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# INTRODUCTION

Welcome to the SalesXtra Assessment Centre. The assessments are specifically design to measure **MOTIVATION, COMMITMENT** and **COMPETENCE** that people bring with them to their job.

Recruiting potential staff members with the correct aptitude, attitude and competency to meet the Organisation's objectives is the first and most important step, in building a high-performance workforce; so it's essential that you know precisely the attributes, motivational drives and core competencies which accurately predict high performance in your unique industry...before you begin the recruitment process.

Armed with these insights you can confidently design a low risk recruitment strategy.

SalesXtra will introduce you to an amazing instrument specially designed to help you develop a High Performance Sales Team.

The Assessment Centre contains a suite of profiling tools that are unique in both design and presentation. Each profile has been developed to give you an exceptionally clear picture of the individual's:

- Motivational drives
- Aptitude for your unique position
- Compatability with your existing team
- Ability to lead and direct others
- Negotiate with suppliers and team members
- Communicate with customer

The Assessment Centre also lets you determine the competency strengths and weaknesses of your sales team in basics, strategic account development, negotiation or key account management and then develop a precise strategy to raise every member of the sales team to full profitability.

Profiles:	Approximate time to complete
Selling Skills	70 minutes
Selling Style	15 minutes
Motivational Drives	15 minutes
Behavioural Style	10 minutes
Personal Needs	20 minutes
Negotiation Style	15 minutes
Leadership Style	20 minutes

# Professional selling skills

In 1986 Tony Martin, the principal and driving force of the Total Performance Group created the original concept of the Toolbox. Early on, the Toolbox was known as the Peak Performance Profile. The instrument was uniquely designed to help test an individual's competency and commitment prior to involving them in Sales Development Programs.

The Assessment Centre is the result of research on three continents and over 20 years of constant efforts to discover the outstanding qualities of high achievers.

## When the concept of the Toolbox is mastered you will be able to:

- Predict and hand pick "high performing" people using the known attributes of high achievers.
- Improve staff retention rates through better hiring systems with a clear set of tools to bench mark high achievers.
- Predict prospective employees' success factors, including productivity, stability and customer care attitudes at the PRE-employment stage.
- Define skill levels of revenue-generating staff and pinpoint competency strategies to elevate revenue, increase conversion rates and achieve higher gross margins.
- Reduce your employment costs by giving you accurate personnel selection tools to match the entire workforce.
- Provide the tools to attract, motivate and develop better people.

**The Assessment Centre is a well-tuned protocol for looking after and developing, a company's most valuable asset:**

**ITS HIGH PERFORMANCE PEOPLE**

# Professional selling skills

Would you like to know how your sales team operates in front of a customer when you're not there?

The selling skills analysis was specifically designed to measure the overall level of professionalism, sales skills and sales IQ a salesperson displays when face-to-face with a potential customer.

This careful analysis will give you an incredibly accurate insight into each salesperson's skills base and account development strategies.

Stimulating, interesting and challenging multi-media exercises, take salespeople through a variety of sales scenarios; the responses provide an in-depth report that pinpoints strengths and weaknesses in all areas of business-to business selling skills.

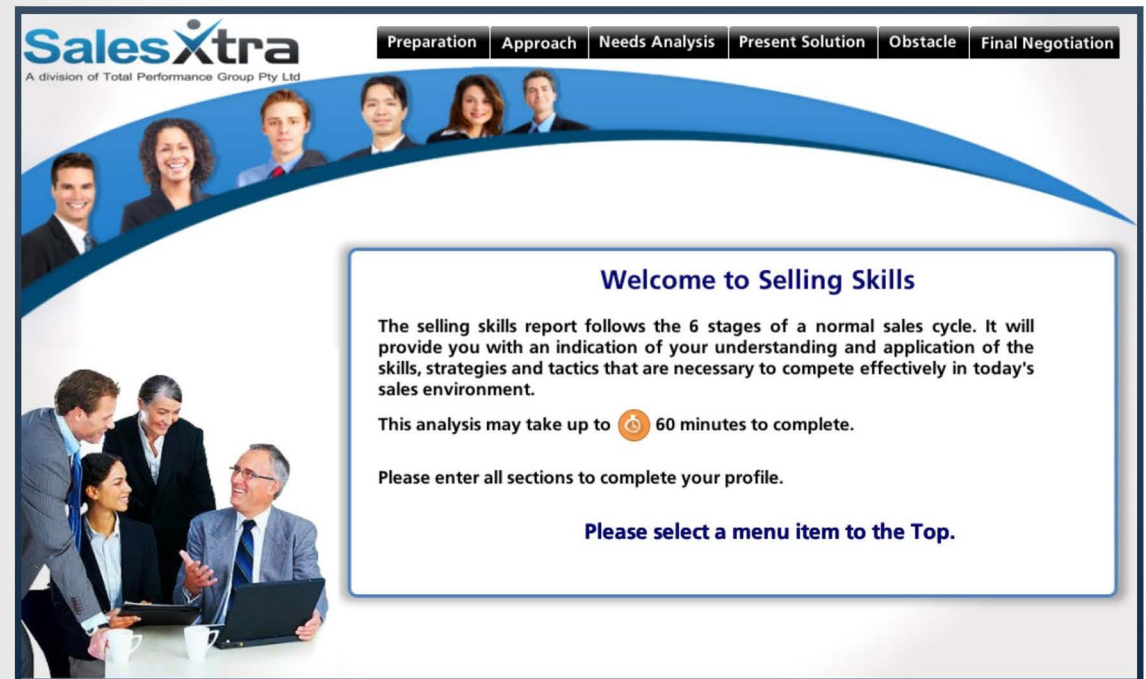
The report indicates the participant's understanding and application of the skills, strategies and tactics necessary to compete effectively in today's sales environment.

Average Time to complete



Recommended for

All Sales people  
Management  
Mentors



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Preparation Approach Needs Analysis Present Solution Obstacle Final Negotiation

## Welcome to Selling Skills

The selling skills report follows the 6 stages of a normal sales cycle. It will provide you with an indication of your understanding and application of the skills, strategies and tactics that are necessary to compete effectively in today's sales environment.

This analysis may take up to 60 minutes to complete.

Please enter all sections to complete your profile.

[Please select a menu item to the Top.](#)

# The analysis follows the 6 stages of a normal sales cycle.

The ability to focus on the processes that clearly identify direction and progress during a sales negotiation, automatically improves the quality and quantity of the business generated from the same amount of effort.



**The overall rating is the average of all 6 profiles.**

# PREPARATION

When a Salesperson understands, and applies, the activities that are necessary to develop a strategic action plan, the quality and quantity of the business generated from the same amount of effort are automatically improved.

The preparation report is concerned with the salesperson's ability to:

- Focus on the processes that clearly identify progress in the scale.
- Develop strategies to position with the various buying influencers.
- Identify advancing and supporting account objectives.
- Sell "on purpose – to a purpose"
- Assume a pro-active role and creatively capitalise on opportunities as they are presented.

Overall Rating

7

## GUIDE TO THE RATINGS

### Medium

This rating suggests that the salesperson has a medium understanding of the actions and activities that are key factors in developing an account development strategy that will process to a pre-determined conclusion.

This person has the ability to differentiate between advancing and supporting objectives, however he/she may tend to respond to the immediate situation to obtain a short-term result, rather than focusing on the bigger picture.

## APPROACH

Overall Rating



Positioning with the buying influencers



Interpersonal Selling Skills:



### Positioning with the buying influencers

Irrespective of the length of the buying chain, or the number of people involved in the buying decision, there are always the same buying roles present in every complex sale.

This report provides clear indications of the salesperson's ability to identify and position with the key buying influencers.

Very Low

This rating suggests that the salesperson lacks an understanding of the roles buying influencers play in the buying process. The Salesperson is unlikely to be able to differentiate the levels of purchasing power each influencer holds in the account, and will experience difficulties in structuring a presentation/proposal to satisfy the individual's unique needs. A very low rating often results in "low value" account development strategies with proposals being submitted to recommenders rather than decision makers.

**URGENT** action is required to develop this person's understanding of the roles different influencers play.

### Interpersonal Selling Skills:

To compete successfully in today's modern market, salespeople must develop a thorough understanding of the unique personal needs and behavioural traits of the customer.

The ability to bend and flex their own personality and behavioural style to meet these needs aids not only in establishing greater rapport, but also provides much greater insight into which buying motives are likely to be predominant with the customer.

Very Low

A very low rating indicates the salesperson lacks the necessary understanding and confidence to display flexibility in approach. Interpersonal Skills provide the key to developing trust and rapport with the customer, and are a vital indicator in providing opportunities for Account Development.

A Very Low rating indicates that **URGENT** action is required to develop this person's ability to apply Interpersonal Skills. This will provide structure to the salesperson's approach and ability to develop relationships.

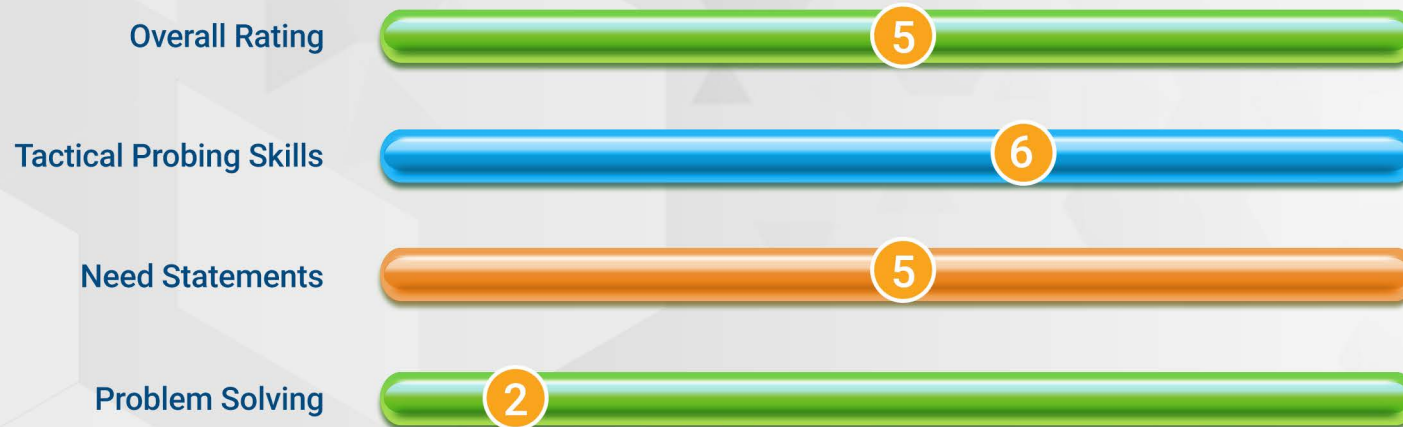


# NEEDS ANALYSIS

Information, together with the necessary competence to gain commitment on the concept sale prior to product presentation, is probably the single greatest factor that separates a salesperson from a positive response to their Account Development objectives.

This report provides accurate feedback on the salesperson's ability to structure a "Needs Analysis" and gather information using "tactical probing skills" when faced with a low receptive customer.

The higher the Needs Analysis rating, the greater will be the customer's perception of the salesperson as "Consultant" rather than a product focused person.



### GUIDE TO THE RATINGS

#### Below Average

A below average rating indicates that the salesperson attempts to communicate and develop needs, but is unsure of the processes involved in structuring a Needs Analysis using tactical probing skills.

Selling Style: More telling than asking.

When this salesperson is unsure of the probing direction the needs analysis should take, there is a natural tendency to move immediately to promoting features and benefits rather than focusing on identifying needs.

A below average rating indicates the salesperson is able to develop needs when faced with a receptive customer who is volunteering needs however, the salesperson will probably be unclear on the use of "Tactical Probing" strategies and produce inconsistent results.

The rating also suggests that the salesperson is unsure of the processes involved in structuring a tactical probing sequence to fully develop the REAL needs of the customer, and the effects these needs have in other areas of the business.

A below average rating indicates that **Immediate** action is required to develop this person's ability to employ "Tactical Probing".

# Selling style

Which selling style produces the correct outcome in your unique sales industry?

- ✔ Consultative
- ✔ Assertive
- ✔ Technical & Knowledge-based
- ✔ Service Oriented
- ✔ Business Partnership

This very popular analysis challenges salespeople to interview 4 different salespeople in 5 separate stages of the sales cycle. The response to each exercise produces an extremely accurate assessment of how each individual likes to sell. This we call their Selling Style.

By comparing the selling style of high performance salespeople you'll discover the benchmark for recruiting or developing current team members to achieve superior results.

Average Time to complete

Recommended for



All Sales people  
Management  
Mentors  
Customer Support

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## Selling Style



This exercise is based on 5 stages of a normal sales cycle.

Approach: Needs Analysis: Presentation / Demonstration: Handling Obstacles: Negotiating the Final Outcome.

For each stage in the sales cycle you will view four different viewpoints that describe a particular selling style. First view the comments from each salesperson.

When you have viewed all four comments your task is to distribute 20 points between the four statements to indicate the degree to which each statement rates to your unique approach to professional selling. Rate each statement according to how strongly you feel the statement describes the way you like to sell.

There are **NO RIGHT** and **NO WRONG** answers; there are only your answers.

# Selling style analysis

The selling style of individual salespeople can be grouped broadly into six separate categories using the twin axis of pro-active / assertive and re-active / submissive with logic and emotion.

Except in rare circumstances, such as direct sales situations, the higher the Key Account Negotiator rating, the greater will be the salesperson's ability to negotiate better and more profitable sales.



**The analysis is presented as a series of reports that describe:**

- Value to the organisation
- Sales Approach
- Salesperson's attitude toward the customer
- Strengths
- Weaknesses
- Customer's attitude when new concept is presented
- Customer's attitude to the salesperson
- Ideal sales position

# Negotiation style

Highly effective when used to establish project teams or work groups.

**We are always negotiating!**

Whether buying, selling or interacting with others, it's important to recognise that each party in a negotiation has two important considerations from the outset that will have an impact upon the way each person negotiates and the tactics each will employ:

- 1 The relationship of the parties and how it will be affected
- 2 The material outcome

This profile seeks to evaluate how the participant balances these two considerations when placed in a negotiating situation and the tactics the participant is predisposed to employ to accomplish this balance. This is described as the participant's negotiating flexibility.

Average Time to complete

Recommended for



All Sales people  
Management  
Mentors  
Customer Support

## Negotiation Style

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**Characteristic**

I encourage the other party to view me as a competitive negotiator who can be expected to drive a hard bargain every time.

Never Like me	Seldom Like me
Sometimes Like me	Often Like me
Usually Like me	Always Like me

As you respond to each Characteristic, try to imagine yourself in a normal negotiation with a customer. There are **NO RIGHT** and **NO WRONG** answers. There is only the answer that you feel is right for you.

The first part of the profile involves answering twenty questions about the participant's concepts on negotiation. The participant is asked to rank the statements according to how he/she relates to these descriptions of negotiation characteristics.

This is followed by twenty more statements that consider how the participant perceives he/she is seen as a negotiator.

It is the combination of the participant's objective concepts on the process of negotiation and the subjective perception of how they are seen as a negotiator which provides the insight into this particular person's negotiating style.

When choosing a team member to negotiate on behalf of the Organisation, it's important to recognise that the individual's modes of negotiation should be matched to the nature of the negotiation itself.

To put an executive with high modes of Concede and Relationship into the fray with a tough union negotiator could be disastrous.

On the other hand, a highly competitive approach would not succeed in a hostage siege or a suicide attempt.

The benchmark for negotiation within an organisation will be a particular combination of modes and coaching will assist all team members to build this negotiation flexibility into their style.



## Sample Report

# NEGOTIATION FEEDBACK REPORT

The Negotiating style report for A. N. is shown in three sections.

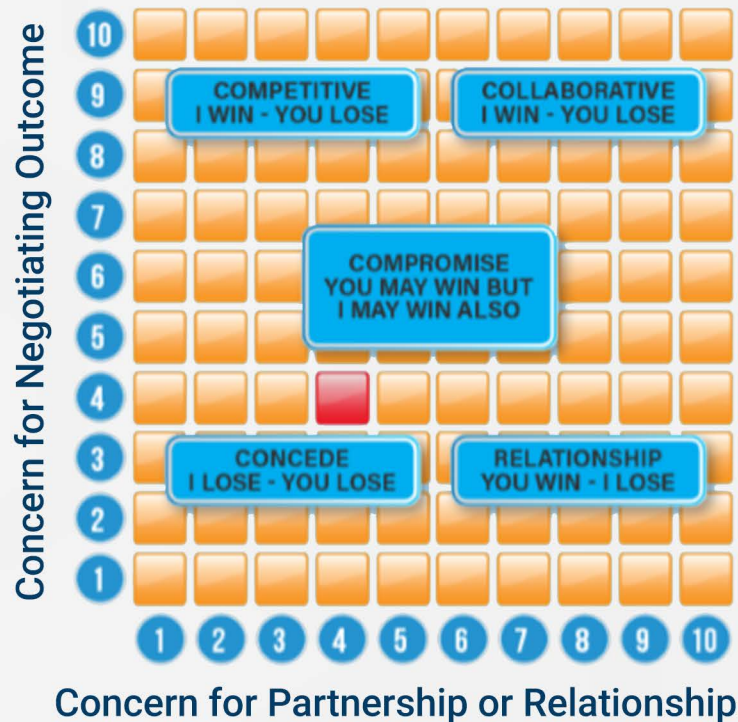
The visual description of this person's observable Negotiation Style is displayed in a matrix of "Concern for the Negotiation Outcome" and "Concern for the Partnership or Relationship".

The red icon displayed in the matrix indicates this person's response to the analysis questions and indicates the most likely negotiation style displayed during a business or sales negotiation.

The interpretations to the right explain the matrix position for each axis.

The report below the matrix shows an interpretation of the matrix positioning.

## NEGOTIATING MATRIX



### Collaborative

Adopts an agreeable attitude to avoid confrontation or prevent difficult situations developing.

#### Limiting Self Belief:

When the other party asks for information about alternatives or compromise solutions, it's important to provide the correct responses. This way they may be able to suggest further ideas to complete the negotiation

### Competitive

Build a relationship and we will be able to reach an agreeable agreement.

Looks to complete the negotiation quickly without confrontation by introducing compromise solutions where both parties give and take equally. Allows minor point scoring to pass unchallenged in an attempt to gain a

### HIGH PERFORMANCE INDICATORS

This report measures the salesperson's negotiation position in 5 the most common negotiation styles. The lower the rating the less likely this person will be to naturally display the negotiation style. The higher the rating the more likely this person is to display the negotiation style.



# Leadership style

The Leadership Style analysis was developed following research targeted specifically at discovering the outstanding qualities which are evident in leaders who consistently demonstrate an ability to develop high-achieving teams and escalate individuals to Peak Performance.

The analysis identifies four basic leadership styles:

- Autocrat
- Laissez-Faire
- Benevolent Autocrat
- High Performance

Each leadership style has its percentage of success depending on the circumstances at the time, but only one of the four styles (High Performance Leadership Style) consistently produces above-average results.

Average Time to complete

Recommended for



Senior management  
Anyone in a supervisory position  
Project leaders  
Pre-selection for leadership positions  
Performance problem solving  
Team building  
Personal growth

**Leadership Style**

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**Delegation of Responsibility** Point to allocate: 10

Click on each Manager to view

When you have viewed all 4 statements, your task is to distribute 10 points between the 4 statements to indicate the degree to which each statements relates to your unique approach to leadership.

There is no right and no wrong answer. There is only your answer.



# Leadership Style Sample Report

## LEADERSHIP STYLE FEEDBACK REPORT

**Leadership Style is a leader's style of providing direction, implementing plans, and motivating people to achieve predetermined, worthwhile objectives.**

The leadership style analysis was developed following research targeted specifically at discovering the outstanding qualities that are evident in leaders who consistently demonstrate an ability to develop high achieving teams and progress individuals to their peak performance. Leadership style analysis is a very basic analysis of junior management's most likely response when placed in a position that requires them operate in seven of the most common requirements of leaders:

- Delegation of responsibilities
- Supervision
- Decision making
- Providing feedback on performance
- Interaction with the group
- Employee initiative
- Motivation of staff

An awareness of the strengths and weaknesses in the individual's Leadership style is critical in developing high performance teams. The response to the analysis shown in the chart below in 4 basic leadership styles with a rating describing the individual's predominant Leadership style.

The higher the rating in individual sections then the more likely the individual is to consistently display the Leadership style.

It's natural for each individual leader to display some or all of the characteristics of each leadership style at any given point during the work-day. However, there is often one particular leadership style that is more dominant than any other. An awareness of the strengths and weaknesses in the individual's Leadership style is critical in developing high performance teams.

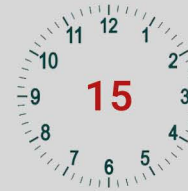
Each leadership style has its percentage of success depending upon the circumstances at the time; however, there is often one particular leadership style that is more dominant than any other.

**This is classified as the DOMINANT STYLE**



# Motivational drives

Average Time to complete



Recommended for

All Salespeople  
Managemen  
Mentors  
Customer Support

What motivates us?  
What de-motivates us?  
Why do we act the way we do?

**Motivational Drives**

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The analysis of Motivational Drives features a series of screens, each containing four statements.

Your task is to determine which **ONE** of the statements accurately describes you the most and which **ONE** of the statements describes you the least.

There may be occasions when none of the 4 statements clearly describes you most or least. When this occurs select the options that are closest to most and least like you.

Select **ONE** only 'Most Like' and **ONE** only 'Least Like'.

You cannot select 'Most Like' and 'Least Like' to the same statement.

## Motivational drives

For many years we have understood that each individual has two brains which control personality and the direction we take in life. The left brain controls logic, numbers, maths etc, while the right brain is the conceptual brain which deals with color, art, music, aesthetics and the 'big picture'. The blending of these two brains essentially creates what we describe as personality.

Until recent times most of the profiles and tests designed for team building have measured these two brains and, although it's possible to find obvious misfits using older methodologies, the results offer a flatter, two-dimensional view.



Recently scientists have learned that there are in fact four, fully-functional brains, each operating independently, yet communicating constantly with the other three.

Each brain controls a facet of personality: our competitive drive, our persuasion style (the way we communicate and persuade others to our way of thinking). Another brain concerns itself with changes and the pace of progress; the fourth brain determines how we comply with instructions, rules or orders from other people.



# Competitive drive

The Competitive Drive brain determines how we deal with the challenges that face us every day.

Some people are reluctant to assume a dominant role or take responsibility for initiating action, being content to adopt a reactive role and “go with the flow”.

At the other end of the scale we find people who are so compelled that if there is a task or challenge to be met, they are driven to accomplish it.

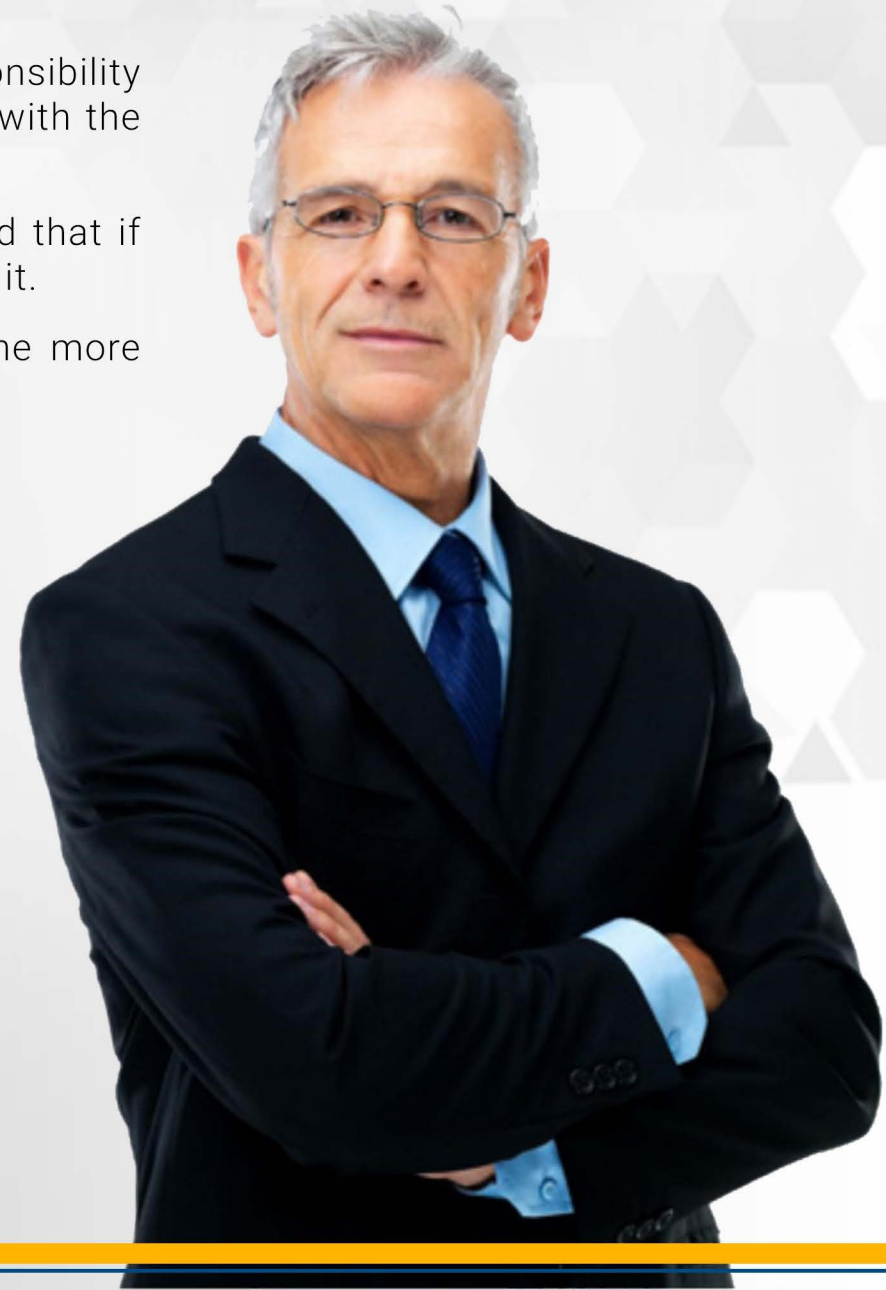
It is generally accepted that the higher this brain is developed, the more driven the person will be to achieve or excel.

## **A person with a high Competitive Drive rating is most likely to:**

- Demonstrate a high personal need to achieve.
- Adopt a pro-active role.
- Be quick in thought and action.
- Take swift, decisive action

## **A person with a low Competitive Drive rating is most likely to:**

- Assume a more analytical approach to changes.
- Seek assurances from others before taking action.
- Be cautious and slower to respond until all the facts are at hand.
- Be pragmatic about the “realities” of challenging situations.



# Persuasion style

This brain controls the way each individual applies communication skills to persuade others to their way of thinking.

People with more outgoing personalities find it easy to articulate their ideas, innovate, and freely discuss the “big picture”.

More introverted personalities place greater emphasis on documented evidence written reports, or proof sources, to influence others to support their claim.

## A person with a high Persuasion Style rating is most likely to:

- Use word pictures to visually describe the product or service.
- Sell conceptually.
- Inspire others to view the “big picture”.
- Demonstrate overt “passion” for their subject.

## A person with a low Persuasion Style rating is most likely to:

- Present their products or services in a logical and objective manner.
- Let the facts speak for themselves.
- Focus on features and advantages rather than benefits.
- Retain a more formal or controlled atmosphere.



# Change orientation

The Change Orientation brain is vitally concerned with the way the individual responds to changes and the pace of progress.

The higher the rating, the greater discomfort the person will feel when changes are introduced to the working environment. e.g. new customer base or multi-tasking.

People who demonstrate a low rating generally find it far easier to cope with change and to view progress with a more positive outlook.

A very low rating indicates a person who is likely to actively seek or create changes to the existing circumstances. When changes are not forthcoming, he or she becomes restless and frustrated, often to the point of changing employment.

## **A person with a high Change Orientation rating is most likely to:**

- Be persistent in attempt-ing to create routine.
- Display patience on routine work and be slower to adapt to change.
- Be overly tolerant of the exist-ing situation to retain harmony.
- Perform to a predictable pattern.

## **A person with a low Change Orientation rating is most likely to:**

- Actively seek or create changes to the work environment.
- Search out opportunities to “make things happen”.
- Enjoy a wide variety of tasks.
- Be pro-active in developing system innovations.



# Compliance

The Compliance brain determines the way each individual complies with instructions, rules or orders from others.

A high-compliance rating indicates a person who will readily set standards for their work environment to ensure compliance. These people are often described as “perfectionists”.

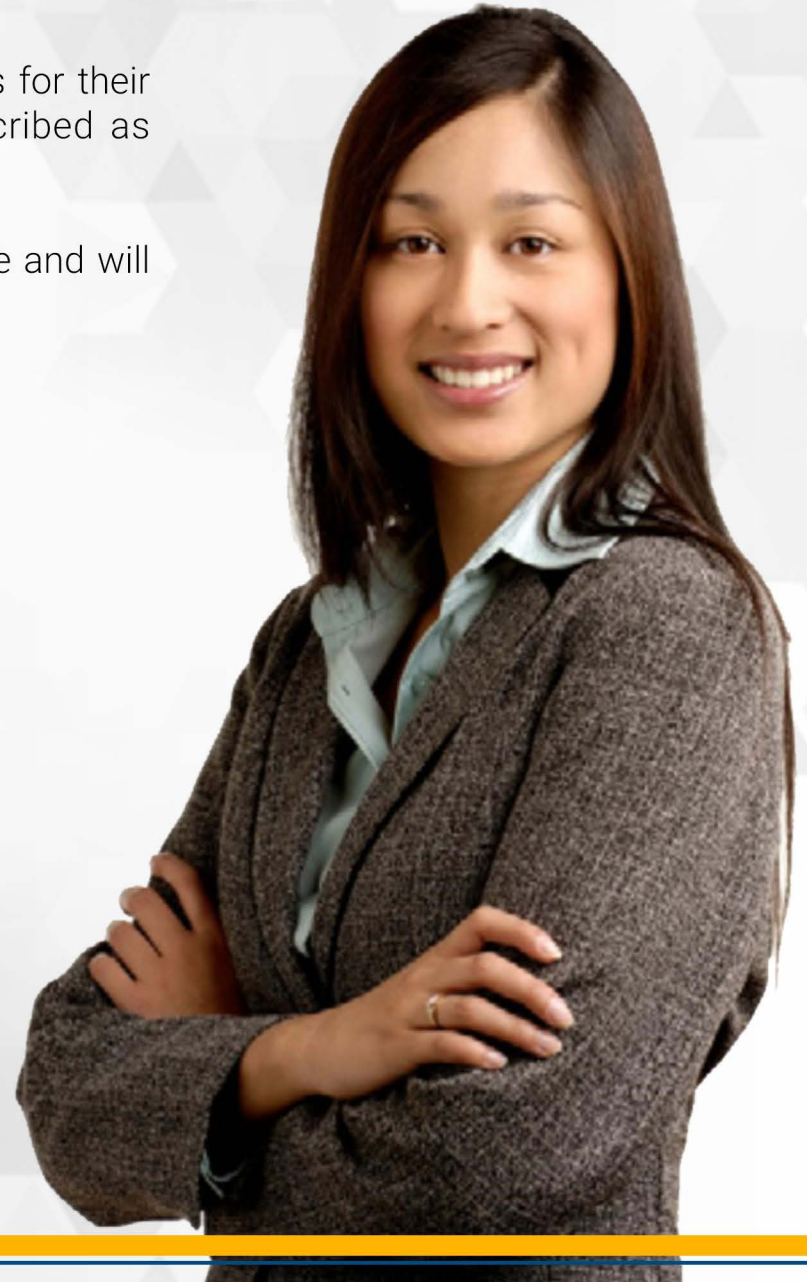
People with a low-compliance rating are generally more rebellious in nature and will vigorously argue their case in the face of authority.

## A person with a high Compliance rating is most likely to:

- Resist being rushed to complete tasks.
- Prefer security and accuracy to productivity.
- Have a long attention span with detailed or accurate work.
- Enjoy a controlled environment where he/she can follow standard operating procedures.

## A person with a low Compliance rating is most likely to:

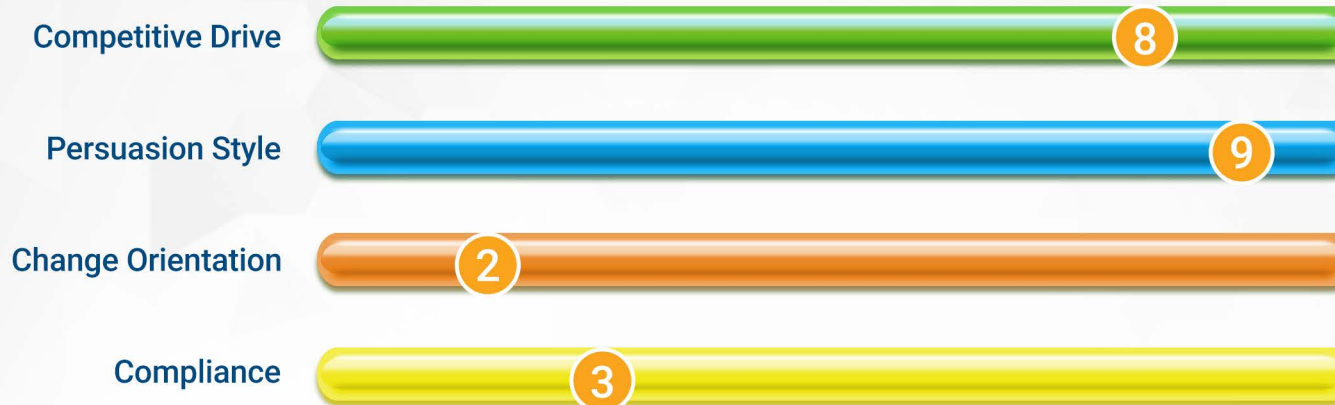
- Be seen as strong-willed and independent. One who is unwilling to accept restrictions that may be placed in the way of personal goals.
- Be reluctant to accept a negative response from those in authority or customers.
- Overuse an “ends justify the means” approach.
- Resist involvement in activities or team projects with restrictive guidelines.





# Motivational Drives sample report *Part 1*

## BEHAVIOUR MOST VISIBLE TO OTHERS



### GUIDE TO THE RATINGS

<b>Competitive Drive</b>	Highly assertive individual who exhibits a strong personal need to achieve. Takes action swiftly and decisively when opportunities are presented or to prevent trouble situations developing.
<b>Persuasion Style</b>	Quick to speak up in a group situation. This person's high personal vitality and overt displays of passion for their subject, inspires others to high performance or to join in the big picture approach.
<b>Change Orientation</b>	This person is likely to actively seek or create changes to the work environment. Innovation in his/her thinking means this person works best when given the freedom to make things happen. When placed in routine patterns without challenges will become restless and frustrated, often to the point of changing jobs.
<b>Compliance</b>	This individual resists participating in activities or team projects with specific or restrictive guidelines that do not allow for individualism. Will be reluctant to concede on important issues and will often assume the lead in searching for ways to finalise the negotiation.

# Behavioural style

Have you ever wondered why some people are easy to get along with and others.... well, they can be quite the opposite?

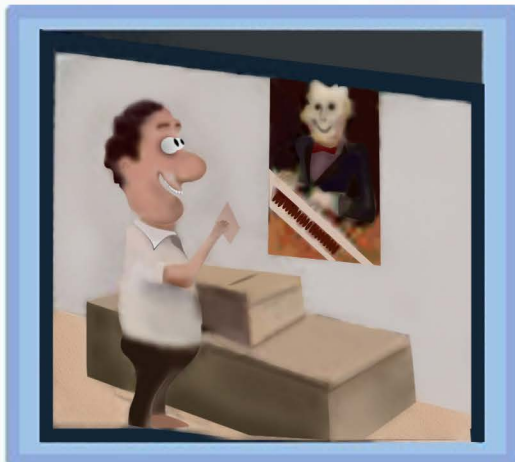
Tracing the history of the relationship will usually reveal a clash of personalities or one party being totally ignorant of the real needs of the other.

An individual's willingness to bend and flex to meet the unique personal needs of others is a vital indicator in the level of their maturity.

Interpersonal skills are a tool to communicate, build relationships and consciously avoid confrontation. That's why the Behavioural Style analysis is so popular with many team leaders who are eager to explore the rewards that an understanding of themselves and others brings to their efforts at building High Performance teams.

An understanding of Behavioural styles is of paramount importance in the areas of human relations, particularly with regard to management, sales, negotiating and interpersonal communications.

The silver bullet in your personal and business life is the LIKE factor. When all things are equal we are more likely to:



Vote for people we like



Be helpful with people we like.



All other things being equal we are most likely to do business we people we like.

Average Time to complete



Recommended for

Highly recommended for all team members

In studying behavioural styles we are generally not discussing personalities, as the same personality can apply to all behavioural styles. However, personality is naturally part of one's overall behavioural pattern. Also, please Recognise that no behavioural style is any better, or any worse, than any other style, only different.

By understanding behavioural styles, our own and others', we can better relate to individuals who don't share the same behavioural style.

## Behavioural Style



In this exercise you will analyse your own unique behavioural style. This will provide you with valuable feedback about your requirements for a motivational working environment and the way you relate to others.

To begin the analysis try to imagine yourself in the working environment.

Your task is to select the most appropriate response from the options displayed, that most accurately describes your behavioural trait.

There are **NO RIGHT** and **NO WRONG** answers. There is only the answer that you feel is right for you.

The profile is based on the premise that all people have one goal in common: to possess a sense of their own self-worth. People strive for personal goals and their behaviour is shaped as much by internal psychological needs, it is as by the nature of external demands.

This theory has been thoroughly researched and is anchored in some of the most robust concepts in modern psychology, including those developed by Lewin, Tolman, Porter, Marsten, Rogers, Leeper and Erich Fromm. Its concepts come closer to anything else yet devised in re-creating how people experience themselves in relationship to others.

# BEHAVIOURAL STYLE sample report

## BEHAVIOURAL STYLE FEEDBACK REPORT

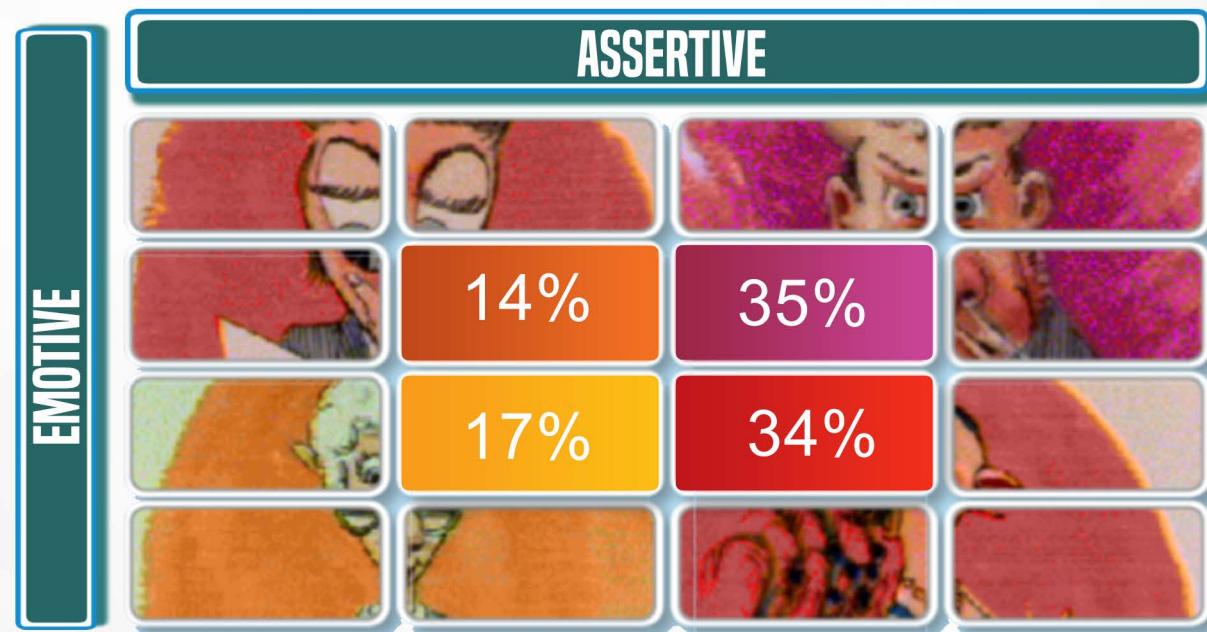
The report for A. N. is shown in three sections.

The first report is a visual description of this person's observable Behavioural Style displayed in a matrix of Assertive Behaviour and Emotive Behaviour. Behavioural Style is a particular pattern of observable behaviour practises or habits, that have developed over time. They are described as characteristic of a given individual.

This individual's predominant Behavioural Style affects the way they habitually do things.

**Behavioural style is reflected in the individual's:**

- ▶ Interpersonal skills
- ▶ Communication habits such as verbal and nonverbal.
- ▶ Relationship building tendencies.
- ▶ Conflict resolution.
- ▶ Problem solving skills.



The matrix describes the positioning of the 4 most common behavioural styles known affectionately as Bulls, Owls, Lambs and Peacocks to create an instant picture of the behavior than can be expected.

When viewing the visual report observe the % displayed in the matrix for each quadrant. This indicates the degree of fit for your unique job role. A more An interactive descriptor of the 4 Behavioural Styles is displayed at the foot of the report.

# Sample Report Continued

## HIGH PERFORMANCE INDICATORS

This report measures the salesperson's behaviours in 10 essential sales behaviours. The lower the rating the less likely this person will be to display the sales behaviour. The higher the rating the more likely this person is to display the sales behaviour.

Assertiveness and confident in all situation



Tolerance to negotiating discomfort



Pro-active in new business development



Plans work and works plan



Adapts selling style to suit a wide range of people



Builds rapport easily with people from different background and behavioural styles



Creative in developing sales opportunities



Persists with customers to achieve a sale



Earn respect from colleagues for team work and contribution



# Personal needs

It's important for team leaders to recognise that each one of us is a unique individual.

We all have different personal needs that strongly influence:

- ✓ The direction we take in life.
- ✓ Personality and behaviour.
- ✓ The way we relate to others.
- ✓ Levels of motivation and drive.

Average Time to complete



Recommended for

Highly recommended for all team members

**Personal Needs**

SalesXtra  
A division of Total Performance Group Pty Ltd

**STATEMENT**

I'm the type who strives for perfection and excellence in all things.

Almost never like me	Seldom like me
Sometimes like me	Often like me
Usually like me	Almost always like me

AN INDIVIDUAL'S LIFE IS APT TO BE A FULFILLMENT OR A REFLECTION OF THESE PERSONAL NEEDS

This analysis offers a series of statements that correspond to the personal needs of individuals and provides leaders with fascinating insights into the unique factors that have a strong influence on personal motivation, the individual's relationship with others, and the direction he or she will take in life.

# Personal Needs Report Continued

## PERSONAL NEEDS FEEDBACK REPORT

When viewing the report, it's important for Leaders to recognise that each one of us is an individual person. We all have different personal needs that strongly influence:

- ▶ The direction we take in life.
- ▶ Personality and Behaviour
- ▶ The way we relate to others
- ▶ Levels of motivation and drive
- ▶ This person's life is apt to be a fulfillment or reflection of his/her strongest needs.

**The report for A. N. is shown in three sections.**

- ① Visual description of this person's observable Personal Needs displayed in a bar chart.
- ② High Performance Indicators
- ③ Problem Indicators

### UNDERSTANDING PERSONAL NEEDS

For explanations of the 10 personal needs, please refer the explanations later in this report.

