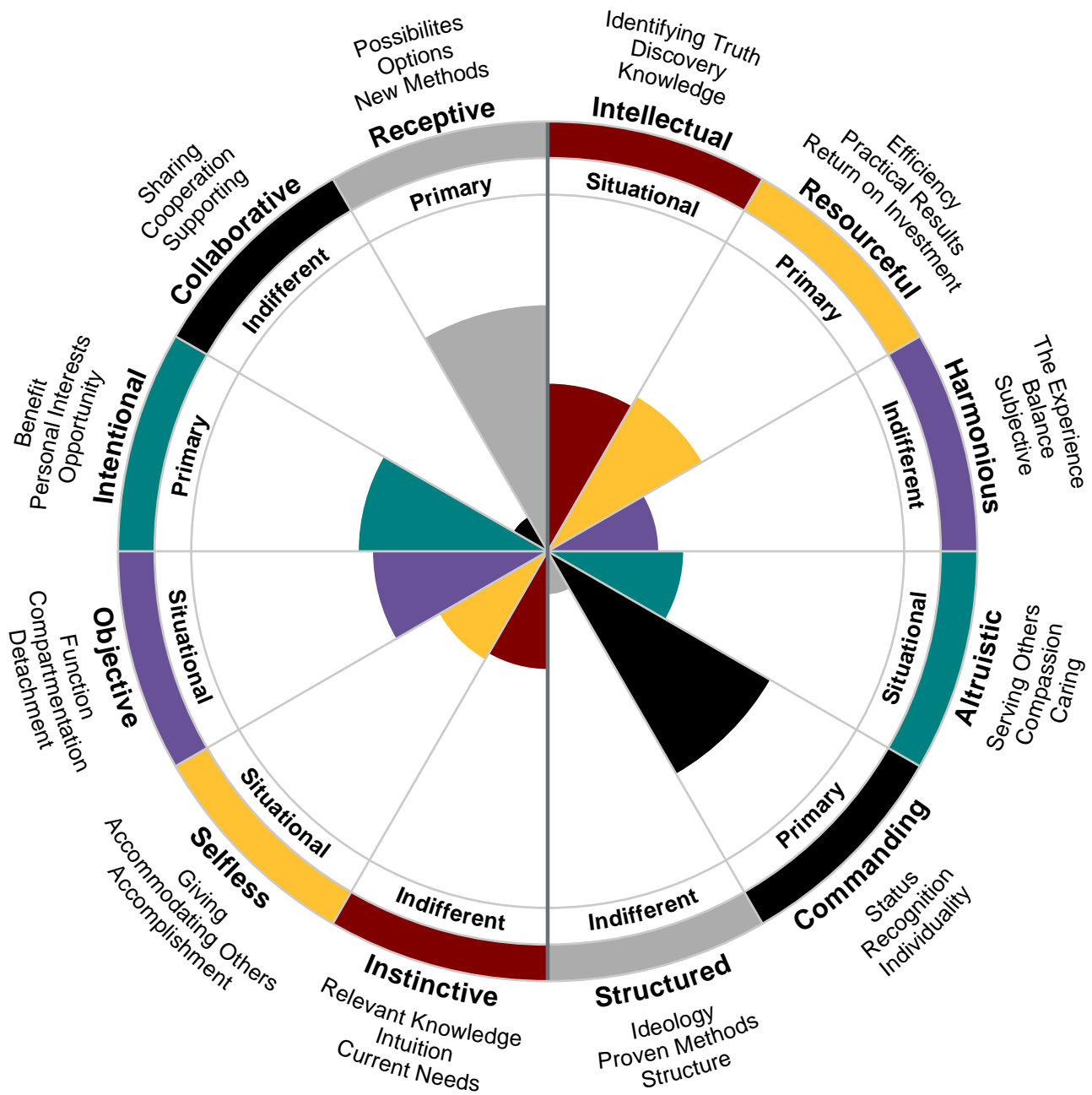


# Driving Forces Wheel





# Descriptors Wheel





## 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 Salina's behavioral style and top four driving forces. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.*

- Not easily deterred by setbacks.
- Bottom-line focused when leading others.
- Forward-looking to improve herself or a situation.
- Lives by an open system and will do anything to enhance it.
- Assertively champions causes she is interested in.
- Will champion change and focus on out of the box results
- Tough but fair when others are willing to work hard.
- Goal focused when assessing how others can help.
- Calculated with their time, talent, and resources.
- Tends to be futuristic.
- Makes decisions based on saving time, resources and improving efficiency.
- Can be resourceful to influence others to get results.

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# Keys to Managing

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

## Salina needs:

- To understand that not all problems are a nail, therefore all solutions cannot be a hammer.
- Freedom to determine how results should be achieved.
- Assistance in staying on task when she is not the leader of the project.
- Support in properly displaying her passion for the way things could be.
- A manager that understands her potentially explosive nature is from the desire to achieve and win in new and different ways.
- Support to achieve results through her constantly evolving system for living.
- To understand desire to win or achieve may cause people to be seen as tools.
- Awareness of how her drive can inspire other's to accomplish mutual goals.
- To be given power and authority to achieve results through people.
- The opportunity to receive rewards based on results achieved.
- To understand that people who do not move at her pace may still offer value and a return on investment.
- To be an active listener instead of dominating the discussion.

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## Introduction Competencies

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

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

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

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

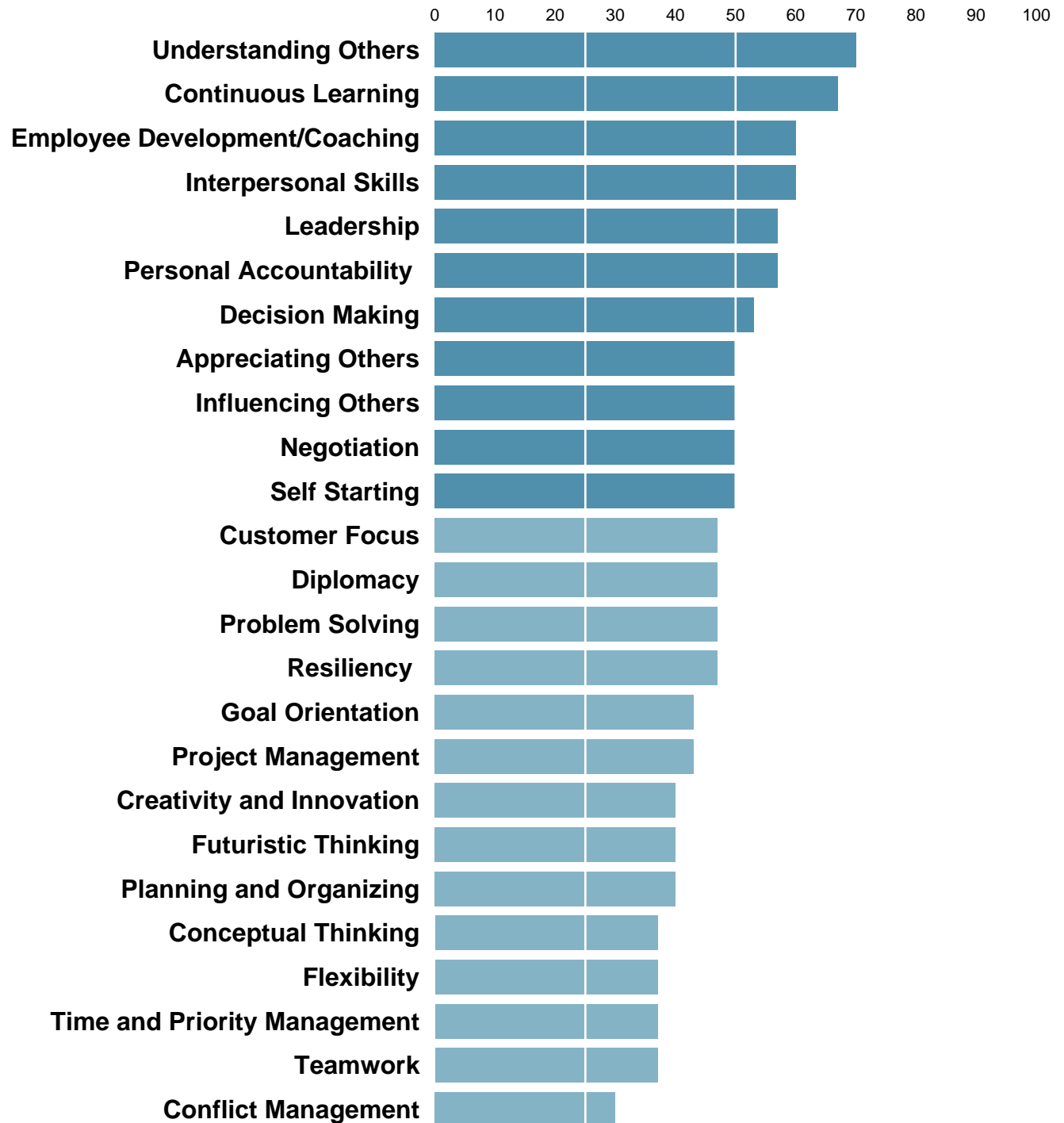
While personal skills are certainly important for career development, it is not necessary to fully develop every one. In fact, development of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development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

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



# Development Indicator

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





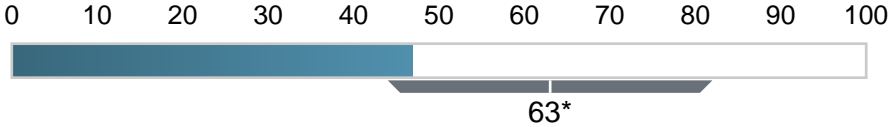






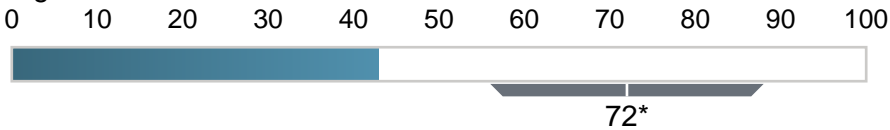
# Competencies Hierarchy

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



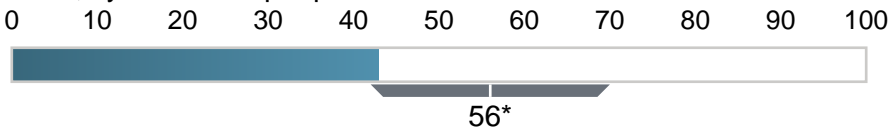
47

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



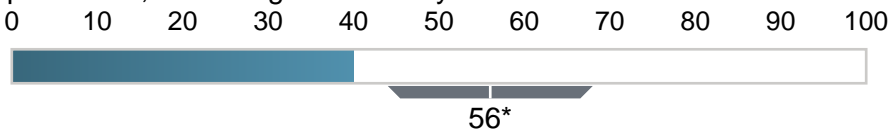
43

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



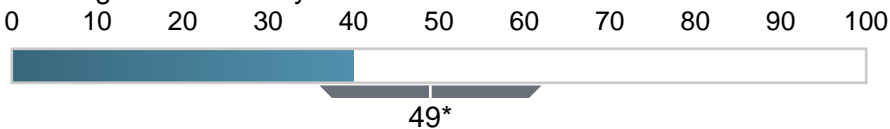
43

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



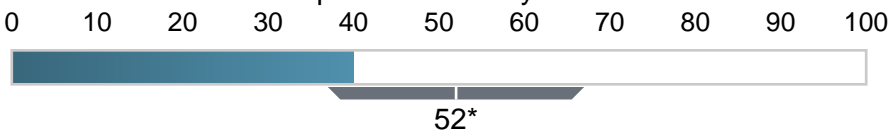
40

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



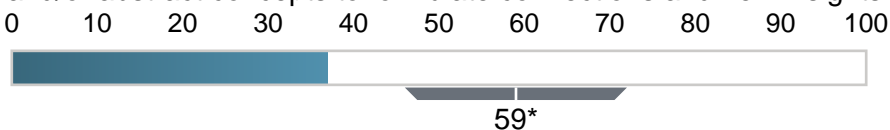
40

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



40

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



37

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



















## Summary of Competencies

17. Project Management: Identifying and overseeing all resources, tasks, systems and people to obtain results.

- Identifies all required components to achieve goals, objectives or results.
- Demonstrates the ability to utilize the right people to complete the project.
- Establishes high performance standards.
- Holds people accountable and is focused on goals and priorities.
- Identifies barriers to objectives and removes them.
- Delegates appropriate responsibilities and authority.
- Ensures adequate resources are available to achieve objectives.
- Makes decisions that benefit the outcome of the project.
- Plans, organizes, motivates and controls resources, procedures and protocols to achieve specific goals.
- Maintains the objectives while honoring designated constraints.

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18. Creativity and Innovation: Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.

- Notices unique patterns, variables, processes, systems or relationships.
- Expresses non-traditional perspectives and/or novel approaches.
- Synthesizes data, ideas, models, processes or systems to create new insights.
- Challenges established theories, methods and/or protocols.
- Encourages and promotes creativity and innovation.
- Modifies existing concepts, methods, models, designs, processes, technologies and systems.
- Develops and tests new theories to explain or resolve complex issues.
- Applies unorthodox theories and/or methods.
- Imagines new or revolutionary concepts, methods, models, designs, processes, technology, systems, products, services or industries.
- Combines knowledge, curiosity, imagination, and evaluation to achieve desired results.

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## Summary of Competencies

19. Futuristic Thinking: Imagining, envisioning, projecting and/or creating what has not yet been actualized.

- Demonstrates an ability to connect the dots and see the big picture.
- Looks beyond the forces driving the current reality that may have long-term effects.
- Utilizes foresight and intuitive perception as well as factual events to draw inferences.
- Recognizes, supports and/or champions cutting-edge ideas.
- Anticipates future trends or events.
- Envisions possibilities others may not.
- Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning.
- Creates an environment where forward thinking is the norm not the exception.
- Envisions ideas that may be seen as unobtainable by others.
- Mentally lives in the future and does not allow current technology to cloud their vision.

20. Planning and Organizing: Establishing courses of action to ensure that work is completed effectively.

- Works effectively within established systems.
- Utilizes logical, practical and efficient approaches.
- Prioritizes tasks for optimum productivity.
- Develops procedures, processes and systems for order, accuracy, efficiency and productivity.
- Anticipates probable effects, outcomes and risks.
- Develops contingency plans to minimize waste, error and risk.
- Allocates, adjusts and manages resources according to priorities.
- Monitors implementation of plans and makes adjustments as needed.
- Establishes action plans to ensure desired results.
- Allows for practical, systematic and organized conclusions.



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# Summary of Competencies

## 24. Teamwork: Cooperating with others to meet objectives.

- Respects team members and their individual perspectives.
- Makes team objectives a priority.
- Works toward consensus when team decisions are required.
- Meets agreed-upon deadlines on team assignments and commitments.
- Shares responsibility with team members for successes and failures.
- Keeps team members informed regarding projects.
- Supports team decisions.
- Recognizes and appreciates the contributions of team members.
- Behaves in a manner consistent with team values and mission.
- Provides constructive feedback to team members.
- Responds positively to feedback from team members.
- Raises and/or confronts issues limiting team effectiveness.

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## 25. Conflict Management: Understanding, addressing and resolving conflict constructively.

- Readily identifies and addresses issues, concerns or conflicts.
- Recognizes opportunities for positive outcomes in conflict situations.
- Reads situations accurately to pinpoint critical issues.
- Listens to gain understanding of an issue from different perspectives.
- Diffuses tension and effectively handles emotional situations.
- Assists people in adversarial positions to identify common interests.
- Strives to settle differences equitably.
- Settles differences without damaging relationships.
- Strives to limit the negative aspects of conflict while increasing the positive.
- Focuses on enhancing learning and group outcomes, including effectiveness or performance.

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# Getting the Most From Your Report

Questions about the personal skills you are well developed in:

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

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

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

Questions about the personal skills you have not yet developed:

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