

GROUP INSIGHTS



YOUR STRENGTHS

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

You enjoy and can be effective at helping other people and making their lives better or more productive (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You are straightforward and find it fairly easy to speak your mind, even with superiors (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You tend to be something of a natural authority figure; you can take charge when there seems to be a lack of leadership (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You have a high energy level, and like to be busy doing things rather than thinking about them (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You like investigating situations -- often in a research or trouble-shooting capacity (1)

- TERRY HILDEBRANDT

You respond well to sound, and therefore you are interested in music, the spoken word, or any media which have an audio component to them (1)

- TERRY HILDEBRANDT

You meet people easily and relate well to others when they are involved in group activities (1)

- TERRY HILDEBRANDT

GROUP INSIGHTS



YOUR STRENGTHS

You appreciate an environment where everyone wins together (1) • TERRY HILDEBRANDT

You understand and relate well to others' feelings, and you are aware of the extent to which these can affect performance both positively and negatively (1) • TERRY HILDEBRANDT

You can handle ambiguous situations well, where the best answer may be less obvious or buried in important details (1) • TERRY HILDEBRANDT

You like influencing people directly, persuading them to your point of view or training them (1) • JOHN Q. PUBLIC

You enjoy working with numbers, or being involved with tasks that involve the use or manipulation of numbers (1) • JOHN Q. PUBLIC

You are structured and organized in your thinking and approach, and you bring these tendencies to the work you do (1) • JOHN Q. PUBLIC

You are competitive, and are prepared to work hard in order to be the best (1) • JOHN Q. PUBLIC

You like to have plenty of variety in your work, and to have more than one task to do at a time (1) • JOHN Q. PUBLIC

GROUP INSIGHTS



YOUR LEADERSHIP STYLE

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Strongly directive and commanding, you need to see a similarly authoritative figure in others (2)

- TERRY HILDEBRANDT
 - JOHN Q. PUBLIC
-

A reflective leader, at home in ambiguous or complex situations (2)

- TERRY HILDEBRANDT
 - JOHN Q. PUBLIC
-

Emphasize hands-on action when leading, but do not care to be pushed too strongly in that direction by others (1)

- TERRY HILDEBRANDT
-

An unselfconscious leader, direct and to the point, you prefer others to be frank with you (1)

- JOHN Q. PUBLIC
-



THE EFFECT OF INTERESTS ON YOUR WORK

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

You bring a level of curiosity - perhaps an investigative or research focus - to the work that you do (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You are likely to respond well to positions which involve helping people (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You are more interested in work which helps other people than might be suspected from the rest of your interests (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You have a high degree of interest in musical areas. Your work (or avocation) should ideally have some artistic component to it - preferably to do with music or the spoken word - if you are to avoid boredom. Musical hobbies are likely to offer some balance (1)

- TERRY HILDEBRANDT

You should probably stay away from sales or similar promotional occupations (1)

- TERRY HILDEBRANDT

You should probably be working indoors (1)

- TERRY HILDEBRANDT

You have an above-average affinity for numbers. Work in the area of computers or financial services and products would be worth exploring (1)

- JOHN Q. PUBLIC



THE EFFECT OF INTERESTS ON YOUR WORK

You have above-average interest in promoting ideas, products, or services (1)

- JOHN Q. PUBLIC

You have an unusual combination of promotional interest and an affinity for numbers. You might be effective in pre-sales or post-sales work, selling financial products or services, or positions which involve some accounting work with selling activities (1)

- JOHN Q. PUBLIC

You are more attuned to working with numbers than people who share your general interests (1)

- JOHN Q. PUBLIC

You are not likely to be interested in positions which involve reading or writing (1)

- JOHN Q. PUBLIC



ORGANIZATIONAL FIT

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

You tend to be motivated primarily by the inherent interest you have in work or in its results, rather than by work for its own sake (2)

- TERRY HILDEBRANDT
 - JOHN Q. PUBLIC
-

While able to relate to the typical larger corporate structure, you can feel comfortable to some extent in smaller, less centralized entities (1)

- TERRY HILDEBRANDT
-

You respond well to formal training in management techniques (1)

- TERRY HILDEBRANDT
-

You are motivated by typical corporate values and ethics (1)

- TERRY HILDEBRANDT
-

You think in terms of classic organizational structure; you relate well to the formal management structure of the large organization (1)

- JOHN Q. PUBLIC
-

You prefer to manage using a combination of formal management training and field experience; you are inclined to be doubtful of those who are over-dependent on management theory, or of those whose management background is purely experiential (1)

- JOHN Q. PUBLIC
-

GROUP INSIGHTS



ORGANIZATIONAL FIT

You can be something of a free-wheeler; you tend to base your actions on what benefits the organization or your immediate group rather than on corporately mandated or abstract values (1) • JOHN Q. PUBLIC

You are something of a free spirit; you may be less predictable than other people in terms of your response to the corporate "line" and more inclined to follow your own way of thinking (1) • JOHN Q. PUBLIC

GROUP INSIGHTS



WHAT KIND OF TEAM PLAYER ARE YOU?

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

In general, a team player rather than an individual achiever, but nevertheless respond best to concrete incentives from you (1) • TERRY HILDEBRANDT

GROUP INSIGHTS



YOUR LEARNING STYLE

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

You relate well to topics or projects that deal with people, particularly social issues or matters (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You do best when you can see your instructor as a natural authority figure (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You are likely to respond well to projects which involve research or investigative thinking (1)

- TERRY HILDEBRANDT

You learn by listening, talking, and thorough discussion (1)

- TERRY HILDEBRANDT

You prefer to be given the "broad picture" first rather than structured detail (1)

- TERRY HILDEBRANDT

You enjoy assignments where you are in competition with other learners and where there is consequently an opportunity to win (1)

- TERRY HILDEBRANDT

You are likely to perform in a reflective environment which does not place physical demands upon yourself (1)

- TERRY HILDEBRANDT

GROUP INSIGHTS



YOUR LEARNING STYLE

To a greater extent than may sometimes be apparent, you respond well to emotional stimuli, both in the subject matter and in the person who is teaching it (1)

• TERRY HILDEBRANDT

You can respond poorly if urged to make up your mind quickly; others should give you plenty of time for thought when possible (1)

• TERRY HILDEBRANDT

You enjoy projects which involve directly influencing the thinking of other people (1)

• JOHN Q. PUBLIC

You are likely to grasp numerical concepts quickly (1)

• JOHN Q. PUBLIC

You like to be dealt with in a straightforward manner in one-on-one dealings with your tutor (1)

• JOHN Q. PUBLIC

You prefer to be instructed in a small-group setting, or even alone where that is possible (1)

• JOHN Q. PUBLIC

You are fundamentally more concentrative than may sometimes be realized: you need opportunities to focus your attention for best performance (1)

• JOHN Q. PUBLIC



HOW YOU PREFER OTHERS WORK WITH YOU RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

You need to see your manager as an authority figure, if you are to avoid overstepping your bounds (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Avoid imposing structured plans on you if at all possible (1)

- TERRY HILDEBRANDT

Be sure to offer you concrete, material rewards (1)

- TERRY HILDEBRANDT

Don't over-schedule you (1)

- TERRY HILDEBRANDT

Provide discreet emotional support, particularly when the going gets tough (1)

- TERRY HILDEBRANDT

Give you plenty of time for complex or difficult decisions (1)

- TERRY HILDEBRANDT

Be direct and straightforward (1)

- JOHN Q. PUBLIC

Don't force group interaction on you constantly (1)

- JOHN Q. PUBLIC

Don't distract you with multiple concerns if it can be avoided (1)

- JOHN Q. PUBLIC



HOW YOU PREFER OTHERS TALK TO YOU RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Don't be afraid to disagree openly with you as long as you appear to be relishing active debate (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Where possible, present you with the big idea first and then wait for your response before offering more detail (1)

- TERRY HILDEBRANDT

If there is a financial component to discussions, emphasize it freely, particularly where you will benefit personally (1)

- TERRY HILDEBRANDT

Be prepared to talk the matter over in a few short sessions rather than one intensive meeting (1)

- TERRY HILDEBRANDT

Asking you how you feel about the matter under discussion can generate more cooperation and yield significant insights (1)

- TERRY HILDEBRANDT

Don't press for you to come to any conclusions initially. Let the matter settle, and arrange a subsequent conversation (1)

- TERRY HILDEBRANDT

Get to the point. Don't worry too much about hurting your feelings (1)

- JOHN Q. PUBLIC

GROUP INSIGHTS



HOW YOU PREFER OTHERS TALK TO YOU

If the subject is important, talk to you alone (1) • JOHN Q. PUBLIC

Keep irrelevant matters to an absolute minimum (1) • JOHN Q. PUBLIC



MOTIVATING YOU FOR BEST PERFORMANCE

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Particularly responsive to situations where you can help others (2)

- TERRY HILDEBRANDT
 - JOHN Q. PUBLIC
-

Most effective when directed by someone you see as a natural authority figure (2)

- TERRY HILDEBRANDT
 - JOHN Q. PUBLIC
-

Enjoy understanding the link between theory and practice in your chosen field (1)

- TERRY HILDEBRANDT
-

Like projects which involve the spoken word or which have an auditory component (1)

- TERRY HILDEBRANDT
-

To get the best from you, impose a minimum of rules and procedures (1)

- TERRY HILDEBRANDT
-

Considerably self-motivated by incentives directly linked to your performance (1)

- TERRY HILDEBRANDT
-

Are more self-motivated when permitted to schedule yourself (1)

- TERRY HILDEBRANDT
-

Offer emotional support if you seem reluctant to perform (1)

- TERRY HILDEBRANDT
-



MOTIVATING YOU FOR BEST PERFORMANCE

Don't force you to make fast decisions (1) • TERRY HILDEBRANDT

Respond readily to opportunities to influence others directly (1) • JOHN Q. PUBLIC

Motivated by tasks involving numbers or statistics (1) • JOHN Q. PUBLIC

Prefer direct, no-nonsense instructions and encouragement (1) • JOHN Q. PUBLIC

Are most self-motivated when allowed some time to work alone or with a very small group (1) • JOHN Q. PUBLIC

Let you concentrate -- others shouldn't interrupt if it's avoidable (1) • JOHN Q. PUBLIC



HOW TO INCENTIVIZE YOU RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Make exceptions to structured remuneration plans for you where possible (1)

• TERRY HILDEBRANDT

Incentivize using strictly performance-based criteria. Never retract an incentive-based commitment (1)

• TERRY HILDEBRANDT

Let you know how important your success is to others (1)

• TERRY HILDEBRANDT

Talk about remuneration privately, not openly (1)

• JOHN Q. PUBLIC



HOW YOU SEEK TO INFLUENCE OTHERS

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Talk directly to people in one-on-one encounters, believing that this demonstrates your respect for them (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Tend to offer an idea in terms of key actions steps and seek agreement on those (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Can see disagreement as a challenge to your authority: can become domineering, seeing criticism as a threat to your "turf" or personal authority (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Can be seen by others as more interested in establishing a competitive environment than a team atmosphere (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Use your natural authority to command the attention and agreement of others (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Tend to gain consensus by appealing to shared values rather than by encouraging a competitive approach (1)

- TERRY HILDEBRANDT

Present ideas by appealing to others' emotions as well as their experience and expertise (1)

- TERRY HILDEBRANDT



HOW YOU SEEK TO INFLUENCE OTHERS

Willing to let others examine issues critically; understand that some people like to be more cautious in the face of ambiguity (1) • TERRY HILDEBRANDT

When your attempts to influence others run into problems, you can be too inclined to abandon a structured presentation of your ideas in favor of poorly thought-out improvisation (1) • TERRY HILDEBRANDT

Understand and enlist the power of group dynamics; understand that you can be more effective if you can influence popular opinion (1) • TERRY HILDEBRANDT

Can lose energy in the face of opposition: may be inclined to withdraw and "think the matter over" rather than press for action from others (1) • TERRY HILDEBRANDT

May worry too much, without realizing that these emotional reservations can color others' thinking as well as your own (1) • TERRY HILDEBRANDT

Can become distracted by the finer points of the matter at hand instead of asking for a yes-no commitment (1) • TERRY HILDEBRANDT

Believe that outlining a structured plan and getting others to buy into it is the most effective approach (1) • JOHN Q. PUBLIC

GROUP INSIGHTS



HOW YOU SEEK TO INFLUENCE OTHERS

Like to appeal to others' competitive natures by emphasizing individual as well as team benefits that may result from people's acceptance of your ideas (1)

- JOHN Q. PUBLIC

Like to emphasize a variety of approaches to and benefits of the idea you are promoting (1)

- JOHN Q. PUBLIC

Can fail to realize when you have alienated others by being too direct and forthright (1)

- JOHN Q. PUBLIC

In the face of opposition, can be too inclined to withdraw from the group instead of engaging with it (1)

- JOHN Q. PUBLIC

Can let your attention wander; inclined to follow others' focus on side issues, to the detriment of the main idea (1)

- JOHN Q. PUBLIC



BIGGEST MISTAKES OTHERS CAN MAKE WITH YOU

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Failing to make it clear exactly who is in charge (2) • TERRY HILDEBRANDT • JOHN Q. PUBLIC

Burdening you with unnecessary rules and procedures (1) • TERRY HILDEBRANDT

Failing to follow through on financial commitments made to you (1) • TERRY HILDEBRANDT

Measuring your performance by watching how "busy" you are (1) • TERRY HILDEBRANDT

Paying insufficient attention to what you are feeling as well as what you are saying (1) • TERRY HILDEBRANDT

Pushing you to make up your mind quickly (1) • TERRY HILDEBRANDT

Beating about the bush with you (1) • JOHN Q. PUBLIC

Forcing you to participate unnecessarily in group activities (1) • JOHN Q. PUBLIC

Interrupting when you are concentrating (1) • JOHN Q. PUBLIC



MANAGING YOUR TIME

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Being accountable: Your underlying competitiveness can result in your encouraging individual achievement which can come only at the expense of team-based values (2)

• TERRY HILDEBRANDT

• JOHN Q. PUBLIC

Engaging others: You are able to engage key individuals by being direct and straightforward with them about your requirements and your expectations of them (2)

• TERRY HILDEBRANDT

• JOHN Q. PUBLIC

Focus: Delegating: You have the energy level to handle those tasks which you cannot afford to delegate, and to watch closely or even contribute to those tasks which have been delegated (2)

• TERRY HILDEBRANDT

• JOHN Q. PUBLIC

Focus: Prioritizing: Being able to strike a balance between formally organizing your projects on the one hand, and retaining a certain amount of flexibility on the other hand, allows you to be most effective (1)

• TERRY HILDEBRANDT

Being accountable: Attempt to use the word "win" about the entire team rather than a particular individual. Acknowledge individual achievement privately (1)

• TERRY HILDEBRANDT



MANAGING YOUR TIME

Engaging others: Have someone who can tell you frankly which group sessions or larger meetings you simply should attend, even if you don't want to (1)

- JOHN Q. PUBLIC

Engaging others: It may be necessary to tell people you respect them more often than you think ought to be the case (1)

- JOHN Q. PUBLIC

Engaging others: Sometimes you can find it hard to focus your attention. Secondary matters start to acquire a significance for you out of proportion to their real importance (1)

- JOHN Q. PUBLIC

Engaging others: Sometimes you can be inclined to dismiss the importance of larger team- or group-based meetings because you underestimate the energy that many people get from group interactions (1)

- JOHN Q. PUBLIC

Engaging others: You can be too inclined sometimes to dismiss the need for respect and consideration that some key individuals may have, and this can result in your being too direct in your conversations with them (1)

- JOHN Q. PUBLIC

Being accountable: You believe strongly in individual accountability: you like to give people the freedom to achieve competitively, but also to be individually answerable for their results (1)

- JOHN Q. PUBLIC



MANAGING YOUR TIME

Engaging others: You enjoy moving your attention from one area to another: you can be effective when it comes to multi-tasking (1)

- JOHN Q. PUBLIC

Engaging others: You are able to find a balance between facts and logic on the one hand and the emotional component on the other, and to work with one or the other as may be necessary (1)

- JOHN Q. PUBLIC

Engaging others: You are fairly friendly, but you are able to distinguish between situations that are best addressed by engaging with the team and those times when an individual approach may be more effective (1)

- JOHN Q. PUBLIC

Focus: *Delegating:* It is fairly easy for you to delegate simple matters: you prefer to exercise more care with, and to take more time deciding how best to handle, those tasks that are more complex or ambiguous (1)

- JOHN Q. PUBLIC

Focus: *Prioritizing:* You are most effective when you structure your projects and the projects of other people. Organizing your tasks, sequencing, and assigning priority to them works best for you (1)

- JOHN Q. PUBLIC

Focus: *Delegating:* If it looks as though ambiguities are multiplying the more you think about a decision, it is probably a sign that you are over-thinking it. Talk to someone else to help reduce the decision to its key components (1)

- TERRY HILDEBRANDT



MANAGING YOUR TIME

Engaging others: Be sure that there is at least one person - not necessarily at work - in whom you can confide your stronger feelings. This will reduce the tendency for these emotions to affect your work adversely (1)

- TERRY HILDEBRANDT

Focus: Delegating: Allow the team to tell you when you have delegated some task that they believe you should tackle yourself (1)

- TERRY HILDEBRANDT

Focus: Prioritizing: Be sure that any description of the broad picture which you may be given has at least some supporting detail (1)

- TERRY HILDEBRANDT

Engaging others: In stressful situations, your feelings can get the better of you: you may find that dealing with your emotions becomes a difficult task (1)

- TERRY HILDEBRANDT

Focus: Delegating: Particularly when the pressure is on, you can put off making a decision or begin to believe that the situation is more complex than it really is (1)

- TERRY HILDEBRANDT

Focus: Delegating: In pressure situations, you can find that you lose energy and are tempted to delay needed actions (1)

- TERRY HILDEBRANDT

Focus: Prioritizing: Your liking for flexibility around prioritizing can, in adverse situations, cause you to underestimate the need for a structured approach or to overlook important matters (1)

- TERRY HILDEBRANDT



MANAGING YOUR TIME

Being accountable: You hold yourself to certain ideals and principles, and you prefer your team to value them, too (1) • TERRY HILDEBRANDT

Engaging others: You prefer to balance your time between projects that require your undivided attention, and matters which you can handle simultaneously (1) • TERRY HILDEBRANDT

Engaging others: The emotional component in situations is readily apparent to you: you can naturally see when people's feelings are affecting matters either positively or negatively (1) • TERRY HILDEBRANDT

Engaging others: You can be effective engaging others on a team or group basis: you are naturally friendly, and understand how to relate to people in larger numbers (1) • TERRY HILDEBRANDT

Focus: Delegating: You are naturally cautious when considering whether to delegate matters that are complex, or have a high level of ambiguity about them (1) • TERRY HILDEBRANDT

Engaging others: Let others know that it is OK to interrupt you with important matters even if you don't look particularly happy when it occurs (1) • JOHN Q. PUBLIC



MONEY AND TRUST

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Someone whom you are happy to see rewarded if he or she does a good job with your finances (2)

• TERRY HILDEBRANDT • JOHN Q. PUBLIC

Be inclined to distrust even those who are working on your behalf because you suspect they are mainly out for themselves (2)

• TERRY HILDEBRANDT • JOHN Q. PUBLIC

Someone who is not afraid to argue with you if he or she thinks you are wrong or misguided (2)

• TERRY HILDEBRANDT • JOHN Q. PUBLIC

Become overbearing or domineering with advisers or family when you are feeling afraid or insecure (2)

• TERRY HILDEBRANDT • JOHN Q. PUBLIC

Become too terse, abrupt, and direct with key people - your family, close friends, or advisers (1)

• JOHN Q. PUBLIC

Someone who understands your need to talk over matters privately (1)

• JOHN Q. PUBLIC

Someone who will "give it to you straight" rather than sparing your feelings (1)

• JOHN Q. PUBLIC



MONEY AND TRUST

Want to constantly change your investment or savings patterns when long-term thinking is the best approach (1)

- JOHN Q. PUBLIC

Be too secretive about your financial affairs, even when talking about them in a group setting might be beneficial to you (1)

- JOHN Q. PUBLIC

Become disorganized in your approach to financial matters instead of following a well-defined plan (1)

- TERRY HILDEBRANDT

Someone who is patient and gives you plenty of time to make up your mind (1)

- TERRY HILDEBRANDT

Someone who understands and is willing to listen to you when you are worried (1)

- TERRY HILDEBRANDT

Someone who gives you the broad picture and doesn't expect you to understand minute details (1)

- TERRY HILDEBRANDT

Find it hard to make up your mind or to take decisive action in the face of potential problems (1)

- TERRY HILDEBRANDT

Worry unduly when even the smallest things go wrong with your financial affairs (1)

- TERRY HILDEBRANDT



MONEY AND TRUST

Be reluctant to take action on your financial situation because you want to believe that things will work themselves out (1)

• TERRY HILDEBRANDT

Someone who concentrates his or her attentions on you and your financial concerns (1)

• JOHN Q. PUBLIC



INCREASING YOUR SALES EFFECTIVENESS

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Feeling that you are selling a product or service that genuinely benefits the prospect tends to increase your effectiveness (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You have a high level of physical energy, and this can allow you to give yourself a fairly heavy schedule as a salesperson - something which you usually enjoy (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

In stressful situations, you may sometimes come on too strong; what looks to you like a lively debate can be seen by others as pushy behavior or a refusal to listen to another point of view (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You respond best to natural authority figures who find it easy to take charge (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

More than most salespeople, you are aware of the extent to which the prospect's emotions can color the buying decision, and when you are at your best you encourage him or her to discuss their feelings as part of the sales process (2)

- TERRY HILDEBRANDT
- TERRY HILDEBRANDT



INCREASING YOUR SALES EFFECTIVENESS

Because you relish competition, sometimes the sale can become a matter of "who wins" instead of a win-win situation for you, the prospect, or your respective companies (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You can be very effective with prospects who like to push back, even if they do so energetically; you can relish vigorous debate and discussion (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You feel much more at ease when you have a relationship with a prospect that enables you to be direct and straightforward (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You can become too abrupt with key people when they seem to you to be overly sensitive; this can happen because you fail to read underlying signals that they may be putting out (1)

- JOHN Q. PUBLIC

You have a natural competitiveness, and you enjoy being able to measure yourself against others in terms of the effectiveness of your sales style (1)

- JOHN Q. PUBLIC

When things go wrong, you can become distracted; there can be a tendency to take your eye off the ball, and start addressing secondary issues which are not really relevant (1)

- JOHN Q. PUBLIC

Are you ready and able to persuade and influence your prospect? (1)

- TERRY HILDEBRANDT
-



INCREASING YOUR SALES EFFECTIVENESS

Directly persuading and influencing prospects is an important part of your effective sales style (1)

- JOHN Q. PUBLIC

You feel more effective when you have a complete grasp of the "numbers" and can talk to the prospect about them (1)

- JOHN Q. PUBLIC

You tend to be most effective when you are able to structure your presentation, moving the prospect logically from one aspect to another in an organized way (1)

- JOHN Q. PUBLIC

Be sure you have supporting documentation for any claims you may make about your product or service. Have relevant written materials as leave-behinds. Be sure to follow up in writing (1)

- JOHN Q. PUBLIC

You like to have several issues to attend to at a time, and to move your attention from one to the other; you're more effective taking this approach than concentrating for a long time on just one matter (1)

- JOHN Q. PUBLIC

You do your best work when other important people - bosses, colleagues, clients - are frank and straightforward in their dealings with you (1)

- JOHN Q. PUBLIC



INCREASING YOUR SALES EFFECTIVENESS

When you are under ongoing stress, you may find yourself too involved in discussing minor ambiguities, instead of guiding the prospect to a decision on the key issue (1) • TERRY HILDEBRANDT

Particularly on important projects, it's important that you be permitted to concentrate your attentions, to be free from unnecessary distractions, and to be protected from unexpected change, as far as this is possible (1) • JOHN Q. PUBLIC

Written materials that support and amplify your presentations are more important to many prospects than you may suspect (1) • JOHN Q. PUBLIC

Under stress, you can fail to respond adequately to social or large-group situations; you can find it hard to be friendly when you are under a lot of pressure (1) • JOHN Q. PUBLIC

Be sure you have opportunities every so often to get away from larger groups of people and be by yourself or with one or two people who are important to you (1) • JOHN Q. PUBLIC

Under pressure, you can be tempted to put aside the procedures or techniques you have learned and instead attempt to improvise, which is not your most effective style (1) • TERRY HILDEBRANDT



INCREASING YOUR SALES EFFECTIVENESS

Particularly when you are experiencing a "bad patch," your feelings can get the better of you; your sales effectiveness can be reduced because you are so involved with your own negative emotions (1)

- TERRY HILDEBRANDT

Your effectiveness is increased when other people tell you in general terms what they expect of you, instead of piling too much detail on you (1)

- TERRY HILDEBRANDT

When you are selling effectively, you listen carefully to the prospect and understand the power of what you say - you appreciate the power of the spoken word (1)

- TERRY HILDEBRANDT

You meet people readily, so making presentations to small or larger groups tends to be fairly easy for you (1)

- TERRY HILDEBRANDT

You have certain personal values, and you are more effective in the sales situation when the sales process enables you to hold onto those values (1)

- TERRY HILDEBRANDT

You have a tolerance for ambiguity; you understand that the buying decision can be complex, and you are willing to talk through matters with the prospect which might have more than one answer (1)

- TERRY HILDEBRANDT



INCREASING YOUR SALES EFFECTIVENESS

You may benefit from support or training in techniques to directly persuade and influence others (1)

• TERRY HILDEBRANDT

If the sales process means you have to be outside constantly, see if you can enlist help from others (1)

• TERRY HILDEBRANDT

You respond best to a competitive environment where there are clear winners and where individual achievement is recognized by concrete rewards (1)

• TERRY HILDEBRANDT

Particularly when you are under ongoing pressure, you can begin to feel tired; when this happens, it can be hard for you to act or feel enthusiastic or driven (1)

• TERRY HILDEBRANDT

You are most effective when you take a certain amount of time on a regular basis to relax and be free of an overly demanding schedule. If you have worked in sales for some time, this may be more important than you realize (1)

• TERRY HILDEBRANDT

You will do best in an environment that gives you the opportunity to talk about your feelings from time to time; being able to do this with someone you can trust is an important step in increasing your sales effectiveness (1)

• TERRY HILDEBRANDT



INCREASING YOUR SALES EFFECTIVENESS

Surroundings that allow you and others to consider secondary issues or to spend time over more complex decisions motivate you the most (1) • TERRY HILDEBRANDT

Your relatively low level of interest in persuading the prospect can work against you when you should be asking for the sale (1) • TERRY HILDEBRANDT

Under pressure, you may be tempted to stay in the office and reluctant to get out into the field (1) • TERRY HILDEBRANDT

Your sales style is most effective when you feel you have a complete understanding of your product or service, from both a practical and theoretical viewpoint (1) • TERRY HILDEBRANDT

Do you have all the written materials and documentation you may be asked for? (1) • JOHN Q. PUBLIC



TRUST

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Believe that being direct and forthright, particularly with key individuals, encourages the trust relationship (2)

• TERRY HILDEBRANDT • JOHN Q. PUBLIC

Can become too domineering and over-assertive (2)

• TERRY HILDEBRANDT • JOHN Q. PUBLIC

Find it easy to use your naturally authoritative style to encourage trust from other people (2)

• TERRY HILDEBRANDT • JOHN Q. PUBLIC

Consider that trust develops principally when people work actively alongside one another (2)

• TERRY HILDEBRANDT • JOHN Q. PUBLIC

You can feel less secure unless it's clear to you exactly who is in charge (2)

• TERRY HILDEBRANDT • JOHN Q. PUBLIC

May become self-protective; tell yourself that if you do not look out for yourself, nobody else will (2)

• TERRY HILDEBRANDT • JOHN Q. PUBLIC

May become curt and over-direct, even with key players (1)

• JOHN Q. PUBLIC

Engage you alone or with one or two other people where possible; don't expect to gain your trust in a more general group- or team-based session (1)

• JOHN Q. PUBLIC



TRUST

Be direct with you -- don't beat around the bush (1) • JOHN Q. PUBLIC

Consider trust to be something that develops from the natural respect that keen competitors have for one another (1) • JOHN Q. PUBLIC

Take a structured approach to developing trust relationships, proceeding from one stage to the next as trust builds (1) • JOHN Q. PUBLIC

When trust issues arise, it can affect your decision-making; determining what should or should not be done may start to become a much more fearful matter because you are no longer sure upon whom you can depend (1) • TERRY HILDEBRANDT

Can over-magnify personal and group problems; inclined to exaggerate matters of trust; can see lack of trust as a matter of betrayal (1) • TERRY HILDEBRANDT

Can begin to feel physically fatigued and demotivated as your trust level drops; start to put things off or fail to complete tasks (1) • TERRY HILDEBRANDT

Others should not expect commitment overnight. Allow you time to size up the situation; you are not inclined to trust people easily (1) • TERRY HILDEBRANDT



TRUST

May fail to follow any sort of plan (1) • TERRY HILDEBRANDT

Like to use your social skills to develop trust with the group or team first, focusing afterwards on individuals (1) • TERRY HILDEBRANDT

Giving you the opportunity to talk about the way you feel is important if your trust is to be gained (1) • TERRY HILDEBRANDT

You feel that the trust relationship develops over time through a mixture of working with other people and sharing of ideas. Giving you an over-ambitious schedule can slow this process (1) • TERRY HILDEBRANDT

You are much more interested in others providing a level playing field and clear rules for competitive engagement than in any talk on their part about "trust"; paradoxically, this is how they will encourage you to trust them (1) • TERRY HILDEBRANDT

Don't over-burden you with details or procedures; otherwise, you can feel they don't trust you to handle the situation in question (1) • TERRY HILDEBRANDT

See issues of trust as being fairly complex; understand that establishing trust can take time and may need to be re-evaluated frequently (1) • TERRY HILDEBRANDT

GROUP INSIGHTS



TRUST

Aware that taking others' feelings into account is an important key to gaining their trust (1)

• TERRY HILDEBRANDT

Believe in trust as an ideal which should underlie any and all relationships (1)

• TERRY HILDEBRANDT

May withdraw mentally or even physically from group participation; can begin to wonder if anyone trusts you (1)

• JOHN Q. PUBLIC



HANDLING COMMITMENT

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

You are usually clear and straightforward when you are framing your commitment message for key individuals (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Your natural authority style makes it easy for you to request input from others, even if they're initially reluctant to contribute (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You can become more domineering than you realize when discussing commitment, rather than being open to input from others (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Establishing the team's commitment can turn into a desire to promote your own ideas at any price (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Be sure that you are clear about lines of authority, whether that authority is vested in you or someone else. Others should not expect commitment from you unless you are clear who is "in charge" (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Your tendency to put the team's welfare first means you are inclined to listen to and consider input from others (1)

- TERRY HILDEBRANDT



HANDLING COMMITMENT

You can find that others criticize you for lack of detailed commitment (1) • TERRY HILDEBRANDT

Outline in broad terms what is being asked of you. Leave the details until later (1) • TERRY HILDEBRANDT

If you will benefit personally from any commitment, particularly if the reward will be commensurate with your performance, you should be told about it (1) • TERRY HILDEBRANDT

Your usual practice is to outline your commitment in some detail, rather than in general terms (1) • JOHN Q. PUBLIC

You tend to see commitment as involving each team member's competitive desire to win (1) • JOHN Q. PUBLIC

You can be too forthright with others when you believe that you are merely trying to establish clarity (1) • JOHN Q. PUBLIC

Be candid with you about what is being asked of you (1) • JOHN Q. PUBLIC



ACCOUNTABILITY

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

When under stress, may be too inclined to take a "what's in it for me" attitude (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Not afraid to use your natural authority when seeking accountability in others (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Believe that accountability means taking appropriate action; not inclined to sit back and reflect when carrying out your responsibilities (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

It's usually all right to be fairly forceful with you -- you respect natural authority figures (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Tend to be direct and straightforward with people when asking for accountability (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

May become domineering or provocative when discussing accountability issues (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

View accountability in terms of the achievement of broader, strategic goals, but like, to some extent, to measure and record this achievement (1)

- TERRY HILDEBRANDT



ACCOUNTABILITY

May appear insensitive to the way your actions, or lack of them, impact others (1)

- JOHN Q. PUBLIC

Talk to you alone or in a small meeting, depending on the context; don't single you out in larger gatherings (1)

- JOHN Q. PUBLIC

Straight talk will ultimately achieve more with you than being concerned about your deeper sensitivities (1)

- JOHN Q. PUBLIC

Believe that, while some people can be trusted to take responsibility, others may need to be reminded of their obligations or they may be tempted to avoid them (1)

- JOHN Q. PUBLIC

Inclined to take a structured approach to requesting or enforcing accountability (1)

- JOHN Q. PUBLIC

Believe in direct involvement with the task at hand or the people who are working on that task as a key to accountability; not too inclined to rely on formal procedures or innovative planning as a means of keeping yourself or others accountable (1)

- JOHN Q. PUBLIC

Under stress, you can find it hard to be decisive, or can change your mind several times after having in principle made a decision (1)

- TERRY HILDEBRANDT



ACCOUNTABILITY

Can worry about your responsibilities, sometimes to the extent that these concerns inhibit any action (1)

- TERRY HILDEBRANDT

When you are feeling pressure, there can be a temptation to put things off instead of taking vigorous action (1)

- TERRY HILDEBRANDT

Use others as a sounding board for matters which are more complex; understand that you sometimes need to talk these things through in order to handle more ambiguous issues (1)

- TERRY HILDEBRANDT

Can overlook details and become disorganized, particularly under pressure (1)

- TERRY HILDEBRANDT

Listen carefully for hints that your emotions are involved in your determination of your responsibilities, particularly if these feelings are negative. You should be encouraged to talk about them (1)

- TERRY HILDEBRANDT

Give you time to act; expect that you may think matters through before acting on your responsibilities (1)

- TERRY HILDEBRANDT

Point out to you that you are likely to benefit personally from meeting your responsibilities where this is the case (1)

- TERRY HILDEBRANDT



ACCOUNTABILITY

Discussing your responsibilities in broader terms is likely to achieve more than focusing on details (1)

- TERRY HILDEBRANDT

Take a thoughtful approach to issues of accountability; believe that often these issues are not as simple as they may first appear (1)

- TERRY HILDEBRANDT

See accountability as primarily a function of the way people relate to and feel about their responsibilities, rather than what the nature of those responsibilities may be (1)

- TERRY HILDEBRANDT

Believe that accountability, by its very nature, is not something that is enforced, but is an ideal to which people should naturally subscribe (1)

- TERRY HILDEBRANDT

Understand and capitalize on the advantages of addressing issues of accountability with larger groups of people (1)

- TERRY HILDEBRANDT

Can find it difficult to see your responsibilities in terms of how they affect others in the team or the larger group (1)

- JOHN Q. PUBLIC



HANDLING CONFLICT

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Engage directly with key players, instead of attempting to avoid the issue (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Can become domineering, dealing with others by attempting to dominate rather than engage constructively with other people (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Conflict can become an opportunity for you to win, perhaps at the expense of others (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Make sure you know who is "in charge" (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

See action rather than reflection as the key to solving conflict issues (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

A naturally authoritative person, you find it easy to direct conflict situations, even if other people try to dominate (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Find someone who is not directly involved and tell that person about your feelings, particularly the negative ones (1)

- TERRY HILDEBRANDT



HANDLING CONFLICT

If possible, get away from the group for at least a while and reconsider the issues (1)

- JOHN Q. PUBLIC

Get advice and input from key individuals who will be direct and straightforward with you (1)

- JOHN Q. PUBLIC

Secondary or less relevant issues can start to assume a disproportionately large importance (1)

- JOHN Q. PUBLIC

Can be too resistive in handling conflict issues in a group setting (1)

- JOHN Q. PUBLIC

Can be too terse and direct with some individuals, sometimes upsetting them without realizing it (1)

- JOHN Q. PUBLIC

You believe that it's often the secondary issues that cause conflict, and you like to investigate those (1)

- JOHN Q. PUBLIC

Understand that people are often in conflict because each one of them wants to win, and so look for solutions that can preserve that competitive element between them (1)

- JOHN Q. PUBLIC

Prefer to take a structured or step-by-step approach to dealing with conflict (1)

- JOHN Q. PUBLIC



HANDLING CONFLICT

Take time to consider matters where possible; your decision-making tends to be more effective if you are not rushed (1)

- TERRY HILDEBRANDT

Set aside a period of time to get away from the issue, mentally and physically (1)

- TERRY HILDEBRANDT

Believe that allowing people to air their feelings is a key issue in resolving conflict (1)

- TERRY HILDEBRANDT

Engage your competitiveness, to the extent that this can be useful in dealing with the conflict issue at hand (1)

- TERRY HILDEBRANDT

Generally prefer that conflict issues be handled openly in meetings (1)

- TERRY HILDEBRANDT

Don't push yourself to come up with a structured approach for dealing with a particular conflict. Start with a broad outline (1)

- TERRY HILDEBRANDT

Under pressure, can begin to see ambiguity in what are fundamentally simple issues (1)

- TERRY HILDEBRANDT

Your feelings, particularly negative feelings, can impede your ability to deal effectively with conflict (1)

- TERRY HILDEBRANDT



HANDLING CONFLICT

Particularly in the face of ongoing conflict, you can begin to lose energy or over-think the issue (1)

- TERRY HILDEBRANDT

Prefer to try and find common ground between people who are in conflict, rather than determine who's going to win or lose (1)

- TERRY HILDEBRANDT

If you are involved in some formal conflict management process, you can be tempted to abandon it and try a less organized approach (1)

- TERRY HILDEBRANDT

Understand that conflicts can't always be resolved easily, particularly when the issues are complex or ambiguous (1)

- TERRY HILDEBRANDT

Try to limit distractions when you are focusing on the issue (1)

- JOHN Q. PUBLIC



YOUR POSSIBLE INEFFECTIVE TACTICS IN MEETINGS

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

May start to argue loudly, become bossy, even aggressive (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Want to win at all costs (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Can be dismissive of the need for plans – including the agenda of the meeting (1)

- TERRY HILDEBRANDT

Can attempt to have the meeting or the decision deferred (1)

- TERRY HILDEBRANDT

Can become emotionally overwrought (1)

- TERRY HILDEBRANDT

May try to have important decisions delayed, often for no good reason (1)

- TERRY HILDEBRANDT

Can tend to be dismissive of individuals you disagree with (1)

- JOHN Q. PUBLIC

Can be silent during the meeting or refuse to contribute (1)

- JOHN Q. PUBLIC

Can lose focus and bring in irrelevant issues (1)

- JOHN Q. PUBLIC

GROUP INSIGHTS



RELATIONAL DISRUPTERS

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

You can be direct and straightforward in one-on-one encounters, and this can upset some co-workers who prefer you be more diplomatic (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You are naturally energetic, and therefore you may sometimes be tempted to over-schedule your co-workers (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You can think that co-workers who prefer to use guidance rather than commands or orders are ineffective at directing others (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

Rein yourself in over authority issues. Learn daily which situations can benefit from asking, "What do the rest of you think?" Learn to be patient with those who find it hard to speak up (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You are a natural authority figure, and you can appear more domineering or threatening to quieter co-workers than you may realize (2)

- TERRY HILDEBRANDT
- JOHN Q. PUBLIC

You believe that benefits for the team as a whole are more important than individualized incentives, and some of your co-workers may be more competitive than you think (1)

- TERRY HILDEBRANDT



RELATIONAL DISRUPTERS

Talk out your feelings with a person you can trust. When co-workers do something that triggers an emotional response in you, tell the person you trust instead of allowing your emotions to run away with you. Learn to do this routinely (1)

Be friendly. Push yourself to participate in those little social rituals with co-workers. Be present for at least some of their informal group interactions. Learn to value the power of larger meetings that are not called by you (1)

Give some co-workers a little more time. Identify those associates who can find it hard to be direct with you. Allow them a little more time to feel comfortable in one-on-one sessions with them (1)

You can feel resentful when you are interrupted in some task where you are concentrating hard (1)

You can tend to be less responsive to requests for meetings that come from others, suspecting that such meetings may be a waste of your time (1)

You may become impatient with co-workers who find it hard to talk with you directly and frankly (1)



RELATIONAL DISRUPTERS

You are able to multitask fairly easily, and some co-workers may need more time to focus their attentions than you realize (1)

• JOHN Q. PUBLIC

You have a natural competitiveness, and this can disturb those co-workers who think more in terms of general rather than individualized rewards (1)

• JOHN Q. PUBLIC

You are organized and detail-oriented, and some co-workers don't need as much structure as you may bring to your interactions with them (1)

• JOHN Q. PUBLIC

Don't insist on extended discussions just for the sake of it. Allow quick decisions on less important issues; this will allow you to say "This is something that really needs thinking about" when important or complex matters arise (1)

• TERRY HILDEBRANDT

Give 101% on those occasions which require it, even though you may be very tired afterwards (1)

• TERRY HILDEBRANDT

Feelings are important to you, but some co-workers may prefer that you focus more on the facts of the situation (1)

• TERRY HILDEBRANDT

Channel your underlying competitiveness appropriately. Be clear in your own mind which projects benefit from co-workers thinking competitively and which projects really require a team effort (1)

• TERRY HILDEBRANDT



RELATIONAL DISRUPTERS

You are friendly and work well with larger groups, and this may cause you to overlook the fact that some co-workers may respond better if you approach them individually or in smaller groups (1)

• TERRY HILDEBRANDT

Understand that some co-workers need to talk about details. If these are superfluous, say, "I'll give you three minutes to cover the detail issues" and then move on (1)

• TERRY HILDEBRANDT

You can become frustrated with co-workers who are impulsive or who fail to give sufficient thought to difficult matters (1)

• TERRY HILDEBRANDT

Your feelings can be hurt more easily than many co-workers realize (1)

• TERRY HILDEBRANDT

When others give you a demanding schedule too frequently, you can begin to feel tired and may defer even necessary actions (1)

• TERRY HILDEBRANDT

People who talk a great deal about abstract matters like ideals or generalized benefits can make you suspicious of their motives (1)

• TERRY HILDEBRANDT

You may become annoyed when co-workers go into what you regard as unnecessary detail, or seem incapable of "thinking outside the box" (1)

• TERRY HILDEBRANDT

GROUP INSIGHTS



RELATIONAL DISRUPTERS

You like to think things over before making a decision, particularly important decisions, and co-workers who are more decisive can find that hard to deal with (1)

- TERRY HILDEBRANDT

Understand that some co-workers do better when they divide their attention between tasks instead of focusing on one thing. Where it is possible, allow them to do this (1)

- JOHN Q. PUBLIC



YOUR POSSIBLE CHALLENGES

RESPONDENTS (2):

TERRY HILDEBRANDT; JOHN Q. PUBLIC

Become domineering, even aggressive (2) • TERRY HILDEBRANDT • JOHN Q. PUBLIC

Too tempted by short-term payoffs and by winning at any price (2) • TERRY HILDEBRANDT • JOHN Q. PUBLIC

Tend to undervalue following a planned approach (1) • TERRY HILDEBRANDT

Lose energy, are tempted to find the easy way out (1) • TERRY HILDEBRANDT

Can see the worst possibilities, tend toward negative feelings (1) • TERRY HILDEBRANDT

Delay decision-making unnecessarily, over-complicate decisions (1) • TERRY HILDEBRANDT

Can be unaware of the extent to which you are brusque or dismissive (1) • JOHN Q. PUBLIC

Can ignore social convention (1) • JOHN Q. PUBLIC

Find it hard to concentrate, are too easily distracted (1) • JOHN Q. PUBLIC
